

ATTACHMENT 18

Event Title	Training Type	From (Date)	To (Date)
IAIABC 102nd Convention	Industry Conference	09/25/16	09/29/16
NASWA UI Director's Conference	Industry Conference	10/03/16	10/06/16
American Correctional Association Winter Conference	Conference	01/20/17	01/25/17
NASWA Administration and Finance Committee	Committee Meeting	01/24/17	01/26/17
2017 NASWA Winter Policy Forum	Conference	02/02/17	02/24/17
Monitoring Grants and Cooperative Agreements for Federal Personnel	Professional Development	02/02/17	02/02/17
Youth Workforce Leadership Academy	Professional Development	02/09/17	01/11/18
Workin It Out	Professional Development	02/17/17	02/17/17
2017 NASWA Winter Policy	Conference	02/22/17	02/24/17
NASWA Technology Committee Meeting	Committee Meeting	02/24/17	01/26/17
UI Interstate Benefits Committee Meeting	Committee Meeting	02/27/17	03/01/17
DC Bar CLE Best Practices in Data & Cybersecurity	Professional Development	02/28/17	02/28/17
NASWA UI Committee Meeting	Committee Meeting	03/01/17	03/03/17
Certified Worker' Compensation Professional	Professional Development	03/05/17	03/10/17
Planning Effective Software Testing Training	Planning Effective Software Testing Global Knowledge	03/15/17	03/17/17
NPELRA Academy Training	Professional Development	03/16/17	03/16/17
2017 Sides Training Seminar	Professional Development	03/18/17	03/20/17
Cost Principles for Federal Grants	Professional Development	03/22/17	03/23/17
Introduction to Grants and Cooperative Agreements for Federal Personnel	Professional Development	03/22/17	03/23/17
Uniform Administrative Requirements for Federal Grants	Professional Development	03/22/17	03/23/17
USDOL Region 2 Spring State Leader's Meeting	Meeting	03/22/17	03/23/17
STATA Time Series-Analysis Training	Professional Development	03/29/17	03/30/17
NASWA EEO Committee Meeting	Committee Meeting	03/30/17	03/31/17
DC Judicial and Bar Conference " Justice for All"	Professional Development	04/04/17	04/07/17
Labor Relations Academy Certification Program	Labor Relation Grievance Arbitration Process	04/06/17	04/06/17
Advance Writing ,Editing	Advance Writing,	04/10/17	04/10/17
Prevailing Wage Seminars	Prevailing Wage Seminars Training	04/10/17	04/13/17
US DOL New Orleans Prevailing Wage Seminar	US DOL New Orleans Prevailing Wage Seminar	04/10/17	04/13/17
ADA & FLMA Compliance Update	Professional Development	04/13/17	04/14/17
2017 Mid Atlantic Construction Safety Conference & Expo	Conference	04/15/17	04/25/17
2017 SIDES Training	SIDES Training	04/17/17	04/20/17
US DOL Denver Prevailing Wage Seminar	US DOL Denver Prevailing Wage Training	04/17/17	04/20/17
2017 Sides Training	2017State Information Data Exchange Systems	04/18/17	04/20/17
Occupational Safety And Health Standards For Construction	OSHA Training	04/18/17	04/21/17
NPERLA Training	NPELRA-Academy Training III And Conference	04/22/17	04/26/17
The National Judicial College(NJC)	Judicial Writing	04/23/17	04/28/17
2017 Mid Atlantic Construction Safety Conference & Expo	Conference	04/25/17	04/25/17
2017 WIOA National Convening	Conference	05/07/17	05/11/17
Eastern Seaboard Apprenticeship Conference(ESAC)	Eastern Seaboard Apprenticeship Conference2017	05/08/17	05/12/17
Health Hazard Awareness for Safety Officers	Professional Development	05/08/17	05/11/17
NASWA Veteran Affairs Committee Meeting	Committee Meeting	05/08/17	05/11/17
NPELRA Academy	Professional Development	05/10/17	05/11/17
Introduction to Safety Standards For Safety Officers	Professional Development	05/15/17	05/26/17
On Site Consultation Training Conference	USDOL/Occupational Safety And Health Administration	05/15/17	05/18/17
US DOL/Occupational Safety And Health Administration	On Site Consultation Training Conference	05/15/17	05/18/17
National Association Of Workforce Development Professional (NAWDP) 2017Annual Conference	Conference	05/21/17	05/24/17
EEOC Training for New Investigators	Professional Development	05/22/17	05/26/17
Planning Effective Software Testing	Professional Development	05/23/17	05/25/17
Ignite 2017 LCP tracker Training Conference	User's Conference	05/30/17	06/02/17
Conducting the Trail	Professional Development	06/04/17	06/09/17
2017 NASWA Basic Fraud Investigations Training	UI National Integrity Academy	06/05/17	06/08/17
Adobe Illustrator Bootcamp	Professional Development	06/05/17	06/09/17
Conducting the Trail	Professional Development	06/05/17	06/08/17
NASWA Veterans Affairs Committee Meeting	Conference	06/05/17	06/07/17
Basic UI Fraud Investigations Instructor-Lead Training	Professional Development	06/06/17	06/08/17

DOL/OSHA Region III Family Meeting	Meeting	06/06/17	06/07/17
State Leaders Conference	Conference	06/06/17	06/07/17
NASWA Board of Director Meeting	Meeting	06/08/17	06/09/17
BACK TO 50+ Network Learning Exchange	Conference	06/12/17	06/14/17
LMI Institute Annual Conference	Conference	06/12/17	06/16/17
Sub-Awarding for PASS Through Entities	Professional Development	06/12/17	06/13/17
Server Virtualization with Windows Server Hyper-V and System Center	Professional Development	06/19/17	06/23/17
Geographic Solutions 14th Annual Workforce Technology Conference	Conference	06/20/17	06/23/17
Evidence in a Court Room	Professional Development	06/25/17	06/29/17
2017 NASWA Basic Fraud Investigations Training	Professional Development	06/26/17	06/29/17
National UI Issues Conference	Conference	06/26/17	06/29/17
NASWA Basic Fraud Investigation Training	Professional Development	06/27/17	06/29/17
National SQSP Training	Conference	06/27/17	06/28/17
OWC UI Issues Conference	Conference	06/27/17	06/29/17
State Quality Service Plan National Training	Professional Development	06/28/17	06/28/17
Senior Professional in Human Resources	Professional Development	07/10/17	07/14/17
NASWA Interstate Benefits Subcommittee Meeting	Meeting	07/11/17	07/12/17
NASWA LMI Directors Meeting	Meeting	07/13/17	07/14/17
Administrative Law: Advanced	Professional Development	07/23/17	07/27/17
BLS/RO LMI Directors Meeting	Meeting	07/24/17	07/26/17
NAICS II Training	Professional Development	07/24/17	07/27/17
ACT International Conference 2017	Conference	07/29/17	08/02/17
First Aid, CPR and AED Certification Course	Training	07/31/17	07/31/17
Performance Measurement for Federal Grants Under 2CFR 200	Professional Development	07/31/17	08/01/17
2017 NASTAD Conference	Conference	08/06/17	08/11/17
9th Annual NAWCJ Judiciary College	Conference	08/06/17	08/09/17
Administrative Law: Fair Hearing	Professional Development	08/14/17	08/24/17
NASWA Veterans Affairs Committee Annual DC Conference	Conference	08/15/17	08/16/17
Certified Business Services Group Consultant Training Workshop	Professional Development	08/17/17	08/18/17
American Correctional Association	Conference	08/18/17	08/22/17
Academy DOES: Lead	DOES/On-Site	08/15/17	09/15/17
53 Annual ILSA National Conference	Conference	08/20/17	08/25/17
Blacks in Government National Training Institute	Professional Development	08/20/17	08/25/17
Blacks in Government/Project Management Professional (PMP) preparation	Professional Development	08/20/17	08/24/17
53rd Annual ILSA National Conference	Conference	08/21/17	08/25/17
Performance Measurement for Federal Grants	Professional Development	08/21/17	08/22/17
USDOL State Leaders Conference	Conference	08/21/17	08/23/17
Bi-Regional Fiscal Managers Roundtable	Conference	08/22/17	08/24/17
Tableau Training	Professional Development	08/22/17	08/25/17
Academy DOES: Moving Beyond the Front Line	DOES/On-Site	08/25/17	09/22/17
Critical Thinking for Problem Solving	Professional Development	08/28/17	08/30/17
Detecting and Preventing Fraud on Federal Grant Projects	Professional Development	08/28/17	08/29/17
Audit of Federal Grants and Cooperative Agreements	Professional Development	08/30/17	08/31/17
Creating World Class Customer Service	On-Site/ Management Concepts	08/30/17	08/31/17
Rapid Response & Business Engagement Summit	Summit	08/30/17	09/02/17
Approaches to Successful Public Speaking	Professional Development	09/05/17	09/01/17
On-Line Insurance Fraud Certification Level 1	Professional Development	09/05/17	09/15/17
NASPO 2017 Annual Conference	Conference	09/09/17	09/12/17
BAM Investigator Training	Professional Development	09/11/17	09/15/17
TPS Peer Review	Review	09/11/17	09/15/17
ADA 101 Training	DOES/ODR/On-Site	9/13/17	9/13/17
Fire Protection and Life Safety	Professional Development	09/13/17	09/21/17
Leadership Skills and Techniques	Professional Development	09/18/17	09/20/17
George Washington University Executive Coaching	Professional Development	9/18/17	4/30/18
3 Day Comprehensive Management Bootcamp and Capstone Initiative	Professional Development	09/24/17	09/26/17

2017 ICMI Contact Center Demo Conference	Conference	09/25/17	09/27/17
International Organization for Standardization Lead Auditor 9001:2015 Training	Professional Development	09/25/17	09/29/17
Audit Bootcamp (Management Concepts)	Professional Development	9/25/17	9/29/17
10th Annual Public Performance Conference	Conference	09/27/17	09/29/17
The District of Columbia Government's Executive Leadership Program (ELP)	Professional Development	09/27/17	05/1/18
ATD Core 4 Conference	Conference	09/28/17	09/29/17
Business Writing	Professional Development	09/28/17	09/29/17
Breakthrough Problem Solving	Professional Development	10/04/17	10/06/17
Crucial Accountability Train-the-Trainer	Professional Development	10/04/17	10/06/17
Investing in America's Workforce	Conference	10/04/17	10/06/17
2017 NASWA Workforce Summit	Conference	10/09/17	10/12/17
CHOICE Building Trade Conference	Conference	10/10/17	10/11/17
NASWA LMI Director's Meeting	Committee Meeting	10/10/17	10/13/17
GWU/DOES Individual Values Assessment Debrief (Two Sessions)	Webinar	10/10/17	10/10/17
2017 NASWA Workforce Summit	Conference	10/11/17	10/12/17
Workforce Summit 2017	Conference	10/11/17	10/13/17
Essential Skills for Unemployment Adjudicators	On-Site/National Judicial College	10/11/17	10/13/17
Managing Learning Programs Certificate -On-line	Professional Development	10/12/17	11/30/17
Organization Development Network Conference	Conference	10/13/17	10/17/17
NAGLO Annual Conference 2017	Conference	10/15/17	10/18/17
Outbound Notification and IVR Navigator Training	Professional Development	10/16/17	10/19/17
Insurance Fraud Certification Level 1 (Workers' Compensation)	Online Course	10/17/17	10/17/17
AJC HQ Comprehensive Center Training (Two Sessions)	On-Site/OIT	10/17/17	10/17/17
NASWA Veterans Affairs Committee	Committee Meeting	10/17/17	10/19/17
Intensive Qmatic User Group Training (Two sessions)	On-Site/OIT	10/18/17	10/18/17
Intensive Qmatic User Group Training (Two sessions)	On-Site/OIT	10/19/17	10/19/17
Language Access Training (Customer Navigation Center)	On-Site/DOES Language Access Coordinator	10/20/17	10/20/17
Intensive Qmatic User Group Simulation Training (Two Sessions)	On-Site/OIT	10/20/17	10/20/17
Essential Skills for Unemployment Adjudicators	On-Site/National Judicial College	10/23/17	10/25/17
Language Access (Labor Standards Bureau)	On-Site/DOES Language Access Coordinator	10/24/17	10/24/17
NAWA UI Interstate Benefits Subcommittee	Committee Meeting	10/24/17	10/25/17
Speaking with Confidence (Graduate School USA)	Professional Development	10/24/17	10/26/17
Language Access (AJC-SE)	On-Site/DOES Language Access Coordinator	10/27/17	10/27/17
Assistive Technology (AJC)	On-Site	10/27/17	10/27/17
International Community Corrections Association	Conference	10/29/17	11/01/17
NAWDP 2017 Youth Development Symposium	Conference	10/29/17	11/01/17
D.C. Career Pathways Community of Practice Trainings- Using Labor Market Intelligence (LMI)	Webinar	10/30/17	10/30/17
Developing & Monitoring Indirect/F&A Cost Rate Proposals Under 2 CFR 200	Professional Development	10/31/17	11/01/17
Navigating Change in Turbulent Times (Management Concepts)	Professional Development	11/1/17	11/3/17
Speaking with Confidence (Graduate School USA)	Professional Development	11/1/17	11/3/17
LinkedIn+ Lynda.com	Lunch & Learn/OTPD	11/2/17	11/2/17
Approaches to Public Speaking	Professional Development	11/02/17	11/14/17
Language Access (AJC NW)	On-Site/DOES Language Access Coordinator	11/03/17	11/03/17
KPI Professional Certification	Professional Development	11/05/17	11/10/17
NASWA UI Directors Conference	Conference	11/06/17	11/17/91
Creating World Class Customer Service (Workforce Development)	On-Site/Management Concepts	11/06/17	11/06/17
Creating World Class Customer Service (Workforce Development)	On-Site/Management Concepts	11/07/17	11/08/17
Strategies for Leading Successful Change Initiatives	Professional Development	11/07/17	11/07/17
Harvard Continuing Education: Strategies for Leading Successful Change Initiatives	Professional Development	11/8/17	11/9/17
Cities for Financial Empowerment: Summer Jobs connect Convening	Conference	11/16/17	11/16/17
D.C. Career Pathways Community of Practice Trainings- Building and Sustaining Employer Relations	Professional Development	11/20/17	11/20/17
Fundamentals of Writing (Graduate School USA)	Professional Development	11/27/17	11/29/17
BSG Weekly Activity Report Training (Workforce Development Team)	On-Site/Todd Beazer, Facilitator	11/29/17	11/29/17
The Brain, Decision-Making, and Identity	Webinar/National Judicial College	11/29/17	11/29/17
NASWA Administration & Finance Committee	Committee Meeting	11/29/17	12/01/17

Mindfulness: Improving Judicial Focus and Retention	Webinar/National Judicial College	11/30/17	11/30/17
How to Sell Like a Pro Training Series (Workforce Development)	On-Site/Dale Carnegie	11/30/17	11/30/17
Demonstration of New Case Management System (Labor Standards & Comprehensive Review Board)	Computer-Based/Tybera	11/30/17	11/30/17
Effective Case Flow Management	Professional Development	12/03/17	12/07/17
Paid Leave Family Values at Work	Training	12/05/17	12/06/17
NAWB Policy Consultation	Professional Development	12/07/17	12/09/17
Fundamentals of Writing (Graduate School USA)	On-Site/Professional Development	12/13/17	12/15/17
Strategies for Leading Employee Relations at DOES: Time & Labor	Leadership Development	01/04/18	01/04/18
CISSP Boot Camp/Virtual	Professional Development	01/07/18	01/13/18
Strategies for Leading Employee Relations at DOES: Time & Labor	Leadership Development	01/18/18	01/18/18
Proactive Management of Workplace Harassment in the "Me Too" Era	Webinar	01/17/18	01/17/18

UPCOMING LEARNING AND DEVELOPMENT*

Event Title	Training Type	From (Date)	To (Date)
CCW Customer Contact Week Conference	Professional Development	01/22/18	01/25/18
Understanding Employee Relations at DOES: Equal Employment Opportunity (Brown Bag Series)	Training	01/25/18	01/25/18
Strategies for Leading Employee Relations at DOES: Performance Management	Leadership Development	02/01/18	02/01/18
Strategies for Leading Employee Relations at DOES: Performance Management	Leadership Development	02/15/18	02/15/18
Managing Yourself and Leading Others	Professional Development	02/26/18	02/27/18
Strategies for Leading Employee Relations at DOES: Progressive Discipline	Leadership Development	03/01/18	03/01/18
Academy DOES: Moving Beyond the Front Line	DOES/On-Site	03/02/18	03/30/18
Understanding Employee Relations at DOES: Workplace Harassment, Bullying, & Retaliation	Training	03/08/18	03/08/18
Strategies for Leading Employee Relations at DOES: Progressive Discipline	Leadership Development	03/15/18	03/15/18
Managing Yourself and Leading Others	Professional Development	03/19/18	03/20/18
Creative Thinking: Innovative Solutions to Complex Challenges	Professional Development	03/21/18	03/22/18
Innovation and Strategy	Professional Development	03/26/18	03/27/18
Choice Architecture: Designing the Decision Making Environment for Results	Professional Development	03/28/18	03/29/18
2018 National Grants Management Association Annual Grants Training	Professional Development	04/03/18	04/05/18
Strategies for Leading Employee Relations at DOES: Managing Strategically in a Unionized Environment	Leadership Development	04/05/18	04/05/18
Strategies for Leading Successful Change Initiatives	Professional Development	04/09/18	04/10/18
Managing Yourself and Leading Others	Professional Development	04/18/18	04/19/18
Strategies for Leading Employee Relations at DOES: Managing Strategically in a Unionized Environment	Leadership Development	04/19/18	04/19/18
Strategic Leadership	Professional Development	04/25/18	04/26/18
Strategies for Leading Employee Relations at DOES: FMLA & ADA	Leadership Development	05/03/18	05/03/18
Understanding Employee Relations at DOES: FMLA	Training	05/10/18	05/10/18
Strategies for Leading Employee Relations at DOES: FMLA & ADA	Leadership Development	05/17/18	05/17/18
Strategies for Leading Employee Relations at DOES: Suitability	Leadership Development	06/07/18	06/07/18
Understanding Employee Relations at DOES: ADA	Training	06/14/18	06/14/18
Strategies for Leading Employee Relations at DOES: Suitability	Leadership Development	06/21/18	06/21/18
Academy DOES: Lead	DOES/On-Site	07/13/18	08/10/18
Academy DOES: Moving Beyond the Front Line	DOES/On-Site	08/24/18	09/21/18

*Creating World Class Customer Service Training will be offered to all six bureaus FY18.

DECEMBER LEARNING & DEVELOPMENT REPORT

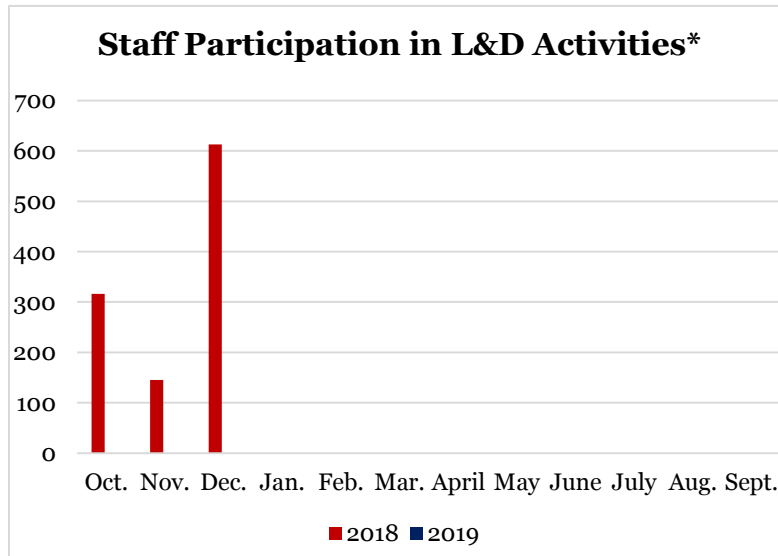
LEARNING & DEVELOPMENT AT-A-GLANCE

Staff Participation in L & D Activities *: **613**
 Internal L & D Activities: **10**
 External L & D Events Attended: **2**

STAFF PARTICIPATION IN L & D ACTIVITIES*

* Number includes group trainings and external L&D events

	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	TOTAL
FY18	316	145	613										
FY19													

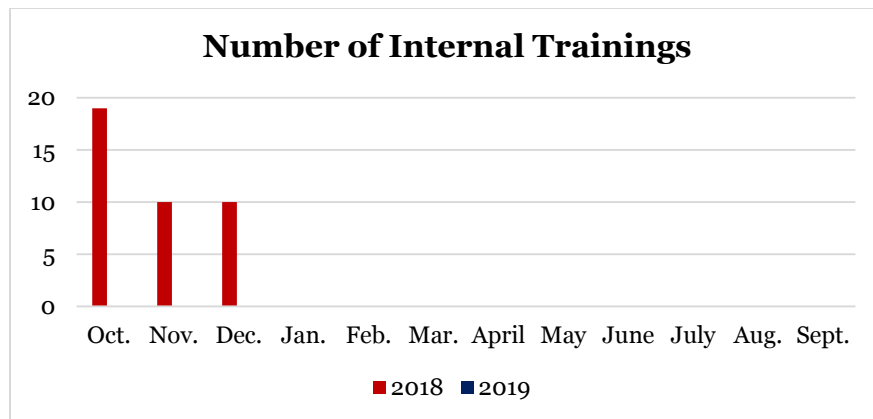


PARTICIPANT DEMOGRAPHIC INFORMATION

BUREAU	
Administration:	199
Division of State Initiatives:	8
Labor Standards:	129
Office of the Director:	11
Operations:	46
Strategy and Innovation:	76
Workforce Development:	99

NUMBER OF INTERNAL LEARNING & DEVELOPMENT EVENTS

	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	TOTAL
FY18	19	9	10										
FY19													



INTERNAL/ON-SITE LEARNING AND DEVELOPMENT EVENTS

INTERNAL LEARNING AND DEVELOPMENT EXPENSES			
DATE	TRAINING	TYPE	PARTICIPANTS
Dec. 4	Work Opportunity Tax Credit (WOTC) Training	On-Site/DOES Language Access Coordinator	5
Dec. 5	Resilience-Driven Leadership and Why EVERY Person Matters	All Hands/ Stacey D. Hardy-Chandler, PhD, JD, LCSW LEADS President & CEO	613
Dec. 6	Language Access (10:30am)	On-Site/DOES Language Access Coordinator	115
Dec. 6	Language Access (1:00pm)	On-Site/DOES Language Access Coordinator	9
Dec. 6	Language Access (2:30pm)	On-Site/DOES Language Access Coordinator	44
Dec. 7	Language Access (10:30am)	On-Site/DOES Language Access Coordinator	40
Dec. 7	Language Access (2:30pm)	On-Site/DOES Language Access Coordinator	37
Dec. 8	OJT Staff Training	On-Site/Todd Beazer	4
Dec. 11	How to Sell Like a Pro (Workforce Development)	On-Site/Dale Carnegie	7
Dec. 13	Microsoft Excel – Level II	DCHR CLD	1
Dec.13-15	Fundamentals of Writing	On-Site/Graduate School USA	26
Dec. 14	PASS Buyer Training	DCHR CLD	1

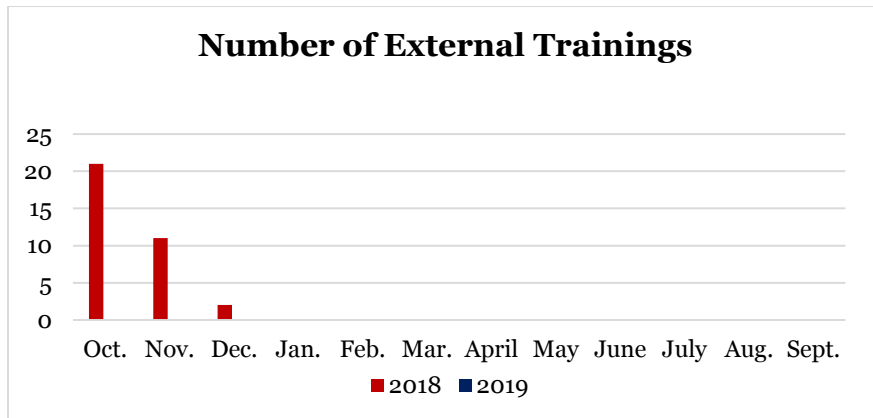
TRAINING & PROFESSIONAL DEVELOPMENT



Developing Leadership Capacity Within The District of Columbia

EXTERNAL LEARNING AND DEVELOPMENT EVENTS

	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	TOTAL
FY18	21	12	2										
FY19													



INDIVIDUAL LEARNING AND DEVELOPMENT - EXTERNAL

PROFESSIONAL DEVELOPMENT		
DATE	TITLE	TYPE
Dec. 3-7	Effective Case Flow Management	Training
Dec. 5-6	Paid Family Leave Values at Work	Training



**Site Visit Observations:
2016 Marion S. Barry
Summer Youth Employment Program**

December 21, 2016

Report Team

Jason Juffras, Director of Program Evaluation

Site Observers: Amy Bellanca, Vilma Castro, Anovia Daniels,
Leslie Flores, Ronald Gaskins, Lilai Gebreselassie, Yvonne
Jones, Candace McCrae, Lawrence Perry, Fredericka Shaw,
and Joshua Stearns

**A Report by the Office of the District of Columbia Auditor
Kathleen Patterson, District of Columbia Auditor**

The Honorable Phil Mendelson, Chairman
Council of the District of Columbia
1350 Pennsylvania Ave., N.W.
Suite 504
Washington, DC 20004

Letter Report: Site Visit Observations: 2016 Marion S. Barry Summer Youth Employment Program

Dear Chairman Mendelson:

As part of a yearlong evaluation of the Marion S. Barry Summer Youth Employment Program (MBSYEP), the Office of the District of Columbia Auditor (ODCA) staff visited 18 MBSYEP sites where participants were taking work readiness classes or gaining work experience during the 2016 program. This letter report summarizes our site observations and presents issues for policymakers to consider in their efforts to ensure that the MBSYEP program is as effective as possible.

The Council allocated \$200,000 in the fiscal year 2016 budget for ODCA to “conduct an evaluation of multiple years of the summer youth jobs program to assess whether the program has met and is meeting program objectives.”¹ To examine MBSYEP’s operations in depth and from a variety of perspectives, ODCA: 1) issued a report in April 2016 comparing MBSYEP to summer youth employment programs in eight other large cities;² and 2) published a report in June 2016 summarizing MBSYEP program data and activities during 2015 and in preparation for the 2016 program.³ This letter report supplements our previous work by providing a snapshot of MBSYEP implementation. The fourth and final report assesses MBSYEP management and internal controls and will be published next month.

Background

The District of Columbia’s summer youth employment program has served thousands of youths every year since it began in 1979.⁴ In January 2015, D.C. Mayor Muriel Bowser renamed the program the Marion S. Barry Summer Youth Employment Program (MBSYEP) in honor of longtime D.C. Mayor and Councilmember Marion Barry, who established the program during his first term as mayor and championed it throughout his time in public office.⁵ The D.C. Department of Employment Services (DOES) administers the program through its Office of Youth Programs.

¹ See Section 10(b) of D.C. Law 21-76, the “Fiscal Year 2016 Budget Support Clarification Temporary Amendment Act of 2015,” effective February 27, 2016.

² See Office of the District of Columbia Auditor, *Review of Summer Youth Employment Programs in Eight Major Cities and the District of Columbia*, April 21, 2016.

³ See Office of the District of Columbia Auditor, *Review of Marion S. Barry Summer Youth Employment Program Data and Activities*, June 2, 2016.

⁴ See Office of the City Administrator, “Findings of an Internal Investigation Regarding the District’s Summer 2008 Summer Youth Program,” August 12, 2008, pp. 6-7, and Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, “Unfinished Work: Building Excellence in Washington, D.C.’s Summer Youth Employment Program,” The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 4.

⁵ See Mayor’s Order 2015-37, issued January 14, 2015.

MBSYEP is a critical program because of its important objectives, scope, and costs, and seeks to give D.C. youths the opportunity to:

1. Earn money and gain meaningful work experience.
2. Learn and develop the skills, attitudes, and commitment needed to succeed in the workforce.
3. Explore career options.
4. Interact with professionals in a supportive work environment.⁶

MBSYEP expenditures totaled \$19.3 million in FY 2015⁷ and preliminary data indicate that total expenditures were \$17.1 million for FY 2016. Reflecting MBSYEP's broad scope and the considerable resources devoted to the program, ODCA found that MBSYEP serves a larger percentage of the youth population than comparable programs in eight other large cities.⁸

MBSYEP has traditionally served individuals who are 14 to 21 years of age, and since 2010 the program has been authorized to place 10,000 to 21,000 youths in jobs each summer.⁹ Mayor Bowser persuaded the D.C. Council to expand the program to include individuals who are 22 to 24 years of age during the summer of 2015 to provide young adults with "meaningful work experience and individualized support that will help them to identify a career pathway."¹⁰ In March 2016, the Council approved and Mayor Bowser signed legislation authorizing the participation of up to 1,000 youths between the ages of 22 and 24 during the summers of 2016 and 2017.¹¹

A major concern for policymakers and observers of MBSYEP has been to ensure that program assignments help youths develop skills, knowledge, attitudes, and experience that will help them in their education and career development. Although many participating youths, parents, and employers, as well as outside observers, have praised the program for giving youths a start in the workforce and engaging them in productive activities during the summer, there also have been ongoing criticisms that youths have little to do at many sites.¹² In a review of the District's 2008 summer youth employment program, the Office of the City Administrator noted that:

⁶ Government of the District of Columbia, "MBSYEP Summer Report," p. 5.

⁷ Although reported FY 2015 expenditures for DOES program code 4820, "Summer Youth Employment Program," were \$18.0 million, \$1.3 million in MBSYEP expenditures were charged to DOES' Year-Round Youth Program and its Local Adult Training Program budgets, raising total FY 2015 expenditures to \$19.3 million.

⁸ See Office of the District of Columbia Auditor, *Review of Summer Youth Employment Programs in Eight Major Cities and the District of Columbia*, April 21, 2016, p. 7. The eight comparison cities were Baltimore, Boston, Chicago, Detroit, Los Angeles, New York, San Francisco, and Seattle.

⁹ See D.C. Official Code § 32-241(a)(1).

¹⁰ D.C. Department of Employment Services, "DOES to Launch Summer Youth Employment Program Expansion," press release dated April 6, 2015.

¹¹ This legislation became D.C. Law 21-112, the "Marion S. Barry Summer Youth Employment Expansion Amendment Act of 2016," which took effect on May 12, 2016, following a required period of congressional review.

¹² For example, *The Washington Post* stated in a June 2, 2015 editorial ("Getting D.C.'s Summer Youth Jobs Program Right") that, "The program can bring needed income to youths from low-income families, expose them to careers and work habits and provide an alternative to hanging out on the street. But the program has also been faulted for its cost, management and questionable outcomes in providing useful work experience."

It was clear during research that some programs provided a higher quality experience to young people than others; some programs can demonstrate results and others do not. Yet, the number of organizations that receive funding year after year suggests that host organizations are not asked to demonstrate that they prepare young people for jobs later in life.¹³

A Wilson Senior High School student who participated in the summer of 2015 described MBSYEP to *The Wilson Beacon* as a “great program,” while another Wilson student quoted in the same article stated that, “Some days I just did my summer homework or brought a book to read.”¹⁴ This report summarizing our observations of 18 MBSYEP sites seeks to help policymakers ensure that more youths enjoy an enriching summer work experience similar to that of the first student.

Objectives, Scope and Methodology

Objectives

ODCA undertook this review to observe a diverse set of summer youth program sites and thereby gain a firsthand view of MBSYEP operations. These direct observations complement the extensive review of program data and documentation, as well as interviews with MBSYEP program managers and other key DOES staff members, performed in other aspects of our MBSYEP evaluation work. The use of multiple methods to examine MBSYEP provides a fuller, more detailed picture of the program and its components.

Scope

This review addresses the 2016 MBSYEP, which began on June 27, 2016, and ended on August 5, 2016. ODCA set a goal of visiting 20 sites chosen to reflect the diversity of MBSYEP “host employers,” which is the term DOES uses for the providers of summer work experience and work readiness activities.

ODCA staff directly observed 18 sites, described in Figure 1 on the following page. At the 19th site selected, youths were away from the program site while participating in a weeklong field trip, and at the 20th site, youths were working at sites around the city after reporting to a central office. Nevertheless, ODCA staff also interviewed managers from the two sites where youths were not present to gain additional perspectives on the program.¹⁵

The MBSYEP sites where ODCA staff observed program activities included a public school,¹⁶ D.C. government agencies,¹⁷ a federal government office,¹⁸ community-based non-profit organizations,¹⁹ and

¹³ Office of the City Administrator, “Findings of an Internal Investigation Regarding the District’s 2008 Summer Youth Program,” August 12, 2008, p. 32.

¹⁴ Helen Malhotra, *The Wilson Beacon*, August 28, 2015.

¹⁵ These sites were the Friendship Public Charter Collegiate Academy at 4095 Minnesota Avenue, NE, and the Department of General Services’ warehouse at 2200 Adams Place, NE.

¹⁶ ODCA staff observed the Benjamin Banneker Academic High School Summer Institute.

¹⁷ ODCA staff observed programs at two Department of Recreation centers (one of which housed a program operated by the Department of General Services) and the Commission on Arts and the Humanities.

¹⁸ ODCA staff observed the Capital Guardian Youth ChalleNGe Academy, which is administered by the U.S. Department of Defense, National Guard.

¹⁹ Examples include Empowerment Enterprise II, Siblings Together, and The MusicianShip.

other private-sector organizations.²⁰ ODCA visited sites sponsored by several of the largest host employers in the MBSYEP program, including the D.C. Department of Parks and Recreation, which hosted 1,072 students and was the largest site, and the D.C. Public Schools, which hosted 959 youths.

Figure 1: 2016 MBSYEP Sites Visited by ODCA Staff, Worksite Descriptions, and Enrollment

Site	Worksite Description	Enrollment
Agape Cabbage Patch Early Childhood Learning Development Center, 2510 Pennsylvania Ave., NW	Work experience – Work as aides and camp assistants at child care facility	18
Agape Cabbage Patch Woodland Tigers Youth Academy, 2533 Pennsylvania Ave., NW	Work experience – Work as camp assistants helping lead teacher	118
Benjamin Banneker High School Summer Institute, 800 Euclid St., NW	Work readiness – Strengthen academic skills through Summer Bridge program for incoming freshmen	30
Bradley & Associates, 2409 Ainger Place, SE	Work readiness – Learn computer coding and create app for Department of Energy and the Environment	26
Capital Guardian Youth Challenge Academy, 3201 Oak Hill Drive, Laurel, MD	Work readiness – Attend military-style, residential program offering education and life-skills training	22
Commission on Arts and the Humanities, 200 I St., SE	Work readiness – Explore creative economy by working as theater technicians, actors, singers, writers, directors, and administrative staff	89
Department of General Services, Maintenance Workers, 1100 Michigan Ave., NE	Work experience – Help remove trash and debris from recreation centers, parks, pools, and fields	2
Department of Parks and Recreation, Hands on the Future program at Columbia Heights Community Center, 1480 Girard St., NW	Work readiness – Learn about daily operations of music industry from box office to backstage	82
Department of Parks and Recreation, Turkey Thicket Aquatics Program, 1100 Michigan Ave., NE	Work experience – Help staff maintain pool facilities and coordinate aquatics program	4
Department of Parks and Recreation, Turkey Thicket Summer Camp, 1100 Michigan Ave., NE	Work experience – Help staff plan and implement summer camp activities	11

²⁰ ODCA staff observed the program at the Agape Cabbage Patch Early Child Development Center. In addition, ODCA staff visited a training session sponsored by H Street Main Street, which assigns students to work in businesses along major commercial corridors.

Site	Worksite Description	Enrollment
Empowerment Enterprise II, 4900 10th St., NE	Work readiness – Participate in job training with opportunity to develop performing arts skills, such as drumming and dancing	71
H Street Main St., Inc., 729 10th Street, NE	Work experience – Participate in weekly training sessions and gain career exposure or work at businesses on major commercial corridors	138
IT Computer Wiz Kids, Inc., 2730 Martin Luther King Ave., SE	Work readiness – Receive training in computer hardware troubleshooting, coding, programming, app development, and other technology skills	45
Latin American Youth Center, 1419 Columbia Road, NW	Work readiness – Receive structured employment and career readiness opportunities	33
Red Sprinkle, 1351 Alabama Ave., SE	Work readiness – Receive training in fashion design and styling, makeup and hair artistry, accessory design, fashion blogging, modeling, and photography	154
Siblings Together, 1200 Clifton St., NW	Work readiness – Study civil rights movement and non-violent conflict; learn about poetry, rapping, filmmaking	88
The Jarmal Harris Project, 1816 12th St., NW	Work readiness – Learn about fashion show production, including marketing, hospitality, fashion design, wardrobe styling, and stagecraft	194
The MusicianShip, 3950 Chesapeake Street, NW	Work readiness – Receive music instruction; practice a range of instruments as well as chorus and dance; learn about the music business	164

Notes: The address listed for each host employer is the location where ODCA employers observed MBSYEP operations, not the host employer’s main office. Some host employers offered MBSYEP services at multiple sites. Program descriptions are based on each organization’s host employer agreement with the Department of Employment Services.

Methodology

ODCA assigned a two-person team to visit each site in order to get multiple observations. The ODCA site visitors first reviewed the agreement between DOES and the host employer to understand the work experience, training, or other services that the employer intended to provide. The site visitors then researched host employers’ websites and searched for news articles about the host employers as a way to understand the mission of each organization.

ODCA site visitors addressed the following list of issues while visiting each site:

- Please record the date and time of your visit.
- How many staff were present at the time you arrived?
- How many youths were present at the time you arrived?
- Was someone clearly in charge of the program or activities during the time of your visit and was he or she paying attention to the youths under his or her care?
- Did the youths seem to be engaged in classroom or work activities? Please provide a description of those activities.
- How would you describe the physical condition of the site? Did you notice any possible safety hazards?
- What other observations, if any, were notable from the site visit?

ODCA site visitors prepared written summaries of each visit that addressed the points listed above, and then compared the observations from each site about program staffing and supervision, site activities, youth engagement, attendance and behavior, facility conditions, and program administration to identify patterns among sites. The observations and patterns that resulted from the site visits are described in the following sections of this report.

ODCA believes that the site visits provided valuable insights, but emphasizes that the sites do not represent a generalizable sample of MBSYEP program sites that precisely mirrors the full range of host employers. Although ODCA sought to visit a diverse set of MBSYEP host employers, the sites were not selected through a random, statistically valid sample. It is important to keep the following limitations in mind:

- The site visits targeted relatively large host employers, several of whom were serving more than 100 youths. Only two of the sites visited had fewer than 10 participants.
- Two-thirds of the sites visited mainly offer work readiness, classroom-based activities, which are targeted at 14- and 15-year-olds, as well as older youths who are not ready for a job.²¹ These programs were selected in part because classroom activities are easier to observe without disrupting the participants. Nevertheless, programs that focus on work readiness also include some older youths who help administer the program and gain valuable work experience in the process.²²
- The site visits provide only a snapshot of 2016 activities at the selected sites.

This letter report was drafted, reviewed, and approved in accordance with procedures outlined in ODCA's Policy and Procedure Manual.

²¹ See the classifications of the 18 programs in Figure 1 on pp. 5-6.

²² For example, Siblings Together assigns 22- to 24-year-old participants to serve as instructors who help supervise the program's Civil Rights Café.

Results of the Auditor's Review

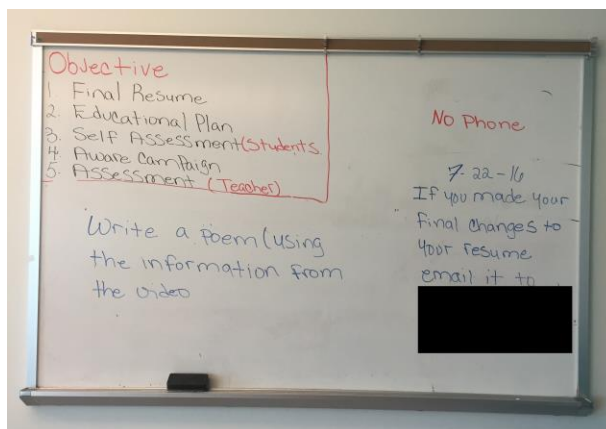
ODCA's 18 site visits resulted in a range of observations and impressions. At some sites, youths seemed to be engaged in enriching activities guided by committed and experienced adults while at other sites, some of the youths appeared to be uninvolved and idle. The patterns that emerged from the site visits are categorized below under: 1) staffing and supervision; 2) worksite activities; 3) youth engagement; 4) attendance and behavior; 5) facility conditions; 6) administration; and 7) additional observations.

Staffing and Supervision

Adequate staffing and effective supervision serve as foundations for the program because well-trained, attentive, and caring adults are needed to guide and educate youths while ensuring their safety. Supervisors can also serve as role models and mentors for youths who can help them make connections needed to find jobs. In an evaluation of D.C.'s summer youth employment program written in 2012, researcher Nisha Sachdev stated that:

Employers play an important role in preparing youths for successful transition into adulthood. Not only do they provide opportunities for work-linked learning but often also advising and training in relevant skills. Employers also can provide developmental assets to youths that no other setting can fully duplicate including exposure to the mainstream economy, practices of the working world, authentic information about career options and paths, and opportunities to apply formal learning to real-world problems in a team setting.²³

ODCA site visitors noted instances of strong and weak supervision. Several programs employed managers who were very knowledgeable about the range of activities at their sites and provided guidance to both staff and youth participants. At one site, groups of youths were engaged in activities such as dance, chorus, and financial literacy instruction, while another group left on a field trip and a different group had already left to shadow a video crew. The multitude of activities seemed well-coordinated, and staff members regularly approached the executive director for informal consultations. At another site, the supervisor closely monitored the activities of the youth participants and maintained a folder with each youth's weekly research, writing, and other assignments.



In a report on D.C.'s 2010 summer youth employment program, researchers from Brandeis University's Heller School for Social Policy and Management noted that, "In SYEP, a relationship with a caring adult is key. DOES host sites that exhibited the most effective supervision had someone in the host coordinator position who was passionate about the program and about helping kids—a champion for the program

²³ Nisha Sachdev, *An Evaluation of the District of Columbia Summer Youth Employment Program*, dissertation submitted to the faculty of the School of Public Health and Health Services of The George Washington University, May 20, 2012, pp. 22-23.

and the individual youth.”²⁴ ODCA site visitors observed several site managers and other staff members express and demonstrate a strong commitment to the well-being of youths under their care by helping them with a variety of problems or everyday tasks. One supervisor stated that after admonishing a youth for wearing baggy pants, he learned that the teenager did not own a belt and bought one for him. At another site, two supervisors were regularly approached by youths for help with problems such as a lost Metro SmarTrip card. These supervisors, one of whom had participated in the summer youth employment program as a teenager, spoke at length about their efforts to help youths develop soft skills, such as how to deal with an angry or stressful situation, that will be valuable throughout their lives and careers, and about the importance of keeping youths safe during the summer.

At some other MBSYEP sites, there were clearly strains on supervisory capacity, reflecting the challenges often inherent in keeping dozens or even hundreds of youths occupied in meaningful activities. At one site, approximately 100 youths, who were normally assigned to academic instruction in five classrooms, were in an auditorium for ballroom dance practice.²⁵ Roughly one-half of the youths were practicing the steps, under the guidance of an instructor, while the other half watched from auditorium seats. The instructor struggled to hold the attention and direct the activities of the youths despite her constant efforts to instruct them on how to behave. In another large program (where 80 to 90 participants were present), the staff had difficulty keeping all of the youths involved. Despite the staff’s efforts, about half of the students seemed disengaged, and were talking on cell phones, eating, chatting, and, in one case, napping. At a smaller site with 21 youths present, the instructor tried to engage passive students in an information technology class by asking them questions, but his efforts were unsuccessful. Several students were on their cell phones, one student slept for part of the time, one student had headphones on, and one student left the room to talk on the phone for at least 10 minutes.

Finally, one site was described by ODCA site visitors as having “no discernible programming or structured activities, and groups of children and/or young adults seemed to be just milling around.” The activities taking place included roughhousing in a boxing ring, eating, hair braiding, and working out on fitness equipment.

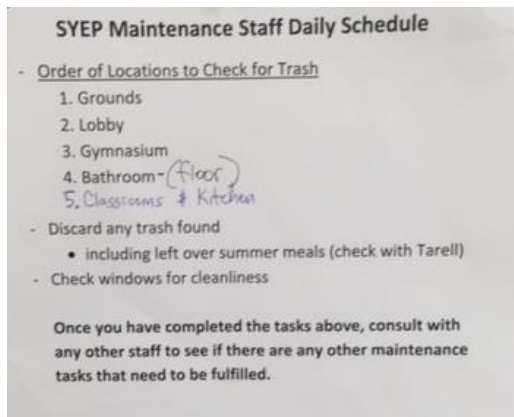
Worksite Activities

As noted earlier, MBSYEP’s stated goals are to give youths the opportunity to: 1) earn money and gain meaningful work experience; 2) learn and develop the skills, attitudes, and commitment needed to succeed in the workforce; 3) explore career options; and 4) interact with professionals in a supportive work environment.²⁶ The work readiness and work experience provided at MBSYEP worksites is the primary means of attaining these goals—where the rubber meets the road.

²⁴ Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, “Unfinished Work: Building Excellence in Washington, D.C.’s Summer Youth Employment Program,” The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 4.

²⁵ This site had a mix of MBSYEP and non-MBSYEP participants.

²⁶ Government of the District of Columbia, “MBSYEP Summer Report,” p. 5.



ODCA’s site visits, as well as other observations about MBSYEP, suggest that the term “summer youth employment program” may be a misnomer.²⁷ MBSYEP policy is to provide individuals aged 14 and 15 with “work readiness” activities and then to place youths between the ages of 16 and 24 “on actual job sites as they are deemed ready.”²⁸ Therefore, many MBSYEP participants are attending classes in a variety of subjects, rather than working at a job site. The classes incorporate job-related skills such as resume writing and interview preparation, as well as lifelong skills such as financial literacy. As noted earlier, the majority of ODCA’s site visits involved programs

offering work readiness, classroom-based activities, partly because such programs are easier to observe without disrupting the host employer site.

In a written statement to the D.C. Council’s Committee on Jobs and Workforce Development in September 2012, Martha Ross of the Brookings Metropolitan Policy Program emphasized the range of summer youth program activities that include, but are not limited to, traditional work experience. Ms. Ross noted that:

First of all, (the summer youth employment program) appears to have multiple goals: Providing income, providing something to do (“keeping kids off the street”) and providing job placements with well-defined skill and employment-related outcomes ... to the extent that the first two goals are emphasized, the third goal becomes harder to meet. The program becomes less of a true employment experience and more of an income supplement and developmental experience for the youths, which implies that the employer/host site is less of a supervisor and more of a camp counselor.²⁹

Several host employers offered a broad range of instruction and career exposure focused on a particular field or occupation. The MusicianShip, a non-profit organization that provides music instruction, offered classes in instrumental music (trumpet, tuba, baritone horn, trombone, saxophone, clarinet, piccolo, snare drum, bass drum, and cymbals); the music business (promotions, marketing, and licensing); media specialties (radio, TV, film, and broadcast journalism); choral performance; dance; and administration. Similarly, The Jarmal Harris Project offered a broad view of the fashion industry by offering classes in marketing/public relations, hospitality, fashion design, wardrobe styling, and stagecraft.

Other work site plans and activities did not emphasize an in-depth introduction to a particular industry or interest, such as music or fashion. The host employer agreement between DOES and Empowerment

²⁷ In a 2010 report, researchers from Brandeis University’s Heller School for Social Policy and Management noted that, “For youth who had more limited understanding of workplace expectations, had far fewer supports and greater obstacles to succeeding, and had not had opportunities to dream and plan for future aspirations, the SYEP program became an initial connection to the workforce and an opportunity to learn and practice foundational workplace skills, such as communication, presentation of self, and following expectations.” See Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, “Unfinished Work: Building Excellence in Washington, D.C.’s Summer Youth Employment Program,” November 9, 2010, p. 6.

²⁸ Department of Employment Services, “FY 15-16 Performance Oversight Hearing Questions,” submitted to the D.C. Council Committee on Business, Consumer and Regulatory Affairs, p. 105 (available at www.dccouncil.us).

²⁹ Martha Ross, Fellow, Brookings Metropolitan Policy Program, written statement to the Council of the District of Columbia, Committee on Jobs and Workforce Development, September 24, 2012, p. 1.

Enterprise II states that the organization would provide youths with “job skills training” and “an opportunity to learn and develop performing arts skills that will include band drumming and band dance.”³⁰ Nevertheless, the job training component included resume writing workshops, mock job interviews, and college preparation sessions. At the Latin American Youth Center, youths participated in music, papermaking, poetry, and jewelry making classes, while also going on field trips to a lake, nature walk, and a zip-lining park. These activities were intended to meet the needs of youths who may be learning to speak English.

Academic instruction was a focus at two MBSYEP sites visited by ODCA employees. At Benjamin Banneker Academic High School, 30 MBSYEP students participated in the Banneker Summer Institute, which is described as a “five-week bridge program designed to strengthen academic skills for transitioning freshmen” that will help them prepare for “the rigors of the Banneker program.”³¹ Students in Banneker’s Summer Institute take classes in math, science, social studies, study skills, and other subjects. The Summer Institute is designed not only to smooth students’ transition to high school, but also to help teachers and other school staff to get to know the students, and their academic strengths and weaknesses. At the D.C. National Guard’s Capital Guardian Youth ChalleNGe Academy,³² which focuses on education and life skills for individuals who are 16 to 18 years of age, youths take classes in English, math, science, and other subjects in order to pass the general equivalency diploma exam.

Many MBSYEP site managers stated that they sponsored field trips for students to supplement and extend the classroom instruction or work experience, and to promote career exploration. One host employer advised ODCA site visitors that he took youth participants on field trips to the Smithsonian Institution, Anacostia Watershed, and the Aquatic Resources Education Center, while conducting four workshops at a Microsoft store. At another site, some youths were leaving for a field trip to National Public Radio and others were shadowing a video production crew on the day of the ODCA site visit. Other site managers stated that they brought guest speakers to the site; for example, a program focusing on the fashion industry brought in fashion designers, photographers, interior designers, fashion bloggers, and others to speak to the youths.

Youth Engagement

ODCA staff observed considerable variation in participant engagement among the 18 MBSYEP sites that were visited, a pattern that should not be surprising in light of the prior discussions of staffing, supervision, and worksite activities. MBSYEP sites with strong supervision and well-designed activities tended to hold the attention of youths and engage them in classroom learning and work experience, whereas sites with less effective supervision and less structured activities had more difficulty keeping youths active and involved. Keeping dozens of youths engaged in an activity at any one time will inevitably be a challenge, but there are steps that site managers could take—such as controlling cell phone use—that would increase youth involvement and teach valuable lessons for the future.

³⁰ Empowerment Enterprises II operated two sites during the summer 2016 program; this description refers to the site visited by ODCA staff at 4900 10th Street, NE.

³¹ All incoming freshmen at Banneker (approximately 140 students) must participate in the summer bridge program, but only 30 were enrolled in MBSYEP.

³² The “NG” in “Capital Guardian Youth ChalleNGe Academy” is deliberately capitalized to underscore that it is a National Guard program.

MBSYEP youths appeared very attentive and involved in classroom or worksite activities at several host employer sites. At an early childhood development center, three youths were absorbed in their jobs while playing with toddlers and preparing props for a mock bus trip, while another youth was helping an adult employee feed infants and change their diapers. Participants at several sites were engaged in preparing for end-of-summer performances.

Nevertheless, at many sites at least some of the youths were detached and idle. At one site, some students worked on sound mixing in a recording studio while others sat unoccupied toward the back of the room. During a resume writing class at another site, seven students were participating in the exercise while two other students took selfies and talked to each other. At still another site, it proved difficult to engage 80 students in a sewing project. Approximately half of the youths seemed disengaged; many were using their cell phones, while some were eating, chatting, and at least one youth was napping. As noted earlier, at one site approximately 100 youths were in an auditorium for ballroom dance practice.³³ Roughly one-half of the youths were practicing the steps under the guidance of an instructor, while the other half watched from auditorium seats.

At several sites with a small number of youths assigned, there was little activity. At one recreation center, two youths working at the pool's customer service desk were not busy and two youths who were working as custodians were idle, stating that they had finished their work of taking out trash, cleaning bathrooms, and restocking supplies several hours earlier. As mentioned earlier, at one site youths did not seem to be engaged in structured or supervised activities; rather, youths were occupying themselves by roughhousing in a boxing ring, eating, braiding one another's hair, and working out on fitness equipment.

Attendance and Behavior

Site managers and other staff advised ODCA employees of some attendance and behavior problems they confronted. At several sites, program staff cited attendance rates ranging from 63 percent to 86 percent. Although only a small number of sites reported dealing with serious behavior problems, the distractions created by cell phone use were pervasive, as discussed earlier in this report, and often not addressed.

With regard to attendance, ODCA site visitors were apprised of the following:

- At one site, 120 youths had been assigned, but the site manager stated that daily attendance had dipped to 80-90 youths (67 percent to 75 percent) by the fourth week.
- At another site, 88 youths had been assigned, but a site manager estimated that daily attendance totaled 55 to 60 youths (63 percent to 68 percent).
- A manager of a program with more than 100 youths estimated the daily average attendance rate as 75 percent.
- At a site where 174 youths were enrolled, the supervisor stated that 110 students to 150 youths (63 percent to 86 percent) attend on any given day.

³³ This site had a mix of MBSYEP and non-MBSYEP participants.

Many site managers stated that they experienced only minor disciplinary or behavioral problems. One site manager, for example, noted that “Kids will be kids,” and that she would sometimes have to send youths home for the day when they behaved poorly. At another site, the manager stated that students had been removed from the program only when they never showed up.

Several site managers also expressed their commitment to policies of progressive discipline. One site manager discussed his organization’s emphasis on “positive youth development” (focusing on strengths) and noted that his program works with youths and their families to correct behavioral problems, rather than moving to terminate a youth from the program. At another site, a manager stated that her organization gives a youth three chances to correct behavior problems, with escalating consequences for each infraction. She added that her organization had not dismissed any youths from the program during the summer of 2016.

Still, host employers at a minority of sites stated that they had to address serious behavior problems, as noted earlier. At one site, a site manager reported that a SmarTrip card, cell phone, cell phone charger, purse, and money were stolen from staff and youths, and that a youth was dismissed from the program for stealing a staff member’s purse. The manager also stated that another youth was removed from the program for bringing her older brother to the site to threaten another youth who had allegedly stolen marijuana from her. At another site, staff stated that they had to call the police to escort a youth off the premises because of her bad attitude and violation of program guidelines.

Although an important goal of MBSYEP is to teach youth participants soft skills, such as coming to work on time, cooperating with colleagues, and dressing appropriately,³⁴ site supervisors sometimes tolerated behaviors that undermine the development of workplace and life skills, or found it difficult to address them. At one site, 12 youths were present when ODCA observers arrived at 9 a.m. and nine more youths arrived within the next hour (the program’s official starting time was 8:30 a.m.). The instructor explained that some of the students had called to notify him that they would be late.³⁵ Another site manager acknowledged that he had difficulty getting youths and sometimes parents to understand that if a youth does not show up, he or she will not be paid. More generally, another program manager cited the following problems: youths using cell phones, youths smoking marijuana, and youths not being thoroughly pre-screened by DOES to ensure that the summer activity was appropriate for them.

By contrast, the supervisor at one site had banned cell phone use entirely, requiring students to store their phones in a locker by the building entrance. The supervisor expressed the view that this policy eliminates a significant source of distraction and disruption.

The attendance and behavior issues discussed above are not new. In their report on D.C.’s summer 2010 summer youth employment program, Brandeis University researchers cited the following as the most important challenges or problems regarding youth behavior:

- Dress code/attire
- Punctuality and attendance
- Importance of communication, especially around giving notice for absence or tardiness
- Attending to detail

³⁴ Indeed, one of the stated goals of MBSYEP is to help youth “learn and develop the skills, attitudes, and commitment necessary to succeed in the workforce.” See Government of the District of Columbia, “MBSYEP Summer Report,” p. 5.

³⁵ By contrast, at another site the program staff locked the doors at the program’s starting time, and did not admit late arrivals.

- Cell phone use/texting
- Respect toward supervisors.³⁶

The Brandeis researchers also noted the problem of youth entitlement in their report, stating that some youths view the program as “free money, based on having had previous experiences where they did not have to do much and did not feel vested in the agency.”³⁷

Facility Conditions

The physical condition of the MBSYEP program sites that ODCA visited were generally good and in several cases, excellent. Several programs were offered at recently built or renovated government facilities, such as Wilson Senior High School,³⁸ Cardozo Education Campus,³⁹ Columbia Heights Community Center,⁴⁰ and Turkey Thicket Recreation Center,⁴¹ pictured at right, which were well-suited for the activities sponsored at these sites.



For example, the MusicianShip’s summer program about instrumental music, chorus, dance, and the music industry used Wilson Senior High School’s practice rooms and its black-box theater to tailor instruction to students with different interests such as marching band or drum line.

Similarly, the Department of Parks and Recreation’s “Hands on the Future” program, which teaches youths about the daily operations of the music business, benefited from the sound studio, video studio, and multi-purpose room available at the Columbia Heights Community Center.

Still, ODCA observers found that the Agape Cabbage Patch Woodland Tigers Youth Academy was operating in a large, unstructured, and poorly-lit space that could lead to accidents or conceal inappropriate activities such as smoking. Empowerment Enterprise II operated its job training program in a church with facilities that were described as somewhat cramped and poorly lit. In addition, one site manager recommended that DOES assess more thoroughly the facilities under consideration for summer youth placements before the program starts to make sure that planned activities for youths will be appropriate.

³⁶ Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, “Unfinished Work: Building Excellence in Washington, D.C.’s Summer Youth Employment Program,” The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 7.

³⁷ Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, “Unfinished Work: Building Excellence in Washington, D.C.’s Summer Youth Employment Program,” The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 8.

³⁸ Wilson Senior High School underwent a major renovation in 2011.

³⁹ Cardozo Education Campus underwent a major renovation in 2013.

⁴⁰ Columbia Heights Community Center opened in 2007.

⁴¹ Turkey Thicket Recreation Center underwent a major renovation in 2006.

