GOVERNMENT OF THE DISTRICT OF COLUMBIA
Workforce Investment Council

Responses to FY2024-2025 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 18, 2025

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

FY2025 Performance Oversight Pre-Hearing Questions – Workforce Investment Council

STANDARD 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.

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

    b. Please provide an explanation of the roles and responsibilities of each division and subdivision.

    Response: The Workforce Investment Council (WIC) is structured into two core functional teams: Program and Operations. The Program Team is responsible for developing and implementing strategic initiatives that align with the agency's mission, including designing, enhancing, and delivering a cohesive workforce development system that effectively serves the District's residents and employers. As part of its scope, the Program Team includes Business Engagement, which supports key workforce initiatives such as the Workforce Intermediary, Sector Strategies, Career Pathways, and the Eligible Training Provider List (ETPL). Additionally, the Performance and Impact division within the Program Team provides oversight and support for the American Job Centers, the Expenditure Guide, the Workforce Innovation and Opportunity Act (WIOA) State Plan, and workforce policy development. The Operations Team ensures the efficient execution of the WIC's initiatives by managing the agency's financial and administrative functions, including budget management, procurement, grant administration, human capital, and other core operational activities essential to the agency's effectiveness.

    c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

    Response: For Fiscal Year 2025, the Workforce Investment Council (WIC) has implemented key organizational changes to strengthen its functional team structure and enhance workforce development efforts. The Resource Allocation Analyst (Grade 13) position has been reclassified as a Program Analyst (Grade 13) to better support program development, implementation, and performance analysis, ensuring a stronger focus on data-driven decision-making and resource allocation. Additionally, this role will support outreach efforts, serving as an ombudsman for residents to enhance

engagement and access to workforce programs. The Deputy Director (Grade 15) position has been reclassified as Workforce Development Program Manager (Grade 14) to streamline leadership roles and improve operational efficiency within the Program Team, reflecting the agency's commitment to a more agile and responsive workforce development structure. The Workforce Investment Manager (Grade 14) position has been reclassified as a Business Services Manager (Grade 14) to reinforce WIC's Business Engagement initiatives, strengthen employer partnerships, advance sector strategies, and enhance business services that align with industry workforce needs. These modifications align positions with programmatic priorities and operational functions, ensuring WIC's ability to deliver effective workforce strategies that drive positive employment outcomes for the District.

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. The 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:

Employee	Name of Agency	Reason for Detail	Date of Detail	Projected Return Date
Derek Johnson	Mayor Office on Community Affairs (MOCA)	To assist the DC Workforce Investment Council with recruitment of Board Members	July 25, 2024	No projected return date

4. Please provide the Committee with:
    a. A list of all employees who received or retained cellphones, personal digital Associates, or similar communications devices at agency expense in FY24 and Q1 of FY25;

Response: Please see the "Q4_Attachment A" for the list of all employees who received or retained cell phones, personal digital Associates, or similar communications devices at agency expense in FY24 and Q1 of FY25.

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 FY24 and Q1 of FY25;

Response: The DC Workforce Investment Council does not have any vehicles owned or leased by the agency in FY24 and Q1 of FY25.

d. A list of travel expenses, arranged by employees for FY24 and Q1 of FY25, including the justification for travel; and

Response: Please see Q4_Attachment D.

e. A list of the total workers' compensation payments paid in FY24 and Q1 of FY25, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Response: The DC Workforce Investment Council had no workers' compensation filings or Payouts in Fiscal Year 2024 or Quarter 1 of Fiscal Year 2025.

5. For FY24 and Q1 of FY25, please list all intra-District transfers to or from the agency.

Response:

Name of MOU	Fiscal Year	Amount	Origin	Destination
Workforce Innovation and Opportunity Act (WIOA)	FY24	$1,700,000	Department of Employment Services	DC Workforce Investment Council
Office of the State Superintendent of Education	FY24	$1,000,000	DC Workforce Investment Council	Office of State Superintendent
First Source	FY24	$1,000,000	DC Workforce Investment Council	Department of Employment Services
Workforce Innovation and Opportunity Act (WIOA)	FY25	$1,300,000	Department of Employment Services	DC Workforce Investment Council

6. For FY24 and Q1 of FY25, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
    a. The revenue source name and code;
    b. The source of funding;
    c. A description of the program that generates the funds;
    d. The amount of funds generated by each source or program;
    e. Expenditures of funds, including the purpose of each expenditure; and
    f. The current fund balance.

Response: The DC Workforce Council did not receive special purpose revenue funds in Fiscal Year 2024 and Q1 2025.

7. Please list all memoranda of understanding ("MOU") entered into by your agency during FY24 and Q1 of FY25, 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	Execution Date	Termination Date
Workforce Innovation and Opportunity Act	10/1/2023	9/30/2024
Office of the State Superintendent of Education (OSSE)- Adult Education Career Pathways Innovation Grants	10/1/2023	9/30/2024
First Source (Department of Employment Services)	10/1/2023	9/30/2024
Workforce Innovation and Opportunity Act	10/1/2024	9/30/2025

8. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogramming's, etc.), and actual spending, by program and activity, for FY22, FY23, FY24 and Q1 of FY25.
    a. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-District funds).
    b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY24 and Q1 of FY25 for each program and activity code.
    c. Attach the cost allocation plans for FY24 and FY25.
    d. In FY24 and Q1 of FY25, 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: WIC has no lapse in funding.

9. Please provide as an attachment a chart showing the agency's overall Grants, Contracts, and Reprogramming received during FY24 and Q1 of FY25. Please break down into the following:

a. Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount ($);
b. Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount ($);
c. Identify whether each funding source is recurring or one-time;
d. Identify whether the contract was competitively bid or sole-source; and
e. Indicate the receiving agency and amount of funding for funds moved out of the agency.

Response: Please see the chart below and Q9_Reprogramming Chart

Reprogramming: The WIC submitted two reprogramming forms in FY24 through Q1 FY25.

Date	Amount	Source Funding	Purpose
1/29/2024	$171,000	Local	The funds were used to ensure there was sufficient funding to maintain the Data Vault job seeker portal.
2/10/2025	$188,000	Local	The funds will be used to enhance workforce system efficiency and accountability; the reallocation will support strengthening key areas and ensuring DC residents and businesses receive the support they need.

10. Please provide a copy of the required Small Business Enterprise (SBE) Report for FY25.

Response: The DC Workforce Investment Council budget falls under the purview of the Office of the Deputy Mayor for Education for FY25. 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. The WIC did not produce a Small Business Enterprise (SBE) Report for FY2025.

11. Please provide the following information regarding capital projects:
a. A list of all capital projects in the financial plan.
b. For FY22, FY23, FY24, and Q1 of FY25 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.
c. An update on all capital projects planned for FY25, FY26, FY27, FY28, and FY29.
d. A description of whether the capital projects begun, in progress, or concluded in FY21, FY22, FY24, or Q1 of FY25, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Response: The DC Workforce Investment Council (WIC) has no capital projects in its financial plan and has not undertaken any capital projects in Fiscal Years 2022, 2023, 2024, or Quarter 1

of Fiscal Year 2025. As a result, there are no status reports, budget allocations, expenditures, or remaining balances to report for these years.

12. Please list all lawsuits pending and resolved, that name the agency as a party, during FY24 and Q1 of FY25. Identify the case name and number, claim and status.

Response: The DC Workforce Investment Council (WIC) has no pending or resolved lawsuits in Fiscal Year 2024 or Quarter 1 of Fiscal Year 2025. There are no cases in which the agency was named as a party during this period.

13. Please describe the agency's procedure for handling allegations of workplace harassment during FY24 and Q1 of FY25. Indicate the following:
    a. Date of offense;
    b. Whether the parties report to the same supervisor;
    c. The findings of substantiation or non-substantiation;
    d. What official action was taken; and
    e. Identify the deciding official in each case.

    Response: The WIC adheres to the Department of Human Resources (DCHR) Policy and Guidelines for investigating allegations of sexual assault and follows its Standard Operating Procedure for Reporting Harassment for workplace harassment claims. For further details, please refer to the attached documents (Attachment_Q13), "DCHR Policy and Guidelines" and "DCWIC Standard Operating Procedure for Reporting Harassment."

14. Please describe the agency's handling of sexual harassment claims received during FY24 and Q1 of FY25. Indicate the following:

    a. Date of offense;
    b. Whether the parties report to the same supervisor;
    c. The findings of substantiation or non-substantiation;
    d. What official action was taken;
    e. Identify the investigating official or Sexual Harassment Officer (SHO) for each claim; and
    f. The date the report was forwarded to the Mayor's Office of Legal Counsel.

    Response: The Workforce Investment Council (WIC) has not had any allegations of sexual assault, misconduct, or workplace harassment reported in Fiscal Years 2023, 2024, or 2025 to date.

15. 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 FY24 and Q1 of FY25.

Response: During FY24 and Q1 of FY25, the DC Workforce Investment Council (WIC) was audited by the U.S. Department of Labor's (DOL's)Employment and Training Administration regarding activities related to WIOA Titles I and II, specifically focusing on policies and processes. The original audit request was received on December 8, 2023. Following the audit, DC WIC has

been working with DOL to receive and provide technical assistance to streamline processes and create greater efficiencies within WIOA-related activities. These efforts aim to enhance compliance, improve service delivery, and strengthen workforce development initiatives.

16. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY24 and Q1 of FY25.

Responses: During FY24 and Q1 of FY25, the DC Workforce Investment Council (WIC) developed and published several key documents to support transparency, effective workforce development, and industry-aligned training initiatives. These publications include reports, brochures, and guides that provide critical insights into workforce funding, program performance, and sector-specific labor market needs.

One of the most significant publications is the FY23 Expenditure Guide, which serves as a comprehensive resource detailing workforce development investments across the District. Mandated by the Transparency Act of 2018, this guide captures spending and performance data from all District agencies that administer, manage, oversee, or fund workforce development and adult education programs. The Expenditure Guide Executive Summary provides a high-level overview of these data points, offering stakeholders an accessible summary of key findings. The Expenditure Guide plays a crucial role in ensuring transparency and accountability in workforce investments while supporting data-driven decision-making to improve service delivery across the District.

To ensure the WIC is capturing all data for the Expenditure Guide, and taking into consideration the lag time (18 months) for some data captured (i.e. employment attainment and certification attainment), 2024 expenditure data will be submitted in Spring of 2026.

In FY21, the WIC awarded the DC Hospital Association (DCHA) funding to launch and lead the DC Health Care Workforce Partnership which, to date, includes 19 local healthcare employers, 24 core partners, including community-based organizations and education and training institutions and eight network supporters, including government agencies and non-profits. In FY24, the Partnership published the 4th Annual Healthcare Occupations Report, which provides an in-depth analysis of the healthcare workforce landscape in the District, identifying high-demand occupations, workforce shortages, and emerging trends in the healthcare sector. The report serves as a valuable resource for workforce policymakers, healthcare providers, and training institutions to align education and training programs with industry needs. By offering data-driven insights provided by healthcare sector employers, the report helps inform strategic investments in healthcare workforce development, ensuring that DC residents have access to career pathways in a critical and growing industry.

FY24 & Q1 FY25 Publications

- FY23 Expenditure Guide (Draft & Final Versions) – A comprehensive financial and performance analysis of workforce programs.
- FY23 Expenditure Guide Executive Summary (Draft & Final Versions) – A high-level summary of the Expenditure Guide's findings.

- FY 2024 Healthcare Occupations Report – An analysis of healthcare workforce trends, developed in partnership with the DC Hospital Association (DCHA).

At this time, no additional publications have been listed for Q1 of FY25. However, DC WIC remains committed to producing materials that enhance public understanding of workforce investments and labor market trends across high-demand industries.

17. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY24 and Q1 of FY25. Please state the status and purpose of each. Please submit a hard or electronic copy to the Committee if the study, research paper, report, or analysis is complete.

Response: During FY24 and Q1 of FY25, the DC Workforce Investment Council (WIC) developed and published several key reports and analyses to enhance workforce development strategies, align training programs with industry needs, and ensure transparency in workforce investments. One of the most significant publications was the FY23 Expenditure Guide, mandated by the Transparency Act of 2018, which provides a comprehensive overview of workforce spending and performance data across all District agencies involved in workforce development and adult education programs. Published in August 2024, the guide was socialized with American Job Center (AJC) partners in November 2024 and later shared with Agency Directors in December 2024 to promote collaboration and strategic workforce planning. Accompanying this, the FY23 Expenditure Guide Executive Summary was released to provide a high-level summary of key data insights.

Additionally, in June 2024, DC WIC, in partnership with the DCHA Program Services Company, Inc. (DCHA), published the 4th Annual Healthcare Occupations Report, which provides an in-depth analysis of workforce trends in the healthcare sector, including high-demand occupations, workforce shortages, and opportunities for training and employment. The report, the fourth of its kind, serves as a critical resource for policymakers, training providers, and businesses, offering insights into labor market needs and strategies to strengthen the healthcare workforce pipeline. To ensure alignment with industry needs, the report was socialized with training providers, businesses, and DC WIC Board members following its release.

Lastly, the WIOA State Plan was completed and submitted in August of 2024 and a final draft was published in January 2025 to outline the District's strategic approach to workforce development under the Workforce Innovation and Opportunity Act (WIOA). These reports reflect DC WIC's ongoing commitment to providing data-driven insights that strengthen workforce strategies, improve program effectiveness, and foster collaboration across key industry sectors.

18. Please provide a copy of the agency's FY24 performance plan. Please explain which performance plan objectives are completed in FY24 and whether they were completed on time and within budget. If they were not, please provide an explanation.

Response: Please see attachment "Q_18 WIC FY2024 Performance Plan." All objectives in the WIC's FY24 performance plan were completed on time and within budget.

19. Please provide a copy of your agency's approved FY25 performance plan as submitted to the Office of the City Administrator, including approved goals, objectives, timelines, planned program and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

Response: Please see the attached "Q_19 FY25 Performance Plan," also listed below.

Goals and Objectives for FY25
1. Enhancing Accessibility and Continuous System Improvement

Objective: Improve access to workforce development programs and refine processes to better serve job seekers, businesses, and workforce partners.

Assigned Staff: Associate Director of Performance and Impact, Community Engagement Specialist, and Program Analyst (Outreach & Access)

Key Initiatives:

- Expand outreach and engagement to underrepresented communities to ensure equitable access to workforce services.
- Strengthen the American Job Centers (AJCs) network to improve job placement and career services.
- Implement a digital access strategy to streamline enrollment and service delivery for job seekers.

2. Integrating a Comprehensive Workforce Development System

Objective: Establish a unified workforce development system that consolidates efforts across multiple agencies and sectors.

Assigned Staff: Executive Director, Chief of Staff, Associate Director of Business and Engagement

Key Initiatives:

- Launch the One Workforce Initiative, a cross-agency collaboration to create a seamless workforce service delivery system.
- Strengthen sector-based partnerships to align workforce training with industry demand.
- Enhance data integration across workforce programs to improve performance tracking and reporting.

3. Providing System Coordination and Transparency

Objective: Ensure that stakeholders have a clear understanding of the workforce system and its processes.

Assigned Staff: Associate Director of Performance & Impact, Data Analyst

Key Initiatives:

- Develop and publish the FY24 Expenditure Guide to track workforce investments and performance outcomes.
- Host quarterly stakeholder forums to share updates on workforce strategies and gather feedback.
- Improve public access to workforce data through an online performance dashboard.

4. Ensuring a High Level of Accountability

Objective: Establish a performance-driven workforce system that is measured by data-driven goals and outcomes.

Assigned Staff: Associate Director of Business Engagement, Program Analyst (Compliance & Reporting)

Key Initiatives:

- Increase participation in sectoral partnerships to align training programs with employer needs.
- Strengthen compliance and monitoring efforts for training providers.
- Expand the use of performance-based funding models to improve outcomes.

5. Effective Leadership and Strong Partnerships

Objective: Lead innovative workforce initiatives that strengthen partnerships and advance economic mobility.

Assigned Staff: Executive Director, and Associate Director of Business Engagement

Key Initiatives:

- Expand partnerships with businesses, educational institutions, and training providers to increase job placements.
- Increase collaboration with neighboring jurisdictions to improve regional workforce strategies.
- Establish a Workforce Leadership Council to drive innovation and policy recommendations.

6. Efficient, Transparent, and Responsive Government

Objective: Maintain a highly efficient, transparent, and responsive District workforce system.

Assigned Staff: Associate Director of Performance and Impact, Senior Policy Manager (Policy & Oversight)

Key Initiatives:

- Implement automated reporting systems to reduce administrative burdens and improve data accuracy.
- Enhance workforce program monitoring to ensure compliance and effective service delivery.
- Improve interagency collaboration to reduce redundancies and enhance efficiency.

7. Finance, Procurement, and Board Management

Objective: Strengthen financial management, procurement processes, and board operations to support agency effectiveness and accountability.

Assigned Staff: Chief of Staff, Administrative Officer, Staff Assistant, Finance Officer

Key Initiatives:

- Improve financial oversight to ensure effective budget management and allocation of workforce resources.
- Enhance procurement processes to support workforce initiatives and streamline contract management.
- Strengthen board management and governance, ensuring strategic alignment and operational efficiency.
- Conduct quarterly board meetings to oversee workforce initiatives and improve stakeholder engagement.

Key Projects for FY25 and Assigned Staff

1. Community Outreach Initiative
Purpose: Expand efforts to engage DC residents, community organizations, and workforce partners to increase awareness and accessibility of workforce programs.

Assigned Staff: Community Engagement Manager, Program Analyst (Outreach & Access)
Planned Actions:

- Host community workforce resource fairs across the District to connect residents with job opportunities and training programs.
- Increase stakeholder engagement by conducting outreach with community-based organizations and business leaders.
- Develop bilingual workforce materials to ensure accessibility for diverse communities.

2. Workforce Accountability and Transparency Clearinghouse (WATCH) & FY24 Expenditure Guide
Purpose: Strengthen accountability and transparency by tracking workforce program effectiveness and funding allocations.

Assigned Staff: Associate Director of Performance & Impact, Data Analyst

Planned Actions:

- Publish the FY24 Expenditure Guide in August 2024 to provide insights into workforce spending and performance.
- Expand the Workforce Accountability and Transparency Clearinghouse (WATCH) to track program efficiency.
- Conduct annual workforce briefings with policymakers and stakeholders to review key findings and recommendations.

3. Career Pathways Expansion

Purpose: Strengthen career pathways programs to ensure job seekers receive industry-aligned training.

Assigned Staff: Sector Strategies Manager, Manager of Training & Skills Development

Planned Actions:

- Develop new career pathways maps for high-growth industries.
- Provide career coaching and upskilling programs for job seekers.
- Partner with employers to validate and endorse training pathways.

4. Workforce Data and Performance Dashboard

Purpose: Increase transparency and accountability by providing real-time workforce performance data.

Assigned Staff: Data Analyst, Program Analyst (Compliance & Reporting)

Planned Actions:

- Design and launch an interactive online dashboard displaying key workforce metrics.
- Publish quarterly workforce reports to track program effectiveness.
- Train agency staff and workforce partners on data-driven decision-making.

5. Business Engagement and Employer Roundtables

Purpose: Strengthen relationships with employers to align training programs with industry needs.

Assigned Staff: Associate Director of Business Engagement, Sector Strategies Manager

Planned Actions:

- Host quarterly business roundtables to gather employer feedback.
- Develop industry-specific workforce strategies based on employer insights.
- Increase sector-based training partnerships in healthcare, IT, construction, and hospitality.

6. Finance, Procurement, and Board Operations

Purpose: Ensure effective financial management, procurement processes, and board operations to support workforce initiatives.

Assigned Staff: Chief of Staff, Administrative Officer, Staff Assistant,
Planned Actions:

- Strengthen financial reporting and budget monitoring to ensure efficient resource allocation.
- Streamline procurement policies to facilitate timely and effective contract management.
- Conduct quarterly board meetings and ensure compliance with governance standards.
- Improve board engagement strategies to enhance oversight and strategic decision-making.

Workforce Staffing and FTEs (Full-Time Equivalents) for FY25

As part of its commitment to efficient government operations, DC WIC aims to ensure optimal staffing levels to support key initiatives.

Total FTEs Assigned: 14 staff members, including the Executive Director, Chief of Staff, Associate Directors, and Finance & Procurement team to ensure strong leadership and operational oversight.

20. Please provide the number of FOIA requests for FY24 and Q1 of FY25, 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 2024 and the first quarter of Fiscal Year 2025, 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.

21. 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 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.

22. 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 FY24 and Q1 of FY25, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Response: Please see Q21 Board attachments Q21A-Q21C 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 FY24 and Q1 of FY25.

23. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Indicate the following:

    a. Report due date;
    b. If the agency complied;
    c. Date of actual transmittal; and
    d. To which entity the reports were filed.

Response:

District of Columbia Code or Municipal Regulations	
Required Reporting	§ 32–1603. Workforce Investment Council. the District's annual report and WIOA State Plan as required under section 136(d) of the Federal Workforce Innovation and Opportunity Act
Status	The WIOA State Plan was completed and officially accepted in January 2025, ensuring that the District remains in compliance with federal workforce regulations and continues to implement effective workforce development strategies. The responsibility for the District's Annual Report has historically been managed by the Department of Employment Services (DOES). However, beginning in FY25, DC WIC will assume full responsibility for developing and submitting this report to provide a comprehensive overview of workforce system outcomes, inclusive of all core partners. This transition will enhance transparency and coordination across agencies. The next Annual Report is scheduled for submission by DC WIC in September 2025.
Required Reporting	§ 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.
Status	DC WIC submits quarterly training provider performance reports to the Department of Employment Services and the U.S. Department of Labor (DOL), ensuring regular monitoring and accountability of service providers. In addition to these quarterly reports, a final comprehensive training provider performance report will be submitted in September 2025. This report will provide stakeholders with a detailed evaluation of training provider effectiveness, supporting informed decision-making for job seekers and policymakers.
Required Reporting	§ 32–1622. Workforce Development System Expenditure Guide.
Status	The FY24 Workforce Expenditure Guide was completed and disseminated among American Job Center (AJC) partners and agency leaders. This report plays a critical role in enhancing financial accountability and program oversight, offering a comprehensive analysis of workforce funding allocations and their impact. By providing key financial insights, the guide assists in strategic decision-making to improve the efficiency and effectiveness of workforce programs.
Required Reporting	§ 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).
Status	The 4th Annual Healthcare Occupations Report was published in June 2025, fulfilling this requirement. To maximize its impact, the report was presented and socialized with key stakeholders, including training providers, business leaders, and workforce system partners, in November 2025. The socialization of the Healthcare Occupations Report ensured that the findings and recommendations outlined in the report contribute to workforce planning and policy development, particularly within the healthcare sector.

24. 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 FY24, 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), the National Workforce Development Board, and the Department of Labor 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. Training sessions included improving outcomes for WIOA participants, Elevating Business Services, Creating and Sustaining Momentum Through Registered Apprenticeship, Roles and responsibilities of a Workforce Board, Cultivating Exposure and Job-Ready Outcomes in the Trades, Leveraging Cross-Agency Collaboration to Connect Individuals to Jobs & Wrap-Around Services, and Understanding Labor Market the Supply and the Demand.

25. 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 are meeting individual job requirements?

Response: The DC Workforce Investment Council (WIC) conducts annual performance evaluations as well as mid-year evaluations for all employees. These evaluations are designed to assess individual performance, align employees' responsibilities with agency objectives, and ensure continuous professional development.

Performance evaluations are conducted by supervisors and managers, who review employees' roles and responsibilities to ensure a clear understanding of individual goals and agency-wide priorities. Employees are assessed against established job requirements, performance expectations, and key performance indicators (KPIs) set forth in the agency's performance plan. The evaluation process includes a structured review of work quality, efficiency, goal achievement, and professional development progress.

To maintain consistency and fairness, the agency conducts calibration meetings to standardize performance ratings and ensure equitable assessments across different departments and roles.

These sessions help supervisors align evaluation criteria, address any discrepancies, and promote a fair and objective evaluation process.

Additionally, individual performance plans are established at the beginning of each evaluation cycle, outlining specific objectives and measurable KPIs that align with both the employee's role and the agency's overall goals. Employees receive regular feedback throughout the year, with mid-year check-ins allowing for progress discussions, necessary adjustments, and additional support or training when needed.

The DC WIC's structured performance evaluation process ensures that all employees are meeting their individual job requirements, contributing effectively to the agency's mission, and continuously improving in their respective roles. Through annual, mid-year evaluations and weekly one-on-one meetings, role clarification, and calibration meetings, the agency upholds its commitment to high performance, accountability, and professional growth across all levels of the organization.

26. Please include a chart of FY24 employee evaluation rating showing the employee's job title, duties/responsibilities, classification grade, salary, date of employment, and FY24 evaluation rating. Also, please identify if the employee has been separated from the agency during FY24 or Q1 of FY25.

Response: Schedule A provides a comprehensive chart that includes employee job titles, duties and responsibilities, classification grades, salaries, and dates of employment for FY24. This document also identifies whether employees remained active or were separated from the agency during FY24 or Q1 of FY25.

As part of the commitment to confidentiality and privacy, the DC Workforce Investment Council does not publicly disclose individual employee performance ratings. Employee evaluations are considered protected and confidential information and are shared exclusively between the employee and their supervisor. This practice ensures the integrity of the evaluation process and safeguards employee privacy while maintaining a structured and fair approach to workforce performance management.

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

Response: The DC Workforce Investment Council (WIC) is committed to fostering a highly skilled workforce through an integrated workforce development system that ensures resources are distributed across the District. As part of its mission, the WIC convenes agency leaders, community-based organizations, and training providers to analyze labor market trends and align workforce strategies with the needs of DC residents and businesses. Through these efforts, the

WIC seeks to bridge opportunity gaps, enhance economic mobility, and support all our District residents.

28. Provide a chart of agency programs conducted during FY24. 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: 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. 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 provides final approval. The budget for activities outside of personnel budget is $70,000.

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 November 2024, 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. In addition, through the efforts the team worked to reduce redundancy and shorten the process time for a final decision from 12 months to a 4-6 month period.

As of the present, the Workforce Investment Council's list includes a total of 3 training providers offering 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.

Community of Practice – The Workforce Investment Council established the Community of Practice on February 3, 2023. The goal was to bring workforce development professionals and practitioners together to establish an inclusive table where information is presented, resources are shared, ideas are exchanged, collaboration efforts are established, coordination takes place and new connections are made. The Community of Practice is comprised of District government agencies and community-based organizations.

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. This activity is led by Performance and Impact and was established in 2014. In 2021-2024 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 on 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) mandates 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 Executive Summary reports on the work of over 24 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 in addition to personnel include the use of data-related software tools that total approximately $40,000 annually.

The 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, the Business Engagement team 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 other 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. The WIC's Education and Workforce Alignment Committee supports and oversees all programs initiated and launched under the Business Engagement unit and the newly formed Blueprint Committee will support bringing businesses to the forefront to make business-informed decisions in the workforce.

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; Entertainment; Transportation; Infrastructure; 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 costs, this is an activity that does not require line-item 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 2024, 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 and changes to the employment pipeline. The Career Pathway Maps were used to train more than 275 District employees to help support career pathway maps and ladders for outcomes towards self-sufficiency for District resident to understand their next Career moves. 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 line-item funding. OSSE does manage a system under Lightcast, which supports the live information behind the maps.

Healthcare Intermediary Partnership Program- -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 organizations, 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 leading to Employment, Education and Training Opportunities. This position and all activities were supported under local funding originally supported by the Associate Director of Business Engagement. The Healthcare partnership has been funded at $258,000 per year since 2021, and the workforce intermediary partnership ended in September 2024.

Training Quality Standards - DC WIC enhances 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.

29. Please provide a chart showing the agency's program priorities for FY24 and FY25. Include the following:
    a. Staffing numbers;
    b. Expenditure;
    c. Community outreach activities; and
    d. Measurable outcomes or metrics associated for each priority.

Response:

DC Workforce Investment Council Fiscal Year 2024-2025 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 prioritizes 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.

30. Please provide a copy of the agency's FY24 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 Q30 _Attachment.

AGENCY-SPECIFIC QUESTIONS

I. Agency Priorities, Performance, and Evaluation

General

31. At the last performance oversight hearing, the WIC expressed the following five priorities: enhancing accessibility and continuous system improvement; integrating a comprehensive workforce development system; providing system coordination and transparency; ensuring a high level of accountability to create a high-performance, inclusive workforce ecosystem, based on data-driven decisions; and providing effective leadership and stronger partnerships through innovative initiatives.
    a. How did the agency address its top five priorities in FY24?
    b. What are the agency's top five priorities for FR25?

Response: In FY2024, the D.C. Workforce Investment Council (WIC) made significant progress in addressing its top five priorities. To enhance accessibility and continuous system improvement, the WIC streamlined the Eligible Training Providers List (ETPL) application process, expanded the number of approved providers, and launched targeted outreach efforts to ensure that residents, particularly those from underserved communities, were aware of available workforce programs. The WIC also supported the

allows job seekers to explore career pathways, access training programs, and connect with employment services, enhancing user experience and improving service delivery. Efforts to integrate a comprehensive workforce development system included strengthening partnerships with UDC Community College through an MOU, collaborating with the Department of Employment Services (DOES) to include registered apprenticeship programs on the ETPL, and working with regional partners in Maryland and Virginia to develop reciprocity agreements. The WIC also facilitated Communities of Practice—collaborative networks of workforce stakeholders sharing best practices, resources, and innovative approaches to workforce development.

The WIC ensured system coordination and transparency by holding regular public meetings, publishing workforce performance data, and fostering open communication with stakeholders, including employers, training providers, and community organizations. The WIC's commitment to sector strategies was demonstrated through the creation of industry-specific working groups that addressed the workforce needs of high-demand sectors such as healthcare, IT, construction, and hospitality, ensuring that training programs aligned with labor market demands. Accountability was maintained through rigorous performance evaluations of training providers, data-driven funding decisions, and continuous monitoring of program outcomes to ensure quality service delivery. Lastly, the WIC provided effective leadership by establishing working groups focused on industry-specific needs, supporting new apprenticeship initiatives such as Child Development Associate, and fostering innovation through partnerships with local businesses and educational institutions.

For FY2025, the WIC's top five priorities will continue to build on these efforts: (1) enhancing accessibility by further expanding digital platforms, leveraging My Journey DC to provide seamless access to workforce services and career resources, and developing tailored outreach strategies for marginalized communities; (2) integrating workforce development services by strengthening inter-agency collaboration, expanding Communities of Practice, and aligning programs with employer needs; (3) improving system coordination and transparency through enhanced reporting, stakeholder engagement, and streamlined administrative processes; (4) maintaining accountability by refining performance metrics, conducting regular program assessments, and utilizing data from My Journey DC for continuous improvement; and (5) driving innovation through sector strategies that promote industry-specific training, regional workforce collaborations, and technology-driven solutions to meet the evolving demands of the labor market.

32. Please list each program or body of work operated or administered by the WIC during FY24, 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 FY24;
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 FY25); and
f. If applicable, the WIC subcommittee that oversees the program.

Response: Please see response to Question 31

33. Please describe any initiatives that WIC implemented in FY24 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: The Workforce Investment Council established the Community of Practice on February 3, 2023. The goal was to bring workforce development professionals and practitioners together to establish an inclusive table where information is presented, resources are shared, ideas are exchanged, collaboration efforts are established, coordination takes place and new connections are made. The Community of Practice is comprised of between 8-10 District government agencies and 5-6 community-based organizations.

The CoP has met quarterly for three hours and have focused on topics including:

- Improving job readiness strategies for residents informed by businesses
- Understanding our priority populations and developing strategies for meeting their needs where they are
- Resources to support barriers our residents face in obtaining employment, training, education and supportive services
- Briefing on the WIOA Unified State Plan and the role community partners play in delivering their part in goal attainment
- The impact that the legalization of marijuana has on jobseekers – particularly youth

- The Community of Practice averages 25-30 attendees per quarter and they have consistently attended the DC Workforce Summit, oftentimes serving as exhibitors or session leaders

In 2025, the CoP will focus on supporting elements of the dashboard goals in the WIOA State Plan, particularly focused on:
Expanding outreach in Wards 5, 7, 8
Increase footprint in Wards 5, 7, 8 through collaborative activities and services in the libraries, community centers and other public locations
Increase marketing and align outreach efforts (hiring events, resource fairs)
Upcoming Community of Practice Meetings:
May 9, 2025
August 8, 2025
September 11, 2025 (DC Workforce Summit)
November 7, 2025

34. Please provide information on the WIC's internal accountability policies.

Response: The DC Workforce Investment Council (WIC) has established internal accountability policies to ensure responsible management of funds, effective program oversight, and high-quality workforce services for District residents. These policies help the WIC track performance, manage resources, and promote transparency across its initiatives. Financial oversight is a key component, with annual budgets reviewed and approved by the WIC executive management. The operations team conducts regular audits and quarterly reviews to track how funds are being used, ensuring compliance with both federal and local regulations, including WIOA guidelines. Site visits and desk reviews are conducted with grantees to verify that expenditures align with program goals, and corrective action plans are implemented if any discrepancies are found. The WIC also tracks program performance through key indicators like employment rates, credential attainment, and measurable skills gains. Training providers are required to submit quarterly performance reports, and WIC staff conduct site visits to observe programs and gather feedback from participants. Data management and privacy protocols are also a priority, with the DC Data Vault serving as the central system for tracking participant progress. Staff and partners receive training on the secure handling of sensitive information, and access to personal data is restricted to authorized personnel only.

In addition to financial and program oversight, the WIC invests in staff development and partner accountability. Mid-year and annual performance evaluations are conducted for staff to assess contributions, identify growth opportunities, and align individual goals with the agency's broader mission. Workforce partners, including training providers and community organizations, sign agreements that outline roles, responsibilities, and expected outcomes. Regular check-ins with these partners help address challenges and maintain program quality. These internal accountability policies enable the WIC to maintain efficient, transparent, and impactful workforce programs that respond to the evolving needs of District residents and employers.

Role as Managing Board

35. What needs to be done to enable WIC to meet the needs of its mandate to operate as the overseeing body for the Department of Employment Services (DOES) and the administration of federal funding?

Response: The WIC continues to work closely with all WIOA-mandated workforce partners, including DOES, to ensure that the District complies with all federal and local mandates and to promote our shared goals of high-quality programs and expanded access to good jobs for DC residents.

36. Has the WIC considered developing some guiding procedures to structure an oversight relationship with DOES?

Response: The WIC has developed a monitoring and oversight plan in accordance with WIOA regulations that outlines the role of the Workforce Development Board (https://www.ecfr.gov/current/title-20/chapter-V/part-679), including:

- Quarterly monitoring of Title I Adult, Dislocated Worker and Youth program outcomes.
- Quarterly monitoring of training provider outcomes.
- Annual approval of WIOA Youth Plan
- Ensuring all 14 elements required per WIOA regulations are available for youth as part of youth services.
- Quarterly review of American Job Center services including:
- Customer traffic;
- Partner referrals; and
- Updated ETPL policy that streamlines the process, thus reducing the time it takes for training provider application, strengthens the role of the Board subcommittee responsible for approving training provider applications, and establishes an electronic platform that automates the whole application process.
- The Performance and Impact team is developing standardized checklists, Corrective Action Plan rubrics and scheduled site visits to document ongoing monitoring in time for Q2 FY25.

37. What is your agency's understanding of your role in approving contracts for DOES?

Response: According to WIOA, the DC Workforce Investment Council (WIC) is tasked with the role of strategic oversight in the District's workforce development system by establishing policies, and approving the Department of Employment Services (DOES) operating plan for the youth to ensure alignment with the WIOA State Plan and local workforce goals. However, the WIC does not review or approve individual contracts issued by DOES. The contracting and procurement process for workforce services is solely managed by DOES, following District procurement outlined by the Office of Contracts and Procurement (OCP) in compliance with WIOA requirements. The WIC's focus remains on policy development, and system performance monitoring, while DOES is responsible for executing contracts and managing vendor relationships to implement the programs outlined in the WIOA State Plan.

38. Please discuss your agency's understanding of the federal directive from the Department of Labor that identifies the WIC as the governing body for deciding the use of federal funds.
a. Who is designated as the recipient of these federal funds?
b. What policies, if any, exist to manage the distribution of these funds?

Response: The U.S. Department of Labor (USDOL), through the Workforce Innovation and Opportunity Act (WIOA) of 2014, designates the DC Workforce Investment Council (WIC) as the governing body responsible for overseeing the use of WIOA funds. The WIC Board is tasked with developing policies, providing strategic oversight, and guiding funding decisions to ensure funds are allocated effectively to meet labor market demands, support job seekers, and engage employers. As outlined in WIOA § 101(d)(1), the Board must develop, implement, and modify the state plan to guide workforce investments, while WIOA § 101(d)(6) mandates the creation of policies that support efficient resource use. Additionally, WIOA § 116(b) requires the Board to establish performance accountability measures tied to funding decisions, and WIOA § 121(c)(2) empowers the Board to enter into MOUs with partners to define funding responsibilities for One-Stop operations. While the Board provides policy direction and funding priorities, the Department of Employment Services (DOES) is responsible for executing contracts and implementing WIC-approved policies. The USDOL directive underscores the Board's authority to govern the use of WIOA funds while ensuring compliance with federal and local workforce mandates. DOES is the WIOA Administrative Entity for the District and therefore is the direct recipient of the funds issued by the Department of Labor.

With respect to the policies that exist to manage the distribution of WIOA funds, WIOA regulations CFR20 679.370 Subsection i(2) and (3), the Workforce Board's responsibilities include:

> (2) Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and
>
> (3) Ensure the appropriate use management, and investment of funds to maximize performance outcomes under WIOA sec. 116;

II. Workforce Development System Coordination and Oversight

39. 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: The Department of Employment Services (DOES) is primarily responsible for connecting DC residents with employment opportunities. Through the Career Pathway Maps, the

DC Workforce Investment Council (WIC) creates career ladders to provide residents with clear, direct exposure to the skills and education required to enter one of the eight high-demand sectors, covering more than 200 occupations.

DOES also oversees the apprenticeship program, which has seen significant growth this year, with 64 new apprenticeship programs and 874 residents actively participating. The DOES Office of Apprenticeship currently operates with approximately 10 full-time employees (FTEs) to support these initiatives.

40. 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 FTE's are involved.

Response: The DC Workforce Investment Council (WIC) convenes and coordinates workforce development initiatives within the District of Columbia. Its mission is to align the city's workforce programs with economic development goals, respond to labor market demands, and ensure equitable access to employment and training opportunities for DC residents. As part of its responsibilities, the WIC monitors program performance, provides strategic guidance, and fosters partnerships with external stakeholders, including government agencies, industry groups, and community-based organizations. Through its oversight, the WIC:

- Develops workforce development strategies informed by labor market data.
- Collaborates with industry leaders to address workforce gaps.
- Leads the collection of Expenditure Guide data, which includes agency-reported performance outcomes and financial information.

During Fiscal Year 2024, the DC WIC oversaw two key programs:

1. DC Workforce Intermediary (DCWI) – Healthcare Sector Partnership

- Agency: Administered through the DC Hospital Association (DCHA). • Funding: $563,000 (local funding).
- FTEs: 1 full-time staff member. Purpose: The DCHA partnership was to connect job seekers with employment and training opportunities in the healthcare industry, addressing workforce shortages and supporting career pathways in healthcare professions.

2. One-Stop Operator (OSO)

- Budget: $172,000
- FTEs: 1 Manager; 1 Director (5% time) Purpose: The WIC is responsible for managing the One-Stop Operator, which ensures that the District's core and required partners deliver resources and services effectively to residents accessing the American Job Centers (AJCs). Core Partners:
- DOES: Operates the American Job Centers and administers Title I Adult, Dislocated Worker, and Youth Services, SCSEP, and Veteran Services.

- DDS: Provides services for individuals with disabilities through the DDS/RSA program.
- OSSE: Provides adult education services. Required Partners:
    - UDC: Offers workforce-related training leading to industry-recognized certifications and job-readiness programs.
- DHS: Administers TANF and SNAP programs.
- DC Housing Authority: Provides job readiness programs and occupational training for residents in low-income housing.
- Potomac Job Corps: Offers residential, programmatic, and training services for at-risk youth.
- National Council on Black Aging: Operates the SCSEP program.

The One-Stop Operator, in collaboration with the WIC, hosts bi-weekly meetings with AJC partners to discuss service delivery, review customer referrals, plan marketing and outreach efforts, and coordinate scheduling within the centers. The WIC's ongoing leadership in collecting Expenditure Guide data ensures accountability and transparency across all workforce programs in the District, helping to inform strategic decisions and optimize program effectiveness. The Expenditure Guide is included as Q74_Attachment.

41. Please provide a detailed update on the activities of the Business Engagement team during FY24 and FY25 to date. Please also provide an update on the business engagement working group.

Response: In FY 2024, the DC Workforce Investment Council (WIC) made significant progress in strengthening its business engagement efforts and workforce development initiatives. The Business Engagement Team developed a targeted Employer Outreach Plan to better align workforce development programs with employer needs and labor market demands. This plan focused on expanding connections with businesses across high-growth sectors and enhancing the relevance of training programs to meet industry requirements. Additionally, the team conducted an in-depth review of the District's high-demand sectors to identify opportunities for growth and innovation. As part of these efforts, over 275 staff members were trained on evolving business demands and sector-specific strategies, equipping them with the knowledge and skills necessary to support employers more effectively and expand workforce participation.

A major highlight of FY 2024 was the successful hosting of the 4th Annual Sector Strategies Collaboration, which brought together key stakeholders, including employers, training providers, and educational institutions, to discuss workforce challenges and co-develop talent pipeline strategies. The event fostered partnerships and facilitated conversations on how to align training efforts with the needs of high-growth sectors such as healthcare, technology, and hospitality. Additionally, the WIC launched the Workforce-Innovation Grants Program, which encouraged employers to adopt innovative hiring models like skills-based hiring and workforce upskilling, with a focus on employing DC residents. To further enhance its outreach, the team joined several influential organizations, including the DC Chamber of Commerce, Restaurant Association of

Metropolitan Washington, DC Hispanic Chamber of Commerce, and the Washington Business Journal as a subscriber for industry insights. The team also attended the NAWDP Business Summit to learn about best practices and emerging trends in workforce development.

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

Response: The Department of Human Services serves on the Workforce Board and consistently updates the Board on priorities and efforts in service delivery for TANF, SNAP, and Career MAP. The Career MAP initiative was of particular interest as a model for helping residents who are on public benefits transition from full public assistance to no public assistance resulting through full-time employment. The WIC Board participated in a DHS-led discussion and learned about the initiative and its progress and of certain impediments to the model, particularly for those residents who are employed but not at a family-sustaining wage and still need a bridge to support them as they transition off public benefits.

At the 2024 DC Workforce Summit, the WIC included a dedicated general session on Career MAP and how to counsel residents on avoiding the benefits cliff while encouraging gainful employment with the goal of navigating them on a career pathway that leads to a self-sustaining or family-sustaining wage. Led by the Director of the Department of Human Services and Program Manager for the Career Mobility Action Plan, workforce professionals received case studies and tools to improve their understanding of the issue and program and how to work with their customers who may represent this segment of the population (those receiving public benefits).

43. 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 Workforce Investment Council and Office of State Superintendent for Education participated in cross-agency working groups to develop the WIOA and Perkins state plans to strengthen alignment between agencies and create connections to ensure residents' experience within the education-to-employment continuum is seamless and supportive. The District has also taken several steps to develop business-driven workforce preparation and workforce training for residents with low literacy skills and individuals with limited English proficiency. OSSE provides technical assistance, professional development, monitoring and support to its sub-grantees on the implementation of integrated education and training (IE&T) program models. IE&T providers are required to align their program offerings with one or more of the DC WIC's high demand industries to prepare adult learners to pursue a career in their desired career path. Both OSSE's AFE and Career and Technical Education (CTE) teams have made work-based learning (WBL) a priority in their programmatic models, including the Advanced Technical Center (ATC). Additionally, OSSE focuses on work-based learning in their ongoing rounds of IE&T grants. OSSE CTE has done this by not only incorporating WBL into the industry-validated academic standards for CTE programs of study, but they have also created and expanded opportunities for CTE students enrolled in a third and/or fourth level CTE course to participate in a summer internship (Career Ready Internship program) and/or a school-year internship (Advanced Internship Program) aligned to their CTE program of study. OSSE has engaged with the DC Hospital Association to identify the

employer partners and develop the pathways in health care at the ATC. Moreover, OSSE AFE has recently enhanced their support of WBL by specifically allocating grant funding to allow sub-grantees to provide incentives/stipends to those adult learners participating in internships, externships, practicum hours, apprenticeships, or other work-based learning opportunities.

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

44. Please provide an update on the Community of Practice which was established at the WIC. Please also provide any information on the plans for its continued development.

Response: The Workforce Investment Council established the Community of Practice on February 3, 2023. The goal was to bring workforce development professionals and practitioners together to establish an inclusive table where information is presented, resources are shared, ideas are exchanged, collaboration efforts are established, coordination takes place and new connections are made. The Community of Practice is comprised of about 10 District government agencies and 5-6 community-based organizations.

The CoP has met quarterly for 3 hours and have focused on topics including:

- Improving job readiness strategies for residents informed by businesses
- Understanding our priority populations and developing strategies for meeting their needs where they are
- Resources to support barriers our residents face in obtaining employment, training, education and supportive services
- Briefing on the WIOA Unified State Plan and the role community partners play in delivering their part in goal attainment
- The impact that the legalization of marijuana has on jobseekers – particularly youth
- The Community of Practice averages 25-30 attendees per quarter and they have consistently attended the DC Workforce Summit, oftentimes serving as exhibitors or session leaders

In 2025, the CoP will focus on supporting elements of the dashboard goals in the WIOA State Plan, particularly focused on:

- Expanding outreach in Wards 5, 7, 8
- Increasing footprint in Wards 5, 7, 8 through collaborative activities and services in libraries, community centers and other public locations
- Increasing marketing and aligning outreach efforts (hiring events, resource fairs)

Upcoming Community of Practice Meetings:

- May 9, 2025
- August 8, 2025
- September 11, 2025 (DC Workforce Summit)
- November 7, 2025

45. Please provide a summary of all public meetings and seminars from FY24, including the subject, date, and attendance data. COP, BD Meeting, Resource Fair, H- Street

Response:

Subject	Date	Attendance Data
Resource and Training Fair	September 26, 2024	Collaboration with AJC Partners to deliver resources and information on training and apprenticeship opportunities. Event took place at MLK Library. Partners included: • DDS • DHS • Potomac Job Corps • MORCA • DOES • UDC • DC Central Kitchen • YWCA • Employers Total attendance: Approximately 80
H-Street Festival	September 21, 2024	Distributed resources on: • American Job Center Services • AJC Partner Information (TANF, SNAP, DDS/RSA, Housing, SCSEP) Collaboration between the WIC and One Stop Operator. Total # Reached: 300+
Community of Practice	• April 12, 2024 • November 15, 2024 • February 7, 2025	The Workforce Investment Council established the Community of Practice on February 3, 2023. The goal was to bring workforce development professionals and practitioners together to establish an inclusive table where information is presented, resources are shared, ideas are exchanged, collaboration efforts are established, coordination takes place and new connections are made. The Community of Practice is comprised of District government agencies and community-based organizations. Total attendees: 25-30

46. Please indicate where the WIC publishes information about upcoming public meetings and seminars.

Response: The WIC uses multiple avenues for publishing information about upcoming public meetings and seminars including:

- Workforce Board meeting schedules and minutes are published on the WIC website at https://dcworks.dc.gov/page/wic-board-meetings-listing.
- Community of Practice Meetings are posted on the WIC website at https://dcworks.dc.gov/page/community-practice. In addition, the WIC has created an extensive list of community and agency partners. They receive multiple updates and reminders about upcoming CoP meetings and other events of interest.
- WIC-sponsored resource fairs or other outreach events are announced through AJC Partners and the Mayor's Office of Public Affairs. Communication for the DC WIC is shared on Facebook and Linked as well as posted to the DC Workforce Investment Council's website at dcworks.dc.gov

Apprenticeships

47. What is your plan to recruit more businesses within the Washington Metropolitan Area to establish internships and apprenticeships for District residents?

a. Has thought been given to the creation of a pipeline from DOES job readiness programs to specific apprenticeship opportunities within the business community?

Response: The DC Workforce Investment Council (WIC) has reviewed past performance data to develop strategic recommendations to increase enrollment in training programs and establish a pipeline from DOES job readiness initiatives to apprenticeship opportunities within the business community. The DC Apprenticeship Council, managed by the DC Office of Apprenticeship within the Department of Employment Services (DOES), consists of six representatives from employer organizations, three public representatives, and two from educational institutions. The WIC collaborates with the DOES by supporting workforce policy development, engaging business stakeholders, and ensuring that employers understand the process of becoming registered apprenticeship programs and joining the Eligible Training Provider List to enhance employment referrals. The list of current members of the Youth Advisory Apprenticeship Council will be provided by DOES in response to Question 22 during the upcoming Oversight Hearing.

48. Who are the current members of the Apprenticeship Council and what has been their relationship with the WIC?

Response: The Department of Employment Services (DOES) oversees all aspects of the Apprenticeship Council.

49. Who are the current members of the Youth Advisory Apprenticeship Council?

Response: The Department of Employment Services (DOES) oversees all aspects of the Youth the Apprenticeship Council.

III. Workforce Innovation and Opportunity Act ("WIOA")

WIOA State Plan

50. Please provide a copy of the FY25 WIOA Annual Implementation Report.

Response: The FY25 WIOA Implementation report will not be ready until mid-July 2025 since the WIOA program starts July 1, 2024 – June 30, 2025.

51. Please provide a detailed update on the status of the current WIOA State Plan.

Response: The US Department of Labor Employment and Training Administration (ETA) approved the District's WIOA Unified State Plan in August 2024.

Next Steps: Implementation

The WIC established nine dashboard goals and measures in support of ensuring the District meets the goals outlined in the State Plan. These goals encompass the work of:

- DOES
- DDS
- DHS
- OSSE
- UDC
- Potomac Job Corps (PJC)
- DC Housing Authority
- National Council on Black Aging

Reporting

The WIC has established a reporting platform where all program outcome data will be housed. The data submitted will closely align with State Plan goals and the WIC will be able to measure milestones on a quarterly basis, beginning in July of 2025. In addition, on a quarterly cadence, the WIC will convene agency Directors responsible for delivering workforce development programs and services to learn the status of our combined efforts and discuss areas of needed improvement or changes in strategy.

Timeline

March – WIOA State Plan Implementation platform complete
March/April – One-on-one agency training and review of reporting platform and requirements

May/June – 2025 Outcome data input into a reporting platform
June – Director's Meeting – A review of 2025 outcomes
July – Launch of WIOA FY26 performance reporting

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

    a. Who are the members of each group?

Response: The WIC is taking a different approach with respect to the implementation of the District's WIOA Unified State Plan, as outlined below.

Creation of Dashboard Goals and Measures

- The establishment of dashboard goals and measures establishes a more collaborative and coordinated approach to reaching goals. Establishing common measures will ensure we are able to report collective numbers and outcomes.
- The WIC will facilitate quarterly WIOA Dashboard Goal Review Meetings with agency directors and Workforce Board members. Directors have the highest accountability for ensuring that the District successfully achieves the goals enumerated in the WIOA State Plan. Their leadership is required to analyze and discuss quarterly outcomes and instruct on efforts for the upcoming quarter. We can only achieve "One Workforce System" by support and accountability at the highest level.
- The WIC and One Stop Operator host bi-weekly AJC Partner meetings. A standing agenda includes individual agency updates on activities that align with the goals in the state plan, which allows for more regular updates on progress and solving minor issues on day-to-day services, etc.

  Ultimately, this approach will allow more time for implementation versus regular standing meetings. Ad-hoc meetings of stakeholders will often take place to discuss minor or issue specific concerns. The WIC, serving as the center of Plan efforts, will monitor and track both programmatic progress and whether this approach is more effective in goal achievement.

53. Please provide information on apprenticeships relating to the State Plan.

Response: There are efforts across the workforce system that play a critical role in meeting the strategic vision and goals in the District's plan of increasing work and learning opportunities including:

- Establishing and promoting diverse pathways to quality jobs, including registered apprenticeships and other work-based learning models tailored to develop specific skills and competencies for varied occupational opportunities. This includes promoting training opportunities for stackable credentials (e.g., CNA and Phlebotomy credentials) and increasing stackable credential attainment.
- The District continues to expand apprenticeship and pre-apprenticeship program offerings to address the long-term skill needs of local businesses, including in the construction and information technology sectors, and has taken significant steps to expand Registered

Apprenticeships in existing programs and in the creation of programs in non-traditional occupations. Emphasis has been placed on leveraging the District's access to government jobs, and apprenticeship programs have been initiated with the Department of Public Works (DPW), the Department of Consumer Affairs (DCRA), and DC Water (a quasi-governmental entity). The Department of Employment Services Office of Apprenticeship, Information and Training (OAIT) received and implemented the Apprenticeship State Expansion (ASE) three-year grant from the U.S. Department of Labor. Grant activities include the expansion of apprenticeship opportunities for under-served populations, such as minority youth. A barrier some District residents face while attempting to enter or progress in the labor market by accessing education and training is the competing need to earn income immediately and consistently, in order to support themselves or their families. As a result, District agencies will continue to emphasize and seek opportunities to expand investment in earn-and-learn opportunities such as on-the-job training and paid work experience.

- DC WIC led the efforts in Healthcare to invest in, and expand, work-based learning opportunities (upskilling, earn and learn, apprenticeships, internships, job shadowing, mentoring, etc.) for District residents to increase their exposure to work environments while gaining critical skills needed for unsubsidized employment.
- The DC WIC is emphasizing work-based learning opportunities in updating and streamlining processes for training providers to apply for the Eligible Training Provider List (ETPL). The DC WIC will encourage the inclusion of current and new apprenticeship programs on the ETPL, along with training programs that incorporate work-based learning as an integral part of the curriculum.

Youth Services

54. Please list the eligible providers of youth workforce investment activities.

Response: The following are eligible providers of youth workforce investments activities that the WIC reviewed and approved for PY25:

- Toni Thomas
- CSW (partner with Penn Foster University and Goodwill Excel) TIS
- Time for Change
- Electricians Local 602 Steamfitters
- Dramatic Solutions

55. 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 established a procurement to select a provider in FY24 and FY25 to-date, and note whether the WIC concurred with the selection. Procurement Plan versus Policy.

Response:
The Workforce Investment Council worked with the Department of Employment Services' Out of Youth Program to ensure providers chosen to serve youth meet the qualifications and proven outcomes to serve the youth populations including, ensuring providers have established services aligned with the 14 elements required by WIOA legislation, (https://www.ecfr.gov/current/title-

20/chapter-V/part-681/subpart-C). In addition, the WIC updated the Youth Procurement Policy to clarify the roles and responsibilities of the Workforce Investment Council related to approving the annual youth plan and procurement process. DOES presented the PY25 Out of School Youth plan and received Board approval at a Workforce Board meeting in November.

56. Please describe the activities of the WIOA Youth Working Group in FY24 and FY25 to-date.

Response: The DC Workforce Investment Council (WIC) has developed a Youth Procurement Plan and a Youth Procurement Policy to guide the selection of WIOA Youth Service Providers. While both documents serve critical roles in the procurement process, they have distinct purposes and functions.

The Youth Procurement Plan, developed in partnership with the Department of Employment Services (DOES), outlines the strategic framework and annual timeline for procuring WIOA Youth Service Providers. It ensures that all 14 WIOA Youth Program Elements are included in the solicitation process, covering key areas such as tutoring, alternative secondary school services, work experience, leadership development, and support services. The plan details the steps, deadlines, and responsibilities in each phase of the procurement process to ensure that youth workforce services are effectively procured to meet the needs of DC's young residents while adhering to WIOA requirements.

In contrast, the Youth Procurement Policy establishes the guiding principles, rules, and standards for the procurement of WIOA Youth Service Providers. It serves as a formal policy document that defines the legal and operational requirements for procurement, including eligibility criteria, evaluation processes, and contract management. The policy ensures transparency, fairness, and compliance in selecting youth service providers.

A draft Youth Procurement Policy has been developed to support the Youth Procurement Plan, based on the WIOA framework. This draft policy formalizes the procurement process, ensuring that all youth service procurements are conducted in accordance with federal WIOA regulations and the District's procurement standards. Once finalized, the policy will provide a comprehensive and standardized approach to procuring youth workforce services, ensuring the selection of high-quality providers to deliver critical workforce services for DC's youth.

In FY24 and FY25 to date, the Department of Employment Services (DOES) has established procurements to select WIOA Youth Service Providers, with the WIC concurring with the selection of providers as part of its oversight and advisory role.

Please see Attachments:

- 55a_Youth Procurement Plan
- 55b_Youth Procurement Policy

57. 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 WIC are members of the Data Governance and Research subcommittees of the Education through Employment Data System that are in the process of establishing their charters and goals moving forward. The Education through Employment Data System, currently located in the Office of the Deputy Mayor for Education, 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 and will allow policymakers and the public to further understand the impact of education and training programs on participants' life outcomes. The System provides information and tools, through its analytical activities as well as by facilitating access to approved partners and researchers and building an understanding of how education and workforce programming impact economic mobility and career outcomes to guide decision-making.

The WIC signed a data-sharing agreement as part of the collaborative effort to share data to inform research and other strategic initiatives.

Performance Management and Oversight

58. For each WIOA title and program, please provide the following information for each quarter of FY24 and for Q1 of FY25:

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:
Data compiled by One Stop Operator Year-End Report

Quarter	Total Number Served	Employment 2nd Q after Exit	Employment 4th Q after Exit	Median Earnings 2nd Q after Exit	Credential Attainment	Measurable Skills Gained
1	8948	213	292	*	619	**
2	14161	255	296	*	620	**
3	17284	408	422	*	644	**
4	19868	437	418	*	611	**

* The *One Stop Operator did not have access to wage information for all partner agencies*
*** The One Stop Operator did not collect this data*
Note: First quarter 2025 data will not be available until early April.

59. Please list and attach copies of any WIOA implementation policies or guidance that the WIC developed in FY24 and FY25 to-date.

