



Mayor Muriel Bowser
City Administrator Rashad M. Young



VendorSTAT

DBH • DDS • DHS • DOES • OSSE • UDC-CC • WIC

May 30, 2017



Problems, Objective & Key Questions

Objective

- To develop and launch a robust scorecard that tracks workforce vendor performance and allows for better resident choice

Problems

- The District does not have a uniform way to measure workforce vendor performance
- Limited transparency into how workforce vendors are performing across the system

Key Questions

- How do we procure workforce vendors in the District?
- How do we currently monitor workforce vendor performance?
- Why do we need to evaluate workforce vendors doing business with District?
- How are the District's workforce programs performing?

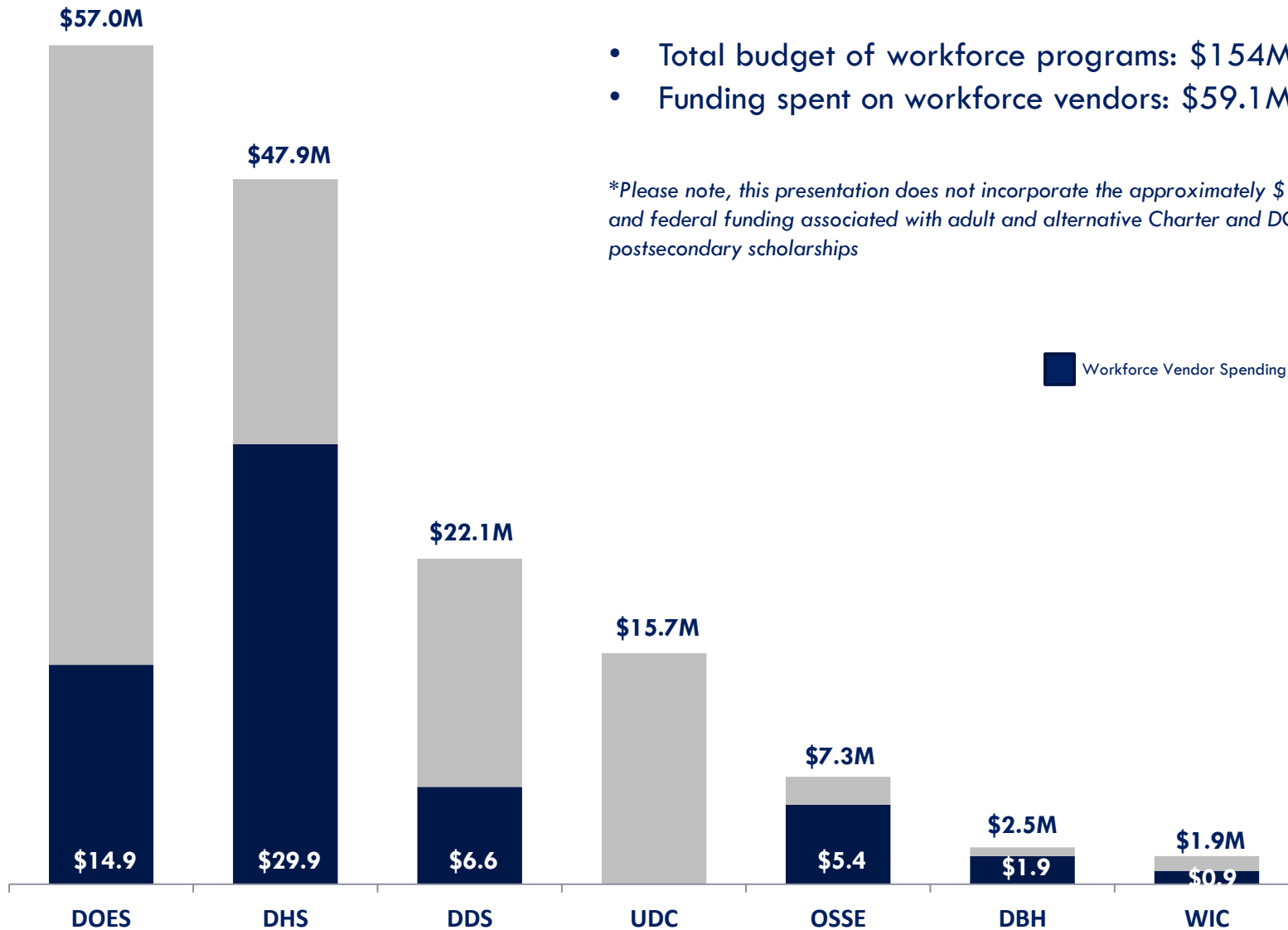




Progress Since We Last Met...