Administration

Managers and other staff at the MBSYEP sites visited by ODCA employees reported a number of administrative challenges, which may be inevitable in a program serving more than 13,000 youths.⁴² In one of its earlier reports on MBSYEP, ODCA found that the program serves a much larger percentage of youths, often twice the number or more, than similar programs in eight other large cities.⁴³ Nevertheless, administrative glitches divert both DOES staff and host employer staff from efforts to deliver and monitor high-quality summer programs for MBSYEP participants. Some of the administrative problems that were described by MBSYEP site managers and staff, which echoed problems described in a report on D.C.'s 2010 summer youth employment program,⁴⁴ were as follows:

- A host employer stated that at the start of the program, approximately 100 youths who should have been assigned to three separate program sites all reported to a single site with room for 20 youths. She stated that she had to review the participants' background and skills, assign them to one of the three sites, and turn away unqualified applicants.
- A host employer reported that youths who had previously enrolled in her program and wanted to return for the summer of 2016 were incorrectly assigned to other programs and then had to be transferred.
- Another host employer reported that youths who had previously enrolled in his program and wanted to return for the summer of 2016 were assigned to other programs,⁴⁵ while he was instead assigned youths who did not want to be there. In addition, the same host employer stated that some youths who were on his roster of assigned participants did not show up, while some youths who were not on the roster did show up.
- Several host employers stated that they had difficulties making sure that youths were properly paid. One host employer advised ODCA that youths were paid for fewer hours than she had reported, which created a need for DOES to provide supplemental paychecks.
- One host employer stated that youths had transferred out of his program, but remained on the roster of assigned youths.

⁴² A data file provided by the Department of Employment Services indicates that 13,106 youth participated in the summer of 2016.

⁴³ Office of the District of Columbia Auditor, *Review of Summer Youth Employment Programs in Eight Major Cities and the District of Columbia*, April 21, 2016, p. 7. The eight comparison cities were Baltimore, Boston, Chicago, Detroit, Los Angeles, New York City, San Francisco, and Seattle.

⁴⁴ Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, "Unfinished Work: Building Excellence in Washington, D.C.'s Summer Youth Employment Program," The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, pp. 17-18.

⁴⁵ Host employer difficulties in getting prior program participants re-enrolled were also cited in a report on D.C.'s 2010 summer youth employment program. See Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, "Unfinished Work: Building Excellence in Washington, D.C.'s Summer Youth Employment Program," The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 17.

Additional Observations

The site visits also yielded several observations that did not fit clearly into the sections listed above. Many host employers prominently displayed participants' work, as reflected in the photos shown below. For example, at the Siblings Together site, the classrooms were adorned with youth participants' poems and posters about civil rights. In addition, many host sites sponsored performances and showcases at the end of the summer to reinforce and expand what participants had learned during the program and highlight their accomplishments. For example, youths assigned to the D.C. Commission on the Arts and Humanities performed a play at the Atlas Theatre that culminated a summer of instruction in stage management, lighting, sound, costume design, acting, and directing. The executive director of the Musicianship stated that there would be an end-of-summer showcase expected to draw 500 people, and that participants had performed for the U.S. Department of Education, DOES, and at Kings Dominion.



Recommendations

Because MBSYEP offers work readiness and enrichment activities intended to help youths develop skills they will need in further education and on the job, there could be synergies between MBSYEP and education reform efforts in the D.C. Public Schools (DCPS) and D.C.'s public charter schools. Researchers have documented that summer learning loss disproportionately harms children from low-income families and that summer learning programs can not only mitigate summer learning loss, but lead to achievement gains.⁴⁶ Because 26 percent of District of Columbia children were poor in 2014, as defined by the U.S. Census Bureau, summer learning loss is a particularly salient issue for D.C. policymakers and educators. Moreover, because a majority of MBSYEP youths reside in Wards 7 and 8, where child poverty rates are particularly high,⁴⁷ a large number of MBSYEP youths are at risk for summer learning loss.

⁴⁶ See for example Jennifer Sloan McCombs, Catherine Augustine, Heather Schwartz, Susan Bodilly, Brian McInnis, Dahlia Lichter, and Amanda Brown Cross, "Making Summer Count: How Summer Programs Can Boost Children's Learning," the Rand Corporation, 2011, p. xv.

⁴⁷ In a recent report, the National Research Council presented data showing that 49 percent of children in Ward 8 and 41 percent of children in Ward 7 are poor. See National Research Council, *An Evaluation of the Public Schools in the District of Columbia: Reform in a Changing Landscape*, (Washington, D.C.: The National Academies Press: 2015), p. 29.

Accordingly, ODCA recommends that:

- 1. DOES, the D.C. Public Schools, and D.C. public charter schools should continue to develop and expand MBSYEP offerings that combine work readiness activities for younger participants with academic skills development.**

There are several models that DOES and the public schools (traditional and charter) can use to strengthen the links between summer youth employment programs and the school curriculum. First, summer bridge programs for incoming freshmen, similar to the Banneker High School Summer Institute described in this report, could be expanded. Friendship Collegiate Academy and Friendship Technology Preparatory Academy, both of which are public charter schools, also offered summer bridge programs through MBSYEP in the summer of 2016.

Another model is the DCPS Study Abroad program, launched this year, which funds summer travel for foreign language students who have finished 8th grade or 11th grade in order to promote language acquisition, cultural immersion, and service learning. During the summer of 2016, 87 MBSYEP youths participated in the DCPS Study Abroad program, traveling to foreign countries and completing a “Making Global Local” project upon their return to reflect on what they learned while abroad.

Finally, a model involving more explicit school-to-work linkages is DCPS’ Career Ready Initiative, which seeks to provide youths with “intensive employability skills training” and summer work experience. Under this program, youths between 15 and 21 years of age who receive a recommendation from their school’s employability skills instructor and participate in an interview process with potential employers can then get summer jobs through MBSYEP (269 MBSYEP youths were part of the Career Ready Initiative in the summer of 2016).

In its written comments on a draft of this report, DOES described other initiatives that are underway in collaboration with DCPS. DOES’ comments are appended to this report in their entirety.

To address the variation in program quality described in this report—reflected in the previous sections on Staffing and Supervision, Worksite Activities, and Youth Engagement—and increase the likelihood that youths will have engaging and enriching experiences in MBSYEP, ODCA recommends that:

- 2. DOES should intensify its efforts to recruit and develop host employers that can provide high-quality career exploration and work experience, particularly by working with host employers between summers, to identify high-quality providers and offer them training and technical assistance to improve further.**

Although intensive training of host employers would be a massive undertaking (there were 539 host employers in the summer of 2016),⁴⁸ DOES could focus its technical assistance on the largest host employers. For the 2016 MBSYEP, DOES conducted supervisor orientations and invited host employer applicants to participate in webinars, but these efforts could be expanded. DOES has designated some employers as “outstanding host sites,”⁴⁹ and the practices of these exemplary sites could be more widely

⁴⁸ This figure is as of July 19, 2016.

⁴⁹ Government of the District of Columbia, “MBSYEP Summer Report,” p. 14.

shared and incorporated into training plans. Prior research has also cited the importance of training host employer supervisors in principles of youth development.⁵⁰

Finally, to address the youths' behavior issues discussed previously under the headings of Staffing and Supervision and Attendance and Behavior, ODCA recommends that:

- 3. DOES should work more intensively with host employers to discourage worksite behaviors, such as frequent absences, tardiness, and use of cell phones during classes, that undermine the development of soft skills that are important to success in school and on the job.**

This guidance about acceptable workplace behavior could be provided through host employer training and orientation sessions, as well as in youth orientation sessions, the Youth Handbook, and the Youth and Parent Information Packet.

ODCA submitted this letter report in draft form to DOES for comment. ODCA appreciates the constructive response from DOES, which is attached.

Sincerely,



Kathleen Patterson
District of Columbia Auditor

004:17:JJ:cp:LP:KP

⁵⁰ Nisha Sachdev, *An Evaluation of the District of Columbia Summer Youth Employment Program*, dissertation submitted to the faculty of the school of Public Health and Health Services of The George Washington University, May 20, 2012, p. 104.



**Department of Employment Services (DOES Management Response
Office of the District of Columbia Auditor's (ODCA)
"Site Observations: 2016 Marion S. Barry Summer Youth Employment Program"**

December 19, 2016

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Employment Services

MURIEL BOWSER
MAYOR



DEBORAH A. CARROLL
DIRECTOR

December 19, 2016

Ms. Kathleen Patterson
District of Columbia Auditor
Office of the District of Columbia Auditor
717 14th Street, NW, Suite 900
Washington, DC 20005

Re: *"Site Visit Observations: 2016 Marion S. Barry Summer Youth Employment Program"*

Dear Ms. Patterson:

This letter is in response to your December 2, 2016, correspondence regarding the Office of the District of Columbia Auditor's (ODCA) draft report entitled, *"Site Visit Observations: 2016 Marion S. Barry Summer Youth Employment Program."* As requested, the Department of Employment Services (DOES) has prepared a separate, written response that addresses each recommendation detailed in ODCA's draft report as provided.

As noted in our response to the recommendations, DOES Office of Youth Programs has made many enhancements to the MBSYEP program over the last several years and the recommendations are already underway and due for expansion or fully implemented. We thank you and your team for your observations.

Please let me know if you have any questions. We look forward to receiving a copy of the final report.

Sincerely yours,

A handwritten signature in black ink that reads "Deborah A. Carroll".

Deborah A. Carroll
Director

cc: Courtney Snowden, Deputy Mayor of Greater Economic Opportunity
Betsy Cavendish, General Counsel, Office of the Mayor
Lawrence Perry, ODCA
Aniema Udofa, DOES, CPA, OCIM

Attachment

Overview Statement:

The Department of Employment Services (DOES) has reviewed information contained in the above referenced District of Columbia Auditor (ODCA) Site Observations of the Mayor Marion S. Barry Summer Youth Employment Program of 2016. This report is part of a series of reports by the DC Auditor, following a year-long review of the MBSYEP program. The review provides a snapshot of the MBSYEP program during FY 2016. DOES welcomes this review and is pleased to highlight the program enhancements already in place or underway in the agency. DOES looks forward to working with the ODCA, Councilmembers, and stakeholders to ensure investments will promote a comprehensive youth development initiative in the nation's capital in comparison to similar cross-country strategies, particularly as it relates to private sector opportunities and career pathways for older youth in the program.

Recommendation:

1. DOES, the D.C. Public Schools, and D.C. public charter schools should continue to develop and expand MBSYEP offerings that combine work readiness activities for younger participants with academic skills development.

Management Response:

Currently, DOES engages in a number of efforts to develop and expand offerings that combine work readiness activities for younger participants with academic and skills development. Highlighted below are a few examples:

- DC Public School (DCPS) and DC Public Charter Schools (DCPSB) are vital partners in the Marion Barry Summer Youth Employment Program (MBSYEP), both in the recruitment and delivery of program offerings. In addition, DOES partners with school and non-profit programs to encourage youth to engage in summer enrichment, including STEM and STEAM career activities.
- In preparation for MBSYEP 2017, DOES has engaged parents, DCPS and DCPCSB senior leadership, and Department on Disability Services' Rehabilitation Services Administration (DDS) executives in the planning, development, and recruitment of youth for MBSYEP programs. In addition, DDS and DOES meet monthly to plan both summer work experience and year-round programs for youth with disabilities to increase MBSYEP participation and provide high quality career development that help prepare them for post-secondary education and employment. In preparation for their summer work experience, the DC Alliance of Youth Advocates provides a pre-employment work readiness program to facilitate the transition.
- DOES partners with DCPS youth enrolled in the Career Technical Education (CTE/NAF) academies, and enables youth in these intensive career exploration programs to gain hands-on work experience in fields of Finance, Hospitality & Tourism, Information Technology, Engineering, and Health Sciences.

- DOES hosts the Marion Barry Youth Leadership Institute Summer Leadership Academy during MBSYEP. This six-week summer intensive provides leadership development, career planning, and college readiness for high school students.
- Youth engaged in the Global Kids Leadership program explore issues of poverty, economics, and citizenship in the District of Columbia and in other countries as well as international careers, including International Relations, Political Science, Urban Planning, Medicine and Education.

Recommendation:

2. DOES should intensify its efforts to recruit and develop host employers that can provide high-quality career exploration and work experience, particularly by working with host employers between summers, to identify high-quality providers and offer them training and technical assistance.

Management Response:

DOES shares this goal and has plans to enhance its' strategy to develop the businesses' capacity to provide a high-quality summer career exploration experience:

- Plans are already underway for DOES to host several Host Employer workshops beginning February 2017. The workshops usually include standard operating procedures for the MBSYEP program. These workshops will provide additional emphasis on developing curricula that can be used during the six-week program with the youth, technical assistance, and training to host employers and their supervisors and will incorporate strategies around best practices for engaging youth workers.
- DOES conducted post-MBSYEP feedback sessions with several 2016 host site partners. Partners were able to share insight on their summer experience as well as provide suggestions to enhance 2017 SYEP. DOES will also share participant communications with all partners to streamline technical assistance and reinforce implementation of promising and best practices.

Recommendation:

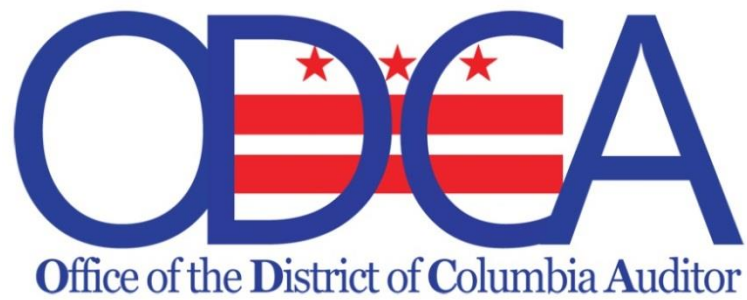
3. DOES should work more intensively with host employers to discourage worksite behaviors, such as frequent absences, tardiness, and use of cell phones during classes, that undermine the development of soft skills that are important to success in school and on the job.

Management Response:

A key goal of the SYEP program is to strengthen soft skills of youth workers by creating an environment where consequences are used as teachable moments for youth in their personal and professional development. Learning to be a good employee is a developmental process that youth learn over time.

In addition to the training offered to the host site supervisors described above, DOES implemented a variety of new interventions targeted to strengthen and reinforce positive work-site behaviors.

- DOES implemented a behavioral economics strategy to improve attendance and reduce attrition. DOES call center staff reminded youth to come to work, be on time, or determine why they did not attend work. Incentives were provided for perfect attendance, and other developmentally appropriate strategies to foster learning and positive behavioral reinforcement. In addition, DOES provided a transportation advance to remove financial barriers for getting to and from work. These interventions contributed to a reduction in the attrition rate to about 1%.
- During MBSYEP 2016, DOES conducted a pilot work readiness program with out of school youth on a college campus. Attendance and professional demeanor were reinforced with the participants. The contractor hosted various trainings weekly, which included training on time management, workplace communication, body language, problem resolution and managing workplace relationships. Youth qualified for incentives to reinforce positive work-place behaviors. Early results of this new intervention resulted in approximately 30% increase in college enrollment compared to the previous year. DOES will continue to offer these trainings and will expand these offerings to include additional topics that will support the growth and development of youth.
- DOES is working closely with the LAB at DC to develop and implement additional strategies during 2017.



Internal Control Weaknesses Found in Marion S. Barry Summer Youth Employment Program

March 21, 2017

Audit Team:

Ronald Gaskins, Auditor-in-Charge

Jason Juffras, Audit Supervisor

A Report by the Office of the District of Columbia Auditor
Kathleen Patterson, District of Columbia Auditor



March 21, 2017

Internal Control Weaknesses Found in Marion S. Barry Summer Youth Employment Program

Why ODCA Did This Audit

The Council enacted legislation in 2015 directing ODCA to “conduct an evaluation of multiple years of the summer youth jobs program to assess whether the program has met and is meeting program objectives.” This review of management and internal controls of the Marion S. Barry Summer Youth Employment Program (MBSYEP) during 2015 and 2016 is the last of four ODCA reports intended to fulfill the Council’s directive.

What ODCA Recommends

This report includes 19 recommendations to improve the management and internal controls of MBSYEP, including the following:

1. DOES should establish and regularly update a policies and procedures manual that covers all aspects of MBSYEP, including staff training.
2. DOES must comply with statutorily-mandated wage rates and registration periods for MBSYEP.
3. DOES should implement a new management information system with sufficient internal controls (including an audit trail) to prevent waste, fraud, and abuse.
4. DOES should publish program handbooks for youths and their families on a timely basis.
5. DOES should ensure that MBSYEP is charged only for expenses related to the six-week summer program.
6. DOES should contract for an independent evaluation of MBSYEP by June 1 and publish the results by December 30 of each year, as required by D.C. law.

DOES provided comments (attached at the end of this report) on a draft of the report, and described steps DOES has taken to tighten its internal controls for the summer youth program. ODCA appreciates DOES’ commitment to strengthen internal controls.

For more information about this report, please contact Diane Shinn, ODCA Director of Communications, at diane.shinn@dc.gov or 202-727-3600.

What ODCA Found

ODCA found that the Department of Employment Services (DOES) must significantly strengthen internal controls for the Marion S. Barry Summer Youth Employment Program (MBSYEP), a six-week program that serves approximately 13,000 youths at 500 work or classroom sites. Internal controls comprise the plans, methods, policies, and procedures used to fulfill the mission, strategic plan, goals, and objectives of the entity and to achieve desired results through effective stewardship of public resources.

Although strong internal controls are particularly important for a large program such as MBSYEP, which represented an investment of more than \$17 million in youth development during fiscal year 2016, many of MBSYEP’s policies, procedures, and systems were ad hoc or underdeveloped during the 2015 and 2016 programs. These shortcomings created a risk that waste and fraud would go undetected while impeding the program’s goal of providing youths with the skills, attitudes, and experience needed to succeed in the workforce.

ODCA identified instances when DOES exceeded legally-mandated wage rates, and hours of work for MBSYEP participants while also failing to abide by statutory registration periods. The lack of written policies, procedures, and training governing youth enrollment, online registration, payroll processing, and other key program elements may have contributed to these violations.

Another critical weakness is the People First management information system that supports MBSYEP operations, which lacks an audit trail needed to document decisions about enrollment, assignments, and pay rates. This weakness was compounded by inadequate access controls and a failure to segregate duties so that no one individual can control all aspects of a transaction. These deficiencies pose risks for waste, fraud, and abuse.

Payroll processing is also inefficient: 18 payrolls were processed for the six-week program in 2016 due to host employer failures to enter participant work hours on time as well as possible system overload. These failures diverted the time of MBSYEP program staff who review payroll resolution tickets.

DOES has failed to comply with MBSYEP accountability and evaluation requirements prescribed by law. Although DOES is required to contract for an independent evaluation of MBSYEP by June 1 of each year and to present the results to the Council by December 30 of each year, DOES did not contract for such an evaluation in 2015 and had not issued the 2016 evaluation report as of this writing. DOES is also required to publish on its website summary data about the demographics of MBSYEP participants, their activities in the program, and their employment after the program by February 1 of each year, but once again this mandate had not been met by the time of this writing.

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Background

The District of Columbia's summer youth employment program has served thousands of youth annually since it began in 1979.¹ In January 2015, D.C. Mayor Muriel Bowser renamed the program the Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP) in honor of longtime D.C. Mayor and Councilmember Marion Barry, who established the program during his first term as mayor and championed it throughout his time in public office.² The Department of Employment Services (DOES) administers the program through its Office of Youth Programs.

MBSYEP has been a focus of attention for the Council of the District of Columbia because of its important objectives, scope, and cost. The program seeks to give youths the opportunity to: 1) earn money and gain meaningful work experience, 2) learn and develop the skills, attitudes, and commitment needed to succeed in the workforce, 3) explore career options, and 4) interact with professionals in a supportive work environment.³ More than 13,000 youths were offered positions in MBSYEP during the summers of 2015 and 2016, respectively.⁴ MBSYEP expenditures totaled \$19.3 million in FY 2015⁵ and \$17.3 million in FY 2016.

MBSYEP has typically been a six-week program that provides summer jobs to youths on a first-come, first-served basis. D.C. law provides that MBSYEP shall annually employ between 10,000 and 21,000 youths between the ages of 14 and 21.⁶ In addition, Mayor Bowser persuaded the D.C. Council to include as many as 1,000 young adults between the ages of 22 and 24 during the summer of 2015⁷ to provide "meaningful work experience and individualized support that will help them to identify a

¹ See Office of the City Administrator, "Findings of an Internal Investigation Regarding the District's Summer 2008 Summer Youth Program," August 12, 2008, pp. 6-7, and Susan Curnan, Christopher Kingsley, Lisa LaCava, and Joseph Frees, "Unfinished Work: Building Excellence in Washington, D.C.'s Summer Youth Employment Program," The Center for Youth and Communities, Heller School for Social Policy and Management at Brandeis University, November 9, 2010, p. 4.

² See Mayor's Order 2015-37, issued January 14, 2015.

³ Government of the District of Columbia, "MBSYEP Summer Report," p. 5.

⁴ Data provided by the Department of Employment Services indicate that 13,969 youth were offered summer positions in 2015, and that 13,106 youth were offered summer positions in 2016.

⁵ Although reported FY 2015 expenditures for DOES program code 4820, "Summer Youth Employment Program," were \$18.0 million, an additional \$1.3 million in MBSYEP expenditures were charged to DOES' Year-Round Youth Program and its Local Adult Training Program budgets, raising total FY 2015 expenditures to \$19.3 million.

⁶ See D.C. Official Code §32-241(a)(1)(A).

⁷ See D.C. Act 21-73, the "Youth Employment and Work Readiness Training Emergency Amendment Act of 2015," which took effect on May 26, 2015, and expired on August 24, 2015.

career pathway.”⁸ In March 2016, the Council approved and Mayor Bowser signed legislation authorizing the continued participation of 1,000 individuals aged 22 to 24 in MBSYEP during the summers of both 2016 and 2017.⁹

The high priority attached to MBSYEP and debate about whether to expand the program permanently to include 22- to 24-year-olds have led the Council to seek more information about the program’s outcomes. To that end, the Council appropriated \$200,000 in the FY 2016 budget of the Office of the District of Columbia Auditor (ODCA) to “conduct an evaluation of multiple years of the summer youth jobs program to assess whether the program has met and is meeting program objectives.”¹⁰

The report presented below, which reviews MBSYEP program management and internal controls, is the last in a series of ODCA reports undertaken to fulfill the Council’s directive to evaluate MBSYEP. The goal is to offer findings and recommendations that will help D.C. policymakers strengthen MBSYEP so it can meet its goals of promoting the career, educational, and social development of District of Columbia youths.

Past experience highlights the importance of sound management and strong internal controls to the effectiveness of MBSYEP. In 2008 and 2009, ODCA, the Office of the Inspector General (OIG), and the Office of the City Administrator issued reports documenting a serious breakdown of management oversight and controls in the 2008 summer youth employment program.¹¹ Due in part to then-Mayor Adrian Fenty’s decisions to extend the program from six to 10 weeks, and continue accepting youths after the application deadline while DOES implemented a new information technology system, the Department was unable to administer the registration and payroll systems properly and the original budget of \$14.5 million soared to \$52.4 million.

⁸ D.C. Department of Employment Services, “DOES to Launch Summer Youth Employment Program Expansion,” press release dated April 6, 2015.

⁹ See D.C. Law 21-112, the “Marion S. Barry Summer Youth Employment Expansion Amendment Act of 2016,” which took effect on May 12, 2016, following a required period of congressional review.

¹⁰ See Section 10(b) of D.C. Law 21-76, the “Fiscal Year 2016 Budget Support Clarification Temporary Amendment Act of 2015,” effective February 27, 2016.

¹¹ These reports are as follows: Office of the District of Columbia Auditor, “Letter Report: Responses to Specific Questions Regarding the Department of Employment Services’ 2008 Summer Youth Employment Program, May 4, 2009; Office of the District of Columbia Auditor, “Examination of the 2008 Summer Youth Employment Program Contracts,” August 25, 2009; Office of the District of Columbia Auditor, “Audit of the Department of Employment Services’ 2008 Summer Youth Employment Program,” August 27, 2009; Office of the District of Columbia Auditor, “Auditor’s Review of Fiscal Oversight of the 2008 Summer Youth Employment Program,” September 30, 2009; Office of the Inspector General, “Audit of the Department of Employment Services’ Summer Youth Program,” OIG No. 08-2-28CF, June 17, 2009; and Office of the City Administrator, “Findings of an Internal Investigation Regarding the District’s 2008 Summer Youth Program,” August 12, 2008.

Regarding the 2008 summer youth employment program, ODCA found that, “The lack of efficient and effective financial and management oversight by DOES and the [Office of the Chief Financial Officer] OCFO caused the ... program to fall short of achieving its program objectives and ensuring District assets were properly managed and safeguarded from fraud, waste, and abuse.”¹² Similarly, OIG reported that, “DOES did not establish adequate internal controls for the 2008 SYP ... and the 2008 SYP was susceptible to theft, abuse, and fraud.”¹³

Clearly, the issues of management oversight and control that are the subject of this report are critical to the effectiveness of MBSYEP and the prevention of waste, fraud, and abuse. This report provides a current review of those issues. Specifically, the report examines planning for the summer program, budgeting, registration and eligibility determination, management information systems, training, program standards, program monitoring, and other issues key to the success of the program.

This report is the last in a series, following three other reports on MBSYEP that ODCA issued in 2016:

1. “Review of Summer Youth Employment Programs in Eight Major Cities and the District of Columbia,” issued on April 21, 2016.
2. “Review of Marion S. Barry Summer Youth Employment Program Data and Activities,” issued on June 2, 2016.
3. “Site Visit Observations: 2016 Marion S. Barry Summer Youth Employment Program,” issued on December 21, 2016.

¹² Office of the District of Columbia Auditor, “Audit of the Department of Employment Services’ 2008 Summer Youth Employment Program,” August 27, 2009, p. ii.

¹³ Office of the Inspector General, “Audit of the Department of Employment Services’ Summer Youth Program,” OIG No. 08-2-28CF, June 17, 2009, p. i.

Objectives, Scope, and Methodology

Objectives

Pursuant to the Council's directive to "conduct an evaluation of multiple years of the summer youth jobs program to assess whether the program has met and is meeting program objectives," ODCA examined the management and internal controls of MBSYEP. The objectives of the evaluation were to:

1. Ensure that the program operates effectively and efficiently.
2. Monitor and report on the implementation of the summer 2016 program.

Scope

The U.S. Government Accountability Office (GAO) defines internal control as "a process effected by an entity's oversight body, management, and other personnel that provides reasonable assurance that the objectives of an entity will be achieved."¹⁴ GAO further states that:

Internal control comprises the plans, methods, policies, and procedures used to fulfill the mission, strategic plan, goals, and objectives of the entity. Internal control serves as the first line of defense in safeguarding assets. In short, internal control helps managers achieve desired results through effective stewardship of public resources.¹⁵

ODCA examined MBSYEP's management and internal controls for the 2015 and 2016 summer youth programs.

Methodology

To accomplish the objectives of this evaluation, ODCA did the following:

- Reviewed policies and procedures drafted or issued by the Department of Employment Services, the Office of the Chief Financial Officer, and the Office of the Chief Technology Officer.
- Examined the MBSYEP budget and projected participation levels by youths and "host employers."¹⁶

¹⁴ U.S. Government Accountability Office, *Standards for Internal Control in the Federal Government*, GAO-14-704G (September 2014), p. 5.

¹⁵ U.S. Government Accountability Office, *Standards for Internal Control in the Federal Government*, GAO-14-704G (September 2014), p. 5.

¹⁶ "Host employers" is the term DOES uses for providers of summer work experience and work readiness activities.

- Verified MBSYEP expenditures and other budget actions, including reprogrammings and intra-district transfers, in the D.C. government’s financial management system.
- Reviewed the solicitation and award of vendor contracts and the signing of host employer agreements.
- Examined payroll registers
- Reviewed manual and electronic records pertaining to youth registration, eligibility determination, and program assignments; safekeeping and distribution of debit cards; management information systems; training for program staff and host agencies; and monitoring of host agencies and vendors.
- Observed a demonstration of the “People First” software used to support MBSYEP activities.
- Interviewed DOES and other D.C. government officials involved in the program.

This evaluation report was drafted, reviewed, and approved in accordance with procedures outlined in ODCA’s Policy and Procedure Manual.

Audit Results

ODCA's findings on the management and internal controls of the Marion S. Barry Summer Youth Employment Program are detailed below in sections entitled General Controls, Management Information Systems, Planning, Payroll and Compensation, Transportation, and Other Issues of Concern.

I. General Controls

DOES lacks sufficient internal controls on developing and implementing policies and procedures governing MBSYEP operations to ensure the MBSYEP operates efficiently and effectively and its objectives are achieved.

Clear policies and procedures that are established and enforced by management are a foundation for a strong control environment, which provides the discipline and structure for an entity to achieve its objectives. The lack of formal policies and procedures increases the risk that organizational objectives will not be achieved and that fraud and waste go undetected, and suggests insufficient oversight by DOES management, which is responsible for developing and implementing internal controls.

In response to ODCA's request for copies of all written policies and procedures governing MBSYEP operations, DOES provided four standard operating procedures (SOPs) covering:

1. Events, describing logistical arrangements to conduct the annual kick-off; youth registration, orientations, and certifications; and host supervisor orientations.
2. Host Liaisons, describing duties and responsibilities of host liaisons, who serve as DOES' primary point of contact with host employers.
3. Monitoring, describing the duties and responsibilities of DOES program monitors, who are supposed to make three site visits to ensure worksites comply with MBSYEP rules and regulations, as well as the requirements of the host agency agreements.
4. Front Desk/Call Center, describing the customer service responsibilities of call center and front desk headquarters staff.

The SOPs were all in draft form. The dates of issuance, effective dates, review dates, and revision dates were all blank, indicating that the SOPs were not formally implemented. There are currently five formal Youth

Services SOPs published on the DOES Intranet site (last modified on August 8, 2014) and only two are related to MBSYEP.

DOES did not provide any written policies or procedures on how staff should conduct the youth enrollment process, evaluate host employer applications, or assign youth to worksites.¹⁷ When the online MBSYEP application system opens, youths are advised (online and through their MBSYEP portals, which are established when the electronic application is submitted and accepted), that they must attend a certification event, during which they must submit all required documents to be determined eligible for the program.

On its website, DOES also provides a certification event calendar, eligibility document checklist, parental consent form, and list of important dates. In addition, after applicants are certified as eligible, they are advised through their portals that they must attend an orientation session prior to being offered a position. While these activities are necessary and important, they focus on guidance for youth participants and do not provide internal guidance for DOES staff.

When asked to provide written procedures for granting and terminating staff access to People First, the management information system that supports MBSYEP operations, DOES submitted flowcharts indicating that granting and terminating access is done via an email request from a program manager to DOES' Office of Information Technology (OIT). However, this informal process is not fully compliant with DOES Policy Number DOES-SEC-001, Access Control Policy (revised September 2, 2014), which is available on the DOES Intranet site. This matter is addressed in more detail in subsequent sections of the report concerning information technology.

In response to ODCA's request for copies of online registration and online payroll processing systems manuals, OIT officials stated there were none. When asked how DOES employees learn to operate these components of People First, OIT officials responded that employees learn on the job. In the absence of a payroll processing systems manual, OIT provided two two-page documents, a "Project Empowerment Time Management System Time Entry Quick Guide" and a "Project Empowerment Time Management System Payroll Resolution Submission Quick Guide." Although these guides are used by the MBSYEP, they were created for the Project Empowerment Program and the contact listed on the payroll resolution guide works for that program.¹⁸

¹⁷ The process by which a youth is matched to a job is described in a "Youth and Parent Information Packet."

¹⁸ Project Empowerment is described on the DOES web site (www.does.dc.gov) as a transitional employment program for District residents between the ages of 22 and 54 who face multiple barriers to employment.

Recommendation

1. DOES should establish and periodically update a comprehensive policies and procedures manual that governs all aspects of MBSYEP and serves as a basis for internal staff training.

In its March 3, 2017, written comments on a draft of this report (attached in their entirety at the end of the report), DOES disagreed with the finding and stated that policies developed for the 2017 program are adequate. , ODCA will follow up on this corrective action through its recommendation compliance process.

DOES did not consistently comply with legally mandated MBSYEP wage rates.

By law, youth participants are required to be paid specified hourly wage rates by the age groups of 14-15, 16-21, and 22-24. The law also established a range of hourly wage rates for supervisory positions. In 2015 and 2016, the established hourly rate for youths ages 14 to 15 was not less than \$5.25 and the hourly rate for youths ages 16 to 21 was \$8.25. For participants ages 22 to 24, the established hourly rates were \$9.25 in 2015, \$10.50 through June 30, 2016, and \$11.50 as of July 1, 2016 (the 2016 MBSYEP commenced on June 27, 2016). In 2015 and 2016, the law allowed hourly rates ranging from \$9.25 to \$13.00 for supervisory positions.

As discussed below, ODCA observed a number of violations regarding hourly wage rates paid to youth participants. Contrary to the law, which makes exceptions only for supervisory positions, the OYP associate director stated that hourly wage rates are also established according to position titles without regard to age. Although hourly wage rates are established by age group in accordance with the law, People First “super users” (who can perform any People First function) can establish and also override youth participant hourly wage rates.

In published documents, including the 2015 MBSYEP Summer Report, Youth and Parent Information Packet, and Supervisor Handbook, DOES announced that youth participants would be paid the hourly wage rates by age group as required by law. Nonetheless, all MBSYEP youth participants, ages 14 to 15, assigned to the Marion Barry Youth Leadership Institute (MBYLI), which is a year-round youth leadership program administered by DOES, were paid \$8.25 per hour in 2015 and 2016, rather than the “work readiness training rate of not less than \$5.25” required by law. By way of clarification, the law established a minimum rate of \$5.25, and DOES officially adopted a rate of \$5.25 for youths ages 14 to 15.

A file provided by DOES indicated that as of July 19, 2016, 156 youths aged 14 to 15 who were assigned to the MBYLI were paid \$8.25 per hour during the summer of 2016. These youth participants also were allowed to work up to 25 hours per week instead of the maximum 20 hours announced by DOES in published documents. During the summer of 2015, 183 youths aged 14 to 15 assigned to the MBYLI were also paid \$8.25 per hour for up to 25 hours per week.

Although the MBYLI has a separate budget and operates year-round, wages for MBYLI summer youth participants are paid from the MBSYEP budget, and participating in the MBYLI is one of the positions which MBSYEP applicants may choose when they apply to the summer youth program. DOES policy allows host employers to supplement youth participant hourly wage rates. However, as the District government agency responsible for MBSYEP implementation, DOES cannot legitimately

consider itself an external host employer to justify exceeding the required hourly rates.

In other examples of violations, 13 youths aged 14-15 who were assigned to various DOES grantees in 2015 were scheduled to be paid \$8.25 per hour. ODCA reviewed payroll data for five of these participants, whose position titles were camp counselor; songwriter and music producer; fashion intern; mural arts intern; and building, cleaning, and maintenance aide. All five of these participants were paid \$8.25 per hour. Also in 2015, 18 youths who were aged 14-15 and assigned to a DOES grantee, all of whom had the position title of theater and production coordinator/cast member, were scheduled to be paid \$8.25 per hour. ODCA confirmed that three of these youths were paid \$8.25 per hour on the first pay date.¹⁹

A final example of pay violations involve youth participants assigned to the Department of Insurance, Securities, and Banking (DISB), which operated a summer youth Bank on DC program in 2015 and 2016 through an MOU with DOES. Records provided by DOES indicate that 21 youths were assigned to DISB in 2016. ODCA noted that two participants identified as Bank on DC Youth Facilitator Supervisors were paid \$15 per hour and three participants listed as Bank on DC Youth Social Media Analysts were paid \$14 per hour. Even if the three social media analysts were considered supervisors, their wage rates exceeded the \$9.25 to \$13.00 per hour supervisory rates allowed by D.C. law.

In January 2017, Council Chairman Phil Mendelson introduced legislation (Bill 22-54, the “Marion S. Barry Summer Youth Employment Expansion Amendment Act of 2017”), at the request of Mayor Bowser, that would allow DOES to pay 16- to 21-year-old MBSYEP participants an hourly wage of at least \$8.25, while also allowing DOES to pay those in supervisory positions at least the minimum wage (presently \$11.50 per hour) and employ them for more than six weeks. This legislation (which would also permanently authorize the participation of 22- to 24-year-olds) was referred to the Council’s Committee on Labor and Workforce Development. While the bill would have the effect of authorizing some of the violations cited here, until new wage rates are approved, DOES must comply with existing law.

Recommendation

2. DOES must comply with statutorily-mandated wage rates.

¹⁹ Due to numerous late payments to participants, verifying actual payment through the numerous pay ledgers was tedious and time consuming. However, as this appears to be an instance where the rate was tied to the position title, it is likely that all 18 of the assigned youth were paid \$8.25 per hour.

DOES allowed some youths in non-supervisory positions to work more than the maximum six weeks allowed by law.

D.C. law authorizing the summer youth employment program limits employment of youths in non-supervisory positions to a maximum of six weeks. However, after the 2015 program ended on August 7, 2015, 15 youth participants in non-supervisory positions (as indicated by their hourly wage rates) were paid for work performed during the pay period August 9, 2015, to August 22, 2015. Among the 15, 13 were paid \$8.25 per hour (the required rate for youths ages 16 to 21) and two were paid \$5.25 per hour (the rate for youths ages 14 to 15).

The number of non-supervisory youths paid after the summer program ended grew significantly in 2016 (the program ended on August 5, 2016). For the pay period, August 7, 2016 to August 20, 2016, 13 youths were paid \$11.50 per hour (the required rate for participants aged 22 to 24) and one was paid \$8.25 per hour (the required rate for youths 16 to 21). For the pay period, August 21, 2016 to September 3, 2016, 275 youths were paid \$11.50 per hour and 26 were paid \$8.25 per hour. The OYP assistant director stated that a number of youth participants were being “transitioned” into other DOES programs. Thus, these violations were willful.

As noted on the previous page, legislation submitted by the mayor (Bill 22-54, the “Marion S. Barry Summer Youth Employment Expansion Amendment Act of 2017”) would allow DOES to employ MBSYEP youth in supervisory positions for longer than six weeks, but the Council has not acted yet on the legislation.

Recommendation

3. DOES must abide by the statutory limitations on the number of weeks that MBSYEP participants can work.

MBSYEP lacks sufficient internal controls to ensure compliance with the legally-mandated registration period. As a result, DOES did not comply with the legally-mandated registration period for the 2015 MBSYEP or with the mandated registration starting date for the 2016 MBSYEP.

The MBSYEP registration process is composed of two main steps: submitting an online application (youths age 16 and older must also submit a résumé) and submitting required documents to certify eligibility. After completing those steps, all applicants must attend a mandatory orientation session in order to be offered a summer position.

DOES did not comply with the statutorily-mandated registration period for the 2015 program. In addition, DOES did not comply with the mandated registration period start date for the 2016 program.

At the time that registration began for the 2015 MBSYEP, applicable D.C. law required registration to occur **between the second day of January and the first day of April each year** (emphasis added). Registration for the 2015 program did not start until January 30, 2015, acceptance of documents to certify eligibility began on February 5, 2015, and registration was scheduled to end on March 14, 2015. The online application period opened on January 30 and closed on February 20, 2015. In addition, registration for youths ages 22 to 24 took place from April 6, 2015, through April 20, 2015.

In a binder of program information that DOES provided to ODCA, DOES posed the question, “Why was the 2015 deadline for registration March 7, 2015, instead of the required registration period of January 2 through April 1?” DOES answered the question as follows:

The registration period that began in January 2015 was not cut off until April 1, 2015. Due to the program allowing up to 21,000 youth to participate, the Office of Youth Programs chose to have 1 solid deadline instead of multiple ones. This included a soft deadline for participants on March 7, 2015 to encourage faster registrations. MBSYEP was even able to allow some youth to register up to the program start in June due to the 21,000 cap not being filled by the original deadline.

Allowing youths to register for the MBSYEP up to the start of the program in June not only violated the extended March 14, 2015 registration deadline established administratively by DOES, but also the April 1, 2015 deadline established by D.C. law. Moreover, there was never any intent to enroll 21,000 youths, because the target level for MBSYEP enrollment was 14,000 youths for 2015 and 2016, and the program budgets for FY 2015 and 2016 were based on those participation levels.

DOES attributed the April 2015 start for registration of 22- to 24-year-olds to the timing of the legislation that expanded the MBSYEP to include as many as 1,000 young adults in that age group. However, the authorizing legislation was not introduced until May 1, 2015, and took effect on May 26, 2015, meaning that registration of youths ages 22 to 24 began before legislation authorizing their participation took effect.

Inadequate internal controls facilitated OYP's circumvention of the legally-mandated summer youth program registration period as well as the agency-imposed application and registration deadlines. People First super users have the authority to register youth participants without regard to deadlines (one of the key portals used by OYP staff to manage the program does not have timeline restrictions, as described in the report section on management information systems). As a result, DOES was able to increase the likelihood of achieving its MBSYEP enrollment targets.

The database used to track the registration process lacks sufficient internal controls to ensure that youths offered positions meet all registration requirements by the announced due dates. For example, the database contains a column headed Application Date, but there are no columns indicating the date that the applicant was certified as eligible, or the date that the applicant attended mandatory orientation.

As seen in Figure 1 on the following page, for the 14 to 21 age group the 2015 applicant database (as of January 27, 2016) listed 6,814 youths as eligible-certified with application dates of January 30 and 31, 2015, and 2,242 youths as eligible-certified with application dates between February 1 and February 4, 2015. Thus, a total of 9,056 youths were listed as eligible-certified prior to the first certification event, which was held on February 5, 2015. The 9,056 youths were 69% of the 13,058 eligible youths, ages 14 to 21, listed in the database.

Because the database does not contain columns indicating the dates that the applicant was certified as eligible or attended the required orientation session, ODCA could not readily determine if or when youths certified as eligible submitted certification documents or attended orientation sessions. The lack of this information weakens the audit trail.

DOES maintains a form which lists the date on which an applicant is certified. The form includes the applicant's name, last 4 digits of the Social Security Number, and date and time of attendance at the certification event. The form also requires the applicant's signature and the signature and station location of the OYP representative who certified the applicant. In addition, applicant attendance at the mandatory orientation session is documented by a sign-in log which is passed around the room at each session.

As noted earlier, for applicants ages 14 to 21 the deadline for submission of online applications (applications could be submitted online only) for the 2015 MBSYEP was February 20, 2015. As seen in Figure 1, the DOES database indicates that 1,330 applicants were determined eligible-

certified although their applications were submitted after the February 20 deadline. These applications were accepted through July 2015. In addition, another youth was listed as eligible-certified with an application date of February 5, 2014.

Figure 1: Application Dates for Youths Determined Eligible-Certified in 2015

Application Date	Eligible-Certified Ages 14 – 21	Eligible-Certified Ages 22 – 24	Total Determined Eligible-Certified
Jan. 30-31, 2015	6,814	0	6,814
Feb. 1-4, 2015	2,242	0	2,242
Feb. 5-20, 2015	2,671	3	2,674
Feb. 21-28, 2015	558	0	558
March 2015	653	1	654
April 2015	3	884	887
May 2015	9	5	14
June 2015	65	17	82
July 2015	42	1	43
Feb. 5, 2014	1	0	1
Total	13,058	911	13,969

As noted earlier, DOES established an application period of April 6, 2015, through April 20, 2015, for the 22 to 24 age group. As seen in Figure 1, 23 of these youths were determined eligible-certified after the application deadline, with application dates listed from May through July 2015. Further, three of these applicants were listed as eligible-certified with application dates from February 6-11, 2015, although the application period did not start until April 6, 2015.

In addition, one applicant in the DOES database in the 22 to 24 age group was listed as eligible-certified with an application date of March 7, 2015. That applicant was actually the OYP Associate Director and it was noted in the database as a test application. However, the test application was counted in DOES official records for the number of participants aged 22 to 24 in the 2015 MBSYEP.

Subsequent legislation required the 2016 MBSYEP registration period to begin on or before the last day of January and to conclude by the last day of April each year.²⁰ However, registration for the 2016 MBSYEP opened on February 24, 2016, acceptance of documents to certify eligibility for

²⁰ This legislation was the “Youth Employment and Work Readiness Training Amendment Act of 2015,” Title II-D of D.C. Law 21-236, the “Fiscal Year 2016 Budget Support Act of 2015,” effective October 22, 2015.

the 2016 MBSYEP began on February 25, 2016, and registration closed on March 19, 2016, which was the deadline for submission of required documents to certify eligibility for the program.²¹ Thus, DOES failed to fully comply with the law as registration for the 2016 MBSYEP began more than three weeks after the legally-required start date.

DOES provided ODCA with registration files as of June 9, 2016, and as of July 8, 2016. As seen in Figure 2, the registration database as of June 9, 2016, listed 3,585 youths as eligible-certified with application dates of February 24, 2016, although the first certification event was held on February 25, 2016. Further, an additional 71 youths were listed as eligible-certified with application dates of February 22 and February 23, 2016, which was prior to the announced opening of registration on February 24, 2016. In addition, although the deadline for submission of online applications was March 19, 2016, the registration database as of June 9, 2016, indicated that 65 applicants were determined eligible-certified with application dates spanning from March 20, 2016 through the end of June 2016.

Figure 2: Application Dates for Youths Determined Eligible-Certified as of June 9, 2016 and as of July 8, 2016

Application Date	Eligible-Certified as of 6/9/16	Eligible-Certified As of 7/8/16	Increase from 6/9/16 to 7/8/16
Feb. 22, 2016	44	44	0
Feb. 23, 2016	27	27	0
Feb. 24, 2016	3,585	3,826	241
Feb. 25-29, 2016	4,019	4,303	284
March 1-19, 2016	3,693	4,601	908
March 20-31, 2016	9	13	4
April 2016	20	25	5
May 2016	22	33	11
June 2016	14	119	105
Total	11,433	12,991	1,558

Another matter of concern is the fact that the June 9, 2016, registration database listed a total of 22,878 applicants, whereas the July 8, 2016, registration database listed 23,034 applicants. This represents an increase of 156 applicants who were accepted some four months past the registration deadline of March 19, 2016.

Further, Figure 2 indicates the number of youths listed as eligible-certified increased by 1,558 youths to a total of 12,991 youths from June 9-July 8, 2016, which was the end of the second week of the six-week summer

²¹ The online application period opened on February 24 and was originally scheduled to close on March 9, 2016. The closing date for receipt of online applications was later extended to March 19, 2016.

youth program. The June 9 applicant total of 22,878 included 3,082 applicants listed as eligible-not certified. It appears that, from June 9 to July 8, up to 1,558 applicants had their status changed from eligible-not certified to eligible certified. Some of the increase in applicants determined eligible-certified could also have been drawn from the 156 increase in new applicants from June 9-July 8, 2016. DOES also provided a file generated during the fourth week of the 2016 MBSYEP that listed 13,106 youths as having been offered positions. Thus, an additional 115 youths were added to the program after July 8, 2016.

Because the online application deadline and the deadline for submission of documents certifying eligibility for the 2016 MBSYEP was March 19, 2016, it seems clear that DOES continued to register youths and allowed youths to submit certification documents well after the June 27 start of the 2016 program. A more definitive conclusion could be reached if DOES included certification and orientation date fields in the registration database.

Had DOES managed the MBSYEP registration process in accordance with official deadlines for submitting applications and required eligibility documents, the total number of applicants would have been frozen as of the application submission deadline, and the database would not require a category, eligible-not certified, after the registration deadline date. As of that date an applicant would have been designated either certified or ineligible. Strict adherence to the deadlines would have resulted in a 2016 MBSYEP participation level of no more than 11,368 youths (11,433 youths minus the 65 youths determined eligible-certified after March 19, 2016, according to the registration database as of June 9, 2016).

ODCA acknowledges that setting registration timelines and other similar operational matters may be more appropriately addressed by program administrators rather than being required by law. Bill 22-54 (discussed earlier), introduced by Council Chairman Phil Mendelson in January 2017 at the request of Mayor Bowser, would eliminate the statutory registration timelines for MBSYEP, but as of this writing no action had been taken on this legislation. In the absence of such a policy change the agency must comply with statutory registration timeframes. The U.S. Government Accountability Office's Standards for Internal Control in the Federal Government emphasize the importance of management establishing a strong tone at the top and throughout the organization as fundamental to an effective internal control system, which includes compliance with applicable laws and regulations.

Recommendation

4. DOES must comply with legally-mandated MBSYEP registration periods.

II. Management Information Systems

People First, MBSYEP's management information system, lacks sufficient internal controls to prevent waste, fraud, and abuse. The lack of internal controls undermines the effectiveness of MBSYEP operations, compliance with applicable rules, policies, and laws, and the reliability of reported data.

People First, the management information system that supports MBSYEP operations, was developed in-house in 2010 by DOES information technology staff. The system was designed to promote flexibility of MBSYEP operations, including registration of youths and host employers, but did not incorporate strong internal controls. The main user groups are youths, host employers, and OYP staff.

Through the system's youth portal, youths can register for the MBSYEP by submitting an online application, monitor eligibility status, upload résumés, receive email from OYP staff, apply for job assignments, and track hours worked.

Through the employer portal, host employers register online, post jobs, and manage worksite and employee information, including performance evaluations of assigned youths. In addition, host employers have access to the time management system portal, through which they submit youth participant timesheets and manage payroll resolution.

People First 3 (PF3) and Host Youth Admin are key portals utilized by OYP staff to manage the MBSYEP. There are four levels of authority within the PF3 portal, the highest of which also provides access to the Host Youth Admin portal:

1. The Host Youth Admin portal is available only to selected OYP staff, referred to as "super users." These individuals have the highest PF3 level of authority and can perform all of the functions of PF3 power users, CS2 users, CS users, and host employers. The host youth admin portal gives super users access to the employer portal, allowing them to assist host employers in managing assigned youth. The Host Youth Admin portal does not have timeline restrictions.
2. "Power users" have the second highest PF3 level of authority. Power users can both update or modify existing and create new youth and host employer registration files, youth participant timesheets, youth participant orientation/case notes/disqualifications, and worksite visits. They can also update or modify payroll resolution tickets and worksite registration jobs.

3. Customer support 2 (CS2) users have the third highest PF3 level of authority. CS2 users can update youth and host employer registration files, youth participant orientation/case notes/disqualifications, worksite visits and worksite jobs. They can also create new participant orientation and worksite visit files.
4. At the lowest PF3 level of authority, customer support (CS) users can both modify/update and create participant orientation files.

Thus, super users can perform any People First function, including registration and job assignments, without regard to deadlines. They can also establish and modify/update youth participant hourly wage rates, override pay rates, create new job positions, and assign youths to jobs.

The broad authority accorded to super users has allowed OYP to essentially override program rules in order to hire youths after registration has closed and to pay youths at hourly rates inconsistent with legal requirements. As discussed earlier, applicable laws have established MBSYEP hourly pay rates based on age groups 14-15, 16-21, and 22-24, with exceptions applying to supervisory positions only. Nonetheless, OYP management established hourly pay rates for certain positions, regardless of age. For example, D.C. law requires summer youth ages 14 to 15 to be paid an hourly rate of not less than \$5.25, and DOES officially set an hourly rate of \$5.25 for youths ages 14 to 15. However, in 2015 and 2016 youths ages 14 to 15 assigned to the Marion Barry Youth Leadership Institute were paid \$8.25, which is the legislated hourly rate for youths ages 16 to 21. These youths were also allowed to work up to 25 hours per week instead of the maximum 20 hours announced by DOES in published documents.

ODCA also observed a number of discrepancies in reported MBSYEP data. For example, DOES' Summer 2015 MBSYEP Report stated that 10,699 youth participants retrieved SmarTrip cards. ODCA's review of the file used to generate the report indicated that only 10,582 youth obtained the cards. Furthermore OCFO, which maintains the official records, submitted FY 2015 year-end District financial documents indicating that 10,696 cards were issued. In addition, the 2015 MBSYEP Report indicated there were 545 "employer partners," whereas the database provided to ODCA by DOES listed 548 host organizations, of which 75 were not assigned any youths, resulting in 473 actual host employers. As a final example, the Summer 2015 MBSYEP Report identified 20 grant-funded partner organizations but there were actually 21 such organizations.

In particular, there is no systems manual documenting People First's development and design. During the ODCA evaluation period, OIT staff prepared an "as is" document which describes how People First functions. However, the document was in draft form and would not compensate for limited knowledge regarding system development and design.

During interviews, DOES OIT managers confirmed that People First lacks internal controls, there is no systems manual, and no audit trail was built

into the system. They said DOES plans to seek a replacement system rather than rebuilding People First because the system is not documented and tampering with it could cause the system to crash. The new system is not expected to be launched before 2018, meaning that the current system will support MBSYEP operations in 2017. This means internal control weaknesses, which are described in further detail in the following sections, will persist until the system is replaced.

DOES management is aware of People First weaknesses, many of which were documented in an internal report dated March 18, 2016. With regard to external access, the report states, "SYEP has used several public facing admin tools called 'Backdoors' for several years to register Youth past the cutoff date and to view/add/update host sites. These links are public facing with little or no security tied to their access"..."There have been instances where non-DOES employees have been registering and validating incoming participants. This practice allows for access to sensitive data (PII) by Non DOES staff members and is in violation of DOES policies and procedures"..."The PF3 SYEP application has several security concerns: invalid users, participant access, and limited auditing and tracking of transactions." Nonetheless, DOES management has not given priority to taking corrective actions.

In its written comments on a draft of this report, DOES cited the following recently-implemented systems improvements: (1) implementing backend database auditing, which tracks all changes made with date stamps and user IDs, (2) ensuring that the host management portal can only be seen and accessed within the DOES network domain, and (3) requiring that all system users successfully complete security awareness training before gaining access. ODCA will seek to document these enhancements in our compliance reviews.

Recommendation

5. DOES should develop and implement a comprehensive management information system capable of supporting MBSYEP operations and with sufficient internal controls to prevent waste, fraud, and abuse.

People First lacks a required audit trail, which violates D.C. government policy and diminishes the ability to reconstruct transactions, thereby threatening data integrity and management’s ability to hold system users accountable.

In violation of OCTO Policy No. OCTO003.310, Information Security Audit Trail Monitoring and Reporting Policy, as a “real time system,” People First lacks a required audit trail, or record of a sequence of events (actions performed by a computer) from which a history may be reconstructed. Therefore, there is no history available of actions taken, as the system only shows the log-on ID of the last person who made an entry on a record.

An audit trail provides a critical component in fraud detection. Strict adherence to the creation of an audit trail provides information proving the legitimacy of transactions. The presence of an audit trail not only helps detect fraud, but serves to prevent it. Employees who know that management monitors and tracks their work see less opportunity for fraudulent activity. Currently, there is no audit system in place to monitor People First usage or to detect security breaches, including fraudulent activity.

Recommendation

6. DOES should ensure that a new management information system implemented to support MBSYEP operations includes an audit trail.

DOES did not monitor user access to People First semi-annually or design access to provide the lowest level of privileges needed to perform the user’s job functions, in violation of its own policy.

In violation of DOES Policy No. DOES-SEC-001, “Access Control Policy,” user access to People First was not monitored semi-annually, and access was not “designed to provide the least privileges necessary to perform the user’s job functions.” The original list of People First 3 users that DOES provided to ODCA contained 147 individuals, 123 (84%) of whom were “power users” (the second highest PF3 level of authority). Super users were not included on the original list. Power users have the ability to update and/or create host employer and youth registration, participant time, pay resolution tickets, orientation, and worksite assignments. As a point of comparison, OYP had an approved FY 2016 budget of 35 full-time equivalents, whereas there were 147 PF3 users.

After ODCA questioned the large number of People First users, DOES amended the PF3 user list to 81 individuals, representing a reduction of 66 users (see Figure 3 below). Among those removed from the power user category were individuals no longer employed at DOES. The number of power users was reduced from 123 to 39, and the number of users at the third highest PF3 authority level (CS2) was increased from 2 to 21, reflecting a reclassification of authority levels for 19 program monitors (temporary DOES summer employees) who were formerly power users. This indicates that OYP determined that the power user authority level was not required in order for these program monitors to perform their duties. Twenty-one users remained in customer support status.

Figure 3: People First 3 Users and Authority Levels (Excluding Super Users)

Access Level	Primary Function	Original Users	Amended Users	Change
Power User	Read/Update/Create	123	39	(84)
Customer Support 2	Read/Update	2	21	19
Customer Support 3	Read/Update	1	0	(1)
Customer Support	Read Only	21	21	0
Total		147	81	(66)

Recommendation

7. DOES should undertake regular monitoring of user access to People First or a successor management information system, and allow access only to the system functions that users need to perform their duties.

DOES accepted this recommendation in its comments on a draft of this report, and noted that it has (1) reviewed all users for the People First system and “conducted a complete analysis and cleanup,” and (2) started a review of users and their roles for the FY 2017 program. In addition, DOES pledged that its information security unit would run and review a semi-annual report to verify all users and their access privileges.

Employee duties within People First are not properly segregated.

A fundamental element of internal control is the segregation of certain key duties. The basic idea underlying segregation of duties is that no employee or group of employees should be in a position both to perpetrate and to conceal errors or fraud in the normal course of their duties. In general, the principal incompatible duties to be segregated are:

- Custody of assets.
- Authorization or approval of related transactions affecting those assets.
- Recording or reporting related transactions.²²

Segregation of duties helps prevent fraud, waste, and abuse in the internal control system. Contrary to that principle, a People First power user has the authority to create new youth and host employer registrants and enter youth participant time. This raises the possibility that, among other things, a power user could register a youth participant who had not submitted all of the documents required in order to be certified as eligible for the MBSYEP and/or falsely report hours worked on a participant's timesheet.

The lack of internal controls has more serious implications with regard to super users, whose duties are also not properly segregated. As previously mentioned, super users can perform any People First function, including registering and assigning jobs to youth participants, without regard to deadlines. They can also establish, modify, and override youth participant hourly wage rates. Super users can and have registered youth participants who have not met registration deadlines, including submission of online applications, submission of certification documents, and attendance at orientation sessions (see previous finding). Further, super users have the ability to register youth participants even if all the required certification documents were not submitted and participants had not attended mandatory orientation sessions.

Super users also can and have established youth participant hourly wage rates that do not comply with District law (**see report section, General Controls**). In a worst-case scenario, a super user could create a fictitious registrant, assign the fictitious registrant to a host employer (it would not matter if the host employer never saw the registrant), set an hourly wage rate and allowable hours worked for the fictitious registrant, and ensure that the fictitious registrant is paid. The fictitious registrant could even be a real youth who had no official involvement with the MBSYEP.

Currently there are seven super users: the OYP associate director and program manager, three program development specialists, a workforce development specialist, and a payroll coordinator. To provide assistance

²² Institute of Internal Auditors. <https://iaonline.theiia.org/simplifying-segregation-of-duties>

for certain special events such as registering youth participants for Washington Metropolitan Area Transit Authority SmarTrip cards, DOES employees have been assigned super user authority on a temporary basis. For example, 27 program monitors (temporary summer employees) were granted super user authority to assist in SmarTrip card distribution to youth participants at an event held on June 21, 2016. Providing the highest level of People First authority to such a large group of individuals, albeit on a temporary basis, increases the risk of fraud and abuse.

The risk of fraud and abuse is also increased to the extent that employees are aware that there is no audit system in place to monitor People First usage or to detect security breaches. Further, the lack of an audit trail, discussed earlier, increases the difficulty of detecting fraudulent activity.

Recommendation

8. In controlling access to People First or a successor management information system (see Recommendation #7), DOES should segregate incompatible duties while restricting the number of “super users” who can perform any function in People First.

The People First youth portal, which DOES uses to register and communicate with MBSYEP participants, operates effectively.

The youth portal is populated with data provided when a youth participant registers for the program. After registration, participants may re-enter the portal using their email addresses and passwords. The portal shows four boxes as follows:

- Step 1, My Eligibility Status.
- Step 2, My Resume/Bio.
- Step 3, My Orientation.
- Step 4, My Banking.