Response:

The WIC is working on modifying or updating the WIOA Policy Manual to be completed by the beginning of May. To date, the WIC has updated the following policies:

- Youth Procurement
- Individual Training Accounts
- Eligible Training Provider List
- Policy Development Process Standard Operating Procedure

60. 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:

Report	Frequency	Date Most Recent Report	Third Party Oversight
Youth Procurement Plan	Annually	September 18, 2024	WIC
Youth Providers	Annually	September 18, 2024	DOES
Customer Performance	Quarterly	September 2024	One Stop Operator
Customer Referral Report	Quarterly	October 2024	One Stop Operator
Eligible Training Provider	Quarterly	January 2025	WIC

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

61. Please attach a copy of the most recent One-Stop Operator Annual Performance Report.

Response: Q61_Attachment One Stop Operator Annual Report

62. Have there been any changes to the One-Stop Operator Standard Operating Procedures in FY24 or FY25 to-date? If so, please attach a copy.

Response: No changes have been made to the Standard Operating Procedure for the One-Stop Operator in FY 2024 or FY 2025 Year to Date.

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

Response: Please see attachment Q63

64. 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 FY24 and FY25 to-date;
b. Changes made to the Data Vault platform in FY24 and FY25 to-date;
c. Changes made to the process for intake, user agreements, referrals, systems integration, customer tracking, and oversight (as well as other significant process changes) in FY24 and FY25 to-date;
d. Unresolved functionality issues; and
e. Documented results such as usage and referral rates.

Response: Data Vault was integrated into the My Journey platform owned by PAIRIN in 2023, available at https://dc.pairin.com/. The primary purpose of the platform was to have an integrated system for referring customers from one agency to another agency or community-based organization that can provide services they do not offer. Through the Community Catalog, organizations can list their services, hours of operations, and eligibility requirements, among other areas.

In 2024, the One Stop Operator spent considerable time updating the Community Catalog to "refresh" the information. During the refresh process, the system was put on hold, so referrals declined, with an average number of 50-60 referrals per quarter.

The One Stop Operator will schedule briefings on the new enhancements later this spring.

65. 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 FY24 and FY25 to-date;
b. Whether the training sessions have been virtual, in-person, or hybrid;
c. Which agencies have participated in the training sessions; and
d. How many employees have participated in the training sessions.

Response: The DC Workforce Investment Council (WIC) continues to provide training sessions for new partners on the use of the DC Data Vault, a critical referral system designed to facilitate the secure sharing of participant data across workforce development programs. The system has remained stable without any significant changes, and therefore, no additional system-wide training has been required. However, the WIC ensures that training sessions are offered to new partners to ensure proper utilization of the system for participant referrals and data management.

The DC Data Vault training sessions are conducted in a virtual, self-paced format, allowing participants to complete training modules at their convenience. This approach ensures flexibility and accessibility for all workforce partners. Training materials cover essential aspects of the DC Data Vault, including initiating and managing referrals, tracking participant progress, and ensuring data accuracy and compliance.
Training sessions are marketed through direct outreach to partner agencies, email communications, and updates provided during WIC meetings and partner engagements.

The WIC also utilizes its official communication channels to inform partners about upcoming training opportunities.

In FY24 and FY25 to date, the WIC has provided ongoing self-paced training sessions for new partners as they onboard into the workforce system. This method ensures that all new users can access training as needed without waiting for scheduled sessions.

Agencies that have participated in the training sessions include the Department of Employment Services (DOES), the Office of the State Superintendent of Education (OSSE), the Department on Disability Services (DDS), and various community-based organizations (CBOs) that facilitate workforce services and participant referrals.

To date, approximately 75 partners have participated in DC Data Vault training during FY24 and FY25, with ongoing enrollment as new partners are integrated into the system.

The DC WIC remains dedicated to supporting its workforce development partners by ensuring that all users of the DC Data Vault referral system are equipped with the necessary knowledge and tools to manage participant referrals effectively, promoting seamless service delivery across the District's workforce ecosystem.

Eligible Training Providers (ETPs)

66. 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: The most recent Eligible Training Providers (ETP) Performance Report submitted by the D.C. Department of Employment Services (DOES) to the U.S. Department of Labor (DOL) includes key performance metrics such as program completion rates, credential attainment, employment rates, and median earnings for training providers in the District of Columbia. The D.C. Workforce Investment Council (WIC) collects this data quarterly and submits it to DOES, where it is matched against employment data to support employment outcomes; however, the raw data cannot be provided due to Personally Identifiable Information (PII) protection. Currently, the data supports three ETPs and fourteen programs. For the most up-to-date and robust performance details, stakeholders can refer to DOES directly. Link: DC Networks - ETPL Approved Programs

67. Are any ETPs currently on probation (as of January 2025)? Were any ETPs on probation at any point during FY24 and FY25 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 2025, there is one Eligible Training Provider (ETPs) currently on probation: The training provider was placed on probation for failure to comply with performance reporting.

DC WIC has been working directly with the training provider and has executed three bimonthly meetings with the vendor to ensure that the data collection process from the vendor implemented will comply with data collection requirements. As mentioned earlier, the new CRM for training providers will mitigate the data reporting issue and allow the vendor (and other providers) to enter all required data without concern for PII as the system complies with PII collection standards. The

DC WIC will continue to meet with the vendor to ensure they receive the proper technical assistance to collect data in the new system. DC WIC expects the vendor to complete their probation in early Summer of 2025 once all data has been submitted into the new CRM and reviewed.

68. 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 D.C. Workforce Investment Council (WIC) has made significant progress in its efforts to enhance the Eligible Training Providers List (ETPL) policy by expanding the inclusion of UDC Community College programs, Registered Apprenticeship programs, and reciprocity agreements with neighboring jurisdictions. In November 2024, the WIC proposed a recommendation for UDC Community College to be added to the ETPL following a comprehensive review of course offerings. The Department of Employment Services (DOES) is currently working to finalize a Memorandum of Understanding (MOU) with UDC, recognizing its status as a quasi-governmental entity. Additionally, the WIC is collaborating with DOES to streamline the process for all registered apprenticeship programs that opt into the ETPL, ensuring they meet necessary standards and are accessible to District residents. To further expand training opportunities, the WIC is actively creating working groups focused on establishing reciprocity agreements with Maryland and Virginia, allowing the inclusion of additional providers from these jurisdictions in the ETPL, thereby enhancing regional workforce development efforts.

The draft ETPL policy can be found at Q68_Attachment.

69. Please list all Individual Training Account providers currently on the ETPL and note any ITA providers that were added to the ETPL in FY24 or FY25 to-date.

Response: An Individual Training Account (ITA) is a funding mechanism provided under the Workforce Innovation and Opportunity Act (WIOA) that allows eligible job seekers to access financial assistance for tuition, books, and other training-related expenses at approved training providers. ITA providers are organizations authorized to deliver these training services, while the Eligible Training Providers List (ETPL) comprises all institutions that have met established state and federal standards for quality and performance. Although all ITA providers must be on the ETPL, not all providers on the ETPL necessarily offer ITA-funded programs. In FY2024, the Department of Employment Services (DOES) issued one new Human Care Agreement to support ITA programs, awarded to Chart Academy. Additionally, five applications are currently under review to expand the number of training programs available through the ETPL. For a complete and up-to-date list of ITA providers on the ETPL, including those added in FY2024 and FY2025 please see: DC Networks - ETPL Approved Programs.

70. Please describe any efforts made or planned in FY24 and FY25 to improve the performance of Eligible Training Providers. Please also describe any technical assistance that the WIC has provided to Eligible Training Providers in FY24 and FY25 to-date.

Response: The 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 FY24, the DC Workforce Investment Council (WIC) conducted over 50 individual technical assistance offerings for both current and prospective Eligible Training Providers (ETPs) which included monthly technical assistance sessions to training providers seeking eligibility for the Eligible Training Providers List (ETPL). Training providers were guided through the application process and were provided assistance in strengthening their applications to the ETPL, ensuring that providers were able to meet the WIC's eligibility requirements in advance of EWA review. As a result, the WIC was able to approve eight providers for human care agreement (HCA) review.

The technical assistance training provided in FY25 has provided a framework for future sessions in Quarters 2-4 that will address topics such as understanding WIOA metrics, data collection and reporting, curriculum alignment to high demand industry needs and other topics as determined from responses to customer surveys.

To enhance transparency and interrater consistency and reliability in the review of ETPL applications, the WIC has developed a scoring rubric for ETPL applications, with clearer eligibility criteria aligned with our WIOA outcome metrics. The rubric makes eligibility decisions transparent and provides clear feedback on the areas requiring correction. The rubric will be shared publicly as well as with prospective ETPs and incorporated into future ETPL technical assistance sessions.

In quarters 2-4, the WIC will prioritize the recruitment of new ETPs to the ETPL by attending HELC hearings and reaching out to ETPs upon approval by HELC.

Additionally, the WIC will explore the possibility of adding to the ETPL through reciprocity agreements with approved ETPs in neighboring jurisdictions.

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

Response: Please see response to Question 71.

72. 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: For the WIC's ETPL policy and eligibility, please see Q68_Attachment.
For ETPL Eligibility, please see Q72_Attachment

WIOA Funding

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

a. The funding amount for DOES in FY23, FY24, and FY25 (this should be the final amount retained by DOES);
b. The funding amount for the WIC in FY23, FY24, and FY25 (this should be the final amount received via MOU or Intra-District transfer);
c. The funding amount for any other District agency in FY23, FY24, and FY25; and
d. The total funding amount for the District in FY23, FY24, and FY25.
e. Please also provide the total amount of WIOA funding for the District (across all funding streams) in FY23, FY24, and FY25.

Response: In total, the District's WIOA funding across all titles amounted to $26,131,387 in FY23-FY24 and FY24-FY25. DOES retains the largest share of WIOA funding under Title I, while the WIC receives its allocation via intra-District transfers to support workforce system coordination, policy development, and employer engagement. OSSE and DDS/RSA receive funding under Titles II and IV, respectively, to support specialized workforce services, including adult education and vocational rehabilitation, contributing to the District's comprehensive workforce development strategy.

The Workforce Innovation and Opportunity Act (WIOA) provides funding through four key titles to support workforce development initiatives in the District of Columbia, distributed across several agencies.

Department of Employment Services: Titles I and III support adult, dislocated workers, Wagner Peyser, and youth.

FY 2023- 2024: $21,432,944
FY2024-2025: $21,787,966

The DC Workforce Investment Council (WIC), through a set-aside from the Department of Labor through the Department of Employment Services.
FY 2023-2024: $1,700,00
FY 2024-2025: $1,300,000

Office of the State Superintendent of Education (OSSE)-Adult Education and Literacy Program Title II through the Department of Education

FY 2023-2024: $1,328,419
FY2024-2025: $1,219,732

Vocational Rehabilitation Services Program, administered by the Department on Disability Services/Rehabilitation Services Administration (DDS/RSA), IV through the Department of Education with funding aimed at helping individuals with disabilities access workforce training and employment opportunities.

IV. WIC Programs, Contracts, and Grants

Workforce Development System Expenditure Guide

74. 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 FY24 and FY25 to improve the report and facilitate data collection and reporting.

Response: The FY23 Expenditure Guide included a condensed Programs and Activities excel sheet to enhance the navigability of the spreadsheet, along with a dashboard feature to allow the public to analyze the data. For the FY24 and FY25 versions of the Expenditure Guide, WIC will be implementing these strategies:

- **Common Measures:** The WIC will partner with agencies and stakeholders to define common measures. By using focus groups, working sessions, and interviews, the WIC will determine what the common measures will be, broad definitions to encompass the unique program types, and which measures should be included to more accurately assess impact.
- **Career Edge Platform:** The WIC has purchased the Career Edge platform, which will be used to collect data from agency partners. Using the Career Edge platform will reduce reporting errors and provide dashboard capabilities.
- **Data Sharing Agreements:** The WIC will embark on gathering data sharing agreements from partner agencies to allow them to share PII. By sharing PII the WIC will be able to conduct comprehensive analysis of the workforce system, including resolving issues of duplication.

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

Response: The WIC collects data for the Expenditure Guide through an excel template. Agency partners are instructed to complete the excel template and input data manually. The data is collected on a programmatic and activities level, which is used as an internal verification process, as the activity data should roll up into the programmatic level data. The WIC also requests internal reports for the WIC to cross reference and verify.

Career Pathways

76. Please provide a detailed update on the Career Pathways Innovation Fund in FY24 and FY25 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 FY24 and FY25 to-date.

Response: Please see information below and the attached file/document titled "OSSE AFE Outcome Data FY23, FY24 & FY25 7/1/24 – 12/31/24.

FY24 Performance

In FY24, OSSE AFE awarded continuation funding to 11 sub-grantees to implement Integrated Education and Training service models introduced in the FY17 grant competition and continued for the next five 1-year grant cycles. The models include providing adult education and literacy, workforce preparation, and training services for a specific occupation or occupational cluster to 1,000 District residents for education and career advancement.

1,380 adult learners received services in OSSE AFE-funded programs in FY24. Of this number, 1,192 learners met the National Reporting System (NRS) guidelines of having a valid assessment and 12 or more instructional hours in the program year to be reportable to the US Department of Education per NRS Table 4. The remaining 188 adult learners engaged in one to 11 instructional hours per NRS Table 2A.

Measurable Skills Gains by Entry Level (NRS Table 4)

For FY24, OSSE AFE negotiated a measurable skill gains performance target of 53 percent for all ABE and ESL Educational Functioning Levels (EFLs). This target represents the proposed percentage of adult learners making a measurable skill gain (e.g., achieving an educational functioning level gain, acquiring a secondary school diploma or its equivalent, exiting a program below the Postsecondary level, and enrolling in postsecondary education and training during the program year, attaining a postsecondary or secondary transcript, making progress towards milestones, or passing a technical/occupational skills exam).

OSSE AFE exceeded its target of 53 percent, with 63.67 percent of students enrolled in an OSSE AFE-funded program achieving a gain. This reflects an 8.94-point increase in the percentage of students with measurable skill gains in FY23 – (54.73 percent). Since the District of Columbia is unique in the fact that we have fully embraced IE&T programming, this metric for the District does not include a measurable skill gain for a student's enrollment in an IE&T program (MSG Type 1C).

Core Outcome Follow-up Achievement (NRS Table 5)

For FY24, OSSE AFE negotiated targets for the core follow-up outcome measures on NRS Table 5 as follows:

Employment (2nd quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was 18 percent. OSSE exceeded this target in FY24. The state's performance was 39.33 percent, reflecting an increase of 2.12 percentage points in FY24 compared to 37.21 percent in FY23.

Employment (4th quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was 16 percent. OSSE exceeded this target in FY24. The state's performance was 38.87 percent, which reflects an increase of 2.9 percentage points in FY24 compared to 35.97 percent in FY23.

Median Earnings (2nd quarter after exit) – OSSE AFE's federally negotiated target for this metric during this reporting period was $7,000. OSSE exceeded this target in FY24. The state's performance was $9,321, which reflects an increase of $741 in FY24 compared to $8,580 in FY23.

All employment and wage data are collected through follow-up surveys with students who exited the program. Where possible, we data match with DOES's Unemployment Insurance wage data and the State Wage Interchange System (SWIS). However, matching against the DOES UI wage data and SWIS wage data requires a social security number, which we do not need for enrollment in AFE programming and for which only a fraction of our learners voluntarily provide. We know this leads to an under-representation of our learners' employment and wage data.

Credential Attainment (Unduplicated) – OSSE AFE's federally negotiated target for this metric during this reporting period was 47 percent. OSSE AFE achieved 40.55 percent of this target (40.55%/47% = 86%). The state's performance of 40.55 percent reflects an increase of 11.31 percentage points compared to 29.24 percent in FY23. Because the credential attainment rate is a lagging post-exit measure based on survey responses, the FY24 outcome data for credential attainment rate focuses on students who exited the program from January 1, 2022, through December 31, 2022. OSSE AFE will continue to work with our AFE IE&T providers to improve their performance for this metric.

Attainment of a Secondary School Diploma/Recognized Equivalent
From July 1, 2023, to June 30, 2024:

229 District residents passed all four components of the GED Exam and earned a DC State Diploma.
50 District of Columbia residents completed the National External Diploma Program and earned a DC Public School, DC Public Charter School, or DC State Diploma

Career Up DC

In FY24, WIC Career Pathways funding was provided to OSSE AFE IE&T providers to continue the implementation of Career Up DC. This initiative provides students who are nearing the completion of their secondary education, an entry-level or industry-recognized credential, or an OSSE AFE IE&T program with the chance to earn a stipend (minimum wage) or incentive while participating in a work-based learning activity such as an internship, externship, practicum, or apprenticeship. The initiative also helps youth and adults to stay engaged in IE&T programs, facilitates their acquisition and application of new knowledge and skills through work-based learning, and supports their possible transition to competitive employment. Nine of 11 AFE IE&T providers provided 371 students an opportunity to participate in work-based learning this year; exceeding our goal to successfully engage at least 150 AFE students. AFE IE&T providers continued to maintain, develop, and/or expand upon their employer partnerships, while others received guidance or technical assistance from AFE state staff on how to strengthen their capacity to offer work-based learning for students.

Action Research Distance Learning (ARDL) Project II
The ARDL Project II and monthly/bi-monthly PD/TA check-in sessions (LACES, CASAS, Northstar Digital Literacy, IXL), in addition to monitoring, have been helpful in driving continuous improvement at the state and local program levels.

77. 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 FY23, FY24, and FY25; and
c. The number of District residents served.

Response: Please see Q77_Attachment

78. Please explain any changes made to the Career Pathway Maps in FY24 and FY25 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 are tools developed by the WIC 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 2024, DC WIC updated its pathway maps to include the updated eight high-demand sectors. High demand sectors are derived by aggregating high demand occupations, defined as those located in the District with positive growth over a ten-year period that meet the District's minimum wage standard and have at least 50 openings per year. These occupations are grouped by sector to determine the high demand sectors upon which the Career Pathways Maps are based. The Career Pathway Maps were vetted by the business community to strengthen their content and ensure that the information reflects 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: Career Coach DC, 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: Defined by the U.S. Department of Labor, Employment and Training Administration, job zones are 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.

In April and May 2024, the WIC held day-long trainings for frontline workforce development workers on using career development tools like career pathway maps to better advise and serve their customers. 111 frontline workers attended the training and received certificates of completion for the Career Pathways GPS Training Course. We will be following up with attendees via survey to determine the extent to which they are using the career pathways maps in their work, as well as the extent to which they find them helpful and user-friendly to inform future updates.

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

Healthcare Workforce Partnership (HWP)

79. Please provide a copy of the FY25 Healthcare Workforce Partnership Action Plan, and discuss how the HWP achieved its goals in FY24.

Response: The fourth year of the Health Care Workforce Partnership concluded successfully. DCHA Program Services (DCHAPSCI), acting as the convener and intermediary, onboarded two new employer partners and three ambassadors, retained 90% of employer partners, and conducted four Partnership meetings, with three in person. They supported action teams to validate Personal Effectiveness and Academic competencies and to develop a work-based learning model framework.

Engagement and commitment from current and new members were crucial focus in FY25. Commitment letters were sent out, with 90% of them signed and returned. The program staff recruited new Partnership members including UHS's Cedar Hill Regional Medical Center and CareFirst. And additionally, to maintain engagement, new subsector ambassadors were appointed as strategic leaders.
The fourth Annual Health Care Occupations report, published with the DC Workforce Investment Council, explored job quality in the health care industry. It highlighted the work done to validate competencies, advance job quality, and showcased the impact of the Pathways to Progress Program.

The HWPOT grant supported a dual-pronged approach for the Pathways to Progress program, consisting of an apprenticeship model and a traditional training model. Insights from this will inform future iterations of health care training programs in the District.
An action team was launched to establish work-based learning programs and developed a framework for employer roles, resources, and support for upskilling DC residents.
The Partnership's sustainability was a main priority and led to various funding opportunities, including collaborations with OSSE and CityWorks DC for the Bloomberg Bridge Program, funding support for convening the Partnership was extended for an additional year by the Department of Employment Services, and direct investments from hospitals through a community investment fund as part of their commitment creating the Directed Payment Program

80. Please provide an update on the status of funding for the Healthcare Workforce Partnership in FY25.

Response: The Healthcare Workforce Partnership is being funded by a grant continuation from the Department of Employment Services via DC WIC. Additional funding will be made available from the DCHA Program Services Company, Inc, the 501(c)3 subsidiary of DCHA, once CMS approval of a Directed Payment Program is received and contributions from hospitals are put into a community investment fund. Additionally, the Partnership is exploring at least two additional private philanthropic opportunities to support the partnership and its work.

81. Please list the Healthcare Training Program grantees for FY25, and include:

a. The name of the grantee, and any sub-grantees;
b. The dollar amount of the grant;
c. The occupational credential(s) that participants can earn;
d. The number of enrolled participants;
e. The number of participants who completed the program; and
f. The number of participants who received an occupational credential.

Response: DCHA Program Services Company, Inc. has a goal of supporting 20 upskilling opportunities through the Bloomberg Philanthropy funding received by the District to expand access to careers in health care, starting in high school. Additionally, DOES has funded training by supporting it through its workforce alliance and we are committed to helping them connect those trained to employers.

82. Please describe the plan for issuing Healthcare Training Program grants for FY25, 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: The DC Workforce Investment Council (WIC) plans to issue Healthcare Training Program grants for FY25 to address critical workforce shortages in the healthcare sector by providing targeted training, upskilling, and wraparound support services. The grants will be issued

through the Healthcare Partnership, with the goal of preparing DC residents for in-demand healthcare occupations and providing resources to support their success. Grant awards are expected to be finalized by the end of April 2025, through DCHA, with funding allocated to support the training and development of 25 individuals. Each grant will cover training costs and wraparound services to address barriers to program completion, such as transportation, childcare, and certification fees. The grants will focus on high-demand healthcare occupations, including Certified Nursing Associates (CNAs), Medical Associates (MAs), and Patient Care Technicians. These occupations were identified as key areas for intervention based on recent labor market analyses.

The program will serve 25 participants, equipping them with industry-recognized credentials and connecting them to sustainable employment opportunities in healthcare settings throughout the District. The WIC has not encountered significant implementation barriers in previous years; however, delays in obtaining certifications have been noted. To address this, the FY25 grants will include funding for follow-up services, such as case management and communication with credentialing bodies, to help participants complete the certification process more efficiently and secure employment without unnecessary delays.

New Grants and Partnerships

83. Please provide a detailed update on the Information Technology Sector Partnership.

Response: The DC Workforce Investment Council (WIC) has supported workforce development efforts in the Information Technology (IT) sector through targeted grant initiatives and collaborative partnerships with existing IT-focused groups across the District. While the WIC did not formally establish an independent IT Sector Partnership, significant strides were made in developing IT talent pipelines and supporting the IT ecosystem through strategic investments, participation in advisory boards, and cross-agency collaborations. In 2022 and 2023, the WIC issued two consecutive years of Information Technology Grants using federal ARPA (American Rescue Plan Act) funds to address the growing demand for skilled IT professionals. These grants were designed to provide industry-recognized certifications, improve training provider capacity, and create career pathways for residents seeking employment in cybersecurity, software development, and cloud computing. As a result, over 300 participants were engaged in IT training programs, with 150 individuals successfully earning certifications and obtaining employment with local IT employers. While these grants were successful, the WIC recognized that several District-led IT advisory boards were already in place, reducing the need to establish a separate IT Sector Partnership.

Following the conclusion of ARPA-funded IT initiatives on September 30, 2024, the WIC shifted its focus to collaborating with existing IT-focused entities. Since 2023, members of the WIC have actively participated in the District's IT Innovation Council (ITIC), which was formally established by Mayoral Order to align workforce training efforts with the District's economic and technology

development goals. The ITIC serves as a cross-sector advisory body responsible for providing recommendations on IT workforce strategies, promoting tech industry growth, and fostering partnerships between educational institutions, training providers, and employers. Through this engagement, the WIC has worked to align IT training curricula with employer demands, ensure that workforce development resources are directed toward high-demand IT occupations, and support cross-agency collaboration in developing career pathways for IT job seekers.

The WIC also engaged with other IT-focused partnerships throughout the District, including the DC Tech Collaborative, which promotes digital inclusion and IT upskilling for underrepresented populations; the Washington DC Cybersecurity Workforce Initiative, which focuses on preparing residents for cybersecurity roles through partnerships with universities and local employers; and Connected DMV, a regional initiative that supports IT workforce growth by aligning labor market demand with workforce training efforts across the greater Washington metropolitan area. These collaborative efforts underscore WIC's ongoing commitment to building a resilient, inclusive, and future-ready IT workforce in the District of Columbia.

84. 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 FY24 and FY25 to-date, and include:

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

Response: The Employer Partnership Training Grant program successfully supported workforce recovery efforts in FY 22 and FY 23 by targeting high-demand sectors, expanding access to industry-recognized credentials, and connecting participants with sustainable employment opportunities. The program's achievements demonstrate the impact of strategic employer partnerships in creating a resilient and skilled workforce for the District of Columbia. With the sunsetting of ARPA funds in September 2024, the WIC has continued to collaborate with employers and workforce partners through the sector strategies - workforce intermediary program to develop new funding mechanisms and training opportunities for residents seeking career advancement in high-growth industries.

85. 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):

a. 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.)
b. Workforce Training Grants

Response: The Talent Development Technical Assistance (TDTA) Grant was an ARPA-funded activity that was designed to support small businesses in adopting skills-based hiring practices. This initiative was funded through the American Rescue Plan Act (ARPA) and officially sunset on September 30, 2024, with the conclusion of the ARPA funding period. The TDTA Grant primarily focused on small businesses that required targeted technical assistance to improve their recruitment and talent acquisition processes by shifting the emphasis from degrees to skills. While the grant did help the DC Workforce Investment Council (WIC) form new partnerships with small businesses, it was not directly intended to expand broader business engagement efforts. Instead, the program was highly targeted, focusing on employers struggling to attract and retain talent due to traditional degree requirements in their hiring practices. By introducing skills-based recruitment models, participating businesses gained practical tools and strategies to identify and evaluate candidates based on competencies, ensuring greater access to diverse talent pools and promoting inclusive hiring practices across the District.

The Workforce Training Grants in FY24 were also ARPA-funded activities that focused primarily on the healthcare sector to address workforce shortages exacerbated by the COVID-19 pandemic. The grants provided funding to training providers and employers to offer skills-based training programs aligned with industry needs in high-demand healthcare roles such as Certified Nursing Associates (CNA), Medical Associates, and Patient Care Technicians. These programs successfully equipped hundreds of DC residents with industry-recognized credentials, facilitating their entry or advancement within the healthcare industry. The FY24 Workforce Training Grants supported both new and incumbent workers by providing accessible, no-cost training opportunities that addressed critical skills gaps and improved job placement outcomes.

With the sunsetting of ARPA funding on September 30, 2024, the DC WIC will continue its focus on healthcare workforce development efforts in FY25 while expanding the program's scope to other high-demand sectors such as Information Technology (IT), Construction, and Transportation and Logistics. The FY25 Workforce Training Grants will prioritize upskilling the existing workforce to create pathways for entry-level talent and enhance workforce mobility. This approach will ensure that healthcare workforce gaps are addressed while simultaneously providing job seekers with expanded access to new career opportunities in other growing industries across the District.

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

Response: The DC Workforce Investment Council (WIC) has been actively working to strengthen relationships with employers, industry associations, and workforce development partners to enhance economic opportunities for DC residents and businesses. Through a combination of

strategic partnerships, employer engagement initiatives, and workforce development efforts, the team has focused on building sustainable talent pipelines, aligning workforce training with industry needs, and driving inclusive economic growth across the District. During FY24 and into FY25, the Business Engagement Team has prioritized initiatives to expand employer participation, develop career pathway maps, and implement innovative strategies to assist job seekers in obtaining sustainable employment. To enhance workforce development and drive inclusive economic growth, the WIC has implemented the following strategies: First, establish an Industry-Led Talent Consortium (Business Summit) that unites employers, training providers, and educational institutions to co-design curricula, develop career pathways, and offer work-based learning opportunities in high-demand sectors like healthcare and technology. Second, launch a Workforce-Innovation Grants Program to incentivize employers to pilot new hiring and training models, such as skills-based hiring and upskilling initiatives, with a commitment to hiring DC residents and sharing best practices. Lastly, implement a Community-Based Career Pathway Initiative, partnering with neighborhood organizations to deliver localized career navigation services, skills training, and job placement support, ensuring that residents from all backgrounds have equitable access to employment opportunities aligned with the District's evolving economic needs.

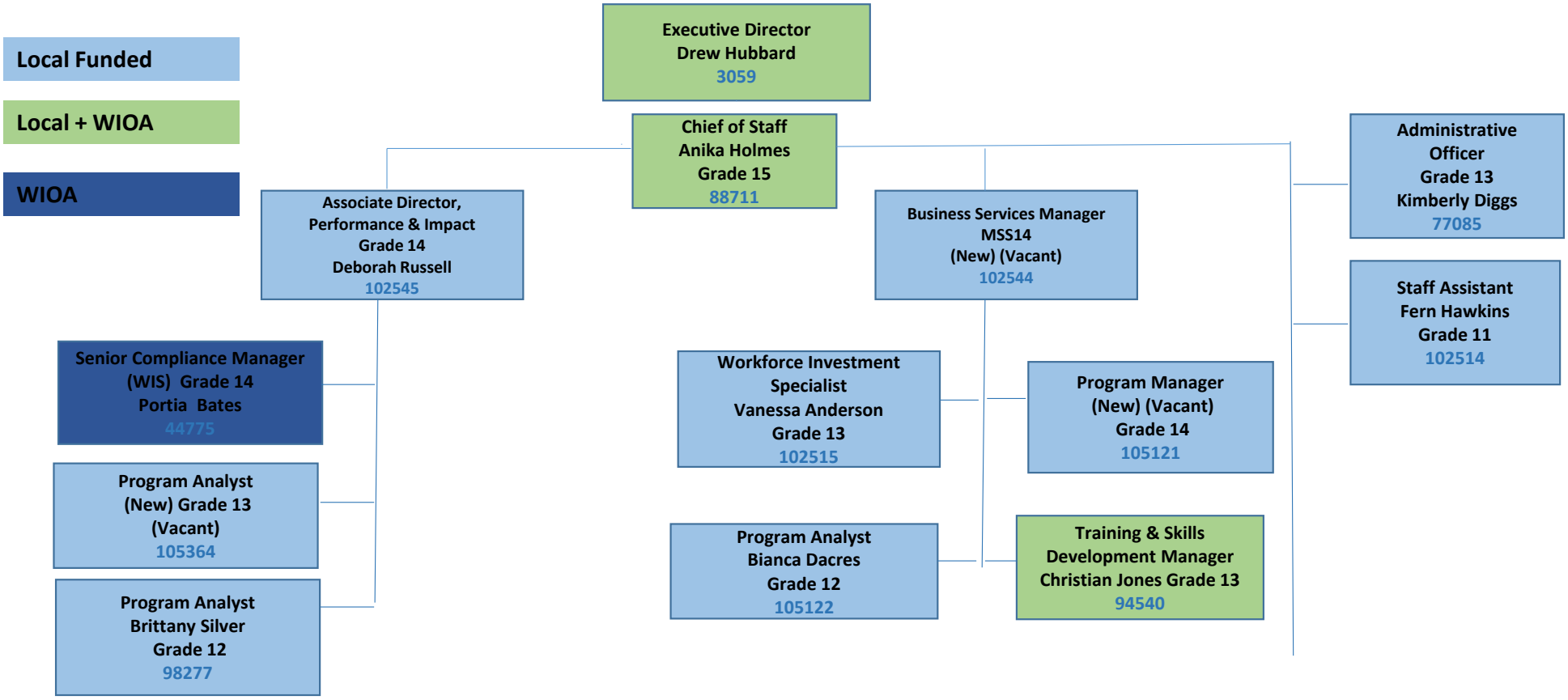
In Fall 2024, the team attended the Business Summit hosted by the National Association of Workforce Development Professionals (NAWDP) to gain insights into best practices for effective business engagement. This summit provided an opportunity to learn about innovative approaches to employer partnerships, workforce development trends, and strategies for improving job placement outcomes.

Additionally, in September 2024, the WIC strengthened its business engagement network by joining key business organizations, including:

- DC Chamber of Commerce
- Restaurant Association of Metropolitan Washington
- DC Hispanic Chamber of Commerce
- Washington Business Journal (as a subscriber for employer insights and industry trends)

By engaging with these organizations, the DC WIC will be able to connect with business leaders, identify hiring needs, and create a pipeline of employers willing to support career pathway development and workforce training programs. This initiative has played a crucial role in fostering innovative workforce strategies that bridge the gap between job seekers and self-sufficient employment opportunities.

WIC Organization Chart FY-2025



- 8 WIC positions 100% funded with Local Funds
  - Position 102545
  - Position 102544
  - Position 98277
  - Position 102513
  - Position 77085
  - Position 95309
  - Position 102514
  - Position 102515
- 5 WIC positions are funded with Local and Inter-District (note: Inter-District has 3 different project codes refer to IASRF for split)
  - Executive Director Position 3059 – 10% Local + 90% Inter-District
  - Deputy Executive Director Position 11413 – 10% Local + 90% Inter-District?
  - Chief of Staff Position 88711 – 76% Local + 24% Inter-District
  - Workforce Investment Specialist Position 94540 – 11% Local + 89% Inter-District
  - Senior Compliance Manager (WIS) Position 44775 100% WIOA

WIC AGENCY -2024-2025

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
44775	A	F	Workforce Investment Specialist	Portia Bates	14	5	$ 124,091.00	4020002	XAA	Reg	Full-Time	2/8/2016	11/8/2021	20.50%	No
77085	A	F	Administrative Officer	Diggs,Kimberly M	13	8	$ 113,950.00	1010001	XAA	Reg	Full-Time	3/25/2013	10/25/2020	20.50%	Yes
88711	A	F	Chief of Staff	Anika Holmes	15	0	$ 145,000.00	4020002; 1010001	MSS	Reg	Full-Time	8/24/2020	10/1/2019	20.50%	No
94540	A	V	Workforce Investment Specialist	Vacant	13	5	$ 105,001.00	4020002; 1010001	XAA	Reg	Full-Time	2/21/2017	6/1/2020	20.50%	Yes
105364	A	F	Program Analyst	Silver,Brittany T	13	4	$ 95,816.00	1010001	XAA	Reg	Full-Time	9/30/2019	11/8/2021	20.50%	Yes
105122	A	F	Program Analyst	Bianca Dacres	12	7	$ 95,816.00	1010001	XAA	Reg	Full-Time	2/14/2022	9/29/2020	20.50%	Yes
102514	A	F	Staff Assistant	Hawkins,Fern	11	8	$ 82,069.00	1010001	XAA	Reg	Full-Time	11/23/2020	9/29/2020	20.50%	No
102544	A	V	Business Services Manager	Vacant	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	$ 135,406.00	1010001	MSS	Reg	Full-Time	11/23/2020	10/5/2020	20.50%	Yes
98277	A	V	Program Analyst	Vacant	12	0	$ 80,784.00	1010001	XAA	Reg	Full-Time		12/5/2020	20.50%	
102515	A	F	Workforce Investment Specialist	Vanessa Anderson	13	10	$ 119,916.00	1010001	XAA	Reg	Full-Time			20.50%	Yes

04 Wireless/Travel

04 Wireless Devices

									Totals	$ 30,028.91	$ 1.05	$ 2,938.33	$ 2,900.91	$ 2,942.80	$ 2,860.01	$ 2,068.09	$ 1,935.86	$ 2,153.71	$ 2,304.13	$ 2,382.85	$ 2,530.94	$ 2,509.68	$ 2,501.60
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	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
GW	2024	CHRISTIAN	JONES	christian.jones1@dc.gov	AT&T	2022133281	Cellular	iPhone 13 128GB	WIC	$ 590.80	$ -	$ 54.31	$ 54.31	$ 54.31	$ 54.31	$ 41.95	$ 41.95	$ 49.29	$ 48.05	$ 48.05	$ 48.09	$ 48.09	$ 48.09
GW	2024	BRIDGETTE	SLEDGE	bridgette.sledge@dc.gov	AT&T	2022306901	Cellular	iPhone 13 128GB		$ 585.86	$ -	$ 54.31	$ 54.31	$ 54.31	$ 54.31	$ 41.95	$ 41.95	$ 49.29	$ 48.05	$ 48.05	$ 48.09	$ 48.09	$ 43.15
GW	2024	BIANCA	DACRES	bianca.dacres@dc.gov	AT&T	2022574056	Cellular	iPhone 13 128GB	DME	$ 461.63	$ -	$ 44.31	$ 44.31	$ 44.31	$ 44.31	$ 31.95	$ 31.95	$ 5.82	$ 42.91	$ 42.91	$ 42.95	$ 42.95	$ 42.95
GW	2024	BRITTANY	SILVER	brittany.silver1@dc.gov	AT&T	2022854890	Cellular	iPhone 13 128GB		$ 517.54	$ -	$ 47.28	$ 47.28	$ 47.28	$ 47.28	$ 34.92	$ 34.92	$ 43.91	$ 42.91	$ 42.91	$ 42.95	$ 42.95	$ 42.95
GW	2024	KIMBERLY	DIGGS	kimberly.diggs1@dc.gov	AT&T	2022854927	Cellular	iPhone 13 128GB		$ 548.38	$ -	$ 47.28	$ 47.28	$ 47.28	$ 47.28	$ 34.92	$ 34.92	$ 49.05	$ 48.05	$ 48.05	$ 48.09	$ 48.09	$ 48.09
GW	2024	VANESSA	ANDERSON	vanessa.anderson1@dc.gov	AT&T	2027175355	Cellular	iPhone 13 128GB	WIC	$ 237.04	$ -	$ 54.31	$ 54.31	$ 54.31	$ 54.31	$ 19.73	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.01	$ 0.01
GW	2024	DREW	HUBBARD		AT&T	2027354509	Cellular	iPhone 13 128GB	WIC	$ 517.54	$ -	$ 47.28	$ 47.28	$ 47.28	$ 47.28	$ 34.92	$ 34.92	$ 43.91	$ 42.91	$ 42.91	$ 42.95	$ 42.95	$ 42.95
GW	2024	DEBORAH	RUSSELL	deborah.russell@dc.gov	AT&T	2027461009	Cellular	iPhone 13 128GB		$ 590.80	$ -	$ 54.31	$ 54.31	$ 54.31	$ 54.31	$ 41.95	$ 41.95	$ 49.29	$ 48.05	$ 48.05	$ 48.09	$ 48.09	$ 48.09
GW	2024	FERN	HAWKINS	fern.hawkins@dc.gov	AT&T	2027660676	Cellular	iPhone 13 128GB		$ 590.80	$ -	$ 54.31	$ 54.31	$ 54.31	$ 54.31	$ 41.95	$ 41.95	$ 49.29	$ 48.05	$ 48.05	$ 48.09	$ 48.09	$ 48.09
GW	2024	PORTIA	BATES	portia.bates1@dc.gov	AT&T	2028123745	Cellular	iPhone 13 128GB		$ 517.54	$ -	$ 47.28	$ 47.28	$ 47.28	$ 47.28	$ 34.92	$ 34.92	$ 43.91	$ 42.91	$ 42.91	$ 42.95	$ 42.95	$ 42.95

Note

04 Wireless Devices

					Totals					$ 7,834.97	$ -	$ 2,518.69	$ 2,593.11	$ 2,723.17	
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	2025	CHRISTIAN	JONES	christian.jones1@dc.gov	AT&T	2022133281	Cellular	iPhone 13 128GB	WIC	$ 144.45	$ -	$ 48.15	$ 48.15	$ 48.15	
GW	2025	BRIDGETTE	SLEDGE	bridgette.sledge@dc.gov	AT&T	2022306901	Cellular	iPhone 13 128GB		$ 129.54	$ -	$ 43.18	$ 43.18	$ 43.18	
GW	2025	BIANCA	DACRES	bianca.dacres@dc.gov	AT&T	2022574056	Cellular	iPhone 13 128GB	DME	$ 129.02	$ -	$ 43.00	$ 43.02	$ 43.00	
GW	2025	BRITTANY	SILVER	brittany.silver1@dc.gov	AT&T	2022854890	Cellular	iPhone 13 128GB		$ 129.00	$ -	$ 43.00	$ 43.00	$ 43.00	
GW	2025	KIMBERLY	DIGGS	kimberly.diggs1@dc.gov	AT&T	2022854927	Cellular	iPhone 13 128GB		$ 144.45	$ -	$ 48.15	$ 48.15	$ 48.15	
GW	2025	LAUREN	SCOTT	lauren.scott@dc.gov	VerizonWL	2025701805	Tablet with wire	iPad Air 2		$ 90.03	$ -	$ 30.01	$ 30.01	$ 30.01	
GW	2025	VANESSA	ANDERSON	vanessa.anderson1@dc.gov	AT&T	2027175355	Cellular	iPhone 13 128GB	WIC	$ 74.91	$ -	$ 0.01	$ 26.75	$ 48.15	
GW	2025	DREW	HUBBARD		AT&T	2027354509	Cellular	iPhone 13 128GB	WIC	$ 129.00	$ -	$ 43.00	$ 43.00	$ 43.00	
GW	2025	DEBORAH	RUSSELL	deborah.russell@dc.gov	AT&T	2027461009	Cellular	iPhone 13 128GB		$ 144.45	$ -	$ 48.15	$ 48.15	$ 48.15	
GW	2025	FERN	HAWKINS	fern.hawkins@dc.gov	AT&T	2027660676	Cellular	iPhone 13 128GB		$ 144.45	$ -	$ 48.15	$ 48.15	$ 48.15	
GW	2025	PORTIA	BATES	portia.bates1@dc.gov	AT&T	2028123745	Cellular	iPhone 13 128GB		$ 129.00	$ -	$ 43.00	$ 43.00	$ 43.00	

04d Travel

Question 4d

2024 Workforce Investment Travel

Date	Conference/Seminar/ Annual	Orginzation	Place	Cost	Travel /Hotel Cost	Name	Title	Purpose
March 23 -24, 2024	The Forum 2024	NAWB	Washington, DC	$1,150.00	$0.00	Drew Hubbard	Executive Director	
May 20 - 25, 2024	40th Annual Conference	NAWDP	San Antonio, TX	$625.00	$1,500.00	Drew Hubbard	Executive Director	an enriching experience filled with invaluable insights, cutting-edge strategies, and collaborative opportunities. This event brings together thought leaders, professionals, and enthusiasts in the field, providing a unique platform to share knowledge, explore emerging trends, and celebrate our collective achievements.
May 20 - 25, 2024	40th Annual Conference	NAWDP		$625.00	$1,500.00	Anika Holmes	Associate Director, Business Engagement	an enriching experience filled with invaluable insights, cutting-edge strategies, and collaborative opportunities. This event brings together thought leaders, professionals, and enthusiasts in the field, providing a unique platform to share knowledge, explore emerging trends, and celebrate our collective achievements.
May 20 - 25, 2024	40th Annual Conference	NAWDP	San Antonio, TX	$625.00	$1,500.00	Deborah Russell	Associate Director, Performance & Impact	an enriching experience filled with invaluable insights, cutting-edge strategies, and collaborative opportunities. This event brings together thought leaders, professionals, and enthusiasts in the field, providing a unique platform to share knowledge, explore emerging trends, and celebrate our collective achievements.

Question 4d

May 20 - 25, 2024	40th Annual Conference	NAWDP	San Antonio, TX	$625.00	$1,500.00	Christian Jones	Manager, Sector Partnership	an enriching experience filled with invaluable insights, cutting-edge strategies, and collaborative opportunities. This event brings together thought leaders, professionals, and enthusiasts in the field, providing a unique platform to share knowledge, explore emerging trends, and celebrate our collective achievements.
May 20 - 25, 2024	40th Annual Conference	NAWDP	San Antonio, TX	$625.00	$1,500.00	Brittany Silver	Program Analyst	an enriching experience filled with invaluable insights, cutting-edge strategies, and collaborative opportunities. This event brings together thought leaders, professionals, and enthusiasts in the field, providing a unique platform to share knowledge, explore emerging trends, and celebrate our collective achievements.

Question 4d

						Deborah Russell	Associate Director of Performance & Impact	Comprehensive Training: Our academy offers intensive and thorough training on essential core competencies, including Linkages and Promotion of the Workforce System, Business Engagement and Interaction, Engagement in Economic Development, and Talent Pipeline Development. You'll gain valuable insights and skills that are crucial for success in the field. Click here to view the competency descriptions. Expert Guidance: Learn from seasoned professionals and industry experts who will share their knowledge and experiences. Benefit from their insights, best practices, and real-world examples that you can apply directly to your work. Career Advancement: By attending the academy, those who have attained the Certified Workforce Development Professional (CWDP) credential, or those who will attain the CWDP within one year after the conclusion of the academy, will be eligible for a coveted Business Services endorsement to the CWDP. This endorsement can open doors to new career opportunities and demonstrate your expertise in business services. Networking Opportunities: Connect with like-minded professionals, expand your professional network, and foster valuable relationships that can support your career growth. Share ideas, collaborate on projects, and stay updated on the latest trends and developments in the industry
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$600.00	$0.00			
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Shaundell Wascher	Potomac Job Corp	"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Elijah Hopper	America Works	"see above"

Question 4d

August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Sylvia Bailey-Charles		"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Justin Cartagena	Workforce Development Specialist, DCHA	"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Alissa Armstrong	Program Coordinator, DHS	"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Juanda Spears	Career Technical Institute	"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$600.00	$0.00	Shanae Blunt		"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$725.00	$0.00	Julian Tisdale		"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$600.00	$0.00	Anika Holmes	Associate Director of Performance & Impact	"see above"
August 12-14, 2024	2024 NAWDP Business Services	NAWDP	Hanover, MD	$600.00	$0.00	Christian Jones	Manager, Sector Partnership	"see above"
November 18-20, 2024	25th Annual Youth Symposium	NAWDP	On-line	$600.00	$0.00	WIC Program Team	WIC Staff	

Question 4d

08 Budget

08a WIC Budget

WIC BUDGET, FY2022, FY 2023, FY 2024 & 2025 AS OF Jan. 1, 2025 (Q8)

			FY2022 approved budget	FY2022 Revised budget(as of Jan. 1, 2022)	FY2022 Expenditures	FY2022 Difference between Revised Budget and Expenditures (over- or under-spending)	FY2023 Approved Budget	FY2023 Revised Budget	FY2023 Expenditures	FY2023 Difference between Revised Budget and Expenditures (over- or under-spending)	Explanation of Variances	FY2024 Approved Budget	FY2024 Revised Budget
Program: Workforce Investment	**Program**	**Total $**	5,452,769.30	5,353,769.30	4,898,284.49	455,484.81	23,816,824.10	18,592,135.65	17,579,512.47	1,012,623.19	-	3,086,914.56	2,750,247.56
	Activity: Workforce Investment	**Total $**	5,266,799.05	5,167,799.05	4,855,253.78	312,545.27	23,780,824.10	18,556,135.65	17,561,247.48	994,888.17		3,050,914.56	2,714,247.56
		ID-Federal$	1,520,740.96	1,520,740.96	1,305,726.32		18,841,281.95	13,841,593.50	13,112,220.85	729,372.65	There was a five million dollar reduction in ARPA funds	550,000.00	550,000.00
		ID-Local $				215,014.64							
		Local $	3,746,058.09	3,647,058.09	3,549,527.46		4,939,542.15	4,714,542.15	4,449,026.63	265,515.52		2,500,914.56	2,164,247.56
		SPR $				97,530.63							
	Activity: Workforce Investment Council	**Total $**	185,970.25	185,970.25	43,030.71	142,939.54	36,000.00	36,000.00	18,264.99	17,735.01	-	36,000.00	36,000.00
		ID-Federal$											
		ID-Local $											
		Local $	185,970.25	185,970.25	43,030.71	142,939.54	36,000.00	36,000.00	18,264.99	17,735.01		36,000.00	36,000.00
		SPR $											

FY2024 Expenditures	FY2024 Difference between Revised Budget and Expenditures (over- or under-spending)	FY25 Approved Budget	FY2025 Revised Budget	FY25 Expeditures	FY2025 Difference between Revised Budget and Expenditures (over- or under-spending)
135,132.93	28,436.60	2,030,914.18	2,030,914.18	240,282.42	1,790,631.76
127,569.53		1,994,914.18	1,994,914.18	238,971.26	1,755,942.92
	550,000.00				
1,638,909.90	525,337.66	1,994,914.18	1,994,914.18	238,971.26	1,755,942.92
7,563.40	28,436.60	36,000.00	36,000.00	1,311.16	34,688.84
7,563.40	28,436.60	36,000.00	36,000.00	1,311.16	34,688.84

08b FY25
WIC Budget

Office of the Chief Financial Officer
District Integrated Financial System (DIFS)

R025 YTD Budgetary Control Analysis Report - DC Authority Reporting

Run date/Time: 09-24-2024 02:18:06

Control Budget	DC Authority Reporting
Fiscal Year	2025
Period	ALL
Agency	GW0
Fund	ALL
Account	ALL
Program	ALL
Cost Center	ALL
Project	ALL
Award	ALL

Agency	Agency Description	Appropriated Fund	Appropriated Fund Description	Fund	Fund Description	Account Category (Parent Level 3)	Account Category Description (Parent Level 3)	Account Group (Parent Level 1)
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	713100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	714100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	713100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	713100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	717100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	713200C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	713100C
GW0	OFFICE OF THE DEPU	1010	LOCAL FUND	1010001	LOCAL FUNDS	710000A	NON-PERSONNEL SERVICES	711100C

Account Group (Parent Level 1) Description	Account	Account Description	Program (Parent Level 2)	Program (Parent Level 2) Description	Program (Parent Level 1)	Program (Parent Level 1) Description	Program	Program Description
OTHER SERVICES & CHARGES	7131009	PROF SERVICE FEES &	ED0041	WORKFORCE INVESTMENTS	E04102	WORKFORCE INVESTMENT COUNCIL	400389	W.I.C. COUNCIL
GOVERNMENT SUBSIDIES & GRANTS	7141007	GRANTS & GRATUITI	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
OTHER SERVICES & CHARGES	7131003	TRAVEL - OUT OF CIT	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
OTHER SERVICES & CHARGES	7131009	PROF SERVICE FEES &	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
PURCHASES EQUIPMENT & MACHINERY	7171009	IT SOFTWARE ACQUIS	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
CONTRACTUAL SERVICES - OTHER	7132001	CONTRACTUAL SERV	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
OTHER SERVICES & CHARGES	7131025	PAYMENT OF MEMBE	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN
SUPPLIES & MATERIALS	7111002	OFFICE SUPPLIES	ED0041	WORKFORCE INVESTMENTS	E04101	WORKFORCE INVESTMENT ADMINISTRA	400388	W.I.C. ADMIN

Cost Center (Parent Level 2)	Cost Center (Parent L	Cost Center (Parent Lev	Cost Center (Parent Level 1) Descri	Cost Center	Cost Center Description	Project	Project Description	Award	Award Description	Initial Budget	Adjustment Budget
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$36,000.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$608,923.60	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$6,000.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$55,000.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$26,671.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$79,135.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$6,250.00	$0.00
ED219	OFFICE OF WORKFOR	E2191	OFFICE OF WORKFORCE INVESTME	40271	OFFICE OF WORKFORCE I	000000	NO PROJECT	0000000	NO AWARD	$1,382.75	$0.00

Total Budget	Commitment	Obligation	Expenditure	Budget Reservations	Available Budget
$36,000.00	$0.00	$0.00	$0.00	$0.00	$36,000.00
$608,923.60	$0.00	$0.00	$0.00	$0.00	$608,923.60
$6,000.00	$0.00	$0.00	$0.00	$0.00	$6,000.00
$55,000.00	$0.00	$0.00	$0.00	$0.00	$55,000.00
$26,671.00	$0.00	$0.00	$0.00	$0.00	$26,671.00
$79,135.00	$0.00	$0.00	$0.00	$0.00	$79,135.00
$6,250.00	$0.00	$0.00	$0.00	$0.00	$6,250.00
$1,382.75	$0.00	$0.00	$0.00	$0.00	$1,382.75

Program	Sole Source or Competitive	Type of Funding	Receiving Agency	FY24 Amount
WIOA Funds	N/A	Inter-District Transfer	WIC	$1,500,000.00
Healthcare Sector – Workforce Partnership Occupational Training (H-WPOT)	N/A	Inter-District Transfer	DCHA	$300,000.00
Career Pathways Training Grant	N/A	Grant	OSSE	$1,000,000.00
Healthcare Intermediary	N/A	Grant	N/A	$263,000.00
DCHA (HWPOT)	N/A	Grant	N/A	$300,000.00
America Works	Competitive	Contract	N/A	$330,000.00
America Works	Competitive	Contract	N/A	
PAIRIN	Competitive	Contract	N/A	$447,504.00
Seena Foster, Title V Consulting	Competitive	Contract	N/A	$0.00
Xerox	Competitive	Contract	N/A	$3,800.00
Midtown	Competitive	Contract	N/A	$9,857.00
TechFlairs	Competitive	Contract	N/A	$19,500.00
RizeUp	Competitive	Contract	N/A	$31,000.00
Qualtrics	Sole Source	Contract	N/A	$21,000.00
WIOA Policy Contractor	Competitive	Contract	N/A	
WIOA State Plan Contractor	Sole Source	Contract	N/A	
National Association of Workforce Baords	N/A	Contract	N/A	
Marketing and Communication Contractor	Competitive	Contract	N/A	
ATLAS Training Provider	N/A	Contract	N/A	

FY25 Amount	ARPA Percentage	Local Dollars Percentage	WIOA Dollars Percentage	ARPA Percentage	Local Dollars Percentage
$1,300,000.00			100%		
		100%			100%
	50%	50%		55%	45%
$400,000.00		100%			100%
$150,000.00			100%		
$95,000.00					
$215,004.00	50%		100%		
$20,000.00		100%	100%		
$4,000.00	50%	25%			100%
					100%
					100%
					100%
			100%		
$250,000.00			100%		
$200,000			100%		
$3,000.00		100%			!00%
$150,000		100%			100%
$22,000.00		100%			100%

WIOA Dollars Percentage	Recurring or One Time												
100%	Recurring												
	Recurring												
	*Local Portion Recurring												
	Recurring												
100%	Recurring												
62%	Recurring												
	One time												
50%	Recurring												
	One Time												
	One Time												
	One Time												
100%	Recurring												
	One Time												
	One time												
	Recurring												
	One time												
	One time												

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.

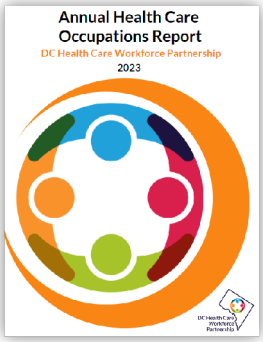
The SHO is responsible for conducting the investigation and completing the investigation report, which the SHO will provide to the agency head or their designee only. At various times during this process, the SHO may seek guidance or support from the agency General Counsel. For example, the SHO may seek 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.

2024 Annual Health Care Occupations Report

DC Health Care Workforce Partnership

DC Health Care Workforce Partnership

PREFACE



The *Annual Health Care Occupations Report* has continued to inform the work of the DC Health Care Workforce Partnership (Partnership) and the DC Workforce Investment Council (DC WIC). Each report has served as a building block for the Partnership's envisioned future, with the first report presenting a quantitative and qualitative analysis of the District's health care sector and identified the workforce issues of the District. The report also recommended five prioritized health care occupations and training strategies to inform investments that will help DC residents prepare for prioritized health care occupations.

The second report introduced the health care career pathways system structure within the District's workforce system. It also showed accountability by reviewing the investments made towards the strategic recommendations.

The third report presented the framework of the health care career pathways system, introduced five additional prioritized occupations, explored the drivers of job quality and good jobs principles, and introduced a universally accepted job design framework that applies to the work of the Partnership.

The *Annual Health Care Occupations Report 2024* builds on the work of the previous reports. Continuing the exploration of job quality and its application to the District's health care industry, the report presents a commentary on the importance of a competency model in advancing job quality, as well as highlights the work done by the health care employer action team to begin the work in building a competency model for nine of the 10 prioritized occupations, excluding Registered Nurse, which requires higher education and credentials. The report demonstrates the work done to actualize the career pathways system through the Pathways to Progress Program and further illustrates the impact of the work accomplished by the District and the Partnership.

The Partnership's work continues to be designed through a collective approach. Partners engaged in an asynchronous action team to validate and start building a competency model that will promote the hiring of a competent workforce that is able to demonstrate the required behaviors and skills for their job. New ambassadors from each subsector were appointed and began to deliver strategic thought leadership on health care workforce issues, and the implementation of the advocacy and engagement plan built by the three professional associations of the health care industry subsectors started during the performance and budget sessions.

Moreover, the work of the Partnership has been used by the Mayor and her team to drive an acceleration in pipeline development. The drive to connect younger individuals into health care occupations identified by the employer partners drove the work to expand Career & Technical Education Programs (CTE) by creating a second Advanced Technical Center (ATC) in Ward 8 focused entirely on health care through public private partnership between the District and Bloomberg Philanthropies. This $9.5 million investment by Bloomberg Philanthropies, matched by the District, will allow for the pilot bridge program for graduates of the city's CTE programs through direct employment as the young adults launch their careers in health care. Additionally, within the year, the Department of Employment Services will launch a health care academy modeled after the DC Infrastructure Academy to provide DC residents with credentials and jobs in health care through partnerships with employers. These exciting programs are a direct result of the employers, core partners and network supports partnering with the District Government to advance health care as a career destination in the District of Columbia.

We invite you to read this report to explore and understand the entirety of the Partnership's work -- past, present and future -- as well as the impact of our collective voices in the District's health care industry. Similar to last year's Annual Health Care Occupations Report, this report contains active links to referenced documents where you can learn more about our work.

WELCOME

We are pleased to present the *Annual Health Care Occupations Report 2024*. After three years of convening, the DC Health Care Workforce Partnership containing health care employers, core partners and network supporters continues to achieve our Shared Priorities in pursuit of realizing the Shared Vision.

We have made progress, which is highlighted by the Strategic Recommendations Scorecard. Our public funding partner, the DC WIC, continues to consider and act on our recommendations such as extending the IT and Health Care Sector Training Grants to support the second iteration of the Pathways to Progress talent pipeline program as a work-based learning program.

Thanks to our partners, we are on the right path because of their engagement and productivity. If you are not a partner, learn more about us by signing up for *News & Happenings*, our bi-weekly newsletter and visiting www.dchealthcareers.org.

