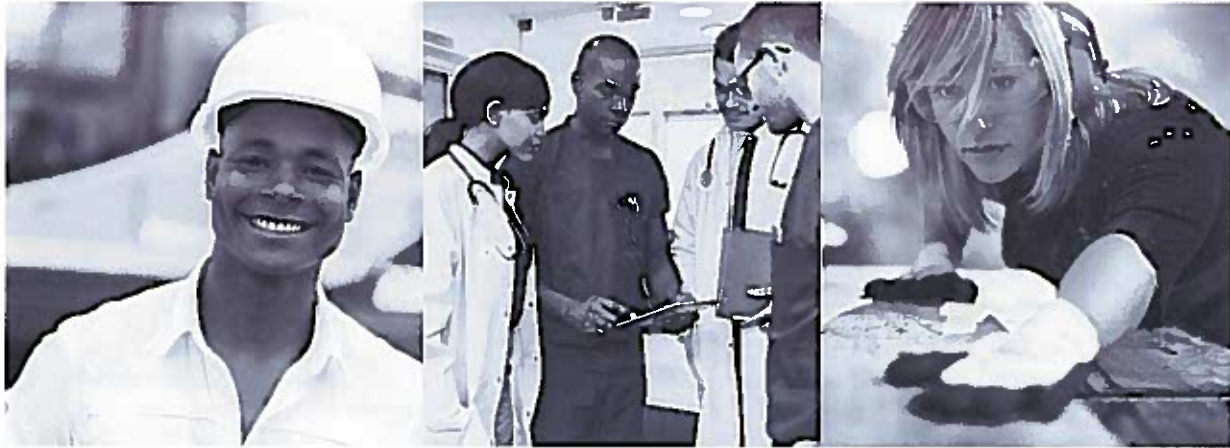


# MAXIMIZING WIOA'S POTENTIAL:

A Regional Analysis of the State Plans of  
Maryland, Virginia, and Washington, DC



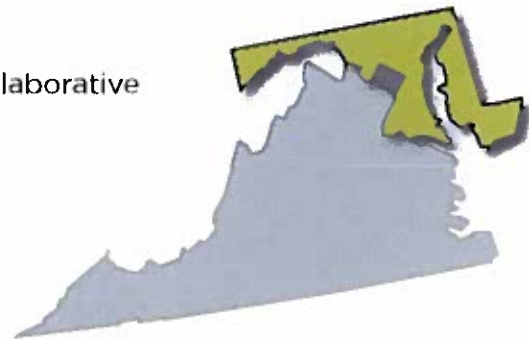
**March 2017**

**Authored by:**

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Maryland Center on Economic Policy

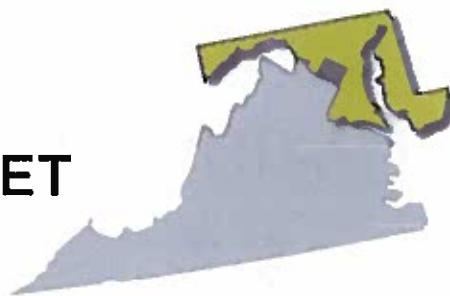
**Funded by:**

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**MARYLAND**  
**FACT SHEET**

# WIOA REGIONAL ANALYSIS: MARYLAND FACT SHEET



## VULNERABLE SUBPOPULATIONS: BARRIER REMEDIATION

### Infrastructure

#### Promising Practices in MD

MD's plan calls for continuous staff training, improved coordination to reduce duplication, and information sharing.

The state's sector partnership model includes barrier remediation.

#### Areas of Improvement in MD

MD's plan expresses intent to braid funds to provide supportive services including transportation and child care, but doesn't make concrete funding commitments or specify implementation details.

Current efforts for barrier remediation are largely program-specific and disjointed. A more comprehensive approach should be taken if MD is to meet the draft performance benchmarks that were recently developed. A study of major barriers faced by job seekers and workers should be done, for each vulnerable subpopulation and geographic area. The job seeker focus groups can play a key role in informing the development of a more comprehensive barrier remediation strategy.

MD's plan also lists several general strategies to facilitate barrier removal, but does not include specifics for how those strategies will take shape, or what funding sources will be deployed to implement them.

#### Promising Practices in VA/DC that Could Be Emulated in MD

VA's plan includes an "integrated resources" team to determine strategies for helping multiple-barrier clients.

### Child Care

#### Areas of Improvement in MD

MD should identify specific strategies to increase access to child care resources for WIOA participants. MD should consider making more explicit in its WIOA materials the resources available to adult learners and jobseekers to remediate barriers related to child care.

