Workforce development hardly exists in a vacuum. There are many factors along the way that help determine whether a worker will realize his or her economic potential – ranging from adult basic education to childcare to housing.

While specialization within each of these separate municipal systems can enhance the quality of services, this needn’t be isolated from one another. Systems alignment brings networks together for a common purpose, creating a deliberate synergy that can bolster workforce development outcomes.

Systems Alignment, the second issue of the U.S. Conference of Mayors Workforce Development Council Best Practices Committee’s quarterly publication, showcases how workforce systems have successfully aligned with other municipal systems for positive change.

Please be on the lookout for the USCM WDC Best Practices Committee’s next call for submissions.

For more information on the USCM WDC, please visit our website at: www.uscmwdc.org. If you have any questions regarding the Best Practices Committee, please contact Megan Judge, mjudge@usmayors.org, (202) 861-6735.
Continuity of child care is a critical factor in early development and can be a challenge for the whole family. The Continuity of Care program serves as a temporary bridge for families who face disruption of child care and families who initially do not meet the federal CCDF funding requirements.

**PRIMARY FOCUS**
It is crucial to get the backing of local governments, public and private entities whose mission is to provide support for families and children while actively working to improve outcomes and increase wages in the community. The dual generation approach allows the community to serve the complete family while promoting family self-sufficiency and increasing the family capacity to gain or maintain earnings as well as ensuring positive long-term outcomes in future academic and social success for the children.

In 2014, we piloted the program in Travis County with a $500,000 investment. With a proven track record and growing demand in our community, the City of Austin began co-investing the following year. Workforce Solutions Capital Area, local governments and community partners have worked for several years to develop and strengthen a plan that allows our community to pool our resources, avoid duplication of services and establish a dual-generation approach to service the full family in our region.

**PROGRAM INFORMATION/OUTCOMES**
Workforce Solutions Capital Area quantifies the benefits of participation in the Continuity of Care program by comparing wages pre- and post-enrollment in the program or termination from CCDF. Continuity of Care clients have seen a cumulative increase in earnings while participants simply terminated from CCDF have seen a cumulative decrease in earnings following termination.

In addition to a measurable boost in wages, families participating in the Continuity of Care program have been granted access to quality child care. Rather than having to worry about arranging for child care, parents could focus on maintaining current employment, finding new employment and/or continuing their education while trusting their children were cared for and being prepared to be “school ready.”

In the last 16 months (January 2017 – April 2018), the Continuity of Care program has helped place 260 children in high-quality child care programs while removing the significant child care barrier for low-income parents seeking to continue their education and find or maintain employment.

**ADDITIONAL INFORMATION**
Staff Contact: Tiffany Daniels, Director of Communications and Community Engagement, Workforce Solutions Capital Area, Austin, TX, tiffany.daniels@wfscapitalarea.com.

CareerSource Brevard (CSB) and Adult Basic Education acknowledge that students invest lots of time into earning their GED, but that is only half of the battle when it comes to life after completion. Students have to consider their future career interests, potential additional training and the career pathways involved.

**PRIMARY FOCUS**
CSB has partnered with Adult Basic Education to implement training that allows students to earn their GED and an in-demand certification simultaneously. These certifications provide hands-on experience and bridge the gap between obtaining a GED and gaining employment. Certification programs include Microsoft Office, Certified Production Technician (CPT), Computer Numerical Control (CNC), Medical Assistant and Soldering. Short-term continuing education certificate programs are available to students who are enrolled with ABE, as well as students active in the CSB caseload.

**PROGRAM INFORMATION/OUTCOMES**
In 2017, CSB sponsored four students for the CPT course. In 2018, CSB sponsored the following; two students for the CNC course resulting in an HK certification, two students in the Soldering training program, and two students in the Nursing Assistant training program.

**ADDITIONAL INFORMATION**
Staff Contact: Marci Murphy, President, CareerSource Brevard, Rockledge mmurphy@careersourcebrevard.com.

Through this partnership, a cross-referral process has been developed. CSB is able to refer clients to the certification programs (providing funding support), and Adult Basic Education is renting space within CSB’s centers to conduct these courses. The partnership also provides a collaborative environment for workforce and education to work together to ensure curriculum and courses are up-to-date with industry demands. 
One of the initial challenges for the Boston Bridge was to enroll students. However, systems alignment has helped in this regard. The Mayor’s Office of Workforce Development has been successful in aligning with community college admissions offices to identify eligible students. Another program partner crucial to outreach has been Success Boston, a college coaching program created with the express goal of increasing college completion rates among BPS students. In their one-on-one mentoring relationships with students, Success Boston coaches have been able to explain the Boston Bridge to potential applicants and encourage their participation.

**PROGRAM INFORMATION/OUTCOMES**

The Boston Bridge enrolled 34 students in its pilot year. Thanks to the coordination of city and state agencies, schools, and other stakeholders, these students will have the rare opportunity to pursue a bachelor’s degree free of tuition or mandatory fees. The City of Boston and the Commonwealth of Massachusetts continue to work together to increase enrollment and extend these benefits to more Boston residents.

**ADDITIONAL INFORMATION**

For more information on the Boston Bridge, see this blog post or the Tuition-Free Community College webpage. Staff Contact: Katie Liesener, Communications Manager, Mayor’s Office of Workforce Development, Boston, katie.liesener@boston.gov.

Since July 2014, the Chicago Cook Workforce Partnership (The Partnership) and the Chicago Housing Authority (CHA) have partnered to provide digital literacy and workforce services to public housing residents and housing choice voucher holders through our American Job Centers.

**PRIMARY FOCUS**

Instead of building an in-house program, the CHA recognized the institutional expertise of the public workforce system, and instead chose to make a $400,000 annual investment in The Partnership to provide tailored recruitment to public housing job-seekers and funding for two specialized career coaches and two digital literacy instructors. Due to the working relationships that were built out of this partnership, the two organizations collaborated on HUD’s Job Plus program, a national competitive grant opportunity, and were awarded a grant that brought an additional $1 million workforce investment to create a workforce development program in Altgeld Gardens, a public housing project located on the far south side of Chicago in 2015. Both programs are still in operation.