Jacqueline D. Bowens
President & CEO
District of Columbia Hospital Association

Anita Jenkins
CEO
Howard University Hospital

Tina Sandri
CEO
Forest Hills DC

Candace Vanderwater
COO
Volunteers of America

EXECUTIVE SUMMARY

The health care challenges faced by the U.S. health care industry are very complex and finding straightforward answers is complicated to say the least. Despite many advancements in funding, technology, accessibility, and affordability, disparities in health care persist. These economic challenges contribute to the labor issues that are experienced nationally and in the District of Columbia. The good news is that the Partnership serves as a convener and intermediary of local health sector employers, along with core partners and network supporters, through shared priorities in **Education and Training**. The Partnership is diligent and persistent in re-aligning the industry as a **Career Destination** and through **Career Pathways** is accelerating the vision of creating and retaining a qualified health care workforce consisting of skilled DC residents.

Coordinated training strategies, activities, and investments to guide the workforce systems and partners' approaches to talent pipeline development and ensuring residents have the experience, skills, and credentials necessary to remain competitive for employment and advancement.

-- DC Workforce Innovation and Opportunity Act (DC WIOA, 2024)

This will continue to be the Partnership's approach 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.

Through the work of the health care employer action team, the foundational competency validation of nine of the top 10 prioritized health care occupations began. This led to the validation of the personal effectiveness competencies, respectively the skills and behaviors relevant to nine of the 10 District's prioritized occupations. The Partnership used the U.S. Department of Labor, Employment and Training Administration (ETA), Fundamentals of Health Care Building Blocks Model as a starting point. The Partnership and our stakeholders understand the ways in which the validation of the competencies can support employers' hiring not just based on credentials but also on the skills obtained. The validation was informed by the three subsector employers: ambulatory and behavioral health; long-term and residential care; and, acute care; and input from core partners and network supporters (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 provide resources, create connections and coordinate activities). The competency validation ensures that the Partnership promotes a skilled workforce in which workers can successfully demonstrate the aligned skills required for the jobs. In this way, there is a framework that health care employers can incorporate into their organizational practices that supports worker recruitment, assessment, training, and job performance improvement.

The Partnership work in **Career Pathways System** and **Education and Engagement** continues to be essential in designing good jobs and attracting District residents to the health care industry. As mentioned in previous reports, career pathways and programs are the engine of the career pathways system. This includes expanding training through our Pathways to Progress program to incorporate work-based learning, such as apprenticeship programs alongside the traditional training model. With additional funding from the DC WIC through the Health Care Workforce Partnership Occupation Training grant, we have established partnership with existing apprenticeship programs such as the Rodham Institute and Forest Hill DC to create and expand certified apprenticeship programs to help train DC residents. The *2024 Annual Health Care Occupations Report* seeks to commemorate our successes while keeping our attention on our 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 health care businesses from three subsectors: acute care, ambulatory and behavioral health, and nursing, residential and long-term care services; core partners; and, network supporters. 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 provide 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 Healthcare - Capitol Hill & National Harborside
Children's National
Howard University Hospital
Kaiser Permanente
MedStar Washington Hospital Center
MedStar National Rehabilitation Network
Sibley Memorial Hospital
United Medical Center
MedStar Georgetown University Hospital

HEALTH CARE EMPLOYERS/BUSINESSES - AMBULATORY & BEHAVIORAL HEALTH SERVICES

Psychiatric Institute of Washington
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*

***Also Pathways to Progress Partners**

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
Stoddard Baptist Nursing Home
Premier Health Services
St. Michael College of Allied Health

NETWORK SUPPORTERS

DC Health
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

ABOUT THE PARTNERSHIP
continued

Shared Vision

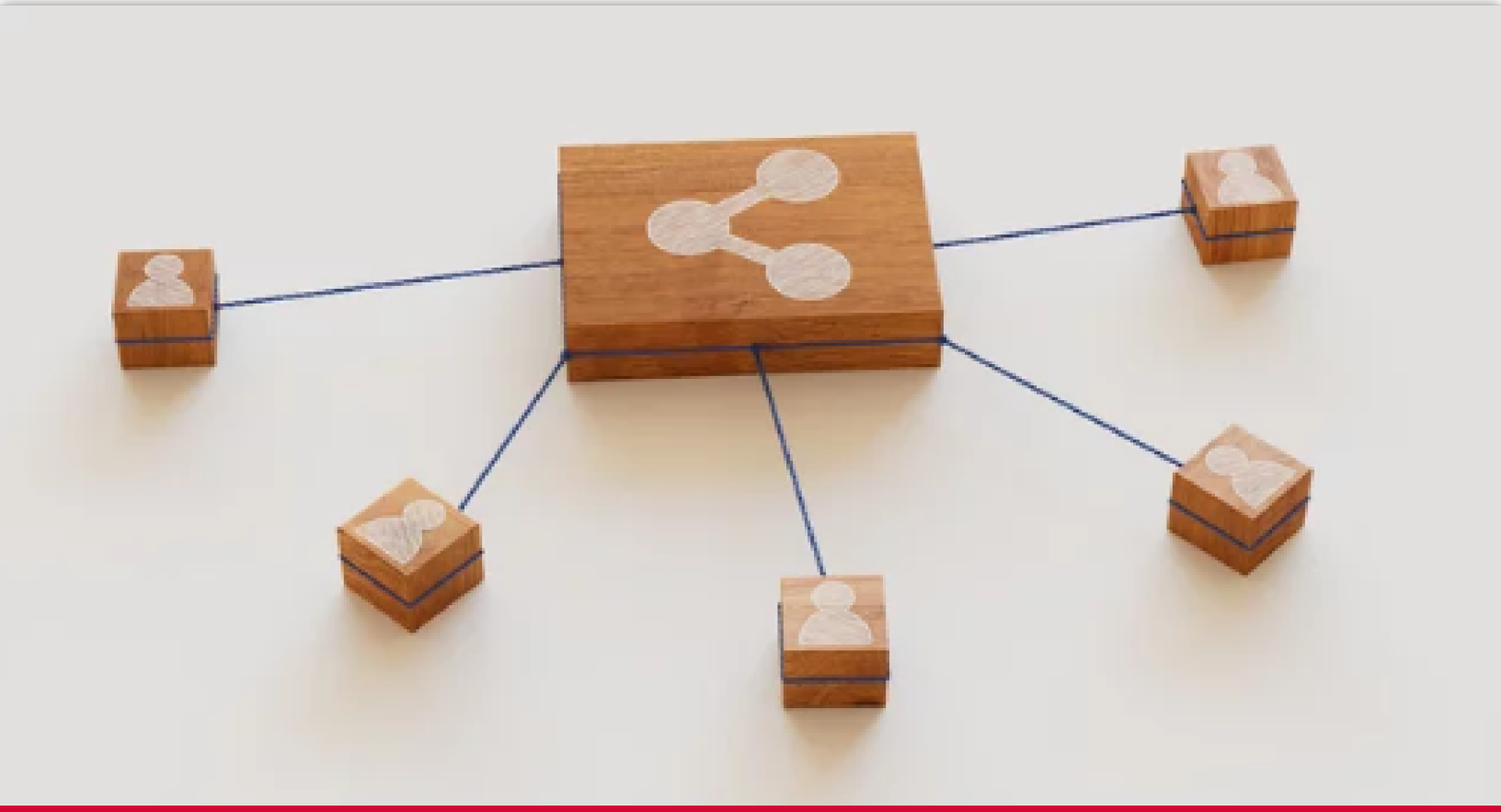
The Shared Vision of the Partnership reflects the future state of the industry as a sector partner in the District of Columbia's workforce system. In that spirit, the vision is aligned with the District's strategic vision for its workforce development system. We are actualizing an industry-driven Career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

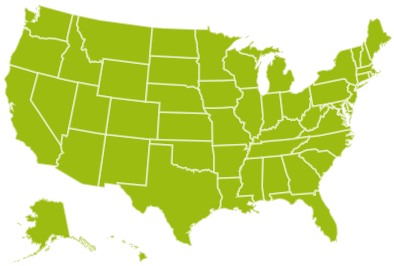
- DC residents are ready, able and empowered through lifelong learning, sustained employment and economic security;
- Health care businesses in DC are connected to skilled DC residents based on market needs to successfully compete locally, regionally and globally; and,
- Education, training, and supportive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

Shared Priorities

The Shared Priorities are key focus areas needed to actualize the Shared Vision.

- Health Care as a Career Destination
- Education and Training
- Career Pathways System





STATE OF HEALTH CARE INDUSTRY

Highlights of a Nation — United States

The state of the U.S. health care industry is marked by a complex interplay of challenges and advancements. Health care is the second largest industry in the U.S., following retail. One year ago, we reported that major federal funds pouring into the industry and technology-enabled health care models propelled significant growth for the industry. Despite substantial spending, challenges such as accessibility, affordability, and disparities in health care persist.

This year, based on the Centers for Medicare and Medicaid's *National Health Expenditures 2022 Highlights*, health care spending grew 4.1 percent to $4.5 trillion in 2022 mostly driven by Medicaid and private health insurance spending that was necessary to make up for the continued declines in supplemental federal funding related to the COVID-19 pandemic.

As the health care industry continues to rebuild in 2024, there will be economic challenges attributed to labor issues. The health care workforce hasn't reached its pre-pandemic levels and evolving models of care call for evolving staffing needs. In 2022, the industry employed 14.7 million workers ages 16 and older or 9.3 percent of total employment in the U.S. Employment in the 25 largest health care occupations make up four-fifths of the workers, with registered nurses, personal care aides and nursing assistants holding the first three spots (Bureau of Labor Statistics (BLS), Spotlight on Statistics).

In a business insight survey, health system executives identified staffing shortages and workforce challenges as key issues that will impact their organization's strategy in 2024. Specific concerns were attracting highly qualified clinical staff and reducing burnout. The big takeaway is that we need health care workers with skills for now and the evolving future of the industry.

STATE OF HEALTH CARE INDUSTRY
The District Perspective

HEALTH CARE SYSTEM IN DC

Public agencies and private organizations collectively steward the health care system in the District of Columbia. Across the continuum of care from home health and primary care services to acute, ambulatory, post-acute, and intermediate care facilities, the District of Columbia offers its 679,031 residents and more than 500,000 daytime visitors the full depth and breadth of health services. This robust health care system requires a skilled workforce to support one of the top three private industries in Washington, DC (Statista, September 2023).

Employing a public-private approach, Mayor Bowser's Administration curated stakeholders to form the Healthcare Workforce Task Force (Task Force). Organized by six sub-committees, the Task Force convened and actively engaged over five months, resulting in 26 recommendations in support of "creating and ensuring the long-term strength of the (DC) health care workforce." (Healthcare Workforce Taskforce, Report and Recommendations of the Mayor's Healthcare Workforce Task Force).

WORKFORCE SYSTEM IN DC

Leading the alliance of workforce partners, the DC Health Care Workforce Partnership (Partnership) brings local sector employers—acute care, ambulatory and behavioral health, and nursing, residential and long-term care services—along with core partners and network supporters to accelerate the vision of creating and retaining a qualified health care workforce consisting of skilled DC residents.

Under the Deputy Mayor for Education, the DC WIC and DC Department of Employment Services (DOES) are the two primary workforce agencies leading the way to a unified public workforce system. The DC WIC collaborates with public and private sector partners on workforce policy, investment strategy, and creating connections to "empower businesses to thrive, succeed, and contribute to the overall growth of the District." (About Us). To achieve this work, the DC WIC convenes partners and stakeholders to plan and implement the District's workforce development system (DC WIOA, United State Plan, PY 2020-2023). DOES works to "connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, (and) effective working communities." (About DOES, Mission Statement). The strength of these entities alone is making an impact on the workforce system in the District.

STATE OF HEALTH CARE INDUSTRY

The District Perspective, *continued*

WORKFORCE SYSTEM IN DC, *continued*

Industry organizations are actively engaged in the Partnership. The DC Health Care Association (DCHCA), DC Hospital Association (DCHA), and DC Primary Care Association (DCPCA) are integral to the workforce strategy in the District. These associations understand the subsectors' needs of their respective members and at the Partnership table, champion industry-wide solutions that benefit each subsector.

DCHCA's workforce initiatives include reciprocity agreements with Virginia and Maryland, Medication Aide Training Program Approvals, Renewal Process and Procedure Revisions, Direct Care Worker Amendment Act, and Training Capacity, which entails understanding how new workers are being trained and how many are taking and passing relevant exams. The association is working to better understand the capacity of training providers to produce new direct care workers. For more insights refer to the 2024 Direct Care Workforce Survey.

DCHA's workforce development goals include expanding talent pipeline programs in collaboration with public and private partners to include middle and high school students; developing a program based on retention, best practices that addresses culture, wellness, advancement, and equity-based opportunities; and, adopting policies and practices for licensure and certification to ensure the District's health care workforce is prepared to deliver quality, equitable, and accessible health care. In addition to serving as the convener and intermediary for the DC Health Care Workforce Partnership, DCHA facilitates the placement of high school students as interns at various hospitals in the District through the Health Care Youth Summer Immersion Program and supported the Workforce Partnership's Pathways to Progress Program by fostering connections between health care occupation education and training providers and health care businesses to create and expand apprenticeship program alongside traditional training.

DCPCA's key priorities in workforce development include fostering cultures of trauma-informed care in the workplace, integrating behavioral health providers in clinic workflows, upskilling and training patient-facing staff, addressing gaps in public health technology and informatics, and addressing challenges posed by non-Federally Qualified Health Center competitive salary offerings. DCPCA is at the forefront of several activities and programs related to workforce development.

This encompasses the creation of a community health worker apprenticeship program in collaboration with the Institute for Public Health Innovation, where they are actively working on establishing financial and policy sustainability models for billing and promoting community health worker integration in health centers. Their work is reflective of the needs of the District as it shows alignment with the DC Health Care Workforce Partnership's prioritized health care occupations, and in this case, community health workers.

10 PRIORITIZED HEALTH CARE OCCUPATIONS

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

Creating a pipeline of District residents to employment within the health sector is a shared responsibility of employers and workforce system partners. In DC, the size of the labor force is trending up from 376,477 in September 2022 to 399,274 persons in September 2023 (DC Health Matters, Size of Labor Force, September 2023). The civilian labor force participation rate is 62.8 percent (BLS). The unemployed population 16 years and older is 5.1 percent, slightly higher than the U.S. value of 3.9 percent.

STATE OF HEALTH CARE INDUSTRY

The District Perspective, *continued*

WORKFORCE SYSTEM IN DC, *continued*

Of the employed civilian population, 33,999 persons or 9.21% work in the health care/social assistance Industry (DC Health Matters). We still see variation in the District's unemployment numbers by Ward with Wards 7 and 8 having the highest unemployment (8.8% and 10.8%, respectively) and Wards 2 and 3 with the lowest (4% and 3.6%, respectively).

Civilian Employment in Health Care Occupations

Occupation	Persons	Percent
Health Practitioner/Tech	14,607	3.96%
Health Care Support	5,136	1.39%
Personal Care/Services	9,142	2.48%

Source: DC Health Matters, Employed Civilian 16+ by Occupation (December 2023)

In the District, education attainment is a determinant of employment. Sixty-one percent of people 25 years and older have a bachelor's degree or higher with 25.45% holding a bachelor's degree and 21.34% a master's degree. When accounting for educational attainment, the highest unemployment rate (of persons aged 25 years and older) is for those with less than a high school diploma at 6.3%. Of the residents without a college degree, 4.93% or 24,049 persons have some high school education, but didn't complete a diploma, and 3.43% or 16,698 persons have attained less than ninth grade education. The majority of District residents age 25 years and older without a college degree are high school graduates or have completed some college. Further, the unemployment rate decreases with high school completion or some college or associate degree (DC Health Matters, Residents Without College Degree).

As part of the District-Maryland-Northern Virginia metropolitan region, the District competes for talent among its bordering municipalities. According to the BLS, the unemployed persons per job opening ratio in the Washington Metropolitan Area has been below 1.0 since January 2021. As of October 2023, the ratio in DC and Virginia is 0.5 and in Maryland, it is 0.3. The ratio of 1.0 means "there is a job available for every unemployed person." (BLS). When there is a lower ratio than 1.0, it signifies a tighter labor market. In a tight labor market, the demand outweighs the supply, that is, employers have more job openings than there are unemployed persons available to work. Couple that from September 2022 to September 2023, compensation costs in the Washington Metropolitan Area[1] for private sector workers increased 5.2% including a 5.5% increase in wages and salaries within that time period. (BLS, Geographic Information, Mid-Atlantic).

The data suggests that in the District of Columbia, there are skilled residents, available jobs, and higher compensation opportunities. However, in the District's health care industry for the prioritized health care occupations, consumer analysis shows that doesn't hold true. Localized insights further inform us that District workers are seeking good jobs that provide economic stability and mobility, and equity, respect, and voice — key components of job quality (Voice of the Consumer Report, 2021). As entry level positions the workers generally have opportunities to take on jobs or occupations with similar wages and fewer certifications, needed skills and less stress. This combinations creates a workforce shortage and underlines the need to establish pathways that enable perspective employees the ability to see their career journey. Job quality is an essential lever to attract and retain District residents to the health care industry while advancing the Shared Vision of health care employers and stakeholder organizations in the District.

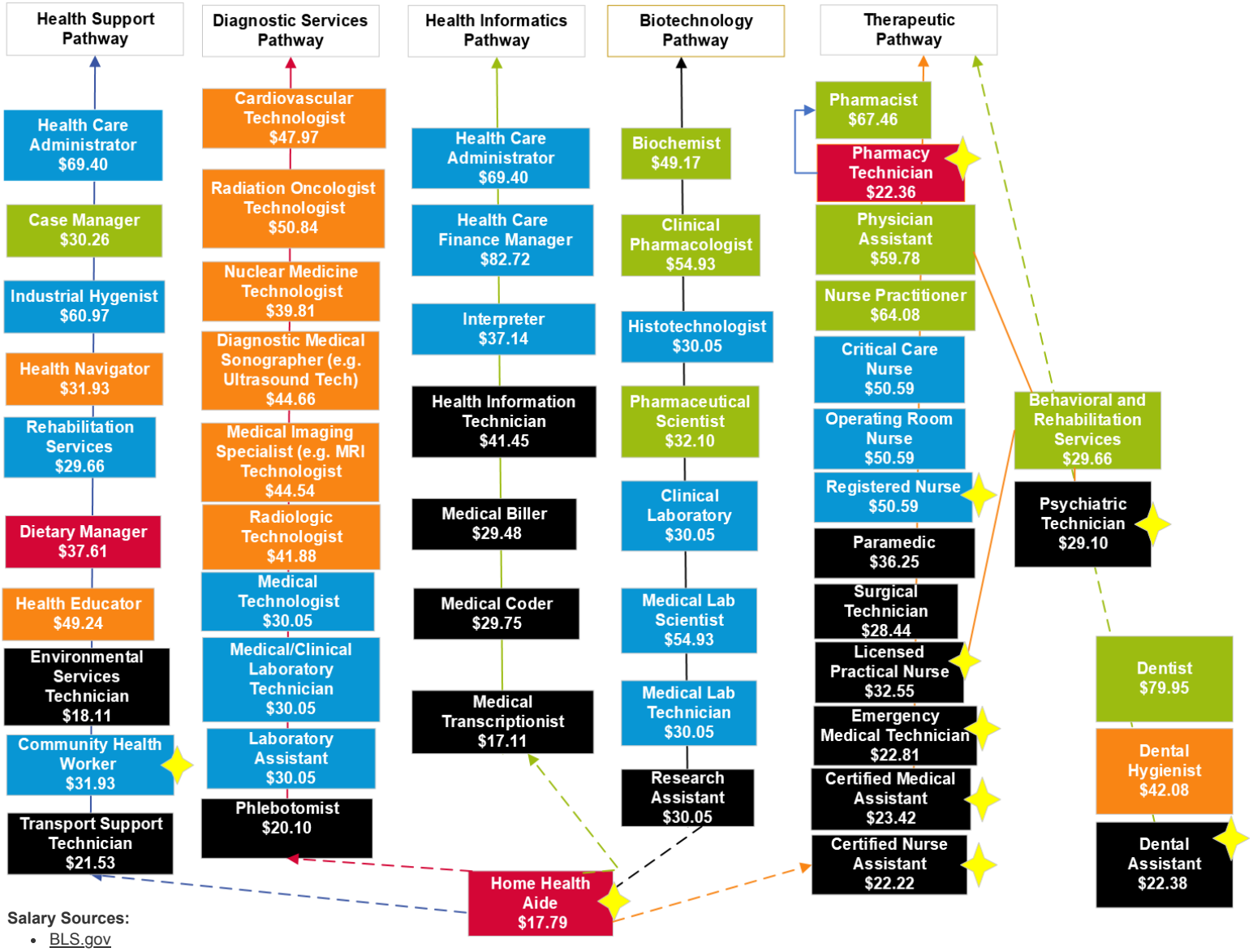
Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.

NFWS, Job Design Framework, A Frame for Racial Equity and Inclusion

1 Washington-Baltimore-Arlington, DC-MD-VA-WV-PA CSA includes the District of Columbia; Baltimore city and Anne Arundel, Baltimore, Calvert, Carroll, Charles, Dorchester, Frederick, Harford, Howard, Montgomery, Prince George's, Queen Anne's, St. Mary's, Talbot, and Washington Counties in Maryland; Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, Manassas Park, and Winchester cities and Arlington, Clarke, Culpeper, Fairfax, Fauquier, Frederick, Loudoun, Prince William, Rappahannock, Spotsylvania, Stafford, and Warren Counties in Virginia; Berkeley, Hampshire, and Jefferson Counties in West Virginia; and Franklin County in Pennsylvania (BLS).

CAREER PATHWAYS SYSTEM: CAREER CLUSTERS PATHWAYS MAP

10 Prioritized Health Care Occupations



Salary Sources:

- BLS.gov
- Onetonline.org
- These numbers are based on available data from the above sources. The median salary was used and may not reflect increases in DC wages since the date data was collected.
- DC minimum wage rose to $17.50 on July 1, 2024.

Key

- High School or GED
- Full Certificate or Diploma (1-2 Years)
- Associate Degree (2 Years)
- Bachelor Degree (BA/BS, 4 Years)
- Master/Doctoral Professional Degree

Yellow star represents a top 10 occupation.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

A Career Pathways Program: Piloting Job Quality

As a learning opportunity, the Partnership piloted **Pathways to Progress**—its first career pathways program—with health care employers and education and training partners. Funded by the DC WIC through the Health Care Workforce Partnership Occupational Training Grant, Pathways to Progress is a demand-side talent pipeline program.

The allied health care employers, qualified education and training providers, and supportive services organizations in the District of Columbia came together to create a health care workforce development program in two of 10 prioritized occupations—certified nursing assistant (CNA) and certified medical assistant (CMA). The goal of the program is to empower District residents from diverse and underserved communities to train and get hired for these in-demand jobs with career pathways by:

- Collaborating with community-based organizations and employers to identify and recruit District residents for education and training.
- Coalescing around a continuum of education, skills training, and supportive services to achieve industry-validated certifications, health facility training, and readiness for employment.
- Partnering with health care employers to support facility-based training, hire and develop District residents.
- Cultivating year-long relationships to support job retention and career development.

In the 15-month pilot phase, four education and training providers and 10 health care employers[2] (in the near future, additional outreach will be conducted to assess the completion and employment data), we saw the following outcomes:

59 **District residents enrolled in Pathways to Progress.**

33 **or 56% of enrollees completed the full training program.**

26 **or 79% of completers earned industry credentials.**

19 **or 73% of credentialed completers are employed by DC health care facilities.**

73 **of the participants identified as African American.**

25 **of the participants identified as Hispanic and/or other races.**

44 **of the participants are between the youth ages of 18-24.**

55 **of the participants are over the adult age of 24.**

2 **List of Pathways to Progress education providers and health care employers:** Academy of Hope DC, So Other's Might Eat CET, LAYC Career Academy, HealthWrite Training Academy, George Washington University, Children's National, ICS Home Care Agency, Open Systems Home Care Agency, Knollwood Nursing Home, DC Retina, MedStar Washington Hospital Center, MedStar Georgetown University Hospital, Community of Hope, Capital Women's Care, Mary's Center, Whitman-Walker Health.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Expanding Career Pathways Through Work-Based Learning

In 2024, Pathways to Progress added work-based learning to its training and education offerings. As recommended by 2023 action teams and further demonstrated in national models, work-based learning is integral in recruiting, training, advancing, and retaining workers (U.S. Department of Labor, ETA). More importantly, work-based learning offers entry points into the health care industry for District residents that have experienced the greatest inequities in employment access due to educational requirements and overly complex licensure, registration, and certification processes. For those encountering barriers to entry due to systemic challenges or lack of traditional educational opportunities, work-based learning serves as a transformative bridge. It offers hands-on experience, skill development, and exposure to the industry, providing a practical avenue for acquiring essential job competencies. It not only equips individuals with the necessary skills but also instills confidence and familiarity within the industry, breaking down barriers and creating equitable pathways to meaningful employment opportunities.

PATHWAYS TO PROGRESS PARTNERS

Health Care Employers

- Rodham Institute
- Forest Hills DC

Education & Training Partner

- So Others Might Eat

Apprenticeships in particular play a pivotal role in leveling access to entry-level jobs within the health care industry. Apprenticeships stand as a linchpin in shaping robust career pathways within the health care industry. They offer a structured and immersive learning experience that blends classroom education with on-the-job training, allowing aspiring workers to gain first-hand knowledge, practical skills, and industry-specific expertise. In the District there are at least three approved apprenticeships at health care employers. Forest Hills has one of the most mature programs in the District with almost three years of experience. This hands-on approach fosters an understanding of health care practices while honing critical abilities necessary for success in progressive roles. As a demand-side talent pipeline program, Pathways to Progress view apprenticeships as a means of addressing workforce shortages by cultivating a pipeline of vetted skilled and competent individuals poised to fill crucial positions. The added value of apprenticeships is they promote inclusivity by providing accessible pathways to individuals from diverse backgrounds and economically underserved backgrounds, ensuring a more representative and skilled health care workforce.

Traditional classroom learning will continue to be a viable workforce training strategy in Pathways to Progress. In the traditional classroom learning approach, our findings emphasize rigorous entry requirements as a key success factor linked to program completion, credential attainment, and securing employment. These entry requirements can be evident during the application phase or developed through participation in a pre-application process. Additionally, we gained productive insights into areas ripe for quality enhancement, clustering around several key themes below.

Key Themes

- **Recruitment of Students/Learners: Enhancing methods to attract and engage students.**
- **Eligibility of Students/Learners: Establishing clear criteria for student qualification.**
- **Comprehensive Approach: Implementing a comprehensive, accessible approach to testing and fees.**
- **Adherence to Process: Ensuring consistency and fidelity to established processes.**
- **Early & Frequent Support: Providing timely and continuous support to employees.**
- **Accountability & Compliance: Enforcing accountability measures and regulatory compliance.**

As Pathways to Progress continues to mature, addressing these themes comprehensively promises to fortify the program's efficacy and impact.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Career Pathways System: Contributing to Citywide Workforce Development

The foundation of the Partnership has informed and influenced many of the city's current workforce events. The Partnership's published work served as a pivotal resource -- influencing -- and substantiating several of the workforce development successes including the Mayor's Health Care Workforce Taskforce recommendations, and new efforts in health care career pathways towards expansion of the ATC and establishment of DC training academies.

In 2023, they unveiled 29 recommendations to the District's Office of the Mayor. The Partnership played a proactive role, actively engaging and leading various subcommittees within the Taskforce. Under the banner of Shared Priorities, this group is deeply involved in advancing five of the 29 recommendations, outlined as follows:

Recommendation	Alignment to the Partnership
Engage employers and educational and training providers to enhance and expand training that increases the number of students graduating and gaining employment.	Pathways to Progress
Increase the ease of entrance into the health care field for returning citizens, and address age limitations and citizen status barriers that prohibit/restrict individuals' ability to gain employment in the health care sector.	Education & Advocacy
Remove barriers for current health care workers to health care training, creating well-defined career pathways, transforming workplace culture, and identifying resources for providers to support training and advancement.	Pathways to Progress Education & Advocacy
Encourage health care employers to create or expand certified apprenticeship or internship programs.	Pathways to Progress Education & Advocacy
Adopt Competency Based Training Certification as an essential pathway to advancing careers in health care.	Pathways to Progress

In summary, the pivotal focus of developing an industry-validated competency model for the prioritized health care occupations is a building block for ensuring accessibility, equity, and inclusivity in the career pathways system. The integration of quality jobs within the health care sector into a robust career pathways system is fundamental for both employers and workers. For health care employers, investing in job quality reaps multiple benefits, including fostering a motivated workforce, attracting top talent, and enhancing care outcomes. For workers, good jobs not only offer stability and opportunities for growth but also foster a sense of purpose and satisfaction in their careers. By anchoring our career pathways programs, such as Pathways to Progress, in accessible education, training, work-based learning, and quality jobs, the career pathways system ensures alignment with workers' aspirations, industry needs, and key recommendations to enhance the District's health care workforce diversity.

The District's efforts in addressing the urgent demand for talent in health care for high demand occupations led to the launch of a new ATC and DC Health Care Academy. The Office of the State Superintendent of Education's ATC is removing barriers for District students to access Career and Technical Education programs via a new grant awarded by Bloomberg Philanthropies for a DC Health Care Academy. The Academy will expand the reach and impact of the ATC's health sciences pathway at the Penn Center in Ward 5 by increasing the number of openings for students; center employer partnerships in work-based learning for ATC students; add a location in Ward 8, at the St. Elizabeths East campus, to expand access for students East of the Anacostia River where there are higher unemployment rates, lower household income levels, and high concentrations of poverty. The Academy will partner with employers through an innovative bridge program to prepare DC students for the jobs that employers are most eager to fill, through meaningful work-based learning during and after high school and relevant coursework towards credentials and degrees. The DC Health Care Academy is set to launch in early 2025.

Moreover, DOES is proposing a DC Health Care Academy following the model of the DC Infrastructure Academy as a public-private partnership that trains District residents for careers in the private sector. The DOES' Academy will fuel a pipeline of qualified DC residents to fill high demand health care positions; expand high quality training programs developed in partnership with experts and health care employers; and invest in DC residents with a focus on training for non-degree, non-clinical health care careers.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Model as a Job Quality Strategy

Quality jobs within the health care sector form the cornerstone of a robust career pathways system. These positions not only provide stable employment but also offer opportunities for advancement, skill development, and long-term sustainability. Quality jobs within health care create a conducive environment for individuals to flourish, fostering a sense of fulfillment and purpose in their careers. Moreover, they often come with competitive wages, benefits, and professional growth prospects, incentivizing individuals to invest in their education and skill enhancement. By anchoring career pathways on quality health care jobs, the Career Pathways System ensures that workers can access positions that not only align with their aspirations but also contribute meaningfully to the overall quality of care delivered to communities.

Health care employers reap multifaceted benefits from fostering job quality within their organizations. It cultivates a motivated, engaged, and satisfied workforce, enhancing employee retention and reducing turnover costs. Quality jobs also attract top talent, enabling health care institutions to assemble a skilled and dedicated team. Additionally, a focus on job quality promotes a culture of continuous improvement, innovation, and efficiency within the workplace. This, in turn, positively impacts care outcomes, as content and fulfilled employees are more likely to deliver superior services. Investing in job quality serves as a powerful tool for health care employers to bolster their reputation, attracting patients and partners who value excellence in both care provision and employee welfare. Ultimately, by prioritizing job quality, health care employers create a virtuous cycle of success, benefiting both their staff and the consumers they serve.

In 2023, the Partnership introduced the Drivers of Job Quality & Good Jobs Principles (U.S. Department of Commerce, Job Quality Toolkit and U.S. Department of Labor, Good Jobs Principles) and the Job Design Framework (NFWS). Collectively, these resources guide our work of creating good jobs in the health care industry for the prioritized health care occupations.

The 10 prioritized health care occupations offer career entry through work-based learning and traditional certification programs and don't require a college degree. Recruitment and hiring is a key driver of job quality with a specific strategy in implementing skills-based hiring and promotion practices. These strategies and actions can lead to qualified applicants being evaluated based on relevant skills-based requirements while minimizing often required education, credentials, and experience requirements (U.S. Department of Commerce, Job Quality Toolkit and U.S. Department of Labor, Good Jobs Principles). As a core element of our Career Pathways System, the competency model was developed through the lens of Advancing Racial Justice, Diversity, Equity & Inclusion, and Accessibility Practices. It is our shared belief that a validated competency model delineating the skills requirements for entry, progression and advancement within health care careers will contribute to the four racial equity and inclusion pillars—**Core, Support, Opportunity, and Voice—**of the Job Design Framework (see pillars on next page).

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Model as a Job Quality Strategy, *continued*

THE PILLARS

CORE - The basic elements of a good job.

SUPPORT – Help workers perform well and achieve stability.

OPPORTUNITY – Help employees advance in their careers and develop their skills.

VOICE – Employees are empowered, engaged, and have agency.

Source: The National Fund for Workforce Solutions, Job Design Framework

Informed by the results of the 2023 action teams, the Partnership focused on the development and validation of an industry competency model for the prioritized health care occupations as the foundational component to undergird our work. We used the U.S. Department of Labor, Employment and Training Administration (ETA), Fundamentals of Health Care Building Blocks Model as a starting point. The ETA Building Blocks Model has demonstrated results in supporting the alignment of needs among businesses, educators, and the public partners to promote skilled workforce through career pathways. (ETA, Industry Competency Model Initiative)

INDUSTRY COMPETENCY MODEL INITIATIVE: PROMOTING A SKILLED WORKFORCE

- Helping ***educators*** develop skilled workforce.
- Helping ***businesses*** find and develop skilled workers.
- Helping ***workforce development community*** promote the employment and advancement of a strong workforce.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action

Competency validation helps employers focus on hiring, not just based on credentials, but also on obtained skills. This process facilitates the promotion of a skilled workforce by which workers can successfully demonstrate the aligned skills required for the job. The competency model supports worker recruitment, assessment, training, job performance improvement, and identifies skill gaps that provide a more effective and sustainable workforce. The Partnership acknowledges that the final product will be a framework that health care employers can incorporate into their organizational practice where it makes sense. Therefore, the District's health care industry model will be another tool to help advance the health care workforce development and improve the perception of quality jobs in the sector.

The model is a collection of competencies useful for preparation in a health care occupation. It consists of several tiers that represent the increasing specialization and specificity in the application of skills as one advances up through the tiers. The components are divided as follows:

Foundational Competencies Tiers 1 through 3 represent the "soft skills" or readiness skills that most employers demand. Each tier covers a different group of competencies:	
Personal Effectiveness Competencies (Tier 1)	Personal attributes essential for all life roles. Often called "soft skills," these are generally learned in the home or community and honed at school and in the workplace.
Academic Competencies (Tier 2)	Primarily learned in school including cognitive functions and thinking styles. Academic competencies are likely to apply to all industries and occupations.
Workplace Competencies (Tier 3)	Represents motives and traits, and interpersonal and self–management styles, generally applicable to many occupations and industries.

Industry-Specific Competencies Exhibits the industry-wide technical competencies required to design career lattices within an industry. These competencies are considered cross-cutting as they allow a worker to move easily across industry sub-sectors.	
Industry-Wide Competencies (Tier 4)	Cover the knowledge, skills and abilities from which workers across the industry can benefit, regardless of the sector in which they operate. Because of this, many of the critical work functions on this tier deal with awareness or understanding.
Industry-Sector Competencies (Tier 5)	Represent a sub-set of industry-wide competencies that are specific to an industry sector. As a result, the critical work functions deal more with performing tasks than those on Tier 4.

Source: Career One Stop

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

The model will help design and integrate **Core Element #1: Advance Racial Justice, DEI & Accessibility Practices** and **Core Element #4: Industry-Validated Education and Training** into our Career Pathways System. The aim of our work is to ensure training programs are designed to be accessible and inclusive of different levels of experience, including education, work, and lived experience; and job opportunities inclusive of other characteristics, such as age, justice involved, status, home language, gender, and certain disabilities status. Career pathways programs should be intentionally designed for those who have experienced the greatest inequities in education to ensure that every District resident who wants to advance can do so.

ACADEMIC COMPETENCIES

Reading | Writing | Mathematics | Science & Technology | Communication

Critical & Analytical Thinking | Basic Computer Skills

PERSONAL EFFECTIVENESS COMPETENCIES

Interpersonal Skills | Integrity | Professionalism | Initiative

Dependability & Reliability | Adaptability & Flexibility | Lifelong Learning

WORK THROUGH ACTION TEAM

Through action teams, the competency validation of the prioritized health care occupations began. In late summer 2023, an asynchronous action team consisting of health care employers and academia began the preliminary work of validating the competencies by reviewing and providing input on the foundational competencies which comprise three tiers:

- **Tier 1 - Personal Effectiveness Competencies**
- **Tier 2 - Academic Competencies**
- **Tier 3 - Workplace Competencies**

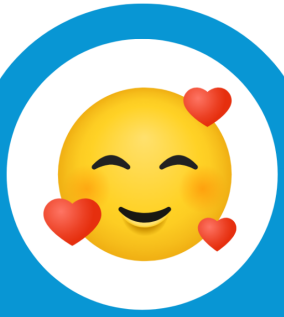
The insights were brought forward to the partners to review, discuss implications, and offer additional feedback. After the Partnership recommended that the validation of the competencies focus on the personal effectiveness competencies and the academic competencies only, for the first phase of validation. As such, over a period of two-months, health care leaders from each subsector (ambulatory and behavioral health, long-term and residential care, and acute care) were engaged to review the skills and behaviors and how they are demonstrated for each skill and offer additional input.

As a sector-based alliance where the industry employers lead, health care employers with firsthand knowledge of needs and insight from the core partners and network supporters; the validation of the personal effectiveness competencies and academic competencies from the ETA Building Blocks Model was adopted with edits to the behaviors and their definition (see below). Download the complete list of behaviors.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS



Demonstrating Sensitivity & Empathy

- Show sincere interest in others
- Sensitive to the needs and feelings of others
- Helpful and supportive

Demonstrating Insight Into Behavior

- Manage relationships well
- Respond appropriately toward others
- Openness to change

Maintaining Professional, Positive and Respectful Relationships

- Seek to understand others
- Honor one's promise

Respecting Diversity

- Cooperate well with others

INTERPERSONAL SKILLS

Displaying skills to interact respectively with others from diverse backgrounds.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS, *continued*

Behaving Ethically

- Follow organization's code of conduct
- Do the right thing
- Accept feedback graciously

INTEGRITY

Displaying strong moral principles and work ethic.

Multitask Through Competing Demands

- Determined and persevere through obstacles
- Go above and beyond
- Provide suggestions and take action
- Take initiative
- Proactive and can manage up

INITIATIVE

Demonstrating a commitment to effective job performance by acting on one's own and following through to get the job done.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS, *continued*

Self-Control

- Manage stress well
- Receptive to feedback

Professional Appearance

- Follow dress code
- Adhere to hygiene protocols

Projecting Positive Energy

- Positively represent self and organization
- Kind and empathetic
- Take pride in one's work

PROFESSIONALISM

Maintaining a professional presence.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS, *continued*

Attendance & Punctuality

- Adhere to attendance policies
- Punctual (clock in, clock out)

Attention to Detail

- Verify work for errors
- Support patient and workplace safety

Follow Direction

- Attentive listener and reader
- Comply with organizational policies

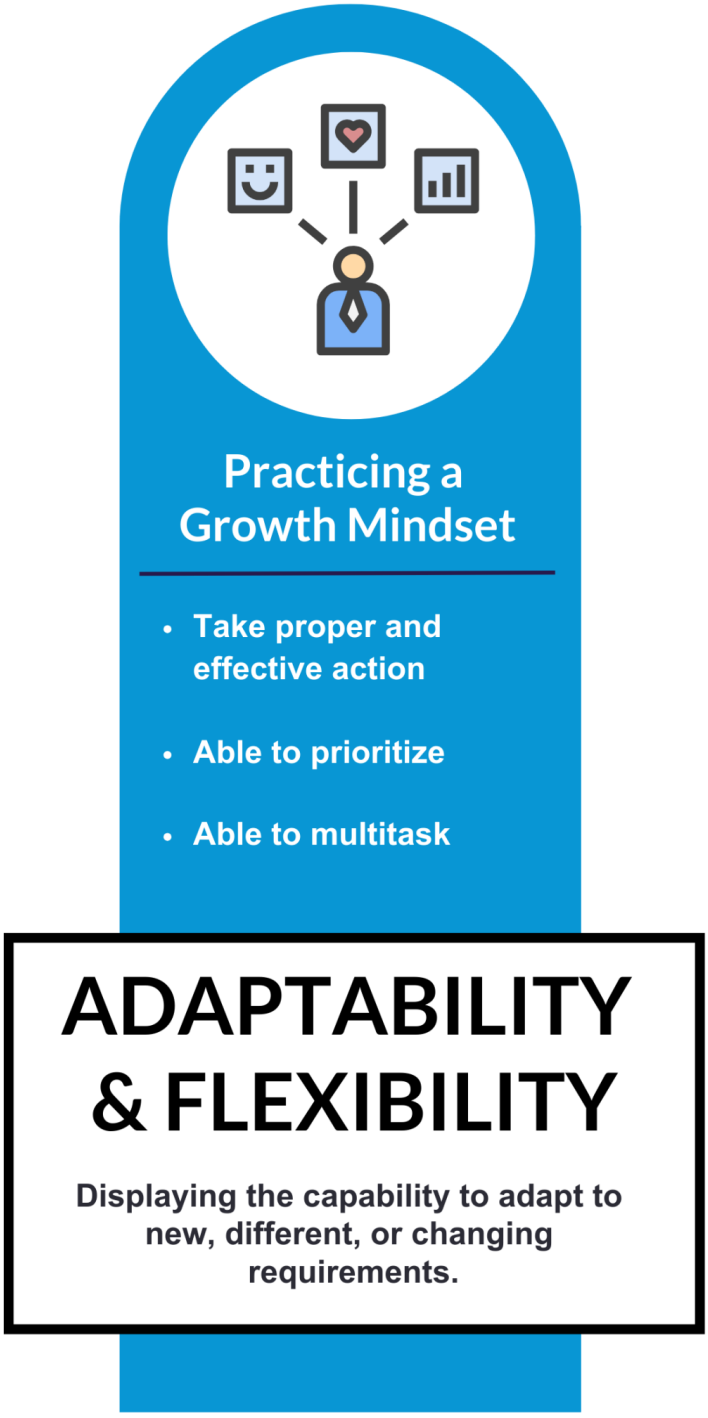
DEPENDABILITY & RELIABILITY

Displaying responsible behaviors at work.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

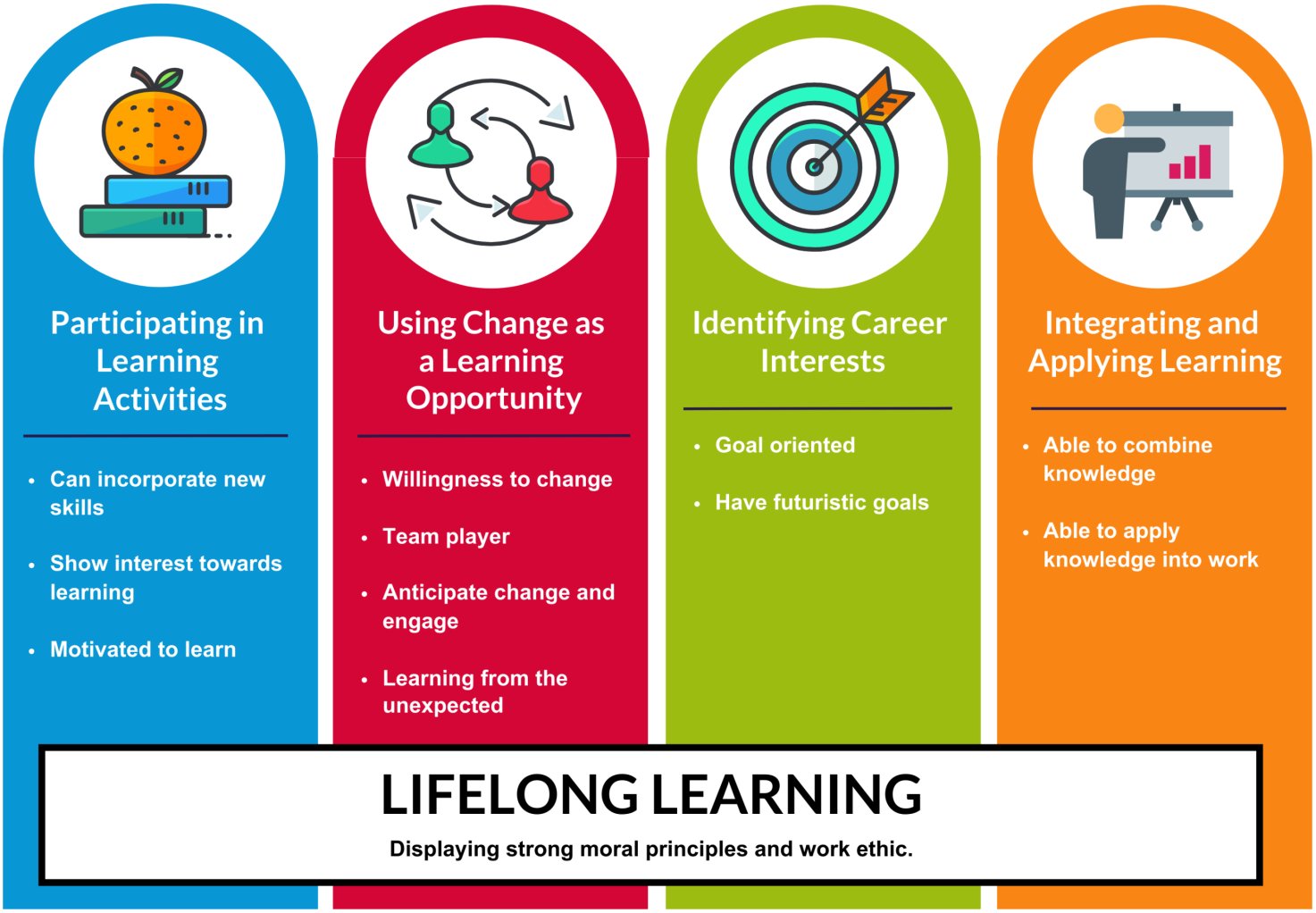
PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS, *continued*



CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Competency Validation in Action, *continued*

PERSONAL EFFECTIVENESS COMPETENCIES SKILLS & BEHAVIORS, *continued*



In the upcoming year, partners and stakeholders will convene to continue the competency validation looking at Tier 3: Workplace Competencies and the industry-specific competencies comprising Tier 4: Industry-Wide Competencies and Tier 5: Industry-Sector Competencies leading to the occupation-specific requirements and management competencies. Action team(s) will be mobilized to advance the final design of a health care industry model for the District's sustainable workforce. The result will be the DC Health Care Workforce Partnership Industry-Validated Competency Model for nine of the 10 Prioritized Health Care Occupations excluding Registered Nurse which requires higher education and credentials.

CAREER PATHWAYS SYSTEM: SHARED PRIORITY

Education & Engagement Plan

As indicated in the last report, these goals were created in collaboration with the three subsector associations: DC Hospital Association, DC Healthcare Association and DC Primary Care Association. These were informed by other District activities such as the Partnership's work, Mayor Muriel Bowser's Commission on Healthcare Systems Transformation, and Healthcare Workforce Task Force.

Based on the 2023 education and engagement goals, new legislative activities by the subsector associations, Partnership insights and the aligned work over the past year, the DC Health Care Workforce Partnership presents the following progress updates to the goals. Download additional details of the education and engagement plan.

Education & Engagement Goals Update

		Progress
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.	Started/Ongoing
Apprenticeship/ Internship	Encourage health care employers to create and/or expand certified apprenticeship or internship programs.	Started/Ongoing
Certifications	Expand health professional programs and certifications available upon high Certifications school graduation.	Not Started
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 and payors.	Started/Ongoing
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.	Started/Ongoing
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.	Started/Ongoing
Approval Process for Workplace Education Programs	Streamline the approval process for workplace education programs and eliminate entry barriers for providers to increase the health care workforce system's capacity.	Started/Ongoing

YEAR-IN-REVIEW SCORECARD

Each year, the Annual Health Care Occupations Report contains a comprehensive update of the previous year's strategic recommendations. As the health care sector partnership in the District, we embrace our role to lead and inform public and private investments in the health care workforce with transparency. In this vein, the year-in-review scorecard highlights the work of local government agencies and private entities that produce outcomes aligned with the strategic recommendations and turn-on objectives. Download additional details of the strategic recommendations' scorecard.

Recommendations Scorecard

Prioritize Health Care Occupations for Investments	In Progress	Not Started
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 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 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	In Progress	Not Started
Continued engagement, adequate funding and technical assistance support from 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. 3. Development of a career pathway system.	✓	
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.		✓

Strengthen Education and Training	In Progress	Not Started
Support a focused project within the Partnership to work with higher education institutions and training programs to develop industry-driven curriculum for 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.	✓	

YEAR-IN-REVIEW SCORECARD
continued

Recommendations Scorecard, *continued*

Strengthen Education and Training, *continued*	In Progress	Not Started
Increase training capacity by: 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.	✓	

Education and Training (Investments for DC Workforce Investment Council)	In Progress	Not Started
Increase training capacity by: 1. Supporting a comprehensive assessment of the District's education and training capacity to respond to the demand for the prioritized health care occupations. 2. Streamlining the Higher Education Licensing Commission approval process to attract organizations providing education and training for the prioritized health care occupations. 3. 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. 4. Expanding health professional programs and certifications in secondary institutions to graduate career-ready District residents. 5. 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.	✓	

Develop a Career Pathways System	In Progress	Not Started
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.	✓	
Health care employers should: 1. Collaborate with educational institutions and agencies to validate industry competencies and career pathways for the prioritized health care occupations. 2. Establish job quality standards. 3. Design and implement work-based learning model for the prioritized health care occupations in collaboration with core and network supporters.	✓	

YEAR-IN-REVIEW SCORECARD
continued

Recommendations Scorecard, *continued*

Mobilize Through Advocacy & Public-Private Engagement	In Progress	Not Started
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 and Investments	In Progress	Not Started
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	In Progress	Not Started
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	In Progress	Not Started
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	In Progress	Not Started
Prioritize creating the proper foundation for a Health Care Career Pathways System by 1. Addressing key public policies. 2. Minimizing administrative barriers. 3. Continuing to support the evaluation and optimization of the workforce development system.	✓	

Grow and Create Good Jobs Via Support to Employers, Training Providers, Job Seekers	In Progress	Not Started
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.	✓	

YEAR-IN-REVIEW SCORECARD
continued

Recommendations Scorecard, *continued*

Education and Engagement	In Progress	Not Started
Support the implementation of the education and engagement plan by achievement of the following goals: 1. 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. 2. Create a more diverse, equitable and inclusive credentialing system by exploring prior learning credit through work experience within the prioritized health care occupations. 3. Support competitive wages for prioritized health care occupations with a focus on direct care workers through sustainable reimbursement policies. 4. Provide career advancement support of employees in the prioritized health care occupations.	✓	

ACKNOWLEDGEMENTS

The DC Health Care Workforce Partnership exists because of the committed program staff, 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 to members and stakeholders engaged in action teams over the past year to inform the competency validation, and the support of the DC WIC. As a convener of the DC Health Care Workforce Partnership, our program team members are essential to achieving our Shared Vision. Thank you to Yolette Gray, Jennifer Hirt, Justin Palmer, Bolutife Omoloju, John Norman, Ebony Gilreath, and our project consultant Ruth Pollard.

DC Health Care Workforce Partnership

www.dchealthcareers.org

WORKFORCE INVESTMENT COUNCIL

FY 2024 PERFORMANCE PLAN

NOVEMBER 22, 2023

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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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

WORKFORCE INVESTMENT COUNCIL

FY 2025 PERFORMANCE PLAN

NOVEMBER 12, 2024

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the [1] "Workforce Investment Council"

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of...".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 WORKFORCE INVESTMENT COUNCIL OVERVIEW

Mission: The District of Columbia Workforce Investment Council (DC WIC) will lead with urgency and precision to create a fully integrated and comprehensive workforce development system that not only meets but anticipates the needs of job seekers and businesses. The DC WIC is dedicated to fostering a unified workforce system that ensures transparency, accountability, and high performance while reducing redundancy across the workforce ecosystem. Our commitment is to provide effective leadership and coordination at all levels.

Summary of Services: The Workforce Investment Council Board oversees the implementation of the District of Columbia's Strategic Four-Year Plan under WIOA, driving a unified workforce strategy aligned with the District's economic needs and targeted sectors. By convening key stakeholders including businesses, training providers, and government agencies the DC WIC ensures that workforce initiatives effectively meet industry demands. Through strategic planning, technical assistance, and continuous monitoring, the DC WIC maximizes program efficiency, promotes transparency and ensures accountability in all workforce development efforts.

Objectives:

1. Enhancing Accessibility and Continuous System Improvement
2. Integrating a Comprehensive Workforce Development System
3. Providing System Coordination and Transparency
4. Ensuring a High Level of Accountability
5. Effective Leadership and Strong Partnerships
6. Efficient, Transparent, and Responsive Government

Structures:

1. Training Provider Review: Compliance and Clearinghouse Management
2. Policy Guidance
3. Government Efficiency
4. Career Pathways
5. Business Engagement

3 OBJECTIVES

3.1 ENHANCING ACCESSIBILITY AND CONTINUOUS SYSTEM IMPROVEMENT

Improve access to workforce development programs and continuously refine processes to serve partners better.

3.2 INTEGRATING A COMPREHENSIVE WORKFORCE DEVELOPMENT SYSTEM

Create a unified system that consolidates workforce development efforts across the District.

3.3 PROVIDING SYSTEM COORDINATION AND TRANSPARENCY

Ensure stakeholders have a clear understanding of the workforce system and its processes.

No Related Measures

3.4 ENSURING A HIGH LEVEL OF ACCOUNTABILITY

Foster a performance-driven ecosystem defined by clear, data-driven goals and outcomes.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Quantity	Up is Better	192	25	**25**

3.5 EFFECTIVE LEADERSHIP AND STRONG PARTNERSHIPS

Lead innovative initiatives that strengthen partnerships and advance workforce development.

No Related Measures

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	No data available	**No Target**
Percent of employees that are District residents	Outcome	Up is Better	NA	100%	**No Target**
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	NA	No data available	**No Target**
Percent of new hires that are District residents	Outcome	Up is Better	NA	100%	**No Target**
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	No incidents	**No Target**

4 ADMINISTRATIVE STRUCTURES

4.1 TRAINING PROVIDER REVIEW: COMPLIANCE AND CLEARINGHOUSE MANAGEMENT

Oversee the compliance and approval processes for training providers through a Clearinghouse. Ensure that all programs are rigorously evaluated and meet the District's established standards for quality and outcomes, with a focus on expanding the number of quality and compliant providers.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of training providers reviewed annually for compliance with industry standards	Quantity	Up is Better	New in 2025	New in 2025	*

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new training providers recruited and successfully approved for inclusion in the clearinghouse	Quantity	Up is Better	New in 2025	New in 2025	*
Number of training providers that receive technical assistance and subsequently achieve compliance, resulting in their approval for the clearinghouse	Quantity	Up is Better	New in 2025	New in 2025	*
Number of Training Providers and/or agencies that reported expenditures	Quantity	Up is Better	New in 2025	New in 2025	*

*Specific targets are not set for this measure

Activities under Training Provider Review: Compliance and Clearinghouse Management:

1. Training Provider Approval and Renewal: Oversee the approval and renewal process for all workforce development training providers. Evaluate new applications and ensure ongoing compliance of existing providers with WIOA and local standards. The renewal process is based on performance metrics, requiring providers to demonstrate success in delivering effective training that leads to employment in high-demand sectors.
2. Training Provider Review: Conduct systematic reviews of all training providers, assessing their compliance with industry standards, and Federal, and Local guidelines, to meet the regional labor market.
3. Technical Assistance: Provide ongoing support to training providers through regular consultations, workshops, and resource sharing to improve the quality and relevance of their programs.

4.2 POLICY GUIDANCE

Provide clear policy guidance to ensure the workforce development system adheres to WIOA and local workforce-related provisions. This includes developing and disseminating comprehensive policy manuals, facilitating webinars, and offering in-person guidance to workforce partners.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of workforce system partners participating in technical assistance activities	Quantity	Up is Better	588	250	**250**
Number of policy guidance documents issued annually to ensure consistent adherence to WIOA provisions	Quantity	Up is Better	New in 2025	New in 2025	*

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of monitoring visits conducted annually to workforce system partners to ensure adherence to provisions and the implementation of policy guidance	Quantity	Up is Better	New in 2025	New in 2025	*
Number of workforce system partners receiving targeted technical assistance following monitoring visits to ensure compliance with policy guidance and continuous improvement	Quantity	Up is Better	New in 2025	New in 2025	*

*Specific targets are not set for this measure

Activities under Policy Guidance:

1. Oversight and Monitoring: Conduct regular evaluations and reviews of workforce development programs to ensure compliance with WIOA provisions and alignment with established policies.
2. Policy Development: Disseminate the WIC WIOA Policy Manual and issue Workforce Implementation Guidance Letters (WIGLs).
3. Technical Assistance: Technical Assistance Facilitate webinars, meetings, and teleconferences to enhance partner awareness.

4.3 GOVERNMENT EFFICIENCY

Create and maintain a highly efficient, transparent, and responsive District government. Streamline internal processes to increase accountability and reduce redundancy across all workforce development initiatives to establish better resource allocation strategies .

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of partnerships with regional entities, including neighboring jurisdictions, regional workforce boards, and industry consortia, to enhance workforce development efforts	Quantity	Up is Better	New in 2025	New in 2025	*
Number of agency collaboration and relations to establish a seamless workforce system in the District	Quantity	Up is Better	New in 2025	New in 2025	*

*Specific targets are not set for this measure

Activities under Government Efficiency:

1. One Workforce System: Facilitate and manage collaborative projects and initiatives that involve multiple government agencies to enhance the efficiency and effectiveness of workforce development efforts within the District.