#### Promising Practices in VA/DC that Could Be Emulated in MD

DC's plan identifies federal funding resources to be utilized. DC's plan also includes strategies to make subsidies more accessible.

## Transportation

### Areas of Improvement in MD

While each of the state plans note that the lack or cost of reliable public and private transportation is a key barrier to employment, none of the state plans provide concrete plans for expanding transportation assistance programs. All three jurisdictions should integrate a comprehensive transportation assistance program into their WIOA implementation plans.

## VULNERABLE SUBPOPULATIONS: SUBPOPULATIONS OF INTEREST

## Adult Learners

### Promising Practices in MD

The state's oversight of adult education is housed within a DOL rather than DOE, which may enable greater integration of adult education with workforce development activities.

The MI-BEST and ACE integrated education and training pilot programs include job placement staff and integrated wraparound services.

### Areas of Improvement in MD

MD should seek to establish and strengthen linkages between EARN and the adult education system as identified in the plan, as well as work to support the expansion of promising practices from MI-BEST and ACE, including the provision of state funding to support IET.

MD should identify strategies to better serve its large population of adult learners who are immigrants and English Language Learners.

MD should also work to improve barrier remediation for adult learners.

### Promising Practices in VA/DC that Could Be Emulated in MD

In VA, the Adult Learning Resource Center, dedicated to adult learners, provides professional development, technology integration, and technical assistance, and serves over 3,500 of VA's adult education administrators and practitioners annually. Also, PluggedInVA provides career pathways specifically for adult learners through partnerships with community colleges and other post-secondary institutions.

DC's adult education and system performance dashboard, once fully developed, will outline key goals for the system with specific measures and targets to gauge performance.

## Returning Citizens

### Promising Practices in MD

Correctional education for inmates as described in MD's plan includes adult basic education, vocational programs, post-secondary education, certifications, pre-apprenticeships, and apprenticeships.

[Returning Citizens, *continued*]

**Areas of Improvement in MD**

MD should extend its existing "Ban the Box" employment policy to include private employers.

**Promising Practices in VA/DC that Could Be Emulated in MD**

VA's plan includes a SNAP E&T ex-offender program—a partnership between state agencies and reentry organizations to help enroll returning citizens in employment and training services. (However, it is currently active in only one region.)

DC provides the strongest policy environment for employment of returning citizens with its "Ban the Box" policy, as it applies to both government and private employers. DC's Jail Work Reentry Program—a six week program appropriate for jail rather than prison populations—links directly to transitional employment opportunities for participants upon release.

**Individuals with Disabilities**

**Promising Practices in MD**

All WIOA implementation working groups include a vocational rehabilitation (VR) representative, improving inclusive governance.

MD's apprenticeship program includes strong outreach to youth with disabilities.

MD's plan includes good coordination with employers through a single point of contact model.

**Areas of Improvement in MD**

MD should use state resources as well as braiding strategies to serve applicants currently on the waiting list.

MD should continue to expand its efforts on coordination between VR and other WIOA agencies through data sharing and increased physical co-location.

**Promising Practices in VA/DC that Could Be Emulated in MD**

VA's plan includes a promising Common Needs Assessment tool, robust youth outreach activities, and good coordination with employers.

DC's plan includes promising youth outreach programs, including coordination with summer youth employment program.

**Youth**

**Promising Practices in MD**

MD's plan includes a youth apprenticeship pilot program as well as local management boards that ensure coordinated implementation of a local inter-agency service delivery system for children, youth, and families.

**Areas of Improvement in MD**

MD should specify barrier remediation strategies to serve youth with disabilities and youth who have aged out of the foster care system.

[Youth, *continued*]

MD should formalize the plan to co-enroll WIOA, TANF, and SNAP E&T recipients aged 18-24.

#### Promising Practices in VA/DC that Could Be Emulated in MD

DC's plan includes an education-focused Re-engagement Center with a new virtual component.

### English Language Learners

#### Promising Practices in MD

Since submitting the WIOA plan, MD has begun two new initiatives to assist skilled immigrants in overcoming the barriers they face in accessing employment commensurate to their skills and experience: The Skilled Immigrants Task Force and a pilot apprenticeship program in health care.

#### Areas of Improvement in MD

MD should translate more of the informational material provided at AJCs, and should add dedicated bilingual staff where population warrants.

MD should identify strategies to better serve its large population of adult learners who are immigrants and English Language Learners.

