

WORKFORCE INTERMEDIARY TASK FORCE

*Recommendations & Next Steps for
Developing a Workforce Intermediary in
the District of Columbia*

February 1, 2012

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Executive Summary

On December 21, 2011, Mayor Gray signed the “Workforce Intermediary Establishment and Reform of First Source and Living Wage Act of 2011.” The Act was introduced by Council Chairman Kwame Brown and Councilmember Michael Brown. It requires a Workforce Intermediary pilot program to be created by April 2012.

A successful Workforce Intermediary program will improve employers’ access to a pool of qualified District job-seekers by acting as a broker between businesses, government agencies, training providers, and residents seeking employment. Over 25 members of the public representing the District’s business, labor, and policy communities testified on the bill. This testimony demonstrated broad support for a Workforce Intermediary.

To help the District establish the intermediary, the Mayor and DC Council created the Workforce Intermediary Task force,¹ a 17-member group comprised of government officials, members of the business community, job training/education providers, representatives of organized labor, and members of the philanthropic and research communities. The task force was charged with making recommendations to the Mayor and Council in seven areas:

1. Core activities a pilot program should provide
2. Industries a Workforce Intermediary should target
3. Relationship with the District’s First Source program
4. A proposed governance structure
5. How the program should collaborate with multiple government agencies and other partners to deliver services
6. Metrics to be used in measuring success
7. A proposed budget and potential funding sources

To make recommendations, the task force reviewed best practices from across the country. In order to ensure that its recommendations build on the District’s existing programs and address the city’s needs, the task force also reviewed information on the local labor market, the District’s job-seeker population, and local workforce development programs.

Recommendations:

1. Core Activities: The Workforce Intermediary should build upon existing workforce and education programs to: promote a shared understanding of industries’ workforce needs; advance training that meets those needs; coordinate services for job-seekers; and help employers find qualified job candidates.

The District is already home to a number of existing workforce development programs. The public workforce system spans 13 agencies. Mayor Gray and the D.C. Council’s commitment to improving this system has resulted in an active and highly-visible Workforce Investment Council (WIC), as well as in major reforms at the Department of

¹ Workforce Intermediary Task force Establishment Second Emergency Act of 2011

Employment Services (DOES), the Department of Human Services' Temporary Aid to Needy Families Program (TANF), and the ongoing development of the District's first Community College. Training programs are also provided by employers, labor unions, and nonprofit organizations.

Given these resources, the task force recommends that the Workforce Intermediary not provide direct job seeker services in the form of candidate recruitment and assessment, job training, placement, and supportive services. Rather, the Workforce Intermediary should partner with employers and existing programs and organizations that administer workforce development programs, and when necessary encourage the development of new programs needed, to conduct the following core activities:

- Promote a shared understanding of target industries' specific workforce needs
- Advance performance-based training that is responsive to these industry needs
- Coordinate training, supportive services, job placement, and retention services for job-seekers
- Help employers find qualified job candidates to meet their needs

The Workforce Intermediary can add value to the existing workforce development system by ensuring that its industry-specific efforts are aligned with the employers' real-time needs. While the task force recommends that the Workforce Intermediary carry out these core activities in all of its industry initiatives, some of the Workforce Intermediary's core activities should be tailored to the specific and distinct needs of each of the targeted industries. As a new entity, the Workforce Intermediary will need to build the staff capacity, partnerships, and processes needed to carry out these activities and accordingly must determine which activities to prioritize at start-up.

2. Target Industries: The Workforce Intermediary should initially focus on brokering job development, training (aimed at both hard and soft skills development), and placement efforts in Construction and Hospitality/Retail. The Workforce Intermediary should consider further expansion in the Business and Professional Services/Information Technology industries, once the initial start-up of the other two sectors has been accomplished.

The task force determined that construction and hospitality/retail have the greatest potential to both benefit job-seekers and capitalize on existing job opportunities available in the local economy. The construction industry provides good-paying employment opportunities for D.C. job-seekers who lack a college degree, but have appropriate skills training. Construction also accounts for a large share of the District's First Source contracts.

The hospitality and retail industries account for one of every 10 jobs in the District and both are projected to grow over the next five years. The industries' scale, as well as their large number of entry-level positions, provides opportunities for D.C. job-seekers. These industries are additionally of interest because hotels and retail establishments sometimes have First Source obligations.

3. Relationship to First Source: Although task force members acknowledge the critical role that First Source agreements and DOES, the agency that administers them, can play in developing job opportunities for DC residents, it is anticipated that the Intermediary will involve a much wider range of business and public partners in its work in the targeted sectors.

4. Governance: **The core functions and operation of the Workforce Intermediary should initially be located within the DC WIC. Oversight can be provided through the existing WIC board, whose membership includes a broad representation of key partners and stakeholders.**

The WIC is a 34-member organization representing key government officials throughout the public workforce and education system, private businesses, organized labor, philanthropy, education and community-based training providers. The WIC's staff sits within the Office of the Deputy Mayor for Planning and Economic Development (DMPED). The WIC is responsible for overseeing the District's activities under the federal Workforce Investment Act (WIA), including coordinating a citywide workforce development strategy, supervising one-stop career centers, and developing performance metrics for training providers receiving WIA funds.

Housed at the WIC, the Workforce Intermediary staff can benefit from the organization's governance structure, its institutional placement within the District's wider workforce and economic development communities, and its ability to coordinate a team of diverse partners. The WIC's existing capacity -- including the board itself, planned industry-specific committees, staff tasked with WIA oversight functions, existing private-sector relationships, and subcontracting ability -- all make the WIC an appropriate initial home for a Workforce Intermediary.

5. Program Model and Partnerships: **The Workforce Intermediary should use its own staff, as well as partnerships with the public workforce development system, education institutions, training providers, unions, and industry advisory committees to carry out its activities.**

While intermediary staff won't provide direct job seeker services, it will be responsible for coordinating the delivery of the Core Activities discussed above in conjunction with a range of partner service providers. To accomplish its work, the task force recommends that the Workforce Intermediary develop partnerships with the private sector through WIC subcommittees on construction and hospitality/retail and industry associations, as well as with individual employers, in order to promote a clear understanding of the industries' workforce development capacities and hiring needs.

The task force further recommends that the Workforce Intermediary develop formal partnerships with public agencies, the community college, unions, registered apprentice programs, and nonprofits to deliver the following services to job-seekers: 1) recruitment and initial assessment; 2) provision of supportive services, such as transportation; 3) hard

and soft skills training; 4) post-training screening and job placement; and 5) job retention support. The Workforce Intermediary should be responsible for ensuring that these services to job-seekers in a coordinated manner, and ensuring that job-seekers meet employers' requirements.

It is anticipated that Intermediary staff will develop a detailed service delivery model during the initial planning and partnership development phase. To assure quality and efficiency, all partnerships should be clearly defined and formalized, for example, through a compact that all partners sign or through individual memoranda of understanding that clearly defines the performance measures that will be used to evaluate the services provided and the success of the partnership.

To conduct these activities, the task force recommends that the Intermediary pilot program have three staff members: a director/manager; a construction expert; a hospitality/retail expert. The task force recommends that the director/manager be a senior-level staff person with knowledge regarding workforce development and the ability to broker and manage complex coordination of services. In-kind data management and administrative support should be provided by the WIC during the pilot year. As the Intermediary scales up, additional staff may be necessary.

6. Performance Metrics and Outcomes: The Workforce Intermediary should be guided by a set of performance metrics in keeping with the specific activities it implements for District residents and businesses. Measures should include metrics on outcomes for job-seekers, outcomes for businesses, and organizational outcomes.

The task force recommends that in total, a minimum of 300 individuals be served with the recommended resources in the pilot year. The task force further recommends that the Workforce Intermediary should aim to place at least 70 percent or 210 of the 300 participants in jobs, with at least 150 participants retaining employment for six months or more. The Workforce Intermediary should track retention for up to a year, as well as information regarding earnings/changes in earnings for those trained/placed to use in establishing a baseline for performance metrics related to retention and wage gains in future years. .

In addition to setting outcomes for job-seekers, the task force further recommends that performance measures be used to assess outcomes for businesses, as well as measure the intermediary's impact on the improvement and coordination of programs. In most cases, the pilot period will need to be used to set a baseline from which subsequent years can be measured.

7. Budget and Funding Sources: The Workforce Intermediary should be funded in two phases. In Phase 1, the District should make an initial investment of \$50,000 for program development and seek a private sector match for up to \$25,000; in Phase 2, a mix of funding should be pursued to support a budget of \$1.6 million. This budget will be used to finalize the service delivery model and conduct a 9-month pilot program.

In Phase 1 (April – September, 2012), the District government should make an initial investment of \$50,000. These funds would be used to hire the project manager/director to develop the program. Additional funding should be sought from a variety of private and philanthropic sources, such as the funds set-aside by Hoffman -Madison Marquette for a workforce development initiative in conjunction with the Southwest Waterfront, to provide this staff person with technical assistance.

In Phase 2 (October, 2012 – September 2013), a mix of funding should be pursued to provide the Intermediary with \$1,600,000. These funds would be used to continue supporting the project manager/director, hire two industry-specific staff, finalize the service delivery model in conjunction with a range of partners, and begin to deliver services to businesses and workers in two target industries over a 9-month pilot.

The task force found that successful programs in other cities typically have multiple funding sources, including federal workforce funds, local government contributions, foundation dollars, and corporate commitments, as well as in-kind contributions from a range of public and private sources. Accordingly, the District should explore supporting the Intermediary through a mix of local and federal funding, philanthropic support, and private-sector contributions.

Introduction

In the “Workforce Intermediary Task force Establishment Second Emergency Act of 2011,” the District created the Workforce Intermediary Task force and charged it with making recommendations to the Mayor and Council regarding:

1. Core activities a pilot program should provide
2. Industries a Workforce Intermediary should target
3. Relationship with the District’s First Source program
4. A proposed governance structure
5. How the program should collaborate with multiple government agencies and other partners to deliver services
6. Metrics to be used in measuring success
7. A proposed budget and potential funding sources

This report presents the task force’s recommendations in these areas. The report additionally provides a two-phase timeline for the development and implementation of a Workforce Intermediary program. *See Appendix A for a list of task force members.*

Methods

The task force met four times, on November 17, 2011, December 16, 2011, January 6, 2012, and January 13, 2012. In preparation for those meetings, background materials and research on best practices from elsewhere in the US were provided for the Task force’s consideration by the Workforce Investment Council (WIC), with the assistance of a consultant, Jeff Marcella, paid for by the Workforce Development Funders Collaborative.² *A list of resources consulted by the task force can be found in Appendix B.*

In order to ensure that our recommendations for a Workforce Intermediary program address the District’s needs the task force also:

- Compiled labor market information on local industries, as well as projections for key occupations within those industries.
- Utilized data from DOES, the Temporary Assistance for Needy Families (TANF) program, the Court Services and Offender Supervision Agency (CSOSA), and other sources to identify characteristics of the job-seeker population that the Workforce Intermediary will serve.
- Reviewed the local workforce development landscape in the District, including programs operated by DOES, the Community College, the Department of General Services, nonprofit organizations, unions and joint apprenticeship training

² The research utilized by the task force included a variety of key sources and publications within the workforce development field, prepared by nationally recognized experts in workforce intermediaries and sector-driven programs, as well as information regarding successful Workforce Intermediary projects in Boston, Chicago, Milwaukee, Minneapolis, San Francisco and Seattle, as well as other programs identified as having unique best practices in a given industry or project area. Finally, the consultant who supported the task force developed the model “Sector Centers” while he was with Chicago’s workforce department and provided assistance in understanding that approach.

programs, several local high schools, and those operated in conjunction with major economic development projects currently underway.

A Working Definition of a Workforce Intermediary

For purposes of this work the task force developed a working definition of a Workforce Intermediary, based on the research we conducted. The definition is as follows:

Workforce Intermediaries are

- Experts in specific targeted industry sector(s) with an extensive network of business and industry contacts.
- Responsive to the needs of both businesses and workers in the target sector.
- Providers or brokers of skills training and a broad range of workforce services designed to prepare low-income residents to enter employment and succeed in the target industry sector.
- Responsive and adaptive to changing labor market conditions; able to develop rapid, “just in time” services.
- Housed in a variety of institutions; may be quasi-governmental, public- or private-sector entities.
- Operated in conjunction with multiple partners.
- Supported through diverse funding.
- Focused on systems-change strategies, designed to close the gap between workers or jobs seekers and businesses in the industry(ies) they target, and advance broad economic development goals.

Core Activities for the Workforce Intermediary

Recommendation: The Workforce Intermediary should build upon existing workforce and education programs to: promote a shared understanding of industries’ workforce needs; advance training that meets those needs; coordinate services for job-seekers; and help employers find qualified job candidates.

In considering the core functions a Workforce Intermediary should undertake, the task force considered the local labor market; the District’s current workforce development landscape; a wide variety of promising practices related to Workforce Intermediaries and similar sector-driven programs from across the United States; and insights from key national organizations with area expertise.

