

# BUSINESS SERVICES



## ENVIRONMENTAL SCAN REPORT



2020



# Contents

**INTRODUCTION** . . . . . 2

    WIC Overview . . . . . 2

    Project Origin. . . . . 2

    Objectives . . . . . 3

    Methodology . . . . . 3

    Government of the District of Columbia . . . . . 4

    List of Participating Agencies . . . . . 5

**BUSINESS SERVICES PROGRAM ANALYSIS** . . . . . 6

    Primary Job Seeker Customers. . . . . 6

    Primary Services Provided to Business Customers. . . . . 7

    Laws, Regulations, and Policies that Govern Business Engagement/Service Delivery . . . . . 8

    Staff Overview . . . . . 9

    Target Industries . . . . . 12

    Labor Market Data . . . . . 13

    Marketing Collateral . . . . . 14

    Customer Relationship Management (CRM) System . . . . . 14

    Agency Partnerships. . . . . 15

    Business Service Delivery Goals . . . . . 16

**A MODEL REGIONAL FRAMEWORK**

*for Integrated Business Services and Promising Practices.* . . . . 17

    The Case for Integrated Business Services . . . . . 17

    Defining Integrated Business Services . . . . . 18

    An Ideal Framework . . . . . 18

    Framework Elements and Indicators. . . . . 19

    Recommendations . . . . . 22

**CONCLUSION** . . . . . 24

# INTRODUCTION

## *Project Origin and Objectives*

### *WIC Overview*

The District of Columbia Workforce Investment Council (WIC) is a government entity, led by a majority private sector board, that is dedicated to developing a system where:

1. employers are driving the demand for training;
2. training providers are offering programs that lead to credentials and experiences that make residents competitive for high-demand occupations in high-growth sectors; and
3. District agencies and community partners provide coordinated, cohesive, and integrated services to help communities thrive.

Like a small number of other states and territories, DC consists of a single local workforce area, with multiple agencies/partners carrying out workforce activities. Given this structure, a main focus for the WIC is convening and coordinating agencies across the system to ensure alignment and a coordinated approach to delivering services.

### *Project Origin*

The WIC, as the convener of workforce partners in the District and based on feedback from the Board and other workforce leaders, launched an environmental scan to collect and synthesize information on how workforce partners are engaging with businesses and designing and delivering business services to identify and ultimately address talent needs. This scanning effort was identified as critical to gain a more thorough understanding of the business engagement and services landscape and to identify, leverage, and expand areas of coordination. Through connecting and aligning the range of strengths and services agency partners offer businesses, greater efficiencies and effectiveness can be achieved on behalf of the District employer community. The results of this scan will feed into the creation of a District vision for business engagement and service delivery, including where coordination already exists and where there may be opportunities for further collaboration among agency partners on behalf of business customers. Advancing the vision for a more coordinated approach to business service planning and delivery is also a key focus of the District's WIOA State Plan and its Adult Career Pathways Strategic Plan, and this environmental scan is intended to be supportive of those efforts. Specifically, expanding industry sector partnerships, enhancing partners' alignment from a systems perspective, and building partner capacity system-wide were key considerations in the environmental scan effort.





## Objectives

The objective of this environmental scan is to collect information about how business services are currently structured, designed, and delivered across workforce system partners in the District. This information will support the agencies' understanding of each other's work and identify opportunity areas for streamlining, resource utilization, and continued collective impact, with the ultimate goal of building a skilled pool of talent for businesses and helping connect residents to career opportunity. Key objectives include:



Gain an understanding of how system partners engage and serve businesses to identify and solve talent challenges across system partners;



Identify areas of strong connection for scaling; and



Identify opportunity areas for continuing collaboration and resource leveraging among agency partners.

## Methodology

An online data collection tool was developed with questions that sought to understand the following topics from each agency:

- ★ Primary job seeker customers served
- ★ Primary services provided to business customers
- ★ Laws, regulations, and policy that govern business engagement/service delivery
- ★ Staffing structure
- ★ Target industries
- ★ Use of labor market data
- ★ Type of marketing collateral available
- ★ Use of customer relationship management (CRM) systems
- ★ Existing agency partnerships
- ★ Established goals

In late 2019 to early 2020, the tool was sent to local District government agencies believed to engage with businesses for identifying and/or strengthening talent pools, and while participation was highly encouraged, it was not mandatory. For most of the agencies, follow-up interviews, either in-person or by phone, were conducted to confirm the accuracy of the data collected in the tool. In the event that multiple representatives from one agency completed the data collection tool and/or participated in interviews, their responses were aggregated into one overall agency response.

### LEGISLATIVE BRANCH

Council of