#### Promising Practices in VA/DC that Could Be Emulated in MD

In DC, all one-stops have a bilingual workforce development specialist. Vital documents at DC's Department of Employment Services are translated into six languages, and language helpline provided.

### Low-Income Individuals

#### Promising Practices in MD

MD's plan includes concrete strategies for TANF integration and jobseeker focus groups.

#### Areas of Improvement in MD

MD's performance benchmarks could be strengthened by expanding them to include not only TANF recipients, DORS clients and foster care youth, but to also capture the broader population of low-income individuals who do not fall into these categories.

#### Promising Practices in VA/DC that Could Be Emulated in MD

DC's Workforce on Wheels mobile American Job Center (AJC) helps to ensure that individuals in targeted low-income communities are reached.

### Performance Measures

#### Promising Practices in MD

MD's plan includes additional measures on TANF, and performance targets for ETPs and TANF funding.

#### Areas of Improvement in MD

As MD works to develop a comprehensive data system, it should ensure that it



[Performance Measures, *continued*]

includes strategies for assessing and referring candidates to the programs that best fit their needs and for tracking performance and outcomes across programs. DC's Data Vault can serve as a model.

Once performance targets are finalized, MD should outline the specific benefits for meeting and repercussions for failing to meet the performance goals. Currently, this is only mentioned for ETP providers.

VA should outline the specific benefits for meeting and repercussions for failing to meet performance goals.

**Promising Practices in VA/DC that Could Be Emulated in MD**

DC's plan includes additional measures on TANF and youth. DC's new Data Vault can provide efficient data alignment.

**Sector Partnerships  
and Career  
Pathways**

**Promising Practices in MD**

MD's plan includes a specific sector strategy model (EARN).

MI-BEST and ACE programs integrate basic education and job training. They also include job placement staff and wraparound services.

**Areas of Improvement in MD**

While EARN Maryland serves as an excellent sector partnership model, the program is ripe for expansion. Bringing EARN to scale and increasing opportunities for adult learners should be a main priority in the first years of WIOA implementation.

MD has several key initiatives that can be built upon to develop a more comprehensive career pathways strategy, including EARN Maryland, the ACE and MI-BEST pilot programs, and apprenticeship programs. Developing a strategic plan for career pathways that clearly delineates the roles and activities of various stakeholders and the integration of these existing initiatives will greatly aid in this effort. The WIOA Career Pathways workgroup can oversee this effort.

**Promising Practices in VA/DC that Could Be Emulated in MD**

VA's plan includes a strong directive to local workforce boards on expectations for high quality services to employers. A Career Pathways Workgroup helps develop and coordinate initiatives that involve multiple state agencies and workforce development programs. One example is PluggedInVa, which provides career pathways and Integrated Education and Training (IET) specifically for adult learners through partnerships with community colleges and other post-secondary institutions.

In DC, a Career Pathways Task Force has developed a city-wide strategic plan to design and develop career pathways specifically for adult learners. Sector-specific career pathways profiles have been developed through stakeholder engagement, and a Career Pathways Innovation Fund was established through legislation to pilot and scale best practices in career pathways implementation.

## High-Demand Sectors

### Areas of Improvement in MD

MD should focus on job opportunities that provide a living wage in determining priority industries and occupations, particularly in the analysis of skills gaps.

### Promising Practices in VA/DC that Could Be Emulated in MD

VA's plan and state law requires local boards to spend at least 40 percent of Title I funds annually on training services for jobseekers that lead to a high-demand industry credential.

DC's Labor Market Information focuses on jobs that provide a living wage and require an associate's degree or less.

## Governance and Management of Implementation

### Promising Practices in MD

MD submitted a combined WIOA plan that includes a thorough and detailed implementation strategy and oversight structure.

### Areas of Improvement in MD

It would be useful for MD to outline a specific timeline for implementation.

### Promising Practices in VA/DC that Could Be Emulated in MD

VA submitted a combined WIOA plan that includes a concrete commitment to transparency.

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**March 2017**

**Authored by:**

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**Funded by:**

Greater Washington Workforce Development Collaborative



## WASHINGTON, DC FACT SHEET



# WIOA REGIONAL ANALYSIS: WASHINGTON DC FACT SHEET



## VULNERABLE SUBPOPULATIONS: BARRIER REMEDIATION

### Infrastructure

#### Promising Practices in DC

DC's plan shows a deep awareness of the many barriers faced by low-income and low-skilled residents as they battle temporary and long-term unemployment and underemployment.

#### Areas of Improvement in DC

DC's plan for barrier remediation includes general goals like increasing "earn and learn" opportunities, but does not include specifics for how those opportunities will take shape, or what funding sources will be deployed to implement them.