The youth portal advises that, “You will not receive a job assignment until you have completed each of the required steps...Once you have completed a required step, a green ‘check mark’ will appear signaling completion of that requirement.” After completion of the required steps, the participant is declared eligible to participate in the MBSYEP and is advised to look out for an email on a job assignment, and to continue to check emails and the youth portal for important information and updates.

The youth portal also provides seven tabs for youth participants:

- My Profile, to view the information the youth provided upon registration and edit certain information.
- My Messages, to display messages sent by OYP.
- My Job Applications, to apply for certain positions.
- W4 TAX Forms, to enter tax withholding information.
- My Job Assignment, to show the youth’s job assignment information.
- My Transportation, to choose transportation options.
- My Hours Worked, to track how many hours the participant worked each week.

III. Planning

Inadequate planning for the 2015 and 2016 summer youth programs contributed to inefficiencies in operations, errors in reporting, and non-compliance with D.C. government laws, rules, and regulations.

Careful advanced planning is a foundation for a strong control environment, which provides the discipline and structure for an entity to achieve its objectives. Inadequate planning reduces the likelihood that an organization will achieve its objectives with regard to operations, reporting, and compliance. Planning milestones for MBSYEP include the following:

- Budgeting.
- Projecting youth participation levels.
- Projecting host employer participation levels.
- Registration, including accepting applications and establishing certification and orientation deadlines.
- Executing memorandums of understanding (MOUs) with other District agencies for support services.
- Executing grant and contractual agreements with organizations providing enrichment and workforce development services.
- Projecting requirements for summer program monitors.
- Executing a contract for the legally-mandated annual independent evaluation of MBSYEP.

In response to a request from ODCA for documentation of planning activities to meet these milestones for the 2016 MBSYEP, DOES did not provide documentation but stated that MBSYEP 2016 certification, orientation, and résumé submission deadlines were determined following the launch of the application process on February 24, 2016.

The activities outlined in the previous paragraph to implement the annual program are largely repetitive, and once an adequate plan is developed, subsequent annual plans for the most part would require updating implementation dates for various activities. It is inefficient to wait until after the application process begins to plan for certification, orientation, and résumé submission dates.

The lack of sufficient advance planning had adverse consequences for the effectiveness of the program, as described in other sections of this report. These consequences included:

1. A compressed official time period and late starts for youth registration.
2. A lack of information for participating youths and their parents.
3. Late execution of contracts and MOUs that included unnecessary costs.

Recommendation

9. DOES should adopt and follow MBSYEP planning milestones as part of a comprehensive MBSYEP policies and procedures manual (see Recommendation #1).

In its written comments on a draft of this report, DOES stated that, “The Office of Youth Programs develops a comprehensive project plan prior to the start of each program year that clearly outlines the requirements of the MBSYEP.” Nevertheless, DOES did not document this activity during the audit period. ODCA will follow up on this issue during its recommendation compliance process.

Although MBSYEP staff state they engaged in a variety of training activities during FY 2016, DOES did not document any training related specifically to MBSYEP operations, and did not provide any formal policies regarding training on MBSYEP operations to staff and host employers.

DOES stated that MBSYEP staff had received training during FY 2016 on the following topics:

- Virtual One-Stop.
- Workforce Innovation and Opportunity Act.
- Generating Creative and Innovative Ideas.
- Problem Solving and Decision Making Strategies.
- Dealing with Organizational Change.
- Customer Advocacy.
- Optimizing Your Performance on a Team.

In response to a request for documentation of the training provided to MBSYEP staff and host employers during FY 2016, DOES did not provide supporting documentation, such as agendas or sign-in sheets. Moreover, the topics on the list of training activities provided do not directly focus on MBSYEP operations.

DOES did not document any policies requiring staff training on MBSYEP operations. Together with the lack of formal policies and procedures, including online registration and payroll processing systems manuals discussed earlier, the lack of formal training increased the risk that organizational objectives regarding operations, reporting, and compliance would not be achieved and that fraud and waste would go undetected.

Although DOES did not provide written policies on training for host employers, the department documented training provided to host agencies prior to the start date of the 2016 MBSYEP. On May 3 and 4, 2016, DOES conducted supervisor orientation sessions for the human care contractors, who provided training on work readiness and career exploration to MBSYEP participants, and who also served as host employers. DOES also e-mailed invitations to host employer applicants to participate in webinar sessions, which were held on May 17 and 18, 2016. The purpose of the webinars was to allow the applicants "... to ask questions, learn how to complete your host employer application, select youth, set up position descriptions and review resumes."

In its written comments on a draft of this report, DOES once again cited a variety of training provided to MBSYEP staff, but it did not focus specifically on MBSYEP operations.

Recommendation

10. DOES should develop and implement a formal training plan for MBSYEP staff and host employers that focuses on MBSYEP operations, and incorporate policies for staff training into a comprehensive MBSYEP policies and procedures manual (see Recommendation #1).

DOES failed to publish a 2016 MBSYEP Youth Handbook, and the 2016 Youth and Parent Information Packet was not issued on a timely basis and contained errors regarding wage rates and pay periods.

At the start of the 2016 MBSYEP registration period, a number of important related documents were published on the DOES website. However, the website notation next to the Youth Handbook and the Youth and Parent Information Packet (both of which were made available on the DOES website for the summer 2015 program) indicated, "Coming Soon." In fact, the 2016 Youth Handbook was never published, and the Youth and Parent Information Packet was issued less than one week before the start of the 2016 MBSYEP, too late to be of help to the prospective program participants or their families.

The Youth and Parent Information Packet included the following subtitles and was clearly intended to be published by the time the opening of the online application period:

- What is the Mayor Marion S. Barry Summer Youth Employment Program?
- When is MBSYEP?
- Is space availability limited this year?
- How do I apply for MBSYEP?
- What if I don't have Internet access at home?
- What happens after I complete the online application?
- Can college students participate in MBSYEP?
- How do I get program updates after I apply?
- How will I be matched to a job?
- How will youth participants get paid?
- W-4 Tax information.

Given the important topics included, publication of the Youth and Parent Information Packet in late June, less than a week before the start of the 2016 summer program (registration began on February 24, 2016), significantly diminished its value.

The 2015 Youth Handbook provided detailed and useful information that was not available in the 2016 Youth and Parent Information Packet, including the following subjects:

- Orientation on your first day.
- Dressing for the job.
- Verbal communication – Watch what you say!
- Non-verbal communication – Watch what you do!
- Attendance rules.
- Important information about getting paid.
- Important information about your Visa debit card.

- Direct deposit.
- Bank on DC.
- What to do if you have a pay dispute.
- Sexual harassment policy.
- Gender identity and expression policy.
- Harassment and hostile work environments.

The Youth Handbook focuses on detailed information relevant to youth participants whereas the Youth and Parent Information Packet provides more general information. In that regard, the Youth and Parent Information Packet should not be considered a sufficient substitute for the handbook.

In light of the publication of the Youth Handbook and the Youth and Parent Information Packet in prior years, there is no clear reason why these documents were not made available closer to the beginning of the registration process. Further, after a long delay in publishing the 2016 Youth and Parent Information Packet, the packet contained errors in connection with pay rates and pay periods.

In the 2016 Youth and Parent Information Packet, DOES announced that all participants ages 14 to 15 would be paid a “training wage” of \$5.25/hour for up to 20 hours per week, all participants ages 16 to 21 would be paid “the federal minimum wage of \$8.25/hr.” for up to 25 hours per week, and all participants ages 22 to 24 would be paid a wage of \$10.50/hour for up to 30 hours per week.

However, the federal minimum wage was then and remains \$7.25/hour, effective July 24, 2009. Also, the information packet did not note that all participants ages 22 to 24 were required to be paid a wage of \$11.50/hour (the D.C. minimum wage), effective July 1, 2016. In addition, the pay periods in the information packet were incorrect. Figure 4 below shows the pay periods listed in the information packet and the correct pay periods.

Figure 4: Incorrect and Correct Pay Periods for MBSYEP 2016

Incorrect Pay Periods Listed in Information Packet	Correct Pay Periods
Pay Period 1 (June 27 – July 3)	Pay Period 1 (June 27 – July 2)
Pay Period 2 (July 4 – July 10)	Pay Period 2 (July 3 – July 16)
Pay Period 3 (July 18 – July 24)	Pay Period 3 (July 17 – July 30)
Pay Period 4 (July 25 – August 6)	Pay Period 4 (July 31 – August 6)

The 2016 Supervisors Handbook, which was produced for host employers, and which was published at the same time as the Youth and Parent Information Packet (less than a week before the program started), contained the correct pay periods, but also did not indicate that the

\$10.50 hourly wage for youth ages 22 to 24 would increase to \$11.50, as of July 1, 2016.

In its written comments on a draft of this report, DOES stated that the Youth Handbook and the Youth and Parent Information Packet had been combined into a single document available in both English and Spanish. In addition, DOES noted that the 2017 handbooks for youth and host employers were up-to-date and available on the DOES web site.

Recommendation

11. DOES should publish both the Youth Handbook and the Youth and Parent Information Packet, or any successor documents, on a timely basis with accurate information.

Although DOES executed most MOUs in a timely fashion for the provision of structured summer programs during 2015 and 2016, two MOUs were executed late and one was never executed.

For the 2015 and 2016 programs, DOES executed MOUs for the provision of structured summer programs with six District government agencies: Department of Parks and Recreation (DPR); Department of Energy and Environment; Office on Latino Affairs (OLA); Commission on the Arts and Humanities; Serve DC; and Department of Insurance, Securities, and Banking (DISB). In addition, DOES executed an MOU in 2015 with the Department of General Services (DGS), which provided security services for various MBSYEP events.

As seen in Figure 5, all but one of the 2015 MOUs were executed well before the June 29, 2015, start of the program. The 2015 MOU with DGS was not executed until July 24, 2015, two weeks prior to the end of the program, even though the MOU period was listed as January 2, 2015, to September 30, 2015. By the time it was executed, DGS had already provided services for 20 certification events (which took place between January 30-March 14, 2015), 12 community room events (which took place between April 9-25, 2015), and seven of 10 additional events, which took place between May 5-August 19, 2015.

Figure 5: MBSYEP MOUs – Fiscal Years 2015 and 2016

Agency	2015 MOU Effective Date	2015 MOU Amount	2016 MOU Effective Date	2016 MOU Amount
Parks and Recreation	5/25/2015	\$350,000	7/12/2016	\$375,884
Energy and Environment	4/30/2015	\$226,064	2/24/2016	\$264,346
Latino Affairs	3/6/2015	\$195,575	2/3/2016	\$328,925
Arts and Humanities	3/16/2015	\$68,000	2/3/2016	\$68,000
Serve DC (Office of the Mayor)	3/26/2015	\$45,296	4/20/2016	\$45,296
Insurance, Securities and Banking	5/6/2015	\$44,000	4/20/2016	\$44,000
General Services	7/24/2015	\$60,000	N.A.	N.A.
Total		\$988,935		\$1,126,451

Figure 5 also shows that for the 2016 MBSYEP, DOES retained the services of the six agencies listed above to provide structured summer activities for participating youth. Although five of the six MOUs were executed well before the June 27, 2016, start of the program, the MOU with DPR, which was to cover as many as 1,300 youths, was not executed until July 12, 2016, more than two weeks into the program. Moreover, DOES did not execute an MOU with DGS for the 2016 MBSYEP even though DGS again provided security services for MBSYEP events. According to DOES, 16 certification events occurred between February 25-March 19, 2016, and a number of youth orientation events were scheduled to occur between March 26 and April 23, 2016.

An MOU represents a legal agreement between two agencies, and D.C. law requires an agency purchasing goods or services from another agency to reimburse the selling agency for the costs of the goods or services.²³ ODCA made numerous requests for a copy of the 2016 MOU with DGS, but did not receive a response. Furthermore, there was no evidence of such an agreement in the District government's financial management system. While most of the 2015 and 2016 MOUs were executed in a timely fashion, the after-the-fact execution of the 2015 DGS and 2016 DPR MOUs nonetheless reflects inadequate planning.

DOES executed all grant and contractual agreements with private organizations for MBSYEP support services prior to the start of the 2015 and 2016 programs. In 2015, DOES executed agreements with 21 community-based, nonprofit organizations to provide enrichment services, such as employability skills training, workplace readiness, financial literacy, career exploration, and work experience training, to youth participants. Among the 21 organizations, five were awarded human care agreements (HCAs) on a competitive basis, and the other 16 were awarded grants.²⁴

In 2016, DOES did not award any grants, but exercised contract options with the five human care contractors employed in 2015, and executed new human care agreements with 18 community-based nonprofit organizations to provide enrichment services to youth participants. Of the 23 providers for the 2016 program, five HCAs were originally executed in June 2015 and had provisions for option years, 13 HCAs were executed in April 2016, two were executed in May 2016, and three were executed in June 2016.

Recommendation

12. DOES should execute MOUs with other D.C. government agencies for structured summer programs and support services on a timely basis.

²³ See D.C. Official Code § 1-301.01(k)(1).

²⁴ All of the grant agreements except one were executed in May 2015 (the other was executed in June 2015), and the human care agreements were executed in mid-June 2015.

In its comments on a written draft of this report, DOES agreed with the recommendation and noted that its Office of Youth Programs was working with other agencies to finalize MOUs for the 2017 program before its start date of June 27, 2017.

DOES has a sound system in place for monitoring MBSYEP host employers.

Prior to the start of each program, DOES hires temporary staff to support its monitoring effort. DOES hired 31 program monitors for the 2015 MBSYEP and 29 for the 2016 MBSYEP.

According to the position vacancy announcement:

“Program Monitors are responsible for making sure all SYEP worksites and programs are compliant with host agreements as well as federal and local laws. The goal is to monitor all sites to ensure that every participant is provided with an enriching and constructive summer work experience...Other duties include: collection and distribution of forms between worksites and DOES HQ; provision of technical assistance; monitoring of worksites for activities and enrichment; monitoring of time and attendance for participants; facilitation of communication between work sites and DOES HQ.”

The duties and responsibilities of program monitors are further detailed in the Monitoring section of the DOES Standard Operating Procedure Manual.

Host agencies are divided into four sectors: community-based organizations; government (local and federal); schools (public, charter, and private); and private industry. These sectors are overseen by sector liaisons, permanent DOES employees who supervise the program monitors. Program monitors are required to conduct a minimum of three site visits: an announced pre-program site visit, accompanied by a sector liaison, to check for general safety, accessibility, and viability; an unannounced site visit focusing on youth participation and program quality; and a closeout visit. The results of the site visits are recorded on standardized site visit forms.

In addition to providing summer youth participants with enrichment services, such as employability skills training, workplace readiness, financial literacy, career exploration, and work experience training, human care contractors also serve as host employers, and therefore are visited by program monitors. Monitoring of human care contractors is enhanced by conditions of payment, which require submission of the following:

- Staff background clearances.
- Evidence of having attended a supervisor orientation.
- Evidence of having attended a program orientation.
- Monitoring reports.
- Participant tracking sheets.
- Participant packages, including final résumés, education plans, career roadmaps, and self-assessments.

Similar to the human care contractors, the District government agencies that had MOUs with DOES to provide structured summer programs served as host agencies. As such, they were also subject to visits by program monitors. Each MOU contained a clause, "Compliance and Monitoring," notifying the MOU partner that it would be subject to scheduled and unscheduled monitoring reviews to ensure compliance with all requirements. In addition, all but one of the MOUs contained clauses requiring the MOU partner to monitor the services provided under the MOU.

IV. Payroll and Compensation

MBSYEP payroll processing is inefficient, largely due to the failure of host employers to enter youth participant time by the weekly deadline.

In order for youth participants to be paid, host employers submit youth participant timesheets through the People First time management system portal. Youths are required to sign in and out, and record hours worked each day on paper timesheets which can be downloaded from the MBSYEP web page. Pre-populated timesheets containing the names of assigned youths are provided in each employer's host portal. Host employer timekeepers must submit these timesheets, signed by youth participants and their supervisors, by 5 p.m. every Friday. DOES sends timekeepers an email every Friday listing youths whose time has not been entered.

If a youth is not paid on a scheduled pay date or is not fully paid for all hours worked during a pay period, the host employer can create and submit payroll resolution tickets which are reviewed and processed by OYP staff. Host employers are also able to monitor the payroll resolution process. People First super users and power users have the authority to create new participant timesheets and to modify existing participant timesheets. They also can edit payroll resolution tickets.

Although four payrolls (consisting of two two-week pay periods and two one-week pay periods) were established to cover the six-week MBSYEP 2015 and 2016 programs, 16 payrolls were processed for the 2015 program and 18 payrolls (excluding a special payroll providing a transportation subsidy) were processed for the 2016 program.

The excessive payrolls can be mainly attributed to the failure of host employer timekeepers to accurately process payrolls by the deadline and to apparent system overload. ODCA was unable to determine which of these factors contributed most to the excessive number of payrolls processed. However, during ODCA visits to host employer sites during the summer of 2016, several employers said timesheets were properly submitted, but youth participants were not paid in a timely fashion.

In response to ODCA inquiries, DOES OIT staff said that load testing (to determine whether an automated system will function properly when a large number of users access the system at the same time) was performed for youth registration (there were more than 22,000 MBSYEP applicants in 2015 and 2016), but not for entering youth participant time into People First's time management system portal. Host employers may concurrently attempt to process time for 12,000 to 13,000 youths by 5 p.m. each Friday.

Inefficient payroll processing during the 2015 MBSYEP is depicted in Figure 6, which highlights the four scheduled pay periods and pay dates, and lists the 12 other payrolls that were processed. The table shows that four additional payrolls were processed after the first scheduled payroll; three additional payrolls were processed after the second scheduled payroll; one additional payroll was processed after the third scheduled payroll; and four additional payrolls were processed after the scheduled final payroll. The figure paints an unfavorable picture of the time involved in the payroll resolution process, indicating that payroll resolution activity continued into early September, a month after the 2015 MBSYEP ended.

For example, every payroll processed after the first payroll (which was processed on July 10, 2015, and shows payments to 11,592 youths), for the pay period June 28, 2015 to July 4, 2015, included payments for hours not processed during the first pay period. These additional payments were processed on July 13, 2015 (391 payments); July 15, 2015 (491 payments); July 17, 2015 (321 payments); July 22, 2015 (195 payments); and so on, ending in one payment due for the first pay period being processed on September 9, 2015. Schedule pay periods and dates are in yellow.

Figure 6: MBSYEP Payroll Ledgers Processed in 2015

Pay Processing Date	Check Date	Pay Period							Total Payments
		5/31 to 6/13	6/14 to 6/27	6/28 to 7/4	7/5 to 7/18	7/19 to 8/1	8/2 to 8/8	8/9 to 8/22	
7/10/2015	7/15/2015			11,592					11,592
7/13/2015	7/15/2015	24	38	391					453
7/15/2015	7/17/2015	1	80	491					572
7/17/2015	7/22/2015	2	2	321					325
7/22/2015	7/24/2015	2	4	195					201
7/24/2015	7/29/2015			91	12,356				12,447
7/29/2015	7/31/2015	7	6	40	297				350
7/31/2015	8/5/2015	9	12	25	147				193
8/5/2015	8/7/2015	4	5	61	220				290
8/7/2015	8/12/2015		1	16	36	11,962			12,015
8/12/2015	8/14/2015		2	41	78	264			385
8/14/2015	8/19/2015			16	12	143	10,319		10,490
8/19/2015	8/21/2015			5	13	200	627		845
8/21/2015	8/26/2015			3	6	68	300		377
8/26/2015	8/28/2015			3	2	28	87		120
9/9/2015	9/11/2015			1	3	1	10	20	35
Total payments		49	150	13,292	13,170	12,666	11,343	20	50,690
Total pay adjustments after pay period ended				1,700	814	704	1,024		

The figure shows that through September 9, 2015, 1,700 pay adjustments were processed for the pay period ending on July 4, 2015; 814 pay adjustments were made for the pay period ending July 18, 2015; 704 pay adjustments were made for the pay period ending on August 1, 2015; and 1,024 pay adjustments were made for the pay period ending on August 8, 2015.

In addition, viewing Figure 6 horizontally shows that after the first payroll was processed, all subsequent payrolls included payments due for prior pay periods. For example, the payroll processed on July 13, 2015, included payments due for the pay periods May 31, 2015 to June 13, 2015 (24 payments); June 14, 2015 to June 27, 2015 (38 payments); and June 28, 2015 to July 4, 2015 (391). D.C. law specifies that MBSYEP participants in supervisory positions are not subject to restrictions on the number of weeks of employment. In that regard, Figure 6 shows that 24 participants who worked from May 31, 2015, to June 13, 2015 received payments on July 15, 2015, and payments for that pay period were processed as late as August 5, 2015. Similarly, 80 participants who worked June 14, 2015, to June 27, 2015, received payments on July 17, 2015, and payments for that pay period were processed as late as August 12, 2015.

The inefficient payroll processing continued during the 2016 MBSYEP: four payrolls were scheduled but 18 payrolls were processed. The final payroll for the summer 2016 program was processed on September 20, 2016, and consisted of 32 payments, covering several pay periods, as seen in Figure 7 below.

Figure 7: Final Summer 2016 Payroll, Processed on September 20, 2016

Pay Period	Number of Payments
June 26, 2016 to July 2, 2016	1
July 3, 2016 to July 16, 2016	1
July 17, 2016 to July 30, 2016	4
July 31, 2016 to August 6, 2016	6
August 7, 2016 to August 20, 2016	4
August 21, 2016 to September 3, 2016	16
Total Payments	32

V. Transportation

DOES purchased 15,000 SmarTrip cards from the Washington Metropolitan Area Transit Authority (WMATA) for MBSYEP participants in 2015, and purchased 9,500 SmarTrip cards for MBSYEP participants in 2016, but some recipients did not use the cards for program purposes.

On June 8, 2015, DOES executed an MOU with WMATA, approved by the Council on June 5, 2015, to purchase 15,000 SmarTrip cards, at a cost of \$2.00 per card, with a pre-loaded fare of \$110.00 per card. At \$1,650,000 for the fares and \$30,000 for the cards, the total cost was \$1,680,000.

Before the start of the 2016 program, 4,304 SmarTrip cards remained on hand. On April 29, 2016, DOES issued a purchase order to WMATA for 9,500 cards at a cost of \$2.20 per card, with a pre-loaded fare of \$55.00. At \$522,500 for the fares and \$20,900 for the cards, the total cost was \$543,400.

DOES distributed some of the cards left over from 2015 (valued at \$110) and the \$55 cards to MBSYEP participants at two events held the week before the start of the 2016 MBSYEP program. According to a file provided to ODCA by DOES, 411 youth signed up and received SmarTrip cards just before the start of the 2016 program, but showed no hours worked for the first three weeks of the program.

Instead of purchasing additional cards from WMATA to provide the planned second half of the 2016 transportation subsidy, DOES decided to run a separate payroll in late July 2016, issuing subsidy payments of \$55 to each participant still on board who previously had received a \$55 SmarTrip card. These payments went to 5,424 participants at a total cost of \$298,320. Thus the total cost of the transportation subsidy provided by DOES for the 2016 program was \$841,720.

Following the 2015 MBSYEP, DOES could not account for 114 SmarTrip cards, valued at \$12,540, and following the 2016 MBSYEP, DOES could not account for 745 SmarTrip cards, worth at least \$40,975.

The MBSYEP SmarTrip cards were safeguarded in a vault maintained by DOES OCFO staff. DOES' Summer 2015 MBSYEP Report said 10,699 youth participants received SmarTrip cards. However, ODCA's review of the file used to generate the report indicated that only 10,582 youths received the cards. The OCFO submitted fiscal 2015 year-end financial documents indicating that 10,696 cards were issued, meaning that DOES could not account for 114 cards, valued at \$12,540.

According to a file provided by DOES, 8,244 SmarTrip cards were issued to youth participants just before the start of the summer 2016 program. However, based on information provided by DOES OCFO staff, the custodians of the SmarTrip card inventory, 8,989 cards were issued for the summer 2016 program (2,753 valued at \$110 each, and 6,236 valued at \$55 each), leaving 745 cards unaccounted for, with a value of at least \$40,975.²⁵

Recommendation

13. Until the current inventory of 4,815 SmarTrip cards is exhausted, DOES should establish stricter controls over the handling and issuance of the cards and conduct more frequent reconciliations of the number of cards issued and the number of cards on hand.

²⁵ We know that the 745 cards have a minimum value of \$40,975 because each of the cards had a value of at least \$55 (745 X \$55 = \$40,975).

DOES did not pay an estimated \$13,585 in interest on the \$543,400 SmarTrip purchase in violation of the Quick Payment Act of 1984.

WMATA submitted a \$543,400 invoice dated June 16, 2016, for 9,500 SmarTrip cards purchased by DOES on April 29, 2016. DOES financial staff, who are part of the Office of the Chief Financial Officer, processed the payment on October 14, 2016, and issued a check on October 19, 2016. DOES OCFO staff took the position that the payment was timely because they did not receive the invoice until September 21, 2016. However, the original June 16, 2016, invoice was addressed to the DOES OCFO on the fifth floor of the DOES headquarters building, and the invoice processed by OCFO staff was the fourth invoice sent by WMATA, dated September 14, 2016. The fourth invoice also included an aging chart indicating payment of the invoice was 61-90 days overdue.

D.C. regulations as well as OCFO financial policies and procedures require agencies to establish a central location for receiving invoices directly from vendors and processing payments for goods and services. Further, District regulations require establishment of internal procedures to ensure prompt receipt and acceptance of goods and services, and to ensure completion of receiving reports by employees receiving goods and services. Among other requirements, receiving reports must include the dates goods were received and the signature, printed name, title, telephone number, and address of the receiving official. In addition, for goods such as farecards, the receiving reports must be forwarded in time to be received by the designated payment officer before the fifth business day after delivery, and payment is due within 30 days of receipt of a proper invoice by the designated payment officer.²⁶

With regard to 9,500 SmarTrip cards ordered from WMATA, the receiving report procedures were not followed. Further, although the cards were received by DOES in June 2016, the receiving report indicated that the cards were received on October 5, 2016. As a result of its failure to comply with receiving report regulations and to pay WMATA on time, DOES owes WMATA interest, estimated at \$13,585, in accordance with D.C. Law 5-164, the "District of Columbia Government Quick Payment Act of 1984."

Recommendation

14. DOES financial staff should pay vendors promptly and pay the Quick Payment Act interest penalty required by law when the agency has failed to make timely payments.

²⁶ See Title 17 of the D.C. Municipal Regulations.

VI. Other Issues of Concern

DOES' memorandums of understanding with the Office on Latino Affairs (OLA) may have allowed youth to participate in summer youth employment without fully complying with federal tax and employment rules.

Unlike the five other MOUs that DOES signed with other D.C. government agencies, which made DOES responsible for paying youth participants' wages, DOES' MOUs with OLA assigned responsibilities to OLA and provided funding for what were termed "stipends." Of the \$195,575 provided to OLA to fund the 2015 MOU, \$135,575 covered stipends for up to 150 youths, ages 14 to 21. Of the \$328,925 provided to OLA to fund the 2016 MOU, \$248,925 covered stipends for up to 200 youth participants, ages 14 to 24. OLA summer youth received the same hourly compensation as MBSYEP participants in 2016.

The 2015 and 2016 MOUs between DOES and OLA specified that, "Youth who are not enrolled in the Mayor's Summer Youth Employment Program will still be eligible to receive a stipend payment provided through OLA and its partners." Further, the only eligibility requirements were that all youth participants must be verified as bona fide District residents and meet the age requirements by the start date of the summer youth program.

With funding provided by DOES, OLA essentially operated its own summer youth program in 2015 and 2016. Applications were made available on OLA's website. Eligibility requirements for the MBSYEP included a verified Social Security Number and a document to verify permission to work in the U.S., while eligibility for OLA's program only required proof of age, identity, and D.C. residency. The MOU indicates that the OLA program considered the participants to be trainees and not employees, but rules promulgated by both the Internal Revenue Service (IRS) and the U.S. Department of Labor require that payments made in such circumstances be tracked, and that forms filled out by participants as alternatives to W-2 IRS forms include a student's identification number. It appears that the program as operated in partnership between DOES and OLA has violated these federal rules.

It should also be noted that information on OLA summer youth participants was not maintained in the MBSYEP database, these youths were not included in the DOES official count of participants, and DOES' 2015 MBSYEP Summer Report did not mention the OLA component. This effectively limited public knowledge of the OLA summer program's existence.

Recommendation

15. DOES should subject the summer youth employment activities funded by its MOU with OLA to the same rules as other D.C. government agencies that provide summer positions to MBSYEP participants.

DOES agreed with this recommendation in its written comments on a draft of this report. DOES further noted that, "DOES is currently working with OLA to ensure that youth are served accordingly, including providing translated materials to successfully aid Non-English Proficient and Limited-English Proficient youth seeking to apply accurately for MBSYEP online."

DOES improperly charged expenditures to the MBSYEP budget during FY 2016.

Three purchase orders charged to the MBSYEP budget in FY 2016 were for services that should have been charged to the Out-of-School Program budget, which along with the MBSYEP is one of several programs administered by DOES' Office of Youth Programs. A brief description of these purchase orders follows:

- A purchase order in the amount of \$100,000 included the description, "Special Program For Out of School Youth Regarding Drug Prevention." The purchase order was issued on August 31, 2016, more than 3 weeks after the 2016 MBSYEP ended, and the contractor was paid \$100,000.
- A purchase order in the amount of \$344,500 (later reduced to \$41,000), issued on July 22, 2016, with only two weeks remaining in the 2016 MBSYEP, was supported by a human care agreement which required the contractor "... to provide employment and supportive services to out-of-school youth (OSY), ages 16 to 24." The contractor was paid \$41,000.
- A purchase order in the amount of \$40,000, issued on July 8, 2016, with four weeks left in the summer program, was supported by an HCA requiring the contractor to "... implement a program(s) that meet all the goals for the (Out-of-School Program) ..." The contractor was paid \$22,400.

A description of the Out-of-School Program from the DOES website states: "This is a year-round program that serves young adults 16-24 who are no longer attending secondary or post-secondary school. It is a training vehicle that assists youth in achieving short and long term educational and employability goals through relevant occupational skills training and guidance."

A fourth purchase order, for \$225,000, also issued with four weeks left in the summer program, was supported by an HCA requiring the contractor "... to provide comprehensive, advance and intensive case management services to DOES customers." One of the deliverables, completion of an individual service strategy (ISS) for each participant, was due within seven days of assignment of a participant. Thus, assuming a participant was assigned right after purchase order issuance and the ISS was timely completed, there were only three weeks remaining for the contractor to provide comprehensive, intensive case management for summer youth participants who most likely were working 25-30 hours per week (the maximum hours allowed for MBSYEP participants ages 16 to 24). The benefits afforded by this purchase order are questionable given the short time span available to provide the required services. The contractor in this instance was paid \$214,500.

In responding to a draft of ODCA's report, DOES stated that, "(T)he purchase orders in question were to provide youth and specifically out-of-school youth who were enrolled in the MBSYEP six-week program with additional services to assist them in transitioning to unsubsidized work and a pathway into a sustainable career." That the goal of the expenditures may have been laudable is not adequate justification for spending MBSYEP program dollars for non-program purposes.

Recommendation

16. DOES finance staff should ensure that MBSYEP is charged only for expenses related to the six-week summer program.

DOES did not pay MBSYEP contractors in accordance with contractual terms.

During the 2015 MBSYEP, support services for youth participants were provided by organizations which had been awarded grants. For the 2016 MBSYEP, DOES awarded human care agreements to contractors to provide support services to participants. Excluding the four contracts described in the previous section, DOES executed 18 HCAs based on fixed-unit prices, i.e., a fixed fee per participant for each service provided.

However, in violation of contractual terms, DOES paid these contractors based on submission of specified deliverables (which was the basis for grant payments in 2015), without regard to the number of participants actually served. As a result, some contractors were overpaid, and some were underpaid.

Shown below are summaries of DOES's requirements for the 18 contractors to receive payment. Six contractors provided work readiness services and 12 provided career exploration services targeted at certain growth industry sectors. Work readiness and growth industry sector program requirements were outlined in each HCA. Contractors providing career exploration services were required to provide training in at least one of the following growth industry sectors: agricultural/environmental; information technology/telecommunications; media/publications/communications/entertainment; or business/professional services.

Figure 8: Invoice Payment Checklists for Work Readiness Contractors

Invoice Payment 1: Contractor must submit executed/signed HCA, staff background clearances with the number of clearances included, and e-mail confirmation of attendance at HCA Supervisor Orientation, with date of attendance.

Invoice Payment 2: Contractor must submit the monitoring report from the first site visit with the date of site visit, and e-mail confirmation of attendance at mandatory Supervisor/Program Orientation, with date of attendance.

Invoice Payment 3: Contractor must submit monitoring report or e-mail confirmation of second site visit with date of site visit, participant tracking sheets for weeks one-three with the number of sheets included, and preliminary or draft resumes with the number of resumes included.

Invoice Payment 4: Contractor must submit participant packages containing final resumes, education plans, career roadmaps, and self-assessments.

Figure 9: Invoice Payment Checklists for Growth Industry Sector Contractors

Invoice Payment 1: Contractor must submit executed/signed HCA, staff background clearances with the number of clearances included, and e-mail confirmation of attendance at HCA Supervisor Orientation, with date of attendance, and monitoring report or e-mail confirmation of first site visit with date of site visit.

Invoice Payment 2: Contractor must submit the monitoring report or e-mail confirmation of second site visit with the date of site visit, and participant tracking sheets for weeks one and two with the number of sheets included.

Invoice Payment 3: Contractor must submit monitoring report or e-mail confirmation of third site visit with date of site visit, participant tracking sheets for weeks three-six with the number of sheets included, and participant packages containing final resumes, education plans, career roadmaps, and self-assessments.

DOES issued purchase orders to each contractor. The amount of each purchase order was based on the number of participants listed on the purchase order multiplied by the contractor's rate per participant. For example, one contractor was awarded a purchase order in the amount of \$60,000 based on 100 assigned participants at a rate of \$600 per participant. This contractor was paid \$60,000, indicating that all required deliverables were submitted.

This payment practice assumed that each contractor would serve the number of youths listed on the purchase order from the beginning to the end of the 2016 MBSYEP. However, that was not the case. ODCA reviewed a file provided by DOES as of July 19, 2016, which listed the youth participants actually assigned to each host employer and the number of hours the youths worked during the first three weeks of the program. For each of the 18 contractors, the number of youths actually assigned did not match the number of participants listed on their purchase orders.

Thus, a contractor who submitted all the required deliverables, and therefore was paid the full amount of the purchase order, was overpaid if the actual number of youths was less than the number of participants listed on the purchase order, and was underpaid if the actual number of youths exceeded the number of participants listed on the purchase order. In reviewing the file, ODCA did not count the assigned youths who had no reported hours for the first three weeks of the 2016 MBSYEP.

Twelve of the 18 contractors were fully paid their purchase order amounts and six were not paid the full amounts of their purchase orders, likely due to the failure to submit all required deliverables. Of the 12

vendors fully paid, nine were overpaid and three were underpaid based on ODCA's comparison of the number of youth listed on the purchase orders to the number of youth actually assigned, minus those who did not report to work during the first three weeks of the program.

Recommendation

17. DOES should compensate contractors based on the actual number of youths who attended their programs, as provided in their human care agreements.

DOES has not complied with D.C. law requiring an annual independent evaluation of MBSYEP and the annual publication of program data on its website.

D.C. law requires the Mayor to hire, by June 1 of each year, an independent contractor to evaluate the summer youth employment program. By December 30 of each year, the contractor is required to present the results of the evaluation to the Council and DOES, and DOES is required to publish the evaluation report on its website.²⁷

In violation of the law, the 2015 MBSYEP was not subjected to an independent evaluation. When ODCA requested copies of recent evaluation reports, DOES provided evaluation reports covering fiscal years 2011 through 2014.

With regard to evaluation of the 2016 MBSYEP, DOES did not fully comply with the law, as an independent contractor was not hired by June 1, 2016. The evaluation contract was not awarded until July 29, 2016, which was one week before the end of the 2016 MBSYEP. Moreover, DOES had not issued the evaluation report or placed the report on its website as of March 20, 2017, almost three months after the statutory deadline.

The legal requirement to hire an independent contractor by June 1 is important because the law mandates that the evaluation criteria include a pre-program survey of participating youth and employers. The untimely award of the 2016 evaluation contract undermines the intent of the legislation and may diminish the effectiveness of the evaluation, if it is completed and disseminated.

D.C. law further requires DOES to collect and publish on its website summary data about the demographics of MBSYEP participants, their activities in the program, and their employment following the program. This information was to be published on February 1, 2016, and every year thereafter. Although DOES issued an "MBSYEP Summer Report" including the relevant data on February 1, 2016, the Department had not published updated data covering the 2016 program as of March 20, 2017.

In commenting on a draft of this report, DOES stated that it "anticipates the release of a solicitation and contract awarded for 2017 MBSYEP evaluation prior to June 1, 2017," but did not explain the status of the 2016 evaluation or why it had not been disseminated. DOES also stated that the summary data due on February 1, 2017, had been completed and was "currently awaiting publication review."

²⁷ See D.C. Official Code § 32-244(c).

Recommendations

18. DOES should contract for an independent evaluation of MBSYEP by June 1 of each year, as required by law, ensure that the evaluation covers the operations and outcomes set forth in D.C. Official Code § 32-244, and publish the report by December 30 of each year.
19. DOES should comply with the statutory requirement to publish data about MBSYEP participants' demographics, activities, and employment by February 1 of each year.

Conclusion

The Marion S. Barry Summer Youth Employment Program remains a high priority initiative for the District's policymakers as evidenced by a summer youth budget that is much larger than that of similarly-sized cities, and the recent expansion of the program to include youths 22 to 24 years of age. With this and our earlier reports we have completed the review requested initially by Councilmember Elissa Silverman and approved by the Council as a provision of the Fiscal Year 2016 Budget Support Clarification Temporary Amendment Act of 2015.

Our comparison of the District's program with those in seven other cities, the ODCA site visit report and the findings in this report make clear that there are policy and practice steps that the Mayor, the Council, and DOES can take to strengthen the program and better enable it to provide work skills and experience to D.C. youths. The focus of this fourth and final report has been program controls. We document areas where DOES can significantly improve operations and obtain greater value for the significant investment of taxpayer funds -- \$17.3 million in Fiscal Year 2017.

Audit Results Summary

This report includes 19 recommendations to improve the management and internal controls of MBSYEP. What follows are summaries; for full explanations of recommendations please see the findings section above.

Finding	Recommendation
DOES lacks sufficient internal controls on developing and implementing policies and procedures governing MBSYEP operations to ensure the MBSYEP operates efficiently and effectively and its objectives are achieved.	1. DOES should establish and periodically update a comprehensive policies and procedures manual that governs all aspects of MBSYEP and serves as a basis for internal staff training.
DOES did not consistently comply with legally mandated MBSYEP wage rates.	2. DOES must comply with statutorily-mandated wage rates.
DOES allowed some youths in non-supervisory positions to work more than the maximum six weeks allowed by law.	3. DOES must abide by the statutory limitations on the number of weeks that MBSYEP participants can work.
MBSYEP lacks sufficient internal controls to ensure compliance with the legally-mandated registration period. As a result, DOES did not comply with the legally-mandated registration period for the 2015 MBSYEP or with the mandated registration starting date for the 2016 MBSYEP.	4. DOES must comply with legally-mandated MBSYEP registration periods.
People First, MBSYEP’s management information system, lacks sufficient internal controls to prevent waste, fraud, and abuse. The lack of internal controls undermines the effectiveness of MBSYEP operations, compliance with applicable rules, policies, and laws, and the reliability of reported data.	5. DOES should develop and implement a comprehensive management information system capable of supporting MBSYEP operations and with sufficient internal controls to prevent waste, fraud, and abuse.
People First lacks a required audit trail, which violates D.C. government policy and diminishes the ability to reconstruct transactions, thereby threatening data integrity and management’s ability to hold system users accountable.	6. DOES should ensure that a new management information system implemented to support MBSYEP operations includes an audit trail.
DOES did not monitor user access to People First semi-annually or design access to provide the lowest level of privileges needed to perform the user’s job functions, in violation of its own policy.	7. DOES should undertake regular monitoring of user access to People First or a successor management information system, and allow access only to the system functions that users need to perform their duties.

Employee duties within People First are not properly segregated.	8. In controlling access to People First or a successor management information system DOES should segregate incompatible duties while restricting the number of “super users” who can perform any function in People First.
The People First youth portal, which DOES uses to register and communicate with MBSYEP participants, operates effectively	No recommendation was made.
Inadequate planning for the 2015 and 2016 summer youth programs contributed to inefficiencies in operations, errors in reporting, and non-compliance with D.C. government laws, rules, and regulations.	9. DOES should adopt and follow MBSYEP planning milestones as part of a comprehensive MBSYEP policies and procedures manual.
Although MBSYEP staff state they engaged in a variety of training activities during FY 2016, DOES did not document any training related specifically to MBSYEP operations, and did not provide any formal policies regarding training on MBSYEP operations to staff and host employers.	10. DOES should develop and implement a formal training plan for MBSYEP staff and host employers that focuses on MBSYEP operations, and incorporate policies for staff training into a comprehensive MBSYEP policies and procedures manual.
DOES failed to publish a 2016 MBSYEP Youth Handbook, and the 2016 Youth and Parent Information Packet was not issued on a timely basis and contained errors regarding wage rates and pay periods.	11. DOES should publish both the Youth Handbook and the Youth and Parent Information Packet, or any successor documents, on a timely basis with accurate information.
Although DOES executed most MOUs in a timely fashion for the provision of structured summer programs during 2015 and 2016, two MOUs were executed late and one was never executed.	12. DOES should execute MOUs with other D.C. government agencies for structured summer programs and support services on a timely basis.
DOES has a sound system in place for monitoring MBSYEP host employers.	No recommendation was made.
MBSYEP payroll processing is inefficient, largely due to the failure of host employers to enter youth participant time by the weekly deadline.	No recommendation was made.
DOES purchased 15,000 SmarTrip cards from the Washington Metropolitan Area Transit Authority (WMATA) for MBSYEP participants in 2015, and purchased 9,500 SmarTrip cards for MBSYEP participants in 2016, but some recipients did not use the cards for program purposes	No recommendation was made.

<p>Following the 2015 MBSYEP, DOES could not account for 114 SmarTrip cards, valued at \$12,540, and following the 2016 MBSYEP, DOES could not account for 745 SmarTrip cards, worth at least \$40,975.</p>	<p>13. Until the current inventory of 4,815 SmarTrip cards is exhausted, DOES should establish stricter controls over the handling and issuance of the cards and conduct more frequent reconciliations of the number of cards issued and the number of cards on hand.</p>
<p>DOES did not pay an estimated \$13,585 in interest on the \$543,400 SmarTrip purchase in violation of the Quick Payment Act of 1984.</p>	<p>14. DOES financial staff should pay vendors promptly and pay the Quick Payment Act interest penalty required by law when the agency has failed to make timely payments.</p>
<p>DOES' memorandums of understanding with the Office on Latino Affairs (OLA) may have allowed youth to participate in summer youth employment without fully complying with federal tax and employment rules.</p>	<p>15. DOES should subject the summer youth employment activities funded by its MOU with OLA to the same rules as other D.C. government agencies that provide summer positions to MBSYEP participants.</p>
<p>DOES improperly charged expenditures to the MBSYEP budget during FY 2016.</p>	<p>16. DOES finance staff should ensure that MBSYEP is charged only for expenses related to the six-week summer program.</p>
<p>DOES did not pay MBSYEP contractors in accordance with contractual terms.</p>	<p>17. DOES should compensate contractors based on the actual number of youths who attended their programs, as provided in their human care agreements.</p>
<p>DOES has not complied with D.C. law requiring an annual independent evaluation of MBSYEP and the annual publication of program data on its website.</p>	<p>18. DOES should contract for an independent evaluation of MBSYEP by June 1 of each year, as required by law, ensure that the evaluation covers the operations and outcomes set forth in D.C. Official Code § 32-244, and publish the report by December 30 of each year.</p> <p>19. DOES should comply with the statutory requirement to publish data about MBSYEP participants' demographics, activities, and employment by February 1 of each year.</p>

Agency Comments

On February 14, 2017, we sent a draft copy of this report to the Department of Employment Services for review and written comment. The Department responded on March 3, 2017, and provided the written comments included below in their entirety.

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
ACTING DIRECTOR

March 3, 2017

Ms. Kathleen Patterson
District of Columbia Auditor
Office of the District of Columbia Auditor
717 14th Street, NW, Suite 900
Washington, DC 20005

RE: Draft report entitled, “Internal Control Weaknesses Found in Marion S. Barry Summer Youth Employment Program”

Dear Ms. Patterson:

This letter is in response to your February 14, 2017, correspondence regarding the Office of the District of Columbia Auditor’s (ODCA) draft report entitled, “Internal Control Weaknesses Found in Marion S. Barry Summer Youth Employment Program.” As requested, the Department of Employment Services (DOES) has prepared a separate, written response that addresses each recommendation detailed in ODCA’s draft report as provided.

While the report raises numerous concerns specific to the Marion S. Barry Summer Youth Employment Program (MBSYEP), I would like to take this opportunity to highlight the District’s commitment to strengthen and expand high quality employment training and supplementary support services to District residents. As noted in our response to the recommendations, the DOES Office of Youth Programs and other relevant stakeholders have made significant internal control enhancements to the MBSYEP program over time, adding innovative enhancements and solutions to existing and potential program weaknesses. As a result, many of your recommendations were previously identified internally, and procedural enhancements are already being implemented.

For example, DOES has developed and implemented the appropriate enrollment policies and procedures which allow the agency to incorporate the critical function of certification, orientation, transfers, worksite incidents, terminations, and issue resolutions that are vital components of ensuring that quality operational practices are in place and updated as appropriate. Further, clear policies and procedures have been established, implemented and enforced across operational functions to strengthen internal controls, providing the framework necessary to achieve MBSYEP objectives. These actions have reduced the agency’s risk of undetected fraud and abuse, and proactively serves to promote enhanced management oversight.

Additionally, following the close of MBSYEP 2016 on through the 2017 MBSYEP planning phase, the Office of Youth Programs has identified additional programmatic enhancements such as improving the connection from MBSYEP to the year-around youth program. These efforts have resulted in increased collaboration between the OSSE re-engagement center to ensure disconnected youth identified in the summer are re-engaged and connected to secondary

education opportunities work experience, occupational skills training, or in-program skills gains such as GED programming. Furthermore, DOES has made a concerted effort to connect programming directly to business and industry.

While the process is ongoing, these efforts have shown immediate returns, highlighted by the cohort of 22-24 year-olds who were seeking employment after MBSYEP 2016, exceeding the employment goal of 34%. Additionally, efforts revolving around increased connection from MBSYEP to the year-around youth program has resulted in increased referrals to the OSSE Re-Engagement Center, a more than 200% increase in the federal Out-of-School Youth (OSY) program, and increased business engagement in both the federal and local youth programs highlighted by a 40% increase in private sector involvement.

While we are proud of the myriad of improvements, we acknowledge that areas for improvement do exist. We look forward to your response, are encouraged by synergies between your recommendations and our current efforts, and look forward to receiving a copy of the final report.

Sincerely,

A handwritten signature in black ink, appearing to read 'Odie Donald II', with a long horizontal flourish extending to the right.

Odie Donald II
Acting Director

cc: Courtney Snowden, Deputy Mayor of Greater Economic Opportunity
Betsy Cavendish, General Counsel, Office of the Mayor
Rashad Young, City Administrator
Lawrence Perry, ODCA
Aniema Udofa, DOES, CPA, OCIM



**Department of Employment Services (DOES) Management Response to
The Office of the District of Columbia Auditor (ODCA) Draft Report Entitled:
“Internal Control Weaknesses Found in Marion S. Barry Summer Youth
Employment Program”**

March 3, 2017

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Overview Statement:

The Department of Employment Services (DOES) has reviewed the information contained in the District of Columbia Auditor (ODCA) Draft Report Entitled: “Internal Control Weaknesses Found in Marion S. Barry Summer Youth Employment Program.” The audit, as conducted by ODCA, includes a review of MBSYEP management and internal controls. This particular report documents the outcome of the last in a series of audits undertaken by ODCA to fulfill the Council of the District of Columbia’s directive to evaluate the program, as well as offer findings and recommendations that will ultimately strengthen the program and promote career, educational and social development of District youth. DOES welcomes this opportunity and is pleased to provide the following responses that highlight many program enhancements already in place or underway in support of MBSYEP.

I. General Controls

DOES lacks sufficient internal controls on developing and implementing policies and procedures governing MBSYEP operations to ensure the MBSYEP operates efficiently and effectively and its objectives are achieved.

Recommendation

1. DOES should establish and periodically update a comprehensive policies and procedures manual that governs all aspects of MBSYEP and serves as a basis for internal staff training.

Management Response and Planned Corrective Actions

DOES does not accept this finding, and acknowledges the recommendation. This practice has been corrected and circumstance related to the recommendation do not exist in the current operational environment. The Office of Youth Programs (OYP) Standard Operational Procedures (SOPs) include policies and procedures specific to MBSYEP operations. In addition, OYP has updated internal policies to capture the 2017 program year enhancements to include certification, orientation, transfers, worksite incidents, terminations, and payroll resolutions.

Further, MBSYEP procedures and practices are continuously reviewed and updated as appropriate with the 2017 program updates slated for completion in the 4th Quarter of Fiscal Year 2017. Additionally, the OYP has developed a comprehensive training manual for new and existing employees on the required tools for effective program operation specific to the host portal and the time management (TMS) systems.

DOES did not consistently comply with legally mandated MBSYEP wage rates.

Recommendation

2. DOES must comply with statutorily-mandated wage rates.

Management Response and Planned Corrective Actions

DOES does not agree with this finding, but accepts the recommendation. D.C. Code § 32-241 (2016) allows for the employment or training each summer of not fewer than 10,000 or more than 21,000 youth 14 to 21 years of age on the date of enrollment in the program.

More specifically:

- Youth ages 14 to 15 years at the date of enrollment shall receive an hourly work readiness training rate of not less than \$ 5.25.
- Youth ages 16 to 21 years at the date of enrollment shall be compensated at an hourly rate of \$ 8.25.
- Weekly number of hours of employment is established according to the age of the youth, nature and requirements of the job, but not be fewer than 20 hours or more than 40 hours per week for a period of no more than 6 weeks.
- Appropriate number of supervisory positions at an hourly wage of \$ 9.25 to \$ 13 which are not subject to number of hours and weeks of employment.

There is no evidence of any violation against the statutorily limitations as the finding is subjective, and void of willful intent on behalf of program. The timeframe for the implementation of the recommendation occurred during the allowable six-week maximum for the eligible 275 youth identified as paid at a rate of \$11.50 per hour as well as the 26 youth paid at a rate of \$8.25 per hour. The dramatic increase in the number of non-supervisory youths paid after the summer program to give priority to participants who meet the eligibility criteria and standards of the Workforce Innovation and Opportunity Act is an effort to engage in a good-faith effort to fill at least 30% of a program's available positions with persons who meet the eligibility criteria and standards of the Workforce Innovation and Opportunity Act.

Therefore, no evidence of any violation occurred, since the strategy to identify pre-employment training for persons 16 years of age and above occurred in conjunction with the efforts to match 22-24 year old participants to gainful full-time employment during the piloted program which began immediately following the summer program. The pilot includes coordination of additional professional development training, intentional connections between former summer program participants to employment opportunities made through career fairs and events taking place immediately after the summer program's conclusion.

Contrary to the observation referencing the Marion Barry Youth Leadership Institute (MBYLI), participants were compensated at a rate of \$8.25 per hour in 2015 to cover youth ages 18-24, not the 14-15 youth, and were hired to serve as staff and support in the overseeing of younger youth. These participants begin work 2 weeks prior to MBSYEP as a part of a preparation period recognized as "train-the-trainer" and they stay for 1 week after the program ends for programmatic close-out.

Further, DOES now utilizes MBSYEP as a referral to federally funded programs. As approved in the District's Unified State Plan, MBSYEP provides career exploration prior to enrollment into WIOA funded programs for eligible participants. Currently, DOES utilizes a variety of funding sources to support this effort, and this activity follows the statutory limitations on the number of weeks that participants can work. One programmatic example of this activity is Bank on DC, which aims to provide unbanked and under-banked individuals access to low-cost, safe financial accounts, products and services and high-quality financial education. In doing so, Bank on DC

created a peer-to-peer training that offers support to MBSYEP worksites over the course of 6 weeks.

The Young Money Managers (YMM) are MBSYEP participants who are trained prior to the start of the MBSYEP receiving professional development, presentation skills, and training on an array of financial literacy topics. The YMM team facilitated a series of educational workshops, breaking down the basics of money management, and allowing a safe space for teens to express their opinions around personal finance.

As evidenced in the data reported to the auditors, there were 22-24 year olds who had started receiving work readiness experience while in supervisory capacity and later accepted job offerings as Young Money Managers, starting on June 12, 2016. The Cities for Financial Empowerment Grant played an integral role in funding these opportunities.

The Pre-Employment mandated workforce dollars under the Rehabilitation Services Administration/Department of Disability Services also funded the training and development sessions required for students with special needs enrolled during the school year in the SchoolTalk initiative. SchoolTalk helps the DC special education community (including students, families, schools, government agencies and community organizations) constructively address each stage of conflict, from prevention to whole systems change.

DOES allowed some youths in non-supervisory positions to work more than the maximum six weeks allowed by law.

Recommendation

3. DOES must abide by the statutory limitations on the number of weeks that MBSYEP participants can work.

Management Response and Planned Corrective Actions

DOES agrees with the recommendation. There have been instances in which youth participants have worked more than the maximum six weeks allowed. The current practice has been under review for corrected action following MBSYEP 2016, as the condition is consistently being monitored at every level.

In early January 2017, Mayor Muriel Bowser proposed legislation in an amendment titled "Marion S. Barry Summer Youth Employment Permanent Expansion Amendment Act of 2016," which if passed, will allow DOES the flexibility to pay youth wages commensurate with the wages designated for their position and/or programs, noted as a best practice within the nation's best summer jobs programs. This action is pending City Council approval during this legislative year.

MBSYEP lacks sufficient internal controls to ensure compliance with the legally-mandated registration period. As a result, DOES did not comply with the legally-mandated registration period for the 2015 MBSYEP or with the mandated registration starting date for the 2016 MBSYEP.

Recommendation

4. DOES must comply with legally-mandated MBSYEP registration periods. At the same time, DOES may wish to request that the Council adjust the registration period or grant DOES the authority to determine the registration period administratively.

Management Response and Planned Corrective Actions

DOES does not agree with the finding, but does accept the recommendation. DOES coordinates planning for MBSYEP throughout the fiscal year. Registration deadlines are tentatively set at the end of the previous summer program. The 2017 application process was launched January 27th in accordance with applicable D.C. law, which requires registration to occur between the second day of January and conclude on the first day of April each year. Currently, DOES has no plans to request adjustments or authorization to establish registration period administratively.

II. Management Information Systems

People First, MBSYEP's management information system, lacks sufficient internal controls to prevent waste, fraud, and abuse. The lack of internal controls undermines the effectiveness of MBSYEP operations, compliance with applicable rules, policies, and laws, and the reliability of reported data.

Recommendation

5. DOES should develop and implement a comprehensive management information system capable of supporting MBSYEP operations and with sufficient internal controls to prevent waste, fraud, and abuse.

Management Response and Planned Corrective Actions

DOES does not agree with the finding, but acknowledges the recommendation. Prior to the recommendation, DOES has implemented the following system improvements:

- OIT has implemented backend database auditing, which tracks all changes made with date stamps and user ids during 1st Quarter of 2017.
- OIT has secured host management portal access to the DOES network in November 2016. This ensures that the host management portal can only be seen and accessed with the DOES network domain.

Additionally, OIT is strenuously enforcing adherence of DOES policy DOES-SEC-001 Access Control Policy, which requires that all new user accounts created, must be approved through the

Quick Base ticketing system. All users are also required to take and pass Security Awareness training prior to gaining access to any DOES system.

People First lacks a required audit trail, which violates D.C. government policy and diminishes the ability to reconstruct transactions, thereby threatening data integrity and management's ability to hold system users accountable.

Recommendation

6. DOES should ensure that a new management information system be implemented to support MBSYEP operations includes an audit trail.

Management Response and Planned Corrective Actions

DOES accepts the recommendation. DOES has implemented the following system improvements:

- OIT has implemented backend database auditing during 1st Quarter of 2017, which tracks all changes made with date stamps and user ids. This allows the agency to pull audit reports on a regular basis.

DOES did not monitor user access to People First semi-annually or design access to provide the lowest level of privileges needed to perform the user's job functions, in violation of its own policy.

Recommendation

7. DOES should undertake regular monitoring of user access to People First or a successor management information system and allow access only to the system functions that users need to perform their duties.

Management Response and Planned Corrective Actions

DOES accepts the recommendation, and prior to has proactively created internal process that mitigate the identified issues, including:

- OIT, in conjunction with DOES Information Security, reviewed all users for the People First application and conducted a complete analysis and cleanup. This analysis and cleanup was performed in November 2016.
- To validate users for this fiscal year 2017 program, a list of users and their roles was sent to OYP on 2/21/2017 for their review, recommendation and validation. Going forward, DOES Information Security will run and review a semiannual report to verify all users and their access privileges.

Employee duties within People First are not properly segregated.

Recommendation

8. In controlling access to People First or a successor management information system (see Recommendation #7), DOES should segregate incompatible duties while restricting the number of “super users” who can perform any function in People First.

Management Response and Planned Corrective Actions

DOES accepts the recommendation, and has created procedures to mitigate the identified issues:

As stated in the response to Finding & Recommendation #7:

- OIT in conjunction with DOES Information Security reviewed all users for the People First application and conducted a complete analysis and cleanup. This analysis and cleanup was performed in November 2016.
- To validate the user for this fiscal year 2017 program, a list of users and their roles has been sent to OYP on 2/21/2017 for their review, recommendation and validation.

OIT is strenuously enforcing adherence of DOES policy DOES-SEC-001 Access Control Policy, which requires all new user accounts created must be approved through the Quick Base ticketing system.

III. Planning

Inadequate planning for the 2015 and 2016 summer youth programs contributed to inefficiencies in operations, errors in reporting, and non-compliance with D.C. government laws, rules, and regulations.

Recommendation

9. DOES should adopt and follow MBSYEP planning milestones as part of a comprehensive MBSYEP policies and procedures manual (see Recommendation #1).

Management Response and Planned Corrective Actions

DOES does not agree with this finding. The Office of Youth Programs develops a comprehensive project plan prior to the start of each program year that clearly outlines the requirements of the MBSYEP. This project plan maps out the action items needed to launch the program and each item is assigned a lead and completion date. Additionally, this project plan is shared with all DOES departments that assist with the operational requirements of MBSYEP. The program hosted several pre-program meetings with key departments across the agency to ensure all needs were agreed upon in advance of implementation. The program also develops all calendars

and sets all programmatic dates in advance of each program year to allow other departments lead time with their planning. This is an on-going process, with the next program planning phase slated for completion 4th Quarter Fiscal Year 2017.