4.4 CAREER PATHWAYS

Enhance the development of career pathways by establishing sector-specific partnerships. This will involve mapping career trajectories within high-demand industries, informed by real-time business needs, and providing targeted support to workforce providers.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of District residents educated annually on career opportunities using career pathways maps	Quantity	Up is Better	New in 2025	New in 2025	*
Number of workforce development professionals receiving career pathways training	Quantity	Up is Better	New in 2025	New in 2025	*
Number of training sessions hosted annually as part of career pathways program	Quantity	Up is Better	New in 2025	New in 2025	*
Number of businesses actively vetting and endorsing career pathways based on sector needs	Quantity	Up is Better	New in 2025	New in 2025	*
Number of participants expressing satisfaction with career pathways programs, as measured through surveys	Quantity	Up is Better	New in 2025	New in 2025	*

*Specific targets are not set for this measure

Activities under Career Pathways:

1. Research and Analysis: Conduct research to identify gaps in education, training, and support services
2. Professional Development: Offer high-quality training within a career pathways framework

4.5 BUSINESS ENGAGEMENT

Increase and improve business relationships within the District and region to align workforce training programs with employer needs. Ensure that programs meet the District's compliance and performance standards by actively involving businesses in the design and evaluation of training initiatives.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of business leaders actively engaged	Quantity	Up is Better	80	34	**100**
Number of New Partnerships Established	Quantity	Up is Better	New in 2025	New in 2025	*
Number of Businesses Providing Feedback on Training Programs	Quantity	Up is Better	New in 2025	New in 2025	*
Number of Businesses Participating in Sector Partnership Meetings	Quantity	Up is Better	New in 2025	New in 2025	*

*Specific targets are not set for this measure

Activities under Business Engagement:

1. Regional Collaboration: Host roundtables and discussions with business leaders to align training efforts with industry demands.
2. Agency Collaboration for Workforce Development: Utilize labor market data and industry insights to shape training programs that equip workers with the skills employers need.

5 ADDITIONAL ACTIVITIES

Activity Name	Activity Description
Regional Collaboration	Develop and strengthen partnerships with regional entities, including neighboring jurisdictions, regional workforce boards, and industry consortia, to enhance workforce development efforts.
Technical Assistance	Provide technical assistance for continuous improvement of performance
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.
Conduct outreach to bring awareness.	Conduct outreach to bring awareness.
Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers
Labor Market Awareness	Increase the use of labor market information and anecdotal information to shape training programs that train in the skills employers need
Career Pathways	Offer high-quality professional development training to education and workforce providers under a career pathways framework.
Research and Analysis	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.
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.

6 ADDITIONAL MEASURES

Measure	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Labor Market Awareness					
Number of business engagement activities	Quantity	Up is Better	44	72	*
Provide technical assistance					
Number of technical assistance activities	Quantity	Up is Better	132	137	*
Workforce Training Providers					
Number of eligible training providers	Quantity	Neutral	0	88	*

*Specific targets are not set for this measure

7 PROJECTS

7.1 SECTOR PARTNERSHIPS

Proposed Completion Date: September 30, 2025

This initiative brings together multiple stakeholders connected to our eight high-demand industries. The Workforce Investment Council will focus on meeting the workforce needs of businesses and job seekers in DC's high-demand industries by providing targeted events such as recruitment events, training opportunities, and outreach opportunities.

7.2 POLICY GUIDANCE

Proposed Completion Date: September 30, 2025

WIC will provide clear policy guidance to ensure the workforce development system adheres to WIOA and local workforce-related provisions. This includes developing and disseminating comprehensive policy manuals, facilitating webinars, and offering in-person guidance to workforce partners.

7.3 CAREER PATHWAYS

Proposed Completion Date: September 30, 2025

Enhance the development of career pathways by establishing sector-specific partnerships. This will involve mapping career trajectories within high-demand industries, informed by real-time business needs, and providing targeted support to workforce providers. To aid in the socialization and provide a better understanding of career pathways, the Workforce Investment Council will provide six career pathway training opportunities with a minimum of 50 attendees for training .

022 WIC Board

022a WIC Board Members

Question 4d

First Name	Last Name	BOARD OR COMMISSION - B or C	Seat Designation (specific role)	Appointment Status	Appointee Designation	Term end	Personal Email	Cell Phone	Ward of Residence
Kunta	Bedney	Workforce Investment Council (WIC)	Organized Labor Representative /Apprenticeship Organization Member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2024	kbedney@eascarpenters.org	(202) 384-4547	Ward 8
Anita	Bond	Workforce Investment Council (WIC)	Chairman of the Council of the District of Columbia designee	Active / filled seat	DC Chairman/Council appointee				
Steven	Boney	Workforce Investment Council (WIC)	At-Large Representative from District industry sectors/Executive Committee	Active / filled seat	Mayoral Appointee, Public Member	6/23/2025	boney1406@yahoo.com	(202) 603-7491	Maryland Resident
Anthony	Cancelosi	Workforce Investment Council (WIC)	Community Based Organization member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2024	tcancelosi@clb.org	(202) 454-6410	Virginia Resident
Sybongile	Cook	Workforce Investment Council (WIC)	Deputy Mayor for Planning and Economic Development (DMPED) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2027			
Liz	DeBarros	Workforce Investment Council (WIC)	Business Organization member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2023	edebarros@dcbia.org	(202) 498-5862	Ward 7
Maurice	Eddington	Workforce Investment Council (WIC)	University of the District of Columbia (UDC) designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2027	maurice.edington@udc.edu		
Darryl	Evans	Workforce Investment Council (WIC)	Department of Disability Services (DDS)	Active / filled seat	Mayoral Appointee, Public Member				
Antwanye	Ford	Workforce Investment Council (WIC)	Information Technology Member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2025	aford@enlightened.com	(202) 256-7389	Ward 4

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Angela	Franco	Workforce Investment Council (WIC)	Healthcare Sector member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2025	Afrancovasco@hotmail.com	(240) 418-1942	Maryland Resident
Matthew	Fruman	Workforce Investment Council (WIC)	Council of the District of Columbia designee	Active / filled seat	DC Chairman/Council appointee				
Korey	Gray	Workforce Investment Council (WIC)	Energy and Utility Sector member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2023	korey.gray@dcwater.com	(202) 412-9409	Ward 5
David	Hall	Workforce Investment Council (WIC)	Implementation Committee/Non-Voting member	Active / filled seat	Mayoral Appointee, Public Member	1/2/2023	david.hall3@gmail.com	(202) 203-9333	Ward 4
Nicole	Hanrahan	Workforce Investment Council (WIC)	Community Based Organization member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2023	nicole@laycca.org	(202) 492-4824	Ward 6
LaTara	Harris	Workforce Investment Council (WIC)	Information Technology Member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2025	lh784u@att.com	(443) 827-1333	Maryland Resident
Bernadette	Harvey	Workforce Investment Council (WIC)	Construction sector member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2023	bharvey@bconstrux.com	(202) 255-0520	Ward 4
Cedric	Hendricks	Workforce Investment Council (WIC)	Implementation Committee/Non-Voting member	Active / filled seat	Mayoral Appointee, Public Member	1/2/2023	cedrichendricks@msn.com	(202) 270-4048	Ward 1
Drew	Hubbard	Workforce Investment Council (WIC)	Workforce Investment Council (WIC) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative		drew.hubbard@dc.gov	(202) 735-4509	Ward 6
Solomon	Keene, Jr	Workforce Investment Council (WIC)	Business Organization member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2024	solomon@hawdc.com	(202) 246-7907	Ward 5
Paul	Kihn	Workforce Investment Council (WIC)	The Mayor, or his or her designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2023	paul.kihn@dc.gov	(202) 765-7178	

Question 4d

Antoinette	Mitchell	Workforce Investment Council (WIC)	Office of the State Superintendent of Education (OSSE) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2023	antoinette.mitchell@dc.gov		Ward 4
Unique	Morris-Hughes	Workforce Investment Council (WIC)	Department of Employment Services (DOES) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2023	unique.morris-hughes2@dc.gov		Ward 5
Thomas	Penny	Workforce Investment Council (WIC)	Hospitality Sector member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2024	thomasp@donohoe.com	(202) 553-3044	Maryland Resident
Andrew	Reese	Workforce Investment Council (WIC)	Department of Disability Services (DDS) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2023		(202) 730-1700	Ward 4
Nathan	Smith	Workforce Investment Council (WIC)	Security Sector Member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2024	nathan.smith@aus.com	(571) 383-5586	Virginia Resident
Glenn	Starnes	Workforce Investment Council (WIC)	District of Columbia Public Schools (DCPS) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	6/23/2025			
Charles	Thornton	Workforce Investment Council (WIC)	Implementation Committee/Non-Voting member	Active / filled seat	Mayoral Appointee, Public Member	1/2/2023	charles.thornton@dc.gov		Ward 6
Darryl	Wiggins	Workforce Investment Council (WIC)	Information Technology Member	Active / filled seat	Mayoral Appointee, Public Member	6/23/2025	dmwiggins@documentmanagers.us	(202) 253-7113	Ward 4
Marullus	Williams	Workforce Investment Council (WIC)	Implementation Committee/Non-Voting member	Active / filled seat	Mayoral Appointee, Public Member	1/2/2023	mwilliams@limbicsystems.com	(703) 328-2977	Ward 2
Joslyn	Williams	Workforce Investment Council (WIC)	Implementation Committee/Non-Voting member	Active / filled seat	Mayoral Appointee, Public Member	1/2/2023	joswilliams@verizon.net	(202) 262-1312	Ward 6

Question 4d

Laura	Zeilinger	Workforce Investment Council (WIC)	Department of Human Services (DHS) Designee	Active / filled seat	Mayoral Appointee, DC Agency Representative	1/2/2023	laura.zeilinger@dc.gov	(202) 285-7178	Ward 3
		Workforce Investment Council (WIC)	Labor Organization Member	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Owners of Business, Chief Executives, or Operating Officers of Businesses, or other executives or employers with optimum policy-making or hiring authority Representative/Executive Committee	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Healthcare Sector member	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Owners of Business, Chief Executives, or Operating Officers of Businesses, or other executives or employers with optimum policy-making or hiring authority Representative/Executive Committee	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Hospitality Sector member	Vacant / unoccupied seat	Mayoral Appointee, Public Member				

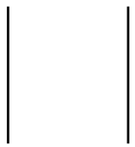
Question 4d

		Workforce Investment Council (WIC)	Infrastructure Sector	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Business Organization Member	Vacant / unoccupied seat	Mayoral Appointee, Public Member				
		Workforce Investment Council (WIC)	Infrastructure sector member	Vacant / unoccupied seat	Mayoral Appointee, Public Member				

Question 4d

Question 4d

Question 4d



022b WIC Board Attendance

DC Workforce Investment Council Board Attendance Chart

First Name	FY24						FY25							NOTE
	November 16, 2023	March 6, 2024	April 10, 2024	*July 17, 2024*	*September Retreat*	*FY23 Attendance %*	December 17, 2024	March 20, 2025	April 23, 2025	July 16, 2025	September Retreat 2025		FY24 Attendance %	
Mayoral Appointee, DC Agency Representative														
Drew Hubbard	✪	✪	✪	✪	✪	N/A	✪						**33%**	
Anita Bonds	✪	✪	✪	✪	✪	100%	✪						**33%**	
Sybongile Cook	✪		✪	✪		75%	✪		✪				67%	
Maurice Edington						N/A	✪		✪				67%	
Darryl Evans	✪		✪			50%	✪						33%	
Matthew Frumin	✪	✪				N/A	✪	✪	✪				**100%**	
Paul Kihn	✪		✪	✪	✪	**75%**	✪		✪				67%	
Antoinette Mitchell	✪	✪	✪	✪		**100%**	✪	✪	✪				**100%**	
Unique Morris-Hughes	✪	✪	✪	✪		**100%**	✪	✪	✪				**100%**	
Glenn Starnes, II						N/A			✪				**100%**	
Laura Green Zeilinger	✪	✪	✪	✪	✪	**100%**	✪	✪					67%	
Mayoral Appointee, Public Member														
Kunta Bedney	✪	✪	✪	✪	✪	**100%**	✪	✪	✪				**100%**	
Steven Boney	✪	✪	✪	✪	✪	**100%**	✪	✪					67%	
Anthony Cancelosi	✪		✪	✪	✪	**75%**	✪						33%	
Liz DeBarros						0%							0%	
Antwanye Ford	✪	✪	✪	✪	✪	**100%**	✪	✪	✪				**100%**	
Angela Franco	✪		✪		✪	50%	✪		✪				67%	
Korey Gray	✪	✪	✪			75%		✪					33%	
Nicole Hanrahan	✪	✪	✪			75%	✪	✪					67%	
LaTara Harris			✪		✪	25%	✪		✪				67%	
Bernadette Harvey	✪		✪			50%	✪						33%	

DC Workforce Investment Council Board Attendance Chart

First Name	FY24						FY25							NOTE
	November 16, 2023	March 6, 2024	April 10, 2024	July 17, 2024	September Retreat	FY23 Attendance %	December 17, 2024	March 20, 2025	April 23, 2025	July 16, 2025	September Retreat 2025		FY24 Attendance %	
Solomon Keene, Jr						0%							0%	
Thomas Penny	✪		✪		✪	50%	✪						33%	
Nathan Smith	✪	✪	✪		✪	75%	✪	✪					67%	
Darryl Wiggins	✪		✪	✪	✪	**75%**	✪		✪				67%	
	Total Attendence %					**FY23 Avg**	**Total Attendence %**						**FY24 Avg**	
	83%	48%	91%	48%	58%	69%	88%	42%	48%	0%	0%	0%	60%	

66%

x

x

Question 28						
Program Name	**Start Date**	**End Date**	**Budget and Expenditure**	**Number and Grade of FTE Assignment**	**Program Manager**	**Outcome and Implemention**
Technical Assistance for Training for Vendors and Agency Front-line Staff	8/1/2022	Ongoing	Federal and Local $80,000	1- Grade 13 CS Program Manager; 2- CS Grade 12 Program Analyst - 3 FTE's	Associate Director of Business Engagement	Provided technical assistance to vendors and agency staff, enhancing training effectiveness and service delivery.
Healthcare Workforce Partnership Occupational Training - HWPOT	9/15/2023	9/30/2025	Local Funds $300,000	1- Grade 13 CS Program Manager; 1- Grade 12 Program Analyst- 2 FTE's	Associate Director of Business Engagement	Expanded access to healthcare occupational training programs, increasing workforce readiness health care sector.
Community of Practice	2/3/2023	Ongoing	Local Funds $5,000	1 -Grade 14 MSS AD Performance and Impact - 1 FTE	Associate Director of Performance and Impact	Established Peer learning and best practices shared among workforce sysrtem partners and community based organization to improve program outcome.
Healthcare Partnership	9/1/2021	9/30/2024	Local and Federal $663,000	1- Grade 13 CS Program Manager; Grade 12 Program Analyst - 2 FTE's	Associate Director of Business Engagement	Strengthen coordination among healthcare workforce stakeholders, increased training access and improved employment outcome

WORKFORCE INVESTMENT COUNCIL

FY 2024 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 15, 2025

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

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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 2024 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Completion and Submission of the WIOA State Plan (FY 2024-2027): (Policy Guidance and Implementation) The District successfully developed, finalized, and submitted the Workforce Innovation and Opportunity Act (WIOA) State Plan for FY 2024-2027 to the U.S. Department of Labor. This comprehensive framework enhanced economic mobility by aligning workforce development initiatives with high-demand occupations and critical employer needs.	Through the development of the State Plan, the WIC has refined and reaffirmed its role as a critical partner and leader in the workforce development system. The State Plan will further assist the WIC as it supports greater coordination and alignment of public and private sector partners.	The plan established a foundation for sustainable growth and increased opportunities across the District, ensuring alignment between workforce training programs and employer demands while meeting federal guidelines.
Technical Assistance and Training Delivery by the DC Workforce Investment Council (WIC): Career Pathway and Training Accessibility) The DC Workforce Investment Council (WIC) staff delivered technical assistance and professional training to over 350 District partners and frontline staff. These efforts emphasized Career Pathway Maps and supported the establishment of Communities of Practice, fostering direct engagement between workforce professionals, residents, and businesses.	Delivering technical assistance to over 350 District partners and frontline staff achieved the goal of consistency in service and delivery across the District's workforce system along with ongoing upskilling of the District's workforce professionals. This positioned the agency as a trusted resource and authority on workforce strategies, increasing its ability to drive systemic improvements and meet residents' employment needs.	This initiative directly strengthened the District's workforce system by ensuring front-line staff have the knowledge and tools required to help customers navigate pathways to employment for DC residents, advancing economic mobility, and ensuring compliance with WIOA objectives.

(continued)

Accomplishment	Impact on Agency	Impact on Residents
Workforce Investment Council's 3rd Annual Workforce Development Summit: Staff Development. The District hosted its third annual Workforce Development Summit, which engaged over 200 stakeholders, and District Workforce Professionals . The event fostered collaboration on workforce challenges, strengthened workforce development partnerships, and aligned strategies to support residents and employers.	Hosting the Workforce Development increased the knowledge of the District's Workforce professionals on key issues and strategies in serving customers and businesses in achieving their workforce goals. Summit deepened the agency's engagement with key stakeholders, including employers, training providers, and government entities. This event enhanced public-private partnerships, bolstered the agency's reputation as a convener of workforce solutions, and provided valuable insights to inform future strategies. The summit also showcased the agency's commitment to collaboration and innovation in addressing workforce challenges.	The summit underscored the District's commitment to building a responsive workforce system that drives economic mobility and meets individual jobseeker and employer needs.

3 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.

4 2024 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.

5 2024 STRATEGIC INITIATIVES

In FY 2024, Workforce Investment Council had 1 Strategic Initiatives and completed 0%.

Title	Description	Update
WIOA State Plan	Develop the District's 2024-2028 Workforce Innovation and Opportunity Act (WIOA) State Plan and an accompanying strategic implementation plan.	Completed to date:

6 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?
Business Engagement: Increase business engagement to help align workforce training programs with employer needs										
Number of business leaders actively engaged	Up is Better	707	80	16	26	34	34	110	100	Met
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	1,730	588	28	18	28	250	324	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	957	192	34	22	17	25	98	25	Met
Number of workers completing sectoral job training programs	Up is Better	New in 2022	New in 2022	0	No data available	No data available	No data available	No data available	-	-
Number of workers enrolled in sectoral job training programs	Up is Better	New in 2022	New in 2022	No data available	No data available	No data available	No data available	No data available	-	-
Create and maintain a highly efficient, transparent, and responsive District government.										
Percent of new hires that are District residents	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met
Percent of employees that are District residents	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met

Key Performance Indicators *(continued)*

Measure	Directionality	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024	FY 2024 Target	Was 2024 KPI Met?
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	100%	Met
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met

Workload Measures

Measure	FY 2022	FY 2023	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	FY 2024
Labor Market Awareness							
Number of business engagement activities	190	44	12	16	22	18	68
Provide technical assistance							
Number of technical assistance activities	296	132	18	36	28	35	117
Workforce Training Providers							
Number of eligible training providers	20	0	24	18	34	12	12

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR

DR. UNIQUE MORRIS-HUGHES
DIRECTOR

DOES Out of School Youth Program Procurement Plan

The Workforce Innovation and Opportunity Act (WIOA) Youth program provides employment and training services to youth facing significant barriers to education and employment. For Fiscal Year 2025, the Department of Employment Services (DOES) aims to expand and enhance services to ensure that out-of-school youth (OSY) are given equitable opportunities for career advancement, educational success, and sustained employment.

I. Background and Authority

Under section 129 of the Workforce Innovation and Opportunity Act (WIOA), the District is required to provide services for eligible youth. In the District of Columbia, the DC Workforce Investment Council (DC WIC) serves as the State Workforce Development Board and carries out the functions of the Local Workforce Development Board under WIOA. DOES is the designated WIOA Title I grant recipient and fiscal agent for the District of Columbia.

DC WIC issued the *Workforce Implementation Guidance Letter: WIOA Title I Youth Program Design and Service Provision*, dated May 2, 2022, which delegated the competitive solicitation process of youth service providers to DOES and states that DOES shall:

> [I]dentify 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.

DC-WIGL-2022-001-WIOAYouthProgramDesignandServiceProvision at 5.

In addition, the WIGL requires that DOES submit a procurement plan for youth services, including proposed procurement type, priorities, and timeline by December prior to the following program year.

II. DOES Procurement Plan

DOES is pleased to submit the procurement plan set forth below that aligns with the District's workforce system priorities and implementation of the District's WIOA State Plan.

To comply with WIOA regulations, the FY25 DOES procurement plan includes:

- *Free and Open Competition*: All service providers will be procured through a transparent and competitive Solicitation or grant process, which ensures that no preference is given to any particular vendor.

- *Cost-Effectiveness and Efficiency*: Proposals will be evaluated for their cost-effectiveness, ensuring that services provided yield measurable outcomes aligned with WIOA's intent. Providers will be required to submit detailed budgets that adhere to WIOA's financial guidelines under 2 CFR Part 200.
- *Performance-Based Contracting*: Contracts or grants will include performance measures tied to program outcomes, such as high school equivalency attainment, job placements, credentials earned, and post-program success. Incentives for exceeding performance benchmarks and corrective actions for non-compliance will be included.
- *WIOA Youth Program Elements*: The following 14 services are available to youth participants either directly by DOES or through the selected vendors, which will continue to be detailed in any RFA and Solicitation released in FY25:
    (1) Tutoring, study skills training, and dropout prevention.
    (2) Alternative secondary school services.
    (3) Paid and unpaid work experiences, including internships and job shadowing.
    (4) Occupational skills training, focusing on high-demand industries.
    (5) Education concurrent with workforce preparation activities.
    (6) Leadership development opportunities.
    (7) Supportive services (e.g., transportation, childcare).
    (8) Adult mentoring for at least 12 months.
    (9) Comprehensive guidance and counseling.
    (10) Financial literacy education.
    (11) Entrepreneurial skills training.
    (12) Services providing labor market and employment information.
    (13) Postsecondary preparation and transition activities.
    (14) Follow-up services for at least 12 months.

A list of current FY24 vendors and which of the 14 elements they are providing is set forth in Attachment A.

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 in an efficient and cost-effective manner. The following youth program elements are provided either directly by DOES or through a partnership (memorialized by agreement):

#7. Supportive Services – direct to participants from DOES
#9. Comprehensive guidance and counseling – via MOU with the Department of Behavioral Services
#10. Financial Literacy Education – via partnership with Bank on DC to administer quarterly financial literacy sessions.
#14. Follow up Services – via contract with Dramatic Solutions

(A) Evaluation Criteria

DOES staff has worked with the WIC staff to develop the following vendor selection and evaluation criteria for the solicitations and requests for applications:

- *Experience in Serving At-Risk Youth*: Proposals will be evaluated based on the vendor's history of working with out-of-school and in-school youth and demonstrated success in helping youth overcome employment barriers.
- *Capacity for Service Delivery*: Vendors must show they have the staff, infrastructure, and resources to deliver high-quality services, including case management, job training, career counseling, and mentorship.
- *Past Performance and Measurable Outcomes*: Proposals will be scored based on past performance in achieving key WIOA youth program goals, such as GED attainment, occupational skills training, and work experience placements.
- *Cost Effectiveness*: Budgets must demonstrate efficient use of funds, with clear explanations of how funds will be allocated toward program delivery, staffing, and support services.
- *Innovative Program Design*: Preference will be given to vendors that present innovative approaches to youth services, including the integration of digital literacy, financial literacy, and entrepreneurship into their programming.

(B) Timeline

DOES will issue competitive procurements and grants for youth service providers through three programs in FY25:

(1) Pathways for Young Adults Program: The PYAP is designed for youth to combine occupational training and work-readiness instruction to connect youth to meaningful industry-oriented work experience. Youth will be assigned to an internship with an approved employer. Youth must commit to work between 25-40 hours per week throughout all phases of the program**.**

3 of 3 current FY24 Vendors with option years that will be executed in FY25
- 2 via Grant award
- 1 via HCA (procurement)

Timeline for New Competition in FY25
Payment Vehicle: Grant
RFA Release: November 2024
Vendor Selection and NOGA: December 2024
Program Launch: January 2025
Initial Monitoring and Review: April 2025

(2) **Youth Earn and Learn Program:** The purpose of YEALP is to provide out-of-school youth between the ages of 16 to 24 (OSY) with the educational and work readiness skills and credentials to obtain unsubsidized employment and build successful careers. DOES aims to fund integrated service models that embrace a holistic approach by addressing the educational, employment, and social service needs of OSY.

3 of 6 current FY24 Vendors with option years that will be executed in FY25
- 2 via Grant award

- 1 via HCA (procurement)

Timeline for New Competition in FY25
Payment Vehicle: Grant
RFA Release: December 2024
Vendor Selection and NOGA: January 2025
Program Launch: February 2025
Initial Monitoring and Review: May 2025

(3) **Youth Innovation Grants**: YIG are federally funded initiatives provide District youth with enriching, non-traditional experiences through subsidized placements; which explores post-secondary education preparation and entrepreneurial training options in conjunction with work readiness components.

1 of 1 FY24 Vendors with option years that will be executed in FY25
- 1 via HCA (procurement)

Timeline for New Competition in FY25
Payment Vehicle: Solicitation/HCA
Solicitation Release: December 2024
Vendor Selection and HCA: January 2025
Program Launch: February 2025
Initial Monitoring and Review: May 2025

III. Continued Engagement with the WIC:

In this procurement process for FY25, DOES will maintain an active partnership with the WIC, which will include:

- Collaborative Procurement Planning: As required, DOES submits this procurement plan to the WIC for review, including details such as the proposed procurement type, priorities, and timeline.
- Solicitation Development: The WIC and DOES will coordinate to draft and review Requests for Applications and solicitations for youth services. Competitions will be developed following District procurement regulations and grantmaking laws, with the WIC ensuring alignment with workforce goals.
- Competitive Solicitation and Vendor Selection: DOES will manage the competitive solicitation or grant process for selecting youth service providers. This will involve evaluating vendors based on their ability to deliver key program elements and meet WIOA performance accountability measures.

DOES looks forward to receiving any additional feedback from the WIC on the procurement plan in a timely manner. If you have any questions, please contact Kenneth Walker, Deputy Director, Workforce/Federal Programs at Kenneth.walker@dc.gov.

Attachment A: Current Vendors and 14 elements

#	Element Name	OSY Provider's currently providing service and community agencies that provide services
1	Tutoring, study skills training, instruction, and dropout prevention services	CIRTE Toni Thomas CSW (partner with Penn Foster University and Goodwill Excel)
2	Alternative secondary school services and dropout recovery services	CIRTE Time for Change (partner with Academy of Hope) Toni Thomas CSW (partner with Penn Foster University, Academy of Hope, Luke C Moore, and Goodwill Excel)
3	Paid and unpaid work experiences	PYAP BAU & YIG BAU CIRTE Toni Thomas Time for Change CSW (Partner with the consortium for sustainable workforces, and UDC East Capitol Urban farms)
4	Occupational skills training	PYAP BAU & YIG BAU CIRTE Time for Change Toni Thomas TIS CSW (partner with VANCE TECHNOLOGIES; C&W SECURITY, DYNAMIC PHLEBOTOMY)
5	Education offered concurrently with workforce preparation and training	PYAP BAU & YIG BAU CIRTE Time for Change Toni Thomas TIS CSW (partner with BROTHEHOOD OF ELECTRICIANS LOCAL 602 STEAMFITTERS)
6	Leadership development opportunities	PYAP BAU & YIG BAU CIRTE (partner with Girls Global Academy, PCC) Time for Change Toni Thomas CSW
7	Supportive services	PYAP BAU & YIG BAU CIRTE CSW (partner with DHS, OSSE, and DOES) Dramatic Solutions

8	Adult mentoring	PYAP BAU & YIG BAU CIRTE Toni Thomas CSW (partner with Big Brothers and Big Sisters DC and Girls Inc DC)
9	Follow up services	Dramatic Solutions CIRTE Time for Change CSW
10	Comprehensive guidance and counseling	PYAP BAU & YIG BAU Time for Change Dramatic Solutions CSW (partner with DHS, Champs DC, and Access Helpline DC)
11	Financial literacy education	PYAP BAU & YIG BAU Time for Change CIRTE (Partner with Buildwithin) Toni Thomas partner with 3 IT Acounting TIS CSW (partner with Capitol Area Asset Builders (CAAB)
12	Entrepreneurial skills training	PYAP BAU & YIG BAU CIRTE CSW (partner with CAAB and Score DC)
13	Services that provide labor market information	PYAP BAU & YIG BAU CIRTE Time for change Toni Thomas CSW
14	Post-secondary preparation and transition activities	PYAP BAU & YIG BAU CIRTE Time for change CSW Dramatic Solutions

AJC PARTNER MEETING 10/25/2024

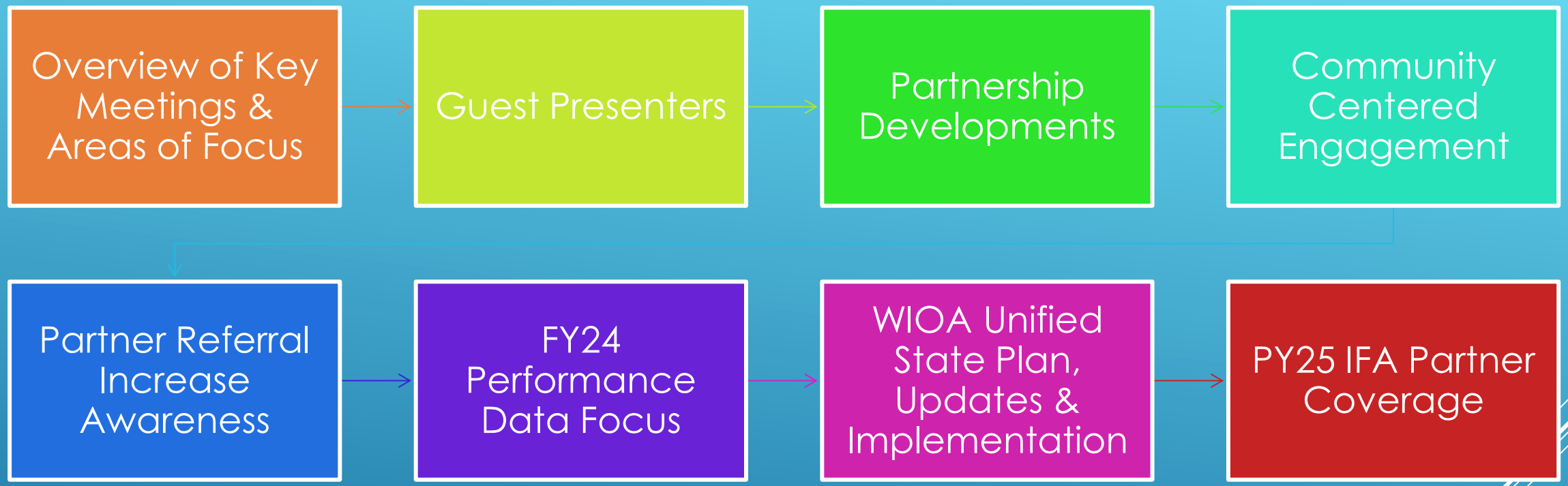
DC ONE-STOP OPERATOR 2024 SYNOPSIS & DATA ANALYSIS

Presented By: Elijah Hopper

ONE-STOP OPERATOR

American Job Centers (AJCs) serve as key hubs for employment services, offering job seekers and employers access to resources that enhance workforce development. The One-Stop Operator plays a vital role in coordinating services, managing performance, and fostering partnerships with various stakeholders. Collaboration with community-based organizations (CBOs) and AJC partners is particularly important in extending the reach of AJCs to underserved populations, providing tailored support, and offering integrated services that address multiple barriers to employment. This partnership also strengthens community empowerment, improves access to training, and supports economic development at the local level. Together, AJCs, AJC partners, the One-Stop Operator, and CBOs create a comprehensive, inclusive system aimed at improving employment outcomes and strengthening the workforce.

2024 IN REVIEW



OVERVIEW OF KEY MEETINGS & AREAS OF FOCUS

GUEST PRESENTER: GEORGETOWN UNIVERSITY

- Dr. Alyssa Lovegrove, Executive Director, of Georgetown's Pivot Program presented to the AJC Partners and introduced the *Pivot Program*. The program is a professional development program for career-oriented individuals who have previously been incarcerated. The curriculum provides both training in the fundamentals of business and entrepreneurship, as well as general knowledge and liberal arts courses (literature, economics, philosophy, and civic engagement). The program also includes modules on professional and life skills, such as personal finance, career planning, business communications and business etiquette, public speaking, self-advocacy, and conflict resolution.
- The emphasis on entrepreneurship is intentional – while fellows are not required to start a business, they are taught how to adopt and apply an entrepreneurial mindset and to feel a greater sense of empowerment.
- Pivot Cohorts 1-5 by the Numbers:
  66 Graduates in 5 Cohorts
  91% Employed within 3 months
  15 Ventures Launched

GUEST PRESENTER: OCTO

- Kevin Hughes, the Administrator of the DC State Broadband and Digital Equity Office under OCTO, presented to the AJC Partners and discussed the OCTO's BEAD Grant: $42.45 billion nationwide, with DC receiving $100.6 million to enhance internet infrastructure as well as the Digital Equity Grants: Initial Planning, Capacity, and Competitive grants aimed at digital inclusion, with DC already having received the planning grant and having applied for the capacity grant. Kevin reiterated OCTO's Vision: Ensure all residents and businesses in DC have unbiased, barrier-free digital access.
- Infrastructure Build-Out:
  - Job creation for constructing fiber optic infrastructure
  - Roles include construction, electricians, fiber optic splicers, and installers
  - Emphasis on minority and women employment and apprenticeship programs
- Non-Deployment Related Opportunities:
  - Focus on providing devices (laptops) and digital literacy training from basic to advanced levels
  - Advanced training in cybersecurity, Cisco certification, coding, AI, robotics, and fiber optic network technician training
  - Aim to collaborate with government agencies and the private sector for job creation and placement

GUEST PRESENTER: DDOT

- Lakisha Love-Pettis, Chief Transportation Equity & Inclusion Officer from the District's Department of Transportation (DDOT) presented to the AJC Partners to discuss DDOT's Infrastructure Priorities and the opportunity for AJC partners to partner with DDOT on the available On-The-Job-Training (OJT)opportunities.

- **Bipartisan Infrastructure Law (BIL)**
  - DDOT has been awarded $170M in federal grant funding since 2021
  - DDOT is applying for as many discretionary grant opportunities as possible under the BIL
  - Recent successful grant applications include:
    - BIP: I-395 Northbound Bridge ($72.0M)
    - INFRA: East Capitol Street Safety & Mobility ($34.0M)
    - Reconnecting Communities: I-295/DC 295 Corridor Improvement Study ($2.0M)
    - RAISE: Benning Road Bridges ($15.0M); South Capitol Street Trail ($10.0M); Wheeler Road ($20.0M); Arboretum Bridge & Trail ($6.5M)
    - PROTECT: Nannie Helen Burroughs flood mitigation($1.0M)
- **On-the-Job Training (OJT) and Disadvantaged Business Enterprise (DBE) Programs:**
  - Develops a pipeline of trainees for federally funded projects
  - Building Bridges to Opportunity Program (BEBOP) provides pre-highway construction training
  - DC Unified Program certifies DBEs and is housed within the Equity Inclusion Division
  - Various events and trainings to support DBEs in procurement opportunities
  - 2024 DBE Summit

GUEST PRESENTER: FNS - USDA

- Derrick Dolphin, SNAP E&T Program Analyst, Mid-Atlantic Regional Office, Food and Nutrition Service presented to the AJC Partners offering a detailed breakdown of how the SNAP Employment and Training (E&T) program works within the broader scope of the Supplemental Nutrition Assistance Program (SNAP). This federal program is designed to help individuals receiving SNAP benefits transition into self-sufficiency by providing training, work experience, and other critical services. The primary goal is to move recipients from training completion to certification and ultimately into employment. However, the Mid-Atlantic region, faces challenges in this transition, as many participants do not successfully complete this path. Derek emphasized that vocational training and career technical education (CTE) are critical pathways to providing participants with industry-recognized credentials. These credentials are intended to lead to self-sufficiency and long-term employment.
- Key Data Findings:
  - Participation Rates: In FY23, approximately 27,000 individuals participated in SNAP E&T across the region. However, this only represents 2% of the potential eligible population, highlighting a gap in program outreach and engagement.
  - Employment Outcomes:
  - Only 41% of participants were employed six months after completing the program, and just 40% retained employment after one year.
- The median wage for those employed six months after the program was $5,600 per quarter or roughly $22,400 annually. This suggests that participants are securing low-wage jobs, which may impact their long-term financial stability and self-sufficiency.
- Completion Rates: Around one-third of participants completed educational components (vocational training, job readiness programs, etc.). This indicates that the majority of participants did not finish their training, which may contribute to lower employment rates.

GUEST PRESENTER: DOES OFFICE OF TALENT & CLIENT SERVICES

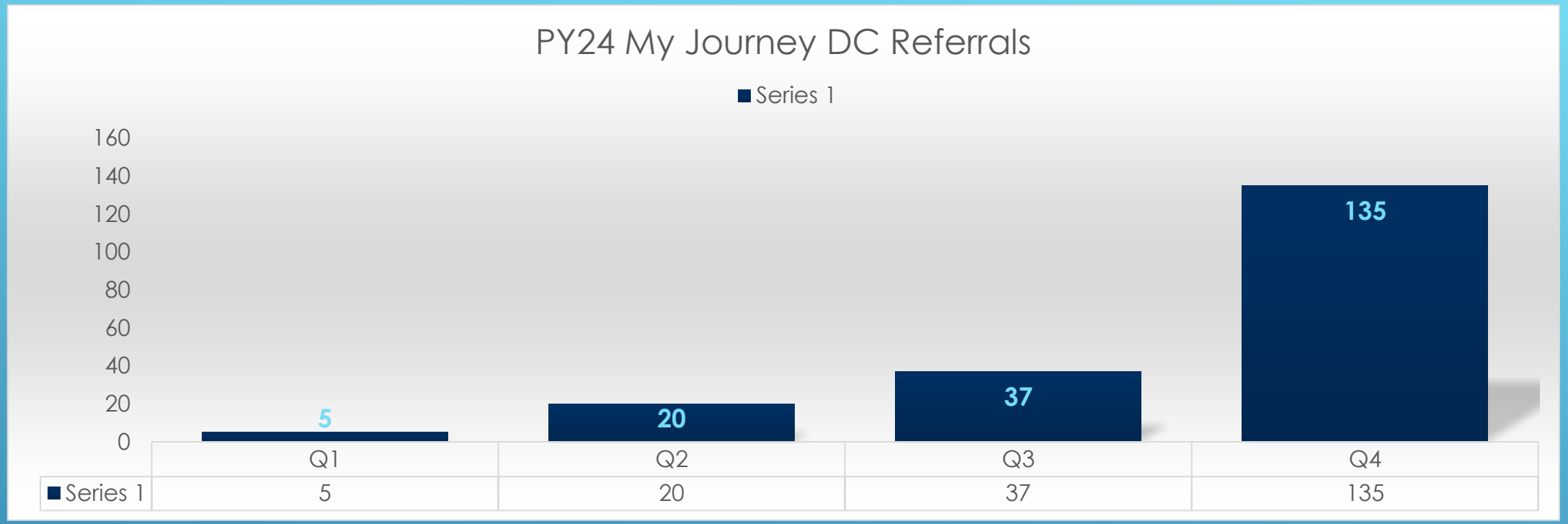
- Glorie Chiza, Director of the Office of Talent and Client Services at DOES presented an overview to the AJC Partners. The office plays a crucial role in connecting businesses with job seekers and helping to meet the workforce development needs of the District.
- Service Offerings:
  - Strategy and Planning: Provides businesses with a roadmap for navigating workforce resources and finding the right talent.
  - Concierge Consulting: Offers tailored solutions to businesses, guiding them through the process of hiring and workforce development.
  - Recruiting and Hiring: Facilitates hiring events, job fairs, and recruitment efforts to connect employers with qualified candidates.
- Key Programs:
  - Work Experience (WEX): A four-month, minimum-wage internship program for entry-level job seekers, fully funded by the District.
  - On-the-Job Training (OJT): A six-month program where the District subsidizes 75% of wages for more experienced candidates, providing a pathway for job seekers to gain practical experience.
  - Career Ready DC: An AI-driven platform launched in partnership with Eightfold AI. It helps DC residents create profiles and matches them with job opportunities based on their skills and qualifications.
- Partnership with Employers:
  - The office works closely with employers to gather feedback and data on job seeker performance. This data helps refine recruitment efforts and improve the overall success of workforce programs. Businesses are encouraged to share outcomes so DOES can track job placements and identify areas for improvement.

PARTNERSHIP DEVELOPMENT

- Georgetown University to refer candidates who are turned down due to testing scores to OSSE. OSSE will enroll candidates in the appropriate education and training programs to increase test scores for the future chance to re-apply for Georgetown's Pivot Program with increased odds of being accepted. The OSO assisted The Pivot Program by introducing intake questions that can be asked of applicants to gauge their level of resource needs while also introducing them to My Journey DC where they can locate community resources for enrollees.
- DOES' Out of School Youth (OSY) program met with OSO and PJC to discuss the referral process of referring youth to Potomac Job Corps (PJC) who are looking for certified training leading to direct employment, housing, and other vital resources.
- Creating partnership relationships with OCTO & DDOT for possible program funding streams and OJT opportunities for DC residents.
- Utilizing DOES Office of Talent & Client Services to identify and match talent with local DC employers for WEX & OJT opportunities.
- Focuses on returning citizens, digital literacy gaps, internet desserts, access to laptops and cell phones, emphasis on apprenticeship programs, women and minorities while providing access to diversity and inclusion with OJT opportunities
- Plays a part in the Mayor's Comeback plan of creating 35,000 new jobs in high-growth target sectors, which will include increasing apprenticeship programs and filling gaps in training and credentialing; Increase the share of minority-owned employer businesses to 33% of all employer businesses; Increase access to opportunity for residents and eliminate key amenity gaps (food, housing, and internet) across all neighborhoods; Increase economic prosperity in DC by lifting the median household income of Black residents by $25,000.

- After participating in the H Street Festival and conducting the Training & Resource Opportunities Fair this year, the WIC & OSO saw the need to emphasize the importance of shifting toward more community-centered engagement. The H Street Festival and MLK Library Fair proved that in-person events are essential for connecting with residents who are unaware of available resources. Moving forward, the AJC team will aim to hold quarterly outreach events to ensure a consistent connection with the community.
- Almost 300 individuals visited the WIC resource tent. The spectrum of people included individuals looking for work, interested in apprenticeships, parents researching employment opportunities for their out-of-school kids, recently unemployed, and those who were retired and looking to enter back into the workforce.
- The WIC was able to also refer individuals to DOES who were stationed next to us.
- AJC Partner information brochures were available to the public

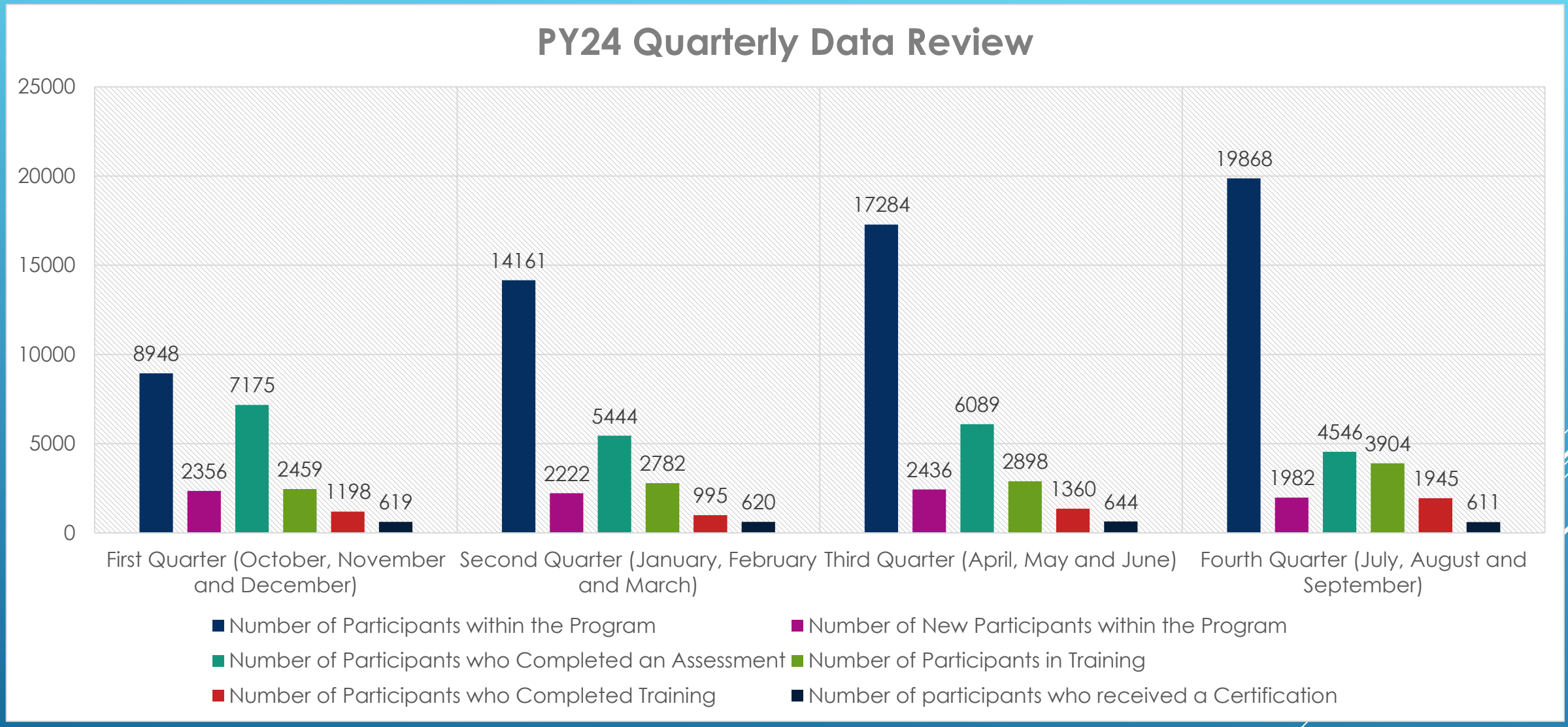
COMMUNITY-CENTERED ENGAGEMENT



PARTNER REFERRAL INCREASE AWARENESS

- **Summary of key referrals:**
  - A+ Computer Repair
  - Culinary Skills Program
  - CNA & Home Health Aide
  - CPR/First Aid
  - Food Handler's Certification
  - IT Pathways Certification (A+)
  - CompTIA IT Fundamentals
  - CET Prep
  - Medical Assistant
  - OSHA 30
  - HVAC
  - Electrical Wiring
  - DCHA – UDC Courses
  - Certified Phlebotomy Tech

PARTNER REFERRAL INCREASE AWARENESS



PY24 DATA REVIEW & ANALYSIS

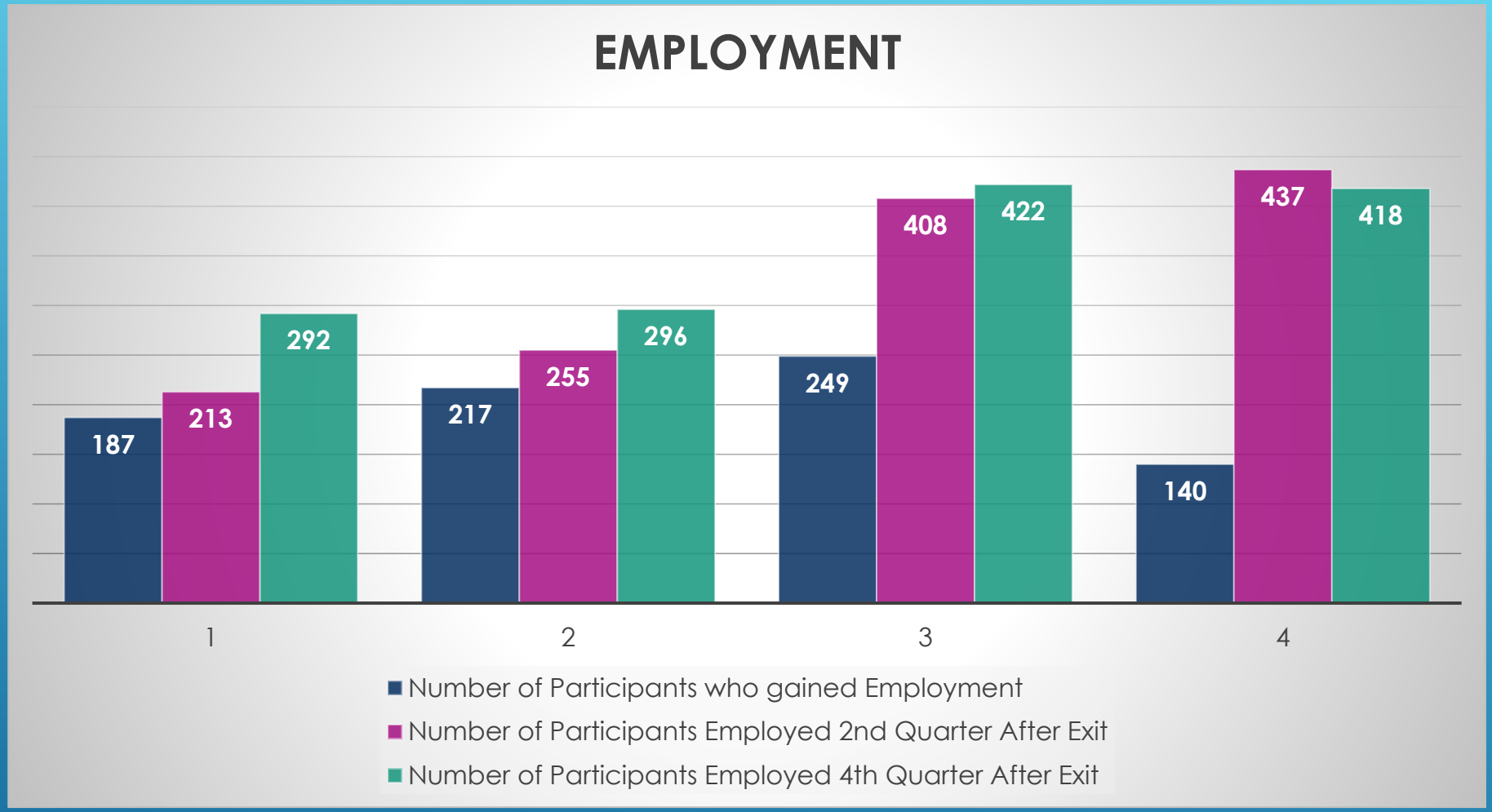
FY24 TRAINING INDUSTRY TYPE

- Construction/Labor; Healthcare; Entrepreneur;
- Hospitality/Food; Computer Sciences;
- Career Development Workshop; UPO IT Helpdesk Training;
- UPO Culinary Arts Training;UPO CDA Training;
- UPO Training Unit Referrals; (IRCs); Employment Specialist;
- Food Service; Administrative Assistant;
- Program Assistant; Stock Person;
- Drug Screen Collector; Construction;
- Early Childhood Education; Healthcare;
- Hospitality & Tourism; Information Technology

FY24 CERTIFICATIONS RECEIVED

- OSHA 30 Certification;
- First Aid/CPR Cert;
- Food Handler's Certification;
- CISCO Virtual Cyber Security Badge;
- Career Development Completion;
- Food Certification;
- CPR Certificate and Management Certificate;
- Construction; ECE; Healthcare; Hospitality; IT

- AWS Cloud Practitioner,
- ESCO-Gas H.E.A.T., ESCO-H.E.A.T. Core,
- AHLEI Cert Guest Serv Pro,
- AHLEI Found in H&T Year 1,
- CompTIA Security+,
- AHLEI Cert Front Desk Rep,
- CompTIA A+ Core 1



FY24 EMPLOYMENT DATA

QUESTIONS TO ASK OURSELVES GOING FORWARD

- **General Performance and Trends:**

1. What stands out to you the most when looking at the participant trends across the quarters?
2. Are there any specific trends in participant numbers or assessments that we should be concerned about?

QUESTIONS TO ASK OURSELVES GOING FORWARD

- **Assessments and Trainings:**

1. How do you interpret the changes in assessment completion rates across the quarters?
2. What insights can we gain from the training attendance data? How can we improve participation moving forward?

QUESTIONS TO ASK OURSELVES GOING FORWARD

- **Challenges and Opportunities:**

6. Where do you think our greatest opportunities lie for increasing participant engagement in FY25?
7. What challenges did your organizations face that led to fluctuations in their performance?
8. Are there any quick wins we can implement based on this data to improve performance for the next quarter?

SUMMARY

- Thank you all for your insights and active participation today as we reviewed the FY24 performance metrics. Together, we've gained a deeper understanding of quarterly trends across key areas, including participant engagement, assessment completion, and training attendance across DCHA, DHS TANF, OSSE, UPO, and NCBA.
- Throughout our discussions today, several key themes should be noted:
  - Growth Opportunities: Expanding outreach efforts, especially to underserved communities, was a recurring recommendation for increasing participant engagement and program impact.
  - Performance Challenges: Fluctuations in certain programs were often attributed to resource constraints, participant turnover, and the need for more effective follow-up and support.
  - Quick Wins and Strategic Adjustments: Ideas like streamlining intake processes, enhancing communication, and leveraging successful outreach strategies across programs were proposed as actionable next steps.
  - Resource Needs: Increased staffing, additional funding for marketing, and better participant tracking tools were noted as priorities to help meet our goals in FY25.
- Moving forward, let's carry these insights into our planning to ensure stronger engagement, consistent assessments, and greater support across all programs. Thank you again for your valuable contributions, and let's continue collaborating to achieve impactful results in the upcoming year.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
2/16/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Juanda Spears	JSpears@myncba.com	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Willis, Robert (DOES)	robert.willis1@dc.gov	
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Marsha Netus	mnetus@americaworks.com	
Ivan Laney	ilaney@upo.org	
Jones, Christian (EOM)	christian.jones1@dc.gov	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
M. Toran, Potomac JCC	toran.marilyn@jobcorps.org	
Wright, Ricky (DDS)	Ricky.Wright@dc.gov	
Boardman-Schroyer, Kilin (OSSE)	Kilin.Boardman-Schroyer@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Lyndriell Smith	lsmith@upo.org	
Justin Cartagena	jcartagena@dchousing.org	
Julian Tisdale	jtisdale@ncba-aging.org	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Juanda Spears	JSpears@myncba.com	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	

DC WORKFORCE INVESTMENT COUNCIL

AGENDA

I.	**Welcome & Introductions**
II.	**Career Pathways**
III.	**Community of Practice**
IV.	**DC Public Library Engagement**
V.	**State Plan Updates**

Career Pathways:
Russell, Deborah (EOM),
You may know the WIC developed career pathway maps that align with the new list of high growth industries and in demand occupations. The next step for the WIC led by Christian and team will be training. We are anticipating doing 1/2-day trainings for these career pathway maps, and we have slotted 6 dates for which we'll be offering this training. There should be no reason why any frontline staff is unable to attend because we are trying our best to have as many dates as possible so that people get a chance to attend the training. The trainings will start in April and go through May. We will get you the dates ASAP, so that you have an opportunity to put it on your calendar.
In addition, we're going to be looking at creating a certification for workforce professionals that are attending all the training that will be offering both the career pathway training as well as what we'll be doing at the June 7th Summit in an effort to demonstrate that the district's workforce professionals are elevating their skills in the workforce. We will be working with the National Association of Workforce Professionals in providing some guidance around what that certification might look like and what some of the requirements might be.

Community of Practice:
Russell, Deborah (EOM),
We will be reinstituting the Community of Practice. We're going to restart the meetings and combine them with the community-based organization meetings that we were having. We should have the date of the first meeting provided to you soon.

DC Public Library Engagement:
Russell, Deborah (EOM),
Elijah and I will be conducting training with library staff around how to use My Journey DC as a tool for individuals that are coming into the libraries looking for wrap around service or other kinds of supports. As well as the participant portal that provides an ability to navigate through how to write a resume, the ability to upload your resume onto indeed, then other kinds of information that helps somebody that is looking for a career or education support. In addition, Elijah and I have had a conversation about more programming in the library and they're very interested, particularly because career coach DC was such an integral part of many of the libraries. We have discussed other ways that we can engage individuals coming into the libraries looking for that sort of support. We'll be having additional conversations around AJC partners doing workshops on services that they offer, looking at doing more job readiness workshops in the libraries.

State Planning Updates:
Russell, Deborah (EOM),
I'd like to begin by announcing the WIC, had their hearing yesterday with Council member Bonds, which is our performance oversight hearing. It centered around the performance of the agency. There was discussion about the state plan and about how we're going to ensure that we meet the outcomes and the goals that we put into the plan. Much more focus on that this year than we've had in the past. The Board will be reviewing the state plan at our March meeting. We anticipate feedback on approaches in certain targeted populations that we plan on making sure that we focus on.
For instance, we will always serve the black community, but we're going to have a special attention on black women, particularly black women in wards seven and eight. We will be a little bit more focused when we talk about subpopulations that need more of our focus and resources to help lift them up economically. Your feedback on anything you see that's either missing or questions that you may have will be appreciated and welcomed because that will be the basis of what we will discuss in the state plan in terms of our approach for how we're going to meet the goals over the next four years.
The WIC Board has already approved the vision and the goals, but it's really how we're going to go about meeting those goals that are important and I wanted to make sure that all voices are heard, that all efforts are included and that we will begin to create a template that will help us track outcomes over the course of the four years, identifying which agencies play a role in meeting those goals. In some cases, it doesn't apply necessarily to you. Maybe you're not employer focused and therefore the employer goal may not be something that you can contribute to, but those agencies that do work with businesses will have them listed as an agency that contributes to the goal.
The first goal is to create a "one workforce system" in the district. This is something that has been much discussed both through the Council members as well as through our Deputy Mayor for Education, Paul Kind. The idea that we need to do a better job of being more collaborative, more coordinated in the work that we do, especially given limited resources, both human resources as well as financial resources. It will be important for us to work together and find ways that we can braid-funding, co-enroll customers, and find ways that we can work together and share our resources. The proposed strategies include:

- to have a one stop shop where people can go online and depending on what they're looking for will then be directed to sites that have that information and/or resources and ability to register for that information or resource.
- to increase customer co-enrollments to expand opportunities to participate in other programs and services that support career and education goals.
- to increase access to digital services and technology that includes establishing employment opportunities. We'll be working with the OCTO team that is applying for and receiving funding for digital services. making DC more accessible in terms of Wi-Fi and other broadband efforts.
- to increase the number of users using My Journey DC platform. My Journey DC has sort of three components to it. One is the participant portal, which through more marketing we will increase

the number of residents that know about My Journey DC as a resource for them and where they can get additional help when it comes to wrap around services and other resources and services being offered in the district. We also recognize that there are some folks that will still need additional training by a professional who can help them navigate. So, we'll be doing more in working with professionals on how to use My Journey DC for that very purpose. Finally, there is a case management tool within My Journey DC that smaller agencies or many of our community-based organizations (CBOs) can use as their system of record to help track their customers and better track their customers progress through the programs that they're enrolled in. So, we're going to be developing a benchmark for the number of people that are utilizing My Journey DC and we will be looking for all our agencies that we work with, especially our partner agencies to be in support of this and to increase usage of My Journey DC.