DC should create an infrastructure for ongoing planning and improvement.

DC should ensure that American Job Centers (AJCs) are an effective resource for individuals with any barrier to employment, both in terms of accessing the services at the AJCs and identifying community resources and appropriate referrals. AJC staff should be empowered to identify gaps in resources and elevate that information to AJC leadership.

#### Promising Practices in MD/VA that Could Be Emulated in DC

MD's plan calls for continuous staff training, improved coordination to reduce duplication, and information sharing. The state's sector partnership model includes barrier remediation.

VA's plan includes an "integrated resources" team to determine strategies for helping multiple-barrier clients.

### Child Care

#### Promising Practices in DC

DC's plan identifies federal funding resources to be utilized.

DC's plan includes strategies to make subsidies more accessible.

#### Areas of Improvement in DC

DC should plan to integrate into its WIOA implementation team the agencies, organizations, and/or experts who can assist with child care planning in their

[Child Care, *continued*]

communities, and in particular those who can provide expertise on the child care subsidy system.

Supportive services funds, accessible through the AJCs, should be usable to fill gaps in child care when documentation or other barriers interfere with access to subsidized child care.

## Transportation

### Areas of Improvement in DC

While each of the state plans note that the lack or cost of reliable public and private transportation is a key barrier to employment, none of the state plans provide concrete plans for expanding transportation assistance programs. All three jurisdictions should integrate a comprehensive transportation assistance program into their WIOA implementation plans, and information and transportation resources should be accessible at the AJCs.

## VULNERABLE SUBPOPULATIONS: SUBPOPULATIONS OF INTEREST

## Adult Learners

### Promising Practices in DC

The adult education and system performance dashboard, once fully developed, will outline key goals for the system with specific measures and targets to gauge performance.

### Areas of Improvement in DC

DC mentions an interest in linking apprenticeships with adult learning, but has not outlined a clear, specific plan to connect adult learners to opportunities through sector partnerships or pre-apprenticeships, or to address the barriers that prevent these connections from being made or taking hold.

DC must address significant gaps in its career pathways strategy by ensuring that sector partnerships are established and technical training providers integrate opportunities to improve basic skills.

DC should also work to improve barrier remediation for adult learners.

### Promising Practices in MD/VA that Could Be Emulated in DC

MD's oversight of adult education is housed within a DOL rather than DOE, which may enable greater integration of adult education with workforce development activities. The MI-BEST and ACE integrated education and training pilot programs include job placement staff and integrated wraparound services.

VA's Adult Learning Resource Center, dedicated to adult learners, provides professional development, technology integration, and technical assistance, and serves over 3,500 of VA's adult education administrators and practitioners annually.

## Returning Citizens

### Promising Practices in DC

DC provides the strongest policy environment for employment of returning citizens with its "Ban the Box" policy, as it applies to both government and private employers.

DC's Jail Work Reentry Program—a six week program appropriate for jail rather than prison populations—links directly to transitional employment opportunities for participants upon release.

### Areas of Improvement in DC

DC should ensure that the Jail Work Reentry Program links to a career pathway. Career opportunities, including additional educational options, should be built into the transitional employment program model.

### Promising Practices in MD/VA that Could Be Emulated in DC

In MD, correctional education for inmates as described in the state plan includes adult basic education, vocational programs, post-secondary education, certifications, pre-apprenticeships, and apprenticeships.

VA's plan includes a SNAP E&T ex-offender program—a partnership between state agencies and reentry organizations to help enroll returning citizens in employment and training services. (However, it is currently active in only one region.)

## Individuals with Disabilities

### Promising Practices in DC

DC's plan includes promising youth outreach programs, including coordination with summer youth employment program.

### Areas of Improvement in DC

DC should emulate inclusive governance structures currently in place in MD and VA.

DC should increase its focus on removing the multiple barriers to employment that people with disabilities may face. It is especially important to develop strategies to address areas where participants and service providers have indicated that unmet needs exist, such as transportation and affordable housing, as well as ensuring that AJC services are physically and programmatically accessible.

DC should adopt a single point of contact model in its employer outreach efforts.

### Promising Practices in MD/VA that Could Be Emulated in DC

In MD, all WIOA implementation working groups include a vocational rehabilitation representative, improving inclusive governance. MD's apprenticeship program includes strong outreach to youth with disabilities. MD's plan also includes good coordination with employers through a single point of contact model.

VA's plan includes a promising Common Needs Assessment tool, robust youth outreach activities, and good coordination with employers.