- WIOA Plan Submission and Implementation Update
 - Leveraging WIOA to tackle difference in delivering services
- Agency Collaboration
 - DOES/DHS/DBH – multi-agency collaborations (LEAP, SNAP E&T)
 - OSSE/WIC – joint grants
 - DBH/DOES – behavioral health component
 - DBH/DDS – evidence based employment services
- OSSE – Data Vault
- WIC – Community of Practice
- DHS – Re-soliciting TANF contracts

About 38% of total workforce spending goes to vendors for workforce development training & services



- Total budget of workforce programs: \$154M
- Funding spent on workforce vendors: \$59.1M

**Please note, this presentation does not incorporate the approximately \$120M of local and federal funding associated with adult and alternative Charter and DCPS schools or postsecondary scholarships*

 Workforce Vendor Spending



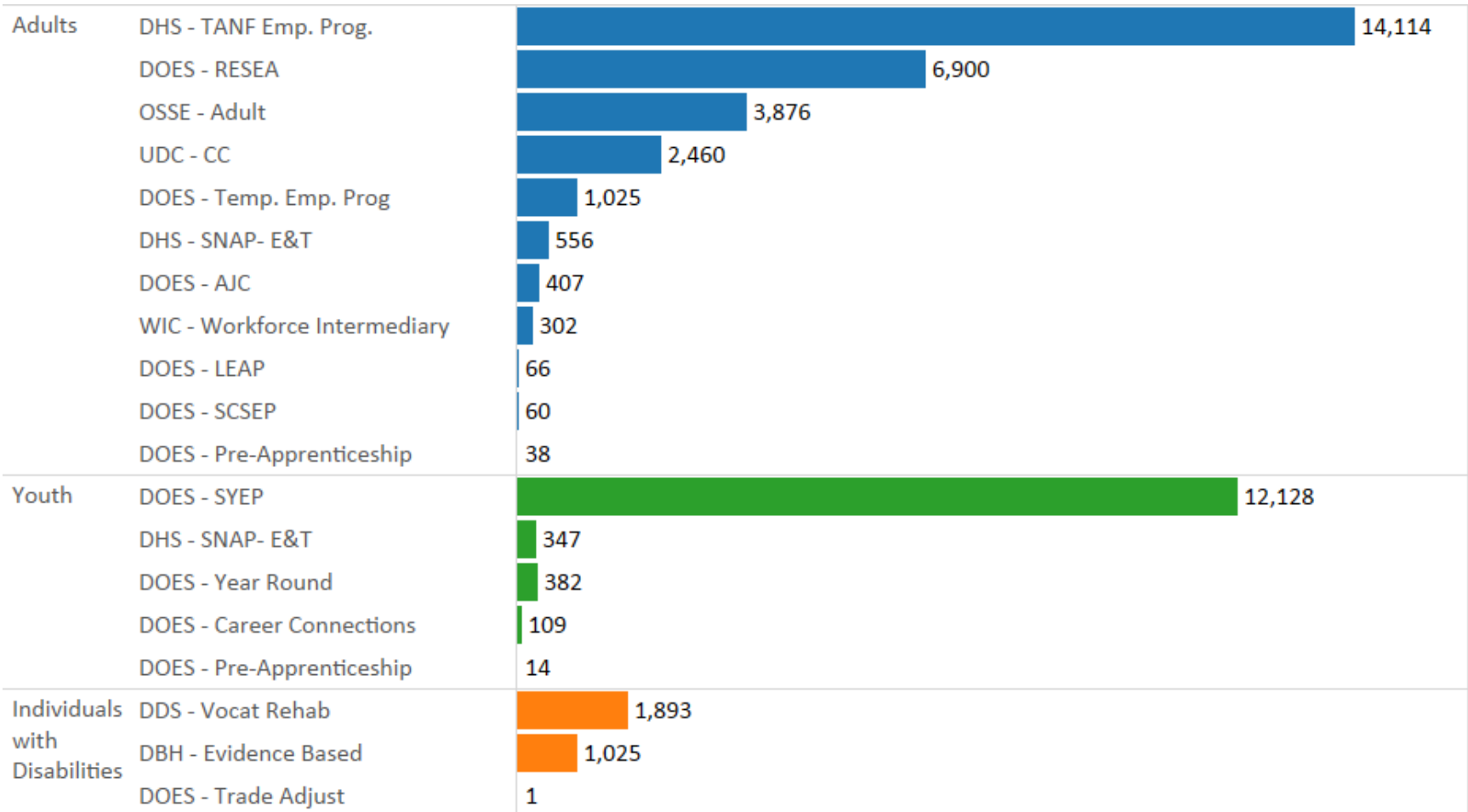
Vendor Enrollment by Program

45,703
Total Enrollment

29,804 (65%)
Adults

12,980 (28%)
Youths

2,919 (6%)
Individuals w/ Disabilities



*Please note that there may be double counting of participants, due to cross-enrollment

Populations Served Vary Across Programs



Adult residents who:

- May have documented learning disabilities
- May have serious and persistent mental illness
- May be incarcerated or returning residents
- May be homeless
- May be English language learners
- May or may not have a high school diploma