- to ensure job seekers are registering in DC Networks to connect to the American Job Center. Every resident that we're working with should, at a minimum, be able to input their information or we should help them put their information into DC Networks. Why? First, because they get lots of good information about AJC related activities. In addition, there are job postings they can view. If they post their resume and an employer is looking for a qualified person, they're going to be looking through DC Networks to match jobs with resumes and that should be a normal practice that we're doing to connect our residents to all the resources that are available and to make sure that they're registered in DC Networks. So, again, we will be tracking that aspect as well to see if there's an increase there.
- To establish local "access points". The Department of Employment Services (DOES) is running the American Job Centers to date, but we're very interested in looking at establishing access points. We're finding that there are other areas in the city that folks are going to that are either closer to home, where they're more comfortable, or are already conducting business and/or already are enrolled. So, we're going to begin to look at piloting access points and we've identified some potential areas. There may be other places that we might look at, but how might an access point work or some access points work here in the district? For instance, in Southwest DC, we don't have an American job center. Looking at a library or another community-based organization as an access point might help fill that void.
- to increase concepts of quality jobs, gateway jobs, and equity. This terminology has come from the Department of Labor, but what does that really mean for us here in the district? So, we'll be spending some time coming up with common definitions, and how we measure success so that across the board, we're all kind of saying the same thing using the same measures, applying it the same way.

Ask yourself the following:

1. Are these the right set of activities and strategies?

2. Do you see your agency being able to support them?

The next goal is centered around increasing training opportunities and to address quality for residents and students. We have been working with OSSE in ensuring that we are integrating components of their Perkins Plan that is also due soon into the WIOA State Plan. As a matter of fact, on March 14th there will be a public stakeholder meeting. A comment meeting in person for folks to come and give their feedback both on what they have read in the WIOA State Plan as well as the Perkins Plan. So again, it's a great opportunity for us to ensure that we are integrating the goals and the strategies that are in the Perkins Plan and ensuring that it also is reflected in the WIOA State Plan. The proposed strategies include:

- improve opportunities for employment in high-demand occupations in DC that best support residents on a path toward upward economic mobility.
- increase stackable credentials (i.e. CNA and Phlebotomy credentials). We know, for instance, that a CNA makes only but so much money, and there is burnout and turnover. But adding more credentials that allow them to continue to move up the healthcare ladder is something that we'll want to look at, and ask ourselves are there other industries that lend themselves to that same thing?
- revise the training provider application process and timeline, making it more streamlined and efficient.

Russell, Deborah (EOM)
Christian, would you mind elaborating on some of the efforts that WIC will be taking in this area?
Jones, Christian (EOM)
Sure. A lot of our focus has been just in establishing opportunities for training, right? And so again, we're looking at expanding our quality training standards and making sure that all that information is up to date. We've kind of finalized our quality training standards and so we are now piloting and trying to understand how to best serve our training providers to ensure that they're providing quality training. At the same time, we are having the conversations to make sure that the training providers are certified to provide occupational training. So we've been working very, very closely with the Department of Employment Services as well to ensure that some of our training providers get the technical assistance that they need and are able to get their Higher Education Licensure Commission credentials and certifications in order to ensure that, again, we are truly providing a service to our constituents that is high quality and is going to lead them to the right level of employment. Please note, if you have training providers who are interested in learning more about the standards and to get questions answered, because the standards are not just quantitative but there's also a quality aspect of it and there's qualitative aspects of it with regards to just equity and accessibility and connectivity with business engagements and things of that nature. They're actually listed on our site so when you can get a chance, take a look at them, but if there are training providers who are interested in seeing how they're doing compared to the general or what the base benchmark is going to be, we would love to talk to them about it and figure out if they can provide us some insight and we can then give them a little bit of insight as well and technical assistance. I think ultimately the goal for the quality training standards is to create a community of practice

Russell, Deborah (EOM)
Christian, that was very helpful and to go along with that, the WIC along with DOES will be working hard on increasing the number of training providers that we have here in the district, particularly with an eye towards those high growth industries for which we may not have as many trainers.

- creating performance-based requirements in all our grants and contracts. We're going to be holding folks accountable for making sure that ultimately the goal is to make sure that people are getting jobs. We'll be establishing some common and coordinated data metrics that go with that, but that will be a huge, huge expectation of what end are we doing these services on and how are we making sure that we're tracking success.
- demonstrating consistent program quality, employment and training organizations that can demonstrate consistent program quality and that are more likely to attract employer involvement than those who do not focus on measurable outcomes. We're pivoting to ensure things are done with an eye towards what the outcome is, and we'll be looking at creating scorecards that help us evaluate performance in enrollment, quality training, completion, credential attainment and job readiness.

The third goal is to increase the talent pool for businesses that lead directly to employment. If you saw the hearings yesterday, you heard Council member Bonds talk a lot about the importance of us having better relationships, wider relationships, more relationships with businesses. We use the following strategies to help us achieve this goal:

- increase the number of medium and small businesses in the district that adopt skills-based hiring as a strategy for identifying talent. Skills DC provides information, instruction, and education on how to recruit using skills-based employment requirements. There are lots of great tools that were developed. How many people even know about Skills DC? Only two people raised their hand so make a note of having someone come and talk about Skills DC because I think that again, it would be a shame that the employers that you work with are not aware of the resources that are available and the success that businesses have had bringing folks in based on the skills and abilities and experience that they have versus being concerned about whether or not they have a college degree. I want to make sure that not only do you know about the program, but that you know where the link to all the resources are, so that for those of you that work with businesses, they're great resources for them to use and it's a step by step instruction also on how to really look at your job postings and different language that you can use and that sort of thing.
- add cross-agency sector partnership meetings, getting a better understanding of the needs of sectors when it comes to hiring the talent that they're looking for. Sometimes it's not just about finding a qualified worker, but how do employers keep the talent that they have?
- spending more time looking at “earn and learn” opportunities for individuals. We're going to be prioritizing pre-apprenticeship, apprenticeships, and OJT over ITA's. Obviously ITA's are

important, but we also do recognize the fact that one of the biggest barriers for folks is they have got to make money, so we'll be looking at increasing some of those places where we can help somebody earn and learn at the same time.

- establish sector-specific hiring events to increase placement opportunities for specific targeted population. Whether it's folks that are just coming out of training and they've gotten their credentials and now they're looking for work or whether it's people that are looking to change careers. Our younger workforce often talks about how challenging it is when they're competing with their older colleagues who have more experience, which is why we have had a few youth focused hiring events. Also, black women, we've had more and more conversations with different stakeholders around the city that talk about the barriers that black women face, particularly in wards seven and eight. So how do we lift them up? They are also a good target for the goal in the DC Comeback Plan around increasing black household incomes by $25,000. We know women oftentimes are the head of their household, so this is a great opportunity for us to really focus on lifting them up economically. We also want to make sure that in the training curriculum, that foundational work skills are included in the training, including digital skills, which has become more and more of a huge issue. Many folks you know, don't have those digital skills, and we want to make sure that is part of foundational work skills as part of that job readiness.

The next goal is to use data in determining how we allocate resources, the approaches we take to do the work that we do, and the populations that we serve. We will be developing some common measures to identify whether we're successful or not and will help us as we develop reporting using common measures like number of people enrolled, number of people are in training, and WIOA measures which tend to be foundational across the board. We will be working together on identifying and finalizing those common measures and then those will be the basis of how we report out. Strategies include:

- do a better job of utilizing the quarterly customer performance reports to have a fruitful discussion around what's working and what's not working, where there are opportunities for us to work together, where is there an opportunity for us to look at joint efforts. We'll be depending on the one stop operator to be able to provide us with that and engage in that kind of conversation. I know that there was a bit of a hiatus on the submissions of quarterly performance reports, but we are back on top of that and want to use it as a basis of discussion around continuous improvement.
- talk about customer satisfaction and how we can work with DOES to get that information to help us better improve the services that AJC partners provide within the AJC.
- use of the expenditure guide to be focused on how we're analyzing the success of the programs that are being reported in the expenditure guide, including looking at budget allocation and how it's been used, how much money was left, how many people were in the program, how many people completed, and any lessons learned. So, we'll be working with agencies to talk about

how you're pulling data, the data that you're pulling on and any new data that we may be looking to receive as part of the expenditure guide exercise.

We did not finish, so we will finish the rest of this document at our next meeting because again, I want to make sure that everyone has a chance to weigh in and be briefed on what's going in the plan. We are pushing back our due date until April 1st because as we have more and more conversations with stakeholders, there's more and more to put into the plan.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
3/29/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Juanda Spears	JSpears@myncba.com	
Justin Cartagena	jcartagena@dchousing.org	
Brown, Teresad (DHS)	teresad.brown@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Marsha Netus	mnetus@americaworks.com	
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Wright, Ricky (DDS)	Ricky.Wright@dc.gov	

AGENDA

I. Welcome
II. The State Plan Status
III. Upcoming Trainings/Meetings Reminders
IV. My Journey Referral Reporting
V. DC Public Libraries Partnership
VI. Dedicated AJC On-Site Schedule
VII. Partner Remarks & Updates

Russell, Deborah (EOM)
The State Plan Status:
Deborah Russell provided an update regarding the State plan that the Board is set to vote on April 10th. She expressed excitement about having additional support for editing the document as WIC has hired a technical writer. She mentioned that the public comment period ends on April 8th and noted she hasn't received any comments via email yet. Deborah thanked everyone for their efforts and expressed optimism about the plan reflecting the desired outcomes for the district. Elijah congratulated Deborah Russell on

securing a technical writer, which he believes will greatly aid her. He offered to send out reminders regarding public comments still being open, but Russell indicated that was already being handled. Russell expressed excitement about getting a cleaner version of the document to partners soon.

Hopper, Elijah (EOM-Contractor)
Upcoming Trainings/Meetings Reminders:
Elijah Hopper reminded partners of the upcoming training and meetings, including the Career Pathways Mapping Training (4/8 & 4/9) and the Community of Practice event (4/12), stressing their importance for feedback and alignment with the state and mayor's plans. He noted the provision of coffee at the one-day training sessions but mentioned lunch would not be provided. Deborah mentioned she is looking forward to the training sessions scheduled for April, highlighting that about 50 people had signed up so far. She emphasized the importance of staff participation in these trainings, noting certificates of completion would be issued and that attendance tracking would be managed by agency. The training sessions are in-person and interactive, with a possibility of additional sessions in the fall for those who can't attend the summer sessions.

Hopper, Elijah (EOM-Contractor)
My Journey Referrals Reporting:
Elijah discussed the significant drop in referral numbers in the second quarter, comparing year-on-year statistics and highlighting the stark decrease. In response to this decline, plans to initiate one-on-one meetings with AJC partners starting in April were mentioned, aiming to identify the reasons behind the low referral rates. Hopper shared referral statistics, showing a drastic reduction from the previous year, and expressed the need to explore potential reasons for this downturn, such as messaging issues or users' lack of familiarity with the "My Journey" platform. The conversation then shifted to broader efforts to increase system engagement, including marketing strategies and a partnership with DC Public Libraries (DCPL) to potentially boost referrals and user engagement with "My Journey." There's an emphasis on understanding the nature of referrals and their sources, with the hope that enhanced marketing and partnerships will lead to an increase in system use and referrals.

JMichelle Johnson inquired about the availability of professional development workshops focused on using "My Journey" and related digital literacy assessments like Northstar. She suggested that regular check-in sessions could be beneficial for users to enhance their engagement with these resources. Deborah Russell responded affirmatively, acknowledging the decline in "My Journey DC" usage due to several factors, including a focus shift towards "Career Coach DC" and personnel changes within their partner organization, Pairin. Russell outlined plans for a comprehensive update to "My

Journey DC," aiming to streamline the user experience and update the community catalog. This effort includes "spring cleaning" to ensure accurate and current listings, as well as plans to reintroduce the platform with new features like a data sharing agreement and an updated case management component called "Service Tracker." Russell emphasized the importance of these updates and marketing efforts in revitalizing the platform's usage and enhancing its effectiveness for users and community-based organizations.

Justin Cartagena expressed satisfaction with the office hours held during Mary's tenure with Pairin. He mentioned a recent productive meeting with Charissa from the Pairin team, highlighting the team's responsiveness and the value of having one-on-one discussions on specific days. Justin appreciated the concept of open office hours for spontaneous queries and emphasized the importance of regular meetings to discuss the data team's updates. He shared challenges encountered while interacting with clients or navigating the system, specifically mentioning the usefulness of immediate feedback on certain functionalities like reporting and receiving notifications for portal sign-ups.

Deborah Russell acknowledged the conversation about improving the notification process to ensure that all relevant parties receive alerts when a referral is made, emphasizing making this a default feature to enhance efficiency and coverage, especially during absences. This adjustment aims at small to significant enhancements in anticipation of launching an upgraded version of "My Journey DC." Elijah Hopper thanked Justin for his feedback, indicating an ongoing effort to refine and improve the system based on user experiences.

Hopper, Elijah (EOM-Contractor)

DC Public Libraries Partnership:

Elijah Hopper reported on a productive meeting with DC public libraries aimed at bolstering the existing partnership. The objectives include expanding resources and utilizing libraries as a comprehensive resource hub for individuals unable to visit agencies directly. Given the decline in foot traffic at agencies and American job centers, libraries—with their internet access, computers, and educational programs—offer a strategic advantage. The plan involves integrating the "My Journey" platform and enhancing educational opportunities. Efforts will focus on customizing services to meet the needs observed by library staff and targeting specific demographics, including youth and ethnic communities like the Asian and Ethiopian populations. Enhanced outreach, support services, and leveraging libraries' expertise in information, research, education, and cost-effectiveness are also key components. By collaborating with libraries, the initiative aims to reduce operational costs, avoiding expenses related to renting spaces for activities.

Deborah Russell added insights to the ongoing dialogue about enhancing the collaboration with DC public libraries, emphasizing the libraries' frontline experience with individuals seeking services. She highlighted the libraries' appreciation for the prior Career

Coach program, which positioned coaches within libraries to assist individuals in navigating career resources and suggested that workshops could serve as a viable alternative to cover topics beyond the libraries' current capacity, such as resume writing and navigating job search platforms.

Russell also identified a need for workshops addressing the transition from public benefits to employment, to mitigate concerns over the potential loss of benefits due to increased income, known as the benefits cliff issue. Furthermore, she pointed out the digital literacy gap among library patrons, suggesting the provision of printed resources to complement digital access. This approach aligns with the recognition that not everyone has the skills or means to access online resources effectively.

The libraries expressed interest in having subject matter experts conduct sessions on practical job-seeking skills and requested a compilation of available training resources in print form for easy distribution. Russell's remarks underscore the library's role as a pivotal access point for community resources, highlighting the importance of tailored support and the strategic distribution of information to meet diverse community needs. Hopper's follow-up reinforced the distinction between DC Networks' employment focus and My Journey's broader support services, highlighting the libraries' eagerness to fill resource gaps and the potential for collaborative events like hiring fairs.

Deborah Russell inquired about the capacity of different agencies to offer workshops, seeking a simple indication of their ability through a thumbs up or thumbs down response. Acknowledging the responses from several participants, she emphasized the aim wasn't to overextend resources but to address a crucial gap. Russell highlighted the significant role libraries play as an informal access point for employment services. She pointed out the inadequacy of resources at libraries to assist individuals seeking employment help and mentioned the potential frustration for individuals being directed to the American Job Center when they have already sought assistance at the library. Russell proposed that collaborating closely with the libraries to offer workshops could not only alleviate some of these challenges but also enhance the visibility and accessibility of the services provided by the workforce system and individual agencies.

Hopper, Elijah (EOM-Contractor)

Dedicated AJC On-Site Schedule:

Elijah Hopper discussed the schedule of various partners at the American Job Center (AJC), noting that some services are provided directly on-site while others are offered virtually. He sought to understand who is physically on-site and their schedules. Juanda Spears indicated she is not at the AJC, leading Deborah Russell to explain that some agencies offer services through direct linkage rather than being physically present. This prompted clarification on how services are provided by the partners, either on-site or through direct linkage, to ensure accessibility for customers seeking assistance at the AJC.

Each participant then shared their agency's availability and mode of operation (on-site or virtual) concerning the AJC.

Partner Updates:
DCHA: Justin Cartagena
DCHA will be having a job fair on April 9th. Justin highlighted the DC Housing Authority's internal police and security forces, differentiating between maintenance mechanics, responsible for vehicle upkeep, and maintenance technicians, tasked with apartment maintenance and preparation for new tenants. Additionally, he mentioned an upcoming hiring event under Section 3, targeting contractors obligated to employ a certain quota of DC Housing Authority residents, facilitating employment opportunities within a certain radius of their home. Cartagena will provide further details and promotional materials to Elijah Hopper, indicating ongoing planning for the Section 3 hiring event and emphasizing their aim to accommodate working individuals' schedules for greater attendance.

OSSE: Johnson, JMichelle
OSSE discussed the efforts and initiatives taken to assess and improve digital literacy skills among adult learners within their program. Key points from the dialogue include:

1. **Objective and Tools Used**: The primary goal is to assess digital literacy skills, for which they have been utilizing the Northstar Digital Literacy resource. This consists of assessments covering basic computer skills, internet basics, email usage, etc., divided into three categories: computer skills, essential software skills, and using technology in daily life. These assessments are mandated for district residents involved in integrated education and training programs.
2. **Digital Equity Act Funding Preparation**: Johnson mentions the preparation for the forthcoming Digital Equity Act funding, indicating a strategic approach to securing and utilizing future resources to further digital literacy initiatives.
3. **Assessment and Credentialing**: There is a focus on not just assessing but also on credentialing digital literacy through Northstar Digital Literacy assessments. These credentials are stackable and help in ascertaining entry-level skills necessary for further technical qualifications like A+ certification.
4. **Digital Literacy Skill Level Descriptor Chart**: In collaboration with the company that developed the assessment tool, they created a digital literacy skill level descriptor chart to monitor progress. This tool aids in tracking improvements post-assessment and post-intervention, helping to define what constitutes a gain in digital literacy skills according to DC standards.
5. **Instructional Recommendations Based on Assessment Scores**: Based on the assessment scores, recommendations are made for the number of instructional

hours required to address gaps in digital literacy. This structured approach aims to cater to individual learning needs, enhancing the effectiveness of the intervention.

6. **Use of Northstar Curriculum and Supplemental Resources**: The Northstar curriculum is highlighted as a key resource for learners to address the standards they missed in the assessment. Additionally, the integration of a supplemental software product from Goodwill is mentioned, indicating a multi-faceted approach to digital literacy education.
7. **Collaboration and Accessibility**: Johnson mentions collaboration with various entities and the availability of state licenses for the Northstar Digital Literacy assessments to expand access. This indicates an inclusive approach, aiming to integrate as many learners as possible into the digital literacy improvement initiative.

In summary, the dialogue reveals a comprehensive and strategic effort led by OSSE to assess and enhance digital literacy among adult learners. Through the use of targeted assessments, credentialing, tailored instructional recommendations, and collaborative efforts, they aim to equip individuals with essential digital skills, preparing them for more advanced technical learning and employment opportunities.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
4/26/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Holmes, Anika (EOM)	anika.holmes1@dc.gov	
Juanda Spears	JSpears@myncba.com	
Shaundell Wascher (Potomac JCC)	Wascher.Shaundell@jobcorps.org	
Alyssa Lovegrove	Guest Presenter	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Levy, Madeline	madeline.levycruz@udc.edu	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
M. Toran, Potomac JCC	Toran.Marilyn@jobcorps.org	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Marsha Netus	mnetus@americaworks.com	
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Boardman-Schroyer, Kilin (OSSE)	Kilin.Boardman-Schroyer@dc.gov	
Pierre, Ann A. (DHS)	ann.pierre@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Brown, Teresad (DHS)	teresad.brown@dc.gov	
Dagne, Nigusie (DHS)	nigusie.dagne@dc.gov	
Allen-Silver, Roxanne (DHS)	roxanne.allen-silver@dc.gov	

DC WORKFORCE INVESTMENT COUNCIL

AGENDA

I.	**Welcome & Introductions**
II.	**Presentation: Georgetown Pivot Program - Dr. Alyssa Lovegrove, Executive Director**
III.	**The State Plan Status**
IV.	**My Journey Updates**
V.	**Bookings Updates**
VI.	**Marketing Updates**
VII.	**June Summit Registration**

Lovegrove, Alyssa (Georgetown University)

The Georgetown Pivot Program:

Launched in 2018, the Georgetown Pivot Program is a professional development program for career-oriented individuals who have previously been incarcerated. Through rigorous classroom training and hands-on work experience, Pivot Fellows discover potential vocational paths and develop the skills needed to succeed in both the workplace and as leaders in their communities. The Pivot Program, designed in partnership with the DC Department of Employment Services, also works closely with employer partners and the business community to advance hiring practices that are more inclusive of people with past convictions.

The principal goal is employment readiness – and the program is designed to prepare participants for a range of post-program outcomes: sustainable employment, owning and operating their own businesses, and/or continuing their education. The curriculum provides both training in the fundamentals of business and entrepreneurship, as well as general knowledge and liberal arts courses (literature, economics, philosophy, and civic engagement). The program also includes modules on professional and life skills, such as personal finance, career planning, business communications and business etiquette, public speaking, self-advocacy, and conflict resolution.

The emphasis on entrepreneurship is intentional – while fellows are not required to start a business, they are taught how to adopt and apply an entrepreneurial mindset and to feel a greater sense of empowerment. We believe this increased confidence will result in a more

positive career trajectory and an enhanced ability to respond to social and regulatory barriers.
The Georgetown Pivot Program is a highly selective program intended for individuals who are emotionally ready to commit to a rigorous, one-year academic and employment program. Applicants to the Pivot Program must be age 25 and above with a high school diploma or GED who were last incarcerated within the past five years. Preference is given to D.C. residents. Up to 20 individuals will be invited to participate in each cohort.
If you would like to learn more about how to apply to the Georgetown Pivot Program or would like to recommend an individual for consideration by the selection committee, please contact **pivot@georgetown.edu**. Dr. Lovegrove expressed that the program is looking for organizations interested in hiring a Pivot Fellow after graduation. Employing a Pivot Fellow allows organizations to explore or expand their second-chance hiring practices while adding highly-qualified and passionate employees to their teams. Pivot Cohorts 1-5 by the Numbers:
66 Graduates in 5 Cohorts
91% Employed within 3 months
15 Ventures Launched

Questions & Answers

Russell, Deborah (EOM): Deborah mentioned that she would like to introduce Dr. Lovegrove to Skills DC and to My Journey platforms as she thinks these tools could be helpful to Georgetown and the Pivot Program team. Elijah will reach out to schedule a demonstration meeting.
Q: It was great to hear that they're getting a small stipend which allows them to participate while still making money because everyone needs to eat and have a roof over their head. But that's a very long commitment. What are some of the things that you've found were successful in encouraging them to stay the course?
A: Yeah, I know it's a great question. The stipend is reasonably significant. The fellows are getting paid more than minimum wage while they're in the program. So, in some ways we have the opposite problem, which is, they want the program to last forever. And you know,

we lose a few people and we expect a little bit of attrition we won't know if the program will be right for everybody. It's a very high touch program and people are getting a lot of individual coaching and we believe that's the key so that's the good news is it does help keep people engaged and the challenges that's a very difficult thing to do on a larger scale, right? Which is part of the reason the cohorts are relatively small.

Boardman-Schroyer, Kilin (OSSE)
Q: Thanks for coming in and sharing this great information. Sounds like really great program. I had a few questions similar to Deborah's. I had some suggestions around connections that might be of use. I don't know if you're familiar with city works DC or DC builds DC or higher local DC, but these are all different groups that are doing similar work with industry partners so it seems like you are connected there. So, then the two programmatic questions. It seems like there's a pretty intensive screening process that you talked about for those candidates who are applying but are not meeting your high eligibility standards. What happens to those individuals? Because clearly, they're interested. And so, it would be great for those people to be referred either to OSSE's adult Ed programs or as Deborah said, My Journey DC would allow you to make those direct referrals.
A: Well, first of all, Kilin, I would love to have a a longer conversation about this as well because we would absolutely love that we you know it's a big frustration because we do meet people who are talented but they just don't have enough preparation and we know our program isn't as long but it's not long enough to kind of catch people up on some of those basic skills as well and we often say to people please you know reapply. But we don't have great places to send them and one of the other things I'd love to talk to you about this offline, one of the other things we hear back from them is you know I need a job. I don't have time to go to school. I just know, there's this kind of tension between investing time and developing those skills and putting food on the table, but I'd love to know how the students in these various programs sort of make that work. So yeah, we do refer them, but we need a more robust list of places to send them.
Q: Boardman-Schroyer, Kilin (OSSE)
And then the last two questions that I had, but I wondered when you talked about 91% ended up being employed. I wonder what kind of wages they're actually making once they're employed? Because that's one of the things that we're trying to make sure that

we're not just getting adult learners connected to employment but getting them connected to sort of like employment that's self and eventually family sustaining and career pathways and whatnot.
A: Alyssa Lovegrove
Yeah. I don't and we probably could be tracking it at a more significant way.

Hopper, Elijah (EOM-Contractor)
Elijah Hopper thanked Dr. Lovegrove for taking the time to present to the group and looks forward to connecting Georgetown, OSSE and the WIC to continue the conversation and develop a partnership between the agencies.

Russell, Deborah (EOM)
The State Plan Status Update
The State Plan is in what's called the IQ process, which means it's going through the mayor's approval process and all of that. Thanks for everyone putting their information in and we will follow up later with respect to next steps and that sort of thing.

Hopper, Elijah (EOM-Contractor)
My Journey Updates
The OSO and WIC have been meeting with PAIRIN on a regular basis to keep My Journey on schedule to implement changes and revisions to the platform. We are currently in Phase II which is cleaning up the community catalog and the different categories. The OSO will be reaching out to partners to get their input on the additions and omissions of categories. Deborah mentioned it will be important that we include all of the partners as we are making decisions around trying to make it easier for those individuals that come in to search for programs. A lot of people have heard about a particular program, and when I type that program name in to see whether they can participate right now, it's focused on locations which, you know, people are oftentimes not really focused on the location they may care about that after they find out about the program. So, we're just trying to recreate the logic model there to make it easier for an individual or a professional that's working with an individual to navigate. So, you'll be hearing a lot more from us as we're going to be

asking for updates on your programs, POC's, all of that sort of thing with an eye for getting all of this done by hopefully the end of May, the beginning of June.

Hopper, Elijah (EOM-Contractor)
Bookings Updates
For those partners who have reached out to me regarding bookings, please know I am working with DOS and their bookings department on getting answers to your questions, looking at a refresher, training for staff and then looking at adding and removing staff. So just wanted to let you know that I am working with the DOES and trying to get a meeting scheduled so we can get your concerns addressed.

Hopper, Elijah (EOM-Contractor)
Marketing Updates
Elijah will be meeting with DOES at the AJC Headquarters next week and will plan on picking up the sail banners from the WIC so anticipate the banners being in the centers by the second week of May. They are very nice and will hopefully draw more attention to the services that our AJC Partners provide.

Hopper, Elijah (EOM-Contractor)
Workforce Summitt
As a reminder, please register for the June 7th Second Annual Workforce Summitt. The flyer will be sent out again in hopes to increase participation.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
5/10/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Monique Phillips (UPO)	mphillips@upo.org	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Levy, Madeline (UDC)	madeline.levycruz@udc.edu	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Shanae Blunt (UPO)	sblunt@upo.org	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
K. Muhammad (PJC)	muhammad.khalil@jobcrops.org	
Sharea Holt (PJC)	holt.sharea@jobcorps.org	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Wright, Ricky (DDS)	Ricky.Wright@dc.gov	
Marsha Netus (EOM-Contractor)	mnetus@americaworks.com	
Allen-Silver, Roxanne (DHS)	roxanne.allen-silver@dc.gov	

AGENDA

I.	**Welcome & Introductions**
II.	**Job Developer Working Group**
	i. WIC-sponsored training for job developers
III.	**AJC Partners Role and Responsibilities**
IV.	**One-Stop Operator Survey**
V.	**Quarterly Review**
VI.	**June 7th Second Annual Workforce Summit**
VII.	**My Journey DC**
VIII.	**WIOA State Plan**

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions
AJC Partners welcome 2 new members joining us from United Planning Organization (UPO). They are Shanae Blunt and Monique Phillips. Welcome!

Russell, Deborah (EOM)
Job Developer Working Group
Deborah Russell recapped that following the April 12th Community of Practice (COP) Roundtable discussion, which Justin Cartagena (DCHA) had raised concerns about job developers operating in isolation, the decision was made to form a job developer working group. This group will not only facilitate regular communication among professionals who aid in employment but will also enable learning and networking opportunities.

She announced the upcoming NAWDP Business Services Academy scheduled for August 12th – 14th, at Maryland Live, which will be funded for attendees by WIC to provide training for those who's responsibility is to help people find jobs and opportunity in the workforce system. The conference aims to offer strategies on business engagement and collaboration, covering a span of three days.

Russell noted the conference will allow attendees to connect with job developers from Maryland and possibly Virginia, enhancing regional collaboration. She encouraged the attendees to consider representatives from their agencies to attend, mentioning a participation fee of $600 per person. She reassured the AJC Partners that she would manage the limited budget to accommodate as many attendees as possible.

Finally, Russell mentioned that subsequent communications would detail the exact dates and additional logistical information for the conference and affirmed plans to establish a regular meeting schedule for the new working group.

Please visit: Business Services Academy (nawdp.org) for more details and registration information.

Hopper, Elijah (EOM-Contractor)

AJC Partners Roles and Responsibilities

Elijah Hopper recapped a previous meeting involving OSO, WIC, and DOES, describing it as very productive. The meeting focused on several topics but most importantly, reviewed the need to ensure AJC Partners provides physical staff in the AJC Centers on designated days and times, reviewing roles, responsibilities, and reminders for AJC partners.

Roles and Responsibilities:

- AJC (American Job Center) partners are vital for delivering comprehensive services, bringing unique resources and expertise to enhance service delivery, and addressing a wide range of needs for job seekers and employers.
- Partners are expected to make their services available through AJCs during regular business hours by having staff physically present.
- Staff should collaborate effectively with one-stop operators and commit to shared visions, missions, goals, and performance metrics according to the state's unified plan.
- Partners should participate in continuous improvement processes and attend HC partner meetings, with quarterly reports submitted within 15 days post-quarter.

Operational Reminders:

- Partner staff should report to their designated AJC sites by 9 AM (unless a different start time established) on assigned days, sign in with the center manager, and not treat these as remote workdays.
- Staff must not turn away walk-in clients and should manage their appointments while accommodating incoming clients.
- Partner services overview should be readily provided to clients, and service banners will soon be placed prominently at AJC centers.
- Attendance logs will be monitored weekly by OESO, with expectations for prompt resolution of any staff-related issues.

Miscellaneous:

- A tour of the AJC headquarters revealed high activity and client engagement.
- New banners announcing partner services are set to be delivered to AJC centers next week (5/13-5/17).

Deborah Russell emphasized the responsibilities of the team at the American Job Center (AJC), managed by the Department of Employment Services (DOES). She highlighted the importance of security, collaboration, and the need for all partners to actively participate in center activities as directed by the center manager. Russell reiterated that the AJC is not limited to appointment-only services but is open to anyone needing assistance, and that partners should ensure continuous service provision. She thanked Elijah for his contributions and underlined the necessity of regular check-ins with the center manager, proper attendance, and maintaining workplace norms at the AJC. She expressed hope for improved service delivery and for these expectations to be communicated back to individual agencies.

One-Stop Operator Survey
Elijah Hopper discussed the results of an American Job Center Knowledge Survey conducted by the One-Stop Operator sent to over 100 clients, with very positive feedback indicating strong awareness and satisfaction with the services provided. The survey showed high recognition of the American Job Center's location and function, with many clients having utilized its services, primarily for job search assistance, skills training, and workshops. A significant majority expressed satisfaction with these services, and many indicated a willingness to use them in the future. Few barriers were reported, but internet access and outreach to people with disabilities were noted as potential areas for improvement. The results affirm that the American Job Center is effectively serving its community and meeting its goals. Please view the survey results contained within the attached Power Point.

Deborah Russell (EOM) discussed a large unemployment survey conducted during the onset of COVID-19 through the Deputy Mayor's office, focusing on the impact of the pandemic on employment. The survey sought to understand how people lost their jobs, the likelihood of regaining employment, and the main barriers faced, such as access to technology due to the shift to virtual environments. She suggested a follow-up survey to assess the post-COVID situation, which would help identify ongoing barriers and how individuals are coping with the effects of the pandemic. Elijah Hopper responded positively to her suggestions.

Sheree Finley (DOES) expressed enthusiasm about the results of a survey that gauged service quality and client satisfaction, emphasizing the importance of such feedback. She noted the transition from paper to automated surveys in the DC networks, which will prompt users to complete surveys during login or logout. Finley praised the customer experience team for ensuring timely service and recognized the collaborative efforts with partners. She highlighted plans to enhance communication with partners, including the initiation of a partner chat for the AJC HQ. Finley is eager to share the survey findings in an upcoming directors' meeting, underscoring the importance of these results and appreciating the effort that went into conducting the survey.

Hopper, Elijah (EOM-Contractor)

Quarterly Review

Elijah Hopper discussed a review of the first two quarters, highlighting that the efforts made were evident in the positive trends in participant engagement, training completion, and employment outcomes.

Key Points Discussed:

1. **Overview of Quarters FY'2024:**
    - Quarter 1: October 23 - December 23
    - Quarter 2: January 24 - March 24
2. **Performance Highlights:**
    - Positive growth observed in participant engagement, training completion, and employment outcomes over the two quarters.
    - Increase in the number of new participants entering the program.
3. **Areas for Improvement:**
    - New participant acquisition.
    - Assessment completion rates.
    - Noted a drop in participants completing the intake process.
4. **Operational Insights:**
    - Discussed upticks in participants in training and those completing training.
    - Increase in participants receiving certifications.
5. **Future Focus:**
    - Emphasis on continued entry into programs and certifications with a goal to see these efforts reflected in quarter 3 results—particularly in participants completing programs and gaining employment.
6. **Strategic Goals:**
    - Aim to enhance employment rates and career paths for DC clients.
    - Focus on improving median income as directed by the mayor.
7. **Interactive Session:**
    - Elijah encouraged questions and feedback on the data presented and emphasized the importance of understanding that program effectiveness takes time to manifest fully.

Elijah did not wish to over-emphasize the data but was open to any questions, comments, or concerns regarding the information presented. Ongoing one-on-one meetings to discuss ground-level observations and adjustments.

Deborah Russell highlighted that there has been a renewed focus on the quality, number, and cost of training programs from the Deputy Mayor's office. She mentioned ongoing discussions around the challenges faced by people in securing jobs in their trained fields, despite certification. Future plans include quarterly board discussions and alignment in job development strategies to meet business needs and ensure that training aligns with high-growth industries.

Madeline Levy raised a point about tracking the continued education of those certified, which is crucial for understanding their future employability. She also mentioned tracking those not seeking employment. In response, Russell agreed and emphasized the need to accurately represent the intentions of training programs, whether they aim for immediate job placement or other outcomes like job readiness.

Russell also noted the importance of understanding the broader demographic of potential job seekers, including those disconnected from the workforce, to tailor services effectively. This includes conducting community-based surveys to identify and understand these individuals better. The conversation underscored a comprehensive approach to improving workforce training and employment systems, acknowledging the complexity of individual circumstances and the variety of outcomes from training programs.

Sheree Finley from DOES discussed the use of smart sheet links on iPads during outreach to allow customers to communicate their needs or feelings. She suggested creating a survey link for customers to fill out during these outreach events, especially considering the busy summer ahead with 32 events already scheduled for June, many requesting a mobile unit. This approach is seen as an opportunity to partner and share locations, enhancing community engagement.

Deborah Russell from EOM supported this idea and encouraged others to communicate about community events they are involved in, aiming to extend outreach capabilities. She also proposed working with a research company to develop district profiles for marketing and economic development, emphasizing the need to attract businesses by showcasing the local workforce.

Sheree Finley explained that before committing to any event, the team checks the pre-scheduled events and evaluates the availability of adequate space for the mobile unit, which requires 890 square feet to be fully deployed. The mobile unit's driver conducts a logistics check to ensure the space is suitable. Decisions on whether to use the mobile unit or just a table at events are based on these assessments. Sheree highlighted the importance of the mobile unit being equipped with air conditioning to ensure comfort during the hot summer events.

June 7th Second Annual Workforce Summit
Elijah Hopper inquired about updates on an upcoming summit, specifically asking Deborah if the WIC was close to the cutoff for participation or if further promotion was needed. Deborah reported that 114 people had already signed up for the summit as of Thursday and emphasized the importance of continuing to send out reminders to keep the summit visible. She also mentioned that awards are being prepared for job seekers who found employment through the workforce system and for business champions, with Drew Hubbard set to be the MC. The summit will feature sessions like one by Jeff King on “The Benefits Cliff” and its impact, and another session facilitated by Anika Holmes with employers. Deborah highlighted the interactive nature of the summit, encouraging participation, dialogue, and idea-sharing among attendees. She noted that there was still considerable work to be done in preparation, but they were nearing completion. Elijah acknowledged the excitement and value of the summit, reflecting on the success of the previous year and anticipating great networking opportunities at this year's event.

My Journey DC

Elijah Hopper updated that relevant individuals should have received emails over the past few days regarding "My Journey DC," contingent on their identification as users or partners through their agency. He mentioned a forthcoming meeting with the PAIRIN team to discuss the updates and review questions that have already been submitted. Elijah thanked everyone for their input and hard work on the "My Journey DC" project. During this discussion, Justin Cartagena interjected with a query about adding a feature to "My Journey DC" that would allow filtering customers by interest, such as construction or hospitality, to facilitate targeted messaging. Elijah appreciated the suggestion and indicated that it would be considered during their ongoing work meetings, highlighting their openness to incorporating new ideas into the project.

Partners discussed improvements to user experience and functionality related to customer services. They explored how to better assist customers in filtering and accessing information based on their interests or specific programs, particularly when the relevant agency may not be known. Justin Cartagena highlighted how DCHA use notifications for targeted information sharing, such as job alerts for construction classes, utilizing messaging blasts.

JMichelle Johnson from OSSE suggested integrating common workforce training programs offered by different partners into the “My Journey DC” platform, proposing that it visually map out career paths, such as from home health aide to medical administrative assistant. This integration would make it easier for users to navigate and pursue career advancements sequentially across different organizations.

Deborah acknowledged ongoing internal discussions about enhancing the functionality of career pathway maps, considering it a priority in budget discussions, though constrained by time and funds. She assured that these plans are considered for implementation around 2025.

Johnson also proposed a temporary solution involving a crosswalk with an expenditure guide for workforce training programs, to be possibly sorted by industry visibility, suggesting even an intern could assist with this. This would enhance the visibility and utility

of the data until the full functionalities are developed. Deborah confirmed that these discussions and developments would be revisited in upcoming expenditure guide meetings, stressing the increased interest and need for usability improvements in the provided data.

WIOA State Plan

Deborah Russell expressed satisfaction with the state plan's progress, noting minimal edits mostly related to formatting. She highlighted the content's approval by both the Deputy Mayor's office and the Council's office, crediting everyone involved for their contributions. Russell thanked her team and others for support in economic analysis and noted an upcoming meeting with Drew to upload the plan, followed by preparations for implementation. A board meeting and summit are planned to discuss implementation details, with a target to launch in the new program year starting in July. She also addressed various inquiries from JMichelle Johnson about the data and negotiated targets being uploaded and clarified the process and procedures for entering the data into the appropriate system.

AJC Partner Meeting
5/24/2024
9:00am - 10:00am

AGENDA

I. **Welcome & Introductions**

II. **DDOT/DOEE/OCTO – Guest Speaker**

III. **Summit & Workforce Champions Awards**

IV. **AJC Partners On-site**

V. **My Journey next steps**

2235 Shannon Place SE, Suite 3031
Washington, DC 20020

T (202) 671-1554
w www.dcworks.dc.gov

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
6/21/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Willis, Robert (DOES)	robert.willis1@dc.gov	
Juanda Spears (NCBA)	JSpears@myncba.com	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Marsha Netus (EOM-Contractor)	mnetus@americaworks.com	
Boardman-Schroyer, Kilin (OSSE)	Kilin.Boardman-Schroyer@dc.gov	
Shaundell Wascher (Potomac Job Corps)	Wascher.Shaundell@jobcorps.org	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
Monique Phillips (UPO)	mphillips@upo.org	
Pierre, Ann A. (DHS)	ann.pierre@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	

AGENDA

I. Welcome & Introductions
II. 2nd Annual Workforce Summit Recap
III. Business Engagement Conference
IV. DOES New Jobs Report
V. OSO Email Requests
  i. IFA Timesheets Request
  ii. MJDC Survey Reminder

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions

Russell, Deborah (EOM)
2nd Annual Workforce Summit Recap (Power Point Attached)

Event Details:

- **Date & Venue:** June 7th at the Kellogg Center, Gallaudet University
- **Participants:** Over 180 participants, including agency partners
- **Objective:** Establish a shared vision of one workforce system

Key Goals:

1. **Upskilling Workforce Professionals:** Measuring improvement in workforce knowledge and skills annually.
2. **Networking:** Facilitating connections among workforce professionals within the District and the tri-state area.
3. **Community of Practice:** Establishing a support community for those working directly with customers and businesses.
4. **Tools & Resources:** Sharing tools to help job seekers overcome employment barriers.
5. **Future of Work:** Gaining insights from businesses on future work trends and talent needs.
6. **Recognition:** Celebrating contributions of workforce professionals to residents and businesses.

Agenda Highlights:

- **Panel Discussion:** Featured workforce leaders including Walter Simmons (Prince George's County), Dr. Unique Morris-Hughes (Department of Employment Services), Anthony Featherstone (WorkSource Montgomery), and David Remick (Alexandria/Arlington Regional Workforce Council).
    - **Topics Discussed:**
        - Expanding regional collaboration and seamless service delivery in the tri-state area.
        - Enhancing business partnerships and understanding talent needs.
        - Innovating service delivery and embracing technology.
        - Promoting continuous professional development.

Business and Industry Panel:

- **Panel Discussion:** Conrad Samuels (DC Water), Brittany Pinto (Pepco Holdings), Vaughn Williams (Cedar Hill Regional Medical Center).
    - **Key Points:**
        - **Skills-Based Hiring:** Focus on hiring individuals with the necessary skills and certifications rather than degrees.
        - **Job Opportunities:** Highlighted various roles within industries, including administrative, billing, and culinary positions in healthcare.
        - **Background Checks:** Discussed the ongoing requirement for background checks, especially drug testing, despite the decriminalization of marijuana in DC. Some companies allow candidates who fail initial drug tests to retest after a period.
        - **Infrastructure Jobs:** Noted the good pay and career pathways available in infrastructure and healthcare.
            - Example: DC Water employees average wages in the $50,000-$60,000 range.
            - Example: Career pathways in healthcare, such as transitioning from custodial roles to medical assistance.

Workforce Champions Awards:

- **Awards Given:** Four individual job seekers and two businesses acknowledged for their achievements and contributions.
    - **Job Seekers:**
        - Meaza Aregawi: employed by the Restaurant Association as a food service worker and prep cook at the Smithsonian Museum.
        - Daniel Blaise: project manager at Smoot Construction.
        - Pauline Farrier: promoted from medical assistant to lead medical administrative assistant.
        - Milton McKinney: certified medical assistant at Washington Hospital Center.
    - **Businesses:**
        - **Dynamic Contracting:** Hired 15 Ward 8 residents for the new hospital project in Ward 8.
        - **Nelson's Welding:** Partnered with the Department of Employment Services, hired over 20 graduates from the Southwest Welding Center, and offered apprenticeships leading to employment opportunities.
- **Future Plans:** Expand the nomination process for next year's awards to include more participants.

Post-Lunch Sessions:

- **Speakers:** Laura Zeilinger (Director, Department of Human Services) and Geoff King (Program Manager, Career Mobility Action Plan).
    - **Topic:** Bridging the Benefits Cliff
        - **Key Points:**
            - **Understanding the Benefits Cliff:** Addressed challenges customers face in declining or delaying job opportunities due to fear of losing government benefits and lacking a safety net.
            - **Tools Provided:** Discussed tools to calculate salary impacts when transitioning from benefits to employment. The calculations for public assistance programs and taxes are determined using the **Policy Rules Database (PRD)** - a

repository that contains rules for all major federal and state public assistance and tax credits. **https://emar-data-tools.shinyapps.io/prd_dashboard/**

- **Career Mobility Action Plan (CMAP):** Serving 500 customers, providing financial support during their transition from unemployment to employment, ensuring a safety net during benefit reductions.

- **DHS Strategic Plan:** Aimed at addressing barriers to economic mobility by working internally and with external partners.

- **Future Updates:** DHS will provide ongoing updates on the strategic plan and how other agencies can support these efforts.

Developing a Skills-Based Approach for Businesses:

- **Speaker:** Brianne Dornbush (Executive Director, District Bridges)
- **Overview:** The WIC contracted District Bridges with ARPA (American Rescue Plan Act) funding to promote skills-based hiring.
  - **Program Outcomes:**
    - Development of tools, including video instructions, to help businesses adopt a skills-based approach.
    - Encouraging businesses to reassess job postings, language, and qualifications to accommodate skilled individuals without degrees.
  - **Audience Interest:**
    - Expressed need for guidance on preparing resumes with a skills-based format.
  - **Future Plans:**
    - Conduct lunch and learns to support frontline workers in helping customers adopt a skills-based approach to employment.

Interactive Session:

- **Engagement Activity:** Participants engaged in a game to reinforce learning, with the winner receiving a gift card.
- **Feedback:**
  - **Professional Development:** Participants expressed a desire for more ongoing professional development opportunities throughout the year.

- **Regional Networking:** Emphasized the need for more access to regional activities and networks in workforce development.
    - Upcoming Event: 10 representatives from partner agencies will attend the Business Services Academy in August.
- **Community Building:** Participants wanted to maintain the connections made during the summit.
    - Action Plan: Create a listserv to establish a community of practice.
- **Workshops:** Plan follow-up workshops on the benefits cliff and preparing skills-based resumes.

Next Steps:

- **Listserv Creation:** Establish a listserv to maintain the community of practice.
- **Follow-Up Workshops:** Conduct workshops on understanding the benefits cliff and more in-depth learning of how to create skills-based resumes.
- **Summit Website:** Develop a site on the WIC website with a debrief of the summit, additional photos, and upcoming training information.
- **Future Summits:** Plan to move the annual summit to September, aligning with Workforce Development Month. Save the date for September 2025 will be announced soon.

Professional Development Initiatives:

- **Raising the Bar Conference:** An upcoming event in Maryland for networking and professional growth.
- **DC Workforce Summit:** An annual opportunity for professional development.
- **Lunch and Learns & Virtual Trainings:** Providing ongoing, accessible training opportunities for workforce professionals.

Conclusion:

- **Collaboration & Innovation:** Emphasized the importance of working together and staying updated with new methods and technologies to better serve the community and meet workforce demands.

Russell, Deborah (EOM)

Business Engagement Conference

Deborah discussed the upcoming Business Services Academy. 10 registered attendees from partner agencies.

- **Schedule:**
  - **August 12:** Begins at noon
  - **August 14:** Ends 11:30 AM
- **Post-Event Lunch:** Suggested lunch and debrief session on August 14th to discuss learnings and next steps.

Objectives:

- **Knowledge Sharing:** Enhance understanding and strategies for business engagement.
- **Community Building:** Foster a community of practice among attendees focused on business engagement.
- **Collaboration:** Encourage sharing of insights, planning, and strategizing among attendees.
- **Resource Access:** Provide attendees with resources and principles for effective business engagement.

Expected Outcomes:

- **Feedback:** Collect attendee feedback at the conclusion of the training.
- **Ongoing Collaboration:** Establish ongoing communication and collaboration among business service professionals.

Finley, Sheree (DOES)

DOES New Jobs Report (Report Attached)

- **Source:** DC Networks
- **Prepared by:** Office of Talent and Client Services
- **Frequency:** Pulled bi-weekly or monthly
- **Content:**
  - Industry sector descriptions
  - Number of job orders per industry
- **Usage:**
  - Helps customers search for employment opportunities
  - Connects customers to open and available jobs
  - Supports labor exchange activities (funded by Wagner-Peyser)

Recommendations:

- Employers should register in DC Networks to access employer-specific features.

DC Networks Overview:

- **Functionality:**
  - Customer Relationship Management (CRM) system
  - Employer dashboard for job postings and applicant management
- **Features:**
  - Blind postings for pre-screening candidates
  - Detailed job position descriptions
  - Resume ranking system based on job qualifications
- **Employer Benefits:**
  - Efficient job posting and candidate pre-screening
  - Reduced unnecessary communication
  - Access to ranked candidate resumes

Conclusion: DC Networks provides robust tools for both job seekers and employers, enhancing the job matching process and supporting workforce development activities. Sheree discussed a DC Network presentation at a future AJC Partner meeting as well as presenting an overview during a future TEP meeting with DHS once the new contract begins in October 2024.

Hopper, Elijah (EOM-Contractor)

OSO Email Requests

- IFA Timesheets will need to be completed manually since the system is still down. The timesheets will be emailed along with the quarterly reporting spreadsheet. Please turn in both by July 15th.
- My Journey DC survey. OSO will email another reminder with link contained.

Meeting Adjourned: Next Meeting is July 12th, 2024.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
7/12/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Khalil Muhammad (Unverified)		
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Juanda Spears	JSpears@myncba.com	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Levy, Madeline	madeline.levycruz@udc.edu	
Justin Cartagena	jcartagena@dchousing.org	
Shanae Blunt	sblunt@upo.org	
Marsha Netus	mnetus@americaworks.com	
Willis, Robert (DOES)	robert.willis1@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Monique Phillips	mphillips@upo.org	
Lyndriell Smith	lsmith@upo.org	
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Dagne, Nigusie (DHS)	nigusie.dagne@dc.gov	

DC WORKFORCE INVESTMENT COUNCIL

AGENDA

I. Welcome & Introductions
II. AJC Certification Process Presentation
III. State Plan Implementation
IV. DOES POWER Grant Update
V. Workforce Development Month Activities

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions

Russell, Deborah (EOM)
AJC Certification Process Presentation (PowerPoint Attached)

One Stop Certification - Timeline
July 8 – August 19
An entity seeking to certify a Comprehensive, Affiliate or Access Point One-Stop Center must submit a One-Stop Center Plan and Application no later than August 19. Submissions will be accepted on a rolling basis.
July 30, 2024
The DC WIC will host a technical assistance call from 1:00 – 2:00 p.m. to provide guidance regarding the process.
August 19- September 6, 2024
The DC WIC Certification Team will review and evaluate submitted materials and conduct in-person site visits to make an official recommendation to the DC WIC Board regarding each submission.
September 9- September 16, 2024
DC WIC staff will provide the Certification Team recommendations to the DC WIC Board for vote. Applicants will be notified, and approved applicants will sign a Certification Agreement. Newly certified or recertified Centers will begin their duties on October 1, 2024.

AJC Certification Process Q&A

Community Access Points Certification:

- Deborah explained that the certification process for community access points will not be as rigorous as for affiliates or comprehensive centers. The focus is on how these access points will fill specific needs within the community.
- JMichelle Johnson (OSSE) inquired if there was a limit on the number of organizations that could serve as access points. Deborah clarified that it depends on the needs being filled rather than a specific number.

Demographic Focus for Access Points:

- Deborah highlighted that access points could serve specific demographics, such as veterans, and provided an example from San Francisco. The emphasis is on demonstrating the unique value access points bring compared to comprehensive centers.

Financial Considerations:

- Deborah mentioned the need to research the financial implications of becoming a community access point, acknowledging that there would be associated costs. She committed to providing more information in the next meeting.

Support for Licensed Training Providers:

- JMichelle Johnson suggested that state funding structures could support organizations licensed by the Higher Education Licensure Commission to become access points. This would alleviate some of the financial burdens from these organizations.

Commitment for Further Information:

- Deborah committed to gathering more information on community access points and presenting it at the next meeting.

Discussion on Affiliation and Community Access Points:

- Justin Cartagena (DCHA) expressed concerns about serving only Housing Authority residents. Deborah Russell assured him that community access points could serve the entire public while focusing on specific demographics. She offered to have a more in-depth conversation offline.

Opportunities for System Improvement:

- Sheree Finley (DOES) expressed excitement about the opportunities to improve and expand the system, including providing vital documents at access centers. Deborah Russell agreed and emphasized the importance of identifying gaps and complementary services. She highlighted the need for collaborative discussions on these topics in future meetings.

Russell, Deborah (EOM)

State Plan Implementation & Updates

- **Current Status:** The state plan is under federal review. Feedback has been received from federal agencies, particularly for DOES, OSSE, and WIC, with modifications being made accordingly. No feedback yet from DDS.
- **Process:** The process involves receiving federal feedback, making necessary changes, and re-uploading the revised plan. Deborah Russell is managing the modification process.
- **Timeline:** The goal is to complete the review process by the end of July. Implementation will proceed once the plan is approved to ensure no further changes are needed.
- **Next Steps:**
    - A briefing for the group on the state plan's content and goals, scheduled for the September board meeting.
    - Official launch of the new plan in October.
- **Implementation Approach:**
    - Emphasis on clarity and minimizing meeting overload.
    - Shared accountability among agencies to meet the plan's goals, requiring collaboration and coordination.
    - Monitoring and reporting on progress with an algorithm for quarterly updates to the board.
    - High-level oversight from leadership, including the deputy mayor and Councilwoman Bonds.

Acknowledgements:

- Appreciation expressed for the efforts of Sheree Finley and JMichelle Johnson in managing the modifications within tight timeframes.

Finnley, Sheree (DOES)

P.O.W.E.R. Grant Updates

- **Program Update:** Sheree provided an update on the P.O.W.E.R. grant aimed at providing older workers with employment resources. The program is now in full swing after a slight delay due to an awardee dropping off.
- **Participant Capacity:** The program has the capacity to serve 50 participants initially.

- **Pilot Program:** Emphasis on ensuring the current pilot program is strong, with hopes of continuation.
- **Next Steps:** Sheree will provide approved flyers and a Smartsheet link by the end of the day Monday for referrals, emphasizing an eligibility process.
- **Credentialing:** Participants will have access to nationally recognized credentials, including certification for customer service.
- **Program Details:** Funded under WIOA, the program offers coaching, resume building, and professional profile development for social media.
- **Excitement and Continuation:** There is significant enthusiasm surrounding the program, which will continue throughout the new program year.

Acknowledgement:

- Elijah Hopper acknowledged the update and encouraged sharing program details widely among partners and demographics.

Deborah Russell (EOM)

BEAD Funding Update

- **Infrastructure Funds:** Deborah discussed ongoing discussions with OCTO regarding infrastructure funds for the city. Progress has been made in understanding fund allocation, particularly in workforce-related components.
- **Upcoming Board Meeting:** The Deputy Mayor of Operations and Infrastructure will present on infrastructure developments at the next board meeting. Deborah is preparing a fact sheet to outline fund distribution and recipient organizations.
- **Guest Speaker from OCTO:** Mr. Hughes from OCTO will address the AJC Partner group on August 2nd regarding broadband funds and their implementation plan, emphasizing job opportunities and partnerships with agency partners.
- **Subgrants:** Deborah highlighted upcoming subgrants available for occupational training and job readiness funded through the infrastructure money, encouraging agencies to stay informed and consider applying.
- Elijah acknowledged Deborah's update and emphasized the importance of staying proactive given the fast-paced nature of developments since their last discussion with OCTO in December.

Deborah Russell (EOM)

Workforce Development Month

- *Community of Practice:* On September 6, the next community of practice will take place, focusing on business-facing issues. Justin Cartagena's suggestion led to

participation in the Business Services Academy in August and ongoing engagement in employer-related meetings.

- *Resource and Training Opportunity Fair:* Scheduled for September 26 at MLK on the 5th floor, this fair will feature information, resources, and services, including apprenticeship opportunities. Collaboration with talent and client services, WIC, and others aims to maximize participation from agency partners and community-based organizations (CBOs).
- *Coordination and Proclamation:* Elijah is coordinating activities and ensuring no overlap with other events during Workforce Development Month. Deborah plans to seek a proclamation from the mayor's office, considering potential events or media coverage to enhance visibility.
- Participants were encouraged to contact Elijah with their planned activities for September.

Questions, Answers and Follow-up:
Johnson, JMichelle (OSSE) asked a question that initiated a discussion on establishing performance indicators related to employer engagement under the state plan:

1. **Historical Context:** JMichelle mentioned that the Department of Labor waived the requirement for employer targets in the past state plan. She inquired if the district has decided on metrics individually or collectively for WIOA partners, and who is responsible for reporting.
2. **Role of Department of Employment Services (DOES):** Sheree from DOES confirmed they have Key Performance Indicators (KPIs) tied to employer performance indicators, including metrics like market saturation.
3. **Clarification and Next Steps:** There was a brief discussion about identifying which agencies or entities within DOES are responsible for establishing and monitoring these performance indicators. JMichelle suggested revisiting past plans to align current approaches.
4. **Future Actions:** Deborah emphasized the need for further exploration and alignment of employer engagement strategies across agencies, aiming for a cohesive approach to meet business needs beyond just employment.