VA has initiated a Career Pathways for Individuals with Disabilities program that should yield important insights into making career pathways more accessible to people with disabilities and low basic skills.

## Youth

### Promising Practices in DC

DC's plan includes an education-focused Re-engagement Center with a new virtual component.

### Areas of Improvement in DC

The USDOL has identified issues related to WIOA Youth program enrollment, participant documentation and privacy, policies and procedures, and cost allocation. DC's Corrective Action Plan (CAP) stipulates that enrollment will be expanded through contracting and outreach, and performance will be improved through better sub-grantee coordination, service offerings, and case management. DC should ensure this CAP be followed, with transparency throughout the process.

DC should seek to co-enroll TANF recipients aged 18-24.

### Promising Practices in MD/VA that Could Be Emulated in DC

MD's plan includes a youth apprenticeship pilot program as well as local management boards that ensure coordinated implementation of a local inter-agency service delivery system for children, youth, and families.

## English Language Learners

### Promising Practices in DC

All DC one-stops have a bilingual workforce development specialist.

Vital documents at DC's Department of Employment Services are translated into six languages, and language helpline provided.

### Areas of Improvement in DC

With a growing population of immigrants in DC, and a high unemployment rate, DC should increase the availability of bilingual specialists and career training opportunities for non-native speakers of English.

### Promising Practices in MD/VA that Could Be Emulated in DC

Since submitting the WIOA plan, MD has begun two new initiatives to assist skilled immigrants in overcoming the barriers they face in accessing employment commensurate to their skills and experience: The Skilled Immigrants Task Force and a pilot apprenticeship program in health care.

## Low-Income Individuals

### Promising Practices in DC

DC's Workforce on Wheels mobile AJC helps to ensure that individuals in targeted low-income communities are reached.

### Areas of Improvement in DC

DC should set performance benchmarks or requirements for providing employment services to low-income individuals to ensure that this population is adequately served.

### Promising Practices in MD/VA that Could Be Emulated in DC

MD's plan includes concrete strategies for TANF integration and jobseeker focus groups.

## Performance Measures

### Promising Practices in DC

DC's plan includes additional measures on TANF and youth.

DC's new Data Vault can provide efficient data alignment.

### Areas of Improvement in DC

DC's plans are relatively vague on how meeting the set performance measures will impact programs. As performance benchmarks are set and adjusted over the first two years of implementation, DC should outline the benefits of meeting and specific repercussions for failing to meet the performance goals, so that providers have a clear understanding of their requirements and potential consequences.

While DC's Data Vault is a very promising data tool, the District should spell out a timeline for completing it, and make it a priority.

### Promising Practices in MD/VA that Could Be Emulated in DC

MD's plan includes additional measures on TANF, and performance targets for ETPs and TANF funding.

## Sector Partnerships and Career Pathways

### Promising Practices in DC

A Career Pathways Task Force has developed a city-wide strategic plan to design and develop career pathways specifically for adult learners. Sector-specific career pathways profiles have been developed through stakeholder engagement, and a Career Pathways Innovation Fund was established through legislation to pilot and scale best practices in career pathways implementation.

### Areas of Improvement in DC

DC should more specifically outline the roles and activities related to sector partnerships, and clarify the roles of DOES and DDS in ensuring employer compliance with ADA and job development for people with disabilities.

DC must address significant gaps in its career pathways strategy by ensuring that sector partnerships are established and technical training providers integrate basic skills education opportunities.

### Promising Practices in MD/VA that Could Be Emulated in DC

MD's plan includes a specific sector strategy model (EARN). MI-BEST and ACE programs integrate basic education and job training. They also include job placement staff and wraparound services.

VA's plan includes a strong directive to local workforce boards on expectations for high quality services to employers. A Career Pathways Workgroup helps develop and coordinate initiatives that involve multiple state agencies and workforce development programs. One example is PluggedInVa, which provides career pathways and Integrated Education and Training (IET) specifically for secondary level adult learners through partnerships with community colleges and other post-secondary institutions.



## High-Demand Sectors

### Promising Practices in DC

DC's Labor Market Information focuses on jobs that provide a living wage and require an associate's degree or less.

### Areas of Improvement in DC

DC should specify how alignment between WIOA funding and the five high-demand sectors will be demonstrated.

DC should also delineate a specific timeline and funding for its stated goal of expanding on-the-job-training and apprenticeship programs to all five high-demand sectors.

### Promising Practices in MD/VA that Could Be Emulated in DC

VA's plan and state law requires local boards to spend at least 40 percent of Title I funds annually on training services for jobseekers that lead to a high-demand industry credential.