The District is already home to a number of existing workforce development initiatives. The public workforce system spans 13 agencies, including but not limited to the WIC, DOES, Department of Human Services (DHS), Office of the State Superintendent for Education (OSSE), and the Community College. Training programs are also provided by employers, labor unions, and nonprofit organizations. *Appendix C includes a fuller description of existing resources.*

Given these resources, the task force recommends that the Workforce Intermediary not provide direct services in the form of candidate recruitment and assessment, job training, placement, and supportive services. Rather, the Workforce Intermediary should work with existing programs, and when necessary help develop new programs, to conduct the following core activities:

1. Promote a shared understanding of target industries' workforce needs;
2. Advance performance-based training that is responsive to industry and job seeker needs;
3. Coordinate services for job-seekers; and
4. Help employers find qualified job candidates.

Through these four core activities, discussed in further detail below, the Workforce Intermediary can add value to the existing workforce development system by ensuring that its industry-specific efforts are aligned with employers' real-time needs. While the task force recommends that the Workforce Intermediary carry out these core activities in all of its industry initiatives, some of the Workforce Intermediary's core activities should be tailored to the specific and distinct needs of each of the targeted industries. As a new entity, the Workforce Intermediary will need to build the staff capacity, partnerships, and program processes to carry out these activities, and must determine which activities to prioritize at start-up.

Promote a shared understanding of target industries' workforce needs:

- *Analyze and disseminate information regarding target industries and jobs available in those industries to training institutions and job-seekers on an ongoing basis* Labor market information produced by DOES can be used to help develop a profile of the target industries and occupations. These profiles can, in turn, be shared with job-seekers and training providers.
- *Form industry advisory committees to validate the labor market research, identify job opportunities in target industries, and ensure that such information informs job training programs.* The Workforce Intermediary's staff can work with the advisory groups in target sectors to:
 - Gather information about occupations where there is a hiring need, the number of hires likely to be made, skills required, and current methods of hiring.
 - Engage in intensive study of key firms within target industries to develop an in-depth profile of their labor needs (Possible use of existing business benchmarking and assessment tools.)
 - Solicit employer guidance on industry-valued credentials and curriculum and share that information with training partners.

Advance performance-based training that is responsive to industry needs:

- Establish performance standards for training programs.

- Identify the many programs and services available through local workforce and education providers to identify areas of overlap and opportunities for synergies.
 - Evaluate the quality of each training provider, utilizing insights and assistance from business, unions, apprenticeship programs and industry associations.
 - Set outcomes and performance metrics for training and workforce programs in each industry.
- Collect and disseminate data on outcomes and training provider performance to entities referring clients, job-seekers, and other funders, public and private.
 - Use outcomes information to enhance the WIC's existing process for evaluating training providers seeking funding through the Individual Training Account (ITA) process under WIA.
 - Provide hands-on technical assistance to improve existing training programs. Such efforts could include curriculum development, train-the-trainer programs, networking meetings among providers regarding common challenges and best-practices, and other tools.
 - Develop a set of core competencies for providers. These might include staff qualifications, best practice training models, curriculum content, and information on industry-recognized credentials.
 - Contract or establish MOUs with training providers to augment current offerings where necessary.
 - As needed, broker the development of new training initiatives or curricula to fill identified gaps. Examples of new programs could include incumbent worker training and customized training.

Coordinate services for job-seekers:

- Work with public and private partners that recruit training participants to ensure that participants are referred to appropriate training programs.
- Facilitate the provision of supportive services for training participants by coordinating among providers. Some job-seekers will need supportive services in order to succeed in training and employment. These may include tangible things like childcare, transportation, work clothes and so on, as well as ongoing case management services to address the key barriers that job-seekers and dislocated workers may face, like healthcare issues, substance abuse, domestic violence, challenges resulting from re-entry from the corrections system, etc.

- Work with partners to develop a system for assessing and referring job-seekers to open positions in the target industries that match their skills and abilities. While this will be a critical function of the Intermediary, the promising practices explored by the task force accomplished this task in several ways, including centralizing all assessment and placement through one direct-service provider partner, or providing technical assistance to partners in developing the capacity to better assess job seeker qualifications. The approach the Intermediary uses in this area should likely be developed after assessing the capacities of existing provider partners during the initial planning phase.
- Ensure that high-quality retention services are provided to new workers following job placement. The task force was of the opinion that current retention services are often insufficient to ensure that individuals with limited work experience transition to a new work culture successfully. Promising practices in retention from other cities vary. While the task force, doesn't have a recommendation as to how these services may be provided, it is our feeling that the Intermediary should look at promising practices related to retention, such as access to emergency support services, career coaching, peer support groups, or mentoring,. Given the full range of services the Intermediary will be undertaking in the pilot phases, this may be a set of services it seeks to implement in subsequent years.
- Help workers access career pathways:
 - Identify business needs for workers at the semi-skilled level and beyond
 - Develop occupational career crosswalks to help workers advance from one occupation to the next
 - Support the development of incumbent worker training
 - Identify portable, industry-recognized credentials

The Workforce Intermediary from the Job Seeker Perspective

A job-seeker may be identified through the one-stop system or an existing workforce service provider as having an interest in construction or hospitality/retail. They would then be referred to a Workforce Intermediary partner capable of assessing their interests and abilities. Following assessment, qualified individuals could either be referred to an available job in the target industry, or referred to a training program that has been vetted and approved by the Workforce Intermediary and whose quality has been determined adequate to meet the needs of the industry. Upon completion of a training program, the individual would be assisted in finding a job in the target industry through the network of employers and job listings developed by the Workforce Intermediary. Following placement, additional career pathway support (e.g., subsequent training and education, mentoring, assistance applying for promotions or subsequent job opportunities) may be provided or brokered through the Workforce Intermediary.

Of note, while a number of different service providers may assist a job seeker, the process should be as seamless as possible, with the Workforce Intermediary working behind-the-scenes to coordinate existing system services and build new services to be delivered by the partner entities.

Help employers find qualified job-seekers.

- Play a “filtering” or “brokering” role, designed to ensure that qualified workers are referred to partner businesses. This will involve several strategies including:
 - Conducting job profiling or job task analyses to develop clear and complete job orders from partner businesses.
 - Using a database to store centralized information about available jobs and skills required, as well as to track interactions with and feedback from employers across partners.
 - Providing clear information on the skills and background required by employers to workforce providers that may refer potential candidates for training and/or placement.
 - Contracting with existing job development/placement entities, such as the one-stop career centers, outplacement firms, or other workforce providers, to appropriately screen, assess, and refer candidates to businesses in the target industries.
 - Use training program descriptions and outcomes to make information about program services available to prospective employer partners.

The Workforce Intermediary from the Business Perspective

The Workforce Intermediary, in conjunction with the WIC and DMPED, will be primarily responsible for reaching out to individual businesses in the target sectors, involving them in the Intermediary, and talking to them about their hiring and training needs. After that, the Intermediary will work with job-seeker service partners to ensure that qualified job applicants are produced and presented to employers for hire.

Businesses may receive a variety of services including:

- Pre-screening and referral of candidates who are qualified for open positions.
- Staffing pattern evaluations, job task analyses, or related HR-type services to determine hiring and training needs.
- Incumbent or customized worker training.
- Other activities and referrals to existing systems for economic development and business support.

A given business may also serve as part of a formal business advisory committee or on an ad-hoc group related to curriculum development or Human Resources.

While the Intermediary and its partners may work with staff at various levels within an organization, depending on the services provided, business services and job-seekers referrals will be centrally coordinated through a process established by the Intermediary. Coordinating interactions among the Workforce Intermediary partners through a centralized database will minimize handoffs and duplication.

Target Industries and Industry-Specific Activities

Recommendation: The Workforce Intermediary should initially focus on brokering job development, training (aimed at both hard and soft skills development), and placement efforts in Construction and Hospitality/Retail. The Workforce Intermediary should consider further expansion in the Business and Professional Services/Information Technology industries, once the initial start-up of the other two sectors has been accomplished.

In arriving at this recommendation, the task force considered a variety of factors related to both the needs and circumstances of District job-seekers and workers, as well as local businesses and industries making up a significant portion of the local economy. For example, we considered the industry's size and growth in the local economy, the prevalence of First Source agreements in industry, and whether jobs within the industry provide opportunities for D.C.'s job-seekers. *A full list of factors considered can be found in Appendix D.*

Based on that research and the resulting discussions held during the task force meetings, the task force determined that a Workforce Intermediary focused on construction and hospitality/retail has the greatest potential to both benefit job-seekers and capitalize on existing job opportunities available in the local economy. The discussion below focuses on Construction and Hospitality/Retail as the two immediate industries of focus for the Workforce Intermediary. *Appendix E includes a discussion of the Business and Professional Services/Information Technology industries for the Workforce Intermediary's future consideration.*

Construction

The construction industry provides good-paying employment opportunities for D.C. job-seekers without a college degree but with appropriate skills training. Construction also accounts for a large share of the District's First Source contracts.³

Opportunities and Challenges in Construction (Table 1)

The following table details some of the key challenges and opportunities for job-seekers and businesses in construction that the task force considered when making its recommendations. *Detailed labor market information regarding D.C.'s construction industry can be found in Appendix F.*

³ According to the Department of Employment Services, 1020 of the 1819 active First Source contracts in their database are in construction. However, it is important to note that the number of jobs each contract may or may not create is not estimated at the time a First Source agreement is signed. Therefore, it is difficult to estimate the number of jobs or work hours these contracts represent.

	Opportunities	Challenges
Industry	Good paying jobs: The construction industry has a median hourly wage of \$25.66. It also provides a range of job opportunities for individuals without college degrees, but with appropriate training and experience.	Small part of the economy: Construction represents less than 1.7% of the District’s economy and projected growth is modest with 2,619 new jobs projected by 2015; however; the sector will likely continue to grow as we move out of recession.
First Source	First Source hiring: The District invests significant public funds in construction projects. Accordingly, a large share of First Source contracts are in construction, and First Source contractors have a requirement to hire D.C. residents.	Difficulty meeting First Source requirements: Construction contractors have described difficulty with finding residents that meet their qualifications for employment.
Job Training	Significant investment in construction-related job training: There are several construction preparation or “pre-apprenticeship” programs in the District.	Varying services and outcomes among programs: Programs are difficult for both employers and job-seekers to navigate due to varying services and outcomes.
Supportive Services for Job-seekers	Existing capacity to provide services: The human service and workforce development systems have capacity to provide some of the support services that job-seekers may need, such as funding for work tools, transportation assistance, and financial planning services aimed at promoting saving/budgeting for the intermittent and seasonal nature of the work.	Need for service coordination: Supportive services and job training are provided by different agencies and programs. Better coordination is necessary, so that supports are delivered in concert with training and the onset of employment.

Value Added by the Workforce Intermediary in the Construction Sector

The task force felt that opportunities in the construction industry are not fully realized due in part to a continuing mismatch between contractors’ needs and the skills of District residents seeking to enter construction. The Workforce Intermediary can maximize opportunities for job-seekers by strengthening the connections of existing training providers to industry, ensuring the training provided helps job seekers develop skills that meet the needs of employers, and helping synchronize the provision of services with employer timetables for hiring.

It is important to recognize that careers in construction are unique. Construction jobs are often temporary and phase out as projects are completed. In order to make a living, a construction worker must move from project to project in the region, making reliable transportation important to building a career in the industry. When the economy is

booming a worker may work overtime to ensure a project stays on schedule, but when the economy slows down that worker may find themselves with gaps in employment. Similarly, construction career pathways may look very different depending on the craft or occupation chosen, as well as the type and size of employer. For example, some occupations, such as plumbing and electrical, require that workers be licensed by the District’s Board of Industrial Trade, where other occupations, such as carpentry, do not. While some workers may work for a large contractors that move them from job to job, others working for small contractors, or some of those being placed through a union hiring hall on projects run by various contractors, may move among firms, which can present challenges in maintaining steady employment. Some employers may sponsor formal on-the-job training through their participation in registered apprenticeship programs, while others do not. In general, construction workers who are connected to apprenticeship tend to have more job security and move along a career pathway in a more structured manner. For all these reasons, figuring out how to build a career in construction can be very difficult for a new entrant. And, service providers must be prepared to help job seekers navigate a range of job opportunities, employers and the hiring processes.

Since the demand for construction is projected to be relatively limited over the next few years, with a larger proportion of jobs coming from First Source projects, the task force anticipates that the Workforce Intermediary’s focus will be on a discrete set of activities in conjunction with existing training providers, rather than designing new programs. More specifically, the Intermediary will work with providers to ensure applicants are appropriately screened for an interest and aptitude in construction, the training provided prepares trainees to meet employers’ requirements, and services are provided to support retention both during training and post-placement. Finally, the Intermediary will facilitate connections with contractors and apprenticeship programs, in order to ensure qualified District residents have the inside track on available jobs.

Hospitality/Retail

The hospitality and retail industries make up a significant portion of D.C.’s labor market and are both projected to grow over the next five years. The industry’s scale—combined with its large number of entry-level positions for workers with limited educational attainment—provides opportunities for D.C. job-seekers facing barriers to work. The industry is additionally of interest due to the fact that hotels and retail establishments sometimes have First Source obligations.