Meeting Adjourned: Next Meeting is July 19th, 2024.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
8/2/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Khalil Muhammad (PJC)	Muhammad.Khalil@jobcorps.org	
Juanda Spears (NCBA)	JSpears@myncba.com	
Hughes, Kevin (OCTO)	kevin.hughes@dc.gov	
love-pettis, Lakisha (DDOT)	lakisha.love-pettis@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Monique Phillips (UPO)	mphillips@upo.org	
Lyndriell Smith (UPO)	lsmith@upo.org	

AGENDA

I. **Welcome & Introductions**
II. **DDOT's Infrastructure Priorities**
    a. Lakisha Love-Pettis, Chief Transportation Equity & Inclusion Officer (DDOT)
III. **Broadband Equity, Access, and Deployment (BEAD) Program Updates**
    a. Kevin Hughes, Administrator (OCTO)
IV. **9/26 Workforce Development Month Event**
V. **IFA Timesheets**

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions

Lakisha Love-Pettis, Chief Transportation Equity & Inclusion Officer (DDOT)
DDOT's Infrastructure Priorities (presentation attached)
Key Points:

1. **Bipartisan Infrastructure Law (BIL)**
    - DDOT has been awarded $170M in federal grant funding since 2021
    - DDOT is applying for as many discretionary grant opportunities as possible under the BIL
    - Recent successful grant applications include:
        1. BIP: I-395 Northbound Bridge ($72.0M)
        2. INFRA: East Capitol Street Safety & Mobility ($34.0M)
        3. Reconnecting Communities: I-295/DC 295 Corridor Improvement Study ($2.0M)
        4. RAISE: Benning Road Bridges ($15.0M); South Capitol Street Trail ($10.0M); Wheeler Road ($20.0M); Arboretum Bridge & Trail ($6.5M)
        5. PROTECT: Nannie Helen Burroughs flood mitigation($1.0M)
2. **Safe Streets and Roads for All Grants Program:**
    - DDOT has become eligible to apply
    - Focus on making high-injury networks safer
    - High injury corridors constitute 5% of roadways but account for 50% of crashes and fatalities
    - 75% of the high-injury network has projects that are completed, active, or planned, and funded
3. **Major Corridor Improvement Projects:**
    - Capital Improvement Plan invests in 10 high-injury network corridors
    - Key projects include Southern Ave, Alabama Ave, and East Capitol Street
    - New York Ave and N Capitol St are still in the planning phase
4. **FY25 Budget:**
    - Historic investment in maintaining sidewalks and assets in good repair
    - 90% of sidewalks are in good condition; new condition assessment approach is underway
    - $115 million allocated for constructing 49 miles of new sidewalk, ensuring at least one sidewalk on every street in DC
    - Rehabilitation and restoration of 240 more locations by 2027

- Investments in bridges for long-term improvements and multimodal accommodations
- New bridge project for access to Anacostia metro station from Suitland Parkway

5. **Engaging with DDOT:**
   - Transportation equity statement addresses historical inequities
   - Fair and just distribution of investments for all residents, visitors, and commuters
   - Focus on historically under-resourced groups
   - Internal equity assessment tool to ensure all divisions prioritize equity
   - Community engagement is critical to advance equity
6. **On-the-Job Training (OJT) and Disadvantaged Business Enterprise (DBE) Programs:**
   - Develops a pipeline of trainees for federally funded projects
   - Building Bridges to Opportunity Program (BEBOP) provides pre-highway construction training
   - DC Unified Program certifies DBEs and is housed within the Equity Inclusion Division
   - Various events and trainings to support DBEs in procurement opportunities
   - Upcoming 2024 DBE Summit in the fall
7. **Resources and Contact Information:**
   - Various links provided for up-to-date information on projects
   - Video highlighting the work of the Equity and Inclusion Division
   - Emphasis on maximizing opportunities for all and supporting business growth with DDOT

Key Points and Questions:

1. **Elijah Hopper (EOM-Contractor):**
   - Question: When is the next BEBOP program scheduled?
   - Response (DDOT): Planning is underway; awaiting funding approval from Federal Highway. Hoping for a spring 2025 start
2. **JMichelle Johnson (OSSE):**
   - Question: Are there opportunities to partner with DDOT for work-based learning?

- Response (DDOT): DDOT is very interested in partnering, especially to create career pathways in various trades, including pre-K to 16 education and alternative trade options
- Follow-up (OSSE): Highlighted sub-grantees providing training and certifications in construction-related fields. Expressed interest in transitioning program graduates for additional certifications

3. **Khalil Muhammad (PJC):**
   - Comments: Expressed excitement about potential partnerships and opportunities for students in trades like electrical wiring and construction. Highlighted the alignment of DDOT programs with existing training programs offered at PJC
   - Response (DDOT): Interested in creating and fostering relationships for further collaboration
4. **Additional Dialogue:**
   - (OSSE): Inquired about certifications offered by PJC's program (e.g., OSHA 10, OSHA 30)
   - Response (PJC) PJC programs offer various certifications, including OSHA, flagger certification, and trades like carpentry, plumbing, and HVAC. Most students are 18 and older, and the program offers GED and high school diplomas
5. **Elijah Hopper (EOM-Contractor):**
   - Question: Is DDOT working with American Job Centers or looking at workforce development programs outside of DDOT?
   - Response (DDOT): Expressed interest in partnerships with DC entities and creating pathways for diverse groups. Highlighted the need to change the culture to secure future funding
6. **Closing Remarks:**
   - Elijah Hopper: Emphasized the importance of partnership as the One-Stop Operator
   - Lakisha Love-Pettis: Thanked attendees for their time and expressed interest in further discussions

Kevin Hughes, Administrator (OCTO)

Broadband Equity, Access, and Deployment (BEAD) Program Updates

1. **Introduction:**
    - Kevin Hughes is the Administrator of the DC State Broadband and Digital Equity Office under OCTO
    - OCTO oversees technology strategy and management for DC government
2. **Overview of the State Broadband and Digital Equity Office:**
    - Created by Mayor Muriel Bowser in May 2022
    - Manages broadband-related grants, including BEAD (Broadband Equity Access and Deployment) and Digital Equity grants
    - Vision: Ensure all residents and businesses in DC have unbiased, barrier-free digital access
3. **Grants and Funding:**
    - BEAD Grant: $42.45 billion nationwide, with DC receiving $100.6 million to enhance internet infrastructure
    - Digital Equity Grants: Initial Planning, Capacity, and Competitive grants aimed at digital inclusion, with DC already having received the planning grant and applied for the capacity grant
4. **Workforce Development:**
    - **Infrastructure Build-Out:**
        a) Job creation for constructing fiber optic infrastructure
        b) Roles include construction, electricians, fiber optic splicers, and installers
        c) Emphasis on minority and women employment and apprenticeship programs
    - **Non-Deployment Related Opportunities:**
        a) Focus on providing devices (laptops) and digital literacy training from basic to advanced levels
        b) Advanced training in cybersecurity, Cisco certification, coding, AI, robotics, and fiber optic network technician training
        c) Aim to collaborate with government agencies and the private sector for job creation and placement
5. **Current and Future Steps:**
    - Implementing a challenge process to verify internet connectivity across DC
    - Following this, move into the subgrantee selection process where ISPs will bid to provide connectivity

- Encourage visiting techtogetherdc.com for detailed plans and updates

6. **Vision and Impact:**
   - Kevin emphasizes the transformative potential of these grants to close the digital divide and create meaningful job opportunities
   - The goal is to ensure residents are equipped with tools, training, and job opportunities, leading to real and impactful changes in their lives
   - Kevin's background with NTIA and minority broadband initiatives positions him well to lead these efforts
7. **Community Outreach:**
   - Kevin and his team will be actively engaging in outreach, attending back-to-school events and community gatherings to inform residents about the opportunities available
   - They aim to motivate and excite the community, encouraging those interested in career changes to take advantage of these programs
   - The office is committed to spreading the word and ensuring everyone is aware of the resources and opportunities provided by the grants
8. **Closing:**
   - Kevin highlights the historic nature of this funding and the significant opportunities it presents
   - The ultimate aim is to ensure comprehensive digital inclusion and workforce development, benefiting DC residents and setting a benchmark for other states and territories
   - He looks forward to collaborating with colleagues to make the most of this opportunity and expresses his gratitude for their support

Key Points and Questions:

1. **Appreciation and Commitment:**
   - Deborah Russell expressed gratitude for the passionate and committed presentations by Kevin Hughes and LaKeisha. She emphasized the importance of creating job pipelines for DC residents, ensuring they have the first opportunity for new jobs
2. **Outreach and Resource Fair:**
   - OCTO and DDOT have been invited to participate in the September 26th resource fair at MLK for outreach and information distribution. The goal is to engage job seekers interested in tech and broadband-related professions

3. **Challenge Process Timeline:**
    - Question (Elijah Hopper): When will the challenge process be completed?
    - Answer (Kevin Hughes): The challenge portal is being developed to allow ISPs and nonprofits to conduct the process. It should be up and running within the next three weeks
4. **Addressing Skill Gaps:**
    - Question (Elijah Hopper): What are the most important skill gaps to prepare the workforce for this opportunity?
    - Answer (Kevin Hughes): There are disparities in digital literacy levels required by employers. OCTO aims to address this by focusing on tech and broadband-related jobs. Surveys conducted indicated a lack of proficiency among residents, which was submitted to NTIA and helped secure the grant. OCTO conducts digital literacy training, particularly for seniors, and emphasizes serving covered populations, including veterans, seniors, ESL individuals, people with disabilities, and minority communities
5. **Further Information and Ongoing Engagement:**
    - Deborah Russell: Encouraged visiting techtogetherdc.com for more information. Shared that OCTO and DDOT will continue to engage with the community and keep everyone informed about funding and activities. Future opportunities for collaboration and resident engagement will be communicated
6. **Closing Remarks:**
    - Kevin Hughes and Deborah Russell thanked each other for their partnership and commitment to making impactful changes in the community

9/26 Workforce Development Month Event

Elijah Hopper, (EOM-Contractor)

1. **Reminder for Agencies to Sign Up**: Elijah reminded all agencies to sign up for the Workforce Development Resource and Training Fair on September 26th. He emphasized the importance of having all partners present, including DDOT and OCTO, and anticipated a significant turnout. He will send another reminder email and follow up individually with agencies that have not yet signed up.

IFA Timesheets Discussion Points:

1. **Concern About Timeliness:**
    - Michelle Johnson raised concerns about preparing and submitting the final timesheets by the end of September to ensure they are processed before the fiscal year ends
    - Deborah Russell acknowledged the stress related to this issue and mentioned that she and Elijah have a meeting with the OCTO at DOES to address this concern. The meeting has taken a long time to schedule, but they aim to resolve the problem of delayed invoices
2. **Invoicing and Timesheet Submission:**
    - Deborah emphasized the need for collecting all timesheets and generating one consolidated invoice due to the year-end system shutdowns. She assured that this plan is already in place and will be discussed in the upcoming meeting with OCTO (DOES)
    - Michelle requested that a single bill be issued for the full amount as stated in the MOU, rather than preparing multiple memos for different time frames. Deborah agreed and confirmed that this is the intended approach
3. **Issues with Accruals:**
    - Michelle mentioned the complications with waiting until the end of the year for payments, which can lead to charges being applied to the next fiscal year's budget
    - Deborah agreed and noted past difficulties with accruals, emphasizing the importance of resolving this to avoid budget issues in the next fiscal year
4. **Multi-Year MOU and IFA Adjustments:**
    - Michelle asked whether the expenditures and contributions would remain the same throughout the multi-year MOU period
    - Deborah explained that while the MOU is for three years, IFA adjustments might occur due to economic conditions. She will verify this with the OCTO (DOES) and recommend maintaining flat funding for the current year
5. **Next Steps:**
    - Deborah and Elijah will meet with the OCTO (DOES) to address all these concerns and send an update to partner agencies by the afternoon

- Agencies are encouraged to submit any additional questions or concerns early to ensure they are addressed in the meeting

6. **UPDATE**
   - Since meeting with OCTO (DOES), Elijah emailed all agencies requesting the completion of the IFA Timesheet template through September 2024. The goal is to provide OCTO with all timesheets in order to generate one single invoice as to not delay payment schedule. The due date is August 7th, 2024.

Meeting Adjourned: Next Meeting is August 16th, 2024.

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
8/23/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Thompson, Pearl (DHS)	pearl.thompson@dc.gov	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Levy, Madeline (UDC)	madeline.levycruz@udc.edu	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Amwisha Gathers (PJC)		
Bacon, Jessica (DHS)	jessica.bacon@dc.gov	
Lyndriell Smith (UPO)	lsmith@upo.org	
Willis, Robert (DOES)	robert.willis1@dc.gov	
Marsha Netus (EOM-Contractor)	mnetus@americaworks.com	
Juanda Spears (NCBA)	JSpears@myncba.com	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
Monique Phillips (UPO)	mphillips@upo.org	
Shanae Blunt (UPO)	sblunt@upo.org	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Allen-Silver, Roxanne (DHS)	roxanne.allen- silver@dc.gov	

AGENDA

I. **Welcome & Introductions**
II. **IFA Timesheets**
III. **AJC Certification Updates**
IV. **Business Services Academy**
    i. **Overview and Next Steps**
V. **Targeted Hiring Events & OCTO Resources**
VI. **Upcoming Events**

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions

Hopper, Elijah (EOM-Contractor)
infrastructure Agreement (IFA) Timesheet
Partners were asked to complete the yearly timesheet template and submit it by August 9th, close of business. OSO received all timesheets as requested and submitted them to DOES OCFO on August 15th. DOES OCFO has since responded and alerted OSO/WIC that the time reporting system is back up and running. OSO asked AJC Partners to check the system to ensure they could log in during the 8/23 meeting. JMichelle (OSSE) checked and noticed the time requested was that of October 2023 – September 2024. WIC responded to DOES OCFO and requested the timesheets be used in lieu of the system as AJC Partners have submitted manual timesheets for the periods requested in the system. OSO will reach out to partners with any pertinent updates.

Russell, Deborah (EOM)
AJC Certification Updates
Deborah updated AJC Partners that the time frame for certifying American Job Centers has been pushed back and an updated tentative schedule will be forthcoming. Applications were submitted and the DC WIC Certification Team will review and evaluate submitted materials and conduct in-person site visits to make an official recommendation to the DC WIC Board regarding each submission.

Hopper, Elijah (EOM-Contractor) Russell, Deborah (EOM)

Business Engagement Conference

During our AJC Partner in-person meeting on April 12th, there was a discussion centered around how we as a group could better utilize and strategize our engagement with local employers in the District. In May, Deborah presented the group with a Business Services Academy conference that would be taking place in Baltimore through the National Association of Workforce Development Professionals in August. After receiving enthusiastic interest from AJC Partners, the WIC decided each agency could send one business engagement professional, with costs covered by the WIC. The end goal would be to use the Business Service Academy event and the knowledge and insight received to initiate a community of practice for job developers to coordinate efforts and improve business engagement.

The event was held August 12th – 14th and was a great showcase of ways to equip us with the tools, knowledge, and expertise we need to excel in the ever-evolving landscape of business services.

Key Discussion Points:

1. **Regional Collaboration and Job Alignment:**
    - Deborah Russell emphasized the importance of regional collaboration between DC, Maryland, and Virginia in workforce development. The discussion included exploring training reciprocity between jurisdictions to better serve customers. The regional approach aligns with the goals of the state plan.
2. **Addressing Skills Gaps and Job Availability:**
    - Pearl Thompson (DHS) highlighted the decline in good-paying jobs that required low literacy skills, questioning how to fast-track individuals into jobs without extensive education. Deborah responded by discussing the importance of connecting people with paid training programs, such as apprenticeships, and leveraging career pathways that offer growth potential.
3. **Digital Literacy and Credentialing:**
    - JMichelle Johnson (OSSE) addressed the challenges of preparing residents with low literacy and digital literacy skills. She mentioned the potential impact of additional resources from the Department of Commerce Digital Equity grant funding. Johnson emphasized the need for training programs to provide industry-specific certifications, digital badges, and work-based learning opportunities, ensuring participants leave with multiple credentials.
4. **Quality and Quantity of Training Providers:**

- Deborah Russell and JMichelle Johnson discussed the need to improve the quality and quantity of training providers in DC. They are considering changes to hold providers to higher standards, including job readiness and comprehensive training models that integrate workforce preparation, literacy, and digital skills.

5. **Standardizing Training and Job Readiness:**
   - The discussion highlighted the need to standardize job readiness across agencies and training programs. This includes ensuring all training programs incorporate essential components like digital literacy and workforce preparation, which could be formalized through contractual requirements.

Elijah Hopper (EOM-Contractor) emphasized the importance of ensuring that job developers/career coaches are having meaningful discussions with clients about their barriers, such as literacy and digital literacy. He questioned whether these issues are being addressed in the client's personalized development and work plans and stressed the need for automatic referrals to appropriate programs, like those offered by OSSE, to address these challenges. Hopper highlighted the need for a dual-track approach where clients balance job applications with training that enhances their employability. He also mentioned Potomac Job Corps as a partner providing apprenticeship and housing, helping clients overcome barriers so they are job-ready upon graduation. Hopper asked if there is a clear plan in place holding clients accountable for their progress, just as agencies are held accountable for providing support.

JMichelle Johnson (OSSE) added that the District may need to create linkages to alternative career pathways that allow individuals with entry-level skills to gain employment while continuing to hone their skills. However, Johnson acknowledged that the current limitation is the quality and availability of training providers in the city.

Action Items:

- Continue discussions on regional training reciprocity and prepare for the resource fair on September 26th.
- Explore the use of the Department of Commerce Digital Equity grant funding to enhance digital literacy training.
- Review and revise standards for training providers and job readiness programs to ensure consistent quality and outcomes across the district.

Hopper, Elijah (EOM-Contractor)

Targeted Hiring Events & OCTO Presentation Follow up

- **Targeted Hiring Events:** The group discussed the importance of preparing clients for hiring events and addressing issues like transportation or daycare. Employers are looking for a return on investment, so it's crucial that clients are ready and able to meet employer needs.

- **Using Existing Resources:** Elijah Hopper emphasized the need to utilize current resources, like the OCTO website and various training tools, to improve client readiness. He encouraged everyone to take advantage of these tools instead of waiting until training is urgently needed.

- **Training and Infrastructure Updates:** Deborah Russell provided updates on infrastructure projects and training opportunities. OCTO is currently focused on assessing priority areas for connectivity, and there will be updates on training and funding in the future. She also mentioned the need to stay informed about regional infrastructure developments.

- **Training Availability:** Elijah noted that Tech 101 training workshops are available and suggested that these resources be integrated into clients' work plans. He also mentioned other training options like Northstar and resources at the Martin Luther King Library.

Hopper, Elijah (EOM-Contractor)

Upcoming Events & Updates

- **Community of Practice Meeting (September 6th):** Current agenda items include a presentation by Erin Bebo from City Works on wrap-around services and an update from infrastructure representatives. **Flyer Attached**
- **OCH Week (September 18th):** UDC will celebrate Workforce Development Month with OCH Week on September 18th from 2 PM to 6 PM. It will be a career and community resource fair. **Flyer Attached**

- **H Street Festival (September 21st)**: Deborah announced that there will be a table at the H Street Festival on September 21st. They will promote the September 26th event and other initiatives. Agencies can provide promotional materials. H Street Festival 2024: A Celebration of Culture, Music, and Fun!
- **WIC Resource & Training Opportunities Event (September 26th):** The event is being held at the MLK Library located on G Street NW. Expecting over 20 resource and training providers, along with a few selected employers. Please sign up with OSO if you have not already RSVP'd. **Flyer Attached**
- **Fall Term Enrollment**: Madeline Levy (UDC) announced that the fall term has begun with 455 students enrolled, reaching pre-pandemic levels. Additionally, around 60-70 students joined the FIT for DC grant program.
- **North Star Program**: JMichelle Johnson shared that there are still some locations available for the North Star program and will provide information in the chat for those interested. **Presentation Attached**
- **Recent Events**: Sheree Finley reported that DOES had a successful recent event with 609 registrants, 402 attendees, and 31 on-site hires. There was also a hiring event by DHS earlier this month and are awaiting feedback.
- **Referral Platform Changes**: Deborah mentioned upcoming changes to the My Journey DC referral platform. A new, more dynamic platform is being explored, with more details to come.
- **Upcoming Meetings**: Elijah Hopper mentioned plans for an in-person meeting before the end of the year and noted that next Friday's meeting will be canceled due to the holiday weekend.

Meeting Adjourned: Next Meeting is September 13th, 2024

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
9/13/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Dolphin, Derrick - FNS	derrick.dolphin@usda.gov	
Ameisha gathers (PJC)	Gathers.Ameisha@jobcorps.org	
Juanda Spears (NCBA)	JSpears@myncba.com	
Staten, Madison (DHS)	madison.staten@dc.gov	
Brown, Teresad (DHS)	teresad.brown@dc.gov	
Lundy, Walter (DOES)	Walter.Lundy@dc.gov	
Levy, Madeline (UDC)	madeline.levycruz@udc.edu	
Nasados, Christopher - FNS	christopher.nasados@usda.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Marsha Netus (EOM-Contractor)	mnetus@americaworks.com	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
Roberts, Robi (DHS)	robi.roberts@dc.gov	
Jennings, Caressa (DHS)	caressa.jennings@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
M. Toran (PJC)	toran.marilyn@jobcorps.org	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Monique Phillips (UPO)	mphillips@upo.org	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Thomas, Ahmad (DOES)	ahmad.thomas2@dc.gov	
Ivan Laney (UPO)	ilaney@upo.org	
Chiza, Glorie (DOES)	glorie.chiza@dc.gov	
Shanae Blunt (UPO)	sblunt@upo.org	
Finley, Sheree (DOES)	sheree.finley@dc.gov	
Wright, Ricky (DDS)	Ricky.Wright@dc.gov	

Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Lyndriell Smith (UPO)	lsmith@upo.org	
Allen-Silver, Roxanne (DHS)	roxanne.allen-silver@dc.gov	

AGENDA

I. **Welcome & Introductions**
II. **Guest Presenters:**
    a. **Derrick Dolphin & Christopher Nasados: FNS – USDA**
    b. **Glorie Chiza: DOES Office of Talent and Client Services**
III. **Q&A**
IV. **Community of Practice (COP) Re-cap**
V. **AJC Certification Update**
VI. **State Plan Update**
VII. **Upcoming Events Update**

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions
Key Guests:

- Derek Dolphin & Chris Nasados: SNAP E&T/Food and Nutrition Services (FNS)
- Glorie Chiza: DOES (Department of Talent and Client Services)

Key Discussion Points:

1. SNAP Employment and Training (E&T) Program:

- **Overview by Derek Dolphin**:
    - Derek provided a detailed breakdown of how the SNAP Employment and Training (E&T) program works within the broader scope of the Supplemental Nutrition Assistance Program (SNAP). This federal program is designed to

help individuals receiving SNAP benefits transition into self-sufficiency by providing training, work experience, and other critical services.
    - **Key Objective**: The primary goal is to move recipients from training completion to certification and ultimately into employment. However, the Mid-Atlantic region, faces challenges in this transition, as many participants do not successfully complete this path.
- **Program Structure**:
    - SNAP E&T comprises four major components:
        1. **SNAP Outreach**: Informing the public about how to apply and eligibility criteria.
        2. **Nutrition Education**: Helping participants make healthy choices within a limited budget.
        3. **Disaster SNAP**: Providing food support during natural disasters.
        4. **SNAP Employment and Training (E&T)**: Focuses on skills development through work experience (apprenticeships, on-the-job training) and education (vocational training, adult education).
    - Derek emphasized that vocational training and career technical education (CTE) are critical pathways to providing participants with industry-recognized credentials. These credentials are intended to lead to self-sufficiency and long-term employment.
- **Supportive Services**:
    - The **supportive services** component includes essential resources like case management, transportation assistance, personal protective equipment (PPE), supplies, and childcare support. These are essential to ensuring participants can successfully complete their training programs.
    - **Case management** is a requirement for all participants, and states are expected to provide it either directly or through third-party partners.
- **Challenges**:
    - Derek highlighted that, despite the number of participants receiving training, a significant portion does not move forward into employment. There is a need to address this gap by improving outcomes from certification to job placement.
    - The program's goal is to ensure that participants go to work or continue training upon completion of their programs. However, the transition to work remains a challenge.

- **Unique Model**:
    - Derrick acknowledges that DC's model is distinctive in that it employs vocational development specialists who provide direct services to SNAP E&T participants. This unique approach sets the District apart and is potentially the only model of its kind in the country.

2. Data Sharing and Program Analysis:

- **Presented by Chris Nasados**:
    - Chris focused on how SNAP E&T collects and uses data to track outcomes and improve the program. Data is critical to understanding the program's impact and informing future decision-making.
    - **Data Lifecycle**: The process includes state plans, quarterly participation reports (Form FNS-583), and the Annual Outcome Report. Together, these help measure participation rates, employment outcomes, and other key metrics.
- **Key Data Findings**:
    - **Participation Rates**: In FY23, approximately 27,000 individuals participated in SNAP E&T across the region. However, this only represents 2% of the potential eligible population, highlighting a gap in program outreach and engagement.
    - **Employment Outcomes**:
        - Only 41% of participants were employed six months after completing the program, and just 40% retained employment after one year.
        - The median wage for those employed six months after the program was $5,600 per quarter or roughly $22,400 annually. This suggests that participants are securing low-wage jobs, which may impact their long-term financial stability and self-sufficiency.
    - **Completion Rates**: Around one-third of participants completed educational components (vocational training, job readiness programs, etc.). This indicates that the majority of participants did not finish their training, which may contribute to lower employment rates.
- **Challenges in Data Alignment**:
    - Chris pointed out that data alignment between SNAP E&T and third-party partners is critical for tracking progress and outcomes. Third-party partners

such as community colleges and workforce organizations need to improve data reporting to better understand participant engagement and success rates.
    - He also noted a troubling trend where certain training components, like Career and Technical Education (CTE), had high participation but low job placement rates (only 7% secured jobs after completing CTE).
- **Future Focus**:
    - The data analysis suggested that there is room for improvement in both participation and outcomes. SNAP E&T will focus on increasing completion rates for training programs, improving data accuracy, and ensuring that participants transition to meaningful employment after completing their training.

3. DOES (Department of Talent and Client Services):

- **Presented by Glorie Chiza**:
    - Mr. Chiza introduced the work of the Office of Talent and Client Services at DOES. The office plays a crucial role in connecting businesses with job seekers and helping to meet the workforce development needs of the District.
    - **Service Offerings**:
        1. **Strategy and Planning**: Provides businesses with a roadmap for navigating workforce resources and finding the right talent.
        2. **Concierge Consulting**: Offers tailored solutions to businesses, guiding them through the process of hiring and workforce development.
        3. **Recruiting and Hiring**: Facilitates hiring events, job fairs, and recruitment efforts to connect employers with qualified candidates.
- **Key Programs**:
    - **Work Experience (WEX)**: A four-month, minimum-wage internship program for entry-level job seekers, fully funded by the District.
    - **On-the-Job Training (OJT)**: A six-month program where the District subsidizes 75% of wages for more experienced candidates, providing a pathway for job seekers to gain practical experience.

    - **Career Ready DC**: An AI-driven platform launched in partnership with Eightfold AI. It helps DC residents create profiles and matches them with job opportunities based on their skills and qualifications.
- **Partnership with Employers**:
    - The office works closely with employers to gather feedback and data on job seeker performance. This data helps refine recruitment efforts and improve the overall success of workforce programs. Businesses are encouraged to share outcomes so DOES can track job placements and identify areas for improvement.

4. Open Discussions:

- **Deborah Russell (WIC)**:
    - Deborah raised concerns about the low job placement rates following training and called for more focused discussions on how to improve outcomes.
    - She suggested that workforce partners, including SNAP E&T and DOES, need to work more collaboratively to address the barriers participants face in moving from training to employment. This includes customizing case management and aligning workforce strategies with local needs.
    - Deborah also mentioned the importance of outreach efforts and understanding why certain populations are not completing training or securing jobs. She recommended more targeted engagement with participants to better understand their challenges, including transportation issues and safety concerns about crossing ward lines in DC.
- **Additional Comments**:
    - **Theresa Brown (DHS)**: Provided an update on DHS's redesign phase, set to launch on October 1, 2024. This redesign will affect how SNAP and other workforce programs are delivered in the District.
    - **Sheree Finley (DOES)**: Highlighted the importance of the partnership between DOES and SNAP, particularly in experiential programs like WEX and OJT, which often lead to meaningful employment for job seekers.

Next Steps:

- **Follow-Up Conversations**: Elijah and Deborah will coordinate with SNAP and DOES on continuing discussions around training-to-employment transitions. There is a consensus to improve job placement outcomes and address systemic challenges. Derek Dolphin and Chris Nasados expressed interest in continuing discussions with local partners on how to improve training-to-employment outcomes.
- **Data-Driven Strategies**: Both SNAP and DOES will work on refining their data collection and reporting processes to ensure that workforce programs are effective in transitioning participants to sustainable employment.
- **Workforce Development Events**:
    - **H Street Festival (September 21, 2024)**: The WIC & OSO will participate with a resource table to engage the community and provide information about workforce services.
    - **MLK Resource Training Fair (September 26, 2024)**: A major event with almost 30 resource providers & employers confirmed, including the DOES WOW (Workforce on Wheels) Bus. Radio ads will promote the event and Elijah has reached out to the Mayor's Office of Community Affairs (MOCA).
    - **October 25, 2024 In-Person Meeting**: Partners are encouraged to attend this meeting to continue the discussion on workforce initiatives. Quarterly data will be reviewed and discussed.

Meeting Adjourned: Next Meeting is September 27th, 2024

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
9/27/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Jones, Christian (EOM)	christian.jones1@dc.gov	
Shaundell Wascher, Potomac Job Corps (PJC)	Wascher.Shaundell@jobcorps.org	
Steven Billy (PJC)	billy.steven@jobcorps.org	
Juanda Spears (NCBA)	JSpears@myncba.com	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Eboda, Tunde (DHS)	tunde.eboda@dc.gov	
Russell, Deborah (EOM)	deborah.russell@dc.gov	
Shanae Blunt (UPO)	sblunt@upo.org	
Brown, Teresad (DHS)	teresad.brown@dc.gov	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Monique Phillips (UPO)	mphillips@upo.org	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Thomas, Ahmad (DOES)	ahmad.thomas2@dc.gov	
Justin Cartagena (DCHA)	jcartagena@dchousing.org	
Arleen Jones (Unverified)	Jones.Arleen@jobcorps.org	
Marsha Netus (EOM-Contractor)	mnetus@americaworks.com	
Staten, Madison (DHS)	madison.staten@dc.gov	
Ameisha Gathers PJC (Unverified)	Gathers.Ameisha@jobcorps.org	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Roberson, Joy (DHS)	joy.roberson@dc.gov	
Lyndriell Smith (UPO)	lsmith@upo.org	
Roberts, Robi (DHS)	robi.roberts@dc.gov	
Ivan Laney (UPO)	ilaney@upo.org	
Jennings, Caressa (DHS)	caressa.jennings@dc.gov	

AGENDA

I. **Welcome & Introductions**
II. **WIC Board Meeting Recap**
III. **H Street Festival Recap**
IV. **WIC/OSO MLK Workforce Event Recap**
V. **IN-PERSON MEETING 10/25/2024**
VI. **Upcoming Events Update**

Hopper, Elijah (EOM-Contractor)
Welcome & Introductions

Russell, Deborah (EOM) & Jones, Christian (EOM)
WIC Board Meeting Recap - WIOA Implementation and Labor Market Data Presentation

Deborah Russell provided the background for Christian's presentation, linking it to the recent DC WIC Board meeting where one of the main discussion topics focused on WIOA implementation. The meeting emphasized the need to target Wards 5, 7, and 8, based on data showing these areas had the most urgent needs. Deborah also mentioned the development of dashboard goals, which will include measurable outcomes and identify stakeholders accountable for implementing these goals. Christian was invited to present labor market data to help the WIC Board understand who DC residents are, their challenges, and how the workforce system can address their needs.

Key Points from Christian Jones' Presentation

ALICE Survival Income:
Christian introduced data from the **United Way ALICE (Asset Limited, Income Constrained, Employed)** calculator, which estimates the income needed for DC residents to meet basic living expenses:

- A **single adult** requires $47K annually for survival in DC.
- For a **single parent with two children**, the required income rises significantly to $104K due to high childcare costs.

- Christian emphasized that these figures represent survival, not thriving, in DC's expensive housing and living market.

Unemployment Data (2022):
Christian presented unemployment statistics, highlighting **who DC's unemployed residents are**:

- **Race**: A significant portion of the unemployed population is Black, with **13,553 Black residents** unemployed in 2022.
- **Ethnicity**: **3,089 Hispanic residents** were unemployed, representing 18% of the total unemployed population.
- **Age**: Residents aged **25-39** make up **33%** of the unemployed population. Expanding this to include ages up to 49 raises the figure to nearly 50%.
- **Gender**: Women accounted for **9,670 unemployed residents**, a significantly higher rate compared to men. This disparity underscores the need to focus efforts on supporting women, particularly **Black and Hispanic women**.

Educational Attainment:
Christian detailed the education levels of the unemployed:

- **37%** of unemployed residents have a **bachelor's degree or higher**, meaning **67%** lack this level of education. The workforce development system should prioritize those with **high school diplomas**, **some college**, or **associate degrees**.
- Wards **5, 7, and 8** are critical areas, representing **42%** of the unemployed population in 2022, a figure expected to rise to **51%** based on newer data. This justifies focusing workforce development resources in these areas.

Personas to Illustrate Workforce Challenges (PPT Included):
To humanize the data, Christian presented **personas** that represent typical residents the workforce system serves:

1. **Elena (29, Hispanic, single, no children)**:
   Elena holds an **associate degree** and seeks a career in IT. With her survival income at $47K, she faces difficulties breaking into the field despite her qualifications.
2. **Christina (32, Black, single mother with two children)**:
   Christina, with **some college education** and a background in hospitality, has a survival income of **$104K**, largely driven by childcare expenses. Her situation mirrors many single mothers' challenges in balancing low wages with high living costs.
3. **Kisha (36, Black, married with two children)**:
   Kisha, with **10 years of experience** in education but only an **11th-grade education**,

requires a survival income of **$109K**. Despite her experience, her lack of formal qualifications presents hurdles to career advancement.

Call to Action:
Deborah reiterated that these personas should help the WIC Board and partners better understand who they are serving. She also emphasized that the upcoming AJC Partner Meeting scheduled for **October 25th in-person meeting** would focus on strategies for helping these individuals reach family-sustaining wages and achieve the Mayor's goal of increasing Black household income by $25,000.

Regional Collaboration and Workforce Goals
During the Q&A, Michelle Johnson (OSSE) raised the important question of how DC is collaborating with surrounding counties like Prince George's County and Northern Virginia, recognizing that many DC residents work outside the city due to housing costs.

- Deborah Russell responded that regional partnerships are a key part of the WIOA strategy, with ongoing discussions to provide training opportunities at community colleges in Maryland and Virginia, and collaboration with regional businesses to create job opportunities.

Community Engagement & Outreach Events

- H Street Festival (September 21, 2024):
  Elijah and Deborah participated in the H Street Festival, where they engaged with nearly 300 people. A key takeaway was that many residents were unaware of the resources available to them, underscoring the need for better outreach. Elijah stressed that AJC partners should send information about upcoming events and programs so that outreach efforts can be better coordinated.
- WIC/OSO MLK Library Workforce Development Fair (September 26, 2024):
  The event saw over 70 attendees despite logistical challenges due to a nearby police funeral. Attendees included employers, apprenticeship programs, and community-based organizations, that connected residents with training and job opportunities.
    - Two attendees received a job offer during the event, highlighting the immediate impact of these types of community initiatives.
    - Additionally, there was a strong demand for technology resources, with participants eagerly staying for the raffles of laptops and phones to aid their job search efforts.

Next Steps and Key Takeaways

- **October 25th In-Person Meeting:**
  This meeting will focus on solidifying the WIOA State Plan and ensuring that AJC partners understand their roles in achieving the established dashboard goals. The meeting will also discuss how to improve outreach, provide wraparound services, and engage businesses more effectively.
- **Increased Outreach:**
  Both Elijah and Deborah emphasized the importance of shifting toward more community-centered engagement. The H Street Festival and MLK Library Fair proved that in-person events are essential for connecting with residents who are unaware of available resources. Moving forward, the AJC team will aim to hold quarterly outreach events to ensure a consistent connection with the community.

Meeting Adjourned: Next Meeting is October 11th, 2024

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
10/11/2024
9:00am - 10:00am

Meeting Attendees:

Name	Email	
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov	
Gathers, Ameisha (PJC)	Gathers.Ameisha@jobcorps.org	
Levy, Madeline (UDC-WDLL)	madeline.levycruz@udc.edu	
McCoy, Bianca (DHS)	bianca.mccoy@dc.gov	
Juanda Spears (NCBA)	JSpears@myncba.com	
Jones, Arleen (PJC)	Jones.Arleen@jobcorps.org	
Stevens, Billy (PJC)	billy.steven@jobcorps.org	
Monique Phillips (UPO)	mphillips@upo.org	
Ivan Laney (UPO)	ilaney@upo.org	
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov	
Brown, Teresad (DHS)	teresad.brown@dc.gov	
Thomas, Ahmad (DOES)	ahmad.thomas2@dc.gov	
Acklin, Bridgette (DHS)	bridgette.acklin@dc.gov	
Jennings, Caressa (DHS)	caressa.jennings@dc.gov	
Roberts, Robi (DHS)	robi.roberts@dc.gov	
Jones, Keisha (DHS)	keisha.jones1@dc.gov	
Shanae Blunt (UPO)	sblunt@upo.org	

AGENDA

I. **Welcome & Introductions**
II. **Discussion: Closing of AJC Locations and Next Steps**
III. **My Journey DC Updates**
    a. **Catalog Clean-up**
IV. **Upcoming Training**

V. **Agency Updates and Announcements**
VI. **IN-PERSON MEETING 10/25/2024**
VII. **Upcoming Events Update**

Agenda:

I. **Opening Remarks & Attendance**
Elijah Hopper (EOM-Contractor) opened the meeting by welcoming all attendees and acknowledging that several partners were unable to attend due to prior commitments. Those in attendance introduced themselves. The meeting aimed to discuss critical operational updates, including AJC location changes, partner initiatives, and future collaboration opportunities.

II. **Closure of AJC Locations**
Elijah provided an update on the closing of certain AJC locations (Bertie Backus & DCIA), emphasizing that partner's efforts will now be concentrated on the AJC Headquarters Northeast) and the Reeves Center (Northwest). He outlined steps being taken to ensure that partner services are aligned with resident needs, noting that discussions are ongoing with DHS and DOES to manage staff relocation and that all partners and the allocated staff representing each AJC partner will meet with the OSO and WIC individually in the coming weeks.

Key Points:

- Focus on providing services where needed, particularly in high-demand areas like SNAP E&T, TANF, DDS and certification/training programs that lead to employment.
- Discussions with partners (e.g., UDC, Potomac Job Corps, NCBA) to streamline direct service linkage.
- The aim is to reset how partners engage with residents, ensuring more targeted and impactful support.
- Follow-up meetings with individual partners are planned to finalize specific schedules and operational footprints.

III. **My Journey DC Platform Updates**
Elijah discussed the upcoming changes to the My Journey DC platform. While the participant-facing side will see a move to a new platform rollout, the professional interface will remain active through MJDC. Significant efforts are being made to

clean and update the system, which includes integrating over 15+ new resource partners added from recent outreach events.

Key Points:

- Elijah has connected with additional resource providers from recent events, including the MLK Resource and Training event and Childcare Connections quarterly call.
- A major goal is to make the platform a robust tool for all partners, residents and employers to easily access resources and services.
- A training session for partners is being scheduled for some time in the next month, with confirmation by the end of October.

IV. **Partner Updates**

DHS (Teresa Brown): Teresa provided an update on DHS's new JP and EOT contracts, which launched on October 1. She noted that the team is adjusting to the redesign and working to maintain services for DC residents. Key upcoming events include the **annual toy drive** in December, and training programs for staff, especially given the influx of new hires.

UPO (Monique Phillips): UPO recently began its first cohort for the fiscal year, offering a wide range of training programs including culinary arts, CDL, plumbing, electrical, and telecommunications. Monique highlighted that intakes would resume next week and encouraged partners to refer potential clients.

OSSE (J. Michelle Johnson): OSSE is currently focused on closing out FY24 grants and preparing for FY25 startup activities. Michelle shared that OSSE has applied for **$10.4 million** through the **Digital Equity Act**, aiming to fund digital literacy and inclusion initiatives through 2029. Pending approval, the funding will assist in integrating digital skills training into existing workforce programs. Michelle stressed the importance of preparing for opportunities that might arise through local grants from OCTO.

Potomac Job Corps (Ameisha Gathers): Ameisha outlined Potomac Job Corps' initiatives to support homeless youth and increase community engagement, particularly as winter approaches. They are planning a **resource fair on November 15** and are looking for partnerships to help with service delivery, particularly targeting youth aged 16-24.

NCBA (Juanda Spears): Juanda shared updates on employment assistance programs for seniors and noted that many are seeking **CPR training**, which was offered at a recent MLK event. Elijah committed to helping NCBA secure a reliable CPR training provider.

V. **Upcoming Meetings and Events**

- **In-Person AJC Partner Meeting**: Scheduled for **October 25, 2024**, at OSSE. This meeting will focus on operational coordination and in-person collaboration across partners. Elijah will circulate reminders and details closer to the date.
- **Potomac Job Corps Workforce Development Partnership Recognition Event**: Planned for **October 30, 2024**, partners are encouraged to attend and celebrate collaborative successes.
- **DHS Resource Fair**: Tentatively set for **November 15, 2024**, focusing on community engagement with DHS grantees and partners.

Action Items:

- **AJC Location Coordination**: Elijah will continue discussions with WIC and DOES, to ensure staffing at AJC locations aligns with resident needs. Final schedules and operational footprints will be communicated following upcoming meetings.
- **My Journey DC Training**: Partners are asked to prepare for an upcoming training session on the new resident platform and the professional My Journey DC platform. Final details will be shared once confirmed.
- **Event and Resource Sharing**: Partners with upcoming events (e.g., DHS Toy Drive, UPO intakes, Potomac Job Corps Resource Fair) are asked to send details to Elijah for wider distribution through partner networks.

Meeting Adjourned: Next Meeting is October 25th, 2024

AJC Partner In-Person Meeting

10/18/2024

9:00am - 11:00am

1050 First St NE, DC 20002 Eleanor Holmes Conference Room

AGENDA

I. **9:00 – Welcome & Introductions**

II. **9:10 am – PY 2024 Synopsis**

III. **9:45 am – PY 2024 Data Analysis**

IV. **10:20 am – State Plan Implementation**

V. **10:40 am – FY 2025 IFA Partner Coverage**

VI. **11:00 am – Close**

WORKFORCE INVESTMENT COUNCIL
AJC Partner Meeting
10/25/2024
9:00am - 11:00am

Meeting Attendees:

Name	Email
Hopper, Elijah (EOM-Contractor)	elijah.hopper@dc.gov
Juanda Spears (NCBA)	JSpears@myncba.com
Jones, Arleen (PJC)	Jones.Arleen@jobcorps.org
Stevens, Billy (PJC)	billy.steven@jobcorps.org
Monique Phillips (UPO)	mphillips@upo.org
Johnson, JMichelle (OSSE)	jmichelle.johnson@dc.gov
Thomas, Ahmad (DOES)	ahmad.thomas2@dc.gov
Jennings, Caressa (DHS)	caressa.jennings@dc.gov
Shanae Blunt (UPO)	sblunt@upo.org
Eboda, Tunde (DHS)	tunde.eboda@dc.gov
Justin Cartagena (DCHA)	jcartagena@dchousing.org
Ricky Wright (DDS)	Ricky.Wright@dc.gov
Andrew Reese (DDS)	andrew.reese@dc.gov
Deborah Russell (EOM)	deborah.russell@dc.gov
Shaundell Wascher, Potomac Job Corps (PJC)	Wascher.Shaundell@jobcorps.org
Bates, Portia (EOM)	portia.bates1@dc.gov
Richard McDonald (NCBA)	rmcdonald@myncba.com

AGENDA

I. **Welcome & Introductions**
II. **PY 2024 Synopsis (PPT Attached)**
III. **PY 2024 Data Analysis (PPT Attached)**
IV. **State Plan Implementation (PPT Attached)**
V. **IFA Partner Coverage (Proposed Schedule Attached)**
VI. **Close**

072 ETPL

072a
ETPL Application

Eligible Training Provider Application

Applicant Information

Name of Organization: Click here to enter text.
Address: Click here to enter text.
City: Click here to enter text.
State: Click here to enter text.
Zip: Click here to enter text.
Ward (if applicable): Click here to enter text.
Website: Click here to enter text.
Federal Employer Identification Number (FEIN): Click here to enter text.
Contact Name: Click here to enter text.
Title: Click here to enter text.
Phone number: Click here to enter text.
Email: Click here to enter text.

Organizational Type. Please indicate your organizational type:

☐ A postsecondary institution eligible under Title IV of the HEA and offering programs leading toward an associate degree, baccalaureate degree or certificate
☐ An apprenticeship program registered with the District's Office of Apprenticeship Information and Training
☐ Other public or private provider of occupational training services (e.g., nonprofit, community- or faith-based organization; trade association or chamber of commerce; or private, for-profit service provider)

Program Services

Overview of Proposed Training Program(s).

Program Name or Course of Study	**Target Occupation(s)**	**SOC Code(s)[1]**	**Date First Implemented**	**Total Cost per Student[2]**
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Program Information. Please provide the following information for *each* program or course of study listed in the table above. Copy and paste the relevant fields as necessary.

Occupational Training (required). Describe the course curriculum for the occupational training to be provided. Describe how the curriculum will provide participants with the knowledge, skills and abilities necessary for entry into the target occupation, consistent with the District's High Demand Sectors and Occupations List.
Click here to enter text.

[1] SOC codes for target occupations can be found at www.onetonline.org.
[2] Amount should not exceed $5,000.

Please include a content outline for *each* program offered.

Certification/Credential. Please indicate the type of certification or credential offered:
☐ High school or secondary degree, diploma, or GED
☐ Post-secondary diploma, certificate, or degree, <1 year
☐ Post-secondary diploma, certificate, or degree, 1-2 years
☐ Associate degree
☐ Registered apprenticeship certificate
☐ Occupational license
☐ Personnel certification from industry or professional association
☐ Other skill certificate for specific skill sets or competencies within one or more industries or occupations
☐ Other (please specify):

Name of certification or credential and third-party administrative body: Click here to enter text.

Career Services (optional). Do you intend to provide job search and placement services as part of this training program? ☐ Yes ☐ No

If yes, please indicate which of the following job search and job placement services are provided as part of the program:
☐ Career counseling services
☐ Resume building
☐ Internships, externships, on-the-job training, transitional employment opportunities
☐ Mock interviewing
☐ Job matching
☐ Job development/job placement
☐ Post-placement follow-up services
☐ Coordination for alumnae peer support networks

Please describe the job search and placement services you plan to provide to participants. How will it be contextualized to your program model's target occupations?
Click here to enter text.

Course Hours and Schedule. Indicate the total number of course hours.[3] Click here to enter text.

☐ Occupational training hours: Click here to enter text.
☐ Job Search and Placement activities hours: Click here to enter text.
☐ Other hours (please describe): Click here to enter text.

Please describe the regular weekly course schedule (e.g. class days/times):
Click here to enter text.

[3] Please indicate the total number of course hours, For example, If a course lasts six months and participants are in class six hours a day four days a week, and in a four hour lab course one day a week, the total class time would be 576 classroom hours (24 weeks x 24 hours per week).

Please include a current academic enrollment calendar that indicates class start and end dates for each proposed program.

Supportive Services. While ITA funds may only be used to support costs defined in WIC Policy No. 2013-008, Change 1 (tuition and books, required equipment, and license and exam fees), the District strongly encourages ETPS to leverage additional resources to provide services that help participants complete training and overcome barriers to employment. Please indicate whether your offer any of the following to program participants:

☐ Case management
☐ Life skills/work readiness/professional skills development
☐ Tutoring
☐ Mentoring
☐ Mental health services
☐ Substance abuse counseling
☐ Drug testing
☐ Health care
☐ Stipends
☐ Child care assistance
☐ Driver's license obtainment or driving record remediation
☐ Transportation assistance
☐ Legal assistance
☐ Housing assistance
☐ Assistance for individuals with disabilities
☐ Assistance with work-related expenses (uniforms, supplies, tools, etc.)
☐ Financial counseling (assistance with financial aid, other tax assistance, or debt removal)
☐ Basic computer literacy
☐ Other (describe)

Instructors. Please indicate the number of Instructors for each proposed training program.
Click here to enter text.

Briefly describe the qualifications of the course instructors (200 words or less).
Click here to enter text.

Please submit current professional resumes for all instructors.

Program Enrollment Requirements. Describe any minimum requirements or prerequisites for program enrollment (e.g., required literacy/numeracy levels or educational attainment) and any factors that may disqualify an individual from program participation (such as failure to pass a drug test, etc.)
Click here to enter text.

Population Served . If your program is designed to meet the needs of jobseekers with specific barriers to employment (such as individuals returning from incarceration, homeless individuals, long-term unemployed, basic skills deficient residents, or TANF recipients, etc.), please describe that target population and how your program addresses these barriers:
Click here to enter text.

Industry Engagement
Please indicate how area employers in the training program's targeted industry or occupation contribute to training program services.

☐ Hire graduates
☐ Assist with and/or provide input on curriculum
☐ Serve on industry advisory or programmatic boards
☐ Provide instruction or in kind instructors
☐ Provide job shadowing, mentoring, or internship opportunities
☐ Provide materials, equipment, meeting space, or other in-kind resources
☐ Make financial contributions
☐ Offer tuition reimbursement or other benefits that facilitate training and education
☐ Other (please describe) Click here to enter text.

Proposed Program Cost Breakdown
Please complete the table below. The costs detailed below should include expenses associated with the occupational training, related expenses, and career or supportive services for each program described under Program Information above).

The tuition and program-related costs listed should be based on rates that are normally charged to an enrolled student and made commercially available to the public.

Program Name	Tuition	Books	Licensing/ Certification Fee(s)	Required Equipment	Other	Total Cost
Click here to enter text. Occupational Training Services	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text. Career or supportive services (if applicable)	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Please submit an electronic PDF file of course catalogue or marketing brochures demonstrating that all program-related costs are standard rates charged to the public.

Is this program eligible for Pell Grants or other federal financial assistance under Title IV of the Higher Education Act? ☐ Yes. ☐ No. *(Providers that are Title IV post-secondary institutions or DC OAIT apprenticeship programs)*

If "Yes," please include a copy of your organization's certificate of eligibility to participate in Title IV funding. Please note that participants in qualifying programs must apply for Pell Grant or other grant funding; WIOA funds may only be used to cover authorized expenses that are not covered by Pell Grants or other grants.

If the total cost described above exceeds the total amount of ITA funds available, please describe how you will leverage other funding sources to ensure that WIOA-funded participants are not liable for such additional costs.
Click here to enter text.

If the total cost of the program exceeds the total amount of eligible ITA funds, you must submit a cost cap letter on institutional letterhead stating that neither DOES nor DOES customers will be liable for training costs that exceed ITA funding. Please use the cost cap letter template as a guide.

Organizational Capacity

Educational License
Is your organization currently licensed to provide education and occupational training services through the District Higher Education Licensure Commission, Maryland Higher Education Commission, or the State Council of Higher Education for Virginia? ☐ Yes. ☐ No.

Please list the training location(s) approved under the current license:
Click here to enter text.

Please attach a copy of your current educational license and/or letter of good standing from your state's higher education authority.

Facilities
Describe the facilities that will be used to provide services, including the address(es) at which services will be provided, hours of operation, total square footage of facilities, accessibility to target jobseekers, including those with disabilities, and equipment or resources that will be available to jobseekers.
Click here to enter text.

Financial Management
Describe the organization's fiscal management systems and staff's government contract (or other government funding source) accounting experience.
Click here to enter text.

Describe how program staff will coordinate with fiscal management staff to ensure proper tracking and documentation of program enrollment, participation, completion for billing purposes.
Click here to enter text.

Performance Reporting and Data Management
Describe your organization's data management system and procedures for tracking and reporting student outcomes including credential attainment, and employment placement and retention.
Click here to enter text.

Who in your organization is responsible for maintaining and evaluating the data system? Who in the program will be responsible for data entry, and who will be responsible for reporting? How will the program ensure that all service and outcome data is submitted in an accurate and timely manner?
Click here to enter text.

Grievance Policies and Procedures

Please describe any internal grievance policies and procedures available to WIOA customers.
Click here to enter text.

Please attach any relevant policies or standard operating procedures.

Drug Testing Policies
Does your organization utilize drug testing as a condition of eligibility or participation in any of the programs described above? ☐ Yes. ☐ No.

If so, please describe your organization's drug testing the policies and procedures.
Click here to enter text.

Please attach any relevant policies or standard operating procedures.

Past Performance
If the program(s) included in this application are currently being offered, or have previously been offered, by the applicant, please provide the following performance data requested below for the most recent twelve (12) month period for which data is available (to the extent practicable):

Year: Click here to enter text.

Program Name	**Number of participants enrolled**	**Number of participants who completed program**	**Number of individuals participating in the program who obtained unsubsidized full-time, permanent employment**	**Average wage at job placement in employment for all individuals participating in the program**
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Attachment A: Training Provider Assurances and Acknowledgements

Please initial each of the blank fields below. The undersigned assures compliance to ALL of the following:

_____ WIC WIOA Eligible Training Provider Policy
_____ American's with Disabilities Act
_____ Civil Rights Act
_____ Federal Acquisition Regulations, Subpart 9.4—Debarment, Suspension, and Ineligibility
_____ District of Columbia Municipal Regulations (DCMR)
_____ Drug-Free Workplace Act
_____ Language Access Act

Initial Eligibility: Application Checklist

Application Checklist	Applicant	WIC staff
One (1) electronic copy of the fully completed application packages with attachments in MS Word or Adobe Acrobat.	☐	☐
Training Provider Assurances and Acknowledgments (Attachment A).	☐	☐
Application checklist. Label as Attachment B.		
A content outline for each program offered. Label as Attachment C.	☐	☐
Current professional resumes for all instructors. Label as Attachment D.	☐	☐
Catalogs or brochures and evidence of fees charged for licensing or certification (where applicable) that demonstrate that the costs associated with each program are the customary tuition and charged to the public. Label as Attachment E.	☐	☐
Copy of evidence of accreditation, registration, or approval. Label as Attachment F.	☐	☐
Copy of certificate of eligibility for HEA Title IV funds. Label as Attachment G. (If Available)	☐	☐
Applicant's most recent independent annual audit report with all related attachments and the most recent Form 990. For a sole proprietor or for-profit entity, include copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement. If no audited statements are available, the applicant must supply equivalent financial statements certified by provider to fairly and accurately reflect the provider's financial status. Label as Attachment H.	☐	☐
Copy of W-9 Form. Label as Attachment I.	☐	☐
Proof of Commercial General Liability Insurance. Label as Attachment J.	☐	☐
Clean Hands Self Certification from the Department of Consumer and Regulatory Affairs (DCRA); Label as Attachment K.	☐	☐
Certificate of Good Standing from the Office of Tax & Revenue (OTR). Label as Attachment L.	☐	☐
Any relevant policies or standard operating procedures related to participant grievances. Label as Attachment M.	☐	☐
Any relevant policies or standard operating procedures related to participant drug testing. Label as Attachment N.	☐	☐

072b
ETPL WIGL

DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)

☒ POLICY & GUIDANCE ☐ INFORMATION & UPDATES

DATE: April 20, 2023

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 (HELC) 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 (HELC) 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)

DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)

☒ POLICY & GUIDANCE ☐ INFORMATION & UPDATES

DATE: April 20, 2023

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 (HELC) 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 (HELC) 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
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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;
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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.

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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.

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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)

DISTRICT OF COLUMBIA
WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
WORKFORCE IMPLEMENTATION GUIDANCE LETTER (WIGL)

☒ POLICY & GUIDANCE ☐ INFORMATION & UPDATES

DATE: April 20, 2023

NO: DC-WIGL-2017-010-NewWIOAETPLApplicationProcess-R-1

TO: LOCAL WORKFORCE DEVELOPMENT SYSTEM STAKEHOLDERS
AMERICAN JOB CENTERS
ONE-STOP OPERATOR
WIOA YOUTH SERVICE PROVIDERS
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DEPARTMENT OF EMPLOYMENT SERVICES (DOES)
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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 (HELC) 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 (HELC) 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)

Workforce Development System Expenditure Guide

FY23 Executive Summary

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The Workforce Development System Expenditure Guide (Expenditure Guide) is a manipulable spreadsheet that reports the performance and spending data across District agencies who administer, manage, oversee, or fund workforce development or adult education programs. It is a repository of workforce development programming across the District as well as an assessment tool. The Expenditure Guide is mandated by the District of Columbia City Council through the Transparency Act (2018) and is submitted annually by the Workforce Investment Council (WIC). This accompanying Executive Summary provides summary findings from the fiscal year (FY) 2023 Expenditure Guide.

Introduction

A well-coordinated workforce development system is a foundational pillar of a robust and growing economy. A workforce system facilitates a participant's experience from its most foundational skill development such as literacy or language skills, to completing training, and gaining employment. When a workforce system understands the needs of businesses and residents, aligns services to meet those needs; and makes a well-coordinated effort to provide those services, the outcomes can be transformative.

In the District, the workforce development system services range from case management services, credential training, workforce readiness programs and more. The District's workforce system's target audience is primarily those who are unemployed, underemployed, or not in the labor force. These residents have various access points to workforce services through government agencies, community-based organizations, educational institutions, and businesses. Collectively, the District's workforce system strategically serves the diverse needs of residents and businesses; removes barriers to employment; and strives to create a resilient and skilled workforce.

The Expenditure Guide is a tool for the District to measure the impact of the workforce system, provide enhanced transparency in government spending on workforce development programming, and inform continuous improvement strategies that meet the needs of residents and businesses. The Expenditure Guide can help the District better align program outcomes, develop common measures, and ensure that workforce related expenses lead residents to meaningful employment, financial self-sufficiency, and career mobility.

Workforce Development System Transparency Act (2018)

The Transparency Act (2018) mandates that the WIC develops the Expenditure Guide annually. The Act (2018) also outlines which programs and metrics the Expenditure Guide is required to capture.

> *[The Transparency Act (2018)] requires the Workforce Investment Council to develop and update annually a Workforce Development System Expenditure Guide outlining all District government spending on workforce development and adult education across agencies, including programs and activities, funding, providers, and performance outcomes, and to require agencies that manage, administer, oversee, or fund workforce development or adult education programs to share such information with the Workforce Investment Council…*
> *Excerpt from The Transparency Act*

The Act (2018) established the beginning of mandated performance evaluation and reporting across all District workforce programs. Since 2019, the WIC has published six editions of the Expenditure Guide. In the first edition (FY18), the WIC closely followed the guidance of the Transparency Act (2018) and captured data from six agencies as required. By the second (FY19) and third edition (FY20), the WIC increased the number of agencies, adjusted the performance metrics to align with available data from

agencies, and began tracking performance metrics year-over-year. In the fourth (FY21) and fifth edition (FY22), the WIC continued to adjust common measures to align with each agency's programmatic design. In the current edition (FY23), the WIC captured data from 24 agencies and prioritized reporting data that most agencies could report, while removing measures that were not applicable or collected by most agencies (e.g., WIOA metrics, gender, race, etc.).