## Governance and Management of Implementation

### Areas of Improvement in DC

It would be useful for DC to outline a specific timeline for implementation.

DC should seek to achieve greater transparency and accountability by making information on WIOA implementation and performance publicly available.

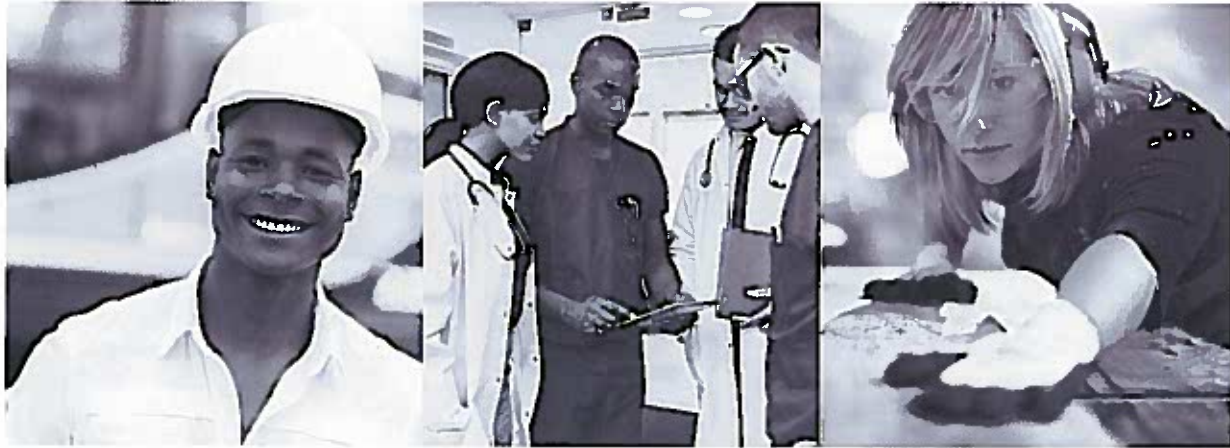
### Promising Practices in MD/VA that Could Be Emulated in DC

MD submitted a combined WIOA plan that includes a thorough and detailed implementation strategy and oversight structure.

VA submitted a combined WIOA plan that includes a concrete commitment to transparency.

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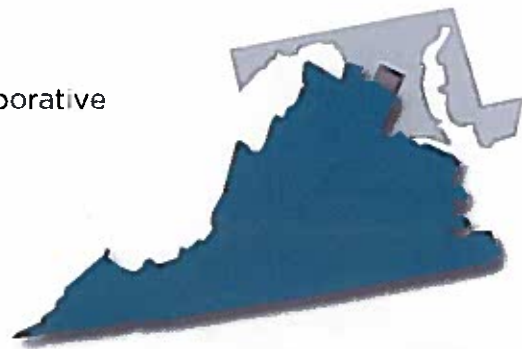
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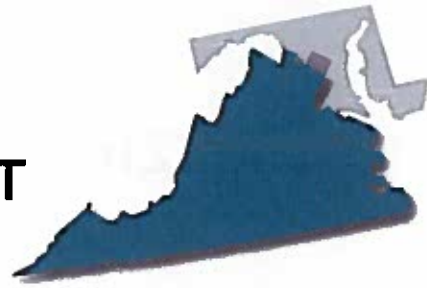
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**VIRGINIA**  
**FACT SHEET**

# WIOA REGIONAL ANALYSIS: VIRGINIA FACT SHEET



## VULNERABLE SUBPOPULATIONS: BARRIER REMEDIATION

### Infrastructure

#### Promising Practices in VA

VA's plan includes an "integrated resources" team to determine strategies for helping multiple-barrier clients.

#### Areas of Improvement in VA

VA should form the "integrated resources" team for multiple barrier clients as proposed in the plan and support implementation of the strategies that the team identifies.

#### Promising Practices in MD/DC that Could Be Emulated in VA

MD's plan calls for continuous staff training, improved coordination to reduce duplication, and information sharing. The state's sector partnership model includes barrier remediation.

### Child Care

#### Areas of Improvement in VA

VA should identify child care resources in their plan such as WIOA supportive services and Child Care and Development Fund subsidies and identify strategies to make these funds more accessible to parents, similar to DC.

VA should integrate agencies, organizations, and/or experts who can assist in child care planning into the WIOA implementation team.

#### Promising Practices in MD/DC that Could Be Emulated in VA

DC's plan identifies federal funding resources to be utilized. The plan also includes strategies to make subsidies more accessible.