Opportunities and Challenges in Hospitality and Retail (Table 2)

The following table details some of the key challenges and opportunities facing job-seekers and employers seeking to hire in hospitality and retail. *More detailed labor market information regarding the hospitality and retail industries in the District can be found in Appendix F.*

	Opportunities	Challenges
Industry	Significant part of the economy with entry-level positions. Jobs in retail represent 2.4% and in hospitality 8.3% of	Perceived limited knowledge of opportunities among job-seekers. Despite the industry’s prevalence, the

	<p>the District’s economy. Projected growth is relatively large, with 10,964 new jobs projected by 2015. Entry-level opportunities have a median hourly wage of \$14.</p> <p>Opportunities for career advancement within industry and across sectors: With training and appropriate credentials, promotion along a variety of career pathways within the industry and across sectors is possible.</p>	<p>task force is of the opinion that District residents’ perceptions of or knowledge regarding these industries are limited to the retail establishments and food service opportunities in their neighborhood. Residents have limited interaction with the full range of retail and hospitality establishments in the District, particularly those that target services towards business and tourism.</p> <p>Limited higher-level opportunities for residents with lower skills. Turnover can be high in retail and portions of the hospitality industry. Those residents who do apply for more advanced opportunities in hotels and higher-end restaurants often lack the customer service skills employers are looking for, and individuals with limited skills and credentials are often stuck in jobs with limited ability to move up.</p>
<p>First Source</p>	<p>First Source hiring: The District invests in hotels and retail projects through economic development programs. First Source agreements extend to these businesses, so they have a requirement to hire DC residents.</p>	<p>Difficulty meeting First Source requirements: Some hotel employers have described difficulty with finding residents that meet their qualifications for employment.</p>
<p>Job Training</p>	<p>Existing models to build on: Several newer initiatives, including Mayor Gray’s One City * One Hire, the Wal-Mart Foundation’s partnership with the Community Foundation for the National Capital Region, the Community College, and local non-profits providing customer service training, and Hospitality High School have provided good models on which to build.</p>	<p>Need to build capacity: To ensure long-term retention, and to begin to help entry-level workers move along a career pathway, additional creativity and funding may be required to coordinate and provide additional services.</p>

Value Added by the Workforce Intermediary in the Hospitality and Retail Industries

Despite the prevalence of the industries, the task force has noted that there is limited information available to D.C. residents regarding the breadth of careers in hospitality and retail. The Workforce Intermediary can help address this issue by working with partner

organizations to educate job-seekers about the range of opportunities available to them in the industry and the skills necessary to be successful.

There are a number of existing training and educational programs working to prepare District residents for Hospitality/Retail jobs. However, some of these efforts are relatively nascent and the capacity of these programs relative to employer demand is unclear. Accordingly, the Workforce Intermediary can work to coordinate existing efforts and bring some of the promising pilots to scale. Additionally, the Intermediary can help sustain the initial investments by the philanthropic community by directing public funds to the coordinated efforts.

While the industry does provide opportunities for career advancement, within a company and across sectors, these “career paths” are not always formalized. Accordingly, the Workforce Intermediary’s efforts in this sector can focus on developing strategies to support worker retention and connect individuals to career paths in the industry. Such efforts might include developing incumbent worker training for firms to expand opportunities for entry-level staff and expand “backfill” potential to bring new workers in to replace those trained for higher-level opportunities. They may also include developing customized training pathways with multiple steps, customized timeframes (off hours, various durations to meet needs of workers working all of the various shifts that exist within the industry) and portable, industry-recognized credentials.

A Note on the Relationship of the Target Industries to First Source

Although task force members acknowledge the critical role that First Source agreements and DOES, the agency that administers them, can play in developing job opportunities for DC residents, the task force did not address in detail how the Workforce Intermediary should relate to First Source programmatically or statutorily. Rather, it is the feeling of the task force that the strategies employed by the Intermediary in construction, hospitality, and retail should target a range of job opportunities in construction and hospitality, including but not limited to opportunities generated through First Source. For this reason, both businesses with First Source responsibilities and DOES will be critical partners, but it is anticipated that the Intermediary will involve a much wider range of business and public partners in its work in the targeted sectors.

Governance Structure

Recommendation: The core functions and operation of the Workforce Intermediary should initially be located within the DC WIC. Oversight can be provided through the existing WIC board, whose membership includes a broad representation of key partners and stakeholders.

The task force reviewed a number of successful governance models or “institutional homes” for workforce intermediaries around the U.S. When thinking about the appropriate governance structure for the Workforce Intermediary, the task force considered several factors, such as the institutional home’s ability to: promote the Workforce Intermediary’s

core activities; build on capacities within existing systems; garner meaningful participation from a range of public and private partners; and serve as a neutral broker of different stakeholder groups. *A full list of factors considered can be found in Appendix I.*

It was the feeling of the task force that, housed at the WIC, the Workforce Intermediary can benefit from the organization's governance structure, its institutional placement within the wider workforce development and economic development communities, and its capacity to coordinate a team of diverse partners. The WIC is a 34-member organization representing, key government officials throughout the public workforce and education system, private businesses, organized labor, philanthropy, and training providers. The WIC's staff sits within DMPED. The WIC is responsible for overseeing the District's activities under WIA, including coordinating a citywide workforce development strategy, supervising one-stop career centers, and developing performance metrics for training providers receiving WIA funds.

The WIC's existing capacity -- including the board itself, committees and staff tasked with certain oversight functions, existing business relationships, and subcontracting ability -- all make the WIC an appropriate home for a Workforce Intermediary. Specific benefits are as follows:

- The WIC undertakes some of the activities that we have identified for the Workforce Intermediary, albeit with a broader purview. For example, the WIC analyzes labor market trends, convenes business leaders from several industries, and sets performance guidance for training providers under WIA. The WIC may be able to provide the Intermediary with resources in these areas so there is less need to develop new capacity.
- Housing the Workforce Intermediary at the WIC avoids the need to create a separate parallel structure and avoids duplication, competition, and confused responsibilities. In our external research, these problems have affected some intermediary initiatives housed elsewhere.
- This model can achieve a "best of both worlds" in terms of policy guidance and service delivery. Many similar programs around the country face a challenge of being too line-level focused, missing higher level ideas and models, or too policy-based and lacking in direct service experience. With this model, high-level functions like system development, evaluation of training, setting of performance standards, and development or enhancement of innovative partnerships with businesses and other players can occur in-house with support from the WIC. Direct customer services like job-seeker assessments, case management and career counseling, as well as direct skills training, can be delivered through partnerships with service providing institution(s) identified as having specific skills in these areas.
- The WIC's current oversight of the WIA program and coordination of job-seeker training services through WIA funding for ITAs provides an institutional structure

for the coordination and delivery of the training services that will make up the core of the Intermediary's work. Existing funds directed to ITAs can be better focused and delivered in a more targeted manner in the industries that are the focus of the Intermediary effort.

- This model can provide fast ramp-up, since guidance by the WIC can assist Intermediary staff tasked with building the initial structures and plans, while partners are selected and starting up operations.
- The Workforce Intermediary can build on credibility of the WIC, but can also expand capacity by adding the strengths of the selected Intermediary partners.
- Given the participation of public and private District leadership on the WIC board, there is a built-in accountability to both the legislative and executive branches of District government, as well as an ongoing connection to the business community. Furthermore, this leadership structure will strengthen the Intermediary's ability to develop meaningful relationships with a range of public, private, and non-profit partners.

Following the pilot phase of the Intermediary, the task force would recommend assessing the fit of the Workforce Intermediary with the WIC. At that point, other options can be evaluated and if the WIC is not the appropriate long-term institutional home for the Intermediary, plans can be made to locate it elsewhere and/or establish a separate organizational structure.

A Note on Independent Grant Making Authority

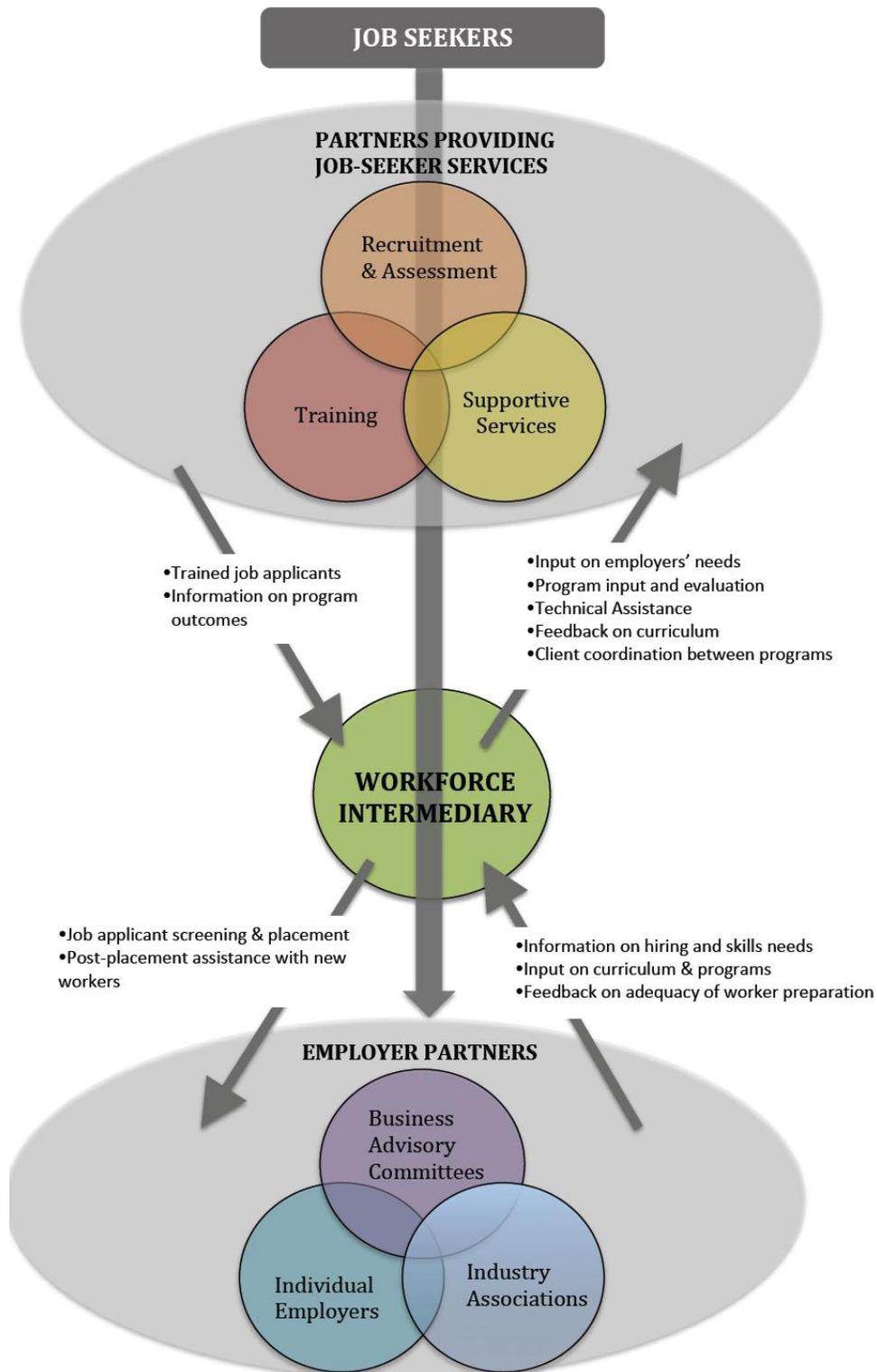
It is important to note that the task force felt that independent grant making authority will be critical to the success of the Intermediary if housed at the WIC. The Intermediary will be using its funding to supplement training and placement services in construction and retail/hospitality provided through a variety of organizations. These funds will be used to incentivize programs to tailor exiting job seeker services to employer needs, coordinate services with a wider range of partners, and meet the performance benchmarks established by the Intermediary. To ensure that the services provided by the partners is coordinated and sequenced in a way that meets the needs of job-seekers and the hiring timeline of businesses, it will be important that the delivery of grant funding is coordinated as well. Given that DMPED has independent grant making authority and is the institutional home for the WIC, this ability may extend to the Intermediary. If that is not the case, it is the recommendation of the task force the grant making authority be established for the Intermediary

Program Model, including Partnerships

Recommendation: The Workforce Intermediary should use its own staff, as well as partnerships with the public workforce development system, education institutions,

training providers, unions, and industry advisory committees to carry out its activities.

The Intermediary and its staff will be responsible for coordinating the activities discussed in the section on Core Activities above, related to: (1) promoting a shared understanding of target industries' workforce needs; (2) advancing performance-based training that is responsive to industry needs; (3) coordinating services for job-seekers; and (4) helping employers find qualified job candidates with a range of partner service providers. The following diagram depicts the task force's vision for how the Intermediary will implement these activities in conjunction with a range of workforce development service providers and private sector partners:



Staffing

The task force recommends that the Intermediary pilot program have three staff members: a director/manager; a construction expert; a hospitality/retail expert, as detailed below. It is anticipated that key tasks for staff will involve developing the program model, performing labor market research, convening program partners, conducting outcomes monitoring, and providing technical assistance to direct service providers.