- May have a substance abuse disorder or be recovering from one
- May have low literacy
- May have been long term unemployed (6 months or longer)

Youth residents who:

- May be in or out of school
- May be postsecondary students
- May be adjudicated
- May be formerly disengaged

DC's Workforce Programs Provide a Variety of Services for Residents



Agency	Adult Basic Education	Case Management	Educational Courses	High School Diploma or Equivalent	Job Placement	Job Readiness	Job Training	Subsidized Employment	Supported Employment	Average Cost per Participant
DDS - Voc Rehab	●	●	●	●	●	●	●	●	●	\$3.5K
DOES - Year Round	●	●	●	●	●	●	●	●	●	\$6.7K
DOES - AJC	●	●	●	●	●	●	●	●	●	\$2.4K
DOES - LEAP	●	●	●	●	●	●	●	●	●	\$15.3K*
DOES - Pre-Apprenticeship	●	●	●	●	●	●	●	●	●	\$5.3K
DOES - RESEA	●	●	●	●	●	●	●	●	●	\$76.00
DHS - SNAP E&T	●	●	●	●	●	●	●	●	●	\$6.4K
OSSE - Adult	●	●	●	●	●	●	●	●	●	\$1.4K
WIC - Workforce Intermediary	●	●	●	●	●	●	●	●	●	\$3.1K
DHS - TANF Employment	●	●	●	●	●	●	●	●	●	\$1.7K
DOES - Career Connections	●	●	●	●	●	●	●	●	●	\$4.7K
DOES - TEP	●	●	●	●	●	●	●	●	●	\$8.8K
DBH - Evidence Based	●	●	●	●	●	●	●	●	●	\$1.8K
UDC - CC	●	●	●	●	●	●	●	●	●	\$3K*
DOES - Trade Adjustment	●	●	●	●	●	●	●	●	●	\$8.3K
DOES - SCSEP	●	●	●	●	●	●	●	●	●	\$8.8K*
DOES - SYEP	●	●	●	●	●	●	●	●	●	\$1.7K*

Offered
● No
● Yes

*This program indicated no vendor spend. This figure indicates program budget divided by program participants.