**PROGRAM INFORMATION/OUTCOMES**

Snapshot 7/1/17-12/31-17:
- 47 placed in jobs or post-secondary education
- 83 participants in digital literacy
- 363 enrolled in services
- 502 self-identified CHA residents

**ADDITIONAL INFORMATION**

Staff Contact: Amanda Cage, Chief Program Officer, Chicago Cook Workforce Partnership, ACage@workforceboard.org.
Through $10 million of in-kind funding, the Mayor’s Workforce Development Board revitalized an outdated school, Randolph Career Technical Education Center, in partnership with both the City of Detroit and Detroit Public Schools Community District (DPSCD).

**PRIMARY FOCUS**
The goal of the revitalization of the Randolph Career Technical Education Center was to create a leading state-of-the-art facility for skilled trades, prepare students for jobs upon graduation, and increase overall school enrollment. Renovations were completed in August 2017. Fall 2017 enrollment exceeded capacity at 305 students versus the prior year enrollment of 80 students. Current high school students entering grades 10-12 are eligible to enroll in the half-day program in the morning or afternoon. Additionally, the upgraded facility was extended to adults for the same classes during the evening.

Major classroom course renovations included carpentry, masonry, plumbing & piping, HVAC, computer-aided design (CAD), heavy equipment simulation, and entrepreneurship. Jobs in these skill trades are currently in high demand in Detroit. Students are learning from local unions and construction contractors, with the potential for paid internships while in school and apprenticeship programs upon graduation. Students gain hands-on experience for careers where entry-level positions range from $13-$22/hour. Experienced journeymen can grow to earn over $30/hour.

Collaboration, partnership, and understanding the needs and goals of the community, schools and businesses were at the heart of the program’s success. There was tremendous value and opportunity for all partners, and managing the focus on developing skills to immediately move students into good paying jobs or the next apprentice phase was vital. Developing an MOU provided the structure for corporate and philanthropic funders to invest in the school district during a time of uncertainty before we welcomed a new superintendent. Additionally, adding industry experts to the classroom and adding career exposure events helped students get more excited about career opportunities and really see what a future in the trades could look like.

**PROGRAM INFORMATION/OUTCOMES**
Outcomes:
- Randolph had an increase in enrollment from 80 students Fall 2016, to 310 students, Fall 2017; 
- Created training slots for 300 adults in 2018 across a number of trades; 
- Added electrical program for high school students. This was in high demand, and the school did not have a prior electrical program; 
- Added relevant industry-specific insights to each program curriculum to help students align real expectations with job demands; and 
- Directly connected students with labor and employer leaders for hands-on experience and a direct pipeline to job opportunities.

**ADDITIONAL INFORMATION**
Staff Contact: Jeff Donofrio, Executive Director, Detroit Workforce Development Board, Detroit, MI. donofrioj@detroitmi.gov.

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**EAST ORANGE, NJ**

**YOUTH CAREER AND WORKFORCE INITIATIVE**

The City of East Orange, Mayor’s Office of Employment and Training (MOET) Summer Work Experience Program (SWEP) provides youth with opportunities for career exploration and development. For most participants, SWEP is their first job. Participants may work 15 to 20 hours a week for six weeks.

**PRIMARY FOCUS**
The program places youth ages 14 to 25 into a work setting, college internship, or entrepreneurial training activities to help them improve their employability skills and learn the value of earning money independently. In the process, the program incorporates financial literacy and other valuable information to help youth foster habits that will increase their chances for financial stability in adulthood.

The East Orange MOET has established a partnership with the local Essex County Youth Program/Resource Center located in East Orange, New Jersey. It consists of critical workforce guidelines established by the Essex County Workforce Investment Board and the New Jersey Department of Labor and Workforce Development. The Youth Resource Center (YRC) is a year-round program and serves as a mini One Stop for youth ages 16-24 years old that are eligible under the WIOA requirements for education and employment services.

**PROGRAM INFORMATION/OUTCOMES**
Many SWEP participants are over the age of 17 and will soon graduate high school. Many are undecided about attending college and may seek immediate employment. By leveraging services between the EO MOET and the Essex County Youth Program/Resource Center, SWEP participants that are identified will be assessed and evaluated for any barriers to employment that they may be experiencing. Together the Career and Workforce Developers and the participant will develop a comprehensive responsibility plan that will strive toward the provision of:
- Work Readiness & Job Development
- High School Proficiency Testing and TABE Testing
- Resume Writing and Interviewing Skills
- Life Skills Training & Basic Skills Development
- Counseling Services
- Vocational Training Opportunities (WIOA Youth/Adult Program Elements).

East Orange’s leadership is committed to youth-to-adult career pathways initiatives for residents that seek self-sufficiency and to addressing the systemic issue of “under skilled” residents seeking quality employment with competitive wages. MOET continues to advocate community partnerships and seek supportive funding sources to train eligible at-risk and unemployed youth. By doing so, we can change young people’s lives and help propel economies.

**ADDITIONAL INFORMATION**
Staff Contact: LaDonna Johns, ESQ, Director, Mayor’s Office of Employment & Training, East Orange, New Jersey. LaDonna.Johns@eastorange-nj.gov.
Workforce Solutions Borderplex (WSB) partnered with the CompTIA Cyber-Security Technology program to certify transitioning soldiers, veterans, and military spouses in five of the most coveted industry-recognized IT certifications in the tech industry, placing them in higher-paying cyber-security jobs.

**PRIMARY FOCUS**
CompTIA students attended a full-day, 12-week accelerated training program. Candidates earned certifications in IT fundamentals, A+, Network+, Security+, and CSA+. The goal of the first CompTIA cohort was to certify 15 students and 13 received all 5 certifications, with 2 pending final certifications.