Although MBSYEP staff state they engaged in a variety of training activities during FY 2016, DOES did not document any training related specifically to MBSYEP operations, and did not provide any formal policies regarding training on MBSYEP operations to staff and host employers.

Recommendation

10. DOES should develop and implement a formal training plan for MBSYEP staff and host employers that focuses on MBSYEP operations, and incorporate policies for staff training into a comprehensive MBSYEP policies and procedures manual (see Recommendation #1).

Management Response and Planned Corrective Actions

DOES does not agree with this finding. DOES has currently implemented and conducted formal training for all staff. The agency has established a training officer within the agency who is responsible for the coordination of all agency training opportunities. Currently the agency staff has undergone several comprehensive trainings regarding the implementation of youth services. All staff in the Office of Youth programs took several trainings that directly related to the MBSYEP operations. These trainings included: Personally Identifiable Information (PII), Federal Tax Information (FTI), and security awareness. Staff is required to complete competency based tests after the completion of all training modules to ensure a thorough knowledge and understanding of the material presented

All MBSYEP staff are assigned trainings that directly correlate to their role on the MBSYEP team. Staff took training through the DCHR SkillPort Portal. These trainings included: using feedback, problem solving, team work, communication, customer advocacy, organizational change, problem solving, decision making, and generating creative and innovative ideas. The program also holds bi-weekly MBSYEP team meeting to inform staff of key program updates.

Additionally, OYP develops host employer trainings and hosts web-based and in person host orientations each program year. The training covers all aspects of the MBSYEP and the role the host plays. The program has also taken steps to develop a host manual that outlines the host portal and time management system (TMS). The program has developed a host handbook that is posted to the summerjobs.dc.gov website that outlines all program policies and procedures.

DOES failed to publish a 2016 MBSYEP Youth Handbook, and the 2016 Youth and Parent Information Packet was not issued on a timely basis and contained errors regarding wage rates and pay periods.

Recommendation

11. DOES should publish both the Youth Handbook and the Youth and Parent

Information Packet on a timely basis with accurate information.

Management Response and Planned Corrective Actions

DOES accepts the recommendation. In preparation for MBSYEP 2017, the Youth Handbook and the Parent and Youth Information Packet have been combined into one comprehensive document in both Spanish and English. The 2017 Mayor Marion S. Barry Summer Youth Employment Program Youth and Host Handbooks are up-to-date and currently available for public viewing on the website as well.

Although DOES executed most MOUs in a timely fashion for the provision of structured summer programs during 2015 and 2016, two MOUs were executed late and one was never executed.

Recommendation

12. DOES should execute MOUs with other D.C. government agencies for structured summer programs and support services on a timely basis.

Management Response and Planned Corrective Actions

DOES agrees with the recommendation. The Office of Youth Programs (OYP) is currently working with sister agencies to finalize the 2017 MOU's. OYP has been in constant communication with all parties involved in the MOU process flow to ensure timely execution. DOES anticipates completion of all MOU's prior to the 2017 MBSYEP program start date of June 27, 2017.

IV. Payroll and Compensation

MBSYEP payroll processing is inefficient, largely due to the failure of host employers to enter youth participant time by the weekly deadline.

Recommendation

None

Management Response and Planned Corrective Actions

DOES requires all host sites to designate a timekeeper. All timekeepers are required to enter time for each participant by Friday of every week. If no time is entered, an e-mail is sent to each host site coordinator, as well as the timekeepers indicating that time entry is past due.

Additionally, an e-mail is sent to each youth indicating that no time was entered for the week. The dual messages allow host and youth to both crosscheck timesheets and ensure that time is entered correctly in the time management system. DOES records indicate a seven percent variance of youth who may have not been paid timely due to timekeepers failing to enter time accordingly.

The Office of Youth Program will continue to require timekeepers to submit timesheets via email for auditing purposes. The program is also developing a Timekeeper centered training initiative. This training will include a more in-depth process flow on how to enter time for participants and the process for correcting time that has been entered incorrectly. Completion of this recommendation occurred 3rd Quarter Fiscal Year 2017.

V. Transportation

DOES purchased 15,000 SmarTrip cards from the Washington Metropolitan Area Transit Authority (WMATA) for MBSYEP participants in 2015 and purchased 9,500 SmarTrip cards for MBSYEP participants in 2016, but some recipients did not use the cards for program purposes.

Recommendation

13. DOES should consider providing the transportation subsidy via payroll rather than purchasing SmarTrip cards from WMATA in order to better ensure the funds support only MBSYEP participants and avoid potential waste.

Management Response and Planned Corrective Actions

DOES does not agree with this is a finding. DOES procedures require program participants to affirm METRO SmarTrip card are solely use for transportation to and from work site assignment. DOES post program surveys revealed that the majority of youth participants indicated that they would not have been able to get to work without the SmarTrip card. Additionally, paying youth via payroll prior to the start of the program, increases the likelihood of youth using the funds for non-programmatic and transportation costs. With the issuing of the SmarTrip card participants are informed that the benefits cannot be transferred and only used for transportation.

Following the 2015 MBSYEP, 114 SmarTrip cards, valued at \$12,540, remain unaccounted for, and following the 2016 MBSYEP, 745 SmarTrip cards, worth at least \$40,975, remain unaccounted for.

Recommendation

14. Until the current inventory of 4,815 SmarTrip cards is exhausted, DOES should establish stricter controls over the handling and issuance of the cards and conduct more frequent reconciliations of the number of cards issued and the number of cards on hand.

Management Response and Planned Corrective Actions

The OCFO believes there is a discrepancy with the reporting. We would like to receive the reports that were provided during the audit. Once the reconciliation is completed, we will provide a formal response.

However, DOES uses strict controls in administering SmartTrip cards. All cards are appropriately inventoried and housed within the OCFO's office of Treasury until time for dissemination. When cards are transported to and from various locations, it is done so with an escort of MPD to ensure safety of staff. There are no cards housed within DOES and all cards are appropriately returned to OCFO at the conclusion of the Washington Metropolitan Area Transit Authority (WMATA) distribution events.

DOES did not pay an estimated \$13,585 in interest on the \$543,400 SmarTrip purchase in violation of the Quick Payment Act of 1984.

Recommendation

15. DOES financial staff should pay vendors promptly and pay the Quick Payment Act interest penalty required by law when the agency has failed to make timely payments.

Management Response and Planned Corrective Actions

The OCFO does not agree with the finding. The invoice for WMATA was not received by the OCFO until September 21, 2016, and payment was released on October 19th via ACH to WMATA. No interest was incurred because the invoice was paid within the 30 day allowable time.

Additionally, even though a vendor has reflected their invoice date and we captured that date in our records, it does not dictate when we received the invoice for processing. The QPA is based on the date the OCFO receives a proper invoice (invoice that has been substantiated with proper documentation and certification).

VI. Other Issues of Concern

DOES' memorandums of understanding with the Office on Latino Affairs (OLA) may have allowed youth to participate without fully complying with federal tax and employment rules.

Recommendation

16. DOES should subject the summer youth employment activities funded by its MOU with OLA to the same rules as other D.C. government agencies that provide summer positions to MBSYEP participants.

Management Response and Planned Corrective Actions

DOES accepts the recommendation. DOES procedures requires that all 2017 MBSYEP participants apply through the standard application process. DOES is currently working with OLA to ensure that youth are served accordingly, including providing translated materials to successfully aid Non-English Proficient and Limited English Proficient (NEP/LEP) youth seeking to apply accurately for MBSYEP online.

DOES improperly charged expenditures to the MBSYEP budget during FY 2016.

Recommendation

17. DOES finance staff should ensure that MBSYEP is charged only for expenses related to the six-week summer program.

Management Response and Planned Corrective Actions

The OCFO does not agree with the finding. The MBSYEP extended the age of youth being served up to age 24. Based on discussion with DOES Program partners, the purchase orders in question were to provide youth and specifically out-of-school youth who were enrolled in the MBSYEP six week program with additional services to assist them in transitional to unsubsidized work and a pathway to into a sustainable career. We do not believe that based on this information provided, that there was a violation to the MBSYEP legislation.

DOES did not pay MBSYEP contractors in accordance with contractual terms.

Recommendation

18. DOES should compensate contractors based on the actual number of youth who attended their programs, as provided in their Human Care Agreements.

Management Response and Planned Corrective Actions

The OCFO does not agree with the finding. During FY16, the MBSYEP received services from 18 vendors (six of those vendors received additional participants). There were 24 purchase orders that were allocated funding, which aligned with the Human Care Agreement per participant price.

The total amount allocated was then separated into Contract Line Items (CLINS). The Work Readiness payment checklist was inclusive of four CLINS, and the Growth Industry Sector payment checklist was inclusive of three CLINS, which were then divided into equal payments per the total allocation. The final CLIN was then divided by the total number of participants to equal the payment per package. Hence, the final CLIN is based on the submittal of the participant packages. Further, all DOES contractors are required to submit a final package that is based on participants served, which allows contractors to be paid based on the actual number of youth served.

DOES has not complied with D.C. law requiring an annual independent evaluation of MBSYEP and the annual publication of program data on its website.

Recommendations

19. DOES should contract for an independent evaluation of MBSYEP by June 1 of each year, as required by law, and ensure that the evaluation covers the operations and outcomes set forth in D.C. Official Code § 32-244.

20. DOES should comply with the statutory requirement to publish data about MBSYEP participants' demographics, activities, and employment by February 1 of each year.

Management Response and Planned Corrective Actions

DOES agrees with both recommendations.

DOES has completed the process for contracting for an independent evaluation and met statutory requirements as scheduled by February 1, 2016. DOES anticipates the release of a solicitation and contract awarded for 2017 MBSYEP evaluation prior to June 1, 2017.

DOES has completed and submitted the final 2016 MBSYEP Report as scheduled as of February 1, 2017 in compliance with statutory requirement. DOES is currently awaiting publication approval from the Office of the Principal Legal Advisor (OPLA) by 2nd Quarter Fiscal Year 2017.

ODCA Response to Agency Comments

ODCA appreciates the comprehensive response provided by DOES. We applaud the commitment expressed by the agency to strengthen internal controls, and the statements that steps have already been taken to carry out that commitment including starting registration as the law requires, and publishing information timely for youth and their families. Steps reportedly taken to strengthen controls on the information systems -- including creating an audit trail on who makes changes and when -- are particularly promising, and we anticipate seeking documentation on those actions during the course of our regular annual compliance reporting.

We have added notes throughout the text on where DOES is already taking actions on findings and recommendations included in the draft the agency reviewed.

ODCA regrets that in a few instances DOES states that the agency does not agree with our findings despite details provided on the documentation on which we based our findings. As a case in point, the DOES response to our finding that youths were paid in excess of the age-based salary level included in the statute is that “there is no evidence of any violation.” In the text of the report we note that it was a file provided by DOES itself that indicated “that as of July 19, 2016, 156 youths aged 14 to 15 who were assigned to the MBYLI were paid \$8.25 per hour” from SYEP funds, a rate larger than the stipulated amount for the age group.

Similarly, DOES did not agree with ODCA’s finding that the agency did not provide documentation on any training provided that was specific to MBSYEP, nor any formal policies regarding training on MBSYEP. But the training cited in the agency response, which may well have taken place, does not suffice as a rebuttal since it is not specific to the summer program or its operations. We therefore stand by our findings and recommendations as detailed in the report.

Workforce Development Program Information and Results--2017

Alternative Pathways Employment Program

List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		N/A
Description of program	Target populations	Residents age 50 and older who have been unemployed for up to one-year
	Program length	One Year
	Educational or other eligibility requirements	N/A
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Skill Assessment, Job Readiness Training, Life Skills Training, work experience
	Other descriptive information	N/A
Funding sources and program costs	Program and activity codes in the budget	N/A
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$0
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$
List of names of courses of training, if applicable		(text)

Workforce Development Program Information and Results--2017

Apprenticeship	
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	DOES-Apprenticeship-2017
Description of program	DC residents ages eighteen (18) years or older
	September 2017 to September 2018
	(text)
	<u>Apprenticeship</u> - Provide a classroom training component and a work component <u>Pre-Apprenticeship</u> - Service delivery model must contain a classroom component, a work component, or a hands on demonstration component.
	Other descriptive information
Funding sources and program costs	Program and activity codes in the budget
	Total funding and funding amount by revenue type (federal, local, or special purpose)
	Funding amounts by federal grant name
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)
	Portion of total funding used for wage subsidies, if applicable

DOES-Apprenticeship-2017

DC residents ages 18 years or older

September 2017 to September 2018

(text)

Apprenticeship - Provide a classroom training component and a work component
Pre-Apprenticeship - Service delivery model must contain a classroom component, a work component, or a hands on demonstration component.

(text)

Local \$374,117

\$

(text)

%

Workforce Development Program Information and Results--2017

Aspire to Entrepreneurship (Aspire)		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		N/A
Description of program	Target populations	Returning citizens interested in pursuing small business opportunities
	Program length	6 months business related training-- ongoing business development activities after that time
	Educational or other eligibility requirements	Residency, ages 22-54 years of age, unemployed and drug free
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Job readiness training, business oriented training and counseling, business plan development, financial literacy counseling, resource identification and acquisition of business licenses provided by DOES. A vendor identified by DSLBD provides the business development training with DSLBD offering guidance on resources, funding, and other business related issues.
	Other descriptive information	Aspire is a collaborative project involving shared resources between DOES and the Department of Small and Local Business Development. Additional partnering agencies include CSOSA, MORCA, DCRA and a host of other non-profit and community based organizations. Business areas chosen by participants completing the first three cohorts include commercial cleaning, cosmetology, pest control, thrift sales, landscaping, towing, transportation, accounting, financial literacy, sign making, realty/investment, emergency preparedness, entertainment, catering, event planning, web design, online advertising, express dry cleaning, construction, and t-shirt design.
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$

Workforce Development Program Information and Results--2017

Back to Work 50+		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		
	N/A	
Description of program	Target populations	Job Seekers over the age of 50 seeking full-time employment
	Program length	One year
	Educational or other eligibility requirements	N/A
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Technology Training, Job Readiness Training, Job Coaching, Job Placement Assistance
	Other descriptive information	BACK TO WORK 50+ DCDOES promotes the full reintegration of talented job seekers, ages 50 and over, seeking to reenter the workforce as valued and productive employees. BACK TO WORK 50+ DCDOES was created in partnership with the AARP Foundation in an effort to enhance opportunities for mature job seekers by broadening access to critical employment resources.
Funding sources and program costs	Program and activity codes in the budget	N/A
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$43,620 (local)
	Funding amounts by federal grant name	N/A
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	Bid contract
	Portion of total funding used for wage subsidies, if applicable	84%

Workforce Development Program Information and Results--2017

DC Jail Work Readiness Program

List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	DCDOC inmates preparing for community release-- includes inmates housed at the D.C. Jail and Correctional Treatment Facility
	Program length	5 weeks
	Educational or other eligibility requirements	Release date within 6 weeks of program start
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Five week job readiness/life skills training class, computer instruction, case management, coordination of wraparound services, post release training and placement in employment.
	Other descriptive information	During mid 2017 a decision was made to relocate the Work Readiness Program from the D.C. Jail to the Correctional Treatment Facility. The last cohort completed training at the D.C.Jail on May 19---once the move was fully executed, classes resumed on the designated CTF unit in October of 2017. In addition to job readiness training, inmate students participate in weekly yoga classes and are offered substance use intervention. In the near future, DOH and one of its community service providers will begin conduct parenting classes on the unit using the InsideOut Dad program curriculum.
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$

Workforce Development Program Information and Results--2017

Career Connections		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		N/A
Description of program	Target populations	Out-of-school and out-of-work young adults, age 20 to 24, from targeted Police Service Areas
	Program length	10 Months
	Educational or other eligibility requirements	DC resident with permission to work in the United States, 20-24 years old, unemployed, out-of-school.
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	The Department of Employment Services administers the program's three-phase model: Phase 1 - Intensive three week Job Readiness Training focusing on soft and life skills. Phase 2 - Up to eight months of subsidized work experience, continuing education, or occupational skills training. Phase 3 - Long term retention support. Throughout each phase of the program, DC Career connections offers a host of wraparound services including: transportation benefits, job coaching, substance abuse referrals, mental health services, housing referrals, clothing or uniform assistance, financial counseling, basic computer training, and more.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$4,000,000.00
	Funding amounts by federal grant name	\$

Workforce Development Program Information and Results--2017

FEMS Cadet Program		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Adults
	Program length	Two years
	Educational or other eligibility requirements	(text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Training to prepare cadets for positions with DC FEMS.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	0100 Local Fund, 4250 Local Adult Training Activity (Specific training programs under 4250 do not get separate budget codes).
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$6,843,538 is the total local adult training budget
	Funding amounts by federal grant name	0
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	MOU
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$

Workforce Development Program Information and Results--2017

Strategic Innovative Programmatic Grantee – Housing Pathway for Homeless Youth		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	DOES-WFD-2017	
Description of program	Target populations	Homeless Youth Ages 18-24
	Program length	September 2017 – September 2018
	Educational or other eligibility requirements	(text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Work Readiness Skills, Job Placement
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	Local \$125,000
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	Grant
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$2,500
List of names of courses of training, if applicable		(text)

Workforce Development Program Information and Results--2017

LEAP		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Unemployed District resident receiving TANF benefits.
	Program length	1 Year
	Educational or other eligibility requirements	DC resident with permission to work in the US, current recipient of TANF benefits, at least 18 years of age, possess a high school diploma or GED, committed to completing a 12-month training, able to pass a basic computer test, able to meet minimum qualifications for available positions.
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Professional Development - DOES and DCHR
	Other descriptive information	LEAP is a network of DC government agencies (led by DOES and DCHR) that work together to refer, train, support, and employ District residents in District jobs. Through extensive coordination of efforts, those agencies, along with educational organizations and community partners, leverage their resources to provide LEAP participants with paid on-the-job work experience at District agencies for up to one year. Individuals in the program earn wages, accumulate work experience, and obtain stackable credentials toward an obtainable career pathway.
Funding sources and program costs	Program and activity codes in the budget	5300
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$

Workforce Development Program Information and Results--2017

MPD Cadet Program	
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	(text)
Description of program	Target populations (text)
	Program length (text)
	Educational or other eligibility requirements (text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service) (text)
	Other descriptive information (text)
Funding sources and program costs	Program and activity codes in the budget
	Total funding and funding amount by revenue type (federal, local, or special purpose) \$
	Funding amounts by federal grant name \$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements) (text)
	Portion of total funding used for wage subsidies, if applicable %
	Average cost per participant \$
List of names of courses of training, if applicable (text)	

Workforce Development Program Information and Results--2017

On the Job Training	
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	(text)
Description of program	Target populations (text)
	Program length (text)
	Educational or other eligibility requirements (text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service) (text)
	Other descriptive information (text)
Funding sources and program costs	Program and activity codes in the budget
	Total funding and funding amount by revenue type (federal, local, or special purpose) \$
	Funding amounts by federal grant name \$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements) (text)
	Portion of total funding used for wage subsidies, if applicable %
	Average cost per participant \$
List of names of courses of training, if applicable (text)	

Workforce Development Program Information and Results--2017

Project Empowerment		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		None
Description of program	Target populations	Ages 22 -54, multiple barriers to employment
	Program length	Up to 1
	Educational or other eligibility requirements	N/A
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Job Readiness Training (Agency), Subsidized Work Experience (Agency), Placement Assistance (Agency), Professional Development (Agency), Financial Coaching (Vendor), Behavioral Health
	Other descriptive information	Project Empowerment provides job readiness and life skills training, work experience, job search assistance and a variety of supportive services to District residents who face multiple barriers to employment. Participants attend an intensive, three-week training course and upon completion have the opportunity to be placed in subsidized employment for up to six months. Participant must be District residents between the ages of 22 and 54 that are currently unemployed and not recipients of government assistance, such as TANF or unemployment benefits. In addition, participants must demonstrate a substantial need for intensive employment assistance by exhibiting at least three of the six barriers recognized by Project Empowerment.
Funding sources and program costs	Program and activity codes in the budget	4400
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$9,023,822 (local)

Workforce Development Program Information and Results--2017

Quick Path to Energy		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	(text)	
Description of program	Target populations	Adults 21 and older with a valid driver's license
	Program length	6-8 weeks
	Educational or other eligibility requirements	8th grade math level, based upon the CASAS
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Classroom instruction to prepare for the Construction and Skilled Trades (CAST) exam; case management and placement services. Classroom instruction delivered by UDC-CC WDLL.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	0100 Local Fund, 4250 Local Adult Training Activity (Specific training programs under 4250 do not get separate budget codes).
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$6,843,538 is the total local adult training budget
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	HCA
	Portion of total funding used for wage subsidies, if applicable	0%
	Average cost per participant	\$
List of names of courses of training, if applicable		CAST Preparation

Workforce Development Program Information and Results--2017

Ready to Work		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	DOES-WFD-2017	
Description of program	Target populations	Returning Citizens
	Program length	September 2017 – September 2018
	Educational or other eligibility requirements	(text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Work Readiness Skills, Job Placement
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	Local \$299,916
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	Grant
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$10,000
List of names of courses of training, if applicable		(text)

Workforce Development Program Information and Results--2017

Redirect Diversion Program		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	(text)	
Description of program	Target populations	Defendants who reside in the District and have no pending cases involving a dangerous crime or crimes of violence
	Program length	6 months
	Educational or other eligibility requirements	Residency, drug free, meeting eligibility requirements for Project Empowerment (PE) or DC Career Connections (DCCC), no pending cases involving dangerous crime/crimes of violence
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Eligible Diversion program applicants are enrolled in PE or DCCC with services including counseling/case management, job readiness and life skills training, job placement assistance--both subsidized and unsubsidized, transportation assistance, job coaching, post employment follow-up and supportive services coordination.
	Other descriptive information	Established to offer court-involved residents the opportunity to avoid criminal prosecution by engaging in program activities leading to employment
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)

Workforce Development Program Information and Results--2017

Senior Community Service Employment Program

List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		SCSEP
Description of program	Target populations	Ages 55 and older with a family income equal or less than 125% of the federal poverty level
	Program length	(text)
	Educational or other eligibility requirements	None
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Subsidized part-time training - Subsidy paid by the agency, training provided by the host site
	Other descriptive information	Participants are placed at local non-profit or public agencies. Participants may remain enrolled for up to 48 months, work up to 20 hours per week, and earn the District's minimum wage. The training received during enrollment provides seniors with new or updated skills that will enable them to become self-sufficient and enter the competitive, unsubsidized job market.
Funding sources and program costs	Program and activity codes in the budget	4100
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$500,581.00 - Federal \$81,463.47 - Local match
	Funding amounts by federal grant name	\$500,581 - SCSEP
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	N/A
	Portion of total funding used for wage subsidies, if applicable	76%

Workforce Development Program Information and Results--2017

Solar Works		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Adults
	Program length	12 weeks
	Educational or other eligibility requirements	High school diploma or equivalent
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Classroom instruction for solar panel installation mixed with work experience, provided by GRID (vendor contracted by DOEE). DOES provides subsidies for work experience portion.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	0100 Local Fund, 4250 Local Adult Training Activity (Specific training programs under 4250 do not get separate budget codes).
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$6,843,538 is the total local adult training budget
	Funding amounts by federal grant name	0
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	HCA
	Portion of total funding used for wage subsidies, if applicable	100%
	Average cost per participant	\$

Workforce Development Program Information and Results--2017

START Hospitality Program		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Jobseekers 18-24
	Program length	5 weeks training; 6 months of mentoring/coaching
	Educational or other eligibility requirements	(text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	(text)
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	0100 Local Fund, 4250 Local Adult Training Activity (Specific training programs under 4250 do not get separate budget codes).
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$6,843,538 is the total local adult training budget
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$

Workforce Development Program Information and Results--2017

Suit Up		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	DOES-SUP-2017	
Description of program	Target populations	DC residents ages eighteen (18) years or older
	Program length	September 2017 to September 2018
	Educational or other eligibility requirements	(text)
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Clothing assistance - business attire for job readiness
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	Local \$270,000
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	Grant
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$200
List of names of courses of training, if applicable		(text)

Workforce Development Program Information and Results--2017

Transitional Residential Program

List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		Transitional Residential program RFA
Description of program	Target populations	Homeless/housing insecure employed graduates of Project Empowerment, Career Connections or Aspire to Entrepreneurship who are single adults and not heads of household
	Program length	12 months---two 6 month cycles
	Educational or other eligibility requirements	Homeless adults employed in full time unsubsidized jobs or earning a sustainable wage through a small business venture for a period of six months or more.
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Echelon Community Services provides subsidized housing for a six month period, along with counseling/case management, coordination of critical wraparound services, development of housing transition plans, and assistance with identifying post program stable housing options. Capital Area Asset Builders (CAAB) offers residents financial literacy counseling and access to a savings program--Individual Development Accounts that offers a 4:1 match for a maximum of \$2,000---covering pre-approved purchases.
	Other descriptive information	Lack of stable housing is a major barrier for a significant percentage of those seeking workforce services. DOES currently partners with a number of providers of transitional and temporary housing; however, the numbers dictate that more is needed.
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$250,000
	Funding amounts by federal grant name	\$

Workforce Development Program Information and Results--2017

Veterans program		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Assistance (LVEA)
	Program length	Disabled veterans
	Educational or other eligibility requirements	Variable
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	DVOP - Must meet the federal definition of a "disabled veteran."
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$

Workforce Development Program Information and Results--2017

Wagner Peyser		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	All jobseekers
	Program length	Variable (but most services delivered same day)
	Educational or other eligibility requirements	None
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Wagner-Peyser, or Employment Service, serves as the “front-door” of the AJC system, providing universal access to all job seekers seeking employment and career services. This includes referrals to partner programs and reemployment services for individuals receiving unemployment insurance.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$

Workforce Development Program Information and Results--2017

WIOA Adult		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)	(text)	
Description of program	Target populations	Adults 18+
	Program length	Variable
	Educational or other eligibility requirements	Right to work in the United States; selective service registration for men
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	Provides career and training services through the AJC system to help job seekers who are at least 18 years old succeed in the labor market. Service delivery is tailored to the individual needs of the jobseekers.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$
List of names of courses of training, if applicable	(text)	
List of sectors and occupations of occupational training, where applicable	(text)	

Workforce Development Program Information and Results--2017

WIOA Dislocated Worker		
List any grant/contract competition names (e.g. Youth Innovation Grants, Youth Earn and Learn)		(text)
Description of program	Target populations	Dislocated Workers
	Program length	Variable
	Educational or other eligibility requirements	Right to work in the United States; selective service registration for men; must meet federal definition of dislocated worker
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	The WIOA Dislocated Worker program provides the same services as WIOA Adults, with a focus on clients that have recently been dislocated from employment and are unlikely to return to the same industry or occupation. Service delivery is tailored to the individual needs of the jobseekers.
	Other descriptive information	(text)
Funding sources and program costs	Program and activity codes in the budget	
	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$
	Funding amounts by federal grant name	\$
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	(text)
	Portion of total funding used for wage subsidies, if applicable	%
	Average cost per participant	\$

Electronic Databases

Application Name	Dataset Name	Data Owner	Dataset Classification	Description	Data Classification Reason:*	Start Year	Enhancements
Web-Enabled Benefits System - WEBS	UI Benefits	Unemployment Compensation DOES	Level 3: Confidential	Portal for unemployment benefits to eligible workers who become unemployed through no fault of their own, and meet certain other eligibility requirements	contains PII and UI information	2007	Yearly
UI Tax Audit	UI Tax Audit	UI Tax, Department of Employment Services	Level 3: Confidential	Manages UI Tax Audit cases	contains payroll information and PII data	2011	
UI DMS (Unemployment Insurance Document Management)	Document Management System	Department Of Employment Services	Level 3: Confidential	Repository for DOES Document Files	Contains UI and Payroll Documents	2011	
Tax Intranet	Tax Intranet	UI Tax, Department of Employment Services	Level 3: Confidential	UI Tax Compliance data	Contains payroll info for workers that work in the District	2010	Yearly
SYEP (Summer Youth Employment Program)	MBSYEP	OYP	Level 3: Confidential	The Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP) is a locally funded initiative sponsored by the Department of Employment Services (DOES) that provides District youth ages 14 to 24 with enriching and constructive summer work experiences through subsidized placements in the private and government sectors. This dataset is used to keep a track of participants in the MBSYEP program.	This dataset contains PII and other data related the participants and their family.	2012	
SIDES	Unemployment Insurance (UI) SIDES	Department of Employment Services	Level 3: Confidential	Unemployment Insurance (UI) SIDES is a web based system that allows electronic transmission of information requests from UI agencies to employers and/or Third Party Administrators (TPAs), as well as transmission of replies containing the requested information back to the UI agencies.	Contains PII and UI data	2013	
Recover	Recover	Unemployment Compensation DOES	Level 3: Confidential	Recover helps Unemployment Insurance Agencies maximize collections dollar, maintain compliance, and achieve higher recovery rates	contains UI information	2016	
PF3 (People First)	PF3	DOES	Level 3: Confidential	Tracks and manages Administrative data of various DOES Youth, TEP, Senior Aid, etc., programs	contains PII information	2012	
Participant Payroll	DOES Program Payroll	Department of Employment Services	Level 3: Confidential	Houses DOES Program payroll information (TEP, SYEP, Youth Programs, etc.)	Contains payroll data and PII	2012	

JAZZ	IBM Jazz	DOES	Level 2: Confidential	DOES repository for DOES system and functional requirements and test cases for Projects	consist of system and functional requirements for DOES projects. Some data may contain Critical Infrastructure Information	2016	
First Source	FORRS	First Source, DOES	Level 3: Confidential	The system tracks number of D.C. residents hired on projects funded by D.C. taxpayer dollars	contains PII and work information	2016	
ESSP	UI Tax - ESSP	Unemployment Compensation DOES	Level 3: Confidential	Portal for employers to submit, manage and track UI payroll taxes (federal/state UI tax).	contains PII and pay information	2014	
DUTAS	UI Tax	Unemployment Compensation	Level 3: Confidential	Manages and tracks UI payroll taxes (federal/state UI tax).	PII and Pay information	2000	
DOCS	Benefits	Unemployment Insurance	Level 3: Confidential	Manages and tracks unemployment benefits to eligible workers who become unemployed through no fault of their own, and meet certain other eligibility requirements	contains PII and UI information	2000	
Kace	HelpDesk	OIT, DOES	Level 3: Confidential	This application is used to track DOES IT tickets	The dataset may contain matter that is Agency specific. Some data may contain Critical Infrastructure Information.	2016	Yearly
CORE	CORE	Office of Worker Compensation, DOES	Level 3: Confidential	This application manages OWC data and files	may contain Medical records and PII information	2001	
CCC	AHD and CRB Cases	Office of Worker Compensation and CRB	Level 3: Confidential	Tracks Adjudication Hearing Division and Compensation Review Board cases	may contain medical info and PII data	2009	Upgraded from PF1 to PF3 in 2014
BARTS	BARTS	Unemployment Insurance	Level 3: Confidential	detect, and process both fraudulent and non-fraudulent Unemployment Insurance overpayments	PII and overpayment info data	2010	Yearly
BAM Online Forms	Benefits Accuracy Measurement (BAM)	BAM	Level 3: Confidential	Tracks BAM sample cases for Audit	contains UI and PII data	2015	
Apprenticeship	Apprenticeship	Apprenticeship	Level 3: Confidential	Tracks Apprenticeship program data	Contains PII data like ssn	2013	
Quickbase	Application Access Request	Department of Employment Services	Level 3: Confidential	Tracks and manages access requests to DOES Applications	dataset houses critical Infrastructure and Program Information.	2011	Yearly

Quickbase	DOES IT Equipment	Department of Employment Services	Level 3: Confidential	Manages IT Equipment inventory	Some data contains Critical Infrastructure Information.	2015	Yearly
Quickbase	Budget and Performance Accountability Tool	Department of Employment Services	Level 1: Confidential	Tracks agency spending	contains Agency spending data and Agency spending plans which is part of the yearly Agency reports	2017	Yearly
Quickbase	DOES - Office of General Counsel	Office of General Counsel, DOES	Level 3: Confidential	Tracks FOIC Cases and Payment details	May contain payment related documents	2013	Yearly
OWH	OWH	Office of Wage and Hour, DOES	Level 3: Confidential	Manages OWH cases	contains PII information	2014	

New Technology

Name	Description	Program	Fiscal Year	Index	PCA	Object Code	Cost	Initial Installtion	Age	Data Tracked	Public Access (Y/N)
Q-Matic	Customer flow management software for online scheduling and queue routing when visiting the American Job Centers for services.	Workforce/UI	FY17	AP15X/AA220	42500/22000	0702/0702	\$35,901.12	Oct-17	0.4	Information tracked include individuals appointment info such as arrivals, services requested, durations	No
IVR Hyper-V	As a prerequisite for the installation of the mobile Interactive Voice Response (IVR) application upgrade , migrate the legacy software on VMWare to Hyper-V.	Workforce/ Unemployment	FY17	AA220	22000	0408/0408	\$22,000.00	Nov-17	0.3	No data is tracked Hyper-V is a platform.	No
Telerik	Rapid application development to enhance and reduce time to market of .NET applications developed by DOES OIT Developers.	Office of Information Technology (OIT)	FY18	AP410	10400	0219/0219	\$1,348.20	Jan-17	1	No data is tracked, application is a tool.	No



DC Department of Employment Services

Office of Youth Programs

PYAP Innovation Grants Program - Pilot

Request for Applications (RFA)

RFA No.: DOES-OYP-Innovation-2018-A

RFA Release Date: November 27, 2017

Pre-Application Webinar

Attendance is highly encouraged.

Date: November 30, 2017

Time: 11:00 a.m. to 12:30 p.m.

Session Email: youthjobs@dc.gov for link to webinar

Applicant must submit Letter of Intent to apply no later than 12:00 PM December 8th 2017 via [Grants Management System](#)

Application Submission Deadline:

December 15, 2017 at 12:00 p.m. EST

Applications shall be submitted electronically through the Grants Management Portal at [Grants Management System](#).

Paper applications will not be accepted.

LATE OR INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED

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Section A: Funding Opportunity Description

Scope

The District of Columbia Department of Employment Services (DOES), Office of Youth Programs (OYP) is seeking qualified organizations to provide services to District youth through its Pathways for Young Adults Program (PYAP) – Innovation Grants Program -Pilot Opportunity. The PYAP Innovation Grants Program – Pilot is funded by the Workforce Innovation and Opportunity Act (WIOA), which became effective on July 1, 2015.

The purpose of this PYAP Innovation Grants Program – Pilot is to support the delivery of innovative workforce solutions that will drastically improve the opportunities for Post-Secondary Education for youth between the ages of 18-24 and/or youth must be a recipient of a high school diploma or GED and not currently enrolled. The Post-Secondary pathway under PYAP Innovation Grants Program – Pilot will provide the educational fundamentals around pre-college preparation, re engagement with college, educational financial literacy and enrollment in a Post-Secondary Institution.

DOES OYP will solicit grant applications from eligible organizations to assist youth with entering into a Post-Secondary Institution, while providing support structures to minimize the effects of WIOA identified barriers.

Recipients of the PYAP Innovation Grants Program – Pilot will aid youth in at least one of the two outcomes: (1) In-Program Skills Gain or (2) Enrollment into a Post-Secondary Institution.

Applicants will develop a model based upon a theory of action that supports the PYAP Innovation Grants Program – Pilot logic model listed below. The model should address at a minimum the following elements.

1. Three phases(s): College Exploration, College Financial Preparation and Enrollment into a Post-Secondary Institution
2. Assessment of youth to determine pre-college preparation plans: New students enrolling in Post-Secondary Institutions for the first time and/or re-engaging youth to return to Post-Secondary Institutions after an identified gap in educational plans
3. Awareness and guidance on college applications and scholarships
4. 85% of youth participants receiving a DOES approved in-program skills gain and 75% of youth enrolling into a Post-Secondary Institution by Fall 2018;
5. 35% of selected candidates will receive an international educational experience

DOES OYP aims to fund integrated service models that explore pathways which lead to post-secondary enrollment at an accredited community college, college and/or university.

Goal of the Project

Phase I and II

- Provide guidance, supportive services and educational financial literacy to reengage youth that have dropped out of Post-Secondary Education.
- Assist potential first time college students with pre-college preparation from college exploration to college/financial aid application submission. (SAT/ACT Prep, FASFA, DC Tag etc.)

Phase III

- Enrollment into a Post-Secondary Institution
- Exposure to international educational options

In order to expand innovative programming and meet the demands of District residents, DOES anticipates awarding up to two (2) grants to eligible and successful applicants (see Section B General Provisions). Based on fund availability, DOES may exercise option years. The following sections detail the components of a successful application.

Each application should include a program narrative including the budget, budget attachments or program addendums. The application should include assurances that all WIOA regulations and data collection methods (federal, state, and local) will be adhered to. Additionally, all awardee programming must be DOES branded and in accordance with DOES standards. All applications should be submitted to the [Grants Management System](#) by 12:00 pm on December 15, 2017.

Background

The PYAP Innovation Grants Program – Pilot is designed to assist out-of-school and out-of-work District residents ages 18-24 by combining guidance, supportive services, educational financial literacy and pre-college preparation to minimize the effects of barriers that deter or prevent acceptance and enrollment into a Post-Secondary Institution.

Program Structure

Phase I: College Exploration

- College Exploration: DMV College Fair Tour
- Educational Financial Literacy: FAFSA, DC Tag and DC CAP
- Test Preparation: ACT/ SAT

Phase II: College Financial Preparation

- College Application Submission, Application Waivers
- Exposure to Funding Possibilities: Scholarship Application Submission
- Housing Plan (if applicable)

Phase III: Enrollment into Post-Secondary Institution

- College Acceptance
- Enrollment into a Post-Secondary Institution,
- International Educational Experience or
- Co -Enrollment to Marion Barry Summer Youth Employment Program (MBSYEP)

- ❖ Youth that do not successfully meet the desired benchmark for Phase III will have the option of participating in the MBSYEP program or attaining unsubsidized employment. The designated provider has the option to enroll as a Host Provider for the MBSYEP program; however, the provider will remain responsible for case management and follow up services for these specific youth.
- ❖ International Educational Experience is mandatory for a selected group of youth. For those not selected by the awarded organization co-enrollment into the MBSYEP will be arranged to support the grant training.

- ❖ The international educational experience should include travel to an international destination that will expose youth to global issues, promote mutual understanding, leadership development and an opportunity to experience other educational programs.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards is contingent on availability of funds. This RFA does not commit DOES to make a grant award. DOES maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant's submission.

DOES may suspend or terminate an outstanding RFA, pursuant to its own grant-making policies or any applicable federal regulation or requirement.

Anticipated Number of Awards

DOES intends to grant up to two (2) awards. DOES, however reserves the right to make additional awards pending availability of funds.

Total Amount of Funding to be Awarded

The total amount of funding that DOES anticipates will be available for award is \$375,000. Each applicant must address how it will serve a minimum of 37 youth. Each applicant can apply for a maximum of \$187,500. The responses to this RFA must be reasonable and appropriate based on the information provided within this RFA.

Period of Performance

The PYAP Innovation Grants Program – Pilot will operate from the date of award through September 30, 2018.

Location Requirements

For the purpose of this RFA, all Applicants must provide services in the District of Columbia and be eligible to conduct business with the Government of the District of Columbia.

Grant Making Authority

DOES maintains the right to issue grant awards via the "Workforce Job Development Grant-Making Authority Act of 2012." DOES also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Funding for the award is contingent on availability of funds.

Section B: General Provisions

Eligibility Information

Applications must meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements will be considered unresponsive and will not be considered for funding under this RFA.

Organizations that are eligible to apply for this grant include public and private non-profits and for-profit organizations with demonstrated effectiveness providing the requested services and meeting the needs of the target population, including:

- Non-profit, community, or faith-based organizations;
- Community colleges or other postsecondary institutions;
- Public, charter, or alternative secondary schools;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions, labor-management partnerships, or registered apprenticeship programs.

Applicants must be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. Each Grantee may charge to the grant award only those costs that are consistent with the allowable cost provisions of the respective Notice of Grant Award (NOGA), including the guidelines issued by DOES and all applicable federal and District laws.

All Applicants must be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

Grantees shall incorporate the provided DOES logos, taglines, identifiers and/or other branding on all products, programs, activities, services, resources and related property and materials funded by DOES.

Since the amount of the grant is \$100,000 or more, Grantee is required by law to pay all employees working on the grant funded project at a rate that meets or exceeds the current living wage, pursuant to the Living Wage Act of 2006, D.C. Official Code § 2-220.01 et seq.

Applicants should include assurances that all WIOA regulations and data collection methods (federal, state and local) will be adhered to.

Below is a list of criteria defining eligibility to apply for the grants detailed in Section A.

Evaluation Criteria

Proposals will be evaluated pursuant to minimum experience and requirement of proposal and will include a peer review process. This evaluation will include the quality and quantity of

successful relevant experience as well as demonstrated level of capabilities. DOES may request further information from applicants before making a final decision.

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the NOGA. DOES staff is responsible for monitoring and evaluating the program, and may also make periodic scheduled and unscheduled visits to worksite locations.

During site visits, the Grantee is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the Grantee's level of compliance with federal and/or District requirements and to identify specifically whether the Grantee's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

Audits

The Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may have the Grantee's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.

The Grantee shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices, which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The Grantee shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the Grantee that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for the purpose of interviews and discussions related to such documents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

In accordance with DC Language Access Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot or have limited capacity to speak, read, or write English.

All funded entities, or contractors hired by the DOES to carry out services, programs, or activities directly to the public are required to a) collect data regarding contact with Limited English Proficient (LEP) or Non-English Proficient (NEP) customers and report this data to DOES on a quarterly basis, b) provide oral interpretation services, c) translate vital documents, and d) train personnel on all compliance requirements outlined in District of Columbia Language Access Act of 2004, D.C. Official Code § 2-1931 et seq.

Other Applicable Laws

The Grantee shall comply with all applicable District and federal statutes and regulations as may be amended from time to time. These statutes and regulations include:

1. Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, D.C. Official Code § 2-219.01 et seq.
2. Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
3. Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
4. Drug Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
5. Workforce Innovation and Opportunity Act of 2014

Eligibility Requirements for Participation in PYAP Innovation Grants Program -Pilot

The Workforce Innovation Opportunity Act, Section 129(a)(1)(B) defines eligible “Out of School Youth”, according to the following:

- 1) Out-of-school youth must be aged 16-24,
- 2) not attending any school, and meet one or more additional conditions, which could include:
 - School dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter;
 - holds a secondary school diploma or recognized equivalent and is low-income and is basic skills deficient or an English language learner;
 - subject to the juvenile or adult justice system;
 - homeless,
 - runaway,
 - in foster care or aged out of the foster care system,
 - eligible for assistance under Section 477, Social Security Act, or
 - in out-of-home placement;
 - pregnant or parenting;
 - an individual with a disability;
 - low income person who requires additional assistance to enter or complete an educational program or to secure and hold employment

Core Program Components

In accordance with WIOA, providers shall provide out-of-school activities and programs to eligible youth consisting of the following core components:

- 1) Leadership development opportunities, which may include community service and

- peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- 2) Supportive services;
 - 3) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 90 days after exit of the program
 - 4) Follow-up services for 90 days by grantee after the completion of participation, as appropriate; for the remainder months, case management will be provided by approved OYP provider
 - 5) Financial literacy education;
 - 6) Entrepreneurial skills training;
 - 7) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;

Program Design

PYAP Innovation Grants Program - Pilot shall operate in accordance with the program design model for the designated period of performance. The program design model must include a period of recruitment and enrollment, orientation services, and program delivery and support, and follow-up.

1. Service Levels

If two (2) grants are awarded, the grantee will provide services to a minimum of 37 eligible youth annually between the grant award date and September 30, 2018. This will allow applicants to provide direct services and follow up services for 90 days by Grantee after the completion of participation.

2. Required Program Elements

The applicant shall include the following program elements:

- **Recruitment and Enrollment**

Prior to the beginning of the PYAP Innovation Grants Program – Pilot the Grantee must recruit and enroll WIOA eligible candidates who meet the criteria stated above. Providers should recruit youth participants through street outreach, social media and innovative strategies involving District government agencies. Community-based organizations (CBO), including faith-based organizations, should also be involved. All recruitment and enrollment efforts should be solidified no later than February 2, 2018 such that youth participants can receive timely orientation. Providers have the ability to interview and complete their own assessments. Please see Attachment A for the DOES Certification Process.

- **Orientation Services (Deliverable 1)**

Prior to participation in the PYAP Innovation Grants Program – Pilot, providers must ensure youth participation in an orientation that prepares them for the upcoming training. During this period, they must also administer a skills based assessment of their choice that identifies academic abilities. During this time, providers shall assess participants' employability skills and social service needs, develop an Individual Service Strategy for each participant, and provide training or workshops that outline expectations for what each participant will receive through the proposed training program.

- **Case Management and Support (Deliverable 2)**

Upon completion of the orientation, providers shall begin the case management support immediately following program orientation. DOES OYP encourages providers to develop a variety of ways to provide, at a minimum, a bi-weekly touch point to review the youth's Individualized Service Strategy (ISS) Plan and progress.

Case Management, at a minimum, bi-weekly touch point should include:

1. Review of goals and action items outlined in the ISS;
2. Review of progress and support needed to continue in employment training or work experience;
3. Creation of solutions necessary to help the participants meet the individual goals where barriers may exist;
4. Perform other duties, as appropriate.

After the completion of the innovative experience, providers shall help participants attain an in program skills gain and/or credential attainment.

- **Follow-up Services (Deliverable 3)**

Providers shall provide participants who complete their program with three months of follow-up services. Follow-up services would be rich enough to provide the necessary support to enable youth participants to sustain a livable wage. Providers shall serve as resources to identify and address issues that arise for youth participants.

- **Minimum Staffing Requirements**

Providers shall have adequate staffing defined as 1 instructor for every 25 youth participants to implement and sustain the proposed program. At a minimum, providers shall identify staff to perform the following key functions: recruitment, job development, case management, retention, education, and data entry.

- **Outcomes, Data Collection, and Statistical Reporting**

The provider's performance shall be evaluated according to attainment of the following milestones and outcomes:

Milestones:

- Enrollment of all cohort participants into the case management services and participation in an orientation no later than February 2, 2018.
- Successful completion of SAT/ACT, college and scholarship applications.

Outcomes:

- 75% of all participants will be accepted and enrolled into a Post-Secondary Intuition after completion of Phase III. Refer to Program Structure in Section A.
- 85% of all participants will attain an In-Program Skills Gain after completion of Phase I and II. Refer to Program Structure in Section A.
- At a minimum, 35% of youth will participate in the international educational experience.

In addition to the milestones and outcomes, the provider must provide monthly deliverables. Please see Attachment B for the DOES Deliverable Schedule.

The provider shall collect and report statistical information as requested by DOES, including individual-level data on enrollment, participant demographics, specific services provided, and client participation in workshops and other program specific related activities. Phase I and II participants that do not move forward into Phase III will be required to demonstrate enrollment into Post-Secondary Education training and other training programs.

Providers will be required to participate in ongoing monitoring and evaluation activities led by DOES designated evaluator. These may include site visits, surveys, interviews, focus groups, administrative records review, and other data collection and evaluation strategies. In the event of an evaluation using an experimental design, providers may be required to alter their recruitment practices to ensure random assignment of potential participants to a group that is enrolled in the program intervention or a control group that is not. Providers may also be required to submit client-level and program data over and above DOES requirements.

Collect data regarding contact with Limited English Proficient (LEP) and Non-English Proficient (NEP) participants and report this data to DOES Language Access Coordinator on a quarterly basis.

All Grantees are required to co-enroll all youth into MBSYEP adhering to all timelines for this program unless youth entered unsubsidized employment where as supporting documentation will be required to validate youth unsubsidized employment participation.

Section C: Application Format**Technical**

Applications shall be submitted electronically through the Grants Management Portal at [Grants Management System](#).

Applicant Profile

Each application must include an Applicant Profile, which identifies the Applicant type of organization, program service area and the amount of funds requested.

Application Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The Applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section D. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Budget Narrative

All applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant. The program budget narratives must include timelines for expenditure of funds.

Budget narratives must detail how funds will be expended towards the program goals, as outlined in the program narrative. The budget section should also contain assurances that no funds received as a result of this grant will be used to supplant any WIOA formula funds dedicated towards participants, administrative efforts, or other regularly occurring activities.

Section D: Program Narrative

Program Narrative

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

1. State the mission of your organization.
2. Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services.
3. Describe how your organization will meet the specific requirements of post-secondary education that follows the three phases. Refer to Program Structure.
4. Description of the organization's staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24.

Participant Profile

1. Description of the organization’s experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure.
2. Describe the staffing capacity to carry out the phases, and required supports to minimize the effects of barriers.
3. Description of the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot.
4. Description of the organizations partnerships to provide youth with an international educational traveling experience that exposes youth to global issues; promote mutual understanding, leadership development and an opportunity to experience other educational programs.
5. Description of the organization’s programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases.
6. Describe the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth, aged 18-24, and the strategies applied to successfully address them.
7. Description of organization’s experience in successfully providing services to out of school youth, aged 18-24, in these three distinct phases.

Program Description

1. Detail how you will administer an assessment that will document strengths and weaknesses of each youth’s academic skills and abilities.
2. Detail specific timeline, topics, and potential partnerships you will use to carry out your program model.
3. Detail a plan to offer special incentives for performance based upon your program model.
4. Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program?
5. Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Section E: Application Review and Scoring

Review Panel

A review panel will be composed of a minimum of three (3) individuals who have been selected for their unique experience and expertise in post-secondary education, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description

0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable
3	Acceptable	Meets requirements; no deficiencies
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant’s score for each criterion. The applicant’s total technical score will be determined by adding the applicant’s score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant’s response as “Good,” then the score for that criterion is 4/5 of 40 or 32

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points

Organization Profile

1. State the mission of your organization.
2. Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services.
3. Describe how your organization will meet the specific requirements of post-secondary education that follows the three phases. Refer to Program Structure.

4. Description of the organization's staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24.

Participant Profile

1. Description of the organization's experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure.
2. Describe the staffing capacity to carry out the phases, and required supports to eliminate barriers.
3. Description of the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot.
4. Description of the organizations partnerships to provide youth with an international educational traveling experience that exposes youth to global issues, promote mutual understanding, leadership development and an opportunity to experience other educational programs.
5. Description of the organization's programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases.
6. Describe the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth and the strategies applied to successfully address them.
7. Description of organization's experience in successfully providing services to out of school youth, aged 18-24, in these three distinct phases.

Program Description

1. Detail how you will administer an assessment that will document strengths and weaknesses of each youth's academic skills and abilities.
2. Detail specific timeline, topics, and potential partnerships you will use to carry out your program model.
3. Detail a plan to offer special incentives for performance based upon your program model.
4. Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program.
5. Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Budget and Budget Narrative

1. The extent to which the Applicant provides a clear explanation of how the budget amount is derived.
2. The extent to which the Applicant has allocated the funds to carry-out the proposal.

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	<p>Organization Profile</p> <ul style="list-style-type: none"> • The extent to which the Applicant has stated the mission of the organization. • The extent to which the Applicant has described the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services. • The extent to which the Applicant has described how your organization will meet the specific requirements of post-secondary education that follows the three phases. Refer to Program Structure. • The extent to which the Applicant has described the organization’s staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24. 	20
2	<p>Participant Profile</p> <ul style="list-style-type: none"> • The extent to which the applicant has described the organization’s experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure. • The extent to which the applicant has described the staffing capacity to carry out the phases, and required supports to eliminate barriers. • The extent to which the applicant has described the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot. • The extent to which the applicant has described the organizations partnerships to provide youth with an international educational traveling experience that exposes youth to global issues, promote mutual understanding, leadership development and an opportunity to experience other educational programs. • The extent to which the applicant has described the organization’s programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases. • The extent to which the applicant has described the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth and the strategies applied to successfully address them. 	20
3	<p>Program Description</p> <ul style="list-style-type: none"> • The extent to which the applicant has detailed how they will administer an assessment that will document strengths and weaknesses of each youth’s academic skills and abilities. • The extent to which the applicant has detailed specific timeline, topics, and potential partnerships you will use to carry out your program model. • The extent to which the applicant has detailed a plan to offer special incentives for performance based upon your program model. • The extent to which the applicant has described how their organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program. • The extent to which the applicant has provided a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized. 	40

	Budget and Budget Narrative	
	<ul style="list-style-type: none"> The extent to which the Applicant provides a clear explanation of how the budget amount is derived. The extent to which the Applicant has allocated the funds to carry-out the proposal. 	20
TOTAL POINTS		100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- Application package can also be found at www.does.dc.gov
- If the application package cannot be accessed at the above websites, then Applicants may request the application via email: youthjobs@dc.gov

Application Preparation

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant’s sole responsibility.

Submission Date and Time

In order to be considered for funding, complete applications must be received electronically via [Grants Management System](#).

Proposals submitted after 12:00 PM on December 15, 2017 EST will not be considered.

Section G: Award Administration Information

Award Notices

Each applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The NOGA sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the

total program period for which support is awarded. The NOGA shall be signed by the DOES Director or designee. The NOGA will be sent to the Applicant's contact that is authorized to sign the NOGA and reflects the only authorizing document. The NOGA will be sent prior to the start date and a meeting between the Grantee and DOES will occur shortly after the NOGA is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant and meet the designated goals and deliverables outlined in this RFA. More specifics on the "minimum level of effort" will be specified in the NOGA.

Appeal

Non-Responsiveness Determination

In order to ensure a fair and equitable appeals process, all responsiveness determination appeals will be reviewed and decided **solely** by the DOES General Counsel. Appeals must be in writing and addressed to: DOES General Counsel, 4058 Minnesota Avenue NE, Suite #5800, Washington DC 20019. Appeals may also be submitted via email to doesappeals@dc.gov with the subject heading "Appeal of Grant Responsiveness Determination". Appeals of the responsiveness determination must be received by the General Counsel within two business days of the responsiveness determination notice.

If an applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the original submitted application will not be considered during the appeal process, unless specifically requested by the DOES General Counsel. The DOES General Counsel may coordinate a meeting to address the appeal. The General Counsel will issue a written appeal decision. The decision of the General Counsel may only be overturned by the DOES Director.

Grant Award Selection

In order to ensure a fair and equitable appeals process, all grant award selection appeals will be reviewed and decided **solely** by the DOES General Counsel. Appeals must be in writing and addressed to: DOES General Counsel, 4058 Minnesota Avenue NE, Suite #5800, Washington DC 20019. Appeals may also be submitted via email to doesappeals@dc.gov with the subject heading "Appeal of Grant Award Selection". Appeals of the grant award selection must be received by the General Counsel within two business days of the award selection notice.

If an applicant communicates with program staff regarding an appeal of the grant award selection, the appeal may be dismissed with prejudice, and the applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the grant award selection. The appeal process will consider the submitted application and the grantees selected. Additional information not included within the original submitted application will not be considered during the appeal process, unless specifically requested by the DOES General Counsel. The DOES General Counsel may coordinate a meeting to address the

appeal. The General Counsel will issue a written appeal decision. The decision of the General Counsel may only be overturned by the DOES Director.

Grantee Program Compliance

Prior to the start of the program, Grantees must successfully complete the following:

- DOES Onsite Meeting to Detail Goals of Evaluation;
- All DOES mandatory meetings;

Program Launch

Before grantee can begin programming they must receive official documentation from DOES OYP.

Grantee Payment

The total amount of the grant award shall not exceed the amount specified within the NOGA. There are three (3) payment categories listed below each representing a specific percentage of the total grant amount:

Base Payment: Recruitment, Orientation, Site Visit

CLIN 001: College Exploration ages 18-24

All required materials and fees for certification preparation and receipt must be provided by the Grantee. A maximum of twelve (12) weeks will be allotted for this phase.

CLIN 002: College Financial Preparation ages 18-24

All required materials and fees for college financial preparation and receipt must be provided by the Grantee. A minimum of four (4) weeks should be allotted for this phase of the program.

CLIN 003: Post-Secondary Institution ages 18-24

All required materials and fees for post-secondary enrollment and receipt must be provided by the Grantee. A maximum of twelve (12) weeks will be allotted for this phase.

If the Grantee does not comply with the NOGA, applicable federal and District laws and regulations, then the NOGA may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

The Grantee must acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts

Ashley Williams
ashley.williams@dc.gov

Section I: List of Attachments

LIST OF FORMS TO BE INCLUDED WITH SUBMISSION:

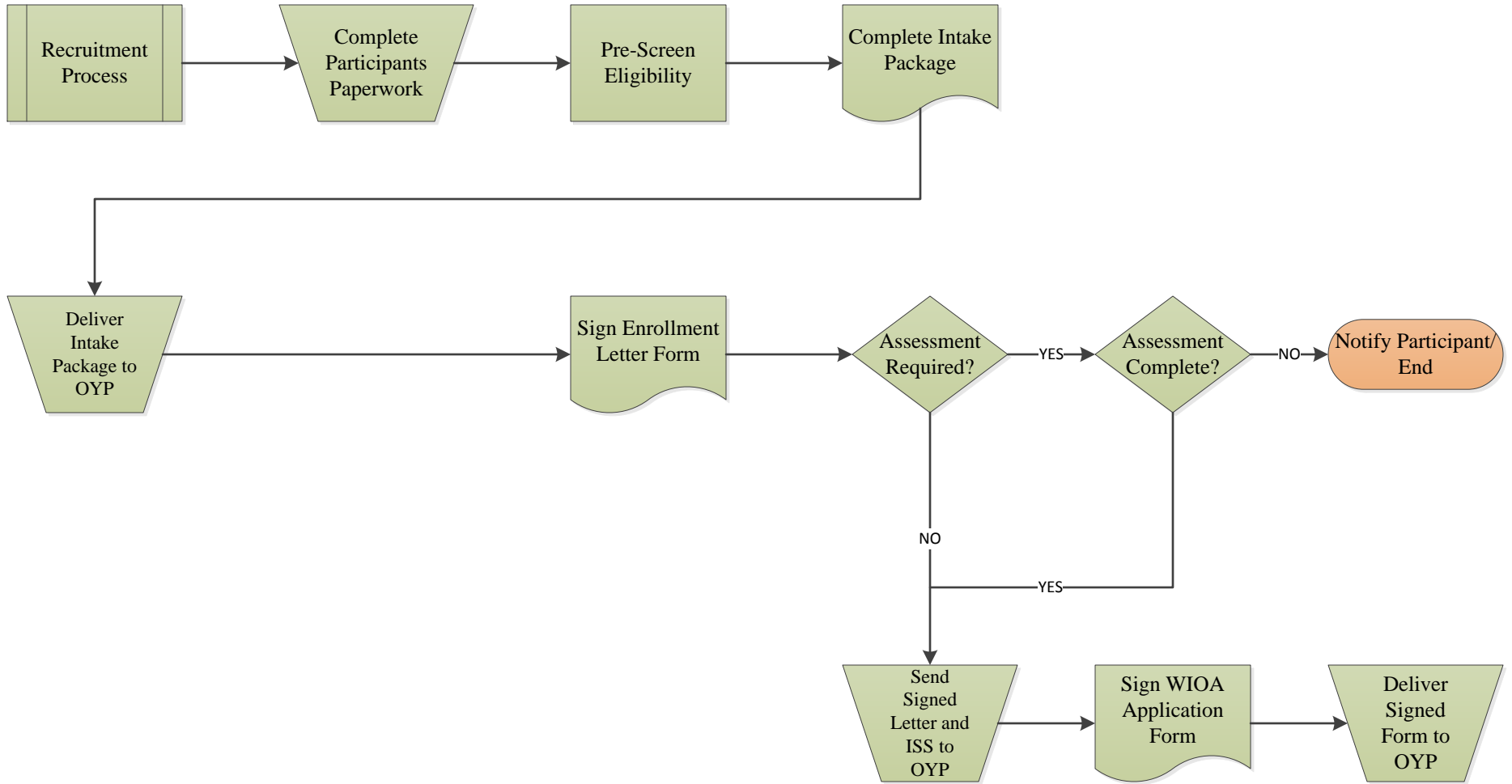
- Statement of Certification (DOES Will Provide)
- Non-Disclosure Agreement (DOES Will Provide)
- Master Supplier Form Package (DOES Will Provide)
- Copy of most recent and complete set of audited financial statements or clean-hands certification. (If audited financial statements have never been prepared due to the size or newness of an organization, the applicant must provide, at a minimum, an Organizational Budget, an Income Statement (or Profit and Loss Statement), and a Balance Sheet certified by an authorized representative of the organization, and any letters, filings, etc. submitted to the IRS within the three (3) years before the date of the grant application.)
- List of Partners and Affiliations
- List of Other Funding Sources
- Staffing Plan
- Documentation proving IRS tax status (e.g. 501(c)(3) determination letter)
- Valid/Current Business License or license by applicable regulatory body
- Current Clean Hands Certificate
- List of Organizational Board Includes Members and Positions
- Proof Occupancy

Insurance Certificate

Resumes of Key Personnel

Intake, Eligibility, Enrollment and Referral Process for Federal OSY Programs

Service Providers / Participants



Attachment B

DOES Deliverable Schedule

Items	Deliverables	Quantity	Format and Method of Delivery	Due Date
Item 1	Provider Overall FY Plan	1	With all necessary attachments (i.e Calendar etc.)	DOA
Item 2	Invoice	1	Via email/Hard copy	Monthly
Item 3	Timesheets/Attendance/Program Updates	1	Via email	Weekly
Item 4	Certification Reports/Program Report	1	Via email	As achieved/ Monthly
Item 5	Monthly Report and Case Notes	1	Via email or System	Monthly
Item 6	Participant Evaluations	2	Via email/Hard copy	Mid and Final



DC Department of Employment Services
Office of Youth Programs

PYAP Innovation Grants Program - Pilot

Request for Applications (RFA)

RFA No.: DOES-OYP-Innovation-2018-B

RFA Release Date: November 27, 2017

Pre-Application Webinar

Attendance is highly encouraged.