Expenditure Guide Methodology

The WIC used an excel template that was prepopulated with previous years' data to collect data. Agencies were instructed to review the previous years' data and input FY23 data. The spreadsheet requested data on a programmatic and granular level using two separate sheets, and it included a data dictionary on a third sheet. Agencies were also encouraged to share internal reports for the WIC to cross-reference or to embed in the Expenditure Guide. Agency staff manually input data into the spreadsheet.

Timeline

The project was launched in September 2023 and closed in November 2024. During this time, the WIC reviewed data, gave agencies the opportunity to correct errors, and completed with a final approval. Agencies were provided with technical assistance from the WIC and were invited to participate in two meetings, one that announced the launch of the project and another to provide a project update in February 2024.

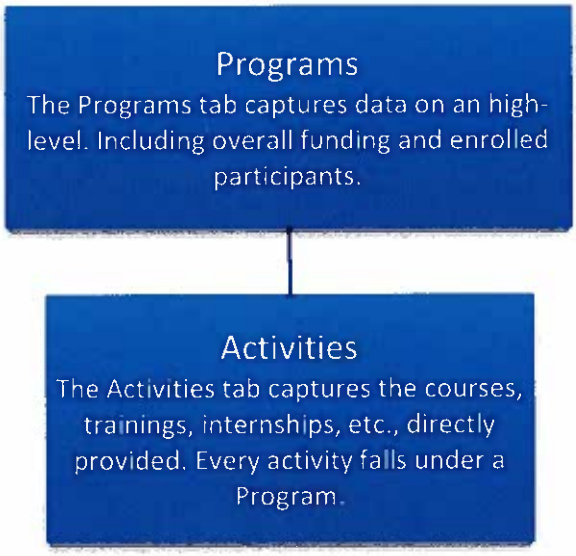
How to Understand the Expenditure Guide

The Expenditure Guide captures data on a programmatic level and an activity level. As shown in Figure 1, the programmatic level data reports data for the entire program, including funding data, participant data, services offered, etc.

The activities data is granular. Agencies report how many participants were enrolled and completed specific trainings, internships, courses, etc. Agencies were also asked to report on the names of the organizations or agencies that provided each activity.

The FY23 Expenditure Guide includes three tabs in an excel spreadsheet: Dashboard, Programs, and Activities. The Dashboard tab includes high level data from the Programs and Activities tab and allows the public to analyze key measures.

Figure 1: Expenditure Guide Layout



Tips for Review

Missing Data

For several agencies, many requested performance measures were not applicable, even measures such as credential attainment or employment. This is due to programs having unique goals and objectives that may not have included employment or credential attainment as an explicit goal, or those agencies may not have established the infrastructure or capacity to track employment or credential attainment data once participants exited their programs. Nevertheless, in instances of missing data the WIC utilized multiple rationales to explain why the data was not included to accurately categorize challenges with reporting data.

- Data Not Applicable: The data requested is not relevant nor tracked.
- Data Not Available: The requested data is applicable and tracked but is not available (not finalized) to report at the time of request.
- Data Not Tracked: The agency collects a specific data point, but the data is not tracked in a reporting system, or the data cannot be easily reported due to reporting infrastructure.
- Inactive: The program or workforce activity course was not active for that year.
- Data Not Reported: The data was not reported in the Expenditure Guide and the reason for this omission is unconfirmed.

"Included in"

"Included In" was used to denote any activity whose data could not be captured separately. There are some agencies that do not track data for each activity. Instead, the data may be captured for an overall program or provider. For example, an agency may give funding to a provider who offers multiple activities, but that funding is only tracked at the provider level not for individual activities. In these cases, any associated data points read "Included in" and reference where the data can be found in the spreadsheet.

Sunset Programs

For programs or activities that sunset (expired) in FY23, the Expenditure Guide includes "sunset" in the activity or program name.

Removed Data Points

To enhance the Guide's navigability, the WIC removed several columns that were included in previous years' Expenditure Guides. The WIC removed columns that historically did not include a significant amount of data, were not applicable to most agencies, and data that most agencies could not report.

Protected Data

The WIC collects raw data from agencies, however, to protect participant identity any activity or program that had less than 10 participants is reported as "n<10" in the public spreadsheet.

Dashboard

The dashboard feature only displays summary data from the Programs and Activities tabs. For any missing data (e.g., data not available, data not applicable, etc.) or protected data, the dashboard will only return the following values: "0," "DIV/O," or "-". To learn more about the rationale behind those values in the dashboard view, it is recommended to locate the data in the Programs and Activities tabs.

FY23 Participating Agencies

Below is the list of agencies that participated in the FY23 Expenditure Guide.

Table 1: FY23 Participating Agencies

Agency Name	Acronym
Child and Family Services Agency	CFSA
Department on Behavioral Health	DBH
Department on Housing Authority	DCHA
Department on Human Resources	DCHR
District of Columbia Public Schools	DCPS
Department on Disability Services	DDS
Department on Human Services	DHS
District of Columbia Department of Corrections	DOC
Department of Energy and Environment	DOEE
Department of Employment Services	DOES
Department of Public Works	DPW
District of Columbia Department of Small and Local Business Development	DSLBD
Department of Youth Rehabilitation Services	DYRS
Mayor's Office on African Affairs	MOAA
Mayor's Office on African American Affairs	MOAAA
Mayor's Office on Asian Pacific Islander Affairs	MOAPIA
Mayor's Office of Latino Affairs	MOLA
Mayor's Office of LGBTQ Affairs	MOLGBTQA
Mayor's Office on Returning Citizens	MORCA
Office of Cable Television, Film, Music and Entertainment	OCTFME
Office of Neighborhood Safety and Engagement	ONSE
Office of the State Superintendent of Education	OSSE
University of the District of Columbia	UDC
Workforce Investment Council	WIC

Note: The Mayor's Office of Community Affairs (MOCA) manages and oversees the grants reported by MOAA, MOAAA, MOAPIA, MOLGBTQA, and MORCA. To prevent duplication, MOCA is not included in the Expenditure Guide.

Data Review

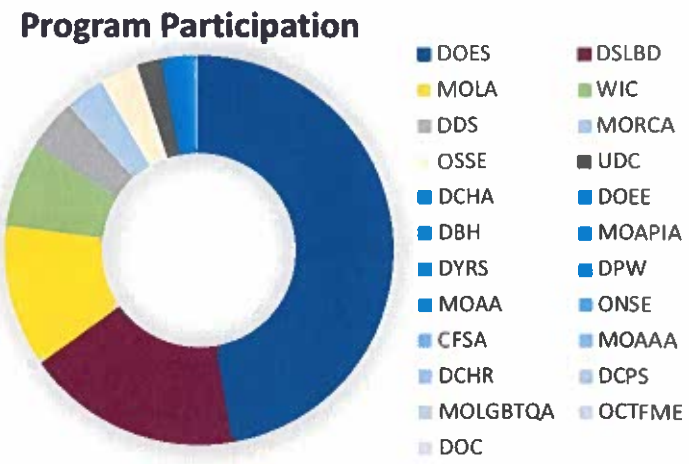
The FY23 Expenditure Guide captured a total of 24 agencies who administered, managed, oversaw, or funded approximately 500 activities with a $208.6 million budget. The District spent $174.3 million, or 84% of its budget and served approximately 67k residents.

Participation

The FY23 Expenditure Guide captures approximately 67k program participants, or 11% of the total District population.

Figure 2 shows that DOES served the most participants, approximately 29,000 or 44% of residents enrolled, followed by DSLBD (17%), MOLA (11%), DHS (7%), and the WIC (7%).

Figure 2: FY23 Program Participation



Participant Completion

The District had a total program completion rate of 74% across all programs, but on average programs had an 80% completion rate.

Table 2: FY23 Program Participation and Completion Rate

Agency	Total Program Participants	Total Program Completed Participants	Completion Rate
DCHR	47	47	100%
DPW	110	110	100%
DSLBD	11,129	11,129	100%
MOAA	97	97	100%
MOAAA	50	50	100%
MOAPIA	237	237	100%
OCTFME	n<10	n<10	100%
DHS[1]	5,032	1,374	98% (SNAP Only)
OSSE	2,038	1,955	96%
MOLGBTQA	12	11	92%
MOLA	7,416	6,603	89%
DYRS	163	144	88%
DOEE	336	274	82%
DOES	29,492	23,490	80%
UDC	1,231	978	79%
DCPS	29	23	79%

Table 2: FY23 Program Participation and Completion Rate, cont'd

Agency	Total Program Participants	Total Program Completed Participants	Completion Rate
ONSE	80	62	78%
DCHA	409	229	56%
WIC	4,388	2,200	50%
DBH	282	132	47%
MORCA	2,072	771	37%
CFSA	71	21	30%
DDS	2,678	Data Not Applicable	Data Not Applicable
DOC	Data Not Available	Data Not Available	Data Not Available
Grand Total	**67,405**	**49,922**	**74%**

[1]*DHS typically does not report completion data due to the type of services and programs offered. In the analysis above only SNAP is included in the completion rate because completion data was reportable.*

The Cost of Time

There are several factors that impact completion rates. Including barriers such as access to transportation, childcare, time of day when activities are available, and more. The Expenditure Guide does not capture barriers to enrollment or employment, but it does capture the amount of time it takes to complete each activity.

Table 3: Estimated Time for Completion

Estimated Time	Percentage of Activities
1-14 Days	9%
1-3 Months	25%
4-6 Months	12%
7-9 Months	3%
10-12 Months	4%
13-15 Months	.6%
48 Months	.4%
No Time Limit	44%
Data Not Reported	2%

Table 3 reviews the distribution of the estimated time it would take to complete each activity. Though a significant number of activities did not have a time limit, of those that did the majority lasted 1-3 months (25%), yet only 16% of participants enrolled in those activities. Table 4 reviews the percentage of participants and completion rates by each estimated time category. Apart from the activities without a time limit, participants were mostly enrolled in activities that lasted 7-9 months (27%) and 1-14 days (24%), respectively. In the future, more analysis can be conducted to review the impact of time on completion and outcomes, as well as how specific industries or activity types may impact the amount of time it takes to complete each activity.

Table 4: Total Participants and Completion Rate by Time Period

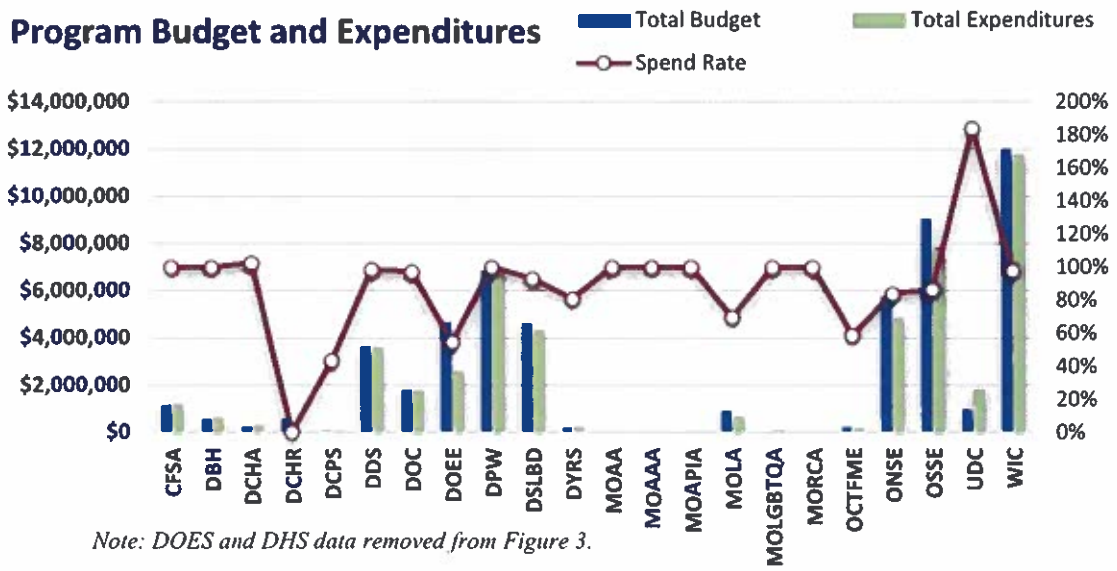
Estimated Time	Percent of Total Participants	Completion Rate by Activity Enrollment
1-14 Days	24%	98%
1-3 Months	16%	56%
4-6 Months	2%	66%
7-9 Months	27%	79%
10-12 Months	2%	52%
13-15 Months	1%	89%
48 Months	1%	Data Not Available
No Time Limit	28%	53%
Data Not Reported	.2%	60%

Note: Many of the activities that do not have time limit also do not report completion because of the programs and services offered. As such, the completion rate for No Time Limit category is expected to be low.

Spending

In total, the District spent approximately 74% of its total program budget. DOES had the largest programmatic budget, a total of $112 million and spent approximately 87%. The agency with the second highest budget was DHS with a budget of $41 million and spent approximately 68%.

Figure 3: FY23 Program Budget and Expenditures, Spend rate on secondary axis.



Note: DOES and DHS data removed from Figure 3.

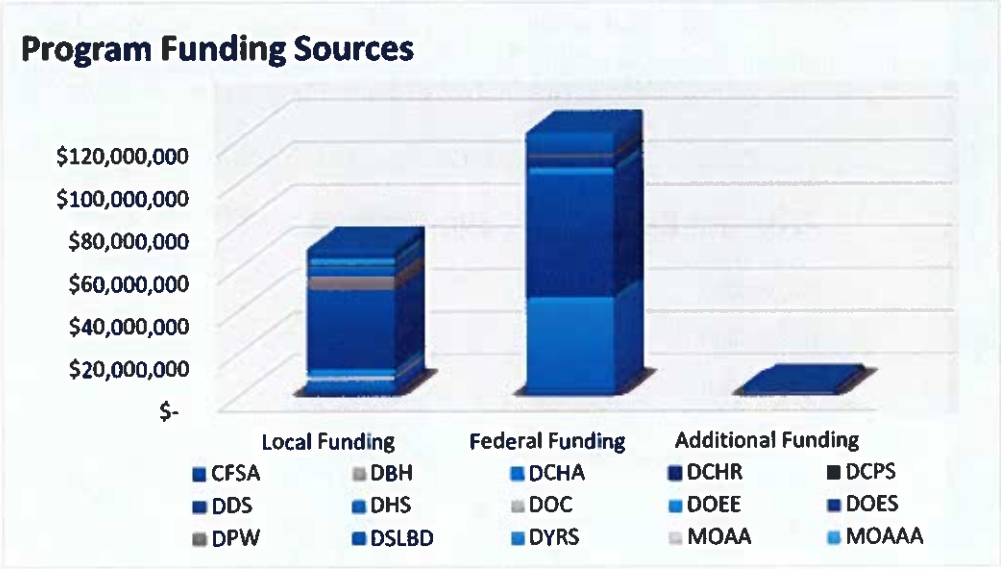
The agencies with the highest program budgets are captured in Table 5. Of the agencies with the highest budgets, only one agency fully spent their budget: DPW.

Table 5: 10 Highest Program Budgets

Agency	Program Budget	Program Expenditures	Spend Rate
DOES	$112,138,971	$97,552,094	87%
DHS	$41,589,489	$28,115,068	68%
WIC	$12,005,440	$11,739,993	98%
OSSE	$9,062,608	$7,821,169	86%
DPW	$6,842,923	$6,842,923	100%
ONSE	$5,757,253	$4,821,790	84%
DOEE	$4,669,819	$2,548,098	55%
DSLBD	$4,619,536	$4,294,580	93%
DDS	$3,623,226	$3,574,080	99%
DOC	$3,356,038	$3,252,261	97%

Funding Sources

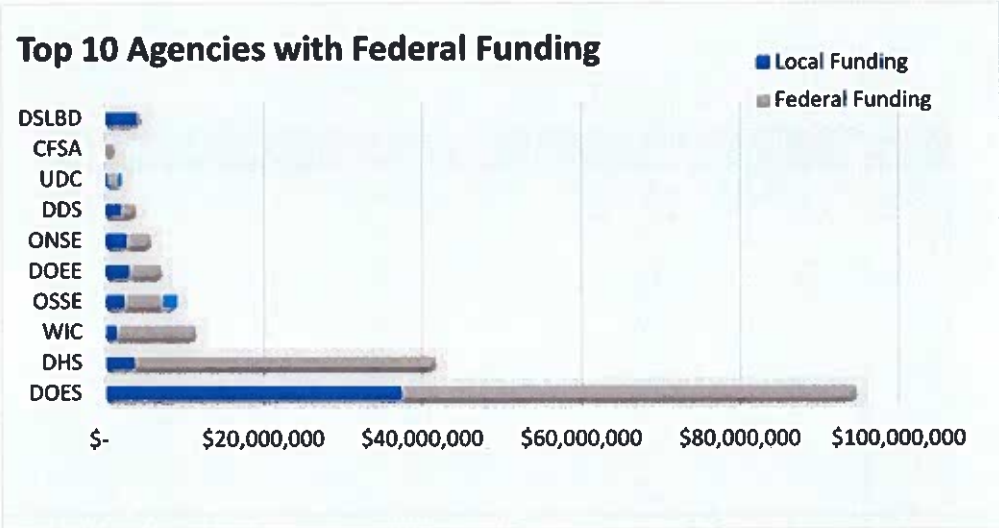
Figure 4: Program Funding Sources



In FY22, the Expenditure Guide reported that the primary source of funding was from a federal source and this trend continued in fiscal year 2023, which highlights the importance of federal funding in the District's workforce development system. As depicted in Figure 4, federal funding accounted for $122 million or 59% of the total workforce program budget, while local funding accounted for approximately 33%. About 7% of the FY23 budget was not attributed to a funding source, which was due to reporting errors or agencies not reporting.

The agencies with the largest budgets, DOES and DHS, received the most federal funding. Figure 5 shows that DOES, DHS, WIC, OSSE, and DOEE had the highest federal budgets, respectively.

Figure 5: Top 10 Agencies with the Most Federal Funding



The WIC also used *additional funding* to capture the funding that was neither local nor federal. In most cases, additional funding encompasses MOUs, MOAs, or grants. Table 6 lists all agencies that reported funding from additional sources. OSSE reported receiving the most additional funding, at $1,630,608 while DCHA reported the least at $73,075. As program coordination and partnerships become an elevated priority across the District, identifying additional funding opportunities for District agencies may be beneficial.

Table 6: Agencies with Additional Funding

Agency	Additional Funding	Local Funding	Federal Funding
OSSE	$ 1,630,608	$ 2,511,601	$ 4,920,399
DBH	$ 455,944	$ 13,822	$ 101,527
UDC	$ 377,998	$ 293,353	$ 1,500,000
OCTFME	$ 214,641	$ 15,000	$ 0
DCHA	$ 73,075	$ 0	$ 191,526

Performance

The Expenditure Guide utilized three key measures to track performance: completion, credential attainment, and employment. Though agencies provide multiple services, not every program had the infrastructure or capacity to capture employment and credential attainment data. Further, not every program has an explicit goal to track employment or offer credentials, which is why several programs do not report on employment or credential attainment. As such, the performance measures for the Expenditure Guide only capture a small subset of all participants. As shown in Figure 6, approximately 2500 participants earned a credential (including completion certificates) and approximately 4,100 were employed.

Figure 6: Number of Participants who Earned a Credential and Employed

Note: This analysis was determined using raw data.

Credential Attainment

Approximately 61% of activities did not offer any credentials. To determine which activities were credential related activities, the WIC reviewed the activity name, description, services provided, and credential name. From there, the WIC categorized all activities into five categories: credential attainment (offering at least one credential), education (e.g., language learning courses, foundational education courses, university courses, etc.), training (e.g., trainings that did not have any related credentials), work experience (e.g., internships, supported employment, etc.), and work readiness. Table 7 reviews the breakdown of the types of activities captured in the Expenditure Guide.

Table 7: Activity Type

Activity Type	Percent of Activities
Credential Attainment	39%
Education	1%
Training (no credential offered)	39%
Work Experience	12%
Work Readiness	9%

In total, the Expenditure Guide records over 100 unique credentials across industries. Of the 39% of activities that offered credentials, the most frequent credential was CPR/First Aid at 7%. Table 8 reviews the most offered credentials reported in the Expenditure Guide.

Table 8: Most Offered Credentials

Credentials	Percent of Activities
None/Not Offered	61%
CPR/First Aid	7%
CompTIA A+	5%
OSHA-10	4%
SERV Safe	4%
Medical Related: Certified EKG Technician; CNA; Certified Patient Care Technician; Certified Pharmacy Technician; Certified Phlebotomy Technician; Dialysis Technician; Certified Professional Billing; Certified Electronic Health Record Specialist; Medical Assistant; Certified Billing and Coding Specialist (CBCS); Certified Medical Administrative Assistant	3%
Construction Related: National Center for Construction and Research (NCCER) Construction Core, Carpentry 1A and 1B, Electrical 1-B, and HVAC 1-B	3%
Completion Certificate	3%
Certified Medical Administrative Assistant (CMAA)	2%
Food Handlers Certification	2%
NHA: Certified Pharmacy Technician	2%

Table 9 reviews the five agencies that offered the most credential related activities, which were DOES, UDC, OSSE, WIC, and DHS, respectively. Approximately 87% of all credential related activities were offered by these agencies. Additionally, Table 9 also shows of the activities offered within an agency how many were credential related and how much those represented across all credential related activities. For example, of all the activities DOES offered, 72% were credential related and this represented 29% of credential offerings in the Expenditure Guide.

Table 9: Top 5 Agencies with Credential Related Activities

Agency	Number of Credential Related Activities	Percentage of Activities within Agency that were Credential Related	Percentage of Credential Related Activities in the Expenditure Guide
DOES	59	72%	29%
UDC	41	80%	21%
OSSE	37	95%	19%
WIC	19	95%	10%
DHS	18	39%	8%

Note: Table 9 only reviews the number of credential related activities by agency. There are activities that offer multiple credentials, but Table 9 does not capture number of unique credentials.

Table 10 reviews the top five agencies who offered the most credential related activities and the outcomes of their participants who were enrolled in credential related activities.

Table 10: Top 5 Agencies with Credential Related Activities, Outcomes

Agency	Credential Enrolled Participants	Approximate Credentials Earned	Employed
DOES	1,215	496	566
UDC	708	96	47
OSSE	1,209	228	571
WIC	1,184	496	258
DHS	2,998	92	139
Total	**7,314**	**1,408**	**1,581**

Note: Agencies who receive WIOA funding (e.g., DOES, OSSE, and DHS, etc.) have additional time to count outcomes data from participants. For those agencies, the outcomes data reflects how many participants were counted during the Expenditure Guide reporting period.

High Demand Industry Sectors

Several activities in the Expenditure Guide overlapped in industry category. Preparing residents to enter jobs within high demand industries increases the likelihood of them earning successful employment. The WIC developed a list of high demand industry sectors that will lead the District's economic growth over the next ten years. Table 11 reviews the percentage of activities that align with the District's high-demand industry sectors, along with the number of jobs that are expected to open in the region over the next 10 years. Most of the activities in the District align with the District's high demand industry sectors.

Table 11: Industry Distribution across High Demand Industry Sectors

High Demand Industry	Percent of Related Activities	Industry Projected 10 Year Growth Rate	Projected Job Growth by 2032
Information Technology	19%	17%	60,496
Business and Office Administration	18%	8%	339,309
Healthcare	16%	11%	49,755
Construction	15%	9%	31,226
Hospitality, Retail, Tourism, and Entertainment	14%	20%	111,626
Infrastructure, Transportation, and Utilities	8%	9%	13,751
Education	7%	17%	53,234
Security and Law Enforcement	5%	7%	71,828

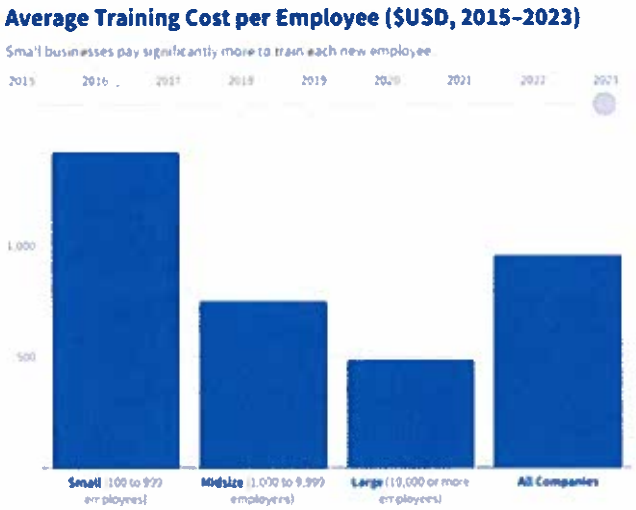
Cost Per Participant

The District spent approximately $1,882 on each participant enrolled in an activity. According to Investopedia, the average cost for companies training new employees from 2022-2023 was approximately $954 per person, but the size of an organization created variance in the cost of training. For instance, the average cost for training in large companies was $1,420 while the average cost for small companies was $751.

Figure 7: DC's Cost per Activity Participant

$1,882
Cost Per Activity Participant

Figure 8: Average Training Cost per Employee, Investopedia



Mueller, A. (2024, April 30). *The cost of hiring a new employee*. Investopedia. https://www.investopedia.com/financial-edge/0711/the-cost-of-hiring-a-new-employee.aspx

However, when compared to the average cost of training WIOA participants, the Harvard Project on Workforce found that it cost $1,854 in 2019, in which the District's costs closely align. They also found that the cost for training per participant was influenced by region and program type.

> *In some cases, funding can be as low as $1,000 per participant. Reimbursement rates vary across regions and states.[17] In contrast, sectoral employment programs with strong evaluations tend to have all-in costs to operate ranging from $8,000 to $35,000 per participant. Among other features, these programs include in-house, intensive wraparound support services and dedicated employer relations teams that help contribute to their success. They also tend to feature cohort-based models where participants learn and advance through a course of study together in a group.*
>
> Deming, D., Gable, A., Lipson, R., Zvaigzne (2023, March 8). Navigating public job training. The Project on Workforce. https://www.pw.hks.harvard.edu/post/publicjobtraining#:~:text=One%20important%20distinction%20is%20cost,low%20as%20$1%2C000%20per%20participant.

Conclusion

In summary, the District has a plethora of resources for residents. From case management support to credential attainment training, the District offers a diverse range of services. These services are required to help residents navigate barriers to employment, such as housing, literacy, and English language skills. Additionally, there is opportunity for growth to address the gap in performance outcomes and advancing residents to sustainable employment.

System Recommendations

The Expenditure Guide reveals opportunities for growth across the District's workforce development system. The list below captures those opportunities as system recommendations.

- **Increase Credential Attainment Opportunities**
  The Expenditure Guide shows that only 39% of activities offered a credential, and of those credentials, many were not industry recognized. While it is important to emphasize the need for entry-level credentials across industries, it is even more important for a workforce system to offer intermediate and advanced skill level credentials to ensure residents can advance through career pathways and land opportunities that offer sustainable wages.

- **Build Business Appeal for Providing On-the-Job Training**
  There is an opportunity to further align services to industry credentials and business needs and On-the-Job Training is an avenue that can ensure that business needs are met. Employed residents would receive direct training from their employers who provide direct instruction on the skills needed for their industry and company.

- **Employability Skills Training Collaboration**
  Develop a universal employability skills training program that can be offered at various sites and locations and shared across agencies and programs. By doing so, employability skills training can be standardized and measured for impact across the entire system. Further, if developed by multiple agencies who serve target populations, it can include various skillsets that will benefit all residents. In doing so, employability skills training can have quality standards and can be tailored to meet resident and business needs.

- **Increase Specialized Training Opportunities / Increase Business Engagement**
  The Expenditure Guide reveals that 39% of training activities did not lead to credentials. Though not every training will lead to an industry recognized credential, trainings are still valuable,

especially for upskilling and job readiness. As such, there is an opportunity to enhance the trainings offered by continuing to build their curriculum and align them with business needs and industry standards.

- **Align Trainings with Economic Trends**
  The WIC developed ten high demand industries that will lead the District in economic growth over the next ten years. Programs should continue to align efforts with economic trends to ensure that residents are prepared to enter growing industries with future employment opportunities.

- **Career Pathways**
  The trainings and offerings available through the District's workforce system should also align, where applicable, to career pathways, which outline a path for career advancement for the WIC's high demand industry sectors.

Expenditure Guide Opportunities for Development

The Expenditure Guide is self-reported, and the data is input manually. The WIC has identified several opportunities for growth to enhance the quality and conclusiveness of the guide:

Accuracy
The Expenditure Guide is self-reported by agencies. The data is cleaned and aggregated by the WIC and shared back with agencies for final review. For the FY23 Expenditure Guide, the WIC utilized excel templates to collect data which creates more opportunity for errors. Moving forward, the WIC has purchased a platform for agencies to submit their data, which will allow for more accurate data reporting and faster turnaround time.

Timeline
The Expenditure Guide is captured annually, but programs do not operate on the same timeline. For example, some programs operate on a program year (June-July), an academic year (August-May), a District fiscal year (September- October), or multi-year (e.g., 18 months). Additionally, reporting for the Expenditure Guide typically launches the same year that programs close, which poses significant challenges for agencies to finalize all data. The variation in the reporting schedule affects whether performance measures and budget data are available, as well as how funding is captured and calculated. The WIC has proposed adjusting the timeline to account for these constraints.

Lack of Common Measures
The data in the Expenditure Guide reflects an attempt to establish common measures and metrics across District agencies, however, agencies may utilize different definitions even for similar metrics. For example, for one agency employment may be counted while a participant is enrolled in a program, while for another agency employment may only be counted after a participant has exited a program. The WIC plans to work with agencies and stakeholders to create common measures and common definitions to ensure consistency in reporting and have a more accurate assessment of programmatic efforts.

Asking the "Right" Questions
A fundamental question is, are we asking the right questions to accurately measure the impact of our workforce system? The Expenditure Guide relies on the guidance of the Transparency Act to identify which measures should be tracked, and the WIC has modified many of those measures to match agency programs, as well as added questions to measure unique variables across different agencies. In the past, the Expenditure Guide was coupled with an Accompanying Document to allow agencies to explain their unique performance measures, which were not universal across

programs (e.g., internship placement, resume completion, employer placement, the number of participants that work with each workforce specialist, etc.), however, there are still additional measures that have not been identified that could be used to more accurately evaluate programs and measure impact. The WIC will work with partners to evaluate and add measures.

Duplication

The Expenditure Guide does not capture PII, therefore, there is a possibility that participants could be duplicative across agencies and programs. Additionally, the Expenditure Guide may include duplicative funding across agencies that may not have been accurately captured. In the future, the WIC will request that all agencies sign data sharing agreements so that the WIC can evaluate data at the PII level and use the new platform to more accurately track outcomes and shared funding.

Lack of Data Reporting Infrastructure and Capacity

In several cases, agencies do not have the infrastructure to report the requested data easily and accurately. In these cases, agencies may enter "data not tracked" to indicate that the data is relevant and applicable, but that the agency does not have the means or capacity to report. For example, in some cases, agencies may use a paper application for applicants to input their demographic information, however, during the time of reporting that data is not easily accessible. This is an ongoing challenge that is not unique to the District. The WIC and partner agencies are actively working to develop a new approach to capture and report data more accurately.

Measures Not Formally Tracked

In the initial years of the Expenditure Guide, several agencies did not formally track all the measures required by the Transparency Act, such as Associated SOC Codes. In some of these instances, the data reported was based on research or personal knowledge. As the Expenditure Guide continues to develop and as the WIC works with partners and stakeholders to develop common measures, the WIC will guide agencies in what measures should be formally tracked.

Lack of Data Overlap between Activity and Program Level Data

The Expenditure Guide captures data using a top-down approach, from the Program level to the Activity level. Ideally, the total number of participants and funding data captured on the activity level should align with the data captured on a program level. However, in some instances, the data does not align. For example, not every program participant may have enrolled in an activity, or for agencies that provided grant funding the total programmatic budget may reflect the amount issued in their Request for Proposals (RFP), while the activity level budget may only reflect the amount obligated to each provider. The uniqueness of each program creates various scenarios of why the data across the programs and activity level may not align. As the WIC moves forward, these instances will be defined and captured more clearly with common measures and the platform where agencies will report data.

Who is the WIC

The DC Workforce Investment Council (WIC) serves as the pivotal workforce policy and investment board for the District of Columbia. The WIC collaborates with key partners such as the Office of the Deputy Mayor of Planning and Economic Development, the Office of the Deputy Mayor of Education, Department of Employment Services, The Office of State Superintendent, Department of Human Services, and Department of Disability Services. Working directly with the American Job Centers we are dedicated to fostering connections between businesses, community-based organizations, and a skilled workforce. Through strategic initiatives and targeted training programs, we empower businesses to thrive, succeed, and contribute to the overall growth of the District.

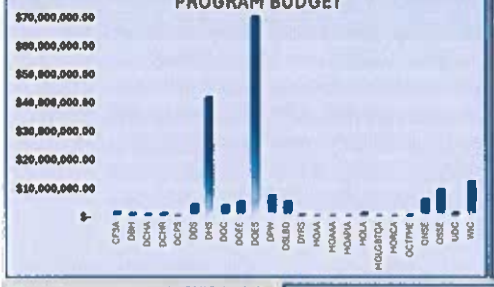
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
85	507	67,389	74%	4,180

Agency

DBH
DCHA
DCHR
DCPS
DDS
DHS

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

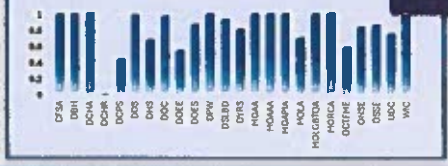
1. To review one agency: Ensure that niether icon is selected. Then select one agency.
2. To review multiple agencies: Ensure that niether icon are selected. Then select one agency. Then select the checklist icon and select additional agencies to compare.
3. To remove one or multiple agencies: Start with the checklist icon selected and then select any agency you would like to remove.
4. You can clear the filter by selecting the icon with the red "x."

PROGRAM BUDGET

$208,666,730.66

AGENCY SPEND RATE

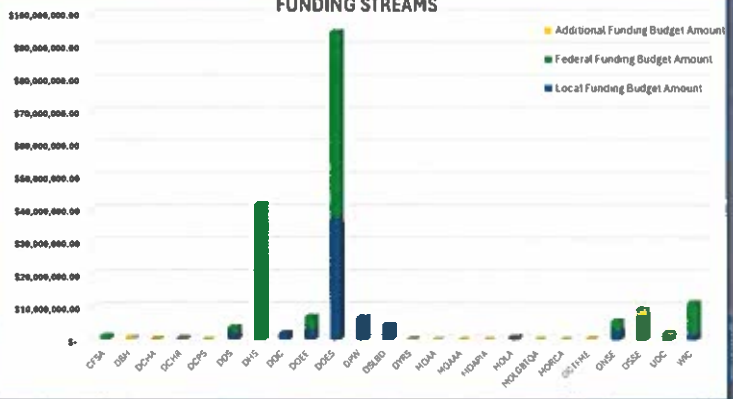
84%



PROGRAM EXPENSES

$174,340,434.33

FUNDING STREAMS



LOCAL FUNDING BUDGET
$68,059,507

FEDERAL FUNDING BUDGET
$122,398,023

ADDITIONAL FUNDING BUDGET
$2,752,266

The Expenditure Guide captures data across two spreadsheet tabs: Programs and Activities.

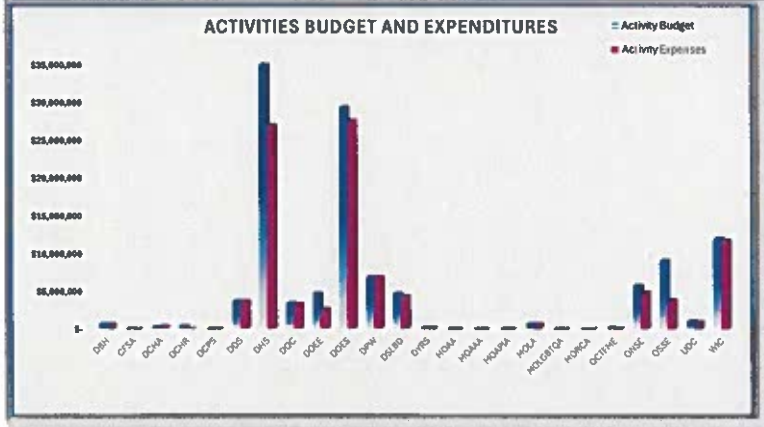
Programs: The data captured in this tab relates to the overarching program.

Activities: The data captured in this tab relates to the course specific activity (e.g., training, internship, course, etc.).

Please note, that all data provided for the Expenditure Guide is self-reported. Several agencies have programs that operate in different funding years (e.g., program year, fiscal year, academic year), which impacts the availability of conclusive data at the time of reporting. This barrier most impacts budget data and performance data.

Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

52,215 **Participants**

37,671 **Completers**

2,559 **Credentialed**

$1,882 **Cost Per Participant**

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

In the case where an agency's data reads as "0," "0%," or "-" in this dashboard, often the data was not not applicable. Please review the spreadsheets to gather more information.

NOTE: The program and activity data does not match for every agency. For more information about the distinction between programs and activities, please review the Executive Summary.

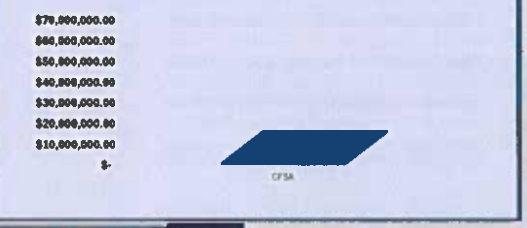
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2		71	0%	-

Agency
- CFSA
- DBH
- DCHA
- DCHR
- DCPS
- DDS

PROGRAM BUDGET

PROGRAM EXPENSES



NAVIGATION TIPS
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3. To remove one or multiple agencies: Start with the checklist icon selected and then select any agency you would like to remove.
4. You can clear the filter by selecting the icon with the red "x."

PROGRAM BUDGET

$1,163,946.00

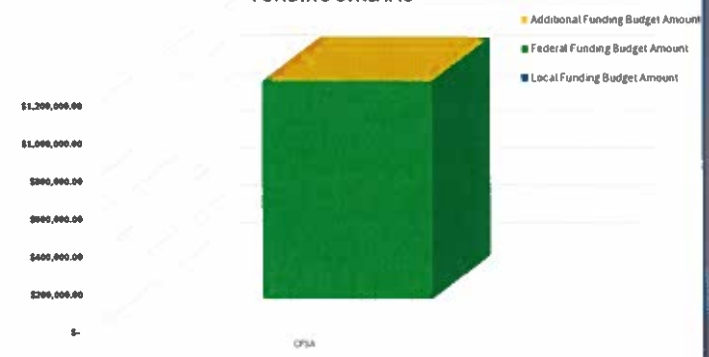
AGENCY SPEND RATE

100%

PROGRAM EXPENSES

$1,163,946.00

FUNDING STREAMS



LOCAL FUNDING BUDGET
$-

FEDERAL FUNDING BUDGET
$1,163,946

ADDITIONAL FUNDING BUDGET
$-

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Programs: The data captured in this tab relates to the overarching program.

Activities: The data captured in this tab relates to the course specific activity (e.g., training, internship, course, etc.)

Please note, that all data provided for the Expenditure Guide is self-reported. Several agencies have programs that operate in different funding years (e.g., program year, fiscal year, academic year), which impacts the availability of conclusive data at the time of reporting. This barrier most impacts budget data and performance data.

Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES

Activity Participant Review

35 Participants

21 Completers

- Credentialed

$0 Cost Per Participant

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

In the case where an agency's data reads as "0," "0%," or "-" in this dashboard, often the data was not not applicable. Please review the spreadsheets to gather more information.

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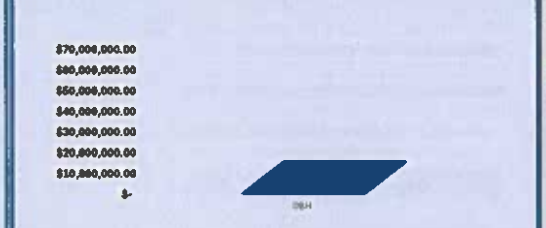
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	6	282	100%	282

Agency
- CFSA
- DBH
- DCHA
- DCHR
- DCPS
- DDS

PROGRAM BUDGET

PROGRAM EXPENSES



NAVIGATION TIPS
Using the Filter above

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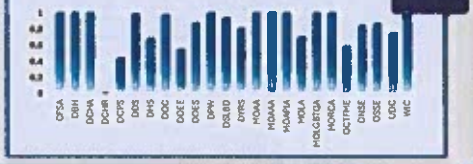
PROGRAM BUDGET

$571,293.00

AGENCY SPEND RATE

100%



PROGRAM EXPENSES

$571,293.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$13,822

FEDERAL FUNDING BUDGET
$101,527

ADDITIONAL FUNDING BUDGET
$455,944

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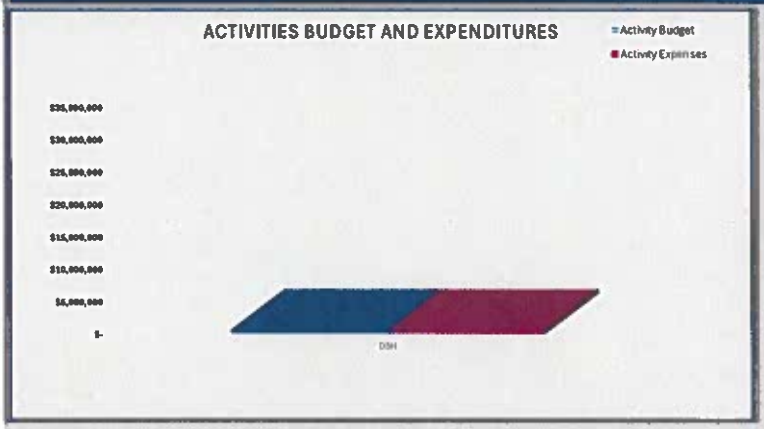
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

282 Participants

282 Completers

- Credentialed

$2,026 Cost Per Participant

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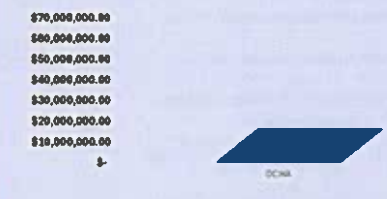
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	7	409	56%	45

Agency
CFSA
DBH
DCHA
DCHR
DCPS
DDS

PROGRAM BUDGET

PROGRAM EXPENSES



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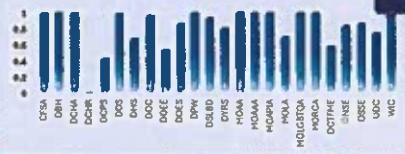
PROGRAM BUDGET

$257,958.00

AGENCY SPEND RATE

103%



PROGRAM EXPENSES

$264,601.45

FUNDING STREAMS

LOCAL FUNDING BUDGET
$-

FEDERAL FUNDING BUDGET
$191,526

ADDITIONAL FUNDING BUDGET
$73,075

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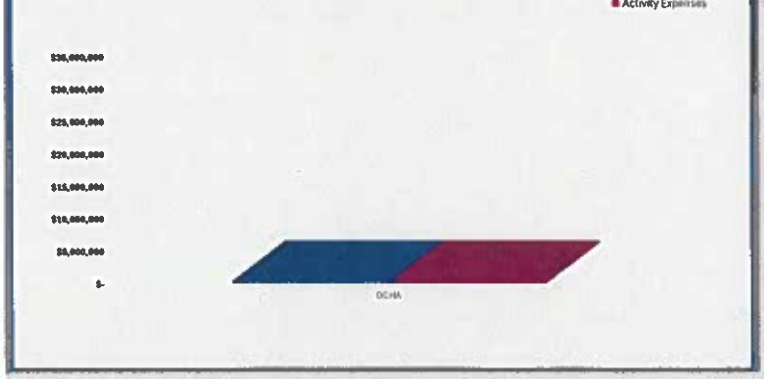
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

409 Participants

229 Completers

229 Credentialed

$647 Cost Per Participant

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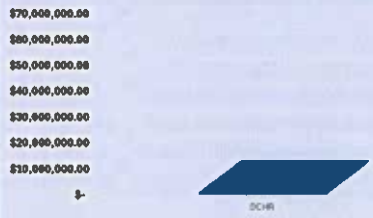
FY23 Expenditure Guide Dashboard

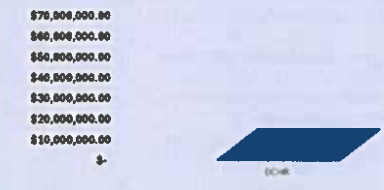
TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	8	47	100%	-

Agency
CFSA
DBH
DCHA
DCHR
DCPS
DDS

PROGRAM BUDGET



PROGRAM EXPENSES



NAVIGATION TIPS
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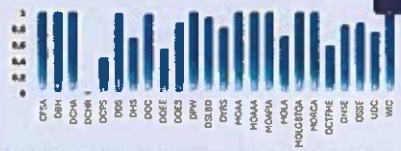
PROGRAM BUDGET

$549,693.00

AGENCY SPEND RATE

0%



PROGRAM EXPENSES

$-

FUNDING STREAMS

LOCAL FUNDING BUDGET
$549,693

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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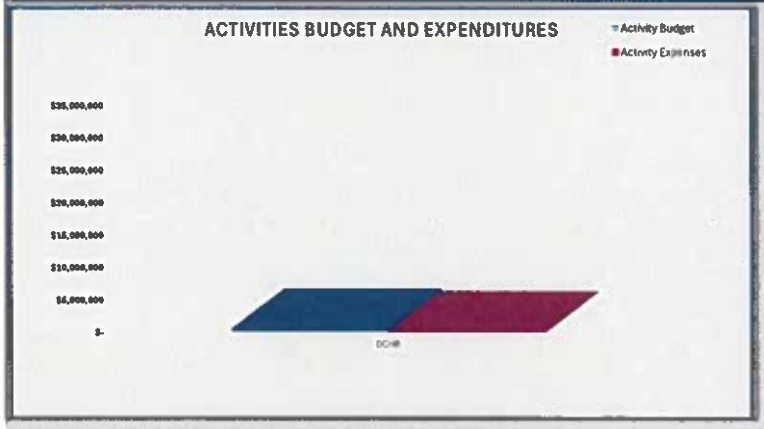
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

13 Participants

13 Completers

- Credentialed

$0 Cost Per Participant

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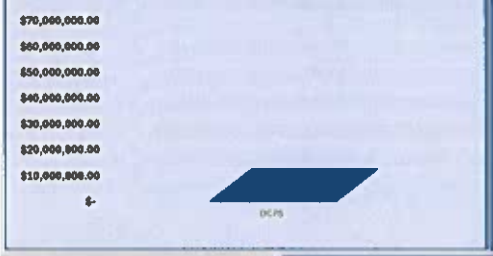
FY23 Expenditure Guide Dashboard

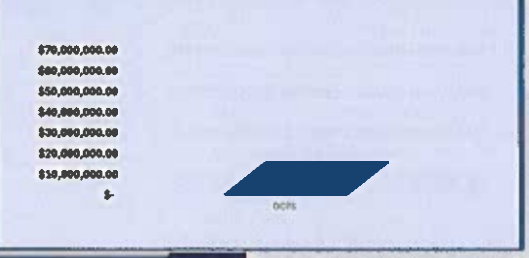
TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	1	29	79%	-

Agency
CFSA
DBH
DCHA
DCHR
DCPS
DDS

PROGRAM BUDGET



PROGRAM EXPENSES



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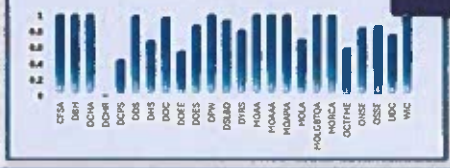
PROGRAM BUDGET

$62,455.00

AGENCY SPEND RATE

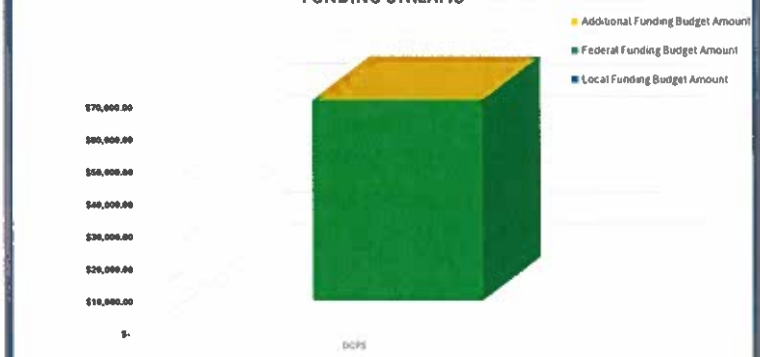
43%



PROGRAM EXPENSES

$27,162.00

FUNDING STREAMS



LOCAL FUNDING BUDGET
$-

FEDERAL FUNDING BUDGET
$62,455

ADDITIONAL FUNDING BUDGET
$-

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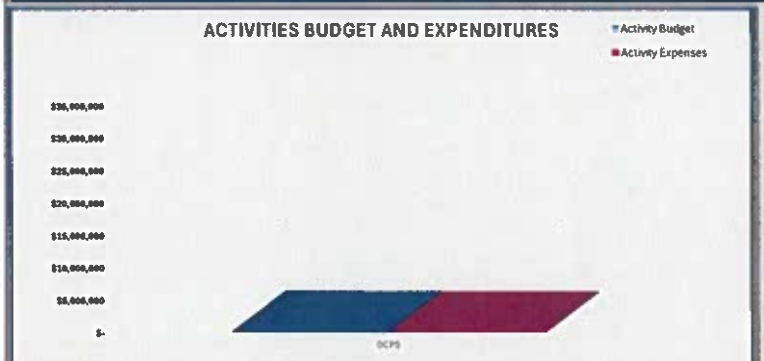
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

29 Participants

23 Completers

5 Credentialed

$937 Cost Per Participant

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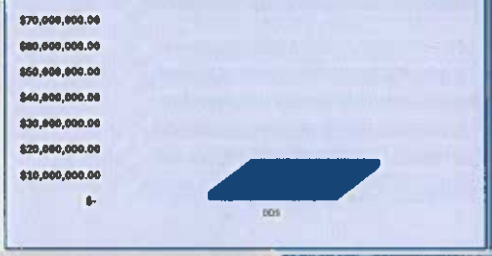
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
3	156	2,678	0%	29

Agency
DCPS
DHS
DOC
DOEE
DOES

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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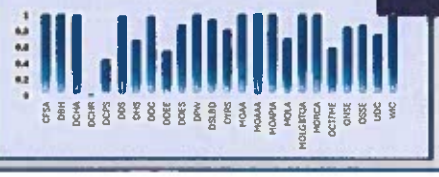
PROGRAM BUDGET

$3,623,225.70

AGENCY SPEND RATE

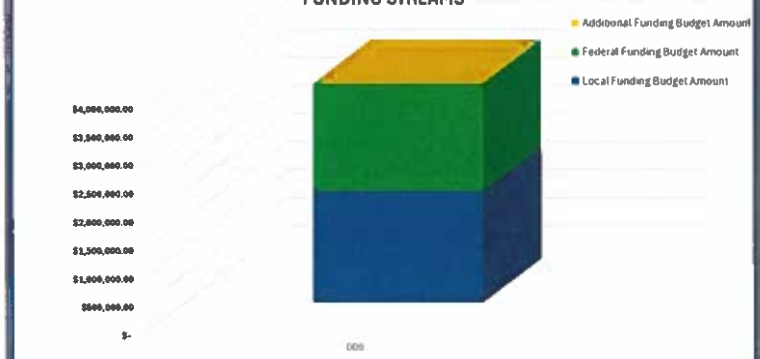
99%



PROGRAM EXPENSES

$3,574,079.73

FUNDING STREAMS



LOCAL FUNDING BUDGET
$1,979,179

FEDERAL FUNDING BUDGET
$1,908,903

ADDITIONAL FUNDING BUDGET
$-

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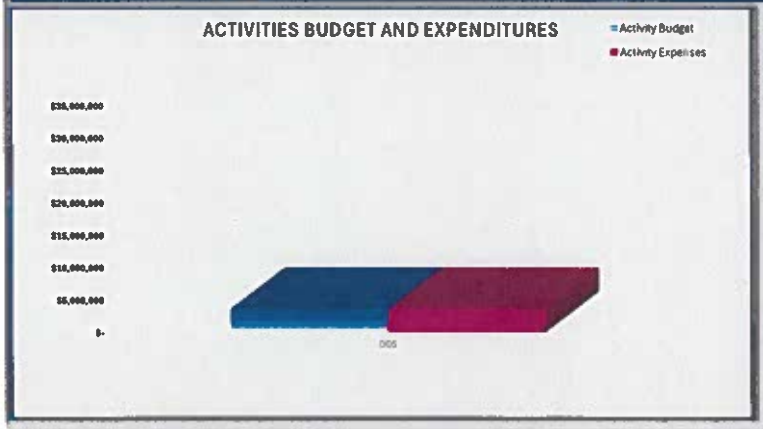
ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

617 Participants

158 Completers

- Credentialed

$5,840 Cost Per Participant

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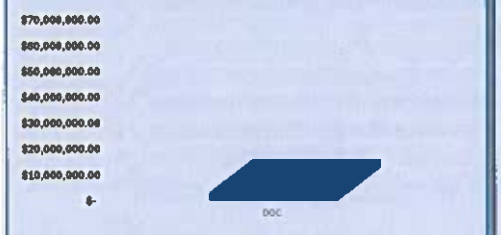
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
4	4	-	#DIV/0!	-

Agency
- DCPS
- DDS
- DHS
- DOC
- DOEE
- DOES

PROGRAM BUDGET

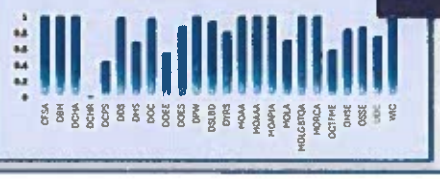


PROGRAM EXPENSES

PROGRAM BUDGET

$3,356,038.00

AGENCY SPEND RATE 97%



PROGRAM EXPENSES

$3,252,261.79

NAVIGATION TIPS
Using the Filter above

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FUNDING STREAMS

LOCAL FUNDING BUDGET
$2,100,000

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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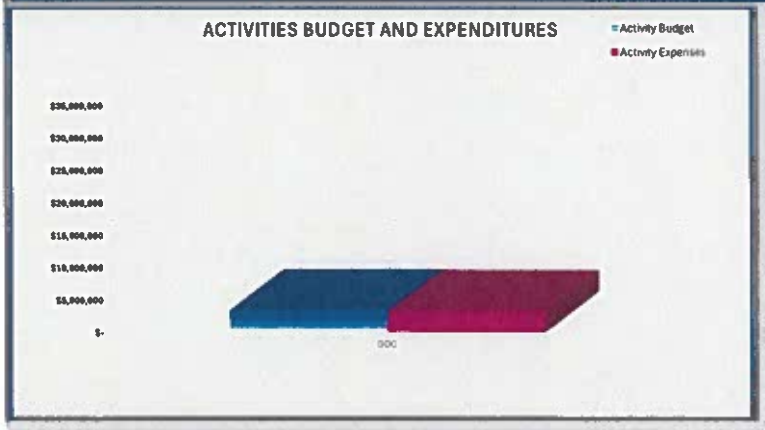
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

- \- Participants
- \- Completers
- \- Credentialed
- #DIV/0! Cost Per Participant

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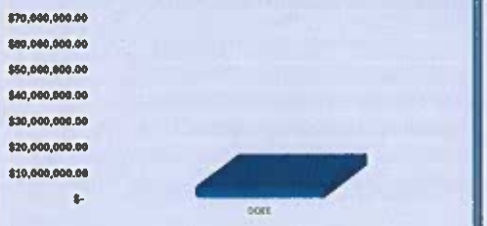
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
9	9	330	81%	103

Agency

- DCPS
- DDS
- DHS
- DOC
- DOEE
- DOES

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
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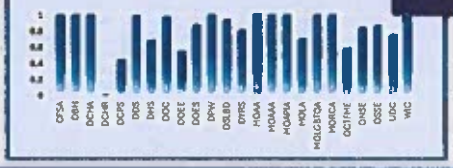
PROGRAM BUDGET

$4,669,819.26

AGENCY SPEND RATE

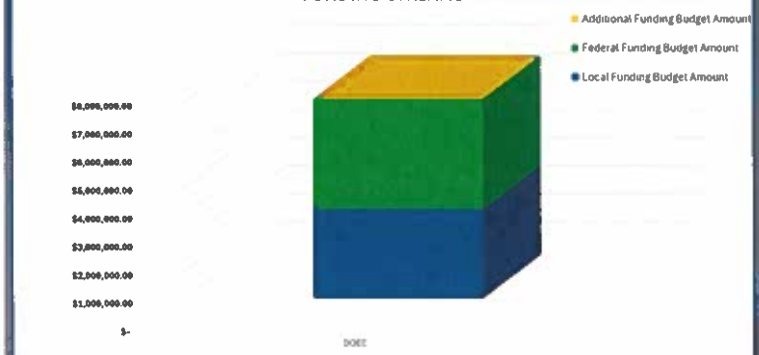
55%



PROGRAM EXPENSES

$2,548,098.14

FUNDING STREAMS



LOCAL FUNDING BUDGET
$3,166,597

FEDERAL FUNDING BUDGET
$3,909,700

ADDITIONAL FUNDING BUDGET
$-

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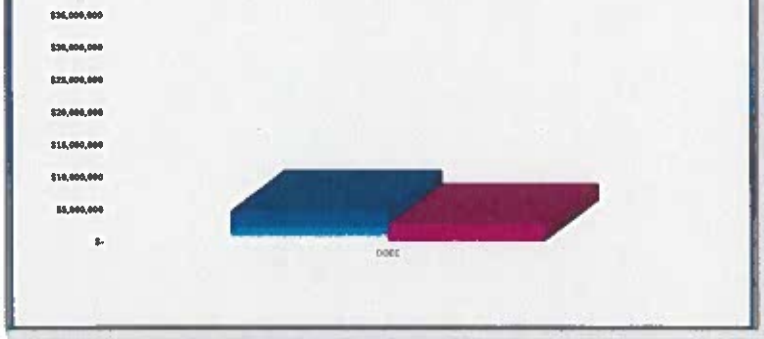
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