This course not only served to provide the students with an invaluable series of powerful certifications, but also served a vital transitional role that enabled the students to comfortably segue way from military to civilian life, in a comfortable environment with like-minded colleagues.

To gain entrance into the program, candidates underwent a rigorous screening process to select 15 students from approximately 189 applications. Candidates took a complex IT assessment and were interviewed to ensure they had the necessary basic IT knowledge, experience, and understanding of “cyber-security” jobs. They were then selected based upon their test score and interview rankings. Once selected, candidates signed a written commitment to not miss more than 3 classes during the program, present written approval from their Army garrison, and complete the course.

The veterans brought an impressive, disciplined approach to classroom learning, and the students also taught one another and their instructor adaptable terminology that was applicable to both the military roles the veterans were leaving behind as well as to the new cyber-security roles these students were being trained towards, using verbiage such as protect, advance, or pivot.

**PROGRAM INFORMATION/OUTCOMES**
The goal of the highly innovative CompTIA Cyber-Security Technology certification program was for graduates to be placed in high-paying cyber-security jobs, and we’ve seen impactful results from the two cohort groups we’ve hosted. The first cohort was so successful that we’ve already launched and completed a second cohort this year with 13 graduates. Results from the first cohort indicate a 500% return on investment.

Each student has been job placed, and the group has an average starting salary of $55,000. The second cohort of 13 students completed their training program in April and are considering various job offers while they await their release from military service. We anticipate receiving the same, if not better, job placement and starting salaries for that cohort. WSB is working to replicate this model of accelerated training in high-demand occupations, including the manufacturing and logistics fields.

**ADDITIONAL INFORMATION**
Staff Contact: Joyce Wilson, CEO, Workforce Solutions Borderplex, El Paso, TX, joyce.wilson@borderplexjobs.com.
Alignment of our workforce system with our community college has resulted in effective systems that directly address employer needs in our community. Together we have impacted the skills of both incumbent workers and new hires through several employer-driven projects. One such project is the Aerospace Manufacturing Training Program (AMTP). This training program, created by the DFW Regional Aerospace Consortium* (organized and managed by WSTC) and taught by Tarrant County College, is producing a pipeline of workers with the basic qualifications and skills needed to enter the aerospace manufacturing industry.

**PROGRAM INFORMATION/OUTCOMES**

So far, we have conducted two six-week sessions with 16 students completing the course. The first three students are now employed with Lockheed Martin, eleven students are scheduled to begin the hiring process at Lockheed Martin, and other students are receiving job offers from other companies in aerospace and aviation. Daytime and evening classes will be ongoing.

In the example above, we have developed a process by which our local untapped talent pool is afforded the opportunity to work in great paying jobs in one of our major industries and at the same time have addressed an industry need.

Our systems alignment with the community college system allows us to ensure that reasonably priced training for demand skills is available to the WIOA system as needed, that processes are in place to upgrade the skills of new and incumbent workers to the specifications of employers, that adult education and literacy are integrated with demand skills training for better employment outcomes, and that partners can be called upon at any time to brainstorm and develop innovation.

**ADDITIONAL INFORMATION**

Staff Contact: Judy McDonald, Executive Director, Workforce Solutions for Tarrant County (WSTC), Fort Worth
The Collective Impact Initiative is a collaborative of community leaders and employers working together to improve the Far Eastside of Indianapolis by delivering residents access to Adult Basic Education, career, employment, and wrap-around services.

**PRIMARY FOCUS**
The private, public, and city partnerships woven together to create this collective are what truly make this initiative unique. Partners include workforce, education, philanthropic and area employers. This collective draws Adult Basic Education students into training programs and employment assistance because of the local employer partners and potential they provide. However, training and education participants find themselves not only employed, but also achieving foundational and career skills as well as attaining high school equivalency.

The Far Eastside of Indianapolis is a high-priority area for Mayor Joe Hogsett and EmployIndy due to high levels of multi-generational poverty and low levels of employment and educational attainment. This neighborhood presently has a 15% unemployment rate, while all of Marion County has a rate of 6.4%.

The Collective Impact Initiative Council (CII) was launched to ensure all families on the Far Eastside are educationally successful and economically secure. With the support of the CII Council, EmployIndy has championed the following work:

**Mock Interview Day:** An event put on by EmployIndy, Starbucks, and three area employers at a local career center to offer resume reviews and mock interviews.

**The Re-Engagement Center:** A program which co-locates with the Boys and Girls Club and uses sports and recreation as a hook to get the attention of youth and young adults detached from either education or employment. Once we’ve created a relationship with these kids, we will offer them career training and education as well as barrier-busting wrap-around services.

**Employer Engagement:** Council members are working together to find ways to reach out to more local employers to help Far Eastside residents get good and promising jobs.

**PROGRAM INFORMATION/OUTCOMES**
The Far Eastside Collective Impact Initiative committee meets monthly with representatives from 18 different organizations. Three subcommittees also meet monthly and include Healthcare, Childcare, and Education – which is led by EmployIndy’s Chief Operating Officer Marie Mackintosh, the committee chair.

EmployIndy’s presence has increased engagement of youth, un- and underemployed adults, and employers. The Re-Engagement Center is set to open in June of 2018, and there are already plans to replicate this model in another area of the Far Eastside as well as the near North Westside of Indianapolis. In the first year of the pilot model, we anticipate recruiting 100 participants and foresee at least half of them completing training and achieving a high school equivalency degree or career certification.

Additionally, due to the success and great feedback of the Far Eastside mock interviews, another event has been planned with other partners at Walker Career Center to focus solely on healthcare jobs.