Date: November 30, 2017
Time: 11:00 a.m. to 12:30 p.m.

Session Email: youthjobs@dc.gov for link to webinar

Applicant must submit Letter of Intent to apply no later than
12:00 PM December 8th 2017 via [Grants Management System](#)

Application Submission Deadline:

December 15, 2017 at 12:00 p.m. EST

Applications shall be submitted electronically through the Grants Management Portal at [Grants Management System](#).

Paper applications will not be accepted.

LATE OR INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED

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Section A: Funding Opportunity Description

Scope

The District of Columbia Department of Employment Services (DOES), Office of Youth Programs (OYP) is seeking qualified organizations to provide services to District youth through its Pathways for Young Adults Program (PYAP) – Innovation Grants Program - Pilot Opportunity. The PYAP Innovation Grants Program – Pilot is funded by the Workforce Innovation and Opportunity Act (WIOA), which became effective on July 1, 2015.

The purpose of this program PYAP Innovation Grants Program – Pilot is to support the delivery of innovative workforce solutions that will drastically improve the opportunities for youth between the ages of 18-24 years to provide the educational fundamentals around entrepreneurship, financial literacy, business corporation education, business plan development and to successfully build a business foundation and provide guidance on launching a business to obtain a life-sustaining income.

DOES, (OYP) will solicit grant applications from eligible organizations to assist youth with entering this pathway while providing support structures to minimize the effects of WIOA identified barriers.

Recipients of the PYAP Innovation Grants Program – Pilot will aid youth in the creation of the business that leads to at least one of the two outcomes: (1) In-Program Skills Gain and/or (2) Credential Attainment.

Applicants will develop a model based upon a theory of action that supports the PYAP Innovation Grants Program – Pilot Entrepreneurship Program logic model listed below. The model should address at a minimum the following elements:

1. Three phase(s): Occupational (Entrepreneurial) Skills Training, Business Plan Development, and Foundations for building a business;
2. Awareness of supply and demand based upon the Labor Market Information of local and regional geography;
3. Business Plan Development to be shared with various stakeholders including potential funders.
4. 85% of youth participants receiving a DOES approved in-program skills gain and 75% of youth participants obtaining a Business License Credential;
5. Supports for weekly and monthly interaction including but not limited to the financial literacy, mentorship, fundraising and start-up capital, Networking and membership in appropriate organizations, and special incentives for performance.

DOES OYP aims to fund integrated service models that explore pathways to building a business and a successful business launch.

Goals of the Project:

Phase I

- Create a culture of business creation based upon geographic supply and demand information.

- Youth who are interested in becoming business owners provided an opportunity to receive a holistic training program that assesses individual interests, mentoring and adult relationship building, and elimination of barriers that may keep them from becoming a business owner.

Phase II

- Business Plan Development

Phase III

- Credentialing from a 3rd party licensure (Business License)

In order to expand innovative programming and meet the demands of District residents, DOES anticipates awarding up to two grants to eligible and successful Applicants (see Section B General Provisions). Based on fund availability, DOES may exercise option years. The following sections detail the components of a successful application.

Each application should include a program narrative including the budget, budget attachments or program addendums. The application should include assurances that all WIOA regulations and data collection methods (federal, state, and local) will be adhered to. All applications should be submitted to the [Grants Management System](#) by 12:00 pm on December 15, 2017.

Background

The PYAP Innovation Grants Program – Pilot is designed to assist out-of-school and out-of-work District residents ages 18-24 by combining an awareness of Labor Market Information with support services to minimize the effects of barriers leading to the development of a business plan and the eventual business launching for selected candidates. Youth must be a recipient of a high school diploma or GED and not currently enrolled. The program structure should address at a minimum the following key areas of the three phases:

Program Structure

Phase I: Occupational Skills Training

- Supply and Demand Awareness (Labor Market Information)
- Financial Literacy: Bank on DC
- Business Corporation Education

Phase II: Business Development

- Plan Creation
- Exposure to Funding Possibilities and Marketing
- Membership to Nationally Recognized Entrepreneurship Affiliation

Phase III: Establishing a foundation for building a business

- Guidance to obtaining pre-requisites for the Business License credential
- Attainment of a Business License, or
- Co-Enrollment to Marion Barry Summer Youth Employment Program (MBSYEP)
- ❖ Youth that do not successfully meet the desired benchmark for Phase III will have the option of participating in the MBSYEP program or attaining unsubsidized employment. The designated provider has the option to enroll as a Host Provider for the MBSYEP

program; however, the provider will remain responsible for case management and follow up services for these specific youth.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards is contingent on availability of funds. This RFA does not commit DOES to make a grant award. DOES maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant's submission.

DOES may suspend or terminate an outstanding RFA, pursuant to its own grant-making policies or any applicable federal regulation or requirement.

Anticipated Number of Awards

DOES intends to grant up to two (2) awards. DOES, however reserves the right to make additional awards pending availability of funds.

Total Amount of Funding to be Awarded

The total amount of funding that DOES anticipates will be available for award is \$375,000. Each Applicant must address how it will serve a minimum of 37 youth. Each Applicant can apply for a maximum of \$187,500. The responses to this RFA must be reasonable and appropriate based on the information provided within this RFA.

Period of Performance

The PYAP Innovation Grants Program – Pilot will operate from the date of award through September 30, 2018.

Location Requirements

For the purpose of this RFA, all Applicants must provide services in the District of Columbia and be eligible to conduct business with the Government of the District of Columbia.

Grant Making Authority

DOES maintains the right to issue grant awards via the "Workforce Job Development Grant-Making Authority Act of 2012." DOES also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Funding for the award is contingent on availability of funds.

Section B: General Provisions

Eligibility Information

Applications must meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements will be considered unresponsive and will not be considered for funding under this RFA.

Organizations that are eligible to apply for this grant include public and private non-profits and for-profit organizations with demonstrated effectiveness providing the requested services and meeting the needs of the target population, including:

- Non-profit, community, or faith-based organizations;
- Community colleges or other postsecondary institutions;
- Public, charter, or alternative secondary schools;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions, labor-management partnerships, or registered apprenticeship programs.

Applicants must be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. Each Applicant may charge to the grant award only those costs that are consistent with the allowable cost provisions of the respective Notice of Grant Award (NOGA), including the guidelines issued by DOES and all applicable federal and District laws.

All Applicants must be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

Grantees shall incorporate the provided DOES logos, taglines, identifiers and/or other branding on all products, programs, activities, services, resources and related property and materials funded by DOES.

Since the amount of the grant is \$100,000 or more, Grantee is required by law to pay all employees working on the grant funded project at a rate that meets or exceeds the current living wage, pursuant to the Living Wage Act of 2006, D.C. Official Code § 2-220.01 et seq.

Applicants should include assurances that all WIOA regulations and data collection methods (federal, state and local) will be adhered to.

Below is a list of criteria defining eligibility to apply for the grants detailed in Section A.

Evaluation Criteria

Proposals will be evaluated pursuant to minimum experience and requirement of proposal and will include a peer review process. This evaluation will include the quality and quantity of successful relevant experience as well as demonstrated level of capabilities. DOES may request further information from applicant(s) before making a final decision.

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the NOGA. DOES staff is responsible for monitoring and evaluating the program, and may also make periodic scheduled and unscheduled visits to worksite locations.

During site visits, the Grantee is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the Grantee's level of compliance with federal and/or District requirements and to identify specifically whether the Grantee's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

Audits

The Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may have the Grantee's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.

The Grantee shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices, which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The Grantee shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the Grantee that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for the purpose of interviews and discussions related to such documents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

In accordance with DC Language Access Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot or have limited capacity to speak, read, or write English.

In accordance with DC Language Access Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot or have limited capacity to speak, read, or write English.

All funded entities, or contractors hired by the DOES to carry out services, programs, or activities directly to the public are required to a) collect data regarding contact with Limited English Proficient (LEP) or Non-English Proficient (NEP) customers and report this data to DOES on a quarterly basis, b) provide oral interpretation services, c) translate vital documents,

and d) train personnel on all compliance requirements outlined in District of Columbia Language Access Act of 2004, D.C. Official Code § 2-1931 et seq.

Other Applicable Laws

The Grantee shall comply with all applicable District and federal statutes and regulations as may be amended from time to time. These statutes and regulations include:

1. Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, D.C. Official Code § 2-219.01 et seq.
2. Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
3. Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
4. Drug Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
5. Workforce Innovation and Opportunity Act of 2014

Eligibility Requirements for Participation in PYAP Innovation Grants Program – Pilot

The Workforce Innovation Opportunity Act, Section 129(a)(1)(B) defines eligible “Out of School Youth”, according to the following:

- 1) Out-of-school youth must be aged 16-24,
- 2) not attending any school, and meet one or more additional conditions, which could include:
 - School dropout; within age of compulsory attendance but has not attended for at least the most recent complete school year calendar quarter;
 - holds a secondary school diploma or recognized equivalent and is low-income and is basic skills deficient or an English language learner;
 - subject to the juvenile or adult justice system;
 - homeless,
 - runaway,
 - in foster care or aged out of the foster care system,
 - eligible for assistance under Section 477, Social Security Act, or
 - in out-of-home placement;
 - pregnant or parenting;
 - an individual with a disability;
 - low income person who requires additional assistance to enter or complete an educational program or to secure and hold employment

Core Program Components

In accordance with WIOA, providers shall provide out-of-school activities and programs to eligible youth consisting of the following core components:

- 1) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- 2) Supportive services;
- 3) Adult mentoring for the period of participation and a subsequent period, for a total of not less than 90 days after exit of the program
- 4) Follow-up services for 90 days by Grantee after the completion of participation, as

- appropriate; for the remainder months, case management will be provided by approved OYP provider
- 5) Financial literacy education;
 - 6) Entrepreneurial skills training;
 - 7) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services;

Program Design

PYAP Innovation Grants Program – Pilot shall operate in accordance with the program design model for the designated period of performance. The program design model must include a period of recruitment and enrollment, orientation services, and program delivery and support, and follow-up.

1. Service Levels

If two (2) grants are awarded, the grantee will provide services to a minimum of 37 eligible youth annually between the grant award date and September 30, 2018. This will allow Applicants to provide direct services and follow up services for 90 days by Grantee after the completion of participation.

2. Required Program Elements

The Applicant shall include the following program elements:

- **Recruitment and Enrollment**

Prior to the beginning of the PYAP Innovation Grants Program – Pilot, the Grantee must recruit and enroll WIOA eligible candidates who meet the criteria stated above. Providers should recruit youth participants through street outreach, social media and innovative strategies involving District government agencies. Community-based organizations (CBO), including faith-based organizations, should also be involved. All recruitment and enrollment efforts should be solidified no later than February 2, 2018 such that youth participants can receive timely orientation. Providers have the ability to interview and complete their own assessments. Please see Attachment A for the DOES Certification Process.

- **Orientation Services (Deliverable 1)**

Prior to participation in the training program, providers must ensure youth participation in an orientation that prepares them for the upcoming training. During this period, they must also administer a skills based assessment of their choice that identifies academic abilities. During this time, providers shall assess participants' employability skills and social service needs, develop an Individual Service Strategy for each participant, and provide training or workshops that

outline expectations for what each participant will receive through the proposed training program.

- **Case Management and Support (Deliverable 2)**

Upon completion of the orientation, providers shall begin the case management support immediately following program orientation. DOES OYP encourages providers to develop a variety of ways to provide, at a minimum, a bi-weekly touch point to review the youth's Individualized Service Strategy (ISS) Plan and progress.

Case Management, at a minimum, bi-weekly touch point should include:

1. Review of goals and action items outlined in the ISS;
2. Review of progress and support needed to continue in employment training or work experience;
3. Creation of solutions necessary to help the participants meet the individual goals where barriers may exist;
4. Perform other duties, as appropriate.

In addition to the bi-weekly touch point, the provider must provide at a minimum a monthly seminar where the youth can learn about business development from entrepreneurs who have met success in the business creation. They should also complete financial literacy, network within appropriate membership organizations, learn about start-up capital and fundraising, and the variation of possible business types (I.e. LLC vs Corp.).

After the completion of the innovative experience, providers shall help participants attain an in program skills gain and/or credential attainment.

- **Follow-up Services (Deliverable 3)**

Providers shall provide participants who complete their program with three months of follow-up services. Follow-up services would be rich enough to provide the necessary support to enable youth participants to sustain a livable wage. Providers shall serve as resources to identify and address issues that arise for youth participants.

- **Minimum Staffing Requirements**

Providers shall have adequate staffing defined as 1 instructor for every 25 youth participants to implement and sustain the proposed program. At a minimum, providers shall identify staff to perform the following key functions: recruitment, job development, case management, retention, education, and data entry.

- **Outcomes, Data Collection, and Statistical Reporting**

The provider's performance shall be evaluated according to attainment of the following milestones and outcomes:

Milestones:

- Enrollment of all cohort participants into the case management services and participation in an orientation no later than February 2, 2018.
- Membership of all participants in an appropriate industry recognized organization no later than September 30, 2018.
- Occupational skills training focused on the Entrepreneurship Industry, LMI Data, Marketing, and Crowd-Funding.

Outcomes:

- 75% of all participants will attain a credential after completion of Phase III. Refer to Program Structure in Section A.
- 85% of all participants will attain an In-Program Skills Gain after completion of Phase I and II. Refer to Program Structure in Section A.

In addition to the milestones and outcomes, the provider must provide monthly deliverables. Please see Attachment B for the DOES Deliverable Schedule.

The provider shall collect and report statistical information as requested by DOES, including individual-level data on enrollment participant demographics, specific services provided, and client participation in workshops and other program specific related activities. Phase I and II participants that do not move forward into Phase III will be required to demonstrate enrollment into post-secondary education training and other training programs.

Providers will be required to participate in ongoing monitoring and evaluation activities led by DOES designated evaluator. These may include site visits, surveys, interviews, focus groups, administrative records review, and other data collection and evaluation strategies. In the event of an evaluation using an experimental design, providers may be required to alter their recruitment practices to ensure random assignment of potential participants to a group that is enrolled in the program intervention or a control group that is not. Providers may also be required to submit client-level and program data over and above DOES requirements.

Collect data regarding contact with Limited English Proficient (LEP) and Non-English Proficient (NEP) participants and report this data to DOES Language Access Coordinator on a quarterly basis.

All Grantees are required to co-enroll all youth into MBSYEP adhering to all timelines for this program unless youth entered unsubsidized employment where as supporting documentation will be required to validate youth unsubsidized employment participation.

Section C: Application Format**Technical**

Applications shall be submitted electronically through the Grants Management Portal at [Grants Management System](#).

Applicant Profile

Each application must include an Applicant Profile, which identifies the Applicant type of organization, program service area and the amount of funds requested.

Application Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The Applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section D. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Budget Narrative

All Applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant. The program budget narratives must include timelines for expenditure of funds.

Budget narratives must detail how funds will be expended towards the program goals, as outlined in the program narrative. The budget section should also contain assurances that no funds received as a result of this grant will be used to supplant any WIOA formula funds dedicated towards participants, administrative efforts, or other regularly occurring activities.

Section D: Program Narrative

Program Narrative

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

1. State the mission of your organization.
2. Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services.
3. Describe how your organization will meet the specific requirements of work-force training that follows the three phases. Refer to Program Structure.
4. Description of the organization's staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24.

Participant Profile

1. Description of the organization’s experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure.
2. Describe the staffing capacity to carry out the phases, and required supports to minimize the effects of barriers.
3. Description of the organization’s programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases.
4. Describe the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth, aged 18-24 and the strategies applied to successfully address them.
5. Description of organization’s experience in successfully providing services to out of school youth, aged 18-24, in these three distinct phases.

Program Description

1. Detail how you will administer an assessment that will document strengths and weaknesses of each youth’s academic skills and abilities.
2. Detail specific timeline, topics, and potential partnerships you will use to carry out your program model.
3. Description of the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot.
4. Detail a plan to offer special incentives for performance based upon your program model.
5. Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program?
6. Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Section E: Application Review and Scoring

Review Panel

A review panel will be composed of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor

1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable
3	Acceptable	Meets requirements; no deficiencies
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the Applicant’s score for each criterion. The Applicant’s total technical score will be determined by adding the Applicant’s score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the Applicant’s response as “Good,” then the score for that criterion is 4/5 of 40 or 32

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points

Organization Profile

1. State the mission of your organization.
2. Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services.
3. Describe how your organization will meet the specific requirements of work-force training that follows the three phases. Refer to Program Structure.
4. Description of the organization’s staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24.

Participant Profile

1. Description of the organization's experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure.
2. Describe the staffing capacity to carry out the phases, and required supports to eliminate barriers.
3. Description of the organization's programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases.
4. Describe the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth and the strategies applied to successfully address them.
5. Description of organization's experience in successfully providing services to out of school youth, aged 18-24, in these three distinct phases.

Program Description

1. Detail how you will administer an assessment that will document strengths and weaknesses of each youth's academic skills and abilities.
2. Detail specific timeline, topics, and potential partnerships you will use to carry out your program model.
3. Detail a plan to offer special incentives for performance based upon your program model.
4. Description of the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot.
5. Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program?
6. Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Budget and Budget Narrative

1. The extent to which the Applicant provides a clear explanation of how the budget amount is derived.
2. The extent to which the Applicant has allocated the funds to carry-out the proposal.

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	Organization Profile	20
	<ul style="list-style-type: none"> • The extent to which the Applicant has stated the mission of the organization. • The extent to which the Applicant has described the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed services. • The extent to which the Applicant has described how your organization will meet the specific requirements of work-force training that follows the three phases. Refer to Program Structure. • The extent to which the Applicant has described the organization’s staff experience in providing entrepreneurial and/or post-secondary services to youth, aged 18-24. 	
2	Participant Profile	20
	<ul style="list-style-type: none"> • The extent to which the Applicant has described the organization’s experience training out of school youth ages 18-24 with the components of the three phases listed in the Program Structure. • The extent to which the Applicant has described the staffing capacity to carry out the phases, and required supports to eliminate barriers. • The extent to which the Applicant has described the organization’s programming and how it is designed to provide services to out-of-school youth, aged 18-24, in the three distinct phases. • The extent to which the Applicant has described the anticipated challenges your organization previously encountered while providing services in the three phases for out- of-school youth and the strategies applied to successfully address them. 	
3	Program Description	40
	<ul style="list-style-type: none"> • The extent to which the Applicant has detailed how they will administer an assessment that will document strengths and weaknesses of each youth’s academic skills and abilities. • The extent to which the Applicant has detailed specific timeline, topics, and potential partnerships you will use to carry out your program model. • The extent to which the applicant has described the organizations strategic partners that strengthen the program to carry out programmatic goals of the PYAP Innovation Grants Program –Pilot. • The extent to which the Applicant has detailed a plan to offer special incentives for performance based upon your program model. • The extent to which the Applicant has described how their organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program. • The extent to which the Applicant has provided a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized. 	
	Budget and Budget Narrative	

	<ul style="list-style-type: none"> • The extent to which the Applicant provides a clear explanation of how the budget amount is derived. • The extent to which the Applicant has allocated the funds to carry-out the proposal. 	20
TOTAL POINTS		100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- Application package can also be found at www.does.dc.gov
- If the application package cannot be accessed at the above websites, then Applicants may request the application via email: youthjobs@dc.gov

Application Preparation

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant’s sole responsibility.

Submission Date and Time

In order to be considered for funding, complete applications must be received electronically via [Grants Management System](#).

Proposals submitted after 12:00 PM on December 15, 2017 EST will not be considered.

Section G: Award Administration Information

Award Notices

Each Applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an Applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The NOGA sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The NOGA shall be signed by the DOES Director or designee. The NOGA will be sent to the Applicant’s contact that is authorized to sign the NOGA and reflects the only authorizing document. The NOGA will be sent prior to the start date and a meeting between the Grantee and DOES will occur shortly after the NOGA is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant

and meet the designated goals and deliverables outlined in this RFA. More specifics on the “minimum level of effort” will be specified in the NOGA.

Appeal

Non-Responsiveness Determination

In order to ensure a fair and equitable appeals process, all responsiveness determination appeals will be reviewed and decided **solely** by the DOES General Counsel. Appeals must be in writing and addressed to: DOES General Counsel, 4058 Minnesota Avenue NE, Suite #5800, Washington DC 20019. Appeals may also be submitted via email to doesappeals@dc.gov with the subject heading “Appeal of Grant Responsiveness Determination”. Appeals of the responsiveness determination must be received by the General Counsel within two business days of the responsiveness determination notice.

If an applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the original submitted application will not be considered during the appeal process, unless specifically requested by the DOES General Counsel. The DOES General Counsel may coordinate a meeting to address the appeal. The General Counsel will issue a written appeal decision. The decision of the General Counsel may only be overturned by the DOES Director.

Grant Award Selection

In order to ensure a fair and equitable appeals process, all grant award selection appeals will be reviewed and decided **solely** by the DOES General Counsel. Appeals must be in writing and addressed to: DOES General Counsel, 4058 Minnesota Avenue NE, Suite #5800, Washington DC 20019. Appeals may also be submitted via email to doesappeals@dc.gov with the subject heading “Appeal of Grant Award Selection”. Appeals of the grant award selection must be received by the General Counsel within two business days of the award selection notice.

If an applicant communicates with program staff regarding an appeal of the grant award selection, the appeal may be dismissed with prejudice, and the applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the grant award selection. The appeal process will consider the submitted application and the grantees selected. Additional information not included within the original submitted application will not be considered during the appeal process, unless specifically requested by the DOES General Counsel. The DOES General Counsel may coordinate a meeting to address the appeal. The General Counsel will issue a written appeal decision. The decision of the General Counsel may only be overturned by the DOES Director.

Grantee Program Compliance

Prior to the start of the program, Grantees must successfully complete the following:

- DOES Onsite Meeting to Detail Goals of Evaluation;
- All DOES mandatory meetings;

Program Launch

Before Grantee can begin programming they must receive official documentation from The Office of Youth Programs.

Grantee Payment

The total amount of the grant award shall not exceed the amount specified within the NOGA. There are three (3) payment categories listed below each representing a specific percentage of the total grant amount:

Base Payment: Recruitment, Orientation, Site Visit

CLIN 001: Occupational Training Young for Adults ages 18-24

All required materials and fees for certification preparation and receipt must be provided by the Grantee. A maximum of twelve (12) weeks will be allotted for this phase.

CLIN 002: Business Development Training for Young Adults ages 18-24

Assessments and Membership into Nationally recognized Entrepreneurship organization.

A minimum of four (4) weeks should be allotted for this phase of the program.

CLIN 003: Establishing a Business Foundation for Young Adults ages 18-24

Grantees are expected to develop and provide guidance to youth who are interested in building a business foundation, obtaining pre-requisites for a business license credential and/or obtaining a business license credential. A maximum of twelve (12) weeks will be allotted for this phase.

If the Grantee does not comply with the NOGA, applicable federal and District laws and regulations, then the NOGA may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

The Grantee must acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342,

1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts

Ashley Williams
ashley.williams@dc.gov

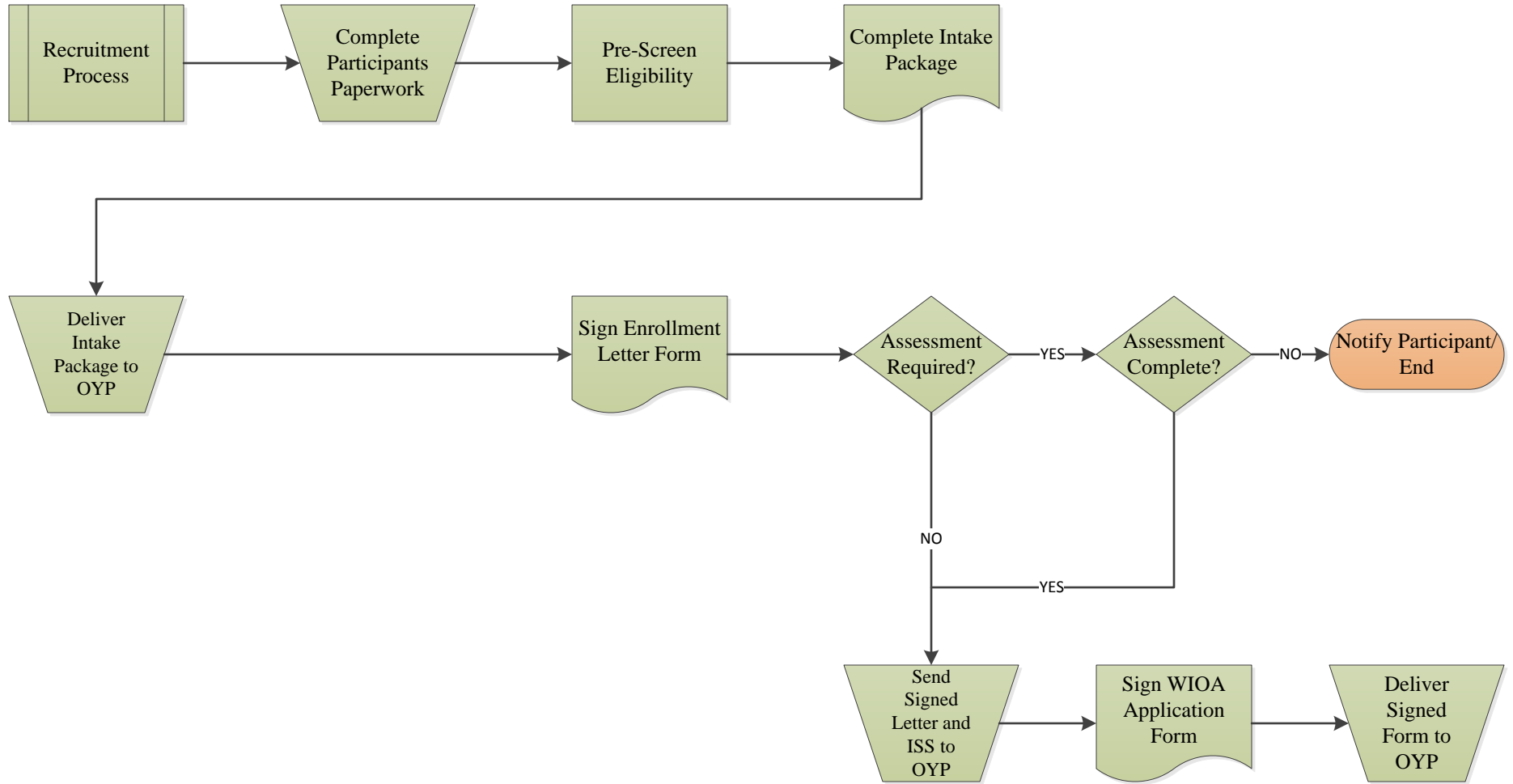
Section I: List of Attachments

LIST OF FORMS TO BE INCLUDED WITH SUBMISSION:

- Statement of Certification (DOES Will Provide)
- Non-Disclosure Agreement (DOES Will Provide)
- Master Supplier Form Package (DOES Will Provide)
- Copy of most recent and complete set of audited financial statements or clean-hands certification. (If audited financial statements have never been prepared due to the size or newness of an organization, the Applicant must provide, at a minimum, an Organizational Budget, an Income Statement (or Profit and Loss Statement), and a Balance Sheet certified by an authorized representative of the organization, and any letters, filings, etc. submitted to the IRS within the three (3) years before the date of the grant application.)
- List of Partners and Affiliations
- List of Other Funding Sources
- Staffing Plan
- Documentation proving IRS tax status (e.g. 501(c)(3) determination letter)
- Valid/Current Business License or license by applicable regulatory body
- Current Clean Hands Certificate
- List of Organizational Board Includes Members and Positions
- Proof Occupancy
- Insurance Certificate
- Resumes of Key Personnel

Intake, Eligibility, Enrollment and Referral Process for Federal OSY Programs

Service Providers / Participants



Attachment B

DOES Deliverable Schedule

Items	Deliverables	Quantity	Format and Method of Delivery	Due Date
Item 1	Provider Overall FY Plan	1	With all necessary attachments (i.e Calendar etc.)	DOA
Item 2	Invoice	1	Via email/Hard copy	Monthly
Item 3	Timesheets/Attendance/Program Updates	1	Via email	Weekly
Item 4	Certification Reports/Program Report	1	Via email	As achieved/ Monthly
Item 5	Monthly Report and Case Notes	1	Via email or System	Monthly
Item 6	Participant Evaluations	2	Via email/Hard copy	Mid and Final



**OFFICE OF YOUTH PROGRAMS
2018 In-School Youth Innovation Grants -Pilot**

Request for Applications (RFA)
RFA#: YIGP2018

RFA Release Date: August 22, 2017

Pre-Application Meeting (Webinar)

Date: August 23, 2017

2:00 PM – 3:30 PM

Session: Email oypgrants@dc.gov for link to webinar

Applicants must submit a letter of intent to apply no later than 12:00pm
September 1, 2017

**Application Submission Deadline:
September 8th 2017, at 12:00pm noon EST**

Applications shall be submitted electronically through the Grants Management Portal at

[Grants Management System](#)

LATE and INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED

Request for Application

Section A: Application Statement of Work

- A.1 Program Scope
- A.2 Program Background
- A.3 General Program Requirements
- A.4 Specific Program Requirements
- A.5 Provider Payments
- A.6 Provider Requirements

Section B: Application Submission

- B.1 Application Format
- B.2 Program Narrative
- B.3 Specific Program Requirements
- B.4 Program Budget
- B.5 Preference Points

Section C: Application Review and Scoring

- C.1 Review Panel and Technical Rating Scale
- C.2 Scoring Criteria
- C.3 How to Apply
- C.4 Proposal Submission
- C.5 Application Process

Section D: Department of Employment Services (DOES) Contacts

- D.1 Award Administration Information
- D.2 Grants Officer

LIST OF FORMS TO BE INCLUDED WITH SUBMISSION:

- Statement of Certification (DOES Will Provide)**
- Non-Disclosure Agreement (DOES Will Provide)**
- Copy of most recent and complete set of audited financial statements or clean-hands certification.** (If audited financial statements have never been prepared due to the size or newness of an organization, the applicant must provide, at a minimum, an Organizational Budget, an Income Statement (or Profit and Loss Statement), and a Balance Sheet certified by an authorized representative of the organization, and any letters, filings, etc. submitted to the IRS within the three (3) years before the date of the grant application.)

LIST OF FORMS THAT ARE REQUIRED WITH APPLICATION SUBMISSION

- List of Partners and Affiliations**
- List of Other Funding Sources**
- Staffing Plan**
- IRS Form W-9**
- Documentation proving IRS tax status (e.g. 501(c)(3) determination letter)**
- Valid/Current Business License or license by applicable regulatory body**
- Current Clean Hands Certificate**
- List of Organizational Board Includes Members and Positions**

LIST OF SUPPORTING DOCUMENTS

A.	Memorandum of Partnership Agreement or Understanding
B.	Budget Narrative
C.	Organizational Chart
D.	Key Staff Resumes or Brief Biographies
E.	Proof of Occupancy/Building Lease/Rental Agreement
F.	Insurance Certificate
G.	Proof of 501(c) (3) Status

Section A: APPLICATION STATEMENT OF WORK

A.1 PROGRAM SCOPE

The District of Columbia Department of Employment Services (DOES), Office of Youth Programs (OYP) is seeking qualified organizations to provide services to District youth through its Youth Innovation Grants Program (YIGP). The YIGP is funded by the Workforce Innovation Opportunity Act (WIOA), which became effective on July 1, 2014.

The purpose of this program is to support innovative workforce-related programs aimed at

- the attainment of a secondary school diploma or its recognized equivalent,
- entry into postsecondary education,
- career readiness for teens and young adult participants,
- paid and unpaid internships or job shadowing in an emerging career pathway, and
- other innovative solutions that have been shown to drastically improve opportunities and academic outcomes for In-School Youth (ISY) and young adults between the ages of 14- to 21-years-old.

Career Pathways: This grant will support programming that focuses on one or more of the following career pathways, as detailed in the WIOA State Plan:

1. *Information Technology*
2. *Science, Engineering, Math & Technology*
3. *Law, Public Safety, Corrections & Human Services*
4. *Entrepreneurship, Business Management*
5. *Arts, AV Technology & Communications*

Reporting Requirements and Case Management: Providers will be required to submit the following documentation:

- Individual Service Strategy Plans (ISSP) with each participant, including well-articulated and measurable goals in program records, participant file and Virtual One Stop (VOS) file.
- Schedule weekly case management sessions with each participant and summarize the meetings in weekly case management notes;
- The number of participants served and contact hours for each participant must be accurately recorded and will be used to evaluate the program's effectiveness; and
- Periodically review the ISSP and progress with each participant and updates case notes accordingly in the participant and VOS file.

WIOA Requirements: To enroll in the Youth Innovations Grant program, in-school participants must meet the eligibility requirements of federal workforce law. According to the Workforce Innovation and Opportunities Act (WIOA), section §129(a) (1) (C), an ISY is an individual who is:

- Not younger than 14 and not older than 21 years at time of enrollment in WIOA; and

Attending secondary or postsecondary school at the time the eligibility determination portion of program enrollment in WIOA is made; To be eligible for WIOA funding, in-school participants must be one or more of the following:

- Low-income, as defined by WIOA §3(36), or lives in a high-poverty area, and meets one or more of these additional conditions:
- Basic skills deficient, as defined by WIOA §3(5);
- An offender;
- An English language learner, defined as an individual who has a limited ability in speaking, reading, writing, or understanding the English language, and whose native language is a language other than English; or who lives in a family or community environment where a language other than English is the dominant language
- Homeless; a runaway; in foster care, has aged out of the foster care system, or has attained 16 years of age and left foster care for kinship guardianship or adoption; a child eligible for assistance under §477 of the Social Security Act (42 USC §677); or in an out-of-home placement;
- Pregnant or parenting;
- Disabled; or
- Requires additional assistance to complete an educational program or to secure or hold employment (WIOA §3(27) and §129(a)(1)(C))

Youth with Disabilities: The DOES Office of Youth Programs supports all eligible youth, including those that are identified as youth with disabilities. Increasing services to this population is critical for serving all eligible youth in the District. We encourage providers to partner with organizations that serve youth with disabilities. Youth with disabilities must be afforded more opportunities to practice and improve their workplace skills, explore their career interests and receive services to assist with eliminating barriers. Any provider who submits a proposal with specific programming for this demographic may receive special consideration and preference points during the review process

Innovation Requirement: The DOES, Office of Youth Programs defines innovation as the creation, application and implementation of model programs or research-based approaches that have been shown to have been shown to increase and enhance youth employment, education, training, and support services to District residents aged 14-21. Overall, DOES is seeking to complement its current programs with new and effective programmatic approaches, which can

include partnership and collaboration with other relevant stakeholders, to engage in-school teens and young adults in career, job training or postsecondary opportunities.

DOES is seeking grantees to create innovative programming that addresses significant barriers and ultimately improves outcomes and creates academic gains for young people ages 14-21 by providing one or more of the following activities:

Program Activities:

(A) Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential; Paid and unpaid internships as well as job shadowing.

(B) Alternative secondary school services, or dropout recovery services, as appropriate;

(C) Paid and unpaid work experiences that have as a component academic and occupational education, which may include— (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities;

(D) Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the five (5) career pathways, as detailed in the WIOA State Plan:

1. Information Technology
2. Science, Engineering, Math & Technology
3. Law, Public Safety, Corrections & Human Services
4. Entrepreneurship, Business Management
5. Arts, AV Technology & Communications

(E) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

(F) Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;

(G) Support services;

(H) Adult mentoring for the period of participation and a subsequent period, for a total of not less than four (4) months;

(I) Follow-up services for not less than four (4) months after the completion of participation, as appropriate;

(J) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;

(K) Financial literacy education;

(L) Entrepreneurial skills training;

(M) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and

(N) Activities that help youth prepare for and transition to postsecondary education and training.

Partnerships and Collaborations: Providers are encouraged to consider entering meaningful partnerships with other DC Government agencies, local universities, and community based organizations or local businesses to recruit participants and to secure paid and unpaid internships or job shadowing opportunities. Such partnerships also may result in innovative approaches to service delivery and support services for youth participants.

Cohort Requirement: Applicants may only submit one (1) proposal in response to this RFA. The proposal must include programming **for two (2) cohorts of 14-21 year** old participants during fiscal year 2018. Cohorts must consist of a minimum of twenty (20) participants age 14-21. Applicants should propose to serve a maximum of forty (40) participants throughout the entire grant period.

Internships: If providers wish to offer internships as a component of the innovative programming, then –

- **Only 50% of total participants enrolled may be paid or unpaid interns.**
- **These internship opportunities shall only be afforded to youth ages 16-21 years of age.** If providers choose to provide workforce development programming that includes internships or job shadowing, they will ensure that any participant will not work over ten (10) hours per week.
- Internship opportunities are not mandatory for the youth but are strongly encouraged to include a partnership plan in their proposal if they wish to arrange internships.
- The maximum number of forty (40) participants over two cohorts is mandatory regardless of the number of internships offered.
- The internship component shall include the creation of an online employment profile or portfolio, which should include: a resume, cover letter, and if applicable, references; profile, work samples or portfolio uploaded on a professional jobseeker site such as LinkedIn, LinkedIn ProFinder, Tispr, Glassdoor or Jopwell.

Follow-Up Services: DOES expects that the program will begin on October 1, 2017, and conclude by September 30, 2018, with four (4) months of follow-up services for each participant not to exceed four (4) months. The follow-up services shall consist of case management sessions to prepare participants for post-secondary educational opportunities, academic and occupational learning, or employment opportunities, as appropriate.

Program Evaluation: Applicants should outline within their proposal the number of estimated contact hours with each participant per week. The number of participants served and contact hours will be used to assess the success of the program's effectiveness and may be considered by DOES in evaluating whether to approve grant renewals for any subsequent option years.

Funding Allocation: The proposal should discuss how your organization will allocate resources to promote student learning and professional development efforts under the WIOA guidelines. In accordance with WIOA, providers shall provide youth programs and activities consisting of at least one of the following elements:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
2. Alternative secondary school services, or dropout recovery services, as appropriate.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work:
 - summer employment opportunities and other employment opportunities available throughout the school year;
 - pre-apprenticeship programs;
 - internships and job shadowing; and
 - on-the-job training opportunities;
4. Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period of follow-up, for a total of not less than four (4) months;
9. Follow-up services for not less than four (4) months after the completion of participation, as appropriate;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;

11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

WIOA Activities: OYP aims to fund integrated service models that embrace a holistic approach by addressing the educational, work readiness, and social service needs of youth participants. The program model can address one or more of the following WIOA activities:

1. Work experiences for youth through training and guidance in soft skills and leadership development.
2. Training for youth in technical skills, or hard skills, needed for specific career pathways or work settings which may include enrollment and successful completion of an industry recognized certification.
3. Development and maintenance of relationships with employers to promote youth employment, internship or job shadowing opportunities.
4. Opportunities for youth to successfully complete secondary education programs and obtaining post-secondary credentials to enter the workforce based upon individual interests and skills.
5. Opportunities for Youth to understand business development processes that will aid in the launching of a small business.

Development and maintenance of relationships with Career and Technical Education providers to promote youth obtaining credentials for five (5) specific career pathways.

1. *Information Technology*
2. *Science, Engineering, Math & Technology*
3. *Law, Public Safety, Corrections & Human Services*
4. *Entrepreneurship, Business Management*
5. *Arts, AV Technology & Communications*

A.1.1 PERIOD OF PERFORMANCE

Grantees will be required to deliver programming for two (2) cohorts of 14-21 year old participants during fiscal year 2018. Cohorts must consist of a minimum of twenty (20) participants age 14-21. Applicants should propose to serve a maximum 40 participants throughout the entire grant period. Program will begin October 1, 2017 and conclude by September 30, 2018 with four (4) months of follow-up services for each participant. Applicants should outline within their proposal the number contact hours with each participant per week. The number of participants served and contact hours may be used to assess the success of the program's effectiveness with participants and may be considered by DOES in evaluating whether

to approve grant renewals for subsequent option years. Applicants must create a minimum of three (3) participant outcomes for each youth and submit with initial proposal.

The period of performance shall be from October 1, 2017 until September 30, 2018 with four (4) months of follow-up support and services for participants.

A.1.2 LOCATION REQUIREMENTS

For purposes of this RFA, all Applicants shall provide services in the District of Columbia. Each Applicant shall provide legal proof of ownership or occupancy of the site where the program will be held to prove that the Applicant is entitled to conduct the program in that space.

Adequate proof of ownership or occupancy that may be submitted includes the following:

- Certificate of Occupancy issued by the Department of Consumer & Regulatory Affairs (DCRA) that shows the location has sufficient space to serve the number of participants proposed by the Applicant;
- If engaged a signed approval letter and building use agreement from the DC Public Schools Office of Out-of-School Time;
- If engaged a signed approval letter and permit from the DC Department of Parks and Recreation; or
- Building lease or rental agreement that is current and valid.

The Applicant shall submit written notice of any site changes within 24 hours of the proposed change. Any site changes shall be approved by DOES, prior to the proposed change.

A.1.3 TOTAL AMOUNT OF FUNDING TO BE AWARDED

Pending the availability of funds, the total amount of anticipated funding is a total of up to \$500,000. Additional funds will be available for the payment of youth wages and/or stipends to be paid separately from the grant award.

DOES anticipates making up to **five (5)** awards that serve a minimum of **forty (40)** participants in **two (2)** cohorts of **twenty (20)** participants through FY18, not to exceed \$100,000 per successful application, based upon the availability of funding.

A.2 PROGRAM BACKGROUND

DOES is the agency whose mission is to plan, develop, and administer workforce development services to District of Columbia residents. DOES provides a range of programs and services to job seekers, including job development, job search assistance,

self-directed job search, vocational training, apprenticeship, unemployment insurance, transitional employment, and referrals to supportive services and educational programs.

Specifically, the mission of the DOES Office of Youth Programs is to prepare District youth for the workforce and to connect them to employment opportunities. DOES is dedicated to educating youth participants about workforce readiness, high-growth industry career exploration, and academic enrichment through experiential, hands-on programs. This is critically important. According to the Department of Labor, since the start of the recession, the gap between the youth unemployment rate and the national unemployment rate has widened.

The youth unemployment rate was 16.1 percent in April 2013 for those between the ages of 16 and 24, according to the Bureau of Labor Statistics. For youth ages 16 to 19, the seasonally-adjusted unemployment rate was 24.1 percent; and for those ages 20 to 24, it was 13.1 percent. In the District, unemployment rates among District youth exceeded the national average (14%). Unemployment among youth ages 14-21, 16-19, and 20-24, was 15.6, 34.0, and 13.7, respectively in 2013. According to the D.C. Office of Planning, there were 100,815 District residents under age 18 and 87,015 between ages 18 to 24. This reflects approximately 30 percent of the District's population. Consequently, there is a direct relationship between the District's future sustainability through reducing unemployment and increasing job growth and current rates of educational and vocational attainment and employment among youth.

DOES seeks to address these challenges through the Youth Innovation Grants by encouraging and supporting youth to gain both the educational credentials and occupational skills that will prepare them for the workforce. Providers will ensure that programming is tailored to the specific needs and interests of individual participants, and incorporate the elements and outcomes required by WIOA.

A.3 GENERAL PROGRAM REQUIREMENTS

A.3.1 The funds for the Youth Innovation Grants are made available through local District funds. Therefore, funding for grant awards is contingent on the availability of funds and will be regulated against WIOA compliance measures.

A.3.2 DOES maintains the rights to issue grant awards via the "Workforce Job Development Grant-Making Authority Act of 2012." This RFA does not commit DOES to make any grant awards. DOES maintains the right to adjust the number of grant awards and amounts based on funding availability. DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant's sole responsibility.

A.3.3 ELIGIBILITY INFORMATION Applications shall meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements

will be considered unresponsive and will not be considered for funding under this RFA. Organizations that are eligible to apply for this grant include public and private non-profit and for-profit organizations with demonstrated effectiveness providing the requested services and meeting the needs of the target population, including but not limited to:

- Non-profit, community, or faith-based organizations;
- Public, Local Education Agencies, charter, or alternative secondary schools;
- Community colleges or other postsecondary institutions;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions, labor-management partnerships, or registered apprenticeship programs.

Applicants shall be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. The provider may charge to the grant award only those costs that are consistent with the allowable cost provisions of the respective Notice of Grant Award (NOGA), including the guidelines issued by DOES and all applicable federal and District laws.

All Applicants shall demonstrate their fiscal and operational capacity to carry out the proposed program by submitting documentation to verify qualifications.

All Applicants shall be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

A.3.4 MONITORING Specific monitoring and progress report schedules will be established, agreed upon, and included in the Grant Agreement. DOES staff responsible for monitoring and evaluating the program may also make periodic scheduled and unscheduled visits to sites.

During such site visits, the provider is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the provider's level of compliance with federal and/or District requirements and to identify specifically whether the provider's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

A.3.5 AUDITS The provider shall maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may have the Provider's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that all payments have been made to the provider by the District and an overpayment is found,

the provider shall reimburse the District for said overpayment within 30 days, after written notification.

The provider shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The provider shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the provider that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to providers' personnel for the purpose of interviews and discussions related to such documents.

A.3.6 NONDISCRIMINATION IN THE DELIVERY OF SERVICES In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

A.3.7 Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant's submission.

A.3.8 If awarded funding, Providers shall deliver Innovative Programs from date of the grant award through September 30, 2018.

A.3.9 Providers will be required to provide DC residents between the ages of 18 and 24 who have barriers to the career of choice with an innovative solution that will lead them into the workforce. **Providers will also submit a recruitment/enrollment plan with their application.**

A.3.10 Applicants are only allowed to submit one (1) proposal in response to this RFA. **Applications shall be submitted by Monday, September 8, 2017, at noon EST via the Grant Review Team Portal at: [Grants Management System](#)**

A.3.11 The proposed program shall be required to operate within the District of Columbia. Providers shall submit any changes to the proposed program location at least 24 hours (or one business day) in advance. All location changes shall be approved by DOES prior to the proposed relocation.

A.3.12 At the discretion of the District, a maximum of four (4) one-year option periods may be granted based on performance and the availability of funding. Option periods may consist of a year, a fraction thereof, or multiple successive fractions of a year.

A.3.13 Providers shall participate in all mandatory Youth Innovation Grant Program meetings and trainings required by OYP including but not limited to monthly Community of Practice meetings/trainings, VOS training, and provider tele-conferences beginning the week of October 1, 2017.

A.4 SPECIFIC PROGRAM REQUIREMENTS

A.4.1.2 Specific Provider Requirements

The Provider is responsible for the development and implementation of appropriate programming as outlined in the submitted proposal;

The Provider shall create no less than three (3) participant outcome measures

The Provider shall attend and participate in monthly DOES Community of Practice groups/trainings.

The Provider shall ensure two (2) employees complete training to become certified California Adult Student Systems (CASAS) test administrators & proctors

The Provider shall submit monthly and quarterly reports and case notes to be uploaded in the participant VOS file.

The Provider shall facilitate case management services to all participants during the program period and four (4) months after its close.

The Provider shall help participants prepare a well-articulated ISS plan with measurable short-term and long term goals for all participants immediately following orientation;

The Provider shall review ISS plans with participants weekly and document in a case note to be placed in the participants VOS file;

The Provider is responsible for orientation, enrollment for each participant, and ensuring a sound system for maintaining records is established; records include but are not limited to attendance, case notes, client contact hours etc.;

The Provider shall provide reports and other data to document the delivery of services and provide for the review an analysis of services.

The Provider shall compile individual folders (electric & paper) for each participant that will include monthly reports, case notes and any other relevant documentation.

The Provider shall assemble, develop, and provide all required documentation to DOES as requested.

The Provider shall conduct criminal background checks for the Providers prospective staff members who are designated to provide services under this grant. The Provider shall not employ any individual to work with participants who has a conviction for any of the following offenses:

- a) Fraud;
- b) Drug-related offenses.
- c) Child abuse;
- d) Child neglect;
- e) Spousal abuse or any other form of domestic violence;
- f) A crime against children, including child pornography; or
- g) A crime involving violence, including but not limited to, rape, sexual assault, homicide and assault.

A.4.1.3 CORE PROGRAM COMPONENTS

In accordance with WIOA, providers shall provide in school activities and programs to eligible youth consisting of at least one of the following core components:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include, but are not limited to:
 15. summer employment opportunities and other employment opportunities available throughout the school year;
 16. pre-apprenticeship programs;
 17. internships and job shadowing; and
 18. on-the-job training opportunities;
4. Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
9. Follow-up services for not less than four (4) months after the completion of participation, as appropriate;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

A.4.1.4 PROGRAM DESIGN

YIGP shall operate in accordance with the program design model for the designated period of performance. The program design model must include a period of recruitment and enrollment, orientation services, and internship placement and support. Upon completing their job training program, participants should receive placement in education, advanced training, or unsubsidized employment. Follow-up support services would continue for at least four (4) months up to December 31, 2018.

1. Service Levels

The applicant will provide services to a minimum of 40 WIOA eligible in school youth ages 14-21 over two (2) cohorts beginning on the date of the grant award through December 31, 2018. This will allow applicant to provide direct services until September 30, 2018. All youth participants who complete the innovative program shall receive follow-up services starting no later than October 1 and ending no sooner than December 31, 2018.

2. Required Program Elements

The applicant shall address how they will implement the specific program requirements listed below for one of the five (5) pathways. Specifically, the applicant's proposed plan **should align to youth exploring the emerging career fields (Information Technology, Science, Engineering, Math & Technology, Law,**

Public Safety, Corrections & Human Services, Entrepreneurship, Business Management, Arts, AV Technology & Communications) successfully completing secondary education or its equivalent, receiving training in an emerging career field through apprenticeships, internship and job shadowing opportunities.

The specific program requirements are:

I. Recruitment and Enrollment

The Provider shall submit a recruitment and enrollment plan with application submission. This plan should detail how recruitment will be completed prior to the start of the program. Prior to the beginning of the innovative program, the provider must recruit and enroll WIOA eligible candidates who meet the criteria in section A.4.1.1 above. Providers should recruit youth participants through street outreach, paid peer-recruiters, and innovative strategies involving District government agencies. Community-based organizations (CBO), including faith-based organizations, should also be involved. All recruitment and enrollment efforts should be solidified no later than October 15, 2017 such that youth participants can receive timely orientation.

Providers shall also have an information and referral system available for those youth who are not accepted into the program; directing them to other educational, health, or social services, as appropriate.

II. Orientation Services (Phase I)

Prior to participation in the training program, providers must ensure a youth participant orientation, self-interest assessment (which may be a writing sample as a part of the application), and preparation for the job training. During this time, providers shall assess participants' literacy skills, employability skills and social service needs, develop a well-articulated Individual Service Strategy Plan (ISSP) for each participant with goals, and provide training or workshops that outline expectations for what each participant will receive through the proposed training program.

III. Case Management and Support (Phase II)

Upon completion of the orientation phase, providers shall begin the case management support immediately following program orientation. DOES OYP encourages providers to develop a variety of ways to provide, at a minimum, a weekly touch point to review the youth's Individualized Service Strategy (ISSP) Plan.

Case Management weekly touch point should include, but is not limited to:

- Review goals and action items outlined in the ISSP;
 - Reviewing progress and support needed to continue in employment training or work experience;
 - Find solutions necessary to help the participants meet the individual goals where barriers may exist,;
 - Make available to participants directly by the grantee or through strategic partnerships supportive services that are necessary to help participants successfully complete the program
-
- Perform other duties, as appropriate.

In addition to the weekly touch point, the provider must provide a monthly seminar that leads to the attainment of a Leadership Development or Workforce-Readiness Certificate that is nationally recognized.

After the completion of the innovative experience, providers shall ensure appropriate preparation leading to youth participant's placement in unsubsidized employment, an institution of higher education or an advanced training program, or the start of a new business. A youth participant may, however, accept placement in a job or educational or training program prior to the end of Phase II.

IV. Follow-up Services (Phase III)

Providers shall provide participants who complete their program with follow-up services beginning no later than October 1, 2018, and ending no later than Dec. 31, 2018. Follow-up services would be rich enough to provide the necessary support to enable youth participants to obtain and retain employment, resume their education, or solidify contacts that support their newly created business. Providers shall serve as resources to identify and address issues that arise for youth participants, employers, and educators in those placement settings. In addition, Providers shall assist with promotions and additional job placements as needed, help youth pursue their educational goals, and counsel youth in long-term education and career planning. Providers shall report on the follow-up services that participants receive and their results.

3. Minimum Staffing Requirements

Providers shall have adequate staffing to implement and sustain the proposed program. At a minimum, providers shall identify staff to perform the following key functions: recruitment, job development, case management, retention, education, and data entry.

A.4.2 OUTCOMES, PERFORMANCE, DATA COLLECTION AND REPORTING

The DOES is committed to ensuring that YIGP participants receive high quality education, training and services that support progress toward eliminating significant barriers and assisting youth with achieving business ownership, matriculating in post-secondary programs, and training in emerging career fields. To that end, grants under this RFA will be subject to significant performance and reporting requirements that will help ensure that grantees are accountable for achieving program outcomes and using grant funds in a responsible manner. The performance and reporting requirements will also enable DOES to identify obstacles to success for grantees, and work with grantees to make necessary process and program improvements to reduce disruptions for participants.

DOES will have sole ownership and control of all deliverables. The grantee must receive written permission from DOES to use or distribute any product from this program prior to proposed use or distribution.

Grantees shall produce regular and timely documentation of program activities and participant progress to DOES upon request. Grantees will also be required to scan relevant documentation into participants VOS files. To meet this requirement grantees shall submit monthly reports, quarterly narrative reports. A reporting tool for both monthly and quarterly reports shall be provided to grantees at the start of the grant period. Please refer to the applicant program delivery requirements in section A.4.3.

Monthly Reporting

- The monthly report will consist of quantitative information including but not limited to:
- Youth outcome measures as described in section A.4.2
- Program measures as described in section A.4.2 which assess the progress the grantee is making in the implementation of service delivery

The reported measures may be used to assess the success of the programs implementation and may be considered by DOES in evaluating whether to approve grant renewals for subsequent option years.

Quarterly Reporting

The quarterly report will consist of a narrative describing the grantee's activities, achievement and challenges over the preceding quarter and should reflect any lessons learned by the grantee during the course of the program implementation. Quarterly reports are due four (4) times each year according to the below schedule. The report should also identify any modifications to service delivery based on those lessons. The Quarterly Reporting Tool will be provided by

DOES. The quarterly narrative must cover the topics outlined below and be submitted according to the below schedule:

Due dates for quarterly reporting		
Quarter	Report period	Report Due dates
1	October 1 through December 31	January 31
2	January 1 through March 31	April 30
3	April 1 through June 30	July 31
4	July 1 through September 30	October 31

CATEGORY	NARRATIVE
Accomplishments	<i>Description of Grantee's significant accomplishments during the quarter</i>
Challenges	<i>Description of the challenges encountered during the quarter: programmatic, administrative and fiscal, including technical assistance requests. Includes descriptions of corrective attempts to resolve challenges and indication if technical assistance is necessary</i>
Program Activities	<i>Description of the program activities provided during the quarter Brief description of activities planned for next quarter and how those activities will help participants advance</i>
Participants	<i>Identify and Describe milestones reached by participants including but not limited to enrollment in post-secondary program, earning credentials or referrals to additional support services. Forecasting into the next quarter on possible number of participants that may achieve significant</i>
Partnerships	<i>Description of how all partnerships are being developed and strengthened to improve services and employment/training opportunities for participants</i>

Grantee Outcomes Measures (Milestones)

DOES is expected to achieve performance goals established with the U.S. Department of Labor as outlined in the Workforce Innovation and Opportunity Act. Based on those goals DOES has created measures that all grantees shall be required to capture during the grant period. The program measures are designed to assess grantee progress in planning and implementing service delivery under the proposed program. Program measures specifically track activities undertaken by the grantee to support youth outcomes, rather than the outcomes themselves. Grantees shall

report monthly on each of the program measures outlined in the following table. For each measure the, provider has been given a performance target appropriate for the program and participants to be served.

The provider's performance shall be evaluated according to attainment of the following milestones, outcomes and performance measures:

In an effort to capture participant progress and gather feedback from participants throughout the grant period, DOES is requiring that grantees **create at minimum three (3) participant measures. These measures should be submitted with your official proposal.** Participant measures are designed to measure specific milestones during the course of the program that demonstrate participant progress toward youth outcome measures. Unlike program measures that specifically track activities undertaken by the grantee to support youth outcomes, participant measures should be crafted to track youth outcomes and feedback on the program itself. It is our belief that such measures will enable grantees to more effectively serve participants. For example, providers can measure things like program participation, work readiness or preparation for post-secondary education/training. The self-reported reported measures may be used to assess the success of the program's effectiveness specifically with participants and may be considered by DOES in evaluating whether to approve grant renewals for subsequent option years. Please ensure to provide a measure, an indicator, goal and how it will be reported.