Different agencies contract with the same vendor for workforce services



Duplicate Vendors

	FY16 Enrollment	FY16 Spending	
Anchor Mental Health	235	428,438	DBH, DDS
AYT Institute	24	101,800	DDS, DOES
Building & Construction Tra..	28	85,750	DOES, DOES
Byte Back	120	1,095,037	DHS, OSSE
Clarke Concrete, LLC	18	53,600	DOES, DOES
Community Connections	174	339,580	DBH, DDS
Contemporary Family Servi..	213	545,903	DBH, DDS, DOES
DC Central Kitchen	110	635,341	DHS, WIC
Deaf Reach	13	5,312	DBH, DDS
Dynamic Concepts, Inc.	44	365,544	DOES, DOES
Gallaudet University	175	505,462	DDS, DOES
Green Door	211	395,471	DBH, DDS
Latin American Youth Cente..	56	312,411	DHS, DOES, DOES
Mid-Atlantic Carpenter's Tra..	14	47,200	DOES, DOES
Opportunities Industrial	138	959,994	DOES, DOES, OSSE
Psychiatric Centered Charte..	117	198,327	DBH, DDS
Technical Learning Center	10	45,012	DDS, DOES
UDC	414	2,954,216	DDS, DHS
VMT Education Center	8	22,193	DDS, DOES
YWCA	39	297,077	DHS, DOES

The District has 317 contracts or agreements with workforce vendors.

Some of these are duplicates with the same vendor.

**List of duplicate vendors may not be exhaustive.*

Performance Measures Collected by Agencies Vary Making a Comprehensive Look at the Workforce System Challenging



Agency	Completion Rate	Employment - 6 Months	Employment - 12 Months	Wages - 6 Months	Wages - 12 Months	Other Performance Measures
OSSE - Adult*	●	●	●	●	●	●
DDS - Voc Rehab*	●	●	●	●	●	●
DOES - LEAP	●	●	●	●	●	●
DOES - AIC*	●	●	●	●	●	●
DOES - TEP	●	●	●	●	●	●
DOES - Pre-Apprenticeship	●	●	●	●	●	●
DOES - Trade Adjustment*	●	●	●	●	●	●
DOES - Year Round*	●	●	●	●	●	●
DHS - TANF Employment	●	●	●	●	●	●
DHS - SNAP E&T	●	●	●	●	●	●
UDC - CC*	●	●	●	●	●	●
DOES - Career Connections	●	●	●	●	●	●
WIC - Workforce Intermediary	●	●	●	●	●	●
DBH - Evidence Based	●	●	●	●	●	●
DOES - RESEA*	●	●	●	●	●	●
DOES - SCSEP	●	●	●	●	●	●
DOES - SYEP	●	●	●	●	●	●

Captured

- N/A
- No
- Yes

An asterisk (*) identifies those programs receiving funding tied to the Workforce Innovation and Opportunity Act (WIOA) and will be required to collect these measures beginning on July 1, 2017 – except Wages - 12 months

How are we performing?



Measures	WIOA Benchmark	District Programs
Credentials/ certificates achieved	54% of adults (Title I & III) 50% of youth (Title I & III) 95% achieve HS Diploma or GED (Title II)	Outcomes range from 64%-74% (Title I & III) 88% achieved HS Diploma or GED (Title II)
Hiring/placements for completers	62% of adults (Title I & III) 51% of youth (Title I & III) 75% of adults (Title II) 650 (Title IV) (City Measures)	Outcomes range from 20%-70% (Title I, III & DHS) 43% of adults (Title II) 623 (Title IV) (City Measures)
Retention rates (keeping the job)	68% of adults (Title I & III) 46% of youth (Title I & III) 95% of adults (Title II)	Outcomes range from 55%-90% (Title I, III & DHS) 95% of adults (Title II)

Sample Vendor Scorecards

Filter Results Edit Search

240 Results [SHARE](#)

SORT: [dropdown]

PAGE: 1 2 3 4 5 6 > >>

ABC Job Training

Washington, DC

★ ★ ★

Metric	Value
Completion Rate	94%
Credentials Earned	18%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

DEFGHI Job Training

Washington, DC

★ ★ ★ ★

Metric	Value
Completion Rate	55%
Credentials Earned	35%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

JKL Job Training

Washington, DC

★ ★ ★ ★

Metric	Value
Completion Rate	100%
Credentials Earned	67%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

MNO Job Training

Washington, DC

★ ★ ★ ★ ★

Metric	Value
Completion Rate	100%
Credentials Earned	67%
Customer Survey	100%

Average of all providers

[VIEW MORE DETAILS >](#)

ABC Job Training

*SAMPLE VENDOR SCORECARD

123 North Dakota Ave, SW
Washington, DC 12345

www.abcjobtraining.com

Insert a description of vendor here. This is placeholder text and will be filled in with information about actual vendor.