336 Participants

274 Completers

111 Credentialed

$7,584 Cost Per Participant

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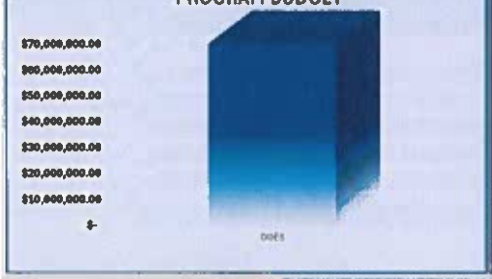
FY23 Expenditure Guide Dashboard

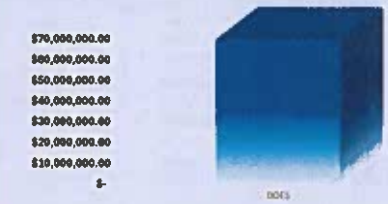
TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
20	82	29,492	80%	641

Agency
- DCPS
- DDS
- DHS
- DOC
- DOEE
- DHES

PROGRAM BUDGET



PROGRAM EXPENSES



NAVIGATION TIPS
Using the Filter above

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PROGRAM BUDGET

$112,138,970.96

AGENCY SPEND RATE

87%

PROGRAM EXPENSES

$97,552,093.95

FUNDING STREAMS

LOCAL FUNDING BUDGET
$37,293,672

FEDERAL FUNDING BUDGET
$57,312,291

ADDITIONAL FUNDING BUDGET
$-

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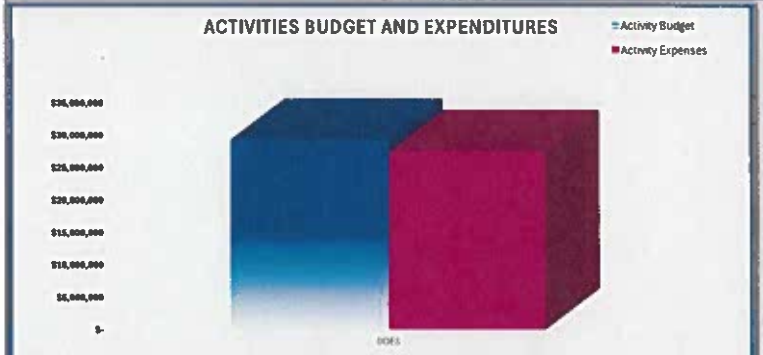
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

15,448 Participants

12,288 Completers

617 Credentialed

$1,786 Cost Per Participant

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

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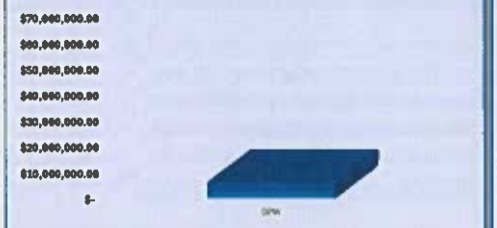
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	1	110	100%	110

Agency

- DOEE
- DOES
- DPW
- DSLBD
- DYRS
- MOAA

PROGRAM BUDGET



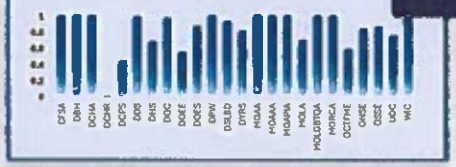
PROGRAM EXPENSES

PROGRAM BUDGET

$6,842,923.38

AGENCY SPEND RATE

100%



PROGRAM EXPENSES

$6,842,923.38

NAVIGATION TIPS
Using the Filter above

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FUNDING STREAMS

LOCAL FUNDING BUDGET
$6,842,923

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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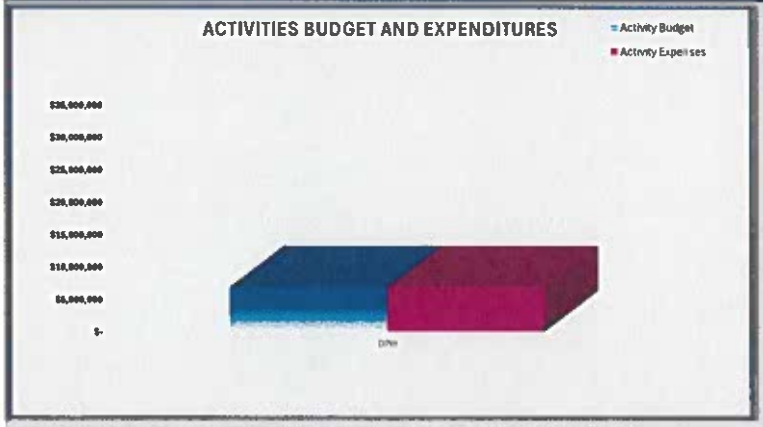
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

110 Participants

110 Completers

- Credentialed

$62,208 Cost Per Participant

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

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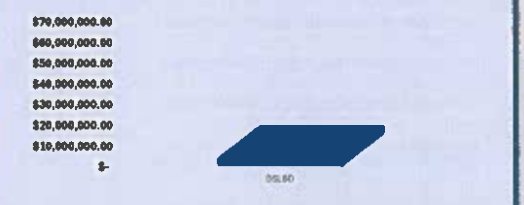
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
3	3	11,129	100%	-

Agency
DOEE
DOES
DPW
DSLBD
DYRS
MOAA

PROGRAM BUDGET

PROGRAM EXPENSES



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PROGRAM BUDGET
$4,619,536.00

AGENCY SPEND RATE
93%

PROGRAM EXPENSES
$4,294,580.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$4,125,223

FEDERAL FUNDING BUDGET
$494,313

ADDITIONAL FUNDING BUDGET
$-

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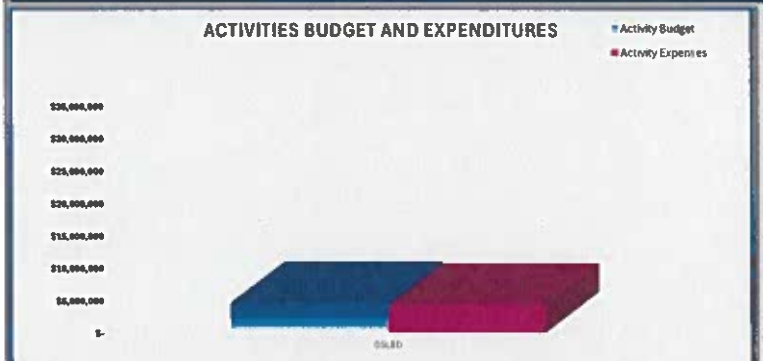
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

11,129 Participants

11,129 Completers

- Credentialed

$386 Cost Per Participant

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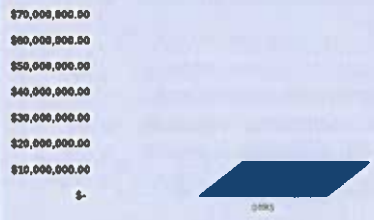
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	11	163	88%	20

Agency
DOEE
DOES
DPW
DSLBD
[illegible]
MOAA

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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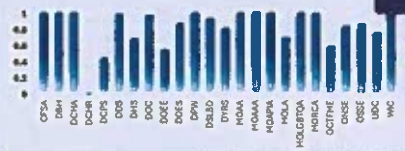
PROGRAM BUDGET

$210,000.00

AGENCY SPEND RATE

81%



PROGRAM EXPENSES

$169,490.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$210,000

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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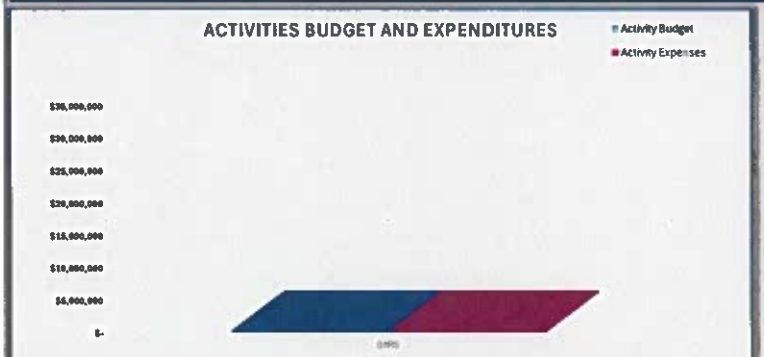
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

163 Participants

144 Completers

13 Credentialed

$1,040 Cost Per Participant

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FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	2	97	100%	-

Agency

- DOEE
- DOES
- DPW
- OSSE
- DYRS
- MOAA

PROGRAM BUDGET

PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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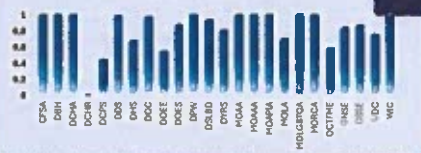
PROGRAM BUDGET

$11,000.00

AGENCY SPEND RATE

100%



PROGRAM EXPENSES

$11,000.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$11,000

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES

Activity Participant Review

97 Participants

97 Completers

- Credentialed

$113 Cost Per Participant

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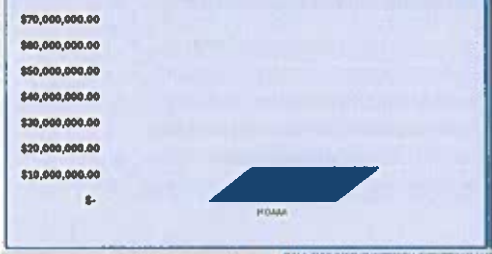
FY23 Expenditure Guide Dashboard

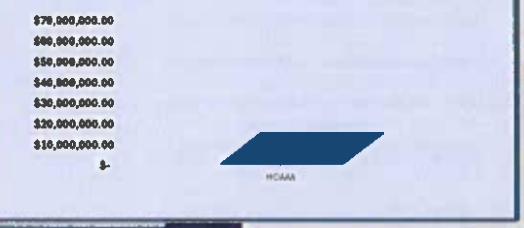
TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	1	50	100%	-

Agency
- MOAA
- MOAAA
- MOAPIA
- MOLA
- MOLGBTQA
- MORCA

PROGRAM BUDGET



PROGRAM EXPENSES



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PROGRAM BUDGET

$10,000.00

AGENCY SPEND RATE

100%

PROGRAM EXPENSES

$10,000.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$10,000

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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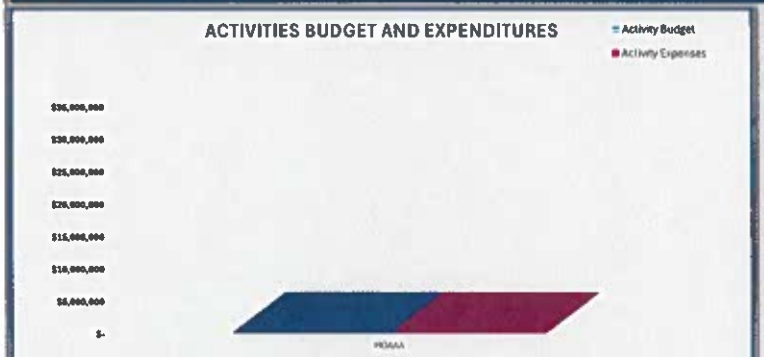
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

- 50 Participants
- 50 Completers
- - Credentialed
- $200 Cost Per Participant

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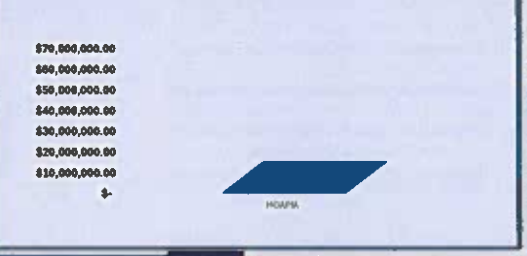
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	1	237	100%	-

Agency
- MOAA
- MOAAA
- [redacted]
- MOLA
- MOLGBTQA
- MORCA

PROGRAM BUDGET

PROGRAM EXPENSES



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PROGRAM BUDGET

$15,301.00

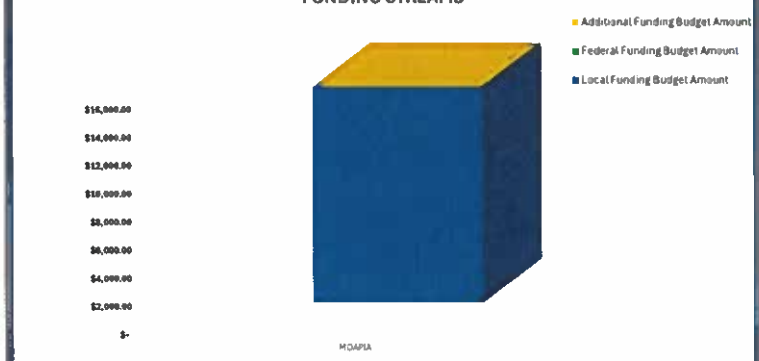
AGENCY SPEND RATE

100%

PROGRAM EXPENSES

$15,301.00

FUNDING STREAMS



LOCAL FUNDING BUDGET
$15,301

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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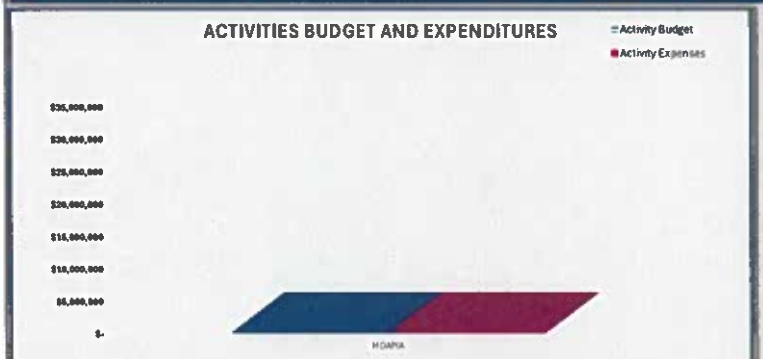
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

237 Participants

237 Completers

- Credentialed

$65 Cost Per Participant

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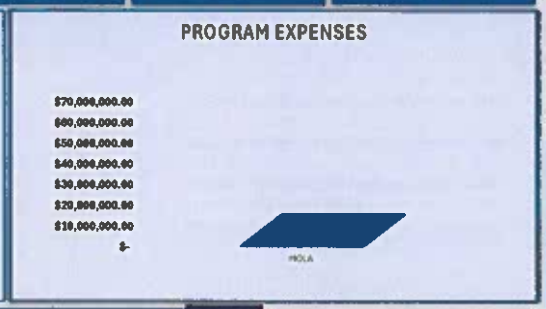
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	19	7,416	89%	401

Agency

- MOAA
- MOAAA
- MOAPIA
- MOLA
- MOLGBTQA
- MORCA



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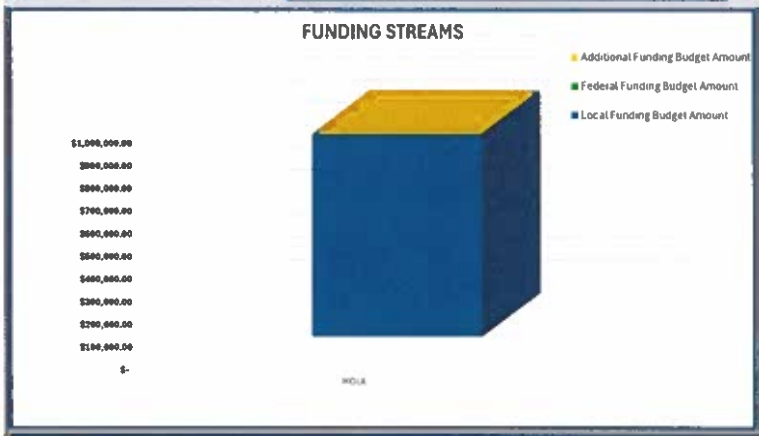
PROGRAM BUDGET

$ $900,242.00

PROGRAM EXPENSES

$ $626,083.00



LOCAL FUNDING BUDGET
$900,242

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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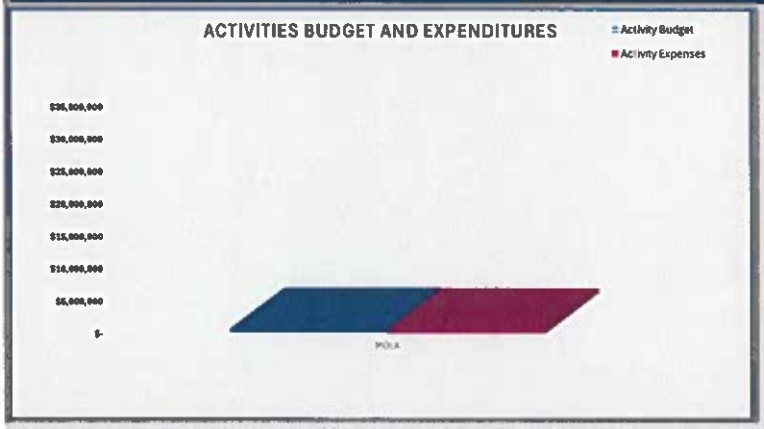
Activities (e.g., courses, training, etc.)



Activity Participant Review

7,416 Participants

6,603 Completers

- Credentialed

$84 Cost Per Participant

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FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	16	2,068	37%	524

Agency
- HORCA
- OCTFME
- ONSE
- OSSE
- UDC
- WIC

PROGRAM BUDGET

PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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PROGRAM BUDGET

$17,680.00

AGENCY SPEND RATE

100%

PROGRAM EXPENSES

$17,680.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$17,680

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$-

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Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES

Activity Participant Review

2,072 Participants

771 Completers

- Credentialed

$9 Cost Per Participant

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

In the case where an agency's data reads as "0," "0%," or "-" in this dashboard, often the data was not not applicable. Please review the spreadsheets to gather more information.

NOTE: The program and activity data does not match for every agency. For more information about the distinction between programs and activities, please review the Executive Summary.

FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
2	2	-	#DIV/0!	3

Agency
- MORCA
- OCTPME
- ONSE
- OSSE
- UDC
- WIC

PROGRAM BUDGET

PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

1. To review one agency: Ensure that niether icon is selected. Then select one agency.
2. To review multiple agencies: Ensure that niether icon are selected. Then select one agency. Then select the checklist icon and select additional agencies to compare.
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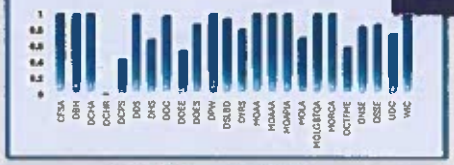
4. You can clear the filter by selecting the icon with the red "x."

PROGRAM BUDGET

$214,641.00

AGENCY SPEND RATE

59%



PROGRAM EXPENSES

$126,000.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$15,000

FEDERAL FUNDING BUDGET
$-

ADDITIONAL FUNDING BUDGET
$214,641

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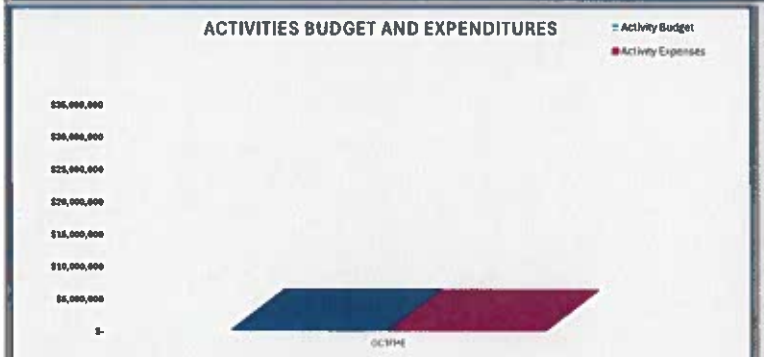
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

- 6 Participants
- 6 Completers
- - Credentialed
- $21,000 Cost Per Participant

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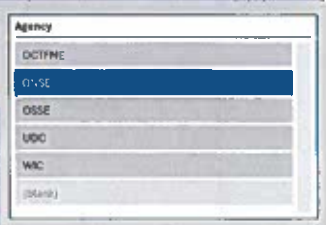
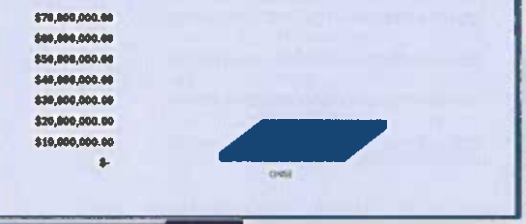
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
1	1	80	78%	66



PROGRAM BUDGET

PROGRAM EXPENSES



NAVIGATION TIPS
Using the Filter above

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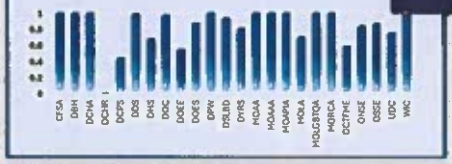
PROGRAM BUDGET

$5,757,253.00

AGENCY SPEND RATE

84%



PROGRAM EXPENSES

$4,821,790.00

FUNDING STREAMS

LOCAL FUNDING BUDGET
$2,792,908

FEDERAL FUNDING BUDGET
$2,964,345

ADDITIONAL FUNDING BUDGET
$-

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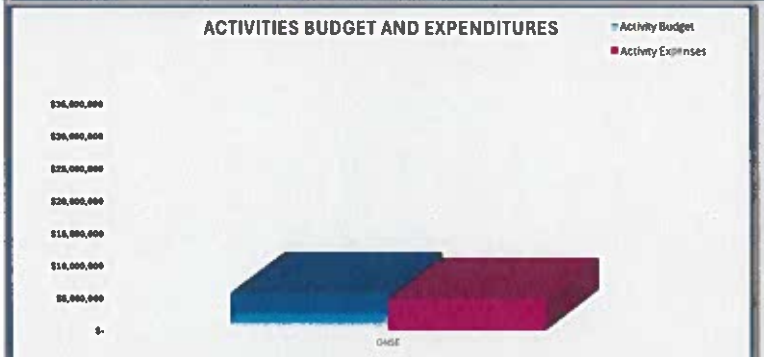
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

80 Participants

62 Completers

134 Credentialed

$60,272 Cost Per Participant

Not all activities offer credentials or track employment. Please review the spreadsheet to determine whether an agency tracks those data points.

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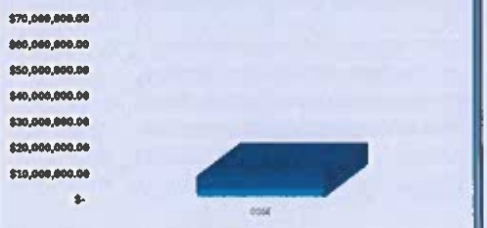
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
3	39	2,038	96%	576

Agency
- OCTFME
- ONSE
- OSSE
- UDC
- WIC
- (blank)

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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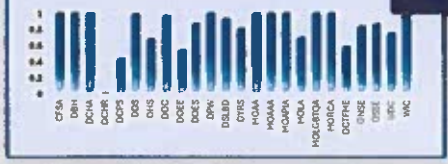
PROGRAM BUDGET

$9,062,608.20

AGENCY SPEND RATE

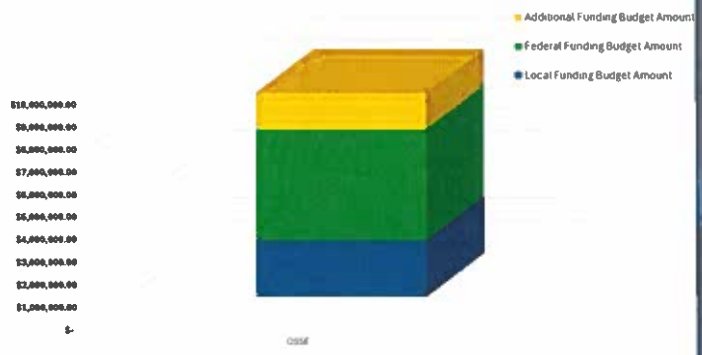
86%



PROGRAM EXPENSES

$7,821,168.95

FUNDING STREAMS



LOCAL FUNDING BUDGET
$2,511,601

FEDERAL FUNDING BUDGET
$4,920,399

ADDITIONAL FUNDING BUDGET
$1,630,608

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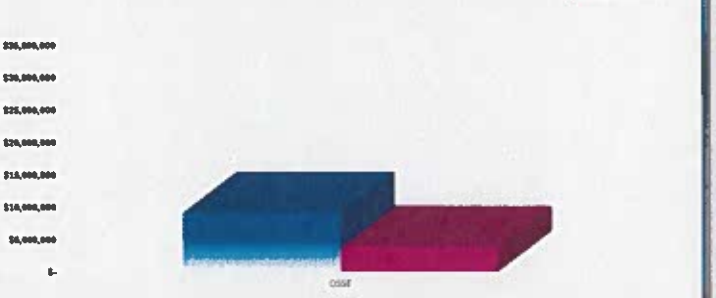
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

2,026 Participants

1,391 Completers

253 Credentialed

$1,866 Cost Per Participant

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FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
12	51	1,231	79%	100

Agency
- OCTPHE
- ONSE
- OSSE
- UDC
- WIC
- (blank)

PROGRAM BUDGET

PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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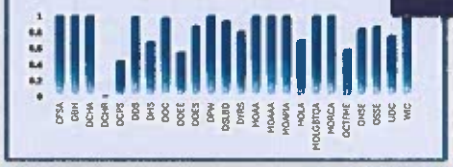
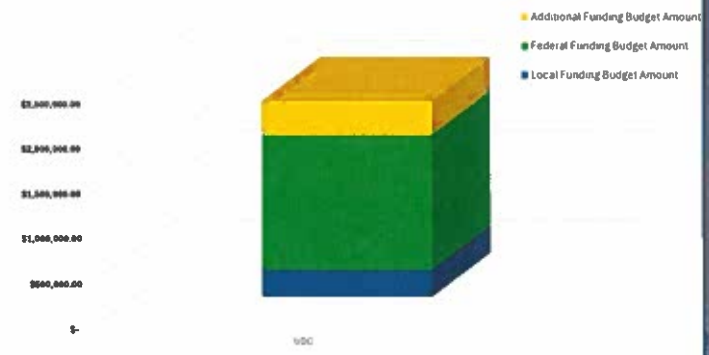
PROGRAM BUDGET
$967,218.00

AGENCY SPEND RATE
75%



PROGRAM EXPENSES
$725,821.01

FUNDING STREAMS



LOCAL FUNDING BUDGET
$293,353

FEDERAL FUNDING BUDGET
$1,500,000

ADDITIONAL FUNDING BUDGET
$377,998

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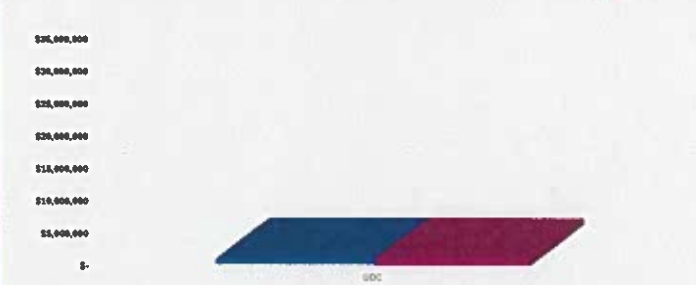
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

1,175 Participants

1,080 Completers

159 Credentialed

$800 Cost Per Participant

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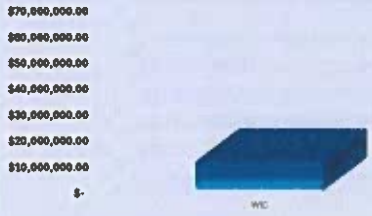
FY23 Expenditure Guide Dashboard

TOTAL PROGRAMS	TOTAL ACTIVITIES	PROGRAM PARTICIPANTS	COMPLETION RATE	EMPLOYED
7	20	4,388	50%	291

Agency
- OCTFME
- ONSE
- OSSE
- UDC
- WIC
- (blank)

PROGRAM BUDGET



PROGRAM EXPENSES

NAVIGATION TIPS
Using the Filter above

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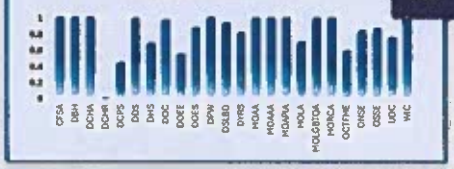
PROGRAM BUDGET

$12,005,440.00

AGENCY SPEND RATE

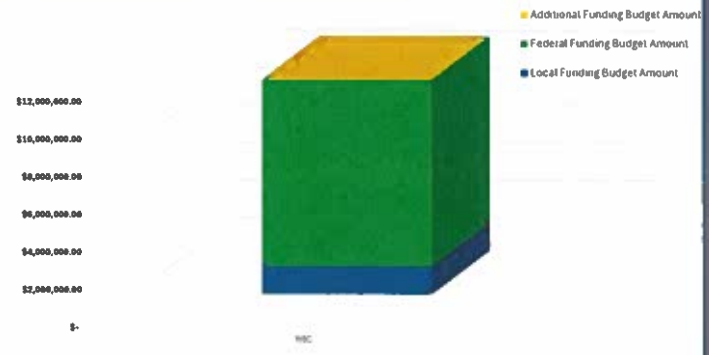
98%



PROGRAM EXPENSES

$11,739,993.09

FUNDING STREAMS



LOCAL FUNDING BUDGET
$1,487,099

FEDERAL FUNDING BUDGET
$9,953,342

ADDITIONAL FUNDING BUDGET
$-

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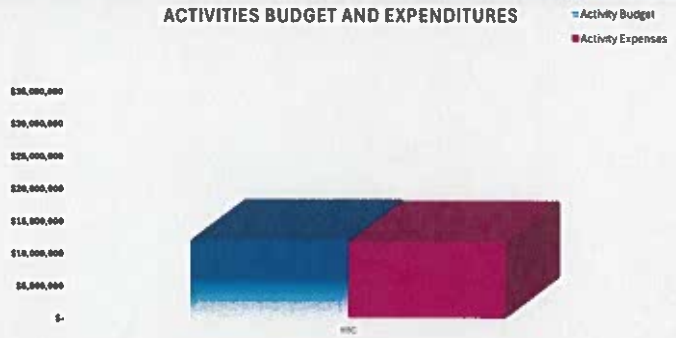
Activities (e.g., courses, training, etc.)

ACTIVITIES BUDGET AND EXPENDITURES



Activity Participant Review

4,388 Participants

2,200 Completers

514 Credentialed

$2,674 Cost Per Participant

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OSSE Adult Education and Family Literacy Act (AEFLA) Program (WIOA Title II) FY 2022-23	
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 in FY24)	**FINAL FY 2022-23 OUTCOME DATA** Period of Performance: July 1, 2022 - June 30, 2023 Final Data Reported as of September 30, 2023
Participants Served (N only) NRS Tbl 4, Col. B	1221
1040	
Employment rate (2nd quarter after exit) NRS Tbl 5, Col. G	37.22%
17%	
Employment rate (4th quarter after exit) NRS Tbl 5, Col. G	35.97%
15%	
Median earnings (2nd quarter after exit) NRS Tbl 5, Col. G	$8,580
$6,900	
Credential Attainment NRS Tbl 5, Col. G	29.24%
46%	
Measurable Skill Gains NRS Tbl 4, Col. O	54.73%
52%	
Entry Level Credentials (ELCs) Earned (Non-NRS Reportable)	512
Number of students who earned one or more ELC	407
Top 5 Entry-Level Credentials (ELCs) Earned by Students: 1) 2) Credential (EL) - Occupational Safety and Health Administration (OSHA) 10-Hour Construction Safety and Health (Total 154); 2) Credential (EL) - American Heart Association (AHA) Cardiopulmonary Resuscitation (CPR) - Adult/Pediatric/First Aid/Automated External Defibrillator (AED)/Basic Life Support (BLS) (Total 115) 3) Credential (EL) - American Red Cross (ARC) Cardiopulmonary Resuscitation (CPR) - Adult/Pediatric/First Aid/Automated External Defibrillator (AED)/Basic Life Support (BLS) (Total 85); 4) Credential (EL) - Mandatory Reporters of Child Abuse & Neglect (Total 49); and 5) Credential (EL) - National Consortium for Construction Education and Research (NCCER) Construction Site Safety Orientation (Total 29).	
Industry Recognized Credentials (IRCs) Earned (NRS Reportable)	619
Number of students who earned one or more IRC	456

OSSE Adult Education and Family Literacy Act (AEFLA) Program (WIOA Title II) FY 2023-24	
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)	**FINAL FY 2023-24 OUTCOME DATA** Period of Performance: July 1, 2023 - June 30, 2024 Final Data Reported as of September 30, 2024
Participants Served (N only) NRS Tbl 4, Col. B	1192
1040	
Employment rate (2nd quarter after exit) NRS Tbl 5, Col. G	39.33%
18%	
Employment rate (4th quarter after exit) NRS Tbl 5, Col. G	38.87%
16%	
Median earnings (2nd quarter after exit) NRS Tbl 5, Col. G	$9,321
$7,000	
Credential Attainment NRS Tbl 5, Col. G	40.55%
47%	
Measurable Skill Gains NRS Tbl 4, Col. O	63.67%
53%	
Entry Level Credentials (ELCs) Earned (Non-NRS Reportable)	594
Number of students who earned one or more ELC	320
Top 5 Entry-Level Credentials (ELCs) Earned by Students: 1) Credential (EL) - American Red Cross (ARC) Cardiopulmonary Resuscitation (CPR) - Adult/Pediatric/First Aid/Automated External Defibrillator (AED)/Basic Life Support (BLS) (Total 133); 2) Credential (EL) - Occupational Safety and Health Administration (OSHA) 10-Hour Construction Safety and Health (Total 113); 3) Credential (EL) - Northstar Digital Literacy Badge - Essential Computer Skills - Using Email (Total 56); 4) Credential (EL) - Northstar Digital Literacy Badge - Essential Computer Skills - Basic Computer Skills (Total 51); and 5) Credential (EL) - Northstar Digital Literacy Badge - Essential Computer Skills - Internet Basics (Total 35).	
Industry Recognized Credentials (IRCs) Earned (NRS Reportable)	731
Number of students who earned one or more IRC	481

OSSE Adult Education and Family Literacy Act (AEFLA) Program (WIOA Title II) FY 2024-25	
FY 2025 OSSE AFE WIOA Common Measures (Data to be reported on the WIOA Common Measure Table for the WIC's FY 25 Performance Hearing in FY 26)	Period of Performance: July 1, 2024 - December 30, 2024 (Per NRS Tables generated on 2/4/25)
Participants Served (N only) NRS Tbl 4, Col. B	889
800	
Employment rate (2nd quarter after exit) NRS Tbl 5, Col. G	29.25%
37.3%	
Employment rate (4th quarter after exit) NRS Tbl 5, Col. G	30.32%
36.1%	
Median earnings (2nd quarter after exit) NRS Tbl 5, Col. G	$9,620
$8,600	
Credential Attainment NRS Tbl 5, Col. G	41.28%
30%	
Measurable Skill Gains NRS Tbl 4, Col. O	54.30%
54.8%	
Entry Level Credentials (ELCs) Earned (Non-NRS Reportable)	TBD
Number of students who earned one or more ELC	TBD
Top 5 Entry-Level Credentials (ELCs) Earned by Students: TBD	
Industry Recognized Credentials (IRCs) Earned (NRS Reportable)	TBD
Number of students who earned one or more IRC	TBD

Top 10 Industry Recognized Credentials (IRCs) Earned by Students:		*Top 10 Industry Recognized Credentials (IRCs) Earned by Students:*		*Top 10 Industry Recognized Credentials (IRCs) Earned by Students:* TBD	
1) Credential (IR) - Home Builders Institute (HBI) Pre-Apprenticeship Certification Training (PACT) (Total 57); 2) Credential (IR) - Environmental Protection Agency (EPA) Section 608, CFC, Type A, I, II, III, R-410, and Universal (Total 44); 3) Credential (IR) - National Retail Federation (NRF) Customer Service & Sales Count (Total 44); 4) Credential (IR) - Occupational Safety and Health Administration (OSHA) 30-Hour Construction Safety and Health (Total 33); 5) Credential (IR) - Certified Nursing Assistant (CNA) (Total 31); 6) Credential (IR) - Registered Medical Assistant (RMA) (Total 30); 7) Credential (IR) - National Consortium for Construction Education and Research (NCCER) Core Curriculum (Total 25); 8) Credential (IR) - ServSafe Food Protection Manager (Total 23); 9) Credential (IR) - ServSafe Food Safety Manager (Total 23); and 10) Credential (IR) - American Welding Society (AWS) D1.1 Welder Certification (3G) (Total 22).		1) Credential (IR) - Home Builders Institute (HBI) Pre-Apprenticeship Certification Training (PACT) (Total 85); 2) Credential (IR) - Occupational Safety and Health Administration (OSHA) 30-Hour Construction Safety and Health (Total 67); 3) Credential (IR) - Microsoft Office Specialist (MOS) Associate: Microsoft 365 Apps (Excel 365 App, Outlook 365 App, PowerPoint 365 App, Word 365 App) (Total 43); 4) Credential (IR) - Environmental Protection Agency (EPA) Section 608, CFC, Type A, I, II, III, R-410, and Universal (Total 38); 5) Credential (IR) - National Retail Federation (NRF) Customer Service & Sales Count (Total 38); 6) Credential (IR) - National Consortium for Construction Education and Research (NCCER) Core Curriculum (Total 31); 7) Credential (IR) - Certified Phlebotomy Technician (CPT) (Total 31); 8) Credential (IR) - Microsoft Office Certification - Excel (Total 29); 9) Credential (IR) - Certified Clinical Medical Assistant (CCMA) (Total 25); and 10) Credential (IR) - American Welding Society (AWS) D1.1 Welder Certification (3G) (Total 23).		
Total ELCs & IRCs Earned	1131	Total ELCs & IRCs Earned	1325	Total ELCs & IRCs Earned	TBD
Total number of students who earned one or more ELC and/or IRC	863	Total number of students who earned one or more ELC and/or IRC	801	Total number of students who earned one or more ELC and/or IRC	TBD

Program Description							Activities Budget	
Provider Name	Workforce Activity Name	Industry Sector	Provided Services	Credential Name	Associated Occupational Job Title and Code	Workforce Activity Duration	FY23 Total Budget for Workforce Activity	FY24 Total Budget for Workforce Activity
Academy of Hope Adult PCS (1)	Healthcare Academy #1: Certified Nursing Assistant (FY21-FY25) *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.*	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links	Certified Nursing Assistant (CNA)	31-1131.00; Nursing Assistants	199 Hours/14.5 Weeks/4 Months	$450,000.00	$480,000.00
Academy of Hope Adult PCS (2)	Healthcare Academy #2: Phlebotomy (FY21-FY25)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education	Certified Phlebotomy Technician	31-9097.00; Phlebotomists	172.5 Hours/ 4 months		
Academy of Hope Adult PCS (3)	21st Century Workplace (FY21-FY23)	Information Technology; Business Management & Administration;	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services); Transitional Services (Links to	Microsoft Office Specialist Word Certificate; Microsoft Office Specialist Outlook Certificate; Microsoft Office Specialist Excel Certificate;	43-4051.00; Customer Services Representatives; 43-1011.00; First Line Supervisors of Office and Administrative Support Workers; 43-6014.00; Secretaries and Administrative Assistants, Except Legal, Medical and Executive; 43-4171.00; Receptionists and Information Clerks;	108 Hours (fall)/114 hours (spring); 3.5 Months (fall)/4.5 Months (spring).		
Academy of Hope Adult PCS (4)	Career Academy 101 (FY21 & FY22) *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.*	Information Technology; Business Management & Administration; Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based	Certified Guest Service Professional; CPR/First Aid;	35-9011.00; Dining Room and Cafeteri	102 Hours (fall)/114 hours (spring)/ 17 Weeks (fall)/19 Weeks (spring).		
Academy of Hope Adult PCS (5)	Career Development Academy (FY21 & FY22) *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.*	Information Technology; Business Management & Administration; Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based	CPR/First Aid	39-3093.00; Locker Room, Coatroom,	51 Hours (fall)/57 hours (spring)/ 17 Weeks (fall)/19 Weeks (spring).		
Academy of Hope Adult PCS (6)	Workforce Reading and Math Prep (FY23-FY25)							
Briya PCS (1)	Child Development Associate Program (FY21-FY25)	Education	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based	Child Development Associate (CDA) Certification; Pediatric CPR and First Aid; SERV Safe Food Protection Manager Certification; Briya Certificates: Mandatory Reporters of Child Abuse and Neglect, Medicine Administration for Child Care Providers, Prevention of Sudden	39-9011.00; Childcare Workers; 25-9042.00 Teaching Assistants, Preschool, Elementary, Middle, and Secondary School, Except Special;	10-12 Months- The Council for Professional Recognition requires a total of 600 hours comprised of 120 hours of classroom instruction and 480 practicum hours. Briya offers 375 hours of classroom instruction and 480 practicum hours for a total of 855 hours to ensure adult students	$461,000.00	$480,000.00
Briya PCS (2)	Medical Assistant Program (FY21-FY25)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway	Registered/Certified Medical Assistant; CPR, First Aid & AED;	31-9092.00; Medical Assistants	14 Months- MA students have 720 clock hours of classroom instruction, including at least 160 clock hours of externship. Students complete 12		
Briya PCS (3)	Helping Professionals Program (FY21-FY25)	Education; Healthcare	Credential Attainment/Occupational Skills Training;Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and	CPR/First Aid	31-9092.00; Medical Assistants; 39-9011.00 - Child Care Workers; 25-9041.00 - Teacher Assistants;	12 Months- 400 hours. Helping Professions - 8 months. NEDP		
Catholic Charities of the Archdiocese of Washington, Inc. (1)	CCETC Pre-Apprenticeship Construction IE&T Program (FY21-FY25) *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).*	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services);	Core Curriculum: Introductory Craft Skills; 10-Hour Construction Safety and Health; Flagger Training Course; CPR/First Aid & AED;	47-2031.00; Carpenters; 49-9071.00 - Maintenance and Repair Workers, General; 47-2061.00 - Construction Laborers;	120 Hours/10 Weeks	$461,000.00	$480,000.00

Catholic Charities of the Archdiocese of Washington, Inc. (2)	CCETC Bank Teller IE&T Program (FY21-FY25)	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway	Unidos US, Latinos in Finance Certification	43-3071.00; Tellers; 43-4141.00; New Accounts Clerks;	120 Hours/10 Weeks		
Catholic Charities of the Archdiocese of Washington, Inc. (3)	CCETC Job Seekers' Culinary Skills (English Language Learners) IE&T Program (FY21-FY25)	Hospitality	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	SERV Safe Food Handlers; Aller Train Lite;	35-2012.00 ;Cooks, Institution and Cafeteria; 35-2014.00 - Cooks, Restaurants;	180 Hours/ 6 Weeks		
Catholic Charities of the Archdiocese of Washington, Inc. (4)	CCETC Gateway to Career Pathways through Adult Basic Education Program (FY21-FY25)	Construction; Hospitality	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Kennedy Institute Certification of Completion	37-2011.00 ;Janitors and Cleaners, Exc	12 Months/ 800 Hours		
Catholic Charities of the Archdiocese of Washington, Inc. (5)	CCETC Workers and Scholars Bridge Program (FY21-FY23)	Information Technology; Business Management & Administration; Construction;	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Washington English Center Certificate of Completion	43-4081.00;Hotel, Motel and Resort D	125 Hours/ 10 Weeks		
Congress Heights Community Training & Dev. Corp. (1)	Facilities Management Solutions: Building Maintenance (FY21-FY25)	Construction; Hospitality	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	START Certified Maintenance Employee Certification; Microsoft Office Specialist Certification; NRF	49-9071.00; Maintenance and Repair V	352 Hours/ 16 Weeks	$481,000.00	$480,000.00
Congress Heights Community Training & Dev. Corp. (2)	Facilities Management Solutions: Physical Security (FY21-FY25)	Law & Security	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Security Officer; Microsoft Office Specialist Certification; NRF Sales and Service Certification; CPR/First Aid;	33-9032.00; Security Guards	288 Hours/ 39 Weeks		
Four Walls Development, Inc. (1)	Careers Unlimited (FY21 & FY22) *FY22: Careers Unlimited was phased out in FY22)*	Information Technology; Business Management & Administration; Construction; Hospitality;	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education	Customer Service and Sales; Flaggers; OSHA 10; CPR/ First Aid;	49-9098.00; Helpers--Installation, Mai	180 Hours/ 36 Weeks	$481,391.80	$480,000.00
Four Walls Development, Inc. (2)	Core Curriculum (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Customer Service and Sales; Flaggers; OSHA-10; OSHA-30; CPR/ First Aid;	47-3011.00; Helpers--Brickmasons, Blo	90 Hours/ 15 Weeks		
Four Walls Development, Inc. (3)	Heating, Ventilation & Air Conditioning (HVAC) (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Electrical Wiring I; HVAC I; EPA Section 608; Customer Service and Sales; Flaggers; OSHA-10; OSHA-30;	49.9021.00; Heating Air Conditioning,	144 Hours/ 24 Weeks		
Four Walls Development, Inc. (4)	Stationary Steam Engineering (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational	6th, 3rd, 1st Class Licensure; 5th Grade Engineering (MD); EPA Section	51-8021.00; Stationary Engineers and	216 Hours/ 36 Weeks		
Four Walls Development, Inc. (5)	Technology (FY21-FY25)	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Microsoft Office Specialist; CompTIA A+; Customer Service and Sales; CPR/ First Aid;	43-9061.00; Office Clerks, General; 15-1232.00 - Computer User Support Specialist;	180 Hours/ 36 Weeks		
Latin American Youth Center Career Academy PCS (1)	Information Technology (IT) Pathway (FY21-FY25)	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway	Internet and Computing Core Certification; Microsoft Office Specialist Certification; CompTIA A+ Certified Computer Technician;	15-1230.00; Computer Support Special; 15-1231.00 - Computer Network Support Specialists;	10 Months/ 720 hours	$463,608.20	$480,000.00
Latin American Youth Center Career Academy PCS (2)	Medical Assistant (MA) Pathway (FY21-FY25)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Certified Clinical Medical Assistant	31-9092.00; Medical Assistants	10 Months/ 720 hours		
Opportunities Industrialization Center of Washington-OIC/DC (1)	OIC-DC A+ Computer Repair Certification Training (FY21-FY24) *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* ***FY24: OIC-DC concluded all OSSE grant activities at the end of this fiscal year, closed the organization and did not receive funding in FY24 and FY25.***	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services); Transitional Services (Links to Training/Advanced Training, Postsecondary Education and/or Employment); Case management; Core Outcome Follow-up Services (Employment 2nd Qtr. after exit and	Business Office Support Specialist with Microsoft Word and Excel Certification; CompTIA A+ Certification; National Professional Certification in Customer Service;	15-1151.00; Computer User Support Specialists; 15-1152.00; Computer Network Support Specialists; 43-6014.00; Secretaries and Administrative Assistants; 43-4051.00; Customer Service Representatives, Healthcare; 31-1011.00; Home Health Aides;	336 Hours/ 14 Weeks	$461,000.00	$480,000.00
Opportunities Industrialization Center of Washington-OIC/DC (2)	OIC-DC Home Health Aide Certification Training (FY21-FY24)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway	Home Health Aide (HHA); CPR/First Aid;	31-1121.00; Home Health Aides	333 Hours/ 15 Weeks		
Opportunities Industrialization Center of Washington-OIC/DC (3)	OIC-DC Customer Service Hospitality & Retail Sales Certification Training (FY21- FY24)	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and	NRF Customer Service and Sales Certif	41-2031.00; Retail Salespersons	288 Hours/ 12 Weeks		
Opportunities Industrialization Center of Washington-OIC/DC (4)	OIC-DC Business Office Support Specialist Certification Training (FY21- FY24)	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Microsoft Office Word Specialist; Microsoft Office Excel Specialist;	43-4051.00; Customer Service Represe	336 Hours/ 14 Weeks - (10 weeks in class and 4 weeks in internship).		
So Others Might Eat (1)	Building Maintenance Service Technician (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based	Preventative Maintenance Technician Certification; EPA CFC 608 Universal (Type A, 1, R-410; CPR & AED;	49-9071; Maintenance and Repair Workers, General; 49-9098 - Helpers--Installation, Maintenance, and Repair Workers;	660 Hours/ 22 Weeks	$461,000.00	$480,000.00

So Others Might Eat (2)	Heating, Ventilation & Air Conditioning (FY22-FY25)	Construction	Educational Services;	EPA CFC 608 Universal (Type A, 1, 2, and 3); CPR & AED;	49-9071.00 ; Maintenance and Repair Workers, General; 49-9021.00 - Heating, Air Conditioning, and Refrigeration Mechanics and Installers;	540 Hours/18 Weeks		
So Others Might Eat (3)	Medical Administrative Assistant (FY21-FY25)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting	Certified Medical Administrative Assistant; CPR & AED;	43-6013; Medical Secretaries	720 Hours/24 weeks		
So Others Might Eat (4)	Medical Assistant (FY21-FY25)	Healthcare	Credential Attainment/Occupational Skills Training; Intake; Educational	Certified Clinical Medical Assistant; CPR & AED;	31-9092.00;Medical Assistants	670 Hours/23 Weeks		
Southeast Welding Center (1)	Pathways to the Future Project - Welding (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education (Adult Education and Literacy) and	American Welding Society D1.1 Welder Certification (3G)	49-9071.00; Welding Maintenance and Repair Workers; 51-4121.00; Welders, Cutters, Solderers, and Brazers;	360 Hours/ 20 Weeks	$461,000.00	$397,675.63
The Family Place (1)	The Family Place Bridge to Careers in Childcare - Child Development Associate (FY21-FY25)	Education	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway	Child Development Associate (CDA) Certification; Pediatric CPR/First Aid; SERV Safe Food Protection Manager Certification; Briya Certificates:	39-9011.00; Childcare Workers; 35-90	120 Hours- early childhood education training and 480 hours of professional work experience.	$461,000.00	$480,000.00
The Family Place (2)	The Family Place Bridge to Careers in Food Service (FY21-FY25)	Hospitality	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education (Adult Education and Literacy) and Workforce Preparation, Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services);	SERV Safe; Food Handler; CPR/ First Aid;	35-2021.00; Food Preparation Worker	144 Hours - for one term depending on the student's career and education plan. Students must complete 11 weeks of classroom instruction and pass SERV Safe Food Handler's exam.		
Youth Build PCS (1)	YouthBuild Futures (FY21-FY25)	Construction	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation	Construction Home Builders Institute (HBI) Pre- Apprenticeship Certification Training (PACT); National Consortium for Construction Education and Research (NCCER) Core; Multi-Craft Core Curriculum (MC3);	47-2061.00 ;Construction Laborers; 47-3019.00;Helpers, Construction Trade, All Others;	43 Weeks; 10 months (HBI-PACT); 4.5 months (NCCER-Core); 4.5 months (MC3);	$461,000.00	$480,000.00
YWCA National Capital Area (1)	YWCA-NCA CETC Administrative Support Program (FY21-FY23) *FY20: YWCA-NCA CETC Administrative Support Program; YWCA-NCA CETC Healthcare Program (Phased out in FY21); YWCA-NCA CTEC Hospitality Program;* ***FY23: YWCA-NCA concluded all OSSE AFE grant activities at the end of this program year and did not receive funding in FY24 and FY25.***	Information Technology; Business Management & Administration	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services); Transitional Services (Links to	IC3 G5 Digital Literacy Certification	43-9199.00; Office and Administrative Support Workers, All Other	288 Hours- Each term is approximately 12 – 14 Weeks, depending on holidays, requirements for an internship, or work-based learning. The estimated completion time for this program is two terms	$250,000.00	N/A
YWCA National Capital Area (2)	YWCA-NCA CETC Hospitality Program (FY21-FY23)	Hospitality	Credential Attainment/Occupational Skills Training; Intake; Educational and Career Assessment; Goal Setting and Individual Career Pathway Planning; Integrated Education and Training (Includes Adult Education and Literacy, Workforce Preparation, Workforce Training and Work-based learning); Supportive Services (Links to Child Care, Transportation, Public Benefits and other related services); Transitional Services (Links to Training/Advanced Training, Postsecondary Education and/or Employment); Case management; Core Outcome Follow-up Services (Employment 2nd Qtr. after exit and 4th Qtr. after exit, Median Earnings, Credential Attainment).	Guest Services Professional Certification; SERV Safe Food Handler's Certification;	35-3021.00;Combined Food Preparation and Serving Workers; 35-3041.00; Food Servers, Non-restaurant; 35-9031.00; Hosts and Hostesses, Restaurant, Lounge, and Coffee Shops; 43-4171.00; Receptionists and Information Clerks; 39-6012.00; Concierges;	144 Hours- Minimum number of hours is 144 for one term depending on student career and education plan. Students will attend classes approximately 4 days a week for 15 - 20 hours per week, with an additional 4-6 hours of online learning or a blended model of online and tutor supported instruction, depending on program enrollment. Distance learners and evening students will attend classes a minimum of 6 hours per week with an additional 18 hours allocated for distance learning and/or small group or one-to-one tutoring.		

	Participants		
FY25 Total Budget for Workforce Activity	FY23 Number of Participants in Workforce Activity	FY24 Number of Participants in Workforce Activity	FY25 Number of Participants in Workforce Activity
$430,000.00	153	101	Contracted # of students: 80
$430,000.00	97	101	Contracted # of students: 80
$430,000.00	97	102	Contracted # of students: 80

$450,000.00	108	94	Contracted # of students: 80
$440,000.00	92	94	Contracted # of students: 80
$430,000.00	100	127	Contracted # of students: 80
N/A	94	91	N/A
$430,000.00	105	147	Contracted # of students: 80

$430,000.00	75	90	Contracted # of students:80
$430,000.00	90	90	Contracted # of students: 80
$430,000.00	154	152	Contracted # of students: 80
N/A	44	N/A	N/A

DC Workforce Partnership - DOES

Partnership Convening

Name	Subitems
Convene Quarterly Partnership Meetings	Q1 Meeting,Q2 Meeting,Q3 Meeting,Q4 Meeting
Identify additional occupations that may be needed for future planning	
Programatic Functions	support, project management, and facilitation to the Partnership to coordinate timely activities and production,Develop and submit quarterly summary programmatic reports,Develop and submi
Engagement & Retention	at least 5 additional cross-sector partners that demonstrate ability to meet Partnership membership criteria,Retain 80% of partners through grant period,Engage 90% of partners through grant

Subitems — Convene Quarterly Partnership Meetings

Name
Q1 Meeting
Q2 Meeting
Q3 Meeting
Q4 Meeting

Subitems — Programatic Functions

Name
Provide administrative support, project management, and facilitation to the Partnership to coordinate timely activities and production
Develop and submit quarterly summary programmatic reports
Develop and submit end of the year report

Subitems — Engagement & Retention

Name
Secure at least 5 additional cross-sector partners that demonstrate ability to meet Partnership membership criteria
Retain 80% of partners through grant period
Engage 90% of partners through grant period

DC Alliance for Healthcare Career Recruitment

Name	Subitems
Employer Recruitment into DC Alliance for Healthcare Careers	
Convene eight Meeting with Health Providers	Employer 1,Employer 2,Employer 3,Employer 4,Employer 5,Employer 6,Employer 7,Employer 8
Secure at least 4 new Employer partners	
Assist DOES with finalizing and securing MOUs with new employers as well as those in the pipeline	
Feature Alliance in Workforce Newsletter and Monthly in DCHA news	Workforce News Letter,DCHA News
Present Program to Health Care Associations	DCHA HR Committee,DCPCA Workforce Contacts,DCHCA Board,Long Term Care Coalition

Subitems — Convene eight Meeting with Health Providers

Name
Employer 1
Employer 2
Employer 3
Employer 4
Employer 5
Employer 6
Employer 7
Employer 8

Subitems — Feature Alliance in Workforce Newsletter and Monthly in DCHA news

Name
Workforce News Letter
DCHA News

Subitems — Present Program to Health Care Associations

Name
DCHA HR Committee
DCPCA Workforce Contacts
DCHCA Board
Long Term Care Coalition

Employment Event

Name	Subitems
Facilitate at least 1 job or hiring fair with health care employers.	Secure Facility,Recruit Hospitals,Pulicize Event

Subitems

Name
Secure Facility
Recruit Hospitals
Pulicize Event

Strategic Priorities & Program Management

Name	Subitems
Develop & Release the 5th Annual Health Care Occupations Report	
Meet regularly with the DOES & the DC WIC including check-in meetings and other relevant workforce system coo	
Data management	

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Person	Status	Timeline - Start	Timeline - End	Date	Updates
tin Palmer, Bolutife Omoloju, Christian Jo	Working on it	2024-10-01	2025-09-30		Dates have been finalized

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
Yolette Gray, Bolutife Omoloju	Done	2024-12-11	DC Alliance for Healthcare Careers & Communication Plan Update			
Justin Palmer, Christian Jones	Working on it	2025-03-26				
Justin Palmer, Christian Jones	Working on it	2025-06-26				
Justin Palmer, Christian Jones	Working on it	2025-09-24				
		2024-10-01	2025-09-30			
		2024-10-01	2025-09-30			

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
	Working on it					
	Working on it		Q1 done			
		2024-10-01	2025-09-30			

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
	Working on it	2025-09-30	Accepted invitation email/phone/etc.			
	Working on it	2025-09-30	# of commitment letters received from existing partners to continue in the Partnership for GY5/FY25).			
	Working on it	2025-09-30	by organizations) in attendance at quarterly meetings. 2. # of partners engaged in action teams or re			
		2024-10-01	**2025-09-30**			

Person	Status	Timeline - Start	Timeline - End	Date	Updates
Justin Palmer	Working on it	2024-10-01	2025-09-30		
		2024-10-01	2025-09-30		

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
		2024-10-01	2025-09-30			
	Working on it	2024-10-01	2025-09-30			
		2024-10-01	2025-09-30			

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
		2024-10-01	2025-09-30			

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
		2024-10-01	**2025-09-30**			

Person	Status	Timeline - Start	Timeline - End	Date	Updates
		2024-10-01	2025-09-30		

Owner	Status	Date	Measure	Planning Timeline - Start	Planning Timeline - End	People
		2024-10-01	**2025-09-30**			

Person	Status	Timeline - Start	Timeline - End	Date	Updates
	Working on it	2024-10-01	2025-09-30	2025-06-30	
	Working on it	2024-10-01	2025-09-30	2025-09-30	
		2024-10-01	2025-09-30		
		2024-10-01	**2025-09-30**	**2025-06-30 to 2025-09-30**	