MEASURE	INDICATOR(S)	Goal	HOW DOCUMENTED
Reporting	<i>Compile and collecting all data relevant to program performance and participant performance. Timely submission of all mandated monthly, quarterly and weekly notes/reports</i>	<i>100% compliance</i>	<i>Program records of eligibility documents, monthly & Quarterly reports, VOS scanned documents and case notes</i>
Enrollment	<i>Number of youth enrolled in the program</i>	<i>100% of number indicated in solicitation</i>	<i>Program records of youth enrollment, monthly & Quarterly reports, VOS scanned documents and case notes, eligibility documents</i>
Individual Service Strategy & Case Management	<i>Number of youth with a complete ISS Plan with measureable goals.</i>	<i>100% of participants</i>	<i>Completed ISS document with well-articulated and measurable goals in program records, participant file and VOS file, documentation of weekly case management sessions to review plan and progress</i>
Placement & Retention in unsubsidized employment and/or post-secondary programs	<i>Placement & retention that resulted from the innovative training program e.g. unsubsidized employment, college, apprentice program</i>	<i>95% of participants</i>	<i>Pay stub for most recent pay period, official letter of employment including dates employed and position from employer, official class schedule from accredited post-secondary institution or advanced training institution scanned into VOS file and hard copy file.</i>
Program Completion	<i>Number of youth who successfully complete the program</i>	<i>95% of enrolled participants</i>	<i>Program records including completion requirements, enrollment and completion dates, Monthly & Quarterly reports, case notes in VOS file</i>
Attainment of degree or certificate	<i>Attainment of Leadership Development or Workforce Readiness Nationally Recognized Credential for all participants in an identified career pathway no later than September 30, 2017.</i>	<i>95% of enrolled participants</i>	<i>Copy of credential from state educational or career and technical educational agency, institutions of higher learning, or professional industry or employer organizations placed in VOS file and in hard copy file</i>

Data Collection and Evaluation

The grantee shall maintain electronic and hard copy files of all participants, reports, case notes and relevant supporting materials for not less than three (3) years following completion of the grant period. The grantee shall also scan all appropriate materials in the participant VOS file. Reports and supporting material include, but not limited to, eligibility documents, achievement measures, performance measures, case notes, ISS Plans, earned participant credentials and CASAS pre/post test scores. In addition, the grantee shall maintain electronic and hard copies of financial records that clearly document all funds received and expenditures.

The Provider shall collect and report statistical information as requested by DOES, including but not limited to, individual-level data on enrollment participant demographics, specific services provided, and client participation/attendance in internships, workshops apprenticeships. In addition, the provider would report outcomes including data on internship placements, permanent placements, and participant retention.

Providers will be required to participate in ongoing monitoring and evaluation activities led DOES designated evaluator. These may include site visits, surveys, interviews, focus groups, administrative records review, and other data collection and evaluation strategies. In the event of an evaluation using an experimental design, providers may be required to alter their recruitment practices to ensure random assignment of potential participants to a group that is enrolled in the program intervention or a control group that is not. Providers may also be required to submit client-level and program data over and above DOES requirements.

In accordance with WIOA and the OYP, providers shall also ensure that program design include the following:

1. Objective assessment of the academic levels, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participant, for the purpose of identifying appropriate services and career pathways for participants, except that a new assessment of a participant is not required if the provider carrying out such a program determines it is appropriate to use a recent assessment of the participant conducted pursuant to another education or training program;
2. Service strategies for each participant that are directly linked to 1 or more of the indicators of performance described WIOA Section 116(b)(2)(A)(ii), and that shall identify career pathways that include education and employment goals (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted pursuant to subparagraph (A), except that a new service strategy for a participant is not required if the provider carrying out such a program

determines it is appropriate to use a recent service strategy developed for the participant under another education or training program; and

3. Ensure that the educational participants are provided
 - a. a recognized postsecondary credential; preparation for postsecondary educational and training opportunities;
 - b. strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials;
 - c. preparation for unsubsidized employment opportunities, in appropriate cases; and effective connections to employers, including small employers, in in-demand industry sectors and occupations of the local and regional labor markets.

A.4.3 APPLICANT PROGRAM DELIVERY REQUIREMENTS

The Provider shall provide the deliverables to DOES in accordance with the deliverable schedules that follow. All deliverables shall be uploaded into the participant VOS file and soft copies of deliverables shall be provided via email all progress and case notes will be uploaded into the participants VOS file. The deliverables include but are not limited to the following:

	Deliverable	Quantity	Format and Method of Delivery	Due Date
1	Outreach & Recruitment Plan		1 copy submitted with initial proposal narrative	Submitted with proposal
2	Individual Service Strategy (ISS) Plans	1 for each participant	1 Copy via email clearly labeled loaded into the VOS file. Participant must be provided a hard copy and email copy as well	Immediately following orientation for each participant. ISS shall be completed within 7 calendar days after orientation of each participant
3	Weekly Time Sheets	1	1 Copy submitted to DOES via email clearly labeled and then loaded into the VOS file. Participant must be provided a hard copy and email copy as well	Submitted each Friday by 12:00pm via email and scanned into VOS system
4	Monthly Progress Report	1	1 Copy submitted to DOES via email clearly labeled	Submitted via email on the 5 th day of each month to cover the previous month.
5	Weekly touch point meetings with participants & Case note documenting the meeting	1	1 Case note/contact note for each touch point meeting with each participant loaded into VOS system	To begin immediately after orientation concludes. Case note should be documented within 24 hours after the meeting.
6	Quarterly Reports	1	Submitted via email and hard-copy to DOES 4 times per year	Quarterly reports are due 4 times each year according to schedule outlined in sec.

A.4.2.1 RECRUITMENT, REGISTRATION, REFERRAL, AND ORIENTATION

1. The Provider shall submit an outreach and recruitment plan with proposal. The Provider shall implement an effective outreach and recruitment plan to identify and register eligible youth. Outreach and recruitment shall include, but is not limited to, identifying potentially eligible youth, working with parents and guardians to secure necessary documentation, and communicating with community organizations regarding recruitment efforts. Effective outreach should include recruitment efforts at places where youth traditionally congregate such as parks, music and sporting events, and movie lines, as well as the use of innovative strategies such as posting program information on social networking websites. The Provider shall register all participants and determine eligibility solely according to the eligibility criteria stipulated in WIOA.
2. The Provider shall secure eligibility documentation from participants and upload into VOS system for DOES approval
3. DOES will offer support in conducting outreach and recruitment, if necessary.
4. The Provider shall maintain participant files that include documentation of eligibility for each participant enrolled in the program.
5. Providers will be responsible for supporting youth in the collection of eligibility documents and for their timely submission to DOES.

A.4.2.2 ASSESSMENT, DEVELOPMENT OF INDIVIDUAL SERVICE STRATEGIES, AND CASE MANAGEMENT

1. Once a youth participant has been deemed eligible to participate by DOES, the Provider will be required to conduct the intake process to include conducting intake interviews and hosting orientation sessions.
2. Providers will be required to conduct the initial objective assessment of youth participants and to conduct basic skills assessments throughout the duration of the program.
3. As part of enrollment, the provider shall assess each participant to determine academic and occupational skills, work experience, assets, interests, and supportive service needs.
4. Assessments shall occur throughout the program at appropriate intervals in order to document participant progress. Provider shall provide a schedule for assessments throughout the grant period with the proposal.
5. Comprehensive case management includes the development of Individual Service Strategies (ISS), follow-up services, case note updates, and ongoing file maintenance.
6. The ISS the youth participant shall identify measurable both short-term and long-term education and career goals. Participants assessed as basic skills deficient shall be offered or referred to basic skills remediation as part of their individual service strategies.
7. Case managers shall document whether or not goals have been met. The youth participant shall receive a copy of his or her ISSP at the start of the program.

8. Case managers shall coordinate services and information to prepare participants for post-secondary educational opportunities, academic and occupational learning, and employment opportunities, as appropriate.

A.4.2.3 EDUCATIONAL SERVICES

1. Educational activities shall enhance youth participants' basic educational skills in literacy and math, help youth participants prepare for post-secondary opportunities/ education.
2. The educational component shall be tailored to meet each participant's needs and may include basic skills training, , tutoring, study skills training, and alternative learning methods, such as project-based and computer-assisted learning.
3. Educational opportunities shall be intertwined with employment services that address work readiness and career exploration and provide employment opportunities through activities such as job shadowing, internships, etc.
4. Educational activities shall be flexible to enable youth to participate while working, for example, through evening classes.
5. The message that college is an achievable goal shall be woven throughout the program, which should include college application and financial aid workshops, college tours, and college speakers.
6. Alternative secondary school services shall be made available to participants, as appropriate.

A.4.2.4 EMPLOYMENT SERVICES

1. Occupational skills attained shall conform to standards developed or endorsed by employers and shall result in the attainment of a recognized degree or certificate.
2. Activities shall include paid and unpaid work experiences, such as internships and job shadowing, work readiness and employment training, and career development.
3. To the extent possible, youth participants' work experiences shall help them understand the connection between further education and long-term career advancement.
4. The provider shall provide work readiness training. The skills taught shall include, but are not limited to, self-awareness, personal health, improvement of self-image, knowledge of personal strengths and values, world-of-work awareness, labor market knowledge, job search techniques, and positive work habits, attitudes, and behavior.

A.4.2.5 STRATEGIC COLLABORATIONS

1. The provider shall develop strategic collaborations with employers, labor unions, or advanced occupational training programs within the same industry sector(s) or occupational cluster(s) as the selected occupational training, post-secondary educational institution, or organization providing supportive services.
2. Strategic collaborators shall provide at least one of the following:
 - informing the content of the training or educational services

- providing direct services or employment/educational opportunities for participants during the program
- assisting with or offering post-program placements that shall count as WIOA outcomes
- providing supportive services

A.4.2.6 LEADERSHIP DEVELOPMENT AND/OR WORKFORCE READINESS CERTIFICATION

1. The provider shall provide activities that develop the leadership and/or workforce readiness skills of all participants.
2. Activities shall include, but not be limited to, exposure to post-secondary educational opportunities, community and service learning projects, peer-centered activities, organizational and teamwork training, training in decision-making, citizenship training, and life skills training.
3. The Leadership Development or Workforce Readiness Program must lead to a nationally recognizable certificate.
4. The Provider may supply a stipend for completion of the certification.

A.4.2.8 SUPPORTIVE SERVICES, GUIDANCE AND COUNSELING, AND MENTORING

1. Supportive services shall be offered to participants who need them. Supportive services shall include, but are not limited to, linkages to community services; assistance with finances, transportation, childcare, dependent care, and housing; referrals to medical services; and assistance with uniforms and other appropriate work attire and work tools.
2. The provider shall provide guidance and counseling to all youth participants, including substance abuse treatment and counseling, as needed.
3. The provider shall offer individualized support to youth participants through adult mentoring relationships, during both the direct service and follow-up period of this grant award.

A.4.2.9 FOLLOW-UP SERVICES

1. The provider shall provide a youth participant with at least four (4) months of follow-up support after the program has been completed. DOES will take ownership for the remaining nine months of follow-up service.
2. The provider shall serve as a resource to identify and address challenges that arise for youth participants in employment and educational placements.
3. The Provider shall maintain at least monthly contact with the youth participant and shall work closely with youth participants' employers and schools to assist participants in achieving career and educational goals.
4. The provider shall assist youth with additional job placements and promotions as needed, help youth realize their educational goals, and counsel youth in long-term education and career planning.

5. DOES and the provider work collaboratively to ensure a successful exit is completed and captured in the Virtual One-Stop System.
6. The provider shall document and report on the follow-up services that youth participants receive and their results.

A.4.2.10 PARTICIPANT RETENTION SERVICES

1. The provider shall describe its strategy to retain youth until successful completion of program activities.
2. The provider may offer modest incentives, including weekly stipends, transportation allowances, and cash achievement awards, tickets to special events, merchandise, or gift certificates from local merchants.

A.5 PROVIDER PAYMENTS

Youth Innovation Grant Program providers will invoice based on the receipt, acceptance, and approval of invoices that comply with the requirements and timelines listed below.

CLN 1: Base Payment (25% of Total Award)

- October 1-November 1, 2017: Grantee Participant Recruitment Cycle
- Quarter 1 Reports/Invoice Due on December 11th (Anticipated Payment Release Date: January 9):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Completed ISS Plans for each participant

CLN 2: 25% of total Grant Award

- Quarter 2 Reports/Invoice Due on April 10th (Anticipated Payment Release Date: June 12):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Participant Roster

CLN 3: 25% of total Grant Award

- Quarter 3 Reports/Invoice Due on June 11th (Anticipated Payment Release Date: August 10):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Close Out Report for Participants Exiting Dates/Completed Student Outcomes (Certificates, GED Completion, High School Completion)

- Participant Roster

CLN 4: 25% of total Grant Award

- Quarter 4 Reports/Invoice Due on August 10th (Anticipated Payment Release Date: September 30):
 - Follow Up Case Notes

If the Provider(s) does not comply with the provisions of the grant agreement, regulations, and terms and conditions, then the grant agreement may be terminated in whole or in part for default or convenience.

Section B: APPLICATION SUBMISSION

The application should be submitted through: [Grants Management System](#)

B.1 APPLICATION FORMAT

B.1.1 APPLICANT PROFILE Each application shall include an Applicant Profile, which identifies the Applicant, type of organization, program service area, board composition and members, current financial status and the amount of funds requested.

B.1.2 APPLICATION SUMMARY Each application shall include an Application Summary This section of the application shall summarize the major components of the application.

B.2 PROGRAM NARRATIVE

B.2.1 The Applicant shall provide a full description of how the program will be carried out by responding to the application requirements in Section A. *Please see sections A4.1.1 through A4.1.4.*

The four (4) main components of the program narrative should be aligned to one of the **five (5) chosen pathways (Information Technology, Science, Engineering, Math & Technology, Law, Public Safety, Corrections & Human Services, Entrepreneurship, Business Management, Arts, AV Technology & Communications, Educational, training, and employment opportunities for in-school youth with disabilities who are receiving Social Security disability benefits).**The four components are as follows:

1. Recruitment and Enrollment Plan
2. Orientation Services
3. Case Management Support
4. Follow-Up Services

B.2.2 ORGANIZATION PROFILE The information in the organization profile should include:

- State the mission of your organization.
- Description of organization's history (year founded and by whom) and its size (budget and staff).
- Description of the organization's staff experience in providing employment and educational services to in-youth, aged 14-21.
- Board composition and members
- Current financial status. Report of where other organizational funds come from, amount currently in accounts
- Description of how your organization will meet the requirements of this grant in terms of creating integrated, substantive, and holistic innovative training

programs/partnerships that address the educational, employment, and social service programs to meet the needs of in-school youth aged 14-21.

- If Applicable, please provide a description of a work plan (including measures, outcomes met) that will best meet the requirements for serving students with disabilities. Youth with disabilities must be afforded more opportunities to practice and improve their workplace skills, explore their career interests and receive services to assist with eliminating barriers.

B.2.3 PARTICIPANT PROFILE The information in the participant profile should include the following:

- Description of the number of youth the organization proposes to serve under this grant for the year.
- Description of recruitment/enrollment strategy to reach and maintain desired number of participants under this grant for the year
- Description of the organization's programming and how it is designed to provide services to in school youth, aged 14-21, in the five (5) distinct pathways.
- Describe the anticipated challenges your organization previously encountered while providing educational and employment services in the five (5) distinct pathways for in school youth, and the strategies applied to successfully address them.
- Description of organization's experience in successfully providing employment and educational services to in-school youth aged 14-21, in these five (5) distinct pathways.

B.2.4 PROGRAM DESCRIPTION The information in the program description should include the following:

1. Program Focus

- Description of the occupation for which training in one of the five (5) pathways will be provided and demonstrate the prospects for employment and job advancement in that occupation. Detailed description of program components to include but not limited to curriculum, direct services to be provided etc.

2. Strategic Collaboration/Partnerships

- Description of the strategic collaborator(s) that will participate in the organization's in school youth program(s).
- If a provider decides to create partnerships with other agencies/organizations the provider must submit detailed description of the partnership including but not limited to; agreements, services to be provided etc.
- Partners are held to the same standards as outlined in Section A of this document including clearances for staff members
- Description of how the strategic collaboration will contribute to the program by providing one or more of the following services:
 - Informing the content of the training or educational services.
 - Providing direct services or employment or educational opportunities for participants during the program

- Assisting with or offering post-program placements that shall count as WIOA outcomes
- 3. **Target Population**
 - Identification of Ward(s) in which services will be provided.
 - Description of target population(s) to be served and the characteristics of each target population that will satisfy WIOA eligibility requirements.
 - Description of the strengths and needs of each target population to be served.
- 4. **Duration of Services**
 - Demonstrate that participants will receive direct services from the date of the grant award through September 30, 2018 and follow-up services until December 31, 2018.
- 5. **Provider and Staff Qualifications**
 - Description of the number of salaried, and non-salaried, if any, staff positions that will be utilized to provide the program and demonstrate that staff are qualified to provide proposed services.
- 6. **Program Facility**
 - Description and location of the proposed program facility and the Ward(s) in which services will be provided.
 - Description of proposed program facility and how it is appropriate in size and design to accommodate all program activities.
 - Demonstrate that the building and space in which staff and students are housed and all facilities and equipment therein meet the local fire, health, and safety standards.
 - Demonstrate that the facility will meet ADA standards or that alternative measures will make program activities accessible to persons with disabilities.
 - Demonstrate that the facility will be easily accessible by public transportation.
- 7. **Subcontracted Services**
 - Description of collaboration and/or subcontracting with other entities and, how staff and resources from all of the participating organizations will be coordinated.

B.3 Specific Program Requirements

- Description of how the applicant will provide support to Youth who are interested in engaging in one of the five (5) identified career pathways.
- Description of how applicant will support youth with completion of secondary credential or its equivalent
- Description of recruitment and enrollment plan to secure and retain youth participants

- Description of how applicant will provide support to Youth who are seeking engagement in one of the five (5) identified career pathways or engagement in the post-secondary education arena
- Description of how applicant will provide support to Youth through training and exposure to emerging careers in Information Technology, Science, Engineering, Math & Technology, Law, Public Safety, Corrections & Human Services, Entrepreneurship, Business Management, Arts, AV Technology & Communications, educational training and employment opportunities for in-school youth with disabilities who are receiving Social Security disability benefits.
- Description of how the application will ensure that all Program Design components outlined in sections **A.4.1.1 through A.4.1.3** will be aligned to one of the five (5) pathways listed (Information Technology, Science, Engineering, Math & Technology, Law, Public Safety, Corrections & Human Services, Entrepreneurship, Business Management, Arts, AV Technology & Communications, educational training, and employment opportunities for in-school youth with disabilities who are receiving Social Security disability benefits).

B.4 PROGRAM BUDGET

B.4.1 Itemized Budget – Applicants shall provide a detailed, itemized budget which lists all projected expenses for the proposed program.

B.4.2 Budget Narrative – Applicants should also provide a narrative which clearly explains the expense items listed in its proposed budget.

B.5 PREFERENCE POINTS

- The extent to which the Applicant has described providing services to 30% of their cohorts to Youth with Disabilities (3 points)
- The extent to which the Applicant has described providing services to 50% of their cohorts to Youth with Disabilities (7 points)
- The extent to which the Applicant has described providing services to 85% of their cohorts to Youth with Disabilities (10 points)
- The extent to which the Applicants sites are American with Disabilities Act (ADA) compliant.

Section C: APPLICATION REVIEW AND SCORING

C.1 REVIEW PANEL

A review panel will be comprised of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2.

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet requirements; Major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Meets very few requirements; Major deficiencies which may not be correctable
2	Below Average	Meets few requirements; Many deficiencies that may or may not be correctable
3	Average	Meets some requirements; Some correctable deficiencies
4	Above Average	Meets most requirements; Minor correctable deficiencies.
5	Excellent	Meets all requirements; no deficiencies

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant’s score for each criterion. The applicant’s total technical score will be determined by adding the applicant’s score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant’s response as “Good,” then the score for that criterion is 4/5 of 40 or 32.

C.2 SCORING CRITERIA

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 110-point scale.

- Organization Profile 5 points
- Participant Profile 5 points
- Program Description 25 points
- Specific Program Requirements 40 points
- Budget and Budget Narrative 25 points
- Preference Points 10 points

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	ORGANIZATION PROFILE	5
	<ul style="list-style-type: none"> • The extent to which Applicant has stated the mission of your organization. • The extent to which Applicant has described the organization’s history (year founded and by whom) and its size (budget and staff). • The extent to which Applicant has described the organization’s staff experience in providing employment and educational services to in-school youth, ages 14-21, in the five (5) distinct pathways. • The extent to which Applicant has described how your organization will meet the requirements of this grant in terms of creating integrated, substantive, and holistic “in-school youth” programs that meet the educational, employment, and social service needs of youth aged 14-21. • The extent to which Applicant has described how the organization has successfully providing services to in-school youth, ages 14-21, in the five (5) distinct pathways. • The extent to which Applicant has described the organization’s internal monitoring system and how it effectively assures quality and the identification of program, personnel, and fiscal issues. In addition, describe the corrective action procedures. • If Applicable, please provide a description of a work plan (including measures, outcomes met) that will best meet the requirements for serving students with disabilities. Youth with disabilities must be afforded more opportunities to practice and improve their workplace skills, explore their career interests and receive services to assist with eliminating barriers. 	
2	PARTICIPANT PROFILE	5
	<ul style="list-style-type: none"> • The extent to which Applicant has described the number of youth the organization proposes to serve under this grant for the year. • The extent to which Applicant has described the organization’s programming and how it is designed to provide services to in-school youth, aged 14-21 in the five (5) distinct pathways. • The extent to which Applicant has described the organization’s experience in providing services to the target population (in-school youth between the ages of 14-21). • The extent to which Applicant has described the anticipated challenges your organization previously encountered while providing services to in-school youth in the five (5) distinct pathways, and the strategies applied to successfully address them. • The extent to which Applicant has described the organization’s experience in successfully providing services to out-of-school youth, aged 14-21, in the five (5) distinct pathways. 	
3	PROGRAM DESCRIPTION	25
	<ol style="list-style-type: none"> 1. Program Focus <ul style="list-style-type: none"> • The extent to which Applicant has described the occupation for which training in one of the five (5) distinct pathways and demonstrates the 	

ITEM	SCORING CRITERIA	Pts.
	<p>prospects for employment and job advancement in that occupation.</p> <p>2. Strategic Collaboration</p> <ul style="list-style-type: none"> • The extent to which Applicant has described the strategic collaborator(s) that will participate in the organization’s “in-school youth program(s). • The extent to which Applicant has described how the strategic collaboration will contribute to the program by providing one or more of the following services: <ul style="list-style-type: none"> ○ Informing the content of the training or educational services. ○ Providing direct services or employment or educational opportunities for participants during the program ○ Assisting with or offering post-program placements that shall count as WIOA outcomes <p>3. Target Population</p> <ul style="list-style-type: none"> • The extent to which Applicant has identified the Ward(s) in which services will be provided. • The extent to which Applicant has described the target population(s) to be served and the characteristics of each target population that will satisfy WIOA eligibility requirements. • The extent to which Applicant has described the strengths and needs of each target population to be served. <p>4. Duration of Services</p> <ul style="list-style-type: none"> • The extent to which Applicant has demonstrated that participants will receive program services up until September 30, 2018 and four (4) months of follow-up services starting no later than October 1, 2018 and ending December 31, 2018. <p>5. Provider and Staff Qualifications</p> <ul style="list-style-type: none"> • The extent to which Applicant has described the number of salaried, and non-salaried, if any, staff positions that will be utilized to provide the program and demonstrate that staff are qualified to provide proposed services. <p>6. Program Facility</p> <ul style="list-style-type: none"> • The extent to which Applicant has described the proposed program facility and the location of services in the Ward(s) in which services will be provided. • The extent to which Applicant has described proposed program facility and how it is appropriate in size and design to accommodate all program activities. • The extent to which Applicant has demonstrated that the building and space in which staff and students are housed and all facilities and equipment therein meet the local fire, health, and safety standards. • The extent to which Applicant has demonstrated that the facility will meet ADA standards or that alternative measures will make program activities accessible to persons with disabilities. • The extent to which Applicant has demonstrated that the facility will be easily accessible by public transportation. <p>7. Subcontracted Services</p> <ul style="list-style-type: none"> • The extent to which Applicant has described collaborations and/or 	

ITEM	SCORING CRITERIA	Pts.
	subcontracting with other entities and, how staff and resources from all of the participating organizations will be coordinated.	
SPECIFIC PROGRAM REQUIREMENTS		
	<ul style="list-style-type: none"> • Program Design • The extent to which Applicant has aligned on of the five (5) distinct pathways to the overall design of the proposed program as required in Sections A4.1.1 through A4.1.3. • The extent to which Applicant has described how it will recruit and enroll eligible WIOA participants. • The extent to which the Applicant has describe how carryout an orientation program prior to the start of the innovative training program to articulate program expectations to each participant. • The extent to which the Applicant has outline a plan to provide case management support for each participant. • The extent to which the provider will provide each participant with a weekly touch point and monthly seminar that leads to attainment of a nationally recognized certificate. • The extent to which Applicant shall ensure appropriate preparation leading to youth participant’s placement in unsubsidized employment, an institution of higher education or an advanced training program, or the start of a new business. • The extent to which Applicant shall provide participants who complete their program with at least four (4) (3) months of follow-up services starting no later than October 1, 2018. 	40
4	<p style="text-align: center;">BUDGET AND BUDGET NARRATIVE)</p> <ul style="list-style-type: none"> • The extent to which the Applicant provides a clear explanation of how the budget amount is derived. • The extent to which the Applicant has allocated the funds (i.e., per service and per participant cost). 	25
5	<p style="text-align: center;">PREFERENCE POINTS (YOUTH WITH DISABILITIES)</p> <ul style="list-style-type: none"> • The extent to which the Applicant has described providing services to 30% of their cohorts to Youth with Disabilities (3 points) • The extent to which the Applicant has described providing services to 50% of their cohorts to Youth with Disabilities (7 points) • The extent to which the Applicant has described providing services to 85% of their cohorts to Youth with Disabilities (10 points) • The extent to which the Applicants sites are American with Disabilities Act (ADA) compliant. 	10
TOTAL POINTS		100
TOTAL WITH PREFERENCE POINTS		110

C.3 HOW TO APPLY

The RFA is posted on the following websites:

- <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- <http://does.dc.gov/page/does-grants>

If the RFA cannot be accessed at the above websites, then Applicants may contact the Office of Youth Programs at 202-698-3942 or via email at OYPGrants@dc.gov.

All attachments shall be submitted as a pdf file. The District will not be responsible for corruption of any file submitted. If the submitted file cannot be viewed and printed as submitted, it will not be considered.

C.4 PROPOSAL SUBMISSION

Proposals shall be fully submitted to [Grants Management System](#)

Proposals submitted after 12:00 PM on September 8, 2017 will not be considered.

C.5 APPLICATION PROCESS

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant's sole responsibility.

Section D: Department of Employment Services Contacts

D.1 Award Administration Information

D.1.1 Award Notices

Each Applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an Applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The Grant Agreement sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The Grant Agreement shall be signed by the DOES Director. The Grant Agreement will be sent to the Applicant's contact that is authorized to sign the Grant Agreement and reflects the only authorizing document. The Grant Agreement will be sent prior to the start date, and a meeting between the Providers and DOES will occur shortly after the Grant Agreement is fully executed.

D.1.2 Appeal

An Applicant may appeal the responsiveness determination only to the DOES Office of Equal Opportunity. Appeals shall be in writing and addressed to: DOES Office of Equal Opportunity, 4058 Minnesota Avenue NE, Suite 5800, Washington DC 20019. Appeals may also be submitted via email to: OYPGrants@dc.gov. Appeals of the responsiveness determination shall be received by the DOES Office of Equal Opportunity within two (2) business days of the responsiveness determination notice.

In order to ensure a fair and equitable appeals process to all Applicants, it is imperative that Applicants communicate solely with the DOES Office of Equal Opportunity regarding an appeal of the responsiveness determination. Program staff cannot issue a decision regarding the appeal of a responsiveness determination. If an Applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the Applicant may be precluded from consideration for future grant opportunities.

Appeals shall contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the submitted application will not be considered during the appeal process, unless specifically requested by the DOES Office of Equal Opportunity. The DOES Office of

Equal Opportunity may coordinate a meeting to address the appeal. The Office of Equal Opportunity will issue a written appeal decision. The decision of the Office of Equal Opportunity may only be overturned by the DOES Director.

D.1.3 Provider Program Compliance

Youth participants will be assigned to Providers by DOES only. DOES shall approve any termination or removal of youth participants. Providers will not be permitted to screen, interview, or select participants for their awarded programs.

Prior to the start of the program, Providers shall successfully complete the following:

1. DOES site visit inspection;
2. Criminal background clearance through the DC Metropolitan Police Department (MPD) prior to the start of the program for every employee working with youth. DOES will provide these clearances free of charge. Supervisors who have a valid clearance on file with MPD within the last two (2) years do not need to obtain a new clearance;
3. DOES Supervisor Orientation;
4. All DOES mandatory meetings;
5. Non-Disclosure Agreements for each staff person and volunteer working on grant; and
6. Proof of Insurance.

D.1.5 Provider Payment

The total amount of the grant award shall not exceed the amount specified within the Grant Agreement. There are four (4) payments that will take place and they listed below each representing a specific percentage of the total grant amount:

PAYMENT #1 – Base Payment	PAYMENT #2 – Approved Documentation and Initial Services	PAYMENT #3 – Continued Case Management	PAYMENT #4 – Final Case Management, Credential, & Follow-up
25%	25%	25%	25%

CLN 1: Base Payment (25% of Total Award)

- o October 1-November 1, 2017: Grantee Participant Recruitment Cycle
- o Quarter 1 Reports/Invoice Due on December 11th (Anticipated Payment Release Date: January 9):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Completed ISS Plans for each participant

CLN 2: 25% of total Grant Award

- Quarter 2 Reports/Invoice Due on April 10th (Anticipated Payment Release Date: June 12):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Participant Roster

CLN 3: 25% of total Grant Award

- Quarter 3 Reports/Invoice Due on June 11th (Anticipated Payment Release Date: August 10):
 - WIOA Accepted/Enrolled 20 participant roster
 - 1st Case Note Package
 - Completion Site Visit Report
 - Close Out Report for Participants Exiting Dates/Completed Student Outcomes (Certificates, GED Completion, High School Completion)
 - Participant Roster

CLN 4: 25% of total Grant Award

- Quarter 4 Reports/Invoice Due on August 10th (Anticipated Payment Release Date: September 30):
 - Follow Up Case Notes
- **PAYMENT #1 – Base Amount:** Providers that successfully complete the pre-program site visit and attend the mandatory pre-program training and orientation will be eligible to begin submitting invoices for the Base Amount. The base amount is equal to 25% of the total grant award. Providers will be expected to be in full compliance with all program rules and expectations in order to be approved for payment for services.
- **PAYMENT #2** –Providers that successfully enroll the stated number of participants, began case management, and Grant documentation can submit invoices for the 2nd payment equal to 25% of the total grant award.
- **PAYMENT #3** – Monthly Case Management: Providers that continue to successfully manage participant and provide support services may invoice for the third payment equal to 25% the total amount of the grant.
- **PAYMENT #4** – Credential Attainment: Providers may invoice for continued case management, completion of the leadership development of national workforce readiness credential, and follow up services equal to 25% of the total grant award amount.

If the Provider does not comply with the Grant Agreement, applicable federal and District laws and regulations, then the Grant Agreement may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

D.1.6 Anti-Deficiency Considerations

The Provider shall acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

D.2 GRANTS OFFICER

Grants will be entered into and signed on behalf of the District only by grant officers. The contact information for the Grant Officer is

Frederick Rogers
Department of Employment Services
Email: Frederick.rogers@dc.gov

D.2.1 Grant Administrator

GRANT ADMINISTRATOR (GA)

D.2.2 The GA is responsible for general administration of the contract and advising the CO as to the Contractor's compliance or noncompliance with the contract. The CA has the responsibility of ensuring the work conforms to the requirements of the contract and such other responsibilities and authorities as may be specified in the contract. These include:

D.2.3 Keeping the GO fully informed of any technical or contractual difficulties encountered during the performance period and advising the CO of any potential problem areas under the contract;

D.2.4 coordinating site entry for Contractor personnel, if applicable;

D.2.5 Reviewing invoices for completed work and recommending approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure;

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D.2.6 Reviewing and approving invoices for deliverable to ensure receipt of goods and services
This includes the timely processing of invoices and vouchers in accordance with the District's

payment provisions; and

D.2.7 Maintaining a file that includes all contract correspondence, modifications, records of. , - inspections (site, data, equipment) and invoice or vouchers

The address and telephone number of the GA is:

Frederick Rogers
Department of Employment Services
Office of Youth Programs
Email: Frederick.Rogers@dc.gov

D.2.7 The GA shall NOT have the authority to:

1. Award, agree to, or sign any contract, delivery order or task order. Only the CO shall make contractual agreements, commitments or modifications;
2. Grant deviations from or waive any of the terms and conditions of the grant;
3. Increase the dollar limit of the contract or authorize work beyond the dollar limit of the grant,
4. Authorize the expenditure of funds by the Contractor;
5. Change the period of performance; or
6. Authorize the use of District property, except as specified under the contract.

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



**OFFICE OF YOUTH PROGRAMS
2018 In-School Youth Innovation Grants Technical Assistance**

Request for Applications (RFA)
RFA#: YIGPTA2018

RFA Release Date: August 21, 2017

Pre-Application Meeting (Webinar)

Date: August 24, 2017

Session: Email oypgrants@dc.gov for link to webinar

Applicants must submit a letter of intent to apply no later than 5:00pm
August 23, 2017

**Application Submission Deadline:
September 4th 2017, at 5:00pm noon EST**

Applications shall be submitted electronically at OYPgrants@dc.gov in a single PDF file.

LATE and INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED



A.1 MISSION AND ORGANIZATION

The District of Columbia Department of Employment Services (DOES) provides comprehensive employment services to ensure a competitive workforce, full employment, lifelong learning, economic stability and the highest quality of life for all District residents. Critical to this mission is the planning, developing and administering of workforce development services. DOES provides a range of programs and benefits to job seekers, including job development, job search assistance, self-directed job search, vocational training, apprenticeship, unemployment insurance, transitional employment and referrals to supportive services and educational programs.

The Office of Youth Programs (OYP) is a division within DOES that focuses on supporting District youth. OYP administers a comprehensive set of locally and federally funded programs and services that are designed to prepare District youth for the workforce, to connect them to opportunities, to ensure their smooth transition into the world of work, and to ultimately ensure their long-term success. Additionally, DOES is dedicated to educating youth participants about workforce readiness, exposing them to careers in high-growth industries, and enriching them, academically, through experiential, hands-on programs.

A.2 INTRODUCTION

This scope of work pertains to the Youth Innovation Grants Pilot Program. OYP recognizes the critical need to continually expose youth to 21st century workforce skills and provides grants to community-based service providers to deliver these services. The success of this program is dependent on the ongoing sustainability and effectiveness of the service providers selected as a part of the Youth Innovation Grants Pilot Program. OYP is seeking an organization that will offer technical assistance for fifteen (15) grant recipients that are participating in the Youth Innovation Grant Pilot Program. The technical assistance should be grounded in research and highlight industry best practices in nonprofit management and leadership. Additionally, the technical assistance should provide proven strategies, processes, practices, and tools designed to increase the effectiveness of small nonprofit organizations. The technical assistance should be based on a sound theory of action that focuses on positive youth development methods and education standards.

A.2.1 BACKGROUND

The Youth Innovation Grants Pilot Program is a new initiative where grant recipients will aid youth in placement and retention in employment, education, or training, in program skills gains and credential attainment.

B.1 SCOPE

The District of Columbia Department of Employment Services (DOES), Office of Youth Programs (OYP) is seeking to partner with an organization that can provide technical assistance that will help build the capacity of grant recipients. Specifically, DOES seeks an organization to work with DOES grantees to help them institute best practices in key competencies of nonprofit management and processes. Applicants will develop a model based upon a theory of action that is supported by a solid research basis with evidence of previous successes. Applicants will also identify, propose and define a number of effective management competencies they believe relevant to this scope of work for youth-serving community-based nonprofits.:

DOES then expects appropriate strategies to be instituted over the course of the grant year resulting in improved grantee practices in the key competency areas. A final deliverable required is a report documenting improvements as a result of the capacity building intervention and recommendations for future training and



technical assistance to further sustainability of nonprofit service providers in DC.

DOES facilitates monthly community of practice meetings with Youth Innovation Grantees. Applicants should budget at least two (2) hours/month for attendance at these meetings along with an additional two (2) hours/month for meeting with DOES representative on the progress of capacity building. Applicants shall propose to use some number of the monthly community of practice meetings as time for a training as part of the intervention.

Applicants will be evaluated based on knowledge of DC nonprofit community, past performance and demonstration of impact on the sustainability and performance of their clients, the viability of the capacity building intervention proposed, and plan for evaluating the impact of the intervention over the course of the grant year.

DOES anticipates awarding a total of \$100,000 at least (1) grant based on funding availability.

C.1 REQUIREMENTS

The vendor shall perform the following tasks in order to achieve the objectives of this procurement as specified in C.3 Scope:

- C.1.1 Provide DOES with a program plan and schedule that outlines proposed training and technical assistance offerings. The program plan must include theory of action and or framework that is grounded in research. Appropriate citations must be included in program plan.
- C.1.2 Design and deliver appropriate number of trainings and/or other interventions to build the knowledge of grantees in key competencies related to effective nonprofit management as agreed to by DOES. The design of the interventions must include descriptions of activities, time and length, and intended outcomes.
- C.1.3 Provide written quarterly and final reports to DOES detailing participant progress.
- C.1.4 Attend monthly community of practice meetings facilitated by DOES.
- C.1.5 Develop and administer an assessment to determine the existing capacity of grantees and to determine whether or not certain grantees need additional interventions to achieve objectives. Provide plan for additional interventions and evaluation of impact.
- C.1.6 Close out report at end of year that functions as a “White Paper” outlining the status of grantees at the beginning of the intervention based on assessment discusses the intervention and then documents any improvements in knowledge and implementation of best-practices with recommendations for future capacity building to further nonprofit provider sustainability.

ITEMS	Deliverable	Quantity	Format and Method of Delivery	Due Date
1	Program Plan Delivery Schedule	1	Via email/ Hard Copy	Application
2	Status Report	1	Via email/ Hard Copy	Quarterly



3	Interventions/Trainings proposed	At minimum 8 to be facilitated at COP meetings	In person	At least Monthly
4	Close Out Report(White Paper)	1	Via email/ Hard Copy	End of Period of Performance

C.2 APPLICABLE DOCUMENTS

The following documents are applicable to this procurement and are hereby incorporated by reference into this RFQ and all ensuing HCAs:

Table C.2.1: Applicable documents

Item No.	Document Type	Title	Date
0001	Federal Law	Workforce Innovative Opportunity Act (WIAO) http://www.doleta.gov/WIOA/Overview.cfm	As of 2015
0002	DC Regulation	Title 27 of the District of Columbia Municipal Regulations, as amended, Contracts and Procurements http://os.dc.gov/	As amended to date
0003	DC Law	Procurement Practices Act http://www.dccouncil.washington.dc.us/	As of 2006

C.3 DEFINITIONS AND ACRONYMS

These terms when used in this document have the following meanings:

- C.3.1 Out of-School Youth:** An eligible youth, between the ages of 16-24, who is not attending any school or who has received a secondary school diploma or its equivalent.
- C.3.2 In-School Youth:** An eligible youth who is attending any school, is low-income, and is between the ages of 16-24.
- C.3.3 Workforce Innovation and Opportunity Act (WIOA):** WIOA is a federal program funded through the U.S. Department of Labor and the DOES. WIOA is the main source of federal funds for workforce development activities throughout the nation. WIOA funding, which is distributed to states and, subsequently, sub-state agents, is used to serve two primary customers—businesses and job seekers. Services are managed and provided by local agents, which must meet performance goals set by DOL and the respective state oversight agency.



D.1 REVIEW PANEL

A review panel will be comprised of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2.

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet requirements; Major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Meets very few requirements; Major deficiencies which may not be correctable
2	Below Average	Meets few requirements; Many deficiencies that may or may not be correctable
3	Average	Meets some requirements; Several correctable deficiencies
4	Above Average	Meets most requirements; Minor correctable deficiencies.
5	Excellent	Meets all requirements; no deficiencies

The technical rating is a weighting mechanism that will be used to determine the overall quality of the application. . The technical rating also will be automatically calculated into the final score. The final score will be determined by dividing the applicant's technical score by 5 (the maximum technical rating), multiplied by the maximum points (110). See example below.

Applicant's Technical Rating	Maximum Technical Rating	Application Points	Maximum Application Points	Final Score
4 (Above Average)	5	90	110	88



D.2 SCORING CRITERIA

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 110-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points
- Preference Points 10 points

ITEM	SCORING CRITERIA	Pts.
1	ORGANIZATION PROFILE	20
	<ul style="list-style-type: none"> • The extent to which Applicant has stated the mission of your organization. • The extent to which Applicant has described the organization’s history (year founded and by whom) and its size (budget and staff). • The extent to which Applicant has described the organization’s internal monitoring system and how it effectively assures quality and the identification of program, personnel, and fiscal issues. In addition, describe the corrective action procedures. 	
2	PARTICIPANT PROFILE	20
	<ul style="list-style-type: none"> • The extent to which Applicant has described the number of organizations the applicant proposes to serve under this grant for the year. • The extent to which Applicant has described how to teach organizational sustainability and growth. • The extent to which Applicant has described the organization’s experience in helping organizations implementing industry recognized best practices. • The extent to which Applicant has described the organization’s experience in successfully providing direct capacity building services to non-profit and community based organizations in the District of Columbia. 	
3	PROGRAM DESCRIPTION	40
	<p>Engagement</p> <ul style="list-style-type: none"> • The extent to which the Applicant describes an Assessment on 4-8 competency areas depending on program. • The extent to which the Applicant describes a work plan to build targeted competencies. • The extent to which the Applicant describes weekly coaching, training, and organization development. • The extent to which the Applicant describes regular check-ins and post-assessment. <p>1. Outcomes</p> <ul style="list-style-type: none"> • The extent to which the Applicant describes short, intermediate and long 	



ITEM	SCORING CRITERIA	Pts.
	term goals for potential grantees. 2. On-Going Support <ul style="list-style-type: none"> The extent to which the Applicant describes on-going support efforts for potential grantees. 	
	BUDGET AND BUDGET NARRATIVE)	
4	<ul style="list-style-type: none"> The extent to which the Applicant provides a clear explanation of how the budget amount is derived. The extent to which the Applicant has allocated the funds 	20
	PREFERENCE POINTS	
5	<ul style="list-style-type: none"> The extent to which Applicant describes years of experience in direct capacity building and sustainability services for non-profits and community based organizations in the District of Columbia 	10
TOTAL POINTS		100
TOTAL WITH PREFERENCE POINTS		110

D.3 GRANTS OFFICER

Grants will be entered into and signed on behalf of the District only by grant officers. The contact information for the Grant Officer is

Frederick Rogers
 Department of Employment Services
 Email: Frederick.rogers@dc.gov

D.3.1 Grant Administrator

GRANT ADMINSTRATOR (GA)

D.3.2 The GA is responsible for general administration of the contract and advising the CO as to the Contractor's compliance or noncompliance with the contract. The CA has the responsibility of ensuring the work conforms to the requirements of the contract and such other responsibilities and authorities as may be specified in the contract. These include:

D.3.3 Keeping the GO fully informed of any technical or contractual difficulties encountered during the performance period and advising the CO of any potential problem areas under the contract;

D.3.4 coordinating site entry for Contractor personnel, if applicable;

D.3.5 Reviewing invoices for completed work and recommending approval by the CO if the Contractor's costs are consistent with the negotiated amounts and progress is satisfactory and commensurate with the rate of expenditure;

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D.3.6 Reviewing and approving invoices for deliverable to ensure receipt of goods and services This includes the timely processing of invoices and vouchers in accordance with the District's payment provisions; and

D.3.7 Maintaining a file that includes all contract correspondence, modifications, records of. , - inspections (site, data, equipment) and invoice or vouchers



The address and telephone number of the GA is:

Frederick Rogers
Department of Employment Services
Office of Youth Programs
Email: Frederick.Rogers@dc.gov

D.3.8 The GA shall NOT have the authority to:

1. Award, agree to, or sign any contract, delivery order or task order. Only the CO shall make contractual agreements, commitments or modifications;
2. Grant deviations from or waive any of the terms and conditions of the grant;
3. Increase the dollar limit of the contract or authorize work beyond the dollar limit of the grant,
4. Authorize the expenditure of funds by the Contractor;
5. Change the period of performance; or
6. Authorize the use of District property, except as specified under the contract.

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



DC Department of Employment Services
Workforce Division (WFD)

DC Apprenticeship Grants

Request For Applications (RFA)

RFA No.: DOES-Apprenticeship-2017

RFA Release Date: July 25, 2017

Application Submission Deadline:

August 7, 2017 at 2:00 p.m. EST

APPLICATIONS MUST BE SUBMITTED ELECTRONICALLY TO OGAGrants@dc.gov

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Section A: Funding Opportunity Description

Scope

The District of Columbia Department of Employment Services (DOES) Office of Resource Allocation is seeking grant applications for high quality, structured, and innovative workforce development programs as a part of the Workforce Development Division Apprenticeship Initiative.

In order to expand innovative programming and meet the demands of District residents, the District anticipates awarding up to 2 grants to eligible applicants (see Section B General Provisions). Based on availability DOES may exercise option years. The following sections detail the components of a successful application.

Each application should include a 2-5 page program narrative (page count does not include the budget, budget attachments or program addendums). The application should include assurances that all WIOA regulations and data collection methods (federal, state, and local) will be adhered to. All participants enrolled under these grants will be subject to normal performance reporting (see Section G for reporting requirements). Additionally, all awardee programming must be DOES branded and in accordance with DOES standards. All applications should be submitted to ogagrants@dc.gov by 2:00 pm on August 7, 2017.

Background

The mission of DOES is to foster economic development and growth in the District of Columbia by providing workforce development services, bringing together employers and job seekers, compensating eligible unemployed and injured workers, and promoting safe and healthy workplaces

With the transition to the Workforce Innovation Opportunity Act (WIOA), the District of Columbia is well positioned to further expand the State's innovative programmatic offerings and overall workforce system capacity. Because the development of new program offerings can be difficult to accomplish when solely leveraging WIOA formula funding, DOES is making available local funds to allow for program development in Apprenticeship. The description listed below details the available grant. Preference will be given to grant applicants that connect to and leverage existing initiatives and the framework of the DC WIOA State Plan and the WIOA statute, as referenced below.

DC Apprenticeship Grants

APPRENTICESHIP DC: The Department of Employment Services is requesting proposals to serve District residents through either apprenticeship or pre-apprenticeship models in one or more of the District's six high demand industries, which includes construction, infrastructure (transportation, energy utilities, and energy efficient technologies), hospitality, law enforcement, healthcare, and information technology (IT).

Respondent budgets may include funds for capacity building. All awards under this category will be subject to meeting or exceeding negotiated performance goals associated with the initiative. A successful application must contain the following components:

- *Registered Apprenticeship:* The applicant must be a registered apprenticeship sponsor approved by the DC Apprenticeship Council and contain a classroom component and a work component.

The preferred delivery model for the classroom component is competency-based curriculum in coordination with required on-the-job training (OJT).

1. *Targeted Population:* DC residents ages eighteen (18) years or older may be served through this initiative. Preference will be given to proposals that intend to recruit and serve WIOA eligible participants from wards 5, 7, & 8.
 2. *Sustainability:* The application must demonstrate that the key elements of the grant, if successful, will be sustained after grant funds cease.
- *Pre-Apprenticeship:* The Pre-Apprenticeship applicant must prepare residents of apprenticeship like opportunities. The service delivery model must contain a classroom component, a work component or a hands on demonstration component. The preferred delivery model will lead to the attainment of an industry recognized credential in one of the District's high demand industries and/or unsubsidized employment.
 1. *Targeted Population:* DC residents ages eighteen (18) years or older may be served through this initiative. Preference will be given to proposals that intend to recruit and serve WIOA eligible participants.
 2. *Engaging Employers:* Applicants must demonstrate how they plan to partner with employer groups (such as the Hotel Association of Washington DC, Greater Washington Hispanic Chamber of Commerce, the DC Chamber of Commerce, and the DC Hospital Association) in order to identify and engage employers. Furthermore, the applicant must work with employers to determine hiring needs and design an apprenticeship program that is responsive to those needs. Additionally, successful applicants may be connected to a major DC construction project that require District resident hiring or apprentices.
 3. *Sustainability:* The application must demonstrate that the key elements of the grant, as well as the partnerships established during the grant are accessible to and able to be assumed by the District after grant funds cease.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards is contingent upon availability of funds. This RFA does not commit DOES to make a grant award. DOES maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant's submission.

DOES may suspend or terminate an outstanding RFA, pursuant to its own grant-making policies or any applicable federal regulation or requirement.

Anticipated Number of Awards

DOES intends to grant at least two (2) awards. DOES, however reserves the right to make additional awards pending availability of funds.

Total Amount of Funding to be Awarded

The total amount of funding that DOES anticipates to be available for award is \$250,000. Please see chart below for details:

Grant Name	Maximum Grant Award	Program Funding Availability Date	Maximum Cost Per Participant
Apprenticeship DC: : Pre/Registered Apprenticeships	\$125,000	8/15/2017	\$12,500

The responses to this RFA must be reasonable and appropriate based on the information provided within this RFA.

Period of Performance

The 2017 DC Apprenticeship Grants will operate from the date of award through 12 months thereafter.

Location Requirements

For the purpose of this RFA, all Applicants must provide services in the District of Columbia. Each Applicant must provide legal proof of ownership or occupancy of the site where the program will be held to prove that the Applicant is entitled to conduct the program in that space.

Adequate proof of ownership or occupancy that may be submitted includes the following:

- Certificate of Occupancy issued by the Department of Consumer & Regulatory Affairs (DCRA) that shows the location has sufficient space to serve the number of participants proposed by the Applicant;
- Signed approval letter and building use agreement from the DC Public Schools Office of Out-of-School Time;
- Signed approval letter and permit from the DC Department of Parks and Recreation; or
- Building lease or rental agreement that is current and valid.

The Applicant must submit written notice of any site changes within 24 hours of the proposed change. DOES must approve any site changes, prior to the proposed change.

Grant Making Authority

DOES maintains the right to issue grant awards via the “Workforce Job Development Grant-Making Authority Act of 2012.” DOES also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Funding for the award is contingent on availability of funds.

Section B: General Provisions

Eligibility Information

Applications must meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements will be considered unresponsive and will not be considered for funding under this RFA.

Organizations that are eligible to apply for this grant include public and private non-profits and for-profit organizations with demonstrated effectiveness providing the requested services and meeting the needs of the target population, including:

- Non-profit, community, or faith-based organizations;
- Community colleges or other postsecondary institutions;
- Public, charter, or alternative secondary schools;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions, labor-management partnerships, or registered apprenticeship programs.

Applicants must be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. Each Grantee may charge to the grant award only those costs that are consistent with the allowable cost provisions of the respective Notice of Grant Award (NOGA), including the guidelines issued by DOES and all applicable federal and District laws.

All Applicants must be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

Applicants should include assurances that all WIOA regulations and data collection methods (federal, state and local) will be adhered to.

Below is a list of criteria defining eligibility to apply for the grant detailed in Section A.

- **Apprenticeship DC Apprenticeship Grants:**
 - Registered Apprenticeship: Only applicants that have been deemed registered apprenticeships by the DC Apprenticeship Council may be considered for this grant. Apprenticeships must be a part of the Eligible Training Provider List (ETPL) or provide a letter to the DOES Director requesting to join. Applicants should also have past performance in identifying WIOA eligible participants.
 - Pre-Apprenticeships: All Community Based Organizations that have past performance in identifying WIOA eligible participants and building employer partnerships are eligible for this grant. Successful applicants must operate an active pre-apprenticeship program that includes a work component or a hands-on demonstration component. Applicants must also be able to do business in Washington, DC.

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the Grant Agreement. DOES staff is responsible for monitoring and evaluating the program, and may also make periodic scheduled and unscheduled visits to worksite locations.

During site visits, the Grantee is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the Grantee's level of compliance with federal and/or District requirements and to identify specifically whether the Grantee's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

Audits

The Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may have the Grantee's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.

The Grantee shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices, which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The Grantee shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the Grantee that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for the purpose of interviews and discussions related to such documents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

In accordance with DC Language Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot (or have limited capacity to) speak, read, or write English.

Other Applicable Laws

The Grantee shall comply with all applicable District and federal statutes and regulations as may be amended from time to time. These statutes and regulations include but are not limited to:

1. Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, D.C. Official Code § 2-219.01 et seq.
2. Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
3. Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
4. Drug Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
5. Workforce Innovation and Opportunity Act of 2014

Section C: Application Format

Technical

The application should be double-spaced pages, typed in 12 point Times New Roman font with 1-inch margins.

Applicant Profile

Each application must include an Application Profile, which identifies the Applicant type of organization, program service area and the amount of the funds requested.

Table of Contents

Each application must include a Table of Contents. The Table of Contents must list major sections of the application with a quick reference page indexing those sections.

Applicant Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The Applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section F. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Budget Narrative

All applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant and does not count against the page limit outlined for the program narrative. For all applicants requesting capacity-building funds, this request should be submitted with a separate budget and budget narrative from the program-funding request. Both the capacity building and the program budget narratives must include timelines for expenditure of funds. For applicants that request capacity-building funds, applicants should note in their budget narrative their understanding that program-funding award is contingent upon DOES confirming completion of the capacity-building activities.

Budget narratives must detail how funds will be expended towards the program goals, as outlined in the program narrative. The budget section should also contain assurances that no funds received as a result of this grant will be used to supplant any WIOA formula funds dedicated towards participants, administrative efforts, or other regularly occurring activities. All budget narratives must identify the average cost per participant. Cost per participant (CPP) must not exceed the cap listed in the estimated award detail below. Applicants may request a waiver to exceed the CPP up to 10%, so long as there is adequate data and expenditure evidence provided to support the request.

Section D: Program Narrative

Program Narrative (2 to 5 pages)

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

- State the mission of your organization.
- Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed programs.
- Describe how your organization will meet the specific requirements/components outlined for the strategic category you are applying for.
- If applicable, please provide the percentage of prior participants who have successfully completed the exam, their placement rate, and their retention rate.

Participant Profile

- Describe the number of participants your organization will serve under this grant for the year.
- Describe how your programming is designed to provide quality training and service outlined within this RFA.
- Describe your experience working with the targeted population. Describe the anticipated challenges and the strategies to overcome them.

Program Description

- Identify and describe how your organization will deliver the desired service. (See Section A). Describe how your organization has historically provided programming or services.
- Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program.
- Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Section E: Application Review and Scoring

Review Panel

A review panel will be composed of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable
3	Acceptable	Meets requirements; no deficiencies
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant’s score for each criterion. The applicant’s total technical score will be determined by adding the applicant’s score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant’s response as “Good,” then the score for that criterion is 4/5 of 40 or 32

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	<p>Organization Profile</p> <ul style="list-style-type: none"> • The extent to which the Applicant has stated the mission of the organization. • The extent to which the Applicant has described the history of the organization (year founded and by whom) and its size (budget and staff). • The extent to which the Applicant has demonstrated that their staff is well equipped with the skills necessary to effectively deliver the proposed strategic category. • The extent to which the Applicant has demonstrated experience working with youth, dislocated workers, homeless citizens, returning citizens, minorities, women, veterans, citizens with disabilities, or with citizens with limited English proficiency. • The extent to which the Applicant has demonstrated past success of (1) preparation of participants for successful completion of the exam; (2) placement of participants in internships or employment; and (3) retention of employment by participants. • The extent to which the Applicant has provided the percentage of prior participants who have successfully completed the exam, their placement rate, and their retention rate. 	20
2	<p>Participant Profile</p> <ul style="list-style-type: none"> • The extent to which the applicant has described the number of participants to be served under the grant. • The extent to which the Applicant has described how the proposed programming is designed to provide quality training, support services, educational enrichment/credential attainment, or placement in a high demand industry. • The extent to which the Applicant has described its experience working with the target population, anticipated challenges, and strategies to overcome them. 	20
3	<p>Program Description</p> <ul style="list-style-type: none"> • The extent to which the Applicant has described their proposed program. • The extent to which the Applicant has identified and described a minimum of one (1) specialized industry learning component that will be delivered via the program and the extent to which the applicant has described their ability to deliver programming within this area. • If applicable, the extent to which the Applicant has described current relationships with employers looking to hire this population. If no current relationships exist, the extent to which the Applicant describes their approach to creating, building, and maintaining these forecasted relationships. • The extent to which the Applicant has provided a description of proposed sites where program activities will be carried out. Applicants must specify if sites have been secured at the time of this proposal. • The extent to which the Applicant has provided a clear, detailed, timeline or schedule for the successful completion of the grant. 	40
	<p>Budget and Budget Narrative</p>	
	<ul style="list-style-type: none"> • The extent to which the Applicant provides a clear explanation of how the budget amount is derived. • The extent to which the Applicant has allocated the funds (i.e., per class and per participant cost). 	20
TOTAL POINTS		100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- Application package can also be found at www.does.dc.gov
- If the application package cannot be accessed at the above websites, then Applicants may request the application via email: ogagrants@dc.gov

Application Preparation

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant's sole responsibility.

Submission Date and Time

In order to be considered for funding, complete applications must be received electronically via ogagrants@dc.gov no later than **August 7, 2017, 2:00 p.m. EST**. Applications received after 2:00 p.m. EST on August 7, 2017 will not be considered for funding.

All applications and attachments must be submitted as one PDF file. The District will not be responsible for corruption of any file submitted. If the submitted file cannot be viewed and printed as submitted it will not be considered.

Section G: Award Administration Information

Award Notices

Each applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The Grant Agreement sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The Grant Agreement shall be signed by the DOES Director or designee. The Grant Agreement will be sent to the Applicant's contact that is authorized to sign the Grant Agreement and reflects the only authorizing document. The Grant Agreement will be sent prior to the start date and a meeting between the Grantee and DOES will occur shortly after the Grant Agreement is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant and meet the designated goals and deliverables outlined in this RFA. More specifics on the "minimum level of effort" will be specified in the grant agreement.

Appeal

An Applicant may appeal the responsiveness determination only to the DOES Office of Grants Administration. Appeals must be in writing and addressed to: DOES Office of Grants Administration, 4058 Minnesota Avenue NE, Suite 3700, Washington DC 20019. Appeals may also be submitted via email to ogagrants@dc.gov with the subject heading “appeal of grant decision”. Appeals of the responsiveness determination must be received by the DOES Office of Grants Administration within two (2) business days of the responsiveness determination notice.