**ADDITIONAL INFORMATION**
Staff Contact: Angela Carr Klitzsch, President & CEO, EmployIndy, Indianapolis, acarrklitzsch@EmployIndy.org.
The Full Employment Council (FEC), Managing Entity/Fiscal Agent for the Kansas City & Vicinity and the Eastern Jackson County Workforce Development Boards, has partnered with four local school districts to transition young adults ages 16-24 directly into career skills training, on-the-job training, and internships. Together, we work with high school drop-outs as well as in-school youth to provide academics that are contextualized through target industry trade. Funding is provided to the school districts by the respective boards to provide HiSET instruction and career preparation training.

**PRIMARY FOCUS**
This regional collaboration ensures that all young adults in the Greater Kansas City area have access to short-term training opportunities that result in comprehensive career pathways.

- Blue Springs School District offers HiSET/career preparation training and enrolls students who are interested into WIOA.
- Independence School District also offers HiSET training and enrolls students into skills-training through the WIOA program. This relationship has expanded to serve young adults in the Kansas City region that were without HiSET training classes in their 200-block area. Enrollment was so high that an evening class was added.
- The Kansas City Public School District partnered for the Middle College Program that offers HiSET training at the local community college, so that the youth can transition to short-term training and higher education seamlessly. They are awarded a diploma from the school district.
- The Hickman Mills School District partnered with the University of Central Missouri (UCM) to offer in-school youth the opportunity to achieve concurrent credentials. Forklift training and OSHA certification was offered on the Hickman Mills campus after school and on Saturdays by UCM.

This collaboration offers young adults options to attain high school equivalency credentials and clear pathways to high-paying, in-demand occupations through classroom and paid on-the-job training. The result is a skilled workforce participant without the debt of college loans and accelerated onto a career pathway.

**PROGRAM INFORMATION/OUTCOMES**
23 young adults have been able to attain their HiSET over the last year through these programs. Four young adults graduated from High School and the Forklift with OSHA 10 training.

The Middle College had six young adults successfully pass the HiSET Exam in a matter of three months.

**ADDITIONAL INFORMATION**
Staff Contact: Gail Greble, Communications Manager, Full Employment Council, Inc., Kansas City and Independence, Missouri, ggreble@feckc.org.
Workforce Connections accelerated the spread of its One-Stop Career Centers to Southern Nevada libraries. This innovation in service delivery aligns with library assets: no-cost access to technology, space, and existing customers, and expertise with multiple agency within the centers.

**PRIMARY FOCUS**
After the implementation of the Workforce Innovation and Opportunity Act (WIOA), Boulder City, Las Vegas-Clark County, Henderson, North Las Vegas Library Districts collaborated with Workforce Connections, Southern Nevada’s Workforce Investment Board. Together, they learned that adapting to constant change requires looking out on the horizon to see what’s coming, and looking close to home to design effective strategies, programs, and partnerships that positively impact local conditions. Cooperatively, these organizations came to realize that effective contributions to employment, career, and business success require more collaboration, alignment, and focus among the fragmented set of library services, as well as more cohesion among the more fragmented and loosely networked set of local, state, and federal agencies that comprise the regional talent development ecosystem.

**PROGRAM INFORMATION/OUTCOMES**
By integrating WIOA Title I-IV services (basic, support, and follow-up employment services, adult education, employment and business engagement, and vocational rehabilitation) as well as temporary assistance for needy families, the One-Stop Centers in library locations provide an array of services to a population that already visits the library seeking job search assistance. By co-locating services near a targeted population in need within library facilities, the operational cost of housing such agencies has been significantly reduced. It is a win-win for everyone and more effectively leverages taxpayer dollars.

**ADDITIONAL INFORMATION**
Staff Contact: Jaime Cruz, Executive Director, Workforce Connections, Southern Nevada Workforce Investment Board, Las Vegas, Nevada, 702-575-8945, jcruz@snwic.org.

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The board and staff of KentuckianaWorks have taken the lead in helping our public school system – Jefferson County Public Schools, the nation’s 26th largest – bring employer-partners to their high school redesign efforts as they reorganize 14 of their high schools around the Career Academy model.

**PRIMARY FOCUS**
Partnering with our local Chamber of Commerce, KentuckianaWorks helped to recruit and on-board 54 companies as partners with individual high schools, and many of them will be hiring youth through our SummerWorks program in 2018 and future years. The board’s number one goal was to address alignment issues, especially with K-12. We’re now offering career pathway programs in high schools that directly align with our sector strategies and that are informed by our labor market intelligence. Over 17,000 high school students are now enrolled in career pathway programs, with the number set to rise in future years.

**Biggest lesson**: Employers are starved for real ways to get involved in high schools to create a new, better system. Giving them a chance to partner with a career pathway at a single high school – rather than trying to partner with a school district – has created a huge rush of genuine employer involvement that has the chance to be transformational to our high school system.

**ADDITIONAL INFORMATION**
Staff Contact: Michael Gritton, Executive Director, KentuckianaWorks, Louisville, Kentucky, Michael.Gritton@kentuckianaworks.org.

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Best practice: WIOA makes clear WIBs are expected to lead career pathway efforts in their communities, so our board and staff took it as their job to step in to fill this void – not by running programs or thinking about career centers, but by using some of our scarce time and resources to help the school system design and implement a better system. The pay-off has been immense and fast – huge amounts of employer engagement, genuine (if early) partnerships between employers and schools, and many more potential job opportunities for youth based on their skills (rather than their deficits) in future years.

**PROGRAM INFORMATION/OUTCOMES**
In only two years, we’ve gone from zero high schools organized as Career Academies to 11 – with 3 more beginning in August. We now have over 17,000 students studying in “schools within a school” organized around Career Academies, studying to receive industry-recognized credentials and college credit, as well as a high school degree. And we’ve got dozens of businesses signing up to partner with individual pathway programs at high schools.

**ADDITIONAL INFORMATION**
Staff Contact: Michael Gritton, Executive Director, KentuckianaWorks, Louisville, Kentucky, Michael.Gritton@kentuckianaworks.org.
The Hampton Roads Veterans Employment Center is a joint project of the Hampton Roads Workforce Development Board (Opportunity Inc.), the Hampton Roads Chamber of Commerce and over 20 partners in the establishment of the Hampton Roads Veterans Employment Center. In just under 3 months of operation, over 550 veterans have been served.