Manager – The manager will be the “face” of the Intermediary. He/she should be a senior-level staff person with knowledge regarding workforce development and the ability to broker and manage complex coordination of services. The manager will provide oversight of staff and formalized partnerships, coordinate training program evaluation processes, work with the WIC to develop appropriate data management systems, develop relationships with business partners, be responsible for the overall marketing of the Intermediary and its functions, as well as for fundraising/development.

Hospitality Expert and Construction Expert – These hospitality- and construction-specific staff persons will organize and ensure all needed functions are provided with regard to the targeted industry sector, serving as “sector coordinator” for that industry. Key tasks will involve:

- Developing relationships with industry associations, unions, and businesses
- Disseminating labor market information
- Setting and reviewing performance outcomes
- Providing evaluation, technical assistance, and oversight of training providers in conjunction with businesses and industry associations
- Overseeing and coordinating incumbent worker training, customized training efforts
- Coordinating job development activities
- Working with DMPED’s business services staff to ensure that services appear seamless from the employer perspective.
- Working with DOES, DHS, and other partners to ensure that services appear seamless from the job seeker perspective.

During the start-up phase and pilot year, it is anticipated that WIC staff will help analyze LMI information, as well as develop processes for collecting and disseminating program performance data.

Following the pilot year, as the scale and scope of services expands, the Workforce Intermediary will like need to hire a staff person to oversee the development of a program targeting the business services/IT sector, as well as an additional staff member responsible for data management, entry-level research tasks, and high-level administrative support related to billing and written communications.

Partnerships

Industry/Employer Services Partners:

- **Industry advisory committees:** As discussed, the Workforce Intermediary should strive to establish industry advisory committees for construction and hospitality/retail to ensure an understanding of the industries' workforce needs. Businesses benefit by receiving a better trained, better prepared workforce and by receiving critical assistance in meeting their first source obligations. The WIC intends to form industry sector-specific sub-committees; the task force recommends that the construction and hospitality/retail sub-committees formally play the role of business advisory committees to the Workforce Intermediary.
- **Industry associations:** Organizations that serve a local, regional or national function in terms of serving the needs of businesses in the targeted industries should also be partners.
- **Business Development and Outreach:** Other entities could be engaged as needed for services such as business development/outreach support, business consulting, marketing, and LMI/data management.

Job-Seeker Services Partners:

Since the Workforce Intermediary will not directly provide job-seeker services, it must partner with existing organizations to achieve this work. It is important to note that some key partners provide a wealth of existing resources and services. The Workforce Intermediary would play a central role in coordinating key services among a variety of partners, as shown in the table below:

Potential Partners and Services Provided (Table 3)

	Recruitment & Initial Assessment	Training & Curriculum Development	Supportive Services/Case Management	Post-training Screening & Job Placement	Retention & Career Ladder Services
DOES Career Centers	✓		✓	✓	✓
Community College		✓			✓
TANF	✓		✓		✓
Trainers & CBOs	✓	✓	✓	✓	✓
RAPs		✓		✓	✓
Unions	✓	✓		✓	✓
Private firms		✓		✓	✓

Public Sector Partners

It is the feeling of the task force that the public partners listed below will be critical to the success of the Workforce Intermediary.

- Department of Employment Services: The Career Centers should be leveraged for the Intermediary's efforts. The Career Centers could provide recruitment, assessment, and case management, services that they already provide, but with new guidance and coordination developed by the Intermediary. Similarly, the Business Services Group and One City • One Hire Initiative would continue to provide the direct job placement services they currently provide for entry-level job-seekers.
- The Community College: Existing training efforts by the community college, as well as its access to wide and varied federal workforce training funding should be leveraged. Since the community college already provides extensive training, the Workforce Intermediary should build upon those existing programs. As the Intermediary gets up and running, the potential role for other local colleges and universities may be something it should further evaluate.
- The Department of Human Services' TANF and SNAP programs: Since many of the District's unemployed residents are also TANF recipients, the initiative will need to build upon and coordinate with the TANF system's requirements for work activities and other plans formalized in the Individual Responsibility Plan each recipient prepares. The TANF system's vendors for employment services should also be a resource for partnerships with business. Similarly, SNAP Employment and Training funding is available to help provide SNAP recipients with job training and placement services. This funding will pay for up to 50% of the costs of certain services on behalf of participants and has the potential to be an important sourcing of support for residents.
- The Department of General Services: Since much of the government's construction funding now flows through DGS, they should be brought in as a partner to coordinate efforts.
- Career and Technical Education: The District has made substantial investments in several DC Public Schools, DC Public Charter Schools, and programs that provide career and technical education in the targeted industries, such as Phelps Architecture, Construction and Engineering High School; Hospitality High School; the Academy of Construction and Design at Cardozo High School, and the Hospitality Career Technical Education Program at Roosevelt Senior High School. Some of these schools and programs offer evening programs and may be utilized to train adults, as well as high school. It is the recommendation of the task force that the Workforce Intermediary consider these schools as potential training partners and sources of referrals for qualified job seekers.

Private and Nonprofit Sector Partners:

- Trainers, community-based organizations (CBOs), Registered Apprenticeship Programs (RAPs), and unions: Industry specific job training is provided by certain proprietary training providers, CBOs, RAPs, and unions. CBOs, RAPs, and unions sometimes also engage in recruitment, skills assessment, training, case management, and provide supportive services.
- Private firms: In addition to using the public workforce system's placement services, the Workforce Intermediary could consider using private firms with experience in private-sector recruiting and job placement activities.

Considerations for Managing Partnerships with Service Providers:

1. Formalized Partnerships: The task force recognizes that there are significant challenges of coordinating a large number of partners, some of whom act in competition with one another. At the start, it is recommended that relationships with various partners and service providers be formalized in some way, such as through a compact that all partners sign or through individual Memoranda of Understanding between the Workforce Intermediary and each partner.
2. Quality Assurance: Through an initial training partner evaluation process, the Workforce Intermediary will identify quality training providers in the target industries to which it can refer job-seekers. Training partners may be funded, either through a training voucher system that covers the expenses associated with training an individual student, or through contract training that covers the expenses associated with a cohort of students. Should additional training offerings need to be developed based on industry input, an existing training provider may be selected to be the home for that training.

Some workforce initiatives have identified and limited training referrals to “high road” providers defined as offering the highest quality training. Markers of quality may include placement rates in the related industry, strength of business relationships, availability of internship opportunities, flexible training delivery schedule and methods, faculty with best credentials (education/degree as well as real-world experience), and other factors. This may be a worthwhile practice for theDC Workforce Intermediary.

In some communities, the kind of priority list envisioned here is widely publicized and utilized by a range of funders, businesses, and job-seekers. It is the Task force's hope that the insights the Intermediary develops regarding training in the target sectors will inform other stakeholders and, as a result, will prompt training providers to participate in the evaluation, technical assistance, and quality assurance process.

3. Definition of roles, responsibilities, and expectations: When contracting or partnering for some services, it is critical for the Workforce Intermediary to delineate clear roles and responsibilities for each partner. For instance, the

Intermediary and a direct service partner might both spend time building business relationships, and need to be in constant communication with one another around those efforts to avoid duplication and ensure best services to customers.

4. Brand and identity for the Workforce Intermediary: A clear brand and identity is important for a successful Workforce Intermediary. Because partners likely have an existing brand for similar workforce services outside the scope of the Intermediary effort and develop independent relationships, particularly with business customers, it is important to clarify the relationship and expectations of all partners.
5. Understanding of funding requirements: Fundraising is usually undertaken at the higher level, and some funders may have specific expectations or requirements for contracting processes and selection. The Intermediary will need to be aware of these requirements and ensure that partners can be procured in the most efficient and appropriate manner.
6. Benefit to Partners:
 - *Training providers* will benefit ideally by the program improvements that result from the training evaluation/enhancement activities, as well as increased referrals resulting from more customers selecting those programs based on improvements and improved outcomes.
 - The *workforce system and service providers* benefit by having the new system/structure as a source of training and eventual placement of their customers, adding new bandwidth and reducing their workload in these areas.
 - *Businesses and industry* benefit by receiving a better trained, better prepared workforce and by receiving critical assistance in meeting their first source obligations.

Performance Metrics and Outcomes

Recommendation: The Workforce Intermediary should be guided by a set of performance metrics in keeping with the specific activities it implements for District residents and businesses. Measures should include metrics on outcomes for job-seekers, outcomes for businesses, and organizational outcomes.

The task force reviewed a number of models for measuring the performance and outcomes of sector-driven workforce initiatives. Research regarding approaches to performance measurement, as well as a review of performance metrics used by Workforce Intermediary models elsewhere, revealed that there are a variety of measures used to evaluate the outcomes and impacts of such an initiative. Some metrics are traditional workforce measures of outcomes for job-seekers. Other measures, however, capture the more unique

elements of a Workforce Intermediary's services to businesses and role as a coordinator and broker between different partners.

Based on the recommended activities, the task force recommends the following performance measures be used to assess the performance of the Intermediary in three areas: 1) outcomes for job-seekers; 2) outcomes for businesses; and 3) organizational outcomes. In addition, the Intermediary may want to consider developing a balanced scorecard or performance measure template showing the target outcomes and progress towards those outcomes made on a regular basis (e.g., monthly). The scorecard then quickly communicates the targeted outcomes of the Intermediary, progress made, and work to be done to all partners and stakeholders.

In most cases, the first year or relevant pilot period for each measure will need to be used to set a baseline from which subsequent years can be measured. A few measures may be clear enough to set first year baselines ahead of time, based on existing information and experience.

Outcomes for Job-Seekers

The following recommendations regarding job-seeker outcomes are the meant to define the threshold service level for the Intermediary. It is anticipated that every effort will be made to exceed these base levels.

- **Number of individual job-seekers served through Workforce Intermediary initiatives:** This will include those served through recruiting/screening/referral functions, as well as those receiving skills training and more intensive services. In total, an estimated 300 individuals who would not otherwise have been served should be served with the recommended resources in the pilot year. Is it estimated that 30 percent or 90 of these individuals will be in construction and 70 percent or 210 of them will be in retail/hospitality.
- **Number of new workers placed into employment as a direct result of Workforce Intermediary efforts.** This will include those job-seekers referred to job openings following training and those placed directly through recruitment/placement functions. A minimum of 210 or 70% of those served should be placed across the two industries.
- **Job retention rate for those trained/placed:** This will include those job-seekers placed in employment who retain employment. A minimum of 150 or 70% of those placed (50% of those served) should retain employment for 6 months or more across the two industries. The Intermediary should also track the number of individuals who retain employment for a year or more to establish a baseline that can be used
- **Earnings and earnings change rate for those trained/placed.** While the task force doesn't have a target goal here, we believe it is important to measure the impact of the Intermediary on the earnings of the individual. Once baseline data is established in the first year, a target can be chosen.

Outcomes for Businesses

- **A measure of the level of business input.** This could include a count of the number of firms, or the number of contacts with each firm for what purposes.
- **Interview to hire ratio.** The percentage of referrals made to an employer by the Intermediary that were hired.
- **Measures capturing business satisfaction** with training programs and with workers hired through facilitated recruiting projects.
- **A measure of Return on Investment (ROI) to business or the community.** This study may be considered in years following the pilot year. There are a number of ROI products that were reviewed in the research phase, which may be appropriate, or a method of evaluating ROI can be developed by the WIC and Workforce Intermediary partners.

Organizational Outcomes

- **Measures of the Workforce Intermediary's impact on the improvement and coordination of training programs throughout the District/region.** This would include gathering baseline performance data on the various training programs (graduations, certifications, placements, training-related placements, job retention, advancement, wages, etc.) and then measuring them again in subsequent periods after the Workforce Intermediary put in place recommended curriculum improvements or other inputs from the business community and other partners.
- **An assessment/evaluation of the impact of specific project training initiatives.** For any new training (classroom or on-the-job, incumbent worker or customized projects developed with businesses in the target industries), measures of the program outcomes including the same list of outcomes as noted above (graduations, certifications, placements, training-related placements, job retention, advancement, wages, etc.).
- **Measures of partnerships with other workforce providers around recruitment and placement.** This might include a count of the number of organizations referring job-seekers for placement to measure recruitment diversity and also the number or rate placed into employment from each source, which can measure both the Intermediary's relationships with the sources and also the level of preparedness of the job-seekers served and referred by each source.
- **A measure of partnership development and maintenance.** This can include the number of partner entities participating in key program components over a given year, along with some qualitative information from job-seekers and businesses about the partner service flow and/or hand-offs. Following the pilot year, subsequent year levels may be used as on a benchmark. Thus, if the diverse list of potential partner roles and entities described in the Partners section above results

in a given group, subsequent years' measures should reflect how many of these partners were retained, if any departing partners were replaced, what new partners were added. This sort of measure recognizes the natural fluidity of projects and reasonable shifts in implementation, but insures that (as has been observed in some programs elsewhere) a project doesn't lose its broad systemic change focus.