In order to ensure a fair and equitable appeals process to all Applicants, it is imperative that Applicants communicate solely with the DOES Office of Equal Opportunity regarding an appeal of the responsiveness determination. Program staff cannot issue a decision regarding the appeal of a responsiveness determination. If an Applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the Applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the submitted application will not be considered during the appeal process, unless specifically requested by the DOES Office of Grants Administration. The DOES Office of Grants Administration may coordinate a meeting to address the appeal. The Office of Grants Administration will issue a written appeal decision. The decision of the Office of Grants Administration may only be overturned by the DOES Director.

Grantee Program Compliance

Prior to the start of the program, Grantees must successfully complete the following:

- DOES technical site visit inspection;
- DOES Supervisor Orientation;
- All DOES mandatory meetings;
- The applicant must be a registered apprenticeship sponsor approved by the DC Apprenticeship Council (if applying for the apprenticeship portion of the grant) and contains a classroom component, a work component, or a hands-on demonstration.

Grantee Reporting and Deliverables

The required program deliverables for each participant are described below and should be submitted in accordance with the timeline below

1. **Program Timeline/Schedule of Occupational Training** – Grantees must complete and submit a final program timeline/schedule prior to the start of the program. (If applicable)
2. **Program Progress Report** – Grantees must complete and submit a weekly progress report including a status of program and participants’ progress. The weekly progress report is due Wednesday by noon of the following week.

3. **Monthly Report** – submission of monthly reports.
4. **Paper Time Sheet Reporting** – Grantees must complete timesheets for all participants on a bi-weekly basis on Fridays by 3:00 p.m. EST, throughout the duration of the grant.
5. **Participant Package** – Grantees are required to complete and submit a Participant Package for every participant in the program.

Strategic Category	Deliverable	Due Date
Apprenticeship DC Apprenticeship Grants	<ul style="list-style-type: none"> • Enrollment into Pre/Apprenticeship Program • Assessment Plan • Proof of Participant Classroom Participation • Proof of Job Site Location • Number of participants who have received a credential in one of the high-demand areas outlined. 	Quarterly

All program deliverables must be submitted per the schedule provided above and final program deliverables must be submitted to DOES no later than the end of the grant.

DOES will have sole ownership and control of all deliverables. The Grantee must receive written permission from DOES to use or distribute any product from this program, prior to the proposed use or distribution.

Program Launch

Before grantee can begin programming they must receive official documentation from The Office of Grants Administration.

Grantee Payment

The total amount of the grant award shall not exceed the amount specified within the Grant Agreement. There are two (2) payment categories listed below each representing a specific percentage of the total grant amount:

PAYMENT #1 - Base Amount	PAYMENT #2
50%	50%

PAYMENT #1 – Base Amount: Grantees that successfully complete the pre-program site visit and attend the mandatory pre-program training and orientation will be eligible to submit an invoice for the Base Amount.

PAYMENT #2 – By Category

Strategic Category	Payment Requirement
Apprenticeship DC Apprenticeship Grants	<ul style="list-style-type: none"> • <u>Registered Apprenticeship</u>: Submission of timesheets (75% reimbursement of participant wages over a 6 month period) • <u>Pre-Apprenticeship</u>: <ul style="list-style-type: none"> ○ Proof of participant enrollment ○ Staff and/or participant timesheets ○ Receipts for purchasing of (appropriate) tools

If the Grantee does not comply with the Grant Agreement, applicable federal and District laws and regulations, then the Grant Agreement may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

The Grantee must acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts

Anthony Gamblin
ogagrants@dc.gov

Section I: List of Attachments

- Current Business License
- IRS W-9 Form
- IRS Tax Certification
- Itemized Budget
- Proof Occupancy
- Insurance Certificate
- Statement of Certification (See Attached)
- Non-Closure Document (See Attached)
- Disclosure Document (See Attached)
- Apprenticeship Certification



DC Department of Employment Services
Workforce Division (WFD)

Suit Up Grant

Request For Applications (RFA)

RFA No.: DOES-SUP-2017

RFA Release Date: August 17, 2017

**Application Submission Deadline:
August 31, 2017 at 2:00 p.m. EST**

APPLICATIONS MUST BE SUBMITTED ELECTRONICALLY TO OGAGrants@dc.gov

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Section A: Funding Opportunity Description

Scope

The District of Columbia Department of Employment Services (DOES) Office of Resource Allocation is seeking grant applications for high quality, structured, and innovative programs as a part of the Workforce Development Division “Suit Up” Initiative.

In order to expand innovative programming and meet the demands of District residents, the District anticipates awarding up to 2 grants to eligible applicants (see Section B General Provisions). Based on funding availability DOES may exercise option years. The following sections detail the components of a successful application.

Each application should include a 2-5 page program narrative (page count does not include the budget, budget attachments or program addendums). The application should include assurances that all WIOA regulations and data collection methods (federal, state, and local) will be adhered to. All participants enrolled under this grant will be subject to normal performance reporting (see each category for reporting requirements in Section G). Additionally, all awardee programming must be DOES branded and in accordance with DOES standards. All applications should be submitted to ogagrants@dc.gov by 2:00 pm on August 31, 2017.

Background

The mission of DOES is to foster economic development and growth in the District of Columbia by providing workforce development services, bringing together employers and job seekers, compensating eligible unemployed and injured workers, and promoting safe and healthy workplaces

With the transition to the Workforce Innovation Opportunity Act (WIOA), the District of Columbia is well positioned to further expand the State’s innovative programmatic offerings and overall workforce system capacity. Because the development of new program offerings can be difficult to accomplish when solely leveraging WIOA formula funding, DOES is making available local funds to allow for program development.. Preference will be given to grant applicants that connect to and leverage existing initiatives and the framework of the DC WIOA State Plan and the WIOA statute, as referenced in the grant description.

Suit Up Grant

1. SUIT UP: The Department of Employment Services is requesting proposals that are able to provide clothing assistance (business attire for job readiness) to DOES program participants. This grant provides an opportunity for applicants to support the District’s efforts to expand service to hard to serve and/or special populations including dislocated workers, homeless citizens, returning citizens, minorities and women, veterans, citizens with disabilities, and citizens with Limited English Proficiency. A successful application will demonstrate the following:

- *Targeted Population:* DC residents ages eighteen (18) years or older that are referred by the Department of Employment Services may be served through this initiative.
- *Current Efforts:* Applications for providers who currently operate clothing assistance and grooming services will be considered.

- *Sustainability:* The application must demonstrate that the key elements of the grant, as well as the partnerships established during the grant are accessible to and able to be assumed by the District after grant funds cease.
- *Program Location:* All locations must be DOES owned, managed or operated.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards is contingent on availability of funds. This RFA does not commit DOES to make a grant award. DOES maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant’s submission.

DOES may suspend or terminate an outstanding RFA, pursuant to its own grant-making policies or any applicable federal regulation or requirement.

Anticipated Number of Awards

DOES intends to grant at least two awards. DOES, however reserves the right to make additional awards pending availability of funds. Additionally, DOES maintains the right to award one recipient two grants if the service is provided in two different locations.

Total Amount of Funding to be Awarded

The total amount of funding that DOES anticipates to be available for award is \$300,000. Please see chart below for details:

Grant Name	Maximum Grant Award	Program Funding Availability Date	Maximum Cost Per Participant
Suit Up	\$150,000	9/11/2017	\$200

The responses to this RFA must be reasonable and appropriate based on the information provided within this RFA.

Period of Performance

The 2017 “Suit Up” grant will operate from the date of award through 12 months thereafter.

Location Requirements

For the purpose of this RFA, all Applicants must provide services in the District of Columbia. Each Applicant must provide legal proof of ownership or occupancy of the site where the program will be held to prove that the Applicant is entitled to conduct the program in that space.

Adequate proof of ownership or occupancy that may be submitted includes the following:

- Certificate of Occupancy issued by the Department of Consumer & Regulatory Affairs (DCRA) that shows the location has sufficient space to serve the number of participants proposed by the Applicant;
- Signed approval letter and building use agreement from the DC Public Schools Office of Out-of-School Time;
- Signed approval letter and permit from the DC Department of Parks and Recreation; or
- Building lease or rental agreement that is current and valid.

The Applicant must submit written notice of any site changes within 24 hours of the proposed change. DOES must approve any site changes, prior to the proposed change.

Grant Making Authority

DOES maintains the right to issue grant awards via the “Workforce Job Development Grant-Making Authority Act of 2012.” DOES also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Funding for the award is contingent on availability of funds.

Section B: General Provisions

Eligibility Information

Applications must meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements will be considered unresponsive and will not be considered for funding under this RFA. The criteria are as follows:

1. A private/public non-profit or for-profit organization with demonstrated effectiveness providing (business attire) clothing assistance services to the target population.
2. Applicants must be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award.
3. All Applicants must be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.
4. Applicants should include assurances that all WIOA regulations and data collection methods (federal, state and local) will be adhered to.
5. Must be able to do business in Washington, DC.

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the Grant Agreement. DOES staff is responsible for monitoring and evaluating the program, and may also make periodic scheduled and unscheduled visits to worksite locations.

During site visits, the Grantee is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the Grantee's level of

compliance with federal and/or District requirements and to identify specifically whether the Grantee's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

Audits

The Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may have the Grantee's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.

The Grantee shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices, which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The Grantee shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the Grantee that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for the purpose of interviews and discussions related to such documents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

In accordance with DC Language Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot (or have limited capacity to) speak, read, or write English.

Other Applicable Laws

The Grantee shall comply with all applicable District and federal statutes and regulations as may be amended from time to time. These statutes and regulations include but are not limited to:

1. Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, D.C. Official Code § 2-219.01 et seq.
2. Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
3. Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
4. Drug Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
5. Workforce Innovation and Opportunity Act of 2014

Section C: Application Format

Technical

The application should be double-spaced pages, typed in 12 point Times New Roman font with 1-inch margins.

Applicant Profile

Each application must include an (common grant application) Application Profile, which identifies the Applicant type of organization, program service area and the amount of the funds requested.

Table of Contents

Each application must include a Table of Contents. The Table of Contents must list major sections of the application with a quick reference page indexing those sections.

Applicant Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The Applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section D. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Budget Narrative

All applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant and does not count against the page limit outlined for the program narrative. For all applicants requesting capacity-building funds, this request should be submitted with a separate budget and budget narrative from the program-funding request. Both the capacity building and the program budget narratives must include timelines for expenditure of funds. For applicants that request capacity-building funds, applicants should note in their budget narrative their understanding that program-funding award is contingent upon DOES confirming completion of the capacity-building activities.

Budget narratives must detail how funds will be expended towards the program goals, as outlined in the program narrative. The budget section should also contain assurances that no funds received as a result of this grant will be used to supplant any WIOA formula funds dedicated towards participants, administrative efforts, or other regularly occurring activities. All budget narratives must identify the average cost per participant. Cost per participant (CPP) must not exceed the cap listed in the estimated award detail below. Applicants may request a waiver to exceed the CPP up to 10%, so long as there is adequate data and expenditure evidence provided to support the request.

Section D: Program Narrative**Program Narrative (2 to 5 pages)**

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

- State the mission of your organization.
- Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed programs.
- Describe how your organization will meet the specific requirements/components outlined for the strategic category you are applying for.
- If applicable, please provide the percentage of prior participants who have successfully completed the exam, their placement rate, and their retention rate.

Participant Profile

- Describe the number of participants your organization will serve under this grant for the year.
- Describe how your programming is designed to provide quality training and service outlined within this RFA.
- Describe your experience working with the targeted population. Describe the anticipated challenges and the strategies to overcome them.

Program Description

- All Applicants must identify and select one model and describe how your organization has historically provided programming or services.
- Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program.
- Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Section E: Application Review and Scoring**Review Panel**

A review panel will be composed of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable
3	Acceptable	Meets requirements; no deficiencies
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant's score for each criterion. The applicant's total technical score will be determined by adding the applicant's score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant's response as "Good," then the score for that criterion is 4/5 of 40 or 32

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	Organization Profile	20
	<ul style="list-style-type: none"> The extent to which the Applicant has stated the mission of the organization. The extent to which the Applicant has described the history of the organization (year founded and by whom) and its size (budget and staff). The extent to which the Applicant has demonstrated that their staff is well equipped with the skills necessary to effectively deliver the proposed strategic category. The extent to which the Applicant has demonstrated experience working with youth, dislocated workers, homeless citizens, returning citizens, minorities, women, veterans, citizens with disabilities, or with citizens with limited English proficiency.. 	
2	Participant Profile	20
	<ul style="list-style-type: none"> The extent to which the applicant has described the number of participants to be served under the grant. The extent to which the Applicant has described how the proposed programming is designed to provide quality training, support services, educational enrichment/credential attainment, or placement in either an internship, subsidized employment, unsubsidized employment or high-demand industry. The extent to which the Applicant has described its experience working with the target population, anticipated challenges, and strategies to overcome them. 	
3	Program Description	40
	<ul style="list-style-type: none"> The extent to which the Applicant has described their proposed program. The extent to which the Applicant has provided a description of proposed sites where program activities will be carried out. Applicants must specify if sites have been secured at the time of this proposal. The extent to which the Applicant has provided a clear, detailed, timeline or schedule for the successful completion of the grant. 	
	Budget and Budget Narrative	
	<ul style="list-style-type: none"> The extent to which the Applicant provides a clear explanation of how the budget amount is derived. The extent to which the Applicant has allocated the funds (i.e., per class and per participant cost). 	20
TOTAL POINTS		100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- Application package can also be found at www.does.dc.gov
- If the application package cannot be accessed at the above websites, then Applicants may request the application via email: ogagrants@dc.gov

Application Preparation

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant's sole responsibility.

Submission Date and Time

In order to be considered for funding, complete applications must be received electronically via ogagrants@dc.gov no later than **August 31, 2017, 2:00 p.m. EST**. Applications received after 2:00 p.m. EST on August 31, 2017 will not be considered for funding.

All applications and attachments must be submitted as one PDF file. The District will not be responsible for corruption of any file submitted. If the submitted file cannot be viewed and printed as submitted it will not be considered.

Section G: Award Administration Information

Award Notices

Each applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The Grant Agreement sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The Grant Agreement shall be signed by the DOES Director or designee. The Grant Agreement will be sent to the Applicant's contact that is authorized to sign the Grant Agreement and reflects the only authorizing document. The Grant Agreement will be sent prior to the start date and a meeting between the Grantee and DOES will occur shortly after the Grant Agreement is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant and meet the designated goals and deliverables outlined in this RFA. More specifics on the "minimum level of effort" will be specified in the grant agreement.

Appeal

An Applicant may appeal the responsiveness determination only to the DOES Office of Grants Administration. Appeals must be in writing and addressed to: DOES Office of Grants Administration, 4058 Minnesota Avenue NE, Suite 3700, Washington DC 20019. Appeals may also be submitted via email to ogagrants@dc.gov. Appeals of the responsiveness determination must be received by the DOES Office of Grants Administration within two (2) business days of the responsiveness determination notice.

In order to ensure a fair and equitable appeals process to all Applicants, it is imperative that Applicants communicate solely with the DOES Office of Equal Opportunity regarding an appeal of the responsiveness determination. Program staff cannot issue a decision regarding the appeal of a

responsiveness determination. If an Applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the Applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the submitted application will not be considered during the appeal process, unless specifically requested by the DOES Office of Grants Administration. The DOES Office of Grants Administration may coordinate a meeting to address the appeal. The Office of Grants Administration will issue a written appeal decision. The decision of the Office of Grants Administration may only be overturned by the DOES Director.

Grantee Program Compliance

Prior to the start of the program, Grantees must successfully complete the following:

- DOES technical site visit inspection;
- DOES Supervisor Orientation;
- All DOES mandatory meetings;

Grantee Reporting and Deliverables

The required program deliverables for each participant are described below and should be submitted in accordance with the timeline below

Reporting

1. **Program Timeline** – Grantees must complete and submit a final program timeline/schedule prior to the start of the program.
2. **Program Progress Report** – Grantees must complete and submit a weekly progress report including a status of program and participants’ progress. The weekly progress report is due Wednesday by noon of the following week.
3. **Monthly Report** – submission of monthly reports.

Deliverables

Strategic Category	Deliverable	Due Date
Suit Up	<ul style="list-style-type: none"> • Copy of the number of Wardrobe Consultations, items purchased and their associated costs • Copy of Receipts for professional attire and grooming 	Quarterly
	<ul style="list-style-type: none"> • <u>Participant Package</u> – Grantees are required to complete and submit a Participant Package for every participant in the program. Due at the end of the period of performance, but may be requested on a quarterly basis. 	End of Period of Performance

All program reports/deliverables must be submitted per the schedule provided above and final program deliverables must be submitted to DOES no later than the end of the grant.

DOES will have sole ownership and control of all deliverables. The Grantee must receive written permission from DOES to use or distribute any product from this program, prior to the proposed use or distribution.

Program Launch

Before grantee can begin programming they must receive official documentation from The Office of Grants Administration.

Grantee Payment

The total amount of the grant award shall not exceed the amount specified within the Grant Agreement. There are two (2) payment categories listed below each representing a specific percentage of the total grant amount:

PAYMENT #1 - Base Amount	PAYMENT #2
50%	50%

PAYMENT #1 – Base Amount: Grantees that successfully complete the pre-program site visit and attend the mandatory pre-program training and orientation will be eligible to submit an invoice for the Base Amount.

PAYMENT #2 – By Category

Strategic Category	Payment Requirement
Suit Up	<ul style="list-style-type: none"> • Receipts

If the Grantee does not comply with the Grant Agreement, applicable federal and District laws and regulations, then the Grant Agreement may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

The Grantee must acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts

Anthony Gamblin
ogagrants@dc.gov

Section I: List of Attachments

- Common Grant Application (attached)
- Current Business License
- IRS W-9 Form
- IRS Tax Certification
- Itemized Budget
- Proof Occupancy
- Insurance Certificate
- Statement of Certification (See Attached)
- Non-Closure Document (See Attached)
- Disclosure Document (See Attached)



DC Department of Employment Services

Workforce Division (WFD)

Strategic Innovative Programming Grants

Request For Applications (RFA)

RFA No.: DOES-WFD-2017

RFA Release Date: July 24, 2017

Application Submission Deadline:

August 4, 2017 at 2:00 p.m. EST

APPLICATIONS MUST BE SUBMITTED ELECTRONICALLY to OGAGrants@dc.gov

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Section A: Funding Opportunity Description

Scope

The District of Columbia Department of Employment Services (DOES) Office of Resource Allocation is seeking grant applications for high quality, structured, and innovative workforce development programs as a part of the Workforce Development Division Strategic Innovative Programming Initiative.

In order to expand innovative programming and meet the demands of District residents, the District anticipates awarding up to 2 grants per category to eligible applicants (see Section B General Provisions). Based on availability DOES may exercise option years. The following sections detail the components of a successful application.

Each application should include a 2-5 page program narrative (page count does not include the budget, budget attachments or program addendums). The application should include assurances that all WIOA regulations and data collection methods (federal, state, and local) will be adhered to. All participants enrolled under these grants will be subject to normal performance reporting (see each category for reporting requirements in Section G). Additionally, all awardee programming must be DOES branded and in accordance with DOES standards. If an applicant is applying for multiple grants, which is encouraged, multiple applications are required. All applications should be submitted to ogagrants@dc.gov by 2:00 pm on August 4, 2017.

Background

The mission of DOES is to foster economic development and growth in the District of Columbia by providing workforce development services, bringing together employers and job seekers, compensating eligible unemployed and injured workers, and promoting safe and healthy workplaces

With the transition to the Workforce Innovation Opportunity Act (WIOA), the District of Columbia is well positioned to further expand the State's innovative programmatic offerings and overall workforce system capacity. Because the development of new program offerings can be difficult to accomplish when solely leveraging WIOA formula funding, DOES is making available local funds to allow for program development in five strategic categories. The descriptions listed below detail four available grants. Preference will be given to grant applicants that connect to and leverage existing initiatives and the framework of the DC WIOA State Plan and the WIOA statute, as referenced in each respective grant description.

Strategic Innovative Programming Grants

- 1. CONNECT DC: WORKFORCE INTERMEDIARY INITIATIVE:** DOES is requesting proposals for funds dedicated to identify, assess, and refer or provide job placement services for WIOA eligible unemployed adult participants from specific populations. This grant provides an opportunity for applicants to support the District's efforts to expand service to hard to serve and/or special populations including dislocated workers, homeless citizens, returning citizens, minorities and women, veterans, citizens with disabilities, and citizens with limited English proficiency. The workforce intermediary will provide an educational assessment (CASAS or TABE), occupational interest assessment, WIOA eligibility determination, and resume review and development in order to refer eligible District residents to DOES for intensive training services OR provide the training,

related job placement and retention for six months within the performance period. Awardees must provide proof of experience in this specific service delivery. All participant placements should be at or above the living wage (Living Wage Act of 2006 DC; D.C. Official Code §§ 2-220.01-2-220.11). Awardees under this category will be subject to initiative specific goals and objectives to measure the effectiveness of the service delivered. A successful application must contain the following components.

- *Outreach and Marketing*: The applicant must explain how outreach will be conducted to market available services, ensuring that all efforts are in line with DOES branding standards and requirements.
- *Number to be Served*: The applicant must detail the number of total projected referrals and demographics by category to be served identified through the grant.
- *Other Services*: The applicant must describe the services that will be provided prior to the referral process including assistance with registration in the DC Networks system.
- *Sustainability*: The applicant must demonstrate that the key elements of the grant, as well as the partnerships established during the grant, are sustainable after grant funds cease, with DOES having the opportunity to assume all agreements created in relation to the grant.

2. READY-TO-WORK TRANSITION INITIATIVE: DOES is requesting proposals for innovative ways to serve returning citizens as they transition into workforce, specifically in one or more of the District's six high demand industries, which are as follows: construction, infrastructure (transportation, energy utilities, and energy efficient technologies), hospitality, law enforcement, healthcare, and information technology (IT). Youth offenders ages 18-24 do qualify as an eligible population for this funding opportunity. Applicants may request funds for capacity building, as well. All participants enrolled under this category will be subject to performance reporting. A successful application must contain the following components:

- *Leveraging Community and Corrections Resources*: The applicant must include a list of partners that will be utilized to receive the needed referrals. These partners should include both community partners and local corrections staff as applicable.
- *Innovative Programming*: The applicant must provide a description of programming that is innovative. This description must include a list of services provided, and the means by which they will be provided.
- *In-demand Jobs that lead to Self-Sufficiency*: The applicant must list the jobs and/or industries for which participants will be trained. The proposal must include an analysis of whether or not the job is in-demand and if the job will lead to a self-sufficient wage.
- *Sustainability*: The application must demonstrate that the key elements of the grant, as well as the partnerships established during the grant, will be sustained after grant funds cease.
- *Past Efforts*: Applications for providers who have successfully provided re-entry services on behalf of the District previously should detail previous program outcomes and whether this initiative will expand upon past efforts.

3. HOUSING PATHWAY FOR HOMELESS YOUTH: The Department of Employment Services is requesting proposals for funds to identify, assess and refer 50 WIOA eligible Out-of-School homeless

youth for work readiness and wrap around support services. A successful application will demonstrate the following:

- *Targeted Population:* Homeless youth ages eighteen (18) through (24) years may be served through this initiative. Preference will be given to proposals that intend to recruit and serve WIOA eligible participants.
- *Wrap Around Support and Services:* Applicants must demonstrate how they plan to deliver supportive services related to housing, clothing assistance, domestic violence, nutritional support, and utility assistance.
- *Engaging Employers:* Applicants must demonstrate how they plan to partner with employer groups in order to identify and place participants in internship opportunities. Furthermore, the applicant must work with employers to determine youth hiring needs and design an internship program that is responsive to those needs.
- *Past Efforts:* Applications for providers who have successfully provided services to homeless youth should detail previous program outcomes and whether this initiative will expand upon past efforts.
- *Sustainability:* The application must demonstrate that the key elements of the grant, as well as the partnerships established during the grant are accessible to and able to be assumed by the District after grant funds cease.

4. SUIT UP: The Department of Employment Services is requesting proposals from a Community Based Organization that is able to provide clothing assistance (business attire for job readiness) to DOES program participants. This grant provides an opportunity for applicants to support the District's efforts to expand service to hard to serve and/or special populations including dislocated workers, homeless citizens, returning citizens, minorities and women, veterans, citizens with disabilities, and citizens with limited English proficiency. A successful application will demonstrate the following:

- *Targeted Population:* DC residents ages eighteen (18) years or older that are referred by the Department of Employment Services may be served through this initiative.
- *Current Efforts:* Applications for providers who currently operate clothing assistance and grooming services will be considered.
- *Sustainability:* The application must demonstrate that the key elements of the grant, as well as the partnerships established during the grant are accessible to and able to be assumed by the District after grant funds cease.

The DOES can award one recipient two grants if the service is provided in two locations. The locations must be DOES owned, managed or operated.

Source of Grant Funding

The funds are made available through District of Columbia appropriations. Funding for grant awards are contingent on availability of funds. This RFA does not commit DOES to make a grant award. DOES maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Grant funds shall only be used to support activities specifically outlined in the scope of this RFA and included in the Applicant's submission.

DOES may suspend or terminate an outstanding RFA, pursuant to its own grant-making policies or any applicable federal regulation or requirement.

Anticipated Number of Awards

DOES intends to grant at least ten (10) awards (two per category). DOES, however reserves the right to make additional awards pending availability of funds.

Total Amount of Funding to be Awarded

The total amount of funding that DOES anticipates will be available for award is \$1,050,000. Please see chart below for details:

Grant Name	Maximum Grant Award	Program Funding Availability Date	Maximum Cost Per Participant
Connect DC: Workforce Intermediary Initiative	\$150,000	8/14/2017	\$1,500
Ready-to-Work Transition Initiative	\$100,000	8/14/2017	\$10,000
Housing Pathway for Homeless Youth:	\$125,000	8/14/2017	\$12,500
Suit Up	\$150,000	8/14/2017	\$200

The responses to this RFA must be reasonable and appropriate based on the information provided within this RFA.

Period of Performance

The 2017 Strategic Innovative Programming Grants will operate from the date of award through 12 months thereafter.

Location Requirements

For the purpose of this RFA, all Applicants must provide services in the District of Columbia. Each

Applicant must provide legal proof of ownership or occupancy of the site where the program will be held to prove that the Applicant is entitled to conduct the program in that space.

Adequate proof of ownership or occupancy that may be submitted includes the following:

- Certificate of Occupancy issued by the Department of Consumer & Regulatory Affairs (DCRA) that shows the location has sufficient space to serve the number of participants proposed by the Applicant;
- Signed approval letter and building use agreement from the DC Public Schools Office of Out-of-School Time;
- Signed approval letter and permit from the DC Department of Parks and Recreation; or
- Building lease or rental agreement that is current and valid.

The Applicant must submit written notice of any site changes within 24 hours of the proposed change. DOES must approve any site changes, prior to the proposed change.

Grant Making Authority

DOES maintains the right to issue grant awards via the “Workforce Job Development Grant-Making Authority Act of 2012.” DOES also maintains the right to adjust the number of grant awards and grant award amounts based on funding availability. Funding for the award is contingent on availability of funds.

Section B: General Provisions

Eligibility Information

Applications must meet all applicable eligibility requirements listed in this RFA. Applications that do not meet the eligibility requirements will be considered unresponsive and will not be considered for funding under this RFA.

Organizations that are eligible to apply for this grant include public and private non-profits and for-profit organizations with demonstrated effectiveness providing the requested services and meeting the needs of the target population, including:

- Non-profit, community, or faith-based organizations;
- Community colleges or other postsecondary institutions;
- Public, charter, or alternative secondary schools;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions, labor-management partnerships, or registered apprenticeship programs.

Applicants must be responsible organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed grant award. Each Grantee may charge to the grant award

only those costs that are consistent with the allowable cost provisions of the respective Notice of Grant Award (NOGA), including the guidelines issued by DOES and all applicable federal and District laws.

All Applicants must be current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. Applicants cannot be listed on any federal or local excluded parties' lists.

Applicants should include assurances that all WIOA regulations and data collection methods (federal, state and local) will be adhered to.

Below is a list of criteria defining eligibility to apply for the grants detailed in Section A.

- **Connect DC: Workforce Intermediary Initiative:** Community Based Organizations that have experience in identifying WIOA eligible residents, are able to administer educational assessments (CASSA or TABE), and are able to do business with the District of Columbia are eligible for this grant. Also, applicants should be familiar with the rules and regulations outlined in WIOA as well as be familiar with DOES WIOA requirements. Lastly, all applicants must have previous experience working with the DOES eligibility process, have established training programs, and have prior performance with job placement.
- **Ready-to-Work Transition Initiative:** Community Based Organizations with experience placing returning citizens are eligible for this grant. The applicant must be able to do business in Washington, DC.
- **Housing Pathway for Homeless Youth:** All Community Based Organizations that have past performance in identifying WIOA eligible participants, working with homeless youth, and building employer partnerships are eligible for this grant. Applicants must also be able to do business in Washington, DC. Additionally, applicants must have demonstrated national or regional experience serving homeless youth, must be located in wards 7 or 8 and have the ability to communicate with homeless youth via an established phone or text line. There must be demonstrated evidence of such.
- **Suit Up:** Community Based Organization that have past performance in providing clothing assistance and are able to do business in Washington, DC are eligible for this grant.

Monitoring

Specific monitoring and progress report schedules will be established, agreed upon, and included in the Grant Agreement. DOES staff is responsible for monitoring and evaluating the program, and may also make periodic scheduled and unscheduled visits to worksite locations.

During site visits, the Grantee is required to provide access to facilities, records, participants and staff, as deemed necessary by DOES for monitoring purposes. DOES monitoring may involve observation, interviews, and collection and review of reports, documents and data to determine the Grantee's level of compliance with federal and/or District requirements and to identify specifically whether the Grantee's operational, financial, and management systems and practices are adequate to account for grant funds in accordance with federal and/or District requirements.

Audits

The Grantee must maintain and provide documentation related to this program for 3 years after submission of the final payment. At any time before final payment and 3 years thereafter, DOES may

have the Grantee's invoices, vouchers and statements of cost audited. Any payment may be reduced by amounts found by DOES not to constitute allowable costs as adjusted for prior overpayment or underpayment. In the event that the District has made all payments to the Grantee and an overpayment is found, the Grantee shall reimburse the District for said overpayment within 30 days, after written notification.

The Grantee shall establish and maintain books, records, and documents (including electronic storage media) in accordance with Generally Accepted Accounting Principles and Practices, which sufficiently and properly reflect all revenues and expenditures of grant funds awarded by the District pursuant to this solicitation.

The Grantee shall grant reasonable access to DOES, the D.C. Auditor, any applicable federal department, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers and records (including computer records or electronic storage media) of the Grantee that are directly pertinent to charges to the program, in order to conduct audits and examinations and to make excerpts, transcripts and photocopies. This right of access also includes timely and reasonable access to Grantees' personnel for the purpose of interviews and discussions related to such documents.

Nondiscrimination in the Delivery of Services

In accordance with Title VI of the Civil Rights Act of 1964, as amended, and the District of Columbia Human Rights Act of 1977, as amended, no person shall, on the grounds of race, color, religion, national origin, sex, age, disability, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, genetic information, matriculation, or political affiliation, be denied the benefits of or be subjected to discrimination under any program activity receiving government funds.

In accordance with DC Language Act, individuals shall be provided equal access and participation in public services, programs, and activities held in the District of Columbia if they cannot (or have limited capacity to) speak, read, or write English.

Other Applicable Laws

The Grantee shall comply with all the applicable District and federal statutes and regulations as may be amended from time to time. These statutes and regulations include but are not limited to:

1. Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, D.C. Official Code § 2-219.01 et seq.
2. Medical Leave Act of 1993, 5 U.S.C. § 6381 et seq.
3. Lobbying Disclosure Act of 1995, 2 U.S.C. § 1601 et seq.
4. Drug Free Workplace Act of 1988, 41 U.S.C. § 8102 et seq.)
5. Workforce Innovation and Opportunity Act of 2014

Section C: Application Format

Technical

The application should be double-spaced pages, typed in 12 point Times New Roman font with 1-inch margins.

Applicant Profile

Each application must include an Application Profile, which identifies the Applicant type of organization, program service area and the amount of the funds requested.

Table of Contents

Each application must include a Table of Contents. The Table of Contents must list major sections of the application with a quick reference page indexing those sections.

Applicant Summary

Each application must include an Application Summary. This section of the application must summarize the major components of the application.

Program Narrative

The Applicant must provide a full description of how the program will be carried out by responding to the application requirements in Section F. The three (3) main components of the program narrative are:

- Organizational Profile
- Participant Profile
- Program Description

Budget Narrative

All applicants must submit an itemized budget and a budget narrative for all funds requested. The budget narrative should serve as an independent document that clearly outlines all proposed expenditures for the grant and does not count against the page limit outlined for the program narrative. For all applicants requesting capacity-building funds, this request should be submitted with a separate budget and budget narrative from the program-funding request. Both the capacity building and the program budget narratives must include timelines for expenditure of funds. For applicants that request capacity-building funds, applicants should note in their budget narrative their understanding that program-funding award is contingent upon DOES confirming completion of the capacity-building activities.

Budget narratives must detail how funds will be expended towards the program goals, as outlined in the program narrative. The budget section should also contain assurances that no funds received as a result of this grant will be used to supplant any WIOA formula funds dedicated towards participants, administrative efforts, or other regularly occurring activities. All budget narratives must identify the average cost per participant. Cost per participant (CPP) must not exceed the cap listed in the estimated award detail below. Applicants may request a waiver to exceed the CPP up to 10%, so long as there is adequate data and expenditure evidence provided to support the request.

Section D: Program Narrative

Program Narrative (2 to 5 pages)

This section applies to each of the strategic categories and is where you clearly describe your proposed program in detail. Please ensure that you include each of the following:

Organization Profile

- State the mission of your organization.
- Describe the history of your organization (year founded and by whom) and its size (budget and staff). Describe the experience your organization and staff have to deliver the proposed programs.
- Describe how your organization will meet the specific requirements/components outlined for the strategic category you are applying for.
- If applicable, please provide the percentage of prior participants who have successfully completed the exam, their placement rate, and their retention rate.

Participant Profile

- Describe the number of participants your organization will serve under this grant for the year.
- Describe how your programming is designed to provide quality training and service outlined within this RFA.
- Describe your experience working with the targeted population. Describe the anticipated challenges and the strategies to overcome them.

Program Description

- Identify and describe which strategic category your organization will deliver (See Section A). All Applicants must identify and select one model and describe how your organization has historically provided programming or services within that category.
- If applicable, describe which specialized learning component your program will include based on the strategic category selected. Describe how your organization is equipped to deliver programming in this area.
- Describe how your organization will meet the performance deliverables outlined in this RFA. What specific activities, strategies, and projects will participants be engaged in throughout the program.
- Provide a description of proposed sites where program activities will be conducted. If additional sites will be used to conduct the program or for field trips/enrichment, please describe how these sites will be acquired and utilized.

Section E: Application Review and Scoring

Review Panel

A review panel will be composed of a minimum of three (3) individuals who have been selected for their unique experience and expertise in workforce and business development, data analysis, evaluation, and social services planning and implementation. The review panel will review, score, and rank each application using the Technical Rating Scale in Table 1 against the established Scoring Criteria in Table 2

Table 1: Technical Rating Scale

Technical Rating Scale		
Numeric Rating	Adjective	Description
0	Unacceptable	Fails to meet minimum requirements, (e.g., no demonstrated capacity); major deficiencies which are not correctable; Applicant did not address the factor
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable
2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable
3	Acceptable	Meets requirements; no deficiencies
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all, requirements; no deficiencies.

The technical rating is a weighting mechanism that will be applied to the point value for each scoring criterion to determine the applicant’s score for each criterion. The applicant’s total technical score will be determined by adding the applicant’s score in each scoring criterion. For example, if a scoring criterion has a point value range of zero (0) to forty (40) points, using the Technical Rating Scale above, and the District evaluates the applicant’s response as “Good,” then the score for that criterion is 4/5 of 40 or 32

Scoring Criteria

The review panel will review all applications that pass an initial internal checklist of required application components. Responsive applications will be evaluated strictly in accordance with the requirements stated in this RFA.

Each reviewer will independently review and objectively score applications against the specific scoring criteria outlined in Table 2, based on a 100-point scale.

- Organization Profile 20 points
- Participant Profile 20 points
- Program Description 40 points
- Budget and Budget Narrative 20 points

Table 2: Scoring Criteria

ITEM	SCORING CRITERIA	Pts.
1	<p>Organization Profile</p> <ul style="list-style-type: none"> • The extent to which the Applicant has stated the mission of the organization. • The extent to which the Applicant has described the history of the organization (year founded and by whom) and its size (budget and staff). • The extent to which the Applicant has demonstrated that their staff is well equipped with the skills necessary to effectively deliver the proposed strategic category. • The extent to which the Applicant has demonstrated experience working with youth, dislocated workers, homeless citizens, returning citizens, minorities, women, veterans, citizens with disabilities, or with citizens with limited English proficiency. • If applicable, the extent to which the Applicant has demonstrated past success of (1) preparation of participants for successful completion of the exam; (2) placement of participants in internships or employment; and (3) retention of employment by participants. • If applicable, the extent to which the Applicant has provided the percentage of prior participants who have successfully completed the exam, their placement rate, and their retention rate. 	20
2	<p>Participant Profile</p> <ul style="list-style-type: none"> • The extent to which the applicant has described the number of participants to be served under the grant. • The extent to which the Applicant has described how the proposed programming is designed to provide quality training, support services, educational enrichment/credential attainment, or placement in either an internship or a high demand industry. • The extent to which the Applicant has described its experience working with the target population, anticipated challenges, and strategies to overcome them. 	20
3	<p>Program Description</p> <ul style="list-style-type: none"> • The extent to which the Applicant has described their proposed program. • If applicable, the extent to which the Applicant has identified and described a minimum of one (1) specialized industry learning component that will be delivered via the program and the extent to which the applicant has described their ability to deliver programming within this area. • If applicable, the extent to which the Applicant has described current relationships with employers looking to hire this population. If no current relationships exist, the extent to which the Applicant describes their approach to creating, building, and maintaining these forecasted relationships. • The extent to which the Applicant has provided a description of proposed sites where program activities will be carried out. Applicants must specify if sites have been secured at the time of this proposal. • The extent to which the Applicant has provided a clear, detailed, timeline or schedule for the successful completion of the grant. 	40
	<p>Budget and Budget Narrative</p>	
	<ul style="list-style-type: none"> • The extent to which the Applicant provides a clear explanation of how the budget amount is derived. • The extent to which the Applicant has allocated the funds (i.e., per class and per participant cost). 	20
TOTAL POINTS		100

Section F: Application Submission Information

How to Request an Application Package

- The application package is posted at: <http://opgs.dc.gov/page/opgs-district-grants-clearinghouse>
- Application package can also be found at www.does.dc.gov
- If the application package cannot be accessed at the above websites, then Applicants may request the application via email: ogagrants@dc.gov

Application Preparation

DOES shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the Applicant's sole responsibility.

Submission Date and Time

In order to be considered for funding, complete applications must be received electronically via ogagrants@dc.gov no later than **August 4, 2017, 2:00 p.m. EST**. Applications received after 2:00 p.m. EST on August 4, 2017 will not be considered for funding.

All applications and attachments must be submitted as one PDF file. The District will not be responsible for corruption of any file submitted. If the submitted file cannot be viewed and printed as submitted it will not be considered.

Section G: Award Administration Information

Award Notices

Each applicant, whether successful or unsuccessful, will receive notification of the final decision on the application. Letters of notification or any other correspondence addressing selection for award do not provide authorization to begin the program.

Applicants who are selected for funding may be required to respond in a satisfactory manner to conditions that may be placed on the application before funding can proceed. DOES may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the application that may result from negotiations.

The Grant Agreement sets forth the amount of funds granted, the terms and conditions of the award, the effective date of the award, the budget period for which initial support will be given, and the total program period for which support is awarded. The Grant Agreement shall be signed by the DOES Director or designee. The Grant Agreement will be sent to the Applicant's contact that is authorized to sign the Grant Agreement and reflects the only authorizing document. The Grant Agreement will be sent prior to the start date and a meeting between the Grantee and DOES will occur shortly after the Grant Agreement is fully executed. All awardees will be held to a minimum level of effort to effectively execute the grant and meet the designated goals and deliverables outlined in this RFA. More specifics on the "minimum level of effort" will be specified in the grant agreement.

Appeal

An Applicant may appeal the responsiveness determination only to the DOES Office of Grants Administration. Appeals must be in writing and addressed to: DOES Office of Grants Administration, 4058 Minnesota Avenue NE, Suite 3700, Washington DC 20019. Appeals may also be submitted via email to ogagrants@dc.gov. Appeals of the responsiveness determination must be received by the DOES Office of Grants Administration within two (2) business days of the responsiveness determination notice.

In order to ensure a fair and equitable appeals process to all Applicants, it is imperative that Applicants communicate solely with the DOES Office of Equal Opportunity regarding an appeal of the responsiveness determination. Program staff cannot issue a decision regarding the appeal of a responsiveness determination. If an Applicant communicates with program staff regarding an appeal of the responsiveness determination, the appeal may be dismissed with prejudice, and the Applicant may be precluded from consideration for future grant opportunities.

Appeals must contain the basis for the appeal request and identify any factors that oppose the responsiveness determination. The appeal process will consider the submitted application and the responsiveness determination. Additional information not included within the submitted application will not be considered during the appeal process, unless specifically requested by the DOES Office of Grants Administration. The DOES Office of Grants Administration may coordinate a meeting to address the appeal. The Office of Grants Administration will issue a written appeal decision. The decision of the Office of Grants Administration may only be overturned by the DOES Director.

Grantee Program Compliance

Prior to the start of the program, Grantees must successfully complete the following:

- DOES technical site visit inspection;
- DOES Supervisor Orientation;
- All DOES mandatory meetings;
- Apprenticeship DC Grant – the applicant must be a registered apprenticeship sponsor approved by the DC Apprenticeship Council and contain a classroom component and a work component.

Grantee Reporting and Deliverables

The required program deliverables for each participant are described below and should be submitted in accordance with the timeline below

1. **Program Timeline/Schedule of Occupational Training** – Grantees must complete and submit a final program timeline/schedule prior to the start of the program. (If applicable)
2. **Program Progress Report** – Grantees must complete and submit a weekly progress report including a status of program and participants' progress. The weekly progress report is due Wednesday by noon of the following week.
3. **Monthly Report** – submission of monthly reports.

4. **Paper Time Sheet Reporting** – Grantees must complete timesheets for all participants on a bi-weekly basis on Fridays by 3:00 p.m. EST, throughout the duration of the grant.
5. **Participant Package** – Grantees are required to complete and submit a Participant Package for every participant in the program, with strategic categories selected.

Strategic Category	Deliverable	Due Date
Connect DC: Workforce Intermediary Initiative	Participant file that obtains the following: <ul style="list-style-type: none"> • Copy of CASAS or TABE Assessment • Copy of Occupational Skill Inventory Assessment • Finalize Resume • WOIA Documentation 	Quarterly
Ready-to-Work Transition Initiative	Proof of Placement <ul style="list-style-type: none"> • Employment Verification Letter • Pay Stub 	Quarterly
Apprenticeship DC Apprenticeship Grants	<ul style="list-style-type: none"> • Enrollment into Apprenticeship Program • Assessment Plan • Proof of Participant Classroom Participation • Proof of Job Site Location 	Quarterly
Housing Pathway for Homeless Youth	Participant Files that contains the following: <ul style="list-style-type: none"> • Referral letter to social services • Copy of Internship Agreements 	Quarterly
Suit Up	<ul style="list-style-type: none"> • Copy of Wardrobe Consultations • Copy of Receipts for professional attire and grooming 	Quarterly

All program deliverables must be submitted per the schedule provided above and final program deliverables must be submitted to DOES no later than the end of the grant.

DOES will have sole ownership and control of all deliverables. The Grantee must receive written permission from DOES to use or distribute any product from this program, prior to the proposed use or distribution.

Program Launch

Before grantee can begin programming they must receive official documentation from The Office of Grants Administration.

Grantee Payment

The total amount of the grant award shall not exceed the amount specified within the Grant Agreement. There are two (2) payment categories listed below each representing a specific percentage of the total grant amount:

PAYMENT #1 - Base Amount	PAYMENT #2
---------------------------------	-------------------

50%	50%
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PAYMENT #1 – Base Amount: Grantees that successfully complete the pre-program site visit and attend the mandatory pre-program training and orientation will be eligible to submit an invoice for the Base Amount.

PAYMENT #2 – By Category

Strategic Category	Payment Requirement
Connect DC: Workforce Intermediary Initiative	<ul style="list-style-type: none"> • Eligibility Determination, Assessment and Referral ONLY: Must refer at minimum 100 eligible participants within the period of performance. • Training Related Job Placement and Retention: 75% retention of all job placements at the living wage for at least 6 months within the period of performance.
Ready-to-Work Transition Initiative	<ul style="list-style-type: none"> • 80% participant program completion • 60% job placement at minimum wage
Housing Pathway for Homeless Youth	<ul style="list-style-type: none"> • 80% participant program completion • 60% job placement at minimum wage within 3 months of program completion
Suit Up	<ul style="list-style-type: none"> • Receipts

If the Grantee does not comply with the Grant Agreement, applicable federal and District laws and regulations, then the Grant Agreement may be terminated or the award amount reduced for under performance or non-performance at the discretion of the Grant Monitor and/or Grants Officer.

Anti-Deficiency Considerations

The Grantee must acknowledge and agree that the commitment to fulfill financial obligations of any kind pursuant to any and all provisions of a grant award, or any subsequent award shall remain subject to the provisions of (i) the federal Anti-Deficiency Act, 31 U.S.C. §§1341, 1342, 1349, 1351, (ii) the District of Columbia Anti-Deficiency Act, D.C. Official Code §§ 47-355.01-355.08 (2001), (iii) D.C. Official Code § 47-105 (2001), and (iv) D.C. Official Code § 1-204.46, as the foregoing statutes may be amended from time to time, regardless of whether a particular obligation has been expressly so conditioned.

Section H: Contacts

Anthony Gamblin
ogagrants@dc.gov

Section I: List of Attachments

- Current Business License
- IRS W-9 Form
- IRS Tax Certification
- Itemized Budget
- Proof Occupancy
- Insurance Certificate
- Statement of Certification (See Attached)
- Non-Closure Document (See Attached)
- Disclosure Document (See Attached)

Name of workforce development grant competitions	Connect DC
Date of the RFP/RFA announcement	7/24/2017
Deadline for applicants to apply	8/4/2017
Date of award	9/5/2017
Number of days between RFP/RFA announcement and deadline	10
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	9
Names and organizational affiliations of grant selection committee members	Christina Brew, Robert Davis, Atrelle Ruiz
List of awardees	Opportunities Industrialization Center of DC

Name of workforce development grant competitions	Ready to Work
Date of the RFP/RFA announcement	7/24/2017
Deadline for applicants to apply	8/4/2017
Date of award	09/04/2017 & 09/05/2017
Number of days between RFP/RFA announcement and deadline	10
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	8
Names and organizational affiliations of grant selection committee members	Christina Brew, Robert Davis, Atrelle Ruiz
List of awardees	DC Central Kitchen Thrive DC Latin American Youth Center (LAYC)

Name of workforce development grant competitions	Housing Pathways for Homeless Youth
Date of the RFP/RFA announcement	7/24/2017
Deadline for applicants to apply	8/4/2017
Date of award	9/5/2017
Number of days between RFP/RFA announcement and deadline	10
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	3
Names and organizational affiliations of grant selection committee members	Christina Brew, Robert Davis, Atrelle Ruiz
List of awardees	Sasha Bruce

Name of workforce development grant competitions	Suit Up
Date of the RFP/RFA announcement	8/17/2017
Deadline for applicants to apply	8/31/2017
Date of award	9/25/2017
Number of days between RFP/RFA announcement and deadline	13
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	8
Names and organizational affiliations of grant selection committee members	Robert Davis, David Lloyd, Paris Perrault
List of awardees	Suited for Change Disabled Veterans National Foundation

Name of workforce development grant competitions	DC Apprenticeship Grants
Date of the RFP/RFA announcement	7/25/2017
Deadline for applicants to apply	8/7/2017
Date of award	9/5/2017
Number of days between RFP/RFA announcement and deadline	12
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	10
Names and organizational affiliations of grant selection committee members	Michael Smalls, Billie F. Barnes, Paris Perrault
List of awardees	WDC Solar, Inc. Community Services Agency of Metropolitan Washington Council (AFL-CIO) Simple Technology Solutions

Name of workforce development grant competitions	Pathways for Young Adult Program (PYAP) Innovation Grants Program - Pilot A
Date of the RFP/RFA announcement	11/30/2017
Deadline for applicants to apply	12/15/2017
Date of award	2/1/2018
Number of days between RFP/RFA announcement and deadline	18
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	10
Names and organizational affiliations of grant selection committee members	Dedan Bruner, Karen Casey, Courtney Clyatt, Caroline Harper, Eddie Harrell, Bianca Jackson, Kim Patterson, Traci Powell, Damien Savage, Lynise Fox, Letrecia Gloster, Herman Gloster, Tiffany Hunt, Lauren Miller, Angela Van Croft
List of awardees	Dramatic Solutions Inc. KBEC Group LLC. Education Services of Greater Washington

Name of workforce development grant competitions	Pathways for Young Adult Program (PYAP) Innovation Grants Program - Pilot B
Date of the RFP/RFA announcement	11/30/2017
Deadline for applicants to apply	12/15/2017
Date of award	2/1/2018
Number of days between RFP/RFA announcement and deadline	18
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	17
Names and organizational affiliations of grant selection committee members	Dedan Bruner, Karen Casey, Courtney Clyatt, Caroline Harper, Eddie Harrell, Bianca Jackson, Kim Patterson, Traci Powell, Damien Savage, Lynise Fox, Letrecia Gloster, Herman Gloster, Tiffany Hunt, Lauren Miller, Angela Van Croft
List of awardees	United Planning Organization Greater Washington Urban League

Name of workforce development grant competitions	2018 In-School Youth Innovation Grants - Pilot
Date of the RFP/RFA announcement	8/22/2017
Deadline for applicants to apply	9/8/2017
Date of award	9/28/2017
Number of days between RFP/RFA announcement and deadline	18
For any deadlines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	22
Names and organizational affiliations of grant selection committee members	Harrine Freeman, Lydia Carlis, Nadine Kearns, Courtney Clyatt, Damien Savage, Makda Matthew, Kim Patterson, Suzanne Jenkins, William Nesbitt, Akemi Johnson, Karen Casey, Lynise Fox, Brigetta Weatherington, Herman Gloster, Ken Johnson
List of awardees	On Ramps to Careers, Southeast Welding Center, National Housing Trust, See Forever Foundation/Maya Angelou Schools, National Black MBA Foundation, Association for Renewal & Education, The Dance Institute of Washington, Youth Entrepreneur Institute

Name of workforce development grant competitions	2018 In-School Youth Innovation Grants Technical Assistance
Date of the RFP/RFA announcement	8/21/2017
Deadline for applicants to apply	9/4/2017
Date of award	9/28/2017
Number of days between RFP/RFA announcement and deadline	15
For any dealines for applications that occurred less than 20 days after the RFP announcement, please explain why the timeframe was short and whether this affected the ability of applicants to put together quality applications	It was the agency's goal to get the programs started before the close of FY 2017. No, it did not affect the ability of the applicants to put together quality applications.
Number of applications received	10
Names and organizational affiliations of grant selection committee members	Paris Perrault, Christina Brew, Kevin Turley, Billie Johnson, David Williams, Brandon Fields
List of awardees	IBG Consulting Strategy Management, Fair Chance

Fund 0624 Expenditures vs Revenue and Fund Balance					
Fiscal Year	Total Expenditures	Total Revenue	Fund Balance at Beginning of Year	Fund Balance at End of Year	
2015				18,423,721.22	
2016	14,875,452.58	11,642,225.55	18,423,721.22	15,192,071.62	
2017	18,713,905.75	12,145,412.75	15,192,071.62	8,623,626.38	
Fiscal Year	Budgeted Expenditures	Budgeted Revenue	Budgeted Fund Balance Use	Projected Fund Balance	Comments
2018	20,243,114.87	11,750,000.00	8,493,114.87	130,511.51	<i>Fund balance use may reduce due to UI system modernization</i>
	FY 2016	FY 2017	Comments		
PS Costs	4,327,107.61	4,952,673.73			
Fixed Costs	664,395.50	1,284,667.06			
NPS Costs	9,883,949.47	12,476,564.96	Detail on next tab/page		

FY 2017 Fund 0624 Non-Fixed Costs NPS Expenditures

Service	Vendor	Cost
Contractual Support Services	AFGE LOCAL 1000	3,000
Employee Travel and Training	AGENCY EMPLOYEES	48,616.03
Employee Conference Fees	AGENCY EMPLOYEES	5,935.00
Contractual Support Services	ANALYTICA, LLC	29,947
Direct Contractual Svcs- IT Support	APPRISS INC.	36,600
Contractual Support Services	CAPITAL SERVICES AND SUPPLIES	4,613
Direct Contractual Svcs- IT Support	COMPUTER AID INC	87,884.07
Contractual Support Services	CTR FOR EMPLOYMENT SECURITY &	11,524
It Hardware Acquisitions	DELL MARKETING L.P.	13,454.10
Human Services	DHS, US CITIZENSHIP AND IMMIGR	881
Postage Services	DIGI DOCS INC/DOCUMENT MGRS	4,822.00
Direct Contractual Svcs- IT Support	DIGI DOCS INC/DOCUMENT MGRS	305,447
Mou with Disability Services for City Wide Sign Language Svcs	DEPARTMENT OF DISABILITY SERVICES	3,656.56
Miscellaneous Support Services	MULTIPLE VENDORS	3,041.11
Contractual Support Services	DOES	5,540
Contractual Support Services	ENAFOCUS LLC	16,657
Contractual Support Services	EXPERIAN MARKETING SOLUTI	33,999
Direct Contractual Svcs- IT Support	GEOGRAPHIC SOLUTIONS INC	157,448
It Hardware Acquisitions	HI-TECH SOLUTION, INC.	51,983.30
Employee Local Travel	IMPREST FUND	76.00
Contractual Support Services	J.ROBERTS INC.	152,144
Direct Contractual Svcs- IT Support	LEXIS NEXIS	97,668
Direct Contractual Svcs- IT Support	LEXISNEXIS RISK SOLUTIONS	10,417
Contractual Support Services	MULTIPLE VENDORS	84,647
Career Pathways	MULTIPLE RECIPIENTS	988,559.22
Printing Duplicating Svcs	MULTIPLE VENDORS	1,529.88
IT Software Maintenance	MULTIPLE VENDORS	115,034.08
Equipment and Machinery	MULTIPLE VENDORS	694.90
Maintenance and Repairs	MULTIPLE VENDORS	2,186.68
It Hardware Acquisitions	MVS INC	98,793.80
Professional Membership Dues	NATIONAL ASSOCIATION OF STATE	3,500
Contractual Support Services	NORTH CAPITOL PARTNERS, INC.	5,933
Direct Contractual Svcs- IT Support	NORTHROP GRUMMAN SYSTEMS CORP	999,500
Direct Contractual Svcs- IT Support	NOVITEX GOVERNMENT SOLUTI	10,386
Contractual Support Services	NVS CONSTRUCTION CO.	23,436
UI Administrative Appeals	Office of Administrative Hearings	1,461,960
IT Support	Office of Chief Technology Officer	72,000
Direct Contractual Svcs- IT Support	ON POINT TECHNOLOGY INC	4,683,543
IT Hardware Maintenance	OST, INC.	23,616.00

Direct Contractual Svcs- IT Support	OST, INC.	265,572.45
Postage Services	PITNEY BOWES GLOBAL FINANCIA	77,000.00
Contractual Support Services	RANDALL BUSINESS INTERIOR	76,800
Contractual Support Services	REED ELSEVIER INCORPORATE	87,783
Direct Contractual Svcs- IT Support	SAGITEC SOLUTIONS LLC	721,175
Judgments and Indemnities	Judgment Recipient	65,000
Training	SKILLPATH SEMINARS	7,050
IT Software Maintenance	SOFTWARE INFORMATION RESOURCE	266.73
Equipment and Machinery	STAR OFFICE PRODUCTS, INC	44,716.93
Contractual Support Services	SUPRETECH, INC.	26,764
It Hardware Acquisitions	SYNTELLECT INC	201,280.00
Direct Contractual Svcs- IT Support	SYNTELLECT INC	102,614
IT Software Maintenance	TECHNICAL COMMUNITIES INC.	15,308.26
Postage Services	UNITED STATES POSTAL SERVICE	700,000.00
Contractual Support Services	WHITAKER BROTHERS BUSINESS MAC	11,388
MOU with DMPED to Provide Administrative Support to WIC	DEPUTY MAYOR FOR ECONOMIC DEVELOPMENT	220,928.43
Contractual Support Services	XEROX CORPORATION	30,593
Contractual Support Services	XEROX DIRECT	161,652

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Department of Employment Services

MURIEL BOWSER
MAYOR



ODIE DONALD II
DIRECTOR

August 30, 2017

Ms. Elissa Silverman
Councilmember At-Large
John A. Wilson Building
1350 Pennsylvania Ave, NW
Washington, DC 20004

Dear Councilmember Silverman,

This letter is in response to your request for information regarding the educational requirements for residents to participate in various workforce development programs. There is no agency specific minimum educational requirement for Individual Training Account (ITA). Educational institutions and educational providers set minimum standards in alignment with accrediting agencies and/or program requirements in line with occupational skills provisions as appropriate.

Pursuant to the Workforce Innovation Opportunity Act (WIOA), the federal funding source for ITAs, DOES assesses individuals to determine whether he or she is an appropriate candidate for training. DOES uses the Comprehensive Adult Student Assessment System (CASAS) to assess an individual's reading and math proficiency levels. Individuals are exempt from the CASAS assessment if they hold a valid post-secondary degree (Associate's degree or above). While the Workforce Investment Council (WIC) removed the required minimum 8th grade reading and/or math levels (i.e., CASAS scale score of 231 or higher in Reading, and a 221 or higher in Math), DOES cannot force educational institutions to adjust their admission requirements.

If a participant's CASAS score does not satisfy the minimum threshold, the participant will be referred to the Office of the State Superintendent (OSSE) for remediation. It is recommended that participants receive at least fifty (50) hours of remediation before retaking the CASAS exam.

The following chart provides the educational requirements established by each of the current Eligible Training Providers (As of July 2017).