**PRIMARY FOCUS**
The joint project of the Hampton Roads Workforce Development Board (Opportunity Inc.) and the Hampton Roads Chamber of Commerce (HRCC) is the Hampton Roads Veterans Employment Center (HRVEC). The Center was created to provide transitioning service members, veterans and their families with a unified and streamlined response to employment needs. Through a joint partnership, led by the Workforce Development Board and the Chamber, over 20 partners, including Old Dominion University, Tidewater Community College, USO, United Way, Bank of America, Walmart, Virginia Ship Repair Association, and more, have committed to working together on the Hampton Roads Veterans Employment Center.

**PROGRAM INFORMATION/OUTCOMES**
One of the issues impacting the Hampton Roads community is how to connect the 8,000-10,000 TSMs transitioning out of the military each year in the region with the employment needs of the business community. While there was not a lack of services available for those TSMs, there was a lack of coordination among the partners serving this population, which often led to confusion for the TSMs.

From its opening on January 24, 2018 through May 4, 2018, 550 individuals have been served at the Hampton Roads Veterans Employment Center. We have seen a lot of successes in just a few short months, with 45 individuals entering unsubsidized employment, earning an average annual salary of $38,050.

**ADDITIONAL INFORMATION**
Staff Contact: Shawn Avery, President and CEO, Opportunity Inc. of Hampton Roads, Norfolk, VA, savery@oihr.org.

It is envisioned that over 3,000 transitioning service members TSMs will utilize the services of the Center to become an important part of the Hampton Roads’ Workforce. With a commitment to assisting our military transition into civilian employment, the HRVEC provides personalized career planning through a friendly, high-touch approach. Partnering post-secondary institutions, businesses and government agencies provide opportunities for veterans to enrich the local workforce with their experience and training. This best practice of collaboration has become a model for how the workforce development system in Hampton Roads will work with partners to establish effective service delivery. A similar effort is now occurring in relationship to youth mentorships and internships.

**CAREER PLACEMENT PIPELINES**

The establishment of “Career Placement Pipelines,” is one of the most intensive ways to engage job seekers, businesses, support programs and mechanisms to prepare and match individuals directly to career opportunities.

**PRIMARY FOCUS**
The week-long program is presented together by Adult Education, Metropolitan Community (also administering the National Career Readiness Certificate), WIOA Title 1b (administering Bring Your A Game to Work - soft skills curriculum), and the Nebraska Department of Labor. Wagner Peyser provides labor market information, resume development, job search and interview skills, and Heartland Workforce Solutions engages businesses. The week culminates in a hiring event for a specific business where offers for employment can be made and accepted on the spot. Promising trends for the initial cohorts found retention rates of 85% for people who accepted job offers. The career placement pipeline format is also adaptable for community-based organizations, corrections agencies, schools, and homeless shelters. In 2018, career placement pipelines will also be incorporated into the Career Exploration & Networking Tours (CENTS).

CENTS is powered by the City Of Omaha to help people explore career opportunities in health care, manufacturing, transportation, distribution, logistics, IT and finance. People

**ADDITIONAL INFORMATION**
Staff Contact: Erin Porterfield, Executive Director, Heartland Workforce Solutions, Omaha, NE, eporterfield@hws-ne.org.

In just under 3 months of operation, over 550 individuals have been served.

parts of this program were found in various partner initiatives and then were blended into one to reduce duplicating or even competing events. Readying the career seekers and business for the culminating hiring opportunity at the end of the week clarifies expectations for both customers. For candidates who were not offered employment, partners facilitated feedback for targeted areas to improve, put together a plan and reintroduced the candidate with improvements for an interview.

**PROGRAM INFORMATION/OUTCOMES**
Systems worked as a team drawing on expertise for a seamless, easier process bringing together the business and the career seeker. Celebrating results of 85% employment retention was shared by workforce system partners working as a team. This success spurs motivation and a “can do” spirit for additional team work as we bring a mobile workforce system pipeline closer to people with multiple employment barriers.

**ADDITIONAL INFORMATION**
Staff Contact: Erin Porterfield, Executive Director, Heartland Workforce Solutions, Omaha, NE, eporterfield@hws-ne.org.
Neighborhood libraries are no longer just book lenders. Today, they are critical resources for their communities, including job-seekers facing barriers to employment, who can access job search programs, trainings, and free use of computers and the internet. In Pittsburgh, PA, Partner4Work is aligning the workforce development system with local libraries to better serve job seekers.

**PRIMARY FOCUS**
Partner4Work brought together the Carnegie Library of Pittsburgh and PA CareerLink® Pittsburgh/Allegheny County, a proud partner of the American Job Center Network, to leverage the library’s existing networks and resources to build on its career services. These efforts support a key priority of Partner4Work and PA CareerLink® to make sure job-seekers have access to services regardless of where they live. By branching out to neighborhood libraries, PA CareerLink® can reach job-seekers who might not be willing or able to visit its two main locations.

In the first year of this partnership, PA CareerLink Pittsburgh/Allegheny County served an average of 70 job-seekers per month at library-based satellite sites. This partnership has resulted in 65 job-seekers finding employment to date.

**PROGRAM INFORMATION/OUTCOMES**
There are several best practices associated with this initiative:
- Deploying employment specialists to provide workforce development services in the communities where job-seekers live to reach those with limited access to transportation. In the Pittsburgh area, transportation is one of the most frequently cited barriers to employment.
- Training library staff to help patrons navigate the public workforce system and refer job-seekers to PA CareerLink.
- Leveraging Partner4Work’s extensive access to labor market data to identify and target local communities with higher-than-average rates of unemployment.
- Testing and evaluating different models of service delivery based on the needs of local communities, including two-generation programming that serves adults and children together.