Project Timeline

Through an initial training partner evaluation process, the Workforce Intermediary will identify quality training providers in the target industries to which it can refer job-seekers. Training partners may be funded, either through a training voucher system that covers the expenses associated with training an individual student, or through contract training that covers the expenses associated with a cohort of students. Should additional training offerings need to be developed based on industry input, an existing training provider may be selected to be the home for that training.

Phase 1: Planning

Based on the vision and initial framework of activities being proposed, the first step for the Workforce Intermediary is to begin to gather critical information, perform research, and answer key questions during the first six months of operation. *Appendix G includes a list of questions on which the Workforce Intermediary should focus during these initial months.* Key tasks are outlined in the table below:

February – April 2012	Develop positions description and undertake processes for hiring one staff person (project director/manager) beginning in April.
	Fundraise to cover the cost of consulting support dedicated to the initiative.
April – June 2012	Workforce Intermediary manager to undertake work to answer the questions laid out in these recommendations and others identified as work begins.
	Continue process of identifying in demand occupations in the target sector, defining the qualifications and skills employers require, and outlining career pathways where possible. Form industry advisory groups through the WIC to provide feedback. Begin outreach, with support of partners, to businesses in the target industries for analysis of workforce needs, job profiles, etc. Begin process of implementing these analyses with firms and interpreting insights
	Develop detailed information regarding training providers and services provided in the two target sectors.
July 2012	Begin working with a consultant to refine proposed partner and service delivery model.
	Develop position descriptions and begin processes required to hire two additional staff persons beginning in October.

	Develop application process or RFP to be used in identifying partners who can provide screening/assessment/placement and training services.
August 2012	Complete an organizational plan that details a proposed service design in the two target sectors, lays out a spending plan in preparation for first pilot year of project, and a draft performance dashboard to be used to communicate outcomes.
September 2012	Hold an initial project planning/brainstorming session, hosted by the Intermediary, to share and refine organizational plan with key stakeholders and potential partners.

Phase 2: Formalize Service Approach & Conduct Direct Service Pilot

Phase two will begin no later than October 2012. The first three months, from October through December 2012 will focus on putting the necessary systems and partners in place to begin service delivery. Key tasks for that three month period are outlined below:

October - November 2012	Hire additional two additional staff persons.
	Begin designing a database(s) to track businesses contacts, job-seekers data, and training provider outcomes.
	Implement process to identify training partners, as well as assessing strengths, areas for improvement and challenges facing trainers in preparing workers for positions in the targeted industries.
	Explore gaps in existing job placement services and develop an approach to streamlining and ensuring the delivery of quality job placement services.
	Identify sources for the provision of key supports services needed by new entrants to the industry (e.g., transportation) and begin process of figuring out how those supports will be provided as needed.
	Begin monthly meetings of partners group. Solidification of partners and formalization of roles and functions. Additional team-building and institutionalizing of the initiative.
December 2012	Disseminate initial training/trainer evaluation product (audience/dissemination process to be determined), and with best practice recommendations for future training.
	Test systems for tracking data regarding business contacts and job seeker outcomes.
	Develop business satisfaction measures to be used to assess the Intermediary at the end of the first year. Development of mechanism gathering the needed information.
	Sett performance standards and outcomes measures for training programs receiving referrals in each industry.
	Disseminate information to the community about planned

Workforce Intermediary services.

Provision of direct services to jobs seekers and businesses by the Workforce Intermediary and its partners will begin no later than December 2012. It is anticipated that at this point the work of staff focused on construction and retail/hospitality will begin to diverge along different pathways, as they will be working with different employers, training providers, and job-seekers. However, the types of services provided will be similar and the basic timeline for those is anticipated to be as follows:

January 2013	Begin recruiting job-seeker customers/trainees. Use database to manage job seeker relationships and referrals.
	Begin job development. Use database to manage employer relationships.
	Assess and refer job-seekers to identified training programs or direct-placement into job opportunities, depending on qualifications
	Coordinate supportive services as needed.
March 2013	Begin collecting outcomes data from training providers.
	Begin providing feedback to partners on candidates referred for placement.
	Coordinate retention services as needed.
June 2013	If needed, begin work to develop training program and/or curricula designed to address any gaps between employer needs and current training provided.
October 2013	Assess 9-month pilot. Share outcomes information with partners and key stakeholders.
	Begin pilot for any new training programs developed.
	Begin developing pilot incumbent worker training and customized training programs with one or more area businesses, as necessary.
January 2014	Begin recruiting and training incumbent workers for ongoing training and education opportunities.
	Use existing service of Intermediary to re-fill positions resulting from promotions occurring through incumbent training.

Funding Sources and Budget

Recommendation: The Workforce Intermediary should be funded in two phases. In Phase 1, the District should make an initial investment of \$50,000 for program development and seek a private sector match for up to \$25,000; in Phase 2, a mix of funding should be pursued to support a budget of \$1.6 million. This budget will be used to finalize the service delivery model and conduct a 9-month pilot program.

Budget

Phase I

An initial allocation of \$50,000 for April-September 2012 could be used to hire the Workforce Intermediary Manager, who would begin to engage in start-up and partner development activities in both Construction and Retail/Hospitality as described in the above timeline. However, it is important to note that the activities described in the timeline are ambitious; to accomplish all of them, additional monies will need to be raised to cover the cost of consulting services to assist with tasks like developing an appropriate client assessment instrument and service flow, or conducting site visits to other cities to gain a better understanding of workforce intermediaries. Additional funding should be sought from a variety of private and philanthropic sources, such as the funds set-aside by Hoffman-Madison Marquette for a workforce development initiative in conjunction with the Southwest Waterfront, to address these needs.

Phase 2

During FY 2013, it is anticipated that a total budget of \$1,600,000 will cover costs associated with finalizing the staffing and the service flow for the Intermediary, including contracting with providers for services and conducting a 9-month direct service pilot as described in the timeline above. *A draft budget for the Intermediary for FY 2013 can be found in Appendix H.* It is important to note that, while the budget allocates funding for the Intermediary to contract with existing providers for training and job placement services, it is assumed that some of the direct services job-seekers will be connected to (e.g., supportive services, training) will supported through additional sources of funding that support those partners. In other words, it is not anticipated that the Intermediary will be the sole source of funding for organizations it partners with.

Funding Sources

In reviewing workforce investments across the US, the task force found that successful programs have multiple funding sources, including federal workforce funds, local government contributions, foundation dollars, and corporate commitments, as well as in-kind contributions from a range of public and private sources. Successful intermediaries avoid being “boxed in” by restrictive or prescriptive funding sources; rather they utilize each funding stream for exactly as much breadth of activity as it can pay for, using the most flexible sources only for those activities that no other funding source can accomplish.

Accordingly, the task force recommends that the Workforce Intermediary *diversify its funding as much as possible*. A broadly financed program will enable continuity of operations even if a particular funding source should terminate its support. Diversity in funding also protects the initiative from undue pressure that could arise from over-reliance on any particular funding source. Potential funding sources that should be explored are shown in the table below.

Potential Funding Sources to Explore (Table 4)

Local Funds	Up to \$2 million that the Council has authorized to be directed from the newly created Jobs Trust Fund.
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	Up to \$1 million dedicated to the provision of Intermediary services around the Southwest Waterfront project.
	Other local funding appropriated as part of the 2012 and 2013 budget
Federal Funds	Workforce Investment Act (WIA) funds, including targeting of Individual Training Account (ITA) vouchers for training in selected curricula/programs.
	Funding/resources from the community college for training.
	Potentially Food Stamp Employment Training funds, TANF training funds, and HUD training funds.
	Competitive grant opportunities available through the Department of Labor and other federal agencies.
Philanthropic	Competitive grant opportunities available with national and local foundations that invest in workforce development.
Corporate	Resources from employers interested in using the Workforce Intermediary to meet hiring needs.
	Contributions made for workforce development services provided in conjunction with economic development efforts, like the Southwest Waterfront project.

Appendix A: Task Force Members

Elinor Bacon

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Walter Smith

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Connie Spinner

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Anita Wells

Vice President & Corporate Secretary
RLJ Lodging Trust

Rod Woodson

Partner & Co-Chair
Holland & Knight

Appendix B: Sources Consulted

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Boston, MA

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<http://www.hoteltrainingcenter.org/>
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Charlotte, NC

- Central Piedmont College, Charlotte, NC
<http://www.aspenwsi.org/Profiles/CPCC.pdf>

Chicago, IL

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Cincinnati, OH

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<http://nfw-solutions.org/locations/cincinnati>
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Grand Rapids, MI

- The SOURCE
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Hartford, CT

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Northern Virginia

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- YearUp
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San Antonio, TX

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<http://www.questsa.org>

San Francisco/ Bay Area

- Bay Area Workforce Funder's Collaborative: nfwfsolutions.org/locations/san-francisco and www.sff.org/programs/community-development/bawfc#current-grants
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www.workforcedevelopmentsf.org/trainingprograms/index.php?option=com_content&view=article&id=63&Itemid=68
- HealthCare Academy:
http://workforcedevelopmentsf.org/trainingprograms/index.php?option=com_content&view=article&id=66&Itemid=72 and
http://www.jvs.org/training_Health_Care_Academy.shtml

Seattle, WA

- Airport Jobs/Airport University
<http://www.portjobs.org> - initial page and under "our programs" tab, pages for Airport Jobs and Airport University

- Port Jobs: www.portjobs.org
- Seattle Jobs Initiative: www.seattlejobsinitiative.com; and www.seattlefoundation.org/npos/Pages/SeattleJobsInitiative.aspx
- Shoreline Community College Automotive Training Program: new.shoreline.edu/auto and <http://www.seakingwdc.org/industry/automotive.html>
- Workforce Development Council: www.seakingwdc.org

Performance Measures & Outcomes Tracking

- **Aspen Institute’s Business Value Assessment:** This extensive business-focused process measures the real impact of worker training and placement efforts and looks at turnover costs, hiring costs, worker efficiency and error rates, productivity, and the costs of workforce interventions (usually a training program) and shows the real dollar impact of the intervention. Such a model may be valuable down the road for the DC Workforce Intermediary’s efforts. For more information see: <http://www.aspenwsi.org/wsiwork-bvatool.asp>
- **Public/Private Ventures’ (P/PV) Benchmarking Study:** This project looks at best practices in performance in workforce programs and recommends consistency across programs in a region and across regions. Some key recommendations include insuring that measurements take into account the different “starting point” situations of participants; that outcomes across funding streams coordinate definitions of things like “placement” and the time periods for “retention”; that measures focus on outcomes rather than processes; and that data systems be as simple to use as possible and reporting as regular and consistent as possible. For more information see: http://www.ppv.org/ppv/initiative.asp?section_id=26&initiative_id=36
- **Evaluation of Chicago’s Sector Centers:** A study done by University of Illinois Chicago for the Chicago Workforce Investment Council on their sector-specific one-stops, ServiceWorks and ManufacturingWorks can be found at: <http://www.cwic.org/Portals/0/Resources/ReworkingWorkforceDevelopmentFinalReport060509.pdf>

Appendix C: Existing Training Resources in the District

There are a number of ongoing workforce development initiatives that serve job seekers and business, in general, and target the construction and Hospitality/Retail sectors, in particular, in the District. Rather than create any duplication of effort, it is the recommendation of the Task Force that, where possible, the Workforce Intermediary efforts seek to build on, improve, and link to existing efforts.

In General

The District has the following workforce development infrastructure to building upon:

- The public workforce system through DOES currently provides extensive labor exchange functions and entry-level job matching in a variety of industries through the DC Works! Career Centers, the DCNetworks online resource and their major initiative “One City One Hire.”
- The Workforce Investment Council (WIC) also facilitates training in the industry through Individual Training Account (ITA) funding for individual job seekers.
- The WIC regularly convenes a group of high-level leaders from the public, private, non-profit and education sector which are a valuable source of information regarding the jobs and resources available to job seekers in the District. The WIC intends to form formal industry-sector committees. As envisioned, these fulfill substantially the same role and have the same structure and representation as the kind of business advisory group envisioned for the Intermediary. They can be accessed and their activities guided to assist in key areas of development and business input for the WI efforts in each industry.

In Construction

- There are a number of community-based organizations (CBOs) and other training and educational entities working to connect jobs seekers to various segments the construction industry, primarily through pre-apprenticeship programs. In some cases, programs may be providing training that falls short of employer expectations or programs may not have the appropriate industry networks to connect trainees to apprenticeship or job opportunities,
- The Community College CC is providing training in Welding and HVAC. The construction Intermediary needs to remain in contact with the CC to insure that activities are in sync with any future developments, OR encourage that development through the CC.
- DOES supports a Pre Apprentice Carpentry Program currently being offered at Phelps Architecture, Construction and Engineering High School. Can this program be leveraged?
- There are some lessons learned through the ballpark initiative. However, crafting a wider Workforce Intermediary effort will include a broader system wide effort that is not simply project-specific.