### Transportation

#### Areas of Improvement in VA

While each of the state plans note that the lack or cost of reliable public and private transportation is a key barrier to employment, none of the state plans provide concrete plans for expanding transportation assistance programs. All three jurisdictions should integrate a comprehensive transportation assistance program into their WIOA implementation plans.

## VULNERABLE SUBPOPULATIONS: SUBPOPULATIONS OF INTEREST

### Adult Learners

#### Promising Practices in VA

The Adult Learning Resource Center, dedicated to adult learners, provides professional development, technology integration, and technical assistance, and serves over 3,500 of VA's adult education administrators and practitioners annually.

PluggedInVA provides career pathways specifically for adult learners through partnerships with community colleges and other post-secondary institutions.

#### Areas of Improvement in VA

VA should work to achieve greater integration and coordination between partners and to expand PluggedInVA to adults with lower literacy levels as identified in the plan.

The state should also outline a clear, specific plan to connect adult learners to apprenticeships and to address the barriers that prevent these connections from being made or taking hold.

VA should also work to improve barrier remediation for adult learners generally.

#### Promising Practices in MD/DC that Could Be Emulated in VA

MD's oversight of adult education is housed within a DOL rather than DOE, which may enable greater integration of adult education with workforce development activities. The MI-BEST and ACE integrated education and training pilot programs include job placement staff and integrated wraparound services.

DC's adult education and system performance dashboard, once fully developed, will outline key goals for the system with specific measures and targets to gauge performance.

### Returning Citizens

#### Promising Practices in VA

VA's plan includes a SNAP E&T ex-offender program—a partnership between state agencies and reentry organizations to help enroll returning citizens in employment and training services. (However, it is currently active in only one region.)

#### Areas of Improvement in VA

VA should consider a more coordinated and systemic statewide effort for prisoner reentry. The state should start by expanding the SNAP E&T ex-offender program, which is only active in one region of the state.

VA should extend its existing "Ban the Box" employment policy to include private employers.

#### Promising Practices in MD/DC that Could Be Emulated in VA

In MD, correctional education for inmates as described in MD's plan includes adult



[Returning Citizens, *continued*]

basic education, vocational programs, post-secondary education, certifications, pre-apprenticeships, and apprenticeships.

DC provides the strongest policy environment for employment of returning citizens with its “Ban the Box” policy, as it applies to both government and private employers. DC’s Jail Work Reentry Program—a six week program appropriate for jail rather than prison populations—links directly to transitional employment opportunities for participants upon release.

Individuals with Disabilities

**Promising Practices in VA**

VA’s plan includes a promising Common Needs Assessment tool, robust youth outreach activities, and good coordination with employers.

**Areas of Improvement in VA**

VA should use state resources as well as braiding strategies to serve applicants currently on the waiting list.

VA should continue to scale-up the Common Needs Assessment Tool and expand co-location and data sharing efforts to ensure that people with disabilities can access all the services they need, while minimizing hurdles.

The state should also increase its focus on removing the multiple barriers to employment that people with disabilities may face.

VA should leverage its Career Pathways for Individuals with Disabilities (CPID) grant to flesh out career pathway opportunities for people with disabilities and/or basic skill deficits.

**Promising Practices in MD/DC that Could Be Emulated in VA**

In MD, all WIOA implementation working groups include a vocational rehabilitation representative, improving inclusive governance. MD’s apprenticeship program includes strong outreach to youth with disabilities. MD’s plan includes good coordination with employers through a single point of contact model.

DC’s plan includes promising youth outreach programs, including coordination with summer youth employment program.

Youth

**Areas of Improvement in VA**

VA should more clearly specify how the state will comply with the WIOA requirement that 75 percent of WIOA Title I Youth funds are spent on out-of-school youth and provide guidance to local workforce development boards.

VA should also more clearly identify how work-based learning opportunities, including apprenticeships will be included in CTE programs and STEM and Health Sciences Academies.

VA should seek to co-enroll TANF recipients aged 18-24.



[Youth, *continued*]

**Promising Practices in MD/DC that Could Be Emulated in VA**

MD's plan includes a youth apprenticeship pilot program as well as local management boards that ensure coordinated implementation of a local inter-agency service delivery system for children, youth, and families.

DC's plan includes an education-focused Re-engagement Center with a new virtual component.

**English Language Learners**

**Areas of Improvement in VA**

VA should staff bilingual workforce development specialists at one-stop centers in areas of the state with large non-English speaking populations.

VA should also provide translated documents at all one-stop centers.