Overall Rating:



(3 out of 5 Stars)

Population(s) Served



Adults

Occupation Type



Electrician

Credential(s) Earned



Electrician I Certificate

Program Cost



\$500/person

Completion Time



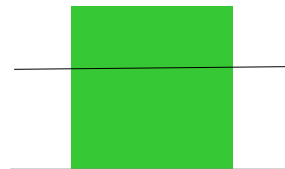
12 months (avg)

Completion Rate



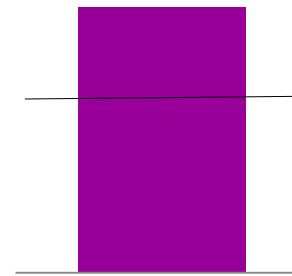
95%

Gained Unsubsidized Employment Six (6) Months After Training



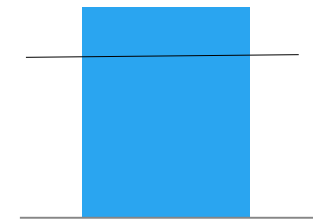
18%

Increase in Average Wages Six (6) Months After Training



100%

Customer Satisfaction Survey (Average Rating)



76%

** Please note, this is a sample scorecard. Further collaboration among agency partners and external stakeholders will happen prior to finalization.*



Vendor Scorecard Implementation Questions

- Where does implementation funding come from?
- Who will be the owner agency?
- What does performance look like for local programs?
- What is the implementation timeline?
- What does vendor technical assistance look like?
- What barriers do agencies foresee in collecting data?
- How will implementation impact agencies businesses processes/new and existing contracts?

Other System Challenges



- ❑ The intake and assessment process is different across agencies
- ❑ The universe of training/service providers is not maintained in a central repository
- ❑ How we collect information on vendor performance is not uniform across the district
 - ❑ Different outcomes for different customers
 - ❑ No standardized performance measures
- ❑ Vendor “success” is defined differently across agencies
- ❑ Cross agency coordination
 - ❑ Participant could have multiple work plans/development plans
 - ❑ Agencies also lack uniform definitions ("Case management", "hard to serve", "barriers" etc.)
 - ❑ Low visibility into vendor contracts with multiple agencies
- ❑ There is competition among all agencies for a finite number of jobs for the same customer pool



Recommendations



WIOA Specific

- ❑ Vendor Scorecard
 - ❑ Needs to be granular to the presenting circumstance of each respective customer.
 - ❑ Will be developed in collaboration with participating agencies and stakeholders
- ❑ Joint Performance Measures, Negotiated Metrics
- ❑ *Joint Contracting/Grant-making
- ❑ *Uniform Intake and Assessment
 - ❑ *Data-Vault
- ❑ Coordinated Case-Management Across District
 - ❑ Technology integration

Agency Specific

- ❑ Applied Research Projects:
 - ❑ Are we spending funds appropriately to reach the right and most vulnerable population
 - ❑ Return on Investment
 - ❑ Automation and the unskilled job market
- ❑ District-Wide Master Vendor List

** Indicates an item is currently underway*





APPENDIX



Workforce Contracting Vehicles



	Human Care Agreement	Grants (Competitive, Formula, Continuation)	Memorandum of Understanding	Fee for Service
DBH	X	X	X	X
DDS	X	X	X	X
DHS	X	X	X	
DOES	X		X	
OSSE	X	X	X	
UDC-CC				X
WIC		X		