In Hospitality/Retail

- The CC is developing a retail customer service advisory board. This group's work should be coordinated with the Intermediary's efforts to maximize impact of both.
- The Convention Center Authority has dedicated \$2 million toward workforce intermediary work, to train and place 300 District residents in mostly entry-level positions in 2014. Coordinating and building upon this effort would be of great value.
- The Hotel Association of Washington, DC works on a number of hospitality training programs with DOES, UDC and other partners to encourage and prepare District youth and adults for jobs in the industry. The Restaurant Association of Metropolitan Washington also has extensive training partnerships with DC public schools, UDC and the Community College as well as a new special education charter school, focused on promoting the industry and expanding opportunity to a wider worker pool. Some of the programs in which these associations are involved are detailed in this section. Partnerships with both associations will be key to efforts of the Workforce Intermediary.
- The Hospitality Career Technical Education Program is currently offered at Roosevelt Senior High School. This 9-week program could be leveraged to develop a wider hospitality training function.
- Hospitality High School (www.washingtonhospitality.org), a charter high school for hotel/restaurant management has served as a valuable model for work in this sector. Started in 1998 in conjunction with the Hotel Association of Washington, DC and other industry groups, the school trains (need #) students annually and incorporates job shadowing and internships as well as summer employment at area properties.
- CVS Pharmacy Training Facility – This existing program and its functions can likely interface with a new intermediary initiative.
- Wal-Mart Washington at Work initiative –Wal-Mart is investing \$3M to offer literacy, customer service and retail industry training for over 2,000 District residents. The project includes direct training activities at the CC through a Retail Academy and a competitive grant program managed by the Community Foundation for the National Capital Region (CFNCR) through which local CBOs will offer job readiness, computer literacy and customer service training.

In Business and Professional Services and Information Technology:

- The DOES Career Centers are launching an entry-level Microsoft Office training initiative that can result in Microsoft Office Specialist certifications.
- The CC offers Associates programs in Administrative Office Management, Business Technology, Computer Accounting Technology and Computer Science Technology. Further research is needed to identify their relationships with employers/business and impacts.
- Multiple CBOs, such as Byte Back, YearUp and others provide entry-level IT Help Desk training efforts.
- Nearby, Training Futures, in conjunction with Northern Virginia Community College, offers a 25-week educational/ training program with courses in administrative support technologies, which includes an internship component.

Appendix D: Factors Considered in Choosing Recommended Industry Sectors

In considering which **industry sectors** had the most potential for a successful initiative, the Task Force considered the following:

- Whether industry has significant scale in the local/regional economy.
- Whether the industry is growing in the local/regional economy.
- Whether there are entry-level or middle-skills jobs available within the industry which may provide opportunities for District job seekers.
- Whether the intermediary has the potential to deliver value-added services to business in terms of supplying a product (skilled workers) that the firms cannot acquire by traditional methods (posting ads in normal channels).
- Whether systems can be developed that minimize bureaucracy when working with public programs, sharpen program delivery, and minimize “handoffs” between partners. Consider “one stop shopping” for business.
- Whether the industry overlaps with First Source commitments/initiatives.

In making recommendations regarding the development of a Workforce Intermediary that would address **the needs of job seekers in the District**, the Task Force considered the following:

- Whether the skill and education/training requirements for the available jobs match the backgrounds of the target population(s).
- Whether available jobs offer enough stability to warrant public investment and have some career/wage advancement potential over time.
- Whether there is a need of services that go beyond those provided through the traditional public workforce system’s basic labor exchange function. In other words whether there is significant value added by focusing on industry-specific job development, training, placement and business services.
- Whether the services and/or training a workforce intermediary make broker or provide has the potential to make significant impact on job-seekers and businesses and result in opportunities with wages leading toward self-sufficiency and career pathways.
- What program elements -- including education/training, academic and non-academic supportive service -- must be in place to help individuals succeed in this industry and its occupations and what program model should result.
- The relationships that currently exist with the industry within the workforce, education and economic development systems in the District.

Appendix E: Considerations for Future Work in Business and Professional Services / Information Technology

The Task Force recommends expanding efforts into the Business and Professional Services industry and office-related aspects of the Information Technology industries as a second phase of work after the Workforce Intermediary efforts in the other two industries have begun, structures are established and initial lessons are learned from the start-up phase. Specific opportunities in the Business and Professional Services / Information Technology industries that will make a Workforce Intermediary effort in this industry a benefit to job seekers and businesses in the District:

- Professional and Business Services and finance industries make up 21.7% of the regional economy. IT jobs are found within all industries, with specific IT positions making up 5.5% of all jobs
- Growth is at 1.7% annually in professional and business services with a projected increase of 7.1%, or 16,909 jobs, by 2015. Growth in IT occupations will be at 10.9%, or **5,830** over the same period.
- In the District, office administration and entry-level technology positions are generally lucrative, paying comparably high wages and are comparably stable in relation to the economy overall and other industries. Median wages in office and administrative and Information Support occupations are \$ \$22.36 respectively.
- Positions are not limited to any single industry cluster, but are available across all clusters and career pathways can cross clusters. (However, it is important to note a challenge here exists in targeting training and connecting to employers, due to the absence of centralized industry associations and common language across multiple industries.)
- Options include two distinct pathways based on the education levels and skills of customers served by the intermediary (lower-skilled workers versus higher-skilled with some post-high-school education):
 - If targeting residents with limited skills, high-school education/GED, the workforce intermediary should likely focus on general office or business functions. These include some occupations with among the highest projected openings in the next decade such as office clerks, administrative assistants, receptionists, customer service representatives.
 - If targeting "middle-skill" residents with some post-high-school training, the workforce intermediary may focus on higher-level opportunities in Information Technology as well as more senior positions in finance, business. The most projected openings in all occupations will be for "business operations specialists, other" and a number of other mid-level business functions also show high growth and scale.
- There is significant scale and opportunity in the Business and Professional Services Industry and Information Technology to warrant a future focus be the Intermediary. See appendix F for detail Labor Market Information.

- As with Hospitality, too often District residents find barriers to entry into these opportunities, with the national Capital existing in some ways in parallel to the city and District in which it exists.
- There are numerous existing providers of training in these fields in the region. They have varying levels of coordination and placement success, and, like the Construction industry, there is a real need for assessment and coordination of these training efforts.
- Of note, this sector is not currently a major component of first source efforts.

Given the challenges described above, the Task Force feels a Workforce Intermediary targeting the Business and Professional Services / Information Technology industries can add value in the following ways:

- Developing methods of giving District residents more exposure to the wealth of employment opportunities in this industry sector. In addition to building on existing training, this may involve developing internships, on-the-job training opportunities and mentoring opportunities to enhance understanding of the industry and its opportunities.
- Coordinating businesses around career pathway development by developing common language across portions of the industry around the skillsets desired among workers in administrative and basic-level IT functions, and common job descriptions that can be more readily understood by applicants and by training institutions as they develop curricula.
- As noted, this effort would occur in a second phase once other activities are solidified and once the partners develop expertise, experience working together to craft projects, etc.
- Initial efforts could include a similar comparison/evaluation effort as in other industries, gathering information on existing training programs in business and IT, developing benchmarks and identifying best practices.
- Development of a training-and-internship program, like that at Training Futures/NoVA (and an innovative model reviewed by the Task Force, Chicago Career Tech) could be a valuable effort locally.
- Because this is such a major component of the local economy, development of a recruiting/placement hub could be appropriate here, centralizing and expanding upon the efforts underway at the Career Centers. This is of particular importance because the target populations are currently less able to access these positions than those in the other target industries.
- A component related to this recruiting hub may include working with local businesses, the community college and UDC (and/or other universities) to develop technical certification programs that would enable DC based businesses to hire DC residents certified in specific skills identified by the business community. Employers would work directly with the universities to develop and/or shape the program and ensure that curricula were of high quality and contained necessary elements, and would agree to hire the people that receive the certification.
- In the long-term, a workforce component can be promoted in relation to the planned Microsoft innovation center on the St. Elisabeth's east campus.

Appendix F: Labor Market Information

Construction Labor Market Information at a Glance for DC

Education	2011 Jobs	Projected Job Growth by 2015	Annual Openings	Average Salary
Short-term on-the-job training: e.g. Landscaping and grounds keeping workers	22,477	191	74	\$14.06
Moderate-term on-the-job training: e.g. Production, planning, and expediting clerks; Cement masons and concrete finishers; Painters, construction and maintenance; Operating engineers and other construction equipment operators; Construction and related workers, all other; Highway maintenance workers; Roofers	28,676	153	111	\$22.34
Long-term on-the-job training: e.g. Carpenters; Electricians; Plumbers, pipefitters, and steamfitters; Brickmasons and blockmasons	57,110	125	134	\$26.51
Work experience in a related field: e.g. First-line supervisors/managers of construction trades and extraction workers; First-line supervisors/managers, protective service workers, all other; Construction and building inspectors	5,285	329	203	\$30.66
Postsecondary vocational award, associate's degree: e.g. Interior designers; Heating, air conditioning, and refrigeration mechanics and installers; Civil engineering technicians	5,994	363	223	\$29.02
Bachelor's degree, degree plus work experience, master's degree: e.g. Engineers, all other; Training and development specialists; Architects, except landscape and naval; Civil engineers; Engineering managers; Mechanical engineers; Electrical engineers; Construction managers; Urban and regional planners	26,137	1,732	953	\$46.75

Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

*Includes projections for Construction and Architecture Career Cluster

** Annual Openings includes new and turn over jobs

Hospitality Labor Market Information at a Glance for DC *

Education	2011 Jobs	Projected Job Growth by 2015	Annual Openings**	Average Salary
Short-term on-the-job training: e.g. Janitors and cleaners, except maids and housekeeping cleaners; Waiters and waitresses; Maids and housekeeping cleaners; Dining room and cafeteria attendants and bartender helpers; Counter attendants, cafeteria, food concession, and coffee shop	53,594	2,674	2,437	\$12.09
Moderate-term on-the-job training: e.g. Bookkeeping, accounting, and auditing clerks; Maintenance and repair workers, general; Bus drivers, transit and intercity; Concierges; Production, planning, and expediting clerks	18,782	1,054	560	\$20.65
Long-term on-the-job training: e.g. Cooks, restaurant; Police and sheriff's patrol officers; Interpreters and translators; Bakers	9,089	533	367	\$24.08
Work experience in a related field: e.g. Managers; Food service managers; First-line supervisors/managers of housekeeping and janitorial workers; First-line supervisors/managers of food preparation and serving workers; Lodging managers; Chefs and head cooks	46,441	3,231	1,725	\$33.17
Postsecondary vocational award: e.g. Fitness trainers and aerobics instructors; Travel agents	2,047	183	79	\$17.36
Bachelor's degree, degree plus work experience, master's degree: e.g. General and operations managers; Chief executives; Meeting and convention planners; Social and community service managers; Sales managers; Marketing managers; Human resources managers, all other	38,632	1,825	1,397	\$119.77

Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

* Includes projections for Restaurants and Food and Beverage Services Pathway, Travel and Tourism Pathway, Recreation, Amusement and Attraction Pathway; and Lodging Pathway

** Annual Openings includes jobs created through both growth and new and turnover

Retail Labor Market Information at a Glance for DC *

Education	2011 Jobs	Projected Job Growth by 2015	Annual Openings**	Average Salary
Short-term on-the-job training: e.g. Billing and posting clerks and machine operators; Reservation and transportation ticket agents and travel clerks; Counter and rental clerks	2,749	149	92	\$18.04
Moderate-term on-the-job training: e.g. Customer service representatives; Cargo and freight agents	6,815	563	355	\$16.68
Work experience in a related fields: e.g. First-line supervisors/managers of office and administrative support workers; Sales representatives, services, all other	8,862	575	351	\$30.27
Degree plus work experience: e.g. Sales managers; Marketing managers	2,018	180	88	\$44.59

Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

* Includes projections for Sales and Service Pathways retrieved from Transportation, Distribution & Logistics Career Cluster

** Annual Openings includes jobs created through both growth and new and turnover

Occupational Crosswalk for the Hotel, Retail & Restaurant Industries

Competency Area	Industry		
Entry-Level	Entry-Level	Entry-Level	Entry-Level
Customer Service: Orientation to customer needs: Capacity to address those needs	Room attendant Maids and housekeeping cleaners Median Earning: \$14.24 Openings: 257 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Housekeeper, Housekeeping Laundry Worker, Housekeeping Aide, Cottage Attendant, Room Cleaner Baggage porters and bellhops Median Earning: \$12.35	Cashiers Median Earning: \$10.76 Openings: 1352 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Short-term on-the-job training Job titles: Cashier, Sales Associate, Clerk, Customer Assistant, Mutual Clerk, Customer Service Representative (CSR), Toll Collector Packers and Packagers, Hand Median Earning:	Counter attendants, cafeteria, food concession, and coffee shop Median Earning: \$9.78 Openings: 82 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Food Service Worker, Cafeteria Worker, Crew Member, Cafeteria Server, Food Service Assistant, Line Server, Server, Cafe Attendant, Cafe Server, Cafe Worker Dishwashers