The report shows that rent assistance recipients:
- were 38% more likely to complete training
- were 67% more likely to obtain career track employment
- experienced twice the amount of income gain

The report also shows a positive return on investment for the local community:
- Those who received rent assistance increased their annualized income by triple the total amount of the rent assistance disbursed
- 76% of those who received rent assistance were still in stable housing 12 months after the financial support ended.

**ADDITIONAL INFORMATION**
Staff Contact: Laura Saulle, Director of Pittsburgh Works Partnerships, Partner4Work, Pittsburgh, PA, LSaulle@partner4work.org.

**PORTLAND, OR**
**ALIGNING THE HOUSING AND WORKFORCE SYSTEMS**

In Portland, OR, the Economic Opportunity Program (EOP) – which is coordinated and managed by the Workforce Development Board and includes a number of local homeless service providers – is an employment program that offers rental assistance to job-seekers experiencing homelessness or housing instability.

**PRIMARY FOCUS**
Career Coaches on the workforce development side and Rent Assistance Coordinators on the homeless service side engage in cross-system case conferencing to ensure that these job-seekers’ employment and housing goals align. Cross-system staff communicate throughout the time that an EOP participant receives rental assistance and work together to ensure EOP participants can maintain their own housing when the rental assistance ends.

**PROGRAM INFORMATION/OUTCOMES**
Through a grant from Meyer Memorial Trust, an analysis was conducted to determine if there is an impact on training and employment outcomes for those who received rent assistance compared to participants who did not receive the additional support due to limited funding.

The report shows that rent assistance recipients:
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- were 67% more likely to obtain career track employment
- experienced twice the amount of income gain

The report also shows a positive return on investment for the local community:
- Those who received rent assistance increased their annualized income by triple the total amount of the rent assistance disbursed
- 76% of those who received rent assistance were still in stable housing 12 months after the financial support ended.

**ADDITIONAL INFORMATION**
Staff Contact: Andrew McGough, Executive Director, Worksystems, the Portland Metro Workforce Development Board, amcgough@worksystems.org.
**BRIDGES TO HEALTHCARE PROGRAM**

Workforce Development, Inc. has refined a career pathways process that connects our One-Stop Center with Adult Basic Education (ABE), a community college and a key employer group. Starting with healthcare and Mayo Clinic as the primary business partner, we targeted diverse populations at the ABE campus (80 languages spoken here) and moved to an integrated curriculum that is co-taught by the College and ABE, with educational, financial and life Navigators from the One-Stop, all co-located at the ABE center with the workforce development board acting as the backbone.

**PROGRAM INFORMATION/OUTCOMES**

The program has very high placement and retention rates. Those that go on for more education successfully complete at a much higher rate than had they gone straight to college and remediated. This model is more expensive than traditional services, but the outcomes still provide a 20% ROI annually. We were able to attract the attention of our state legislature and get an annual, direct appropriation for about 40% of the costs in our health care model, and we just received another $550,000 to expand it to the other sectors. We were able to attract the attention of our state legislature and get an annual, direct appropriation for about 40% of the costs in our health care model, and we just received another $550,000 to expand it to the other sectors. Last year, we were recognized by the Harvard University Kennedy School of Business as one of 7 finalists cited for the best model of re-inventing government in the nation.

**ADDITIONAL INFORMATION**

Staff Contact: Jakki Trihey, Area Manager, Workforce Development, Inc., Rochester, MN, jakkitrihey@workforcedevelopmentinc.org.

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**SPOKANE, WA**

**UPSKILLING HEALTHCARE WORKERS**

Over the next seven years, approximately 1,245 job openings for registered nurses are anticipated for Spokane County and creative approaches are necessary to help meet this demand. The Spokane Workforce Council (SWC) received a $142,614 grant that is fueling efforts to skill up existing healthcare workers and help fill this critical talent pipeline in the region. The funding comes from the federal Workforce Innovation and Opportunity Act and supports Washington state’s strategic plan for workforce development, “Talent and Prosperity for All.”

**PRIMARY FOCUS**

Together with Spokane Community College and Greater Spokane Incorporated (the local economic development council), the SWC is collaborating with regional healthcare employers St. Luke’s Rehabilitation Institute and Providence Health Care on this project. Participating employers have identified 15 incumbent Nursing Assistant Certified (NAC) workers who joined a cohort of students progressing through pre-requisite coursework to enter the Associate in Nursing program at Spokane Community College, ultimately complete the program, and be promoted as RNs in their respective organizations. WorkSource Spokane (American Job Center) will assist in training and placing new workers to backfill behind the newly promoted RNs within each organization and ensure the workforce needs of each business are met.

As the economy continues to change and Spokane experiences shifts in the demographics of its workforce, new approaches to training and retaining talent are required. This pilot project will help meet a critical need for more RNs in Spokane and the Spokane Workforce Council will seek to sustain and replicate the model for other industries with workforce challenges and assist in meeting their demands.

**PROGRAM INFORMATION/OUTCOMES**

Non-traditional students, such as incumbent healthcare workers, have the experience and health-related skills needed to be successful in advancing in the healthcare field. However, they struggle balancing work, school, and home life while navigating the early pre-requisite courses required to succeed in rigorous healthcare degree programs such as those for Registered Nurses. This project addresses barriers experienced by incumbent healthcare workers to enable them to move up in their careers and become registered nurses. As a result, 15 low-wage, entry-level healthcare workers are advancing up the career ladder and meeting the needs of regional employers. Their wages will increase from $13.50 per hour to $28.33 per hour when they become RNs.

**ADDITIONAL INFORMATION**

Staff Contact: Mark Mattke, Chief Executive Officer, Spokane Workforce Council, Spokane, WA, mmattke@wdspsokane.com.
YouthBuild St. Louis City was established in 2014 and during its first grant cycle, enrolled 83 young adults. The program is now in its second grant cycle and has enrolled an additional 27 young adults to work towards their education, employment, and vocational skills training goals. These at-risk youth are from high-poverty and high-unemployment areas within the City of St. Louis, including those within the city jail. St. Louis Public Schools has assisted SLATE in the identification and outreach to eligible young adults.