Draft Vendor Scorecard Elements

DRAFT - Vendor ScoreCard		Details
Vendor Name	ABC Job Training	Can compare multiple vendors in similar programs
Address	123 North Dakota Ave, SW	
Occupation Type	Electrician	Broad Occupational Type
Program Name	Basic Electricity	
Population(s) Served	Adults	Will be a searchable/filterable field
Credentials Earned	Electrician I Certificate	Will be categorized by different topics
Minimum qualifications to enroll	None	successful
Reporting Time Period (Reflected in Dashboard Below):	9/2015-8/2016	
Program Cost	\$500	Cost of participant; will vary depending on subsidies available
Participants		
Number of Participants enrolled between [DATES]	465	Participants enrolled in the past year
% of Participants who completed program between [DATES]	95%	Indicates graduation rate
Maximum number of participants in a class	100	Maximum class size
Minimum Time to Completion	6 months	Minimum time to complete course
Avg Time to Completion	12 months	Average time that students require to complete course
Impact on Students		
Average participant earnings preprogram	\$540/week	Prior to enrolling in the program, what weekly salary was participant earning?
Average participant earnings 6 months after completion	\$700/week	participant earning? (Does not include those who didn't complete the program)
Average participant earnings 1 year after completion	\$650/week	12 months after program completion, what weekly salary was participant earning? (Does not include those who didn't complete the program)
Change in earnings after 1 year	\$110/week	12 months after program completion, how much did weekly salary change from pre-program earnings? (Does not include those who didn't complete the program)
% of participants receiving government assistance within 6 months prior to program	56%	Internal data only
% of participants receiving government assistance within 6 months after program completion	42%	Internal data only
Customer Satisfaction		
		Need to develop standard customer service survey
% of participants who would recommend course to a friend	76%	Results of customer satisfaction survey completed within 2 weeks of program completion
% of participants who indicated course had a positive impact on career	53%	Results of customer satisfaction survey completed within 2 weeks of program completion
Other Results of Common Survey Instrument		
Additional Information		
Participant Demographics	65% African American; 25% White; 5% Latino;	
Childcare Available?	No	Will be a searchable/filterable field
Metro Accessible?	Within 1 mile of Branch Avenue Station	Will be a searchable/filterable field



Performance Metrics – DOES

		Timeframe	ETA Negotiated Standard	District's Performance	% of Standard Achieved	Calculation Basis	ETA Negotiated Standard
Performance Measure							
Entered Employment Rate	Adults	10/01/14-09/30/15	62%	69.0%	111.3%	258/374	62%
	Dislocated Workers	10/01/14-09/30/15	63%	69.2%	109.8%	126/182	63%
	Labor Exchange	10/01/14-09/30/15	56%	49.8%	88.9%	45,419/91,254	56%
Employment Retention Rate	Adults	04/01/14-03/31/15	79%	86.9%	110.0%	186/214	79%
	Dislocated Workers	04/01/14-03/31/15	84%	90.5%	107.7%	19/21	84%
	Labor Exchange	04/01/14-03/31/15	79%	80.20%	101.50%	43,352/54,046	79%
Average Earnings	Adults	04/01/14-03/31/15	\$13,550	\$ 12,557.23	92.7%	\$2,210,072/176	\$13,550
	Dislocated Workers	04/01/14-03/31/15	\$17,750	\$ 18,285.88	106.3%	\$310,860/17	\$17,750
	Labor Exchange	04/01/14-03/31/15	\$18,000	\$ 16,369.90	90.9%	\$709,668,117/43,352	\$18,000
Youth Attainment of Degree or Certificate		10/01/14-09/30/15	34%	74.2%	103.0%	66/89	34%
Youth Placement in Employment or Education		10/01/14-09/30/15	64%	64.4%	100.6%	56/87	64%
Youth Literacy/Numeracy Gains		07/01/15-06/30/16	58%	0.0%	0.0%	0/3	58%