Provider - Program	Math Min.	Reading Min.
ASM - CCIE	8th grade	8th grade
ASM - CCNA	8th grade	8th grade
ASM - CISSP	8th grade	8th grade

ASM - Comp TIA A+	8th grade	8th grade
ASM - Comp TIA A+/Network+	8th grade	8th grade
ASM - Comp TIA A+/Network+/Security+	8th grade	8th grade
ASM - Comp TIA Network+	8th grade	8th grade
ASM - Comp TIA Network+/Security+	8th grade	8th grade
ASM - Network + / CCNA	8th grade	8th grade
CTI - Help Desk Professional	9th grade	9th grade
CTI - Medical Assistant	9th grade	9th grade
CTI - Medical Office Professional	9th grade	9th grade
CTI - Microsoft Systems Administrator (MCSA)	11th grade	11th grade
CTI - PC Specialist - Bookkeeping	9th grade	9th grade
CTI - PC Specialist - Computer Support	9th grade	9th grade
CTI - PC Specialist - Generalist	9th grade	9th grade
CTI - PC Specialist - Medical Office	9th grade	9th grade
OIC - A+	9th grade	9th grade
OIC - Customer Service for Retail/Hospitality	6th grade	6th grade
OIC - HHA	8th grade	8th grade
OIC - MOS	8th grade	8th grade
Paralegal	6th grade	8th grade
Southeast Welding - Pipe Fitting	8th grade	8th grade
Toni Thomas - CDL Class A	6th grade	8th grade
Toni Thomas - CDL Class B	6th grade	8th grade
Toni Thomas - IT A+	6th grade	8th grade
Toni Thomas - IT Network +	6th grade	8th grade
Toni Thomas - LAN/Security +	6th grade	8th grade
Toni Thomas - Security Guard	6th grade	8th grade
Vets Group - A+	9th grade	9th grade
Vets Group - CCENT	9th grade	9th grade
Vets Group - CCNA	9th grade	9th grade
Vets Group - Certified Ethical Hacker	9th grade	9th grade
Vets Group - MCSA	9th grade	9th grade
Vets Group - Network+	9th grade	9th grade
Vets Group - Security +	9th grade	9th grade
Vets Group - Server +	9th grade	9th grade
VMT Education Center - CNA	6th grade	8th grade
VMT Education Center - HHA	6th grade	8th grade
Westlink Career Institute - EMT	6th grade	8th grade

The chart below was obtained from the CASAS website regarding tests that are approved by NRS. According to CASAS, Life Skills Test Series (Forms 31-38) is used for Math and Life and Work Test Series (Forms 81-188) for Reading. Per the chart, each Test Series is approved by NRS.

CASAS tests approved for NRS

Modality	Test Series	Forms	NRS Approval Through February 2, 2019
Listening	Employability Competency System	51-52, 63-66	
	Life and Work	981-986	✓
	Life Skills	51-56	
Math	Employability Competency System	11-18	
	Life Skills	31-38	✓
	Secondary Level Assessment	505-506	✓
	Workforce Learning System	11-12, 213-216, 17-18	
Reading	Beginning Literacy	27-28	✓
	Citizenship	951, 951X - 952, 952X	✓
	Employability Competency System	11-18	
	Life and Work	81-188	✓
	Secondary Level Assessment for Language Arts	513-514	✓
	Workforce Learning System	11-12, 213-216, 17-18	
Writing	Functional Writing Assessment	460-466	

As you know, there are multiple iterations of the CASAS test. The Office of the State Superintendent of Education (OSSE) primarily administers the CASAS eTest on behalf of DOES, which as referenced above, is an approved use by NRS. According to CASAS, the purpose of the CASAS Form 130 is to provide a general indicator of literacy and numeracy levels. CASAS Form 130 is used to assess general workforce readiness and evaluate the appropriate services required to assist participants, which CASAS identifies as the appropriate way to utilize the test. As exemplified as an attachment in your original correspondence, Project Empowerment uses the CASA Form 130 in this manner.

CASAS Form 130 testing does not deter or inhibit applicants from participating in training. CASAS Form 130 testing is not a qualifier for participation, and is taken after participants have been enrolled in Project Empowerment. The test is a tool used to assess reading and math levels, which will inform program staff of the rate and level of wrap around services needed to holistically support the participant. For example, a recent Project Empowerment graduate, who received support and wrap around services aligned with his CASAS assessed level of need, has recently been enrolled in a union electrical apprenticeship.

Enclosed for your reference is documentation from OSSE regarding participant assessment data on behalf of DOES. During the timeframe of 10/2016 -1/2017, 49% of the individuals that were assessed met the minimum proficiency levels for training, and 51% of the individuals that were assessed did not meet the minimum proficiency levels for training. In addition to providing remediation to assist individuals who do not meet the minimum assessment requirements, the Department uses local funds to offer pilot initiatives to assist our residents who experience multiple barriers to employment. For example, DOES has partnered to offer hospitality work readiness training, and there are no educational requirements for this training program. Additionally, the Department's other State-funded initiatives (Project Empowerment, Career Connections, etc.) are available to District residents and also do not require specific levels of educational attainment. I hope that this information appropriately addresses your inquiry.

Regards,

A handwritten signature in black ink, appearing to read 'Odie Donald II', with a long horizontal flourish extending to the right.

Odie Donald II

Director

Encl. as referenced above



**GOVERNMENT OF THE DISTRICT OF COLUMBIA
FIRST SOURCE EMPLOYMENT AGREEMENT FOR
NON CONSTRUCTION CONTRACTS ONLY**

**GOVERNMENT-ASSISTED CONTRACT INFORMATION**

CONTRACT/SOLICITATION NUMBER: _____
 DISTRICT CONTRACTING AGENCY: _____
 CONTRACTING OFFICER: _____
 TELEPHONE NUMBER: _____ Email: _____
 TOTAL CONTRACT AMOUNT _____
 EMPLOYER CONTRACT AMOUNT: _____
 CONTRACT NAME: _____
 CONTRACT ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 CONTRACT START DATE: _____ CONTRACT END DATE: _____
 EMPLOYER START DATE: _____ EMPLOYER END DATE: _____

TOTAL GOVERNMENT ASSISTED FUNDED AMOUNT: _____ DATE _____
 CONTRACT GRANT LOAN TAX ABATEMENT OR EXEMPTION LAND
 TRANSFER LAND DISPOSITION DEVELOP AGREEMENT TAX INCREMENT
 FINANCING ANY ADDITIONAL LEGISLATION, IF YES _____

D.C. CODE#

BASE YEAR OPTION YEAR: 1 2 3 4 5 (*SELECT CONTRACT YEAR*)

DESCRIPTION OF WORK: _____

EMPLOYER INFORMATION

EMPLOYER NAME: _____
 EMPLOYER ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 TELEPHONE NUMBER: _____ FEDERAL IDENTIFICATION NO.: _____
 CONTACT PERSON: _____
 TITLE: _____
 E-MAIL: _____ TELEPHONE NUMBER: _____
 CERTIFIED BUSINESS ENTERPRISE CERTIFICATION NUMBER: _____
 D.C. APPRENTICESHIP COUNCIL REGISTRATION NUMBER: _____
 ARE YOU A SUBCONTRACTOR YES NO IF YES, NAME OF PRIME
 CONTRACTOR: _____
 NONPROFIT ORGANIZATION WITH 50 EMPLOYEES OR LESS: YES No

This First Source Employment Agreement (Agreement), in accordance with Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2-219.01 – 2-219.05) and relevant provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431) is between the District of Columbia Department of Employment Services (DOES) and EMPLOYER.

Pursuant to this Agreement, the EMPLOYER, which includes all contractors and subcontractors shall meet the following requirements:

Employer shall hire 51% District of Columbia residents (DC residents) for all new jobs created by the Contract and 35% of all apprenticeship hours worked in connection with the Contract shall be worked

by DC residents registered in programs approved by the District of Columbia Apprenticeship Council.

EMPLOYER shall use DOES as its first source for recruitment, referral, and placement of new hires for all new jobs created by the Government Assisted Project or Contract (Contract).

The Employer enters into this revised Agreement in order to cure the violation of D.C. Code 2-219.03, starting work prior to execution of Agreement.

DEFINITIONS

The following definitions shall govern the terms used in this Agreement.

- A. **Apprentice** means a worker who is employed to learn an apprenticeable occupation under the terms and conditions of approved apprenticeship standards.
- B. **Beneficiary** means:
 - 1. The signatory to a contract executed by the Mayor which involves any District of Columbia government funds or funds which, in accordance with a federal grant or otherwise, the District government administers and which details the number and description of all jobs created by a government-assisted project or contract for which the beneficiary is required to use the First Source Register.
 - 2. A recipient of a District government economic development action, including contracts, grants, loans, tax abatements, land transfers for redevelopment, or tax increment financing that results in a financial benefit of \$300,000 or more from an agency, commission, instrumentality, or other entity of the District government, including a financial or banking institution which serves as the repository for \$1 million or more of District of Columbia funds.
 - 3. A retail or commercial tenant that is a direct recipient of a District government economic development action, including contracts, grants, loans, tax abatements, land transfers for public redevelopment, or tax increment financing in excess of \$300,000.
- C. **Contracting Agency** means any District of Columbia agency that is awarded a government-assisted Contract totaling \$300,000 or more.
- D. **Direct labor costs** means all costs, including wages and benefits, associated with the hiring and employment of personnel assigned to a process in which payroll expenses are traced to the units of output and are included in the cost of goods sold.
- E. **EMPLOYER** means any entity awarded a government-assisted Project or Contract totaling \$300,000.00 or more, including all individual contractor and subcontractor entities at any tier, who performed work on the project or contract.
- F. **First Source Employer Portal** means the website consisting of a connected group of static and dynamic (functional) pages and forms on the World Wide Web accessible by Uniform Resource Locator (URL) and maintained by DOES to provide information and reporting functionality to EMPLOYERS.
- G. **First Source Register** means the DOES Automated Applicant Files, which consists of the names of District of Columbia residents registered with DOES.
- H. **Good faith effort** means an EMPLOYER has exhausted all reasonable means to comply with

any affirmative action, hiring, or contractual goal(s) pursuant to the First Source law and Agreement.

- I. **Government-assisted Project or Contract** means any construction or non-construction Project or Contract receiving funds or resources, valued at \$300,00 or more, from the District of Columbia or funds or resources which, in accordance with a federal grant or otherwise, the District of Columbia government administers, including contracts, grants, loans, tax abatements or exemptions, land transfers, land disposition and development agreements, tax increment financing, or any combination of the aforementioned.
- J. **Hard to employ** means a District of Columbia resident who is confirmed by DOES as:
1. An ex-offender who has been released from prison within the last 10 years;
 2. A participant of the Temporary Assistance for Needy Families program;
 3. A participant of the Supplemental Nutrition Assistance Program;
 4. Living with a permanent disability verified by the Social Security Administration or District vocational rehabilitation program;
 5. Unemployed for six (6) months or more in the last 12-month period;
 6. Homeless;
 7. A participant or graduate of the Transitional Employment Program established by § 32-1331; or
 8. An individual who qualified for inclusion in the Work Opportunity Tax Credit Program as certified by DOES.
- K. **Indirect labor costs** means all costs, including wages and benefits, that are part of operating expenses and are associated with the hiring and employment of personnel assigned to tasks other than producing products.
- L. **Jobs** means any union and non-union managerial, non-managerial, professional, nonprofessional, technical or nontechnical position, including: clerical and sales occupations; service occupations; processing occupations; machine trade occupations; bench work occupations; structural work occupations; agricultural, fishery, forestry, and related occupations; and any other occupations as DOES may identify in the Dictionary of Occupational Titles, United States Department of Labor.
- M. **New Hire:** New employee hired by EMPLOYER to work on the government assisted Contract or Project for the new job created.
- N. **Transfer:** Existing employees EMPLOYER who has already worked for company and has been moved from one project or contract to another project or contract.
- O. **Revised Employment Plan** means a document prepared and submitted by the EMPLOYER that includes the following:
1. A projection of the total number of new positions that will be created as a result of the project or contract, including the job title, number of positions available, indication of part-time or full-time status, salary range, union affiliation (if

applicable), and the contracted hire dates;

2. A roster of all current employees to include the name, affirmation of DC residence (check mark), and Ward, including apprentices, trainees, and transfers from other projects or contracts, who will be employed on the Project or Contract;
3. A projection of the total number of full-time and part-time salaried employees on an annual basis that will be utilized on the Project or Contract and the total number of full-time and part-time salaried employees that will be District residents;
4. A projection of the total number of hours to be worked on the Project or Contract by full-time and part-time hourly wage employees on an annual basis and a projection of the total number of hours to be worked on the Contract or Project by full-time and part-time hourly wage employees who are District residents;
5. A timetable outlining the total number of hours to be worked on the Project or Contract by full-time and part-time hourly wage employees by job category and the total number of full-time and part-time salaried employees by job category over the duration of the life of the hiring requirements set forth by DOES and an associated hiring schedule which predicts when specific job openings will be available;
6. Descriptions of the skill requirements by job title or position, including industry-recognized certifications required for the different positions;
7. A strategy to fulfill DC resident hiring percentage pursuant to this Agreement, including a component on communicating these requirements to contractors and subcontractors and a component on potential community outreach partnerships with the University of the District of Columbia, the University of the District of Columbia Community College, DOES, Jointly Funded Apprenticeship Programs, the District of Columbia Workforce Intermediary, or other government-approved, community-based job training providers;
8. A remediation strategy to ameliorate any problems associated with meeting these hiring requirements, including any problems encountered with contractors and subcontractors;
9. The designation of a senior official from the EMPLOYER who will be responsible for implementing the hiring and reporting requirements;
10. Descriptions of the health and retirement benefits that will be provided to DC residents working on the Contract or Project;
11. A strategy to ensure that DC residents who work on the Contract or Project receive ongoing employment and training opportunities after they complete work on the job for which they were initially hired and a review of past practices in continuing to employ DC residents from one Contract or Project to the next;
12. A strategy to hire graduates of District of Columbia Public Schools, District of Columbia Public Charter Schools, and community-based job training providers, and hard-to-employ DC residents; and
13. A disclosure of past compliance with the Workforce Act and the Davis-Bacon Act, where applicable, and the EMPLOYER'S general DC resident hiring practices on projects or contracts completed within the last 2 years.

- P. **Tier Subcontractor** means any contractor selected by the primary subcontractor to perform portion(s) or all work related to the trade or occupation area(s) on a contract or project subject to this First Source Agreement.
- Q. **Washington Metropolitan Statistical Area** means the District of Columbia; Virginia Cities of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; the Virginia Counties of Arlington, Clarke, Fairfax, Fauquier, Loudon, Prince William, Spotsylvania, Stafford, and Warren; the Maryland Counties of Calvert, Charles, Frederick, Montgomery, and Prince Georges; and the West Virginia County of Jefferson.
- R. **Workforce Intermediary Pilot Program** means the intermediary between employers and training providers to provide employers with qualified DC resident job applicants. See DC Official Code § 2-219.04b.

GENERAL TERMS

- A. Subject to the terms and conditions set forth herein, DOES will receive the Agreement from the Contracting Agency no less than seven (7) calendar days in advance of the Project or Contract start date. No work associated with the relevant Contract can begin until the Agreement has been accepted by DOES.
- B. The EMPLOYER shall require all contract Employers with contracts or subcontracts, under a contract receiving government assistance or benefits valued at \$300,000 or more, to enter into an Agreement with DOES.
- C. DOES will provide recruitment, referral, and placement services to the EMPLOYER, subject to the limitations in this Agreement.
- D. Agreement will take effect once beneficiary/Employer been awarded a contract and has started work on the government assisted project or contract and no work can begin prior to execution of the Agreement and will be fully effective through the duration, any extension or modifications of the project or contract and until such as construction is complete and a certificate of occupancy is issued.
- E. If an EMPLOYER began work prior to the execution of a First Source Employment Agreement, the EMPLOYER shall cease work on the project or contract and sign a revised First Source Employment Agreement to be bound by the applicable First Source Employment Agreement requirements from the start of work throughout the duration of the contract.
- F. DOES and the EMPLOYER agree that, for purposes of this Agreement, new hires and jobs created for the Project or Contract (both union and nonunion) include all of EMPLOYER'S job openings and vacancies in the Washington Metropolitan Statistical Area created for the Contract as a result of internal promotions, terminations, and expansions of the EMPLOYER'S workforce.
- G. This Agreement includes apprentices as defined in D.C. Official Code §§ 32-1401- 1431.
- H. DOES will make every effort to work within the terms of all collective bargaining agreements to which the EMPLOYER is a party. The EMPLOYER will provide DOES with written documentation that the EMPLOYER has provided the representative of any collective bargaining unit involved with this Contract a copy of this Agreement and has requested comments or objections. If the representative has any comments or objections, the EMPLOYER will promptly provide them to DOES.

- I. EMPLOYER with a contract with the District of Columbia government to perform construction, renovation work, or information technology work with a single contract, or cumulative contracts, of at least \$500,000, within a 12-month period will be required to register an apprenticeship program with the District of Columbia Apprenticeship Council as required by DC Code 32-1431.
- J. If, during the term of this Agreement, the EMPLOYER should transfer possession of all or a portion of its business concerns affected by this Agreement to any other party by lease, sale, assignment, merger, or otherwise this First Source Agreement shall remain in full force and effect and transferee shall remain subject to all provisions herein. In addition, the EMPLOYER as a condition of transfer shall:
 - 1. Notify the party taking possession of the existence of this EMPLOYER'S First Source Employment Agreement.
 - 2. Notify DOES within seven (7) business days of the transfer. This notice will include the name of the party taking possession and the name and telephone of that party's representative.
- K. The EMPLOYER and DOES may mutually agree to modify this Agreement. Any modification shall be in writing, signed by the EMPLOYER and DOES, and attached to the original Agreement.
- L. To the extent that this Agreement is in conflict with any federal labor laws or governmental regulations, the federal laws or regulations shall prevail.

III. TRAINING

- A. DOES and the EMPLOYER may agree to develop skills training and on-the-job training programs as approved by DOES; the training specifications and cost for such training will be mutually agreed upon by the EMPLOYER and DOES and will be set forth in a separate Training Agreement.

IV. RECRUITMENT

- A. The EMPLOYER shall post all job vacancies with the Job Bank Services of DOES at <http://does.dc.gov> within seven (7) days of executing the Agreement. Should Employer need assistance posting job vacancies, Employer may contact Job Bank Services at (202) 698-6001.
- B. The EMPLOYER shall notify DOES of all new jobs created for the Contract within at least seven (7) business days (Monday - Friday) of the EMPLOYER'S identification/creation of the new jobs. The Notice of New Job Creation shall include the number of employees needed by job title, qualifications and specific skills required to perform the job, hiring date, rate of pay, hours of work, duration of employment, and a description of the work to be performed. This must be done before using any other referral source.
- C. Job openings to be filled by internal promotion from the EMPLOYER'S current workforce shall be reported to DOES for placement and referral, if the job is newly created. EMPLOYER shall provide DOES a Notice of New Job Creation that details such promotions in accordance with Section IV.C.

- D. The EMPLOYER shall submit to DOES, prior to commencing work on the Project or

Contract, a list of current employees that includes the name, Social Security Number, and residency status of all current employees, including apprentices, trainees, and laid-off workers who will be employed on the Project or Contract. All EMPLOYER information reviewed or gathered, including Social Security Numbers, as a result of DOES' monitoring and enforcement activities will be held confidential in accordance with all District and federal confidentiality and privacy laws and used only for the purposes that it was reviewed or gathered.

V. REFERRAL

- A. DOES will screen applicants through carefully planned recruitment and training events and provide the EMPLOYER with a list of qualified applicants according to the number of employees needed by job title, qualifications and specific skills required to perform the job, hiring date, rate of pay, hours of work, duration of employment, and a description of the work to be performed as supplied by the EMPLOYER in its Notice of New Job Creation set forth above in Section IV.C.
- B. DOES will notify the EMPLOYER of the number of applicants DOES will refer, prior to the anticipated hiring dates.

VI. PLACEMENT

- A. The EMPLOYER shall in good faith, use reasonable efforts to select its new hires or employees from among the qualified applicants referred by DOES. All hiring decisions are made by the EMPLOYER.
- B. In the event that DOES is unable to refer qualified applicants meeting the EMPLOYER'S established qualifications, within seven (7) business days (Monday - Friday) from the date of notification from the EMPLOYER, the EMPLOYER will be free to directly fill remaining positions for which no qualified applicants have been referred. However, EMPLOYER shall still be required to meet the First Source hiring requirements for all new jobs created by the Project or Contract.
- C. After the EMPLOYER has selected its employees, DOES is not responsible for the employees' actions and the EMPLOYER hereby releases DOES, and the Government of the District of Columbia, the District of Columbia Municipal Corporation, and the officers and employees of the District of Columbia from any liability for employees' actions.

VII. REPORTING REQUIREMENTS

- A. EMPLOYER with Contracts receiving government assistance valued at \$300,000 or more shall hire DC residents for at least 51% of all new jobs created by the contract and 35% of all apprenticeship hours worked in connection with the Contract shall be worked by DC residents registered in programs approved by the District of Columbia Apprenticeship Council.
- B. EMPLOYER shall register in the First Source Online Registration and Reporting System for electronic submission of all monthly Contract Compliance data, payroll records and any other documents required by DOES for reporting and monitoring.
- C. EMPLOYER shall submit to the Department of Employment Services each month from the start of the project or contract a hiring compliance report for the project or contract that includes the following Contract Compliance data:
 - 1. Number of new job openings created/available;

2. Number of new job openings listed with DOES, or any other District Agency;
3. Number of DC residents hired for new jobs;
4. Number of employees transferred to the Contract;
5. Number of DC residents transferred to the Contract;
6. Direct or indirect labor cost associated with the Contract;
7. Each employee's name, job title, Social Security Number, hire date, residence, and referral source;
8. Number of apprenticeship hours worked;
9. Number of apprenticeship hours worked by DC residents; and
10. Workforce statistics throughout the entire Contract tenure.

D. Monthly, EMPLOYER must electronically submit the Contract Compliance data to DOES. EMPLOYER is also required to make payroll and employment records available to DOES as a part of compliance monitoring, upon request.

VIII. FINAL REPORT AND GOOD FAITH EFFORTS

A. With the submission of the final request for payment from the Contracting Agency, the EMPLOYER shall:

1. Document in a report to DOES its compliance with the hiring percentage requirements for all new jobs created by the Contract and the percentages of DC residents employed in all Job Classifications, for each area of the Contract; or
2. Submit to DOES a request for a waiver of the hiring percentage requirements for all new jobs created by the Contract that will include the following documentation:
 - a. Documentation supporting EMPLOYER'S good faith effort to comply;
 - b. Referrals provided by DOES and other referral sources; and
 - c. Advertisement of job openings listed with DOES and other referral sources.

B. DOES may waive the hiring percentage requirements for all new jobs created by the Contract, and/or the required percentages of DC residents in all Job Classifications areas on the Contract, if DOES finds that:

1. DOES certified that Beneficiary or EMPLOYER demonstrated a good faith effort to comply, as set forth in Section C, below; or
2. EMPLOYER is located outside the Washington Metropolitan Statistical Area and none of the contract work is performed inside the Washington Metropolitan Statistical Area; or
3. The beneficiary published each job opening or part-time work needed for 7 calendar days in a District newspaper of city-wide circulation; and
4. DOES certified that there are insufficient numbers of DC residents in the labor market possessing the skills required by the EMPLOYER for the positions created as a result of the Contract.
5. EMPLOYER entered into a special workforce development training or placement arrangement with DOES or with the District of Columbia Workforce Intermediary.

- C. DOES shall consider documentation of the following when making a determination of a good-faith effort to comply:
1. DOES has certified that there are insufficient numbers of District residents in the labor market possessing the skills required by the Employer for the positions created as a result of the Project.
 2. Whether the EMPLOYER posted the jobs on the DOES job website for a minimum of ten (10) calendar days;
 3. Whether the EMPLOYER advertised each job opening in a District newspaper with city-wide circulation for a minimum of seven (7) calendar days;
 4. Whether the EMPLOYER advertised each job opening in special interest publications and on special interest media for a minimum of seven (7) calendar days;
 5. Whether the EMPLOYER hosted informational/recruiting or hiring fairs;
 6. Whether the EMPLOYER contacted churches, unions, and/or additional Workforce Development Organizations;
 7. Whether the EMPLOYER interviewed employable candidates;
 8. Whether the EMPLOYER created or participated in a workforce development program approved by DOES;
 9. Whether the EMPLOYER created or participated in a workforce development program approved by the District of Columbia Workforce Intermediary;
 10. Whether the EMPLOYER substantially complied with the relevant monthly reporting requirements set forth in this section;
 11. Whether the EMPLOYER has submitted and substantially complied with its most recent employment plan that has been approved by DOES; and
 12. Any additional documented efforts.

IX. MONITORING

- A. DOES is the District agency authorized to monitor and enforce the requirements of the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2-219.01 – 2.219.), and relevant provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431). As a part of monitoring and enforcement, DOES may require and EMPLOYER shall grant access to Project or Contract sites, employees, and documents.
- B. EMPLOYER'S noncompliance with the provisions of this Agreement may result in the imposition of penalties.
- C. All EMPLOYER information reviewed or gathered, including Social Security Numbers, as a result of DOES' monitoring and enforcement activities will be held confidential in accordance with all District and federal confidentiality and privacy laws and used only for the purposes that it was reviewed or gathered.

D. DOES shall monitor all Contracts as authorized by law. DOES will:

1. Review all contract controls to determine if EMPLOYER and Subcontractors are subject to DC Law 19-84.
2. Notify stakeholders and company officials and establish meetings to provide technical assistance involving the First Source process.
3. Make regular site visits to determine if the EMPLOYER or Subcontractor's workforce is in concurrence with the submitted Agreement and Monthly Compliance Reports.
4. Inspect and copy payroll, personnel records and any other records or information necessary to ensure the required workforce utilization is in compliance with the First Source Law.
5. Conduct desk reviews of *Monthly Compliance Reports*.
6. Educate EMPLOYERS about additional services offered by DOES, such as On-the-Job Training programs and tax incentives for EMPLOYERS who hire from certain categories.
7. Monitor and complete statistical reports that identify the overall Contract, contractor, and subcontractors' hiring or hours worked percentages.
8. Provide formal notification of non-compliance with the required hiring or hours worked percentages or any alleged breach of the First Source Law to all contracting agencies, and stakeholders.

X. PENALTIES

- A. Willful Breach of the Agreement by the EMPLOYER, failure to submit the contract compliance reports, deliberate submission of falsified data may result in DOES imposing a fine of 5% of the total amount of the direct and indirect labor costs of the contract, in addition to other penalties provided by law. Failure to meet the required hiring requirements or failure to receive good faith waiver may result in the Contracting Agency imposing a penalty equal to 1/8 of 1% of the total amount of the direct and indirect labor costs of the contract for each percentage by which the beneficiary fail to meet the hiring requirements.
- B. EMPLOYERS who have been found in violation two (2) times or more over a 10-year period may be debarred and/or deemed ineligible for consideration for Contracts for a period of five (5) years.
- C. Appeals of violations or fines will be filed with the Contract Appeals Board.

I hereby certify that I have the authority to bind the EMPLOYER to this Agreement from the start of work on the project or contract throughout the duration of the project or contract.

By:

EMPLOYER Senior Official (Print)

Date

EMPLOYER Senior Official (Signature)

Name of Company

Address

Telephone

Email

Signature Department of Employment Services

Date



**GOVERNMENT OF THE DISTRICT OF COLUMBIA
FIRST SOURCE EMPLOYMENT AGREEMENT FOR
CONSTRUCTION PROJECTS ONLY**



GOVERNMENT-ASSISTED PROJECT/CONTRACT INFORMATION

CONTRACT/SOLICITATION NUMBER: _____
 DISTRICT CONTRACTING AGENCY: _____
 CONTRACTING OFFICER: _____
 TELEPHONE NUMBER: _____
 TOTAL CONTRACT AMOUNT: _____

THIS SECTION TO BE COMPLETED BY THE BENEFICIARY ONLY:

TOTAL GOVERNMENT ASSISTED FUNDED AMOUNT: _____ DATE _____
 CONTRACT GRANT LOAN TAX ABATEMENT OR EXEMPTION LAND TRANSFER
 LAND DISPOSITION DEVELOP AGREEMENTS TAX INCREMENT FINANCING
 ANY ADDITIONAL LEGISLATION, IF YES _____

D.C. CODE#

GENERAL CONTRACTOR WILL MEET THE HIRING OR HOURS WORKED PERCENTAGES REQUIREMENTS FOR ENTIRE PROJECT OR PER EACH SUBCONTRACTOR

PROJECT NAME: _____
 PROJECT ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 PROJECT START DATE: _____ PROJECT END DATE: _____
 EMPLOYER START DATE: _____ EMPLOYER END DATE: _____

EMPLOYER INFORMATION

EMPLOYER NAME: _____
 EMPLOYER ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 TELEPHONE NUMBER: _____ FEDERAL IDENTIFICATION NO.: _____
 CONTACT PERSON: _____
 TITLE: _____
 E-MAIL: _____ TELEPHONE NUMBER: _____
 CERTIFIED BUSINESS ENTERPRISES CERTIFICATION NUMBER: _____
 D.C. APPRENTICESHIP COUNCIL REGISTRATION NUMBER: _____
 ARE YOU A SUBCONTRACTOR YES NO IF YES, NAME OF PRIME CONTRACTOR: _____

This First Source Employment Agreement (Agreement), in accordance with Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2-219.01 – 2.219.05), and relevant provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431) is a required agreement between the District of Columbia Department of Employment Services (DOES) and EMPLOYER.

EMPLOYER, which includes the Beneficiary and all contractors and subcontractors, is working on a contract or project that has received:

D.C. Government assistance valued between \$300,000 and \$5 million dollars, required to make a good faith effort to ensure that 51% of all new hires are District residents. (D.C. Official Code § 2-219(e)(1)(A))

D.C. Government assistance valued at \$5 million or more, required to have the following percentage of hours worked in each classification by DC residents; 20% of journey worker hours; 60% of apprentice hours; 51% of skilled laborer hours; 70% of common laborer hours for all jobs created by the Project. (D.C. Official Code §2-219.03 (1A)(A))

DOES is the first source for recruitment, referral, and placement of new hires or employees for all jobs created by the Government Assisted Project or Contract (Project).

The Parties agree to the terms and conditions of the Agreement as follows:

I. DEFINITIONS

The following definitions shall govern the terms used in this Agreement.

- A. **Apprentice** means a worker who is employed to learn an apprenticeable occupation under the terms and conditions of approved apprenticeship standards.
- B. **Beneficiary** means:
 - 1. The signatory to a contract executed by the Mayor which involves any District of Columbia government funds, or funds which, in accordance with a federal grant or otherwise, the District government administers and which details the number and description of all jobs created by a government-assisted project or contract for which the beneficiary is required to use the First Source Register;
 - 2. A recipient of a District government economic development action including contracts, grants, loans, tax abatements, land transfers for redevelopment, or tax increment financing that results in a financial benefit of \$300,000 or more from an agency, commission, instrumentality, or other entity of the District government, including a financial or banking institution which serves as the repository for \$1 million or more of District of Columbia funds.
- C. **Contracting Agency** means any District of Columbia agency that awarded a government assisted project or contract totaling \$300,000 or more.
- D. **Direct labor costs** means all costs, including wages and benefits, associated with the hiring and employment of personnel assigned to a process in which payroll expenses are traced to the units of output and are included in the cost of goods sold.
- E. **EMPLOYER** means any entity awarded a government assisted project or contract totaling \$300,000 or more, including all individual contractor and subcontractor entities at any tier who work on the project or contract.
- F. **First Source Employer Portal** is a website consisting of a connected group of static and dynamic web pages with the ability for Employers to enter data using the internet. The website is accessible by a Uniform Resource Locator (URL) and is maintained by DOES. The website provides reporting information to First Source EMPLOYERS.
- G. **First Source Register** means the DOES Automated Applicant Files, which consists of the names of DC residents registered with DOES.
- H. **Good faith effort** means an EMPLOYER has exhausted all reasonable means to comply with any affirmative action, hiring, or contractual goal(s) pursuant to the First Source law and Agreement.
- I. **Government-assisted project or contract (Project)** means any construction or non-construction project or contract that receives funds or resources, valued at \$300,000 or more, from the District of Columbia, or funds or resources which, in accordance with a federal grant or otherwise, the District of Columbia government administers, including contracts, grants, loans, tax abatements or exemptions, land transfers, land disposition and development agreements, tax increment financing, or any combination of the aforementioned.

- J. **Hard to employ** means a District of Columbia resident who is confirmed by DOES as:
1. An ex-offender who has been released from prison within the last 10 years;
 2. A participant of the Temporary Assistance for Needy Families program;
 3. A participant of the Supplemental Nutrition Assistance Program;
 4. Living with a permanent disability verified by the Social Security Administration or District vocational rehabilitation program;
 5. Unemployed for 6 months or more in the last 12-month period;
 6. Homeless;
 7. A participant or graduate of the Transitional Employment Program established by [§ 32-1331](#); or
 8. An individual who qualified for inclusion in the Work Opportunity Tax Credit Program as certified by the Department of Employment Services.
- K. **Indirect labor costs** means all costs, including wages and benefits, that are part of operating expenses and are associated with the hiring and employment of personnel assigned to tasks other than producing products.
- L. **Jobs** means any union and non-union managerial, non-managerial, professional, nonprofessional, technical or nontechnical position including: clerical and sales occupations, service occupations, processing occupations, machine trade occupations, bench work occupations, structural work occupations, agricultural, fishery, forestry, and related occupations, and any other occupations as the Department of Employment Services may identify in the Dictionary of Occupational Titles, United States Department of Labor.
- M. **New Hire:** Individual(s) newly hired by the EMPLOYER to perform work on a government assisted project or contract.
- N. **Transfer:** Existing EMPLOYER employee who has been moved from one project or contract to another project or contract.
- O. **Journeyman** means a worker who has attained a level of skill, abilities and competencies recognized within an industry as having mastered the skills and competencies required for the occupation.
- P. **Revised Employment Plan** means a document prepared and submitted by the EMPLOYER that includes the following:
1. A projection of the total number of hours to be worked on the project or contract by trade;
 2. A projection of the total number of journey worker hours, by trade, to be worked on the project or contract and the total number of journey worker hours, by trade, to be worked by DC residents;
 3. A projection of the total number of apprentice hours, by trade, to be worked on the project or contract and the total number of apprentice hours, by trade, to be worked by DC residents;
 4. A projection of the total number of skilled laborer hours, by trade, to be worked on the project or contract and the total number of skilled laborer hours, by trade, to be worked by DC residents;

5. A projection of the total number of common laborer hours to be worked on the project or contract and the total number of common laborer hours to be worked by DC residents;
6. A timetable outlining the total hours worked by trade over the life of the project or contract and an associated hiring schedule;
7. Descriptions of the skill requirements by job title or position, including industry-recognized certifications required for the different positions;
8. A strategy to fill the hours required to be worked by DC residents pursuant to this paragraph, including a component on communicating these requirements to contractors and subcontractors and a component on potential community outreach partnerships with the University of the District of Columbia, the University of the District of Columbia Community College, the Department of Employment Services, Jointly Funded Apprenticeship Programs, the District of Columbia Workforce Intermediary, or other government-approved, community-based job training providers;
9. A remediation strategy to ameliorate any problems associated with meeting these hiring requirements, including any problems encountered with contractors and subcontractors;
10. The designation of a senior official from the EMPLOYER(S) or general contractor who will be responsible for implementing the hiring and reporting requirements;
11. Descriptions of the health and retirement benefits that will be provided to DC residents working on the project or contract;
12. A strategy to ensure that District residents who work on the project or contract receive ongoing employment and training opportunities after they complete work on the job for which they were initially hired and a review of past practices in continuing to employ DC residents from one project or contract to the next;
13. A strategy to hire graduates of District of Columbia Public Schools, District of Columbia public charter schools, and community-based job training providers, and hard-to-employ residents; and
14. A disclosure of past compliance with the Workforce Act and the Davis-Bacon Act, where applicable, and the bidder or offeror's general DC resident hiring practices on projects or contracts completed within the last 2 years.

Q. Tier Subcontractor means any subcontractor selected by the primary contractor to perform portion(s) or all work related to the trade or occupation area(s) on a contract or project subject to this First Source Agreement.

R. Washington Metropolitan Statistical Area means the District of Columbia; Virginia Cities of Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, and Manassas Park; the Virginia Counties of Arlington, Clarke, Fairfax, Fauquier, Loudon, Prince William, Spotsylvania, Stafford, and Warren; the Maryland Counties of Calvert, Charles, Frederick, Montgomery and Prince Georges; and the West Virginia County of Jefferson.

- S. **Workforce Intermediary Pilot Program** means the intermediary between employers and training providers to provide employers with qualified DC resident job applicants. See DC Official Code § 2-219.04b.

II. GENERAL TERMS

- A. Subject to the terms and conditions set forth herein, DOES will receive the Agreement from the Contracting Agency no less than 7 calendar days in advance of the Project start date. No work associated with the relevant Project can begin until the Agreement has been accepted by DOES.
- B. The Beneficiary and/or EMPLOYER shall require all Project contractors and subcontractors, under a project or contract receiving government assistance or benefits valued at \$300,000 or more, to enter into an Agreement with DOES.
- C. Agreement will take effect once beneficiary/Employer awarded contract and start work on the government assisted project or contract and no work can begin prior to execution of the Agreement and will be fully effective through the duration, any extension or modifications of the project or contract and until such time as construction is complete and a certificate of occupancy is issued.
- D. If an EMPLOYER began work prior to the execution of a First Source Employment Agreement, the EMPLOYER shall cease work on the project or contract and sign a First Source Employment Agreement to be bound by the applicable First Source Employment Agreement requirements from the start of work throughout the duration of the contract.
- E. DOES will provide recruitment, referral, and placement services to the EMPLOYER, subject to the limitations in this Agreement.
- F. DOES and the EMPLOYER agree that, for purposes of this Agreement, new hires and jobs created for the Project (both union and nonunion) include all of EMPLOYER'S job openings and vacancies in the Washington Metropolitan Statistical Area created for the Project as a result of internal promotions, terminations, and expansions of the EMPLOYER'S workforce, as a result of this Project.
- G. This Agreement includes apprentices as defined in D.C. Official Code §§ 32-1401- 1431.

DOES will make every effort to work within the terms of all collective bargaining agreements to which the EMPLOYER is a party. The EMPLOYER will provide DOES with written documentation that the EMPLOYER has provided the representative of any collective bargaining unit involved with this Project a copy of this Agreement and has requested comments or objections. If the representative has any comments or objections, the EMPLOYER will promptly provide them to DOES.

The EMPLOYER who contracts with the District of Columbia government to perform construction, renovation work, or information technology work with a single contract, or cumulative contracts, of at least \$500,000, within a 12-month period will be required to register an apprenticeship program with the District of Columbia Apprenticeship Council as required by DC Code 32-1431.

- H. If, during the term of this Agreement, the EMPLOYER should transfer possession of all or a portion of its business concerns affected by this Agreement to any other party by lease, sale, assignment, merger, or otherwise this First Source Agreement shall remain in full force and effect and transferee shall remain subject to all provisions herein. In addition, the EMPLOYER as a condition of transfer shall:

1. Notify the party taking possession of the existence of this EMPLOYER'S First Source Employment Agreement.
 2. Notify DOES within 7 business days of the transfer. This notice will include the name of the party taking possession and the name and telephone of that party's representative.
- I. The EMPLOYER and DOES may mutually agree to modify this Agreement. Any modification shall be in writing, signed by the EMPLOYER and DOES and attached to the original Agreement.
 - J. To the extent that this Agreement is in conflict with any federal labor laws or governmental regulations, the federal laws or regulations shall prevail.

II. TRAINING

- A. DOES and the EMPLOYER may agree to develop skills training and on-the-job training programs as approved by DOES; the training specifications and cost for such training will be mutually agreed upon by the EMPLOYER and DOES and will be set forth in a separate Training Agreement.

III. RECRUITMENT

- A. The EMPLOYER shall complete the attached Revised Employment Plan that will include the information outlined in Section I.N., above.
- B. The EMPLOYER shall post all job vacancies with the Job Bank Services of DOES at <http://does.dc.gov> within 7 days of executing the Agreement. Should you need assistance posting job vacancies, please contact Job Bank Services at (202) 698-6001.
- C. The EMPLOYER shall notify DOES of all new jobs created for the Project within at least 7 business days (Monday - Friday) of the EMPLOYERS' identification/creation of the new jobs. The Notice of New Job Creation shall include the number of employees needed by job title, qualifications and specific skills required to perform the job, hiring date, rate of pay, hours of work, duration of employment, and a description of the work to be performed. This must be done before using any other referral source.
- D. Job openings to be filled by internal promotion from the EMPLOYER'S current workforce shall be reported to DOES for placement and referral, if the job is newly created. EMPLOYER shall provide DOES a Notice of New Job Creation that details such promotions in accordance with Section IV.C.
- E. The EMPLOYER will submit to DOES, prior to commencing work on the Project, a list of Current Employees that includes the name, social security number, and residency status of all current employees, including apprentices, trainees, and laid-off workers who will be employed on the Project. All EMPLOYER information reviewed or gathered, including social security numbers, as a result of DOES' monitoring and enforcement activities will be held confidential in accordance with all District and federal confidentiality and privacy laws and used only for the purposes that it was reviewed or gathered.

V. REFERRAL

- A. DOES will screen applicants through carefully planned recruitment and training events and provide the EMPLOYER with a list of qualified applicants according to the number of employees needed by job title, qualifications and specific skills required to perform the job, hiring date, rate of pay, hours of work, duration of employment, and a description of the work to be performed as supplied by the EMPLOYER in its Notice set forth above in Section IV.C.
- B. DOES will notify the EMPLOYER of the number of applicants DOES will refer, prior to the anticipated hiring dates.

VI. PLACEMENT

- A. EMPLOYER shall in good faith, use reasonable efforts to select its new hires or employees from among the qualified applicants referred by DOES. All hiring decisions are made by the EMPLOYER.
- B. In the event that DOES is unable to refer qualified applicants meeting the EMPLOYER'S established qualifications, within 7 business days (Monday - Friday) from the date of notification from the EMPLOYER, the EMPLOYER will be free to directly fill remaining positions for which no qualified applicants have been referred. However, the EMPLOYER shall still be required to meet the First Source hiring requirements or hours worked percentages for all jobs created by the Project.
- C. After the EMPLOYER has selected its employees, DOES is not responsible for the employees' actions and the EMPLOYER hereby releases DOES, and the Government of the District of Columbia, the District of Columbia Municipal Corporation, and the officers and employees of the District of Columbia from any liability for employees' actions.

VII. REPORTING REQUIREMENTS

- A. EMPLOYER with a single contract valued at \$300,000 or more on a project or contract that received government assistance totaling between \$300,000 and \$5,000,000, a provision that at least 51% of the new employees hired to work on the project or contract shall be District residents.
- B. EMPLOYER shall register in the First Source Online Registration and Reporting System for electronic submission of all monthly Contract Compliance data, weekly certified payrolls and any other documents required by DOES for reporting and monitoring.
- C. EMPLOYER shall submit to the Department of Employment Services each month following the start of the project or contract a hiring compliance report for the project or contract that includes the:
 - 1. Number of new job openings created/available;
 - 2. Number of new job openings listed with DOES, or any other District Agency;
 - 3. Number of DC residents hired for new jobs;
 - 4. Number of employees transferred to the Project;
 - 5. Number of DC residents transferred to the Project;
 - 6. Direct or indirect labor cost associated with the project;
 - 7. Each employee's name, job title, social security number, hire date, residence, and referral source; and
 - 8. Workforce statistics throughout the entire project tenure.

- D. EMPLOYER with a single contract valued at \$300,000 or more on a project or contract that received government assistance totaling \$5 million or more shall meet the following hours worked percentages for **all** jobs created by the Project:
1. At least 20% of journey worker hours by trade shall be performed by DC residents;
 2. At least 60% of apprentice hours by trade shall be performed by DC residents;
 3. At least 51% of the skilled laborer hours by trade shall be performed by DC residents; and
 4. At least 70% of common laborer hours shall be performed by DC residents.
- E. EMPLOYERS shall provide the following cumulative statistics by uploading certified payrolls or payroll data into the LCPtracker reporting system:
5. Number of journey worker hours worked by DC residents by trade;
 6. Number of hours worked by all journey workers by trade;
 7. Number of apprentice hours worked by DC residents by trade;
 8. Number of hours worked by all apprentices by trade;
 9. Number of skilled laborer worker hours worked by DC residents by trade;
 10. Number of hours worked by all skilled laborers by trade;
 11. Number of common laborer hours worked by DC residents by trade; and
 12. Number of hours worked by all common laborers by trade.
- F. EMPLOYER may “double count” hours for the “hard to employ” up to 15% of total hours worked by DC Residents; however, a collective bargaining agreement shall not be a basis for waiver of this requirement.
- G. For construction Projects that are not subject to Davis-Bacon law in which certified payroll records do not exist, EMPLOYER shall submit monthly documents of workers employed on the Project to DOES, including DC residents and all employment classifications of hours worked.
- H. EMPLOYER may also be required to provide verification of hours worked or hiring percentages of DC residents, such as internal payroll records for construction Projects that are not subject to Davis-Bacon.
- I. Monthly, EMPLOYER shall submit weekly certified payrolls from all subcontractors at any tier working on the Project to the Contracting Agency. EMPLOYER is also required to make payroll records available to DOES as a part of compliance monitoring, upon request at job sites.

VII. FINAL REPORT AND GOOD FAITH EFFORTS

- A. With the submission of the final request for payment from the Contracting Agency, the Beneficiary and/or EMPLOYER shall:
1. Report to DOES its compliance with the hiring or hours worked percentage requirements for all jobs created by the Project, and report the hours that DC residents worked for each trade classifications in each area of the Project; or
 2. Submit to DOES a request for a waiver of the hiring or hours worked percentage requirements for all jobs created by the Project that will include the following documentation:
 - a. Documentation supporting EMPLOYER’S good faith effort to comply;
 - b. Referrals provided by DOES and other referral sources; and
 - c. Advertisement of job openings listed with DOES and other referral sources.

- B. DOES may waive or partially waive the hiring or hours worked percentage requirements for jobs created by the Project, and/or the required hours of DC residents for each trade classifications, if DOES finds that the Beneficiary or EMPLOYER, including its contractors or subcontractors:
1. DOES certified that Beneficiary or Employer demonstrated a good faith effort to comply, as set forth in Section C, below; or
 2. Is located outside the Washington Metropolitan Statistical Area, and none of the contract work is performed inside the Washington Metropolitan Statistical Area;
 3. The beneficiary published each job opening or part-time work needed for 7 calendar days in a District newspaper of city-wide circulation; and
 4. The DOES certified that there are insufficient eligible applicants from the First Source Register that possess the skills required by the positions, or the eligible applicants are not available for part-time work or do not have a means to travel to the onsite jobs; or
 5. Beneficiary/Employer entered into a special workforce development training or placement arrangement with DOES or with the District of Columbia Workforce Intermediary.
- C. DOES shall consider documentation of the following when making a determination of a good-faith effort to comply:
1. DOES has certified that there are insufficient numbers of District residents in the labor market possessing the skills required by the EMPLOYER for the positions created as a result of the Project. No failure by Employer to request a waiver under any other provision hereunder shall be considered relevant to a requested waiver under this Subsection.
 2. Whether the EMPLOYER posted the jobs on the DOES job website for a minimum of 10 calendar days;
 3. Whether the EMPLOYER advertised each job opening in a District newspaper with city-wide circulation for a minimum of 7 calendar days;
 4. Whether the EMPLOYER advertised each job opening in special interest publications and on special interest media for a minimum of 7 calendar days;
 5. Whether the EMPLOYER hosted informational/recruiting or hiring fairs;
 6. Whether the EMPLOYER contacted churches, unions, and/or additional Workforce Development Organizations;
 7. Whether the EMPLOYER interviewed employable candidates;
 8. Whether the EMPLOYER created or participated in a workforce development program approved by DOES;
 9. Whether the EMPLOYER created or participated in a workforce development program approved by the District of Columbia Workforce Intermediary;

10. Whether the EMPLOYER substantially complied with the relevant monthly reporting requirements set forth in this section;
11. Whether the EMPLOYER has submitted and substantially complied with its most recent employment plan that has been approved by DOES; and
12. Any additional documented efforts.

IX. MONITORING

- A. DOES is the District agency authorized to monitor and enforce the requirements of the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2 219.01 – 2.219.05), and relevant provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431). As a part of monitoring and enforcement, DOES may require and EMPLOYER shall grant access to Project sites, employees, and documents.
- B. EMPLOYER’S noncompliance with the provisions of this Agreement may result in the imposition of penalties.
- C. All EMPLOYER information reviewed or gathered, including social security numbers, as a result of DOES’ monitoring and enforcement activities will be held confidential in accordance with all District and federal confidentiality and privacy laws and used only for the purposes that it was reviewed or gathered.
- D. DOES shall monitor all Projects as authorized by law. DOES will:
 1. Review all contract controls to determine if Prime Contractors and Subcontractors are subject to DC Law 14-24.
 2. Notify stakeholders and company officials and establish meetings to provide technical assistance involving the First Source Process.
 3. Make regular construction site visits to determine if the Prime or Subcontractors’ workforce is in concurrence with the submitted Agreement and Monthly Compliance Reports.
 4. Inspect and copy certified payroll, personnel records and any other records or information necessary to ensure the required workforce utilization is in compliance with the First Source Law.
 5. Conduct desk reviews of *Monthly Compliance Reports*.
 6. Educate EMPLOYERS about additional services offered by DOES, such as On-the-Job training programs and tax incentives for EMPLOYERS who hire from certain categories.
 7. Monitor and complete statistical reports that identify the overall project, contractor, and subcontractors’ hiring or hours worked percentages.

8. Provide formal notification of non-compliance with the required hiring or hours worked percentages, or any alleged breach of the First Source Law to all contracting agencies, and stakeholders. *(Please note: EMPLOYERS are granted 30 days to correct any alleged deficiencies stated in the notification.)*

X. PENALTIES

- A. Willful Breach of the Agreement by the EMPLOYER, failure to submit the contract compliance reports, deliberate submission of falsified data may result in DOES imposing a fine of 5% of the total amount of the direct and indirect labor costs of the project or contract, in addition to other penalties provided by law. Failure to meet the required hiring requirements or failure to receive good faith waiver may result in the Contracting Agency imposing a penalty equal to 1/8 of 1% of the total amount of the direct and indirect labor costs of the project or contract for each percentage by which the beneficiary fails to meet the hiring requirements.
- B. EMPLOYERS who have been found in violation 2 times or more over a 10 year period may be debarred and/or deemed ineligible for consideration for Projects for a period of 5 years.
- C. Within 90 days of a Determination of a Penalty, the Beneficiary or Employer may appeal the violations or fines by filing a complaint with the Contract Appeals Board in accordance with D.C. Code §2-360.03 and §2-360.04.

I hereby certify that I have the authority to bind the EMPLOYER to this Agreement from the start of work on the project or contract throughout the duration of the project or contract, and agree to all terms and conditions herein with my signature below.

By:

EMPLOYER Senior Official (Print)

Date

EMPLOYER Senior Official (Signature)

Name of Company

Address

Telephone

Email

Signature Department of Employment Services

Date



REVISED EMPLOYMENT PLAN

I. REVISED FIRST SOURCE EMPLOYMENT PLAN

GOVERNMENT-ASSISTED PROJECT/CONTRACT INFORMATION

DISTRICT CONTRACTING AGENCY:
CONTRACTING OFFICER:
TELEPHONE NUMBER:
TOTAL CONTRACT AMOUNT:
EMPLOYER CONTRACT AMOUNT:
PROJECT NAME:
PROJECT ADDRESS:
CITY: STATE: ZIP CODE:
PROJECT DESCRIPTION OF WORK:
PROJECT START DATE: PROJECT END DATE:
EMPLOYER START DATE: EMPLOYER END DATE:

EMPLOYER INFORMATION

EMPLOYER NAME:
COMPANY NAME:
EMPLOYER ADDRESS:
CITY: STATE: ZIP CODE:
TELEPHONE NUMBER: FEDERAL IDENTIFICATION NO.:
CONTACT PERSON:
TITLE:
E-MAIL: TELEPHONE NUMBER:
EMPLOYER DESCRIPTION OF WORK:

NONPROFIT ORGANIZATION WITH 50 EMPLOYEES OR LESS: YES [] No []

EMPLOYMENT HIRING PROJECTIONS

ALL EMPLOYERS:

Please indicate ALL new position(s) you will create as a result of the project. If you WILL NOT be creating any new employment opportunities, please complete the attached justification sheet with an explanation. Attach additional sheets as needed.

Table with 5 columns: JOB TITLE, # OF JOBS (F/T, P/T), SALARY RANGE, UNION MEMBERSHIP REQUIRED (NAME, LOCAL#), PROJECTED HIRE DATE. Rows A through H.

This page to be completed by Employer Employer Initials



REVISED EMPLOYMENT PLAN

D. EMPLOYMENT PROJECTIONS (continued)

- IV.** Provide a strategy to hire graduates of District of Columbia Public Schools, District of Columbia Public Charter Schools, community-based job training providers, and hard-to-employ residents.
- V.** Please disclose past compliance with the First Source Employment Agreement Act of 1984 or the Workforce Intermediary Establishment and Reform of First Source Amendment Act of 2011 and the Davis-Bacon Act, where applicable, and the bidder or offeror's general District-resident hiring practices on projects or contracts completed within the last two (2) years.
- VI.** Please note that EMPLOYERS with construction projects must make payroll records available upon request at job sites to the contracting District of Columbia agency.

This page to be completed by Employer

Employer Initials



REVISED EMPLOYMENT PLAN

Once approved, this revised employment plan shall not be amended except with the approval of Department of Employment Services.

By:

EMPLOYER Senior Official (Print)

Date

EMPLOYER Senior Official (Signature)

Name of Company

Address

Telephone

Email

Signature Department of Employment Services

Date



REVISED EMPLOYMENT PLAN

I. REVISED FIRST SOURCE EMPLOYMENT PLAN

GOVERNMENT-ASSISTED PROJECT/CONTRACT INFORMATION

DISTRICT CONTRACTING AGENCY: _____
 CONTRACTING OFFICER: _____
 TELEPHONE NUMBER: _____
 TOTAL CONTRACT AMOUNT: _____
 EMPLOYER CONTRACT AMOUNT: _____
 PROJECT NAME: _____
 PROJECT ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 PROJECT DESCRIPTION OF WORK: _____

 PROJECT START DATE: _____ PROJECT END DATE: _____
 EMPLOYER START DATE: _____ EMPLOYER END DATE: _____

EMPLOYER INFORMATION

EMPLOYER NAME: _____
 COMPANY NAME: _____
 EMPLOYER ADDRESS: _____
 CITY: _____ STATE: _____ ZIP CODE: _____
 TELEPHONE NUMBER: _____ FEDERAL IDENTIFICATION NO.: _____
 CONTACT PERSON: _____
 TITLE: _____
 E-MAIL: _____ TELEPHONE NUMBER: _____
 EMPLOYER DESCRIPTION OF WORK: _____

ARE YOU A SUBCONTRACTOR YES NO

IF YES, NAME OF PRIME CONTRACTOR: _____

II. EMPLOYMENT HOURS TO BE WORKED PROJECTIONS

First Source law requires EMPLOYERS (winning bidders) to submit a revised Employment Plan.

A. For construction EMPLOYERS receiving \$5 million or more in government assistance, provide projection of the total number of hours to be worked on the project or contract by trade.

JOURNEY WORKER

For construction EMPLOYERS receiving \$5 million or more in government assistance, provide a projection of the total number of journey worker hours, by trade, to be worked on the project or contract and the total number of journey worker hours, by trade, to be worked by District residents.

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REVISED EMPLOYMENT PLAN

Projection of Total Number of Journey Worker Hours	Trade	Projection of Total Number of Journey Worker Hours by DC Residents <i>(First Source Law requires 20%)</i>

APPRENTICE

For construction EMPLOYERS receiving \$5 million or more in government assistance, provide a projection of the total number of apprentice hours, by trade, to be worked on the project or contract and the total number of apprentice hours, by trade, to be worked by District residents.

Projection of Total Number of Apprentice Hours	Trade	Projection of Total Number of Apprentice Hours by DC Residents <i>(First Source Law requires 60%)</i>

SKILLED WORKERS

For construction EMPLOYERS receiving \$5 million or more in government assistance, provide a projection of the total number of skilled laborer hours, by trade, to be worked on the project or contract and the total number of skilled laborer hours, by trade, to be worked by District residents.

Projection of Total Number of Skilled Labor Hours	Trade	Projection of Total Number of Skilled Labor Hours by DC Residents

COMMON LABORER

For construction EMPLOYERS receiving \$5 million or more in government assistance, provide a projection of the total number of common laborer hours to be worked on the project or contract and the total number of common laborer hours to be worked by District residents.

Projection of Total Number of Common Laborer Hours	Trade	Projection of Total Number of Common Laborer Hours by DC Residents <i>(First Source Law requires 70%)</i>

This page to be completed by Employer

Employer Initials



REVISED EMPLOYMENT PLAN

B. EMPLOYMENT HIRING PROJECTIONS

ALL EMPLOYERS:

Please indicate ALL new position(s) you will create as a result of the project. If you WILL NOT be creating any new employment opportunities, please complete the attached justification sheet with an explanation. Attach additional sheets as needed.

JOB TITLE	# OF JOBS		SALARY RANGE	UNION MEMBERSHIP REQUIRED NAME LOCAL#	PROJECTE D HIRE
	F/T	P/T			
A					
B					
C					
D					
E					
F					
G					
H					
I					
J					
K					

This page to be completed by Employer

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REVISED EMPLOYMENT PLAN

C. JUSTIFICATION SHEET: Please provide a detailed explanation of why the Employer will not have any new hires on the project.

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Employer Initials



REVISED EMPLOYMENT PLAN

D. EMPLOYMENT PROJECTIONS (Continued)

- IV. This strategy should include a remediation strategy to ameliorate any problems associated with meeting these worked hours percentage requirements, including any problems encountered with contractors and subcontractors.

- V. The designation of a senior official from the general contractor who will be responsible for implementing the hiring and reporting requirements.

- VI. Provide descriptions of the health and retirement benefits that will be provided to District residents working on the project or contract.

- VII. Provide a strategy to ensure that District residents who work on the project or contract receive ongoing employment and training opportunities after they complete work on the job for which they were initially hired and a review of past practices in continuing to employ District residents from one project or contract to the next.

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REVISED EMPLOYMENT PLAN

D. EMPLOYMENT PROJECTIONS *(continued)*

- VIII. Provide a strategy to hire graduates of District of Columbia Public Schools, District of Columbia Public Charter Schools, community-based job training providers, and hard-to-employ residents.
- IX. Please disclose past compliance with the First Source Employment Agreement Act of 1984 or the Workforce Intermediary Establishment and Reform of First Source Amendment Act of 2011 and the Davis-Bacon Act, where applicable, and the bidder or offeror's general District-resident hiring practices on projects or contracts completed within the last two (2) years.
- X. Please note that EMPLOYERS with construction projects must submit weekly certified payrolls from all subcontractors at any tier working on the project or contract, as well as make such payroll records available upon request at job sites to the contracting District of Columbia agency.

This page to be completed by Employer

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REVISED EMPLOYMENT PLAN

Once approved, this revised employment plan shall not be amended except with the approval of Department of Employment Services.

By:

EMPLOYER Senior Official (Print)

Date

EMPLOYER Senior Official (Signature)

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Telephone

Email

Signature Department of Employment Services

Date