	<p>Openings: 77 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Bellman, Bell Captain, Bell Person, Bellhop, Doorman, Ground Support Agent, Bellperson</p>	<p>\$11.62 Openings: 52 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Packer, Bagger, Selector Packer, Inspector Packer, Mini Shifter, Sacker, Picker and Packer, Pack Out Operator, Packager, Shipping Clerk</p>	<p>Median Earning: \$9.81 Openings: 610 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Dishwasher, Kitchen Steward, Utility Aide, Dish Room Worker, Dish Technician</p>
Semi-skilled/Skilled	Semi-skilled/Skilled	Semi-skilled/Skilled	Semi-skilled/Skilled
<p>Advance customer service Providing information, meeting non-sales customer needs</p>	<p>Hotel, motel, and resort desk clerks Median Earning: \$14.67 Openings: 81 Moderate-term on-the-job training Education: High School Diploma Job titles: Front Desk Clerk, Front Desk Agent, Guest Services Agent (GSA), Desk Clerk, Guest Service Representative, Front Desk Associate, Front Desk Supervisor, Front Desk Attendant</p> <p>Concierges Median Earning: \$14.57 Openings: 112 Moderate-term on-the-job training Education: These occupations usually require a high school diploma. Job titles: Concierge, Guest Service Agent, Chef Concierge, Club Concierge, Hotel Concierge, Front Office Manager, Conference Concierge</p>	<p>Customer service representative Median Earnings: \$16.62 Openings: 562 Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Customer Service Representative, Account Manager, Client Services Representative, Account Representative, Customer Service Specialist, Customer Service Agent, Member Services Representative, Hub Associate, Account Service Representative, Call Center Representative</p>	<p>Waiters and waitresses Median Earning: \$10.04 Openings: 437 Short-term on-the-job training Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Waitress, Server, Waiter, Food Server, Banquet Server, Cocktail Server, Restaurant Server, Room Service Server, Food Runner</p> <p>Bartenders Median Earning: \$11.51 Openings: 170 Short-term on-the-job training Education: These occupations usually require a high school diploma. Job titles: Bartender, Bar Manager, Mixologist, Bar Captain, Bartender Extra</p>
<p>Culinary arts/food production</p>	<p>Cooks, restaurant Median Earning: \$13.78 Openings: 206 Work experience in a related field Education: These occupations usually require</p>	<p>Food retail (grocery deli) (information n/a)</p>	<p>Cooks, restaurant Median Earning: \$13.78 Openings: 206 Work experience in a related field Education: These occupations usually require</p>

	<p>a high school diploma. Job titles: Cook, Line Cook, Prep Cook (Preparation Cook), Grill Cook, Fry Cook, Banquet Cook, Breakfast Cook, Prep Cook, Back Line Cook, Pastry Baker</p> <p>First-line supervisors/managers of food preparation and serving workers Median Earning: \$17.99 Opening: 321 Work experience in a related field Education: These occupations usually require a high school diploma. Job titles: Food Service Supervisor, Kitchen Manager, Assistant Manager, Cafeteria Manager, Food Service Manager, Executive Chef, Restaurant Manager, Dietary Manager, Dietary Supervisor, Food Service Director</p>		<p>a high school diploma. Job titles: Cook, Line Cook, Prep Cook (Preparation Cook), Grill Cook, Fry Cook, Banquet Cook, Breakfast Cook, Prep Cook, Back Line Cook, Pastry Baker</p> <p>First-line supervisors/managers of food preparation and serving workers Median Earning: \$17.99 Opening: 321 Work experience in a related field Education: These occupations usually require a high school diploma. Job titles: Food Service Supervisor, Kitchen Manager, Assistant Manager, Cafeteria Manager, Food Service Manager, Executive Chef, Restaurant Manager, Dietary Manager, Dietary Supervisor, Food Service Director</p>
<p>Sales and marketing Building relationships for purpose of selling products and services</p>	<p>Sales, catering events, restaurant server</p> <p>(Information n/a)</p> <p>Sale representative – under retail salesperson Catering events – under meeting, convention, and event planners or food service manager Restaurant servers – under Waiters and waitresses</p>	<p>Retail salespersons Median Earning: \$11.34 Openings: 1018 High School Diploma Moderate-term on-the-job training Education: High School Diploma Job titles: Sales Associate, Sales Consultant, Sales Clerk, Sales Person, Customer Assistant, Clerk, Sales Representative, Design Consultant, Salesman, Bridal Consultant</p> <p>Demonstrators and product promoters Median Earning: \$26.28 Education: These occupations usually require a high school diploma. Job titles: Demonstrator, Product Demonstrator, Merchandiser, In Store Demonstrator, Event</p>	<p>Restaurant servers/ catering sales</p> <p>Restaurant servers – under Waiters and waitresses</p> <p>Catering sales – under food service manager</p>

		Specialist, Field Merchandiser, Food Demonstrator, Product Ambassador	
Advance Training	Advance Training	Advance Training	Advance Training
Advance Customer Service requires a two year degree or more	<p>Lodging Managers Median Earning \$27.89 Openings: 86 Work experience in a related field Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Front Office Manager, Hotel Manager, Resort Manager, Front Desk Manager, Night Manager, Director of Front Office, Rooms Director, Bed and Breakfast Innkeeper</p> <p>Meeting, convention, and event planners Median earning: \$24.31 Openings: 274 Work experience in a related field Education: Most of these occupations require a four-year bachelor's degree, but some do not. Job titles: Convention Services Manager (CSM), Conference Planning Manager, Conference Services Manager, Catering Manager, Events Manager, Conference Planner, Director of Conference Services, Conference Manager, Director of Events, Event Manager</p> <p>Chefs and head cooks</p> <p>Food service managers</p>	<p>Sales managers Median earning: \$40.71 Openings: 188 Work experience in a related field Education: Most of these occupations require a four-year bachelor's degree, but some do not.</p> <p>General and operations managers Median earning: \$56.64 Openings:2245 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Operations Manager, General Manager (GM), Director of Operations, Plant Manager, Store Manager, Facilities Manager, Plant Superintendent, Vice President of Operations, Warehouse Manager, Chief Operating Officer (COO)</p>	<p>Food services managers Median Earning: \$21.11 Openings: 331 Work experience in a related field Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Restaurant Manager, Food Service Manager, Food Service Director, Food and Beverage Manager, Banquet Manager, Food Service Supervisor, Restaurant General Manager, Catering Manager, Director of Food and Beverage, Kitchen Manager</p> <p>Chefs and head cooks Median Earning: \$24.31 Openings: 72 Work experience in a related field Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Sous Chef, Kitchen Manager, Chef, Cook, Executive Chef, Banquet Chef, Executive Sous Chef, Head Cook, Pastry Chef, Food and Beverage Director</p>

General and operations managers			
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Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

Table Key

Entry Level: work readiness, customer service, basic computer skills

Earnings per Worker: hourly earnings, excluding benefits, of a worker in that occupation

Job Titles: sample of reported job titles

Openings: total number of openings from 2011-2015

Semi-skilled/Skilled and above: advance basic skills (i.e. writing, reading comprehension, basic math) and computer applications

DC Labor Market Information at a Glance for the Business and Professional Services*

Education	2011 Jobs	Projected Job Growth by 2015	Annual Openings	Average Salary
Short-term on-the-job training: e.g. Receptionists and information clerks; Retail salespersons; Stock clerks and order fillers; Billing and posting clerks and machine operators; Laborers and freight, stock, and material movers, hand	31,542	1,036	1,234	\$15.22
Moderate-term on-the-job training: e.g. Customer service representatives; Bookkeeping, accounting, and auditing clerks; Medical assistants; Advertising sales agents; Demonstrators and product promoters	22,511	1,263	761	\$20.27
Long-term on-the-job training: e.g. Compliance officers, except agriculture, construction, health and safety, and transportation; Interpreters and translators; Wholesale and retail buyers	7,561	828	327	\$36.16
Work experience in a related field: e.g. Managers; Executive secretaries and administrative assistants; First-line	36,264	2,490	1,394	\$36.34

supervisors/managers of office and administrative support workers; Real estate brokers; Sales representatives, wholesale and manufacturing,				
Postsecondary vocational award and Associate's degree: e.g. Real estate sales agents; Paralegals and legal assistants; Legal secretaries; Insurance sales agents	22,032	2,437	927	45
Bachelor's degree, degree plus work experience, master's degree: e.g. Management analysts; Accountants and auditors; Public relations specialists; Human resources, training, and labor relations specialists; Market research analysts; Financial managers; Budget analysts	116,555	8,856	4,805	126

Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

*Includes projections for Business, Management & Administration Career Cluster

** Annual Openings includes jobs created through both growth and new and turnover

Information Technology: DC Region Labor Market Information at a Glance

Education	2011 Jobs	Projected Job Growth by 2015	Annual Openings **	Average Salary
Postsecondary vocational award: e.g. Audio and video equipment technicians; Desktop publishers	571	8	21	\$23.42
Associate's degree: e.g. Computer specialists, all other; Computer support specialists	13,511	837	522	\$44.71
Bachelor's degree: e.g. Computer software engineers, applications; Computer software engineers, systems software; Computer systems analysts; Network and computer systems administrators; Graphic designers; Database administrators; Multi-media artists and animators; Technical writers; Editors	31,611	4,398	1,659	\$37.49
Degree plus work experience: e.g. Computer and information systems managers; Marketing managers; Producers and directors	5,697	443	229	\$54.64
Master's degree: e.g. Operations research analysts	1,698	144	85	\$42.42

Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

* Includes projections for Information Technology Career Cluster. No Short-term and Moderate-term on-the-job trainings were noted in the Career Cluster.

** Annual Openings includes jobs created through both growth and new and turnover

Occupational Crosswalk for Administrative and Information Technology

	Administrative Support	Information Support & Technology
Entry Level	Entry Level	Entry Level
	<p>Receptionists and information clerks Median earnings: \$15.92 Openings: 1,033 Education: These occupations usually require a high school diploma. Job titles: Receptionist, Administrative Assistant, Office Manager, Secretary, Clerk Specialist, Office Assistant, Member Service Representative</p> <p>Stock clerks and order filers Median Earnings: \$14.97 Openings: 453 Education: Some of these occupations may require a high school diploma or GED certificate. Job titles: Stock Clerk, Stocker, Material Handler, Order Selector, Shipper/Receiver, Stockroom Clerk, Warehouse Representative, Warehouse Worker</p>	<p>Data entry Median Earnings: \$18.35 Openings: 116 Education: These occupations usually require a high school diploma Job titles: Data Entry Operator, Data Entry Clerk, Data Capture Specialist, Fiscal Assistant, Claims Support Specialist, Data Entry Machine Operator, Remote Computer Terminal Operator, Typist, Underwriting Support Specialist</p>
Semi-skilled/Skilled	Semi-skilled/Skilled	Semi-skilled/Skilled
	<p>Bookkeeping, accounting, and auditing clerks Median Earnings: \$22.77 Openings: 837 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Accounting Clerk, Accounting Assistant, Accounts Payables Clerk, Bookkeeper, Account Clerk, Accounts Payable Clerk, Accounts Receivable Clerk, Account Receivable Clerk, Accounts Payable Specialist, Accounting Associate</p>	<p>Computer operators Median Earnings: \$25.59 Openings: 26 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Computer Operator, Operations and Maintenance Technician, Computer Specialist, Information Technology Specialist, Software Technician, Systems Operator, Computer Console Operator, Computer Technician</p> <p>Computer user support specialists</p>

	<p>Customer service representatives Median Earnings: \$16.62 Number of openings: 1,412 Education: These occupations usually require a high school diploma. Job titles: Customer Service Representative, Account Manager, Client Services Representative, Account Representative, Customer Service Specialist, Customer Service Agent, Member Services Representative, Hub Associate, Account Service Representative, Call Center Representative</p> <p>Word processors and typists Median Earning: \$14.57 Number of openings: 75 Education: These occupations usually require a high school diploma. Job titles: Data Entry Operator, Data Entry Clerk, Data Capture Specialist, Fiscal Assistant, Claims Support Specialist, Data Entry Machine Operator, Remote Computer Terminal Operator, Typist, Underwriting Support Specialist, Commission Specialist</p>	<p>Median earning – \$26.95 Number of openings – 771 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Sample of reported job titles: Information Technology Specialist (IT Specialist), Support Specialist, Computer Technician, Computer Support Specialist, Help Desk Analyst, Technical Support Specialist, Network Support Specialist, Electronic Data Processing Auditor (EDP Auditor), Network Technician, Computer Specialist</p> <p>Audio and video equipment technicians Median earnings: \$23.41 Number of Jobs: 72 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Audio Visual Technician, Production Assistant, Master Control Operator (MCO), Broadcast Engineer, Operations Technician, Audio Technician, Stagehand, Videographer, Audio Visual Specialist, Audio/Visual Manager</p>
<p>Advance skilled/Skilled</p>	<p>Advance skilled/Skilled</p>	<p>Advance skilled/Skilled</p>
	<p>Executive secretaries and administrative assistants Median Earning: \$22.79 Number of Openings: 1,120 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Job titles: Administrative Assistant, Executive Assistant, Executive Secretary, Administrative Secretary, Office Manager, Administrative Coordinator, Administrative Aide, Administrative Associate, Executive Administrative Assistant, Secretary</p> <p>Supervisors/managers of office and administrative support workers Median Earning: \$ 29.69 Number of Openings: 832 Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an</p>	<p>Database administrators Median Earning: \$38.16 Number of Openings: 195 Education: Most of these occupations require a four-year bachelor's degree, but some do not. Job titles: Database Administrator (DBA), Database Analyst, Database Administration Manager, Database Coordinator, Database Programmer, Information Systems Manager, Management Information Systems Director (MIS Director), Programmer Analyst, Systems Manager</p> <p>Network and computer systems administrators Median Salary: \$39.07 Openings: 958 Education: Most of these occupations require a four-year bachelor's degree, but some do not. Job Titles: Systems Administrator, Network</p>