Performance Metrics – DHS

TEP Provider	Unique Customers Served >1 Day by TEP during FY16 Denominator for 2-5	Education/Training				Employment, Earning and Job Retention									
		All Education Enrollments Reported		Education/Training Completed/Approved		All Employment Placements Reported		Customers Earning Living Wage		6 Month Retention Rate			Customers who Met Requirements while Retaining Employment through 6 Months		
		Number	Rate (per 1,000 Customers)	Number	Rate (per 1,000 Customers)	Number	Percent	Number	Percent of total employed	Total Hired (Jan-Jun)	Retained >=6 Months	Retention Rate	Total Employments Retained	Retention per Month	Percent of Retention
America Works	1858	127	0.68	25	0.13	448	24%	87	19%	223	130	58%	1105	92	21%
	1137	48	0.04			283	25%	83	29%	138	75	54%	762	64	22%
	2995	175	0.06			731	24%	170	23%	361	205	57%	1867	156	21%
Career Team	1340	91	0.07	33	0.25	242	18%	56	23%	142	92	65%	679	57	23%
	1271	41	0.03			245	19%	86	35%	130	82	63%	906	76	31%
	2611	132	0.05			487	19%	142	29%	272	174	64%	1585	132	27%
Grant Associates	2273	139	0.06	43	0.19	482	21%	81	17%	264	141	53%	1312	109	23%
	2273	139	0.06			482	21%	81	17%	264	141	53%	1312	109	23%
KRA	1413	362	0.26	219	1.55	369	26%	67	18%	189	91	48%	711	59	16%
	945	20	0.02			297	31%	73	25%	150	77	51%	938	78	26%
	2358	382	0.16			666	28%	140	21%	339	168	50%	1649	137	21%
Maximus	1549	231	0.15	201	1.30	239	15%	46	19%	122	64	52%	942	79	33%
	1319	37	0.03			195	15%	63	32%	99	70	71%	825	69	35%
	2868	268	0.09			434	15%	109	25%	221	134	61%	1767	147	34%
OIC DC	664	322	0.48	27	0.41	122	18%	23	19%	61	33	54%	197	16	13%
	664	322	0.48			122	18%	23	19%	61	33	54%	197	16	13%
Total	9097	1272	0.14	548	0.06	1902	21%	360	19%	1001	551	55%	4946	412	22%
	4672	146	0.03			1020	22%	305	30%	517	304	59%	3431	286	28%
	13769	1418	0.10			2922	21%	665	23%	1518	855	56%	8377	698	24%



Performance Metrics - DDS

PROVIDERS: Evidence Based Supported Employment (EBSE)	Total # of Referral Clients for JP from FY15 (carry-over)	Total # of Referral Clients for JP for FY16	Total # of Cases for FY15 carry-over and FY16	Total # of Cases Returned to RSA in FY16 (Attrition)	Total # of Active Cases	Total # of Clients Placed for JP in FY16	Placement Rate for FY16	Ave # of Days for Placement FY16	Total # of 26 Closures Q-4	Total of 26 Closures FY 16	Aver. Hours Worked Q-4	Aver.hours worked FY16	Aver. Hourly Pay Q-4	Aver. Hourly Pay FY 16
ANCHOR MENTAL HEALTH	0	65	65	0	65	25	38.46%	52.52	0.00	1	0	20	0	\$15.08
Community Connections	24	69	93	4	89	47	52.81%	77.17	9.00	24	26	29	\$11.89	\$11.00
Contemporary Family Services	3	57	60	1	59	28	47.46%	37.14	18.00	18	31	31	\$12.91	\$12.91
DEAFREACH	0	5	5	0	5	1	20.00%	111.00	0.00	0	0	0	0	0
GREEN DOOR	0	46	46	0	46	11	23.91%	48.18	5.00	5	28	28	\$9.80	\$9.80
MBI HEALTH SERVICES, LLC	0	24	24	4	20	8	40.00%	84.38	0.00	0	0	0	\$0.00	\$0.00
Pathways to Housing	5	15	20	1	19	9	47.37%	100.89	1.00	2	25	25	\$10.50	\$11.00
PSI Services LLC	0	1	1	0	1	0	21.88%	44.57	0.00	0	0	0	\$0.00	\$0.00
PSYCHIATRIC CENTER CHARTERED	0	23	23	1	22	7	0.00%	0.00	1.00	4	33	35	\$14.31	\$14.48
Psychiatric Rehab Services	0	32	32	0	32	7	31.82%	36.57	1.00	3	20	21.5	\$10.50	\$10.87
TOTAL	32	337	369	11	358	143	39.94%	59.24	35	57	27	31.66	\$11.66	\$14.16

Performance Metrics – OSSE



NRS Measure	2015-16 Approved	2015-16 Actual	2015-16 Survey Response
Entered Employment	75%	44%	77%
Retained Employment	95%	95%	86%
Obtained GED or Secondary Diploma	95%	88%	57%
Entered Postsecondary Education or Training	67%	31%	81%
Entered Postsecondary Education or Training – Prior Program Year	N/A	26%	82%