SLATE’s partner MERS Goodwill Industries, the subcontractor, provides all key staff, including a Program Coordinator who oversees all aspects of the program, a Job Developer, two Case Managers, and a host of education mentors who provide support, referrals, and employment placement assistance to all YouthBuild participants.

**PRIMARY FOCUS**
Unique to the YouthBuild St. Louis City Program is the “Nation’s Only” 24-hour Workforce High School, which includes 24-hour access to one-on-one mentorship for participants. Workforce High School is a new and unprecedented workforce program that extends services for youth customers beyond SLATE’s standard office hours. It is the country’s only 24-hour high school aimed at giving young adults, ages 16-21, an opportunity to attain a high school diploma at their convenience as they navigate many responsibilities at home, school, and the workplace. In addition to the SLPS High School curriculum, access to teachers, a computer lab, educational resources, and technical assistance, young men and women have 24/7 access to education, mentorship, and case management services. Upon completion of their high school education, participants continue to gain guidance and support from SLATE in their pursuit of post-secondary educational opportunities and career options.

Also unique to the YouthBuild St. Louis City Program is Ranken Technical College. With over 100 years of experience in the technical and building trades, Ranken Technical College serves as the training provider to all participants through a combination of classroom instruction and supervision. Ranken Technical College is providing access to numerous suitable housing development work sites through the Ranken Community Development Corporation (RCDC), which is improving the distressed North St. Louis City neighborhoods by purchasing vacant lots from the Land Reutilization Authority and building high-quality/low-cost two-story residences. Ranken has reserved a number of properties alongside their main St. Louis City campus specifically for YouthBuild, a generous gesture that ensure work sites for the foreseeable future. As a Construction Plus (Category A) applicant for 2017, St. Louis City YouthBuild expanded its apprenticeship opportunities to include both Cybersecurity and Pharmacy Technician training. Both of these apprenticeships offer opportunities for YouthBuild participants to enter new fields of training that are projected to be in continually high demand by the U.S. Bureau of Labor Statistics and the Missouri Department of Economic Development, and are registered apprenticeships with the U.S. DOL - Office of Apprenticeship. Our final partner is St. Louis Public Schools - Adult Education and Literacy, which provides educational assistance in the classroom to prepare young adults to achieve their high school equivalency (HiSET).

**PROGRAM INFORMATION/OUTCOMES**
The partnership anticipates the following goals for the current grant cycle:
• 75 youth ages 16-24 will fully participate to completion (3 cohorts participating in 9 months of education and vocational skills training)
• 83% placement in education/employment (56 participants)
• 83% attaining a GED and degree/certificate (62 participants)
• 65% experiencing literacy/numeracy gains (49 participants)
• 75% retaining employment (56 participants) 10% or less of participants re-offend (9 participants)

To date, the partnership outcomes are as follows for the first grant cycle:
• 83 youth ages 16-24 fully participate to completion
• 76.92% placement in education/employment
• 80.49% attaining a GED and degree/certificate
• 71.79% experiencing literacy/numeracy gains
• 94.12% retaining employment
• 3.57% recidivism rate

To date, YouthBuild St. Louis City has met or exceeded all of its performance goals.

One of the best practices that guide these partnerships with St. Louis Public Schools, whether it’s through Adult Education and Literacy or through the 24 Hour Workforce High School, is 24-hour access to educational mentors. Our agency strongly believes that youth have access to crime, poverty, and negative behaviors 24 hours a day; therefore, they should have access to education, mentorship, and positive behaviors 24 hours a day as well.

Each youth that enters any of our young adult programs is paired with an education mentor to help them successfully maneuver barriers that may be temporarily inhibiting their success. Our education mentors work around the clock to provide academic, personal, and professional assistance to our young people. We stand firm in stating, “Every young person is one caring adult away from being a success story,” therefore, our aim is to provide them with a caring adult to help them maneuver through life’s obstacles and ensure they reach their goals. Some of the assistance our education mentors provide to youth throughout the day includes, but is not limited to: assistance with schoolwork, extensive guidance counseling, and connection with resources to address such barriers as homelessness, parenting, childcare, behavior modification, de-escalation with family, peers, and loves ones, and a host of other things that may place our youth in unfortunate situations and cause them to deter from their path to prosperity.

The second best practice our agency would like to highlight is our Prison to Prosperity partnership with Probation and Parole, the 22nd Judicial Court System, and the St. Louis City Circuit Attorney’s Office - Kim Gardner. Many of our youth are young adult offenders. In an effort to ensure they do not re-offend, we offer YouthBuild students a variety of in-house programs that support them with child support costs, traffic violations, fines, community service, court advocacy, and case expungement for those who successfully complete our program. We are so heavily committed and focused on reducing recidivism in the St. Louis community that we provide services to those young adults who are incarcerated in our medium security institution so that they are fully prepared to transition into the YouthBuild program once they are released.
Through our 24-hour mentorship we have been able to successfully graduate numerous youth and place them in post-secondary educational and employment opportunities beyond the program. Youth have also established life-long relationships with vested adults who care about their success and well-being beyond the program, and they will continue to serve as valuable resources to our youth. Through our partnerships with the local criminal justice system, we have been able to get many youth’s costs and fines reduced or eliminated, decrease recidivism, and get cases expunged. We have encouraged a healthy cycle of peer-to-peer mentoring and education for clients to provide to their friends and families to ensure they do not make some of the mistakes the youth once made. Finally, Protect the Culture has provided an opportunity for our agency to stay two steps ahead in service and to ensure that every client who walks through our doors is serviced to the highest degree. We have developed a strong connection with our clients, so they are aware that when they walk into our agency, we have the services and the resources they need for a brighter and better future.