**Promising Practices in MD/DC that Could Be Emulated in VA**

Since submitting the WIOA plan, MD has begun two new initiatives to assist skilled immigrants in overcoming the barriers they face in accessing employment commensurate to their skills and experience: The Skilled Immigrants Task Force and a pilot apprenticeship program in health care.

In DC, all one-stops have a bilingual workforce development specialist. In addition, vital documents at DC's Department of Employment Services are translated into six languages, and language helpline provided.

**Low-Income Individuals**

**Areas of Improvement in VA**

VA should set performance benchmarks or requirements for providing employment services to low-income individuals to ensure that this population is adequately served.

VA should also specify strategies in the plan for TANF and WIOA integration and conducting outreach to low-income individuals, similar to DC's Workforce on Wheels to enroll more people from targeted communities.

**Promising Practices in MD/DC that Could Be Emulated in VA**

MD's plan includes concrete strategies for TANF integration and jobseeker focus groups.

DC's Workforce on Wheels mobile American Job Center (AJC) helps to ensure that individuals in targeted low-income communities are reached.

**Performance Measures**

**Areas of Improvement in VA**

VA should consider adopting additional performance measures for specific programs such as those adopted by DC and MD for TANF participants and youth in order to serve these clients more effectively.

**[Performance Measures, *continued*]**

VA should develop a comprehensive data system for assessing and referring candidates to the programs that best fit their needs and for tracking performance and outcomes across programs.

VA should outline the specific benefits for meeting and repercussions for failing to meet performance goals.

**Promising Practices in MD/DC that Could Be Emulated in VA**

MD's plan includes additional measures on TANF, and performance targets for ETPs and TANF funding.

DC's plan includes additional measures on TANF and youth. Also, DC's new Data Vault can provide efficient data alignment.

**Sector Partnerships  
and Career  
Pathways**

**Promising Practices in VA**

VA's plan includes a strong directive to local workforce boards on expectations for high quality services to employers.

A Career Pathways Workgroup helps develop and coordinate initiatives that involve multiple state agencies and workforce development programs. One example is PluggedInVa, which provides career pathways and Integrated Education and Training (IET) specifically for adult learners through partnerships with community colleges and other post-secondary institutions.

**Areas of Improvement in VA**

VA should model the implementation of the recently approved GO VA off of the EARN Maryland program in which funds are awarded by labor market need in target industries.

VA should also more clearly outline the roles and activities related to sector strategies in the creation of the sector strategies "play book" that the state has committed to developing in the plan.

VA should work to achieve greater integration and coordination between partners and to expand PluggedInVA to adults with lower literacy levels as identified in the plan.

The state should also outline a clear, specific plan to connect adult learners to apprenticeships and to address the barriers that prevent these connections from being made or taking hold.

VA should leverage its Career Pathways for Individuals with Disabilities (CPID) grant to flesh out career pathway opportunities for people with disabilities and/or basic skill deficits.

**Promising Practices in MD/DC that Could Be Emulated in VA**

MD's plan includes a specific sector strategy model (EARN). MI-BEST and ACE programs integrate basic education and job training. They also include job placement staff and wraparound services.

In DC, a Career Pathways Task Force has developed a city-wide strategic plan to design and develop career pathways specifically for adult learners. Sector-specific

[Sector Partnerships and Career Pathways, *continued*]

career pathways profiles have been developed through stakeholder engagement, and a Career Pathways Innovation Fund was established through legislation to pilot and scale best practices in career pathways implementation.

High-Demand  
Sectors

**Promising Practices in VA**

VA's plan and state law requires local boards to spend at least 40 percent of Title I funds annually on training services for jobseekers that lead to a high-demand industry credential.

**Areas of Improvement in VA**

VA should focus on job opportunities that provide a living wage in determining priority industries and occupations, particularly in the analysis of skills gaps.

VA should use labor market analysis that targets industries and occupations with a living wage in awarding funds for the recently approved non-credit grant program.

**Promising Practices in MD/DC that Could Be Emulated in VA**

DC's Labor Market Information focuses on jobs that provide a living wage and require an associate's degree or less.

Governance and  
Management of  
Implementation

**Promising Practices in VA**

VA submitted a combined WIOA plan that includes a concrete commitment to transparency.

**Areas of Improvement in VA**

It would be useful for VA to outline a specific timeline for implementation.

VA should seek to streamline and increase coordination within its fragmented workforce system as mentioned in the plan.

**Promising Practices in MD/DC that Could Be Emulated in VA**

MD submitted a combined WIOA plan that includes a thorough and detailed implementation strategy and oversight structure.