Performance Metrics – DBH

- DBH uses the Supported Employment Fidelity Scale, to assess the quality of a vendor’s staffing, organization, and employment services

Staffing		
1.	Caseload size	Score:
2.	Employment services staff	Score:
3.	Vocational generalists	Score:
Organization		
1.	Integration of rehabilitation with mental health thru team assignment	Score:
2.	Integration of rehabilitation with mental health thru frequent team member contact	Score:
3.	Collaboration between employment specialists and Vocational Rehabilitation counselors	Score:
4.	Vocational unit	Score:
5.	Role of employment supervisor	Score:
6.	Zero exclusion criteria	Score:
7.	Agency focus on competitive employment	Score:
8.	Executive team support for SE	Score:
Services		
1.	Work incentives planning	Score:
2.	Disclosure	Score:
3.	Ongoing, work-based vocational assessment	Score:
4.	Rapid search for competitive job	Score:
5.	Individualized job search	Score:
6.	Job development—Frequent employer contact	Score:
7.	Job development—Quality of employer contact	Score:
8.	Diversity of job types	Score:
9.	Diversity of employers	Score:
10.	Competitive jobs	Score:
11.	Individualized follow-along supports	Score:
12.	Time-unlimited follow-along supports	Score:
13.	Community-based services	Score:
14.	Assertive engagement and outreach by integrated treatment team	Score:
Total:		

Vendor Scores	
Green Door	99
PCC	89
Anchor	101
Community Connections	114
Pathways	110
Deaf Reach	89
PRS	112
PSI	108
Contemporary Family Services	106

115 – 125	= Exemplary Fidelity
100 - 114	= Good Fidelity
74 – 99	= Fair Fidelity
73 and below	= Not Supported Employment



Performance Metrics – WIC

Program Performance Measures	DC Central Kitchen		AFL-CIO Community Services Agency		AFL-CIO Community Services Agency Condensed Service Training		Collaborative Solutions for Communities	
	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes	FY16 Negotiated Targets	FY16 Actual Outcomes
Number of Participants Enrolled	80	80	70	67	30	30	120	165
Number of Credentials Received (Tracking Only)	Not Applicable/No Target Set	43	Not Applicable/No Target Set	50	Not Applicable/No Target Set	21		Not Applicable/Not a Measure
Percentage of Participants Graduated (Tracking Only)	Not Applicable/No Target Set	55%	Not Applicable/No Target Set	72%	Not Applicable/No Target Set	21%		Not Applicable/Not a Measure
Number of Participants obtained Employment of those that successfully completed the program	Not Applicable/No Target Set	31	Not Applicable/No Target Set	47	Not Applicable/No Target Set	Not Applicable/Not a Measure		Not Applicable/Not a Measure
Number of returning individuals in the program		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	62
Number of “New” Participants enrolled in the program		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	123
Percentage of Participants still Employed for at least 3-6 consecutive quarters		Not Applicable/Not a Measure		Not Applicable/Not a Measure		Not Applicable/Not a Measure	Not Applicable/No Target Set	82%
Wage Rate of Participant (Average) rate earned/base rate	\$13.00	\$12.04	Not Applicable/No Target Set	\$15.00	Not Applicable/No Target Set	Not Applicable/Not a Measure	\$13.80	\$15.90

Performance Metrics – UDC



- No performance metrics submitted



Definition of Acronyms

- DOES AJC – American Job Center
- DOES LEAP – Learn Earn and Program
- DOES RESEA – Reemployment Services and Eligibility Assessment
- DOES SCSEP – Senior Community Service Program
- DHS SNAP E&T – Supplemental Nutrition Assistance Program
Employment & Training
- DOES SYEP – Summer Youth Employment Program
- DHS TANF Emp. Pro – Temporary Assistance for Need Families
Employment Program
- DOES Temp. Emp. Pro – Temporary Employment Program
- UDC CC – University of the District of Columbia – Community
College
- WIOA – Workforce Innovation and Opportunity Act