ADDITIONAL INFORMATION
Staff Contact: Dr. Alice M. Prince, Executive Director, St. Louis Agency on Training and Employment, City of St. Louis Workforce Development Agency, aprince@stlworks.com.

What do you get when you combine a 5-year research study grant from the U.S. Department of Labor/Workforce Innovation Fund with a partnership of three local Workforce Development Boards, 23 local housing providers and Washington State’s Department of Social and Health Services (DSHS) Community Services Offices? A Housing and Employment Navigator model that offers some hope for the future.

PRIMARY FOCUS
The three-year study – a partnership between three LWDBs representing Pierce, Yakima, Whatcom, Skagit and Island Counties – sought to uncover better, faster ways of helping homeless and formerly incarcerated youth to their friends and families to ensure they do not make the same mistakes youth once made. Finally, Protect the Culture has provided an opportunity for our agency to stay two steps ahead in service and to ensure that every client who walks through our doors is serviced to the highest degree. We have developed a strong connection with our clients, so they are aware that when they walk into our agency, we have the services and the resources they need for a brighter and better future.

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THE DC DATA VAULT

DC Department of Employment Services (DOES) oversees and administers Titles I and III of WIOA (Adult, Dislocated Worker, Youth and Wagner-Peyser programs/services), and the DC Office of State Superintendent of Education/Adult and Family Education (OSSE/AFE) oversees and administers Title I, the Adult Education and Family Literacy program pursuant to WIOA. DOES and OSSE/AFE have partnered to improve coordination of WIOA adult education and workforce development services through the “DC Data Vault.”

PRIMARY FOCUS

The DC Data Vault was developed specifically to support the sharing of data through a shared intake, assessment, referral, and outcome tracking system across multiple adult-serving agencies and partners/providers. The DC Data Vault is designed to facilitate the referral of customers to and from agency partners for services; allow agency staff to register customers for assessment and adult education services; provide access to customer information and notifications to key staff at each agency; allow participating staff to upload and maintain customer eligibility documents so that they can be accessed by each agency; link District residents to the Virtual One Stop for registration and enrollment; track customer participation, performance, progress and outcomes across partners; and facilitate cross-agency communication and collaboration of services for DC residents.

Currently the Data Vault is being utilized by OSSE/AFE providers and DOES’s American Job Centers with plans to include additional Workforce Innovation Opportunity Act partners such as the Department of Disability Services and Department of Human Services. It is also our goal to add the eligible training providers, interested adult and alternative District of Columbia Public Schools and charter schools, and University of the District of Columbia’s Community College in the near future.

PROGRAM INFORMATION/OUTCOMES

Lessons:

- Establishing partnerships with other agencies requires time, patience and a commitment to bring to fruition a vision of integrated service delivery and systems alignment.
- Developing and executing MOUs/ MOAs, including those that include the transfer of funding and data sharing from one agency to another, is a time-intensive process and may delay implementation of system alignment strategies and service delivery.
- Aligning data and protocols, and the training must be monitored to ensure it is done with fidelity and truly becomes part of the day-to-day work of the participating agencies’ staff.

Best Practices:

- Strive to maintain momentum in forging partnerships and building linkages, where possible, irrespective of the MOU/ MOA execution timeline and consistency in commitment of funding.
- Partner agencies must be able to see the benefits of collaboration and have the interest to partner and collaborate. Strive to share the benefits to staff and customers at the onset when building partnerships.
- Expand upon and spotlight benefits and successes throughout the partnership.
- Partner agencies must be willing to share information about and potentially modify service delivery and assessment practices, as well as their programs, referral processes and other interagency processes and procedures.
- Each agency must be willing to designate a point of contact or champion to help facilitate systems alignment. Leadership must be equally invested.
- Find ways to use or leverage existing resources (fiscal, human and material) to facilitate systems alignment.
- Be realistic with the implementation timeline of new ideas or concepts for service delivery.
- Partner agencies must be ready to build in mandatory training on the adopted system and protocols, and the training must be ongoing. Also, implementation must be closely monitored to ensure it is done with fidelity and truly becomes part of the day-to-day work of the participating agencies’ staff.

Since October 2015, OSSE/AFE and DOES have been implementing the DC Data Vault in the four American Job Centers (AJCs) in the District, moving from a paper-based referral process to an electronic system. The agencies collaborated to develop and implement standard operating procedures for the DC Data Vault. The DC Data Vault is now being used daily in AJCs to:

- Complete quick intake for residents;
- Have District residents complete the documents, allowing for their data to be shared with other agencies;
- Schedule assessments and screenings to identify learning needs;
- Complete general intake and program referrals; and
- Upload eligibility documents. The ability to collect eligibility documents and upload them into a single database system improves and enhances a seamless WIOA enrollment process.

To date, staff from other partner agencies, including the Department of Human Services, the Department of Disability Services and the Rehabilitation Services Administration, have been trained on Data Vault implementation and administering the CASAS assessment in accordance with agreed upon Data Vault protocols. Currently, MOUs are in place with DOES, OSSE/AFE, DDS/RSA and DHS regarding Data Vault Implementation and system alignment. As of April 26, 2018, almost 3,960 residents have been served (e.g., assessed, received remediation services, GED services, ESL, etc.) through the Data Vault, with over 2,824 clients currently active in the Data Vault.

OTHER EXCITING WORKFORCE DEVELOPMENT PROGRAMS

LA: RISE

LA: RISE is an innovative, collaborative partnership that unites the City and County of Los Angeles’ Workforce Development System (WDS) with non-profit social enterprises and for-profit employers in order to help men and women with high barriers to employment get good jobs and stay employed.

ADDITIONAL INFORMATION

Staff Contact: Dr. Unique Morris-Hughes, Interim Director, D.C. Department of Employment Services, Washington, DC, unique.morris-hughes2@dc.gov.