<p>associate's degree. Job Titles: Office Manager, Team Leader, Customer Service Manager, Customer Service Supervisor, Office Supervisor, Accounting Manager, Director, Office Coordinator, Accounts Payable Supervisor, Administrative Supervisor</p>	<p>Administrator, Network Engineer, Information Technology Specialist (IT Specialist), Local Area Network Administrator (LAN Administrator), Information Technology Manager (IT Manager), Information Technology Director (IT Director), Systems Engineer, Network Manager, Network Specialist</p> <p>Computer Systems Analysts Median Earning: \$39.65 Number of Openings:801 Education: Most of these occupations require a four-year bachelor's degree, but some do not. Job titles: Systems Analyst, Programmer Analyst, Business Systems Analyst, Computer Systems Analyst, Computer Systems Consultant, Computer Analyst, Information Systems Analyst (ISA), Applications Analyst, Business Analyst, Systems Engineer</p>
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Source: EMSI Complete Employment - 2011.4. This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

<p>Table Key Entry Level: work readiness, customer service, basic computer skills Earnings per Worker: hourly earnings, excluding benefits, of a worker in that occupation Job Titles: sample of reported job titles Number of Openings: total number of openings from 2011-2015 Semi-skilled/Skilled and above: advance basic skills (i.e. writing, reading comprehension, basic math) and computer applications</p>
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Appendix G: Questions to Consider During the Planning Phase

Current programs:

- What are the existing training programs and providers in each industry?
- What are the outcomes of existing training and placement programs?
- What is the success of existing training programs in terms of businesses hiring program graduates?
- *On this group of questions, the WIC and the Workforce Intermediary will need to do research and gather data to help guide next steps and to serve as a resource to business on outcomes and choice of existing programs. This should involve setting up specific protocols for evaluating the quality of existing projects and delivering an initial report on all programs followed by an annual update to be used by businesses, funders, and job-seekers in making training choices.*

What Business Wants:

- To what degree has the industry hired from the workforce system in the past and currently?
- What positions do firms report a lack of qualified/trained workers or specific skill gaps?
- What services do specific businesses in each industry want? *The Workforce Intermediary should focus initial effort on outreach to businesses and industry groups in both industries to survey them on their interest in specific services, what is missing from current programs and what more they want out of the workforce system.*

What Occupations to Target:

- What are the main occupations available within each industry?
- What are the qualifications, skills, abilities and education required for employment in the industry and within these specific occupations?
- Based on research already completed or underway by DOES and the WIC, confirm the job and industry growth projections for the occupations being considered to ensure that they meet a “likelihood of success” or ROI threshold for our project investment. This work should include traditional labor market information, information on career clusters, insights from industry associations or other groups
- What are the wages and benefits offered in the occupations being considered? This information should be of critical interest to the wider oversight body (the Task Force, the WIC, Board (to be formed) of the Workforce Intermediary) to insure that we build a program that moves toward good jobs.
- What makes someone successful in those positions?
 - What are the skills?
 - What credentials required?
 - What workplace culture issues are of concern?
 - Unique challenges regarding location, hours, other issues?

What Population to Target:

- What group of job-seekers (characteristics of the population) are currently placed in the industry?
- Which specific subset of job-seeker candidates should be targeted for the job-readiness/training/placement activities of the WI?
- Build upon existing data from several key sources:
 - Data available on *DC unemployment and unemployed population*
 - *Census data on education levels in the District*
 - *Data from DOES on the WIA population and from the UI database with specific focus on self-report information on education and skills.*
 - *TANF population data*
 - *Parole agency data on parolee skills and education*

What Training to Develop:

- What if any pre-training remediation or services are required to prepare these candidates for training?
- What are the specific occupations for which the workforce intermediary should develop training?
- What new training curricula/programs should be developed to meet unmet need?
 - Based on details on the skill/training gaps, begin to craft specific response strategy in conjunction with businesses and training providers to build several specific training pathways.
- What method of training (classroom, online, hands-on, on-the-job, etc.) and timeline (intensive vs. longer-term, full-day vs. part-time, evening/weekend or weekday, etc.) should be developed?
- The Workforce Intermediary will also develop more questions and direction as it begins to answer the questions above. This will guide its next steps and further project design.

Questions to Answer Regarding Partners:

- What training exists and what providers are doing the best job currently?
- What entities can best provide the functions listed above?
- What additional entities may exist, other than those we know about and work with currently, who may be able to provide value in these areas?
- What additional funding and resources exist, currently under-utilized or not coordinated/integrated, or held by entities not currently in partnership with wider systems, that can be leveraged into a wider collaborative initiative.

Appendix H: Draft Budget for the Intermediary for FY 2013

Salaries	\$ 220,000.00
<i>Manager</i>	
<i>Sector Coordinator, Construction</i>	
<i>Sector Coordinator, Hospitality</i>	
Fringe	\$ 39,600.00
@ 18%	
Consultants	
<i>Database developer</i>	\$ 20,000.00
<i>Website developer</i>	\$ 10,000.00
Contractors	
<i>Construction Training (60 trainees @ \$4,000/ea)</i>	\$ 240,000.00
<i>Hospitality Training (120 trainees @ \$4,000/ea)</i>	\$ 480,000.00
<i>Job Development/Placement</i>	\$ 550,000.00
<i>(150 retained 6 mos. @ \$2,500 ea., 60 placed @ \$2,000 ea, 40 served @ \$1,200 ea)</i>	
Equipment	
<i>Laptops (3 @ \$1500/ea)</i>	\$ 4,500.00
<i>Docking station (3 @ \$119.99/ea)</i>	\$ 359.97
<i>Blackberries (3 @ \$50/ea)</i>	\$ 150.00
<i>Color printer (1 HP Laserjet 5420@ \$999.99)</i>	\$ 999.99
Local Travel	
<i>Metro (100 trips/month @ \$1.85/trip)</i>	\$ 2,220.00
<i>Care Share</i>	\$ 600.00
Out of Town Travel & Staff Development	
<i>Site visits (3 @ \$1250/ea)</i>	\$ 3,750.00
<i>Conferences (1 per staff person @ \$1550/ea)</i>	\$ 4,650.00
Meeting Costs	
<i>Food, beverage & supplies (4 meetings of 40-50 people: \$250/per)</i>	\$ 1,000.00
<i>Food, beverage & supplies (6 meetings of 15-20 people: \$150 per)</i>	\$ 900.00
Office and Communications	
<i>General office</i>	\$ 3,000.00
<i>Publications (editing, layout, printing, dissemination @ \$6,500/ea)</i>	\$ 13,000.00
<i>Other printing</i>	\$ 1,000.00
<i>Blackberry service: 3 @ \$45/month each</i>	\$ 1,620.00
<i>Software (1 SAS or SPSS license)</i>	\$ 6,000.00
TOTAL	\$ 1,603,349.96

Appendix H: Factors Considered in Recommending an Institutional Home

Based on research regarding other Workforce Intermediary programs, there are a number of key models that have proven successful in providing an institutional home for workforce intermediaries. When thinking about the appropriate place to house the Intermediary, please keep the following factors in mind:

1. Where the project is housed can impact what activities are possible or promoted (based on the institution's core functions and capacities), but the location is in many cases of secondary importance to the collaboration built between that institution and its partners.
2. The functions we have described for the Intermediary include functions that are direct services to job seekers and businesses as well as higher policy and system development activities. While initiatives often delegate service functions to a subsidiary entity, grantee or existing not-for-profit partner, most successful projects initiated at the public/government level will hold the higher-order functions within their institution. For instance, it would be appropriate to have a selected non-profit operator or other private firm deliver job readiness, training, labor exchange, recruitment/placement services, and labor market information. However, it may be recommended to retain the training evaluation, setting of performance standards, screening/enhancing of the numerous training/placement programs and perhaps career pathway development at a higher level.
3. There is a desire to balance the sometimes competing demands of (a) giving the initiative the highest stature and visibility at the highest possible level of institution, (b) building on the existing capacities within existing systems and structures to deliver tangible workforce services, (c) locating the activities in the most "neutral" home, most capable of serving as a leader and coordinator of the many other partner entities, and (d) insuring efficiency, smooth reporting processes and continuity of activities not limited by election cycles, funding cycles and so on.

Successful Workforce Intermediary initiatives around the country have been implemented within the following institutional frameworks/"homes":

A city agency

Leadership and oversight of activities are managed at the government level, often within a department of workforce services. Services are also delivered directly or through existing channels (such as the WIA one-stop system and its existing operators and trainers) as discussed above.

Benefits:

- Builds upon strength and visibility/power of the institution
- Builds upon expertise of local workforce or economic development operator
- Minimal "steps" or "handoffs" in message and implementation

Considerations/Concerns:

- Challenges of funding flow, particularly as private funds are more difficult to administer and all funding must go through multiple levels.
- Too much bureaucracy at too many levels?
- Concern of tying a project too closely to a given administration.
- Challenge that many initiatives are begun recognizing inefficiencies or lack of capacity within the existing workforce system, so housing services there may be less value added or new ideas.

A Workforce Investment Board

While WIBs rarely deliver direct services, the unique nature of a Workforce Intermediary initiative often fits closely within the WIB framework.

Benefits:

- Institution already undertakes many of the same responsibilities/functions as the Intermediary (bringing together business, overseeing WIA and related services, research, partner coordination, etc.) so no need to create a separate/competing structure.
- Minimal “steps” or “handoffs” in message and implementation from City/Mayoral leadership.
- Some funding flexibility as WIBs are often separate 501(c)3's.

Considerations/Concerns:

- No real capacity for direct services, so likely would have to split functions (as noted above) and utilize other structures for services like job training, labor exchange.

An industry association or other quasi-private sector entity such as a Chamber of Commerce

Benefits:

- Builds upon strengths and credibility of the institution
- Funding can be flexible, business funding easily leveraged through existing structures/flows.

Considerations/Concerns:

- Sometimes the expertise in these entities is too driven by one audience (the businesses) or one perspective, driving activities toward one customer set.
- Multi-sector projects can be difficult to implement, as expertise of these entities is often focused on only one industry

A Community College

Colleges have the high-level institutional structure as well as the direct service capabilities and bandwidth to serve as a workforce intermediary.

Benefits:

- Builds upon credibility and experience of institution

- Extensive experience as trainers and educators
- Many national/federal funding opportunities are specifically targeted for these institutions, providing an excellent resource for project growth.

Considerations/Concerns:

- Sometimes colleges and other trainers act as competitors with community-based providers in providing training for job-seekers and building initiatives with businesses. Placing the college in the roles of evaluator and performance manager of training can cause conflict of interest.
- Some colleges lack solid business partnerships and relationships
- While colleges often provide strong education and training services, their capacity to deliver case management and other supportive services is often limited.

A newly-created non-profit organization

Benefits:

- Creation of a new entity can build momentum and high-visibility for a project launch.
- Can avoid “turf” issues and conflicts among partners since there is no “history” or baggage from prior interactions.
- Agility and flexibility more than any existing partners; ability to adapt more quickly than existing institutions.

Considerations/Concerns:

- Lots of work and time spent on creation of the entity before actual projects begin.
- Can be a lack of credibility since there is no institutional history.
- Requires significant funding for executive leadership, marketing/branding, location/space and infrastructure.
- “Who’s in charge” as the entity begins to act as a private/independent entity; logistics of board oversight can be daunting.

One or more entities selected through a Request for Proposals process

Benefits:

- Gets the “best of both worlds” in terms of service delivery. High-level functions like system development, evaluation of training, setting of performance standards can occur in-house. Direct customer services delivered by institution(s) identified as having specific skills in these areas.
- Fast ramp-up, since guidance by one of the existing institutions can build the initial structures and plans, while the selected sub-entities are selected and starting up operations.
- Builds on credibility of the lead entity but expands capacity by adding the strengths of the selected sub-entities.

Considerations/Concerns:

- Some “who does what” challenges of delineating clear roles between lead and sub-entities (and among sub-entities if more than one). Some selected sub-entities may under-step, or over-reach what the lead organization intended to be their roles.
- Maintaining a clear brand is difficult when an existing CBO or company is functioning as the WI delivery institution but also exists separately for their other functions. Some competition and confusions may result.
- Fundraising usually undertaken at the higher level, so sometimes difficult to pass that through to the sub-entity without additional RFPs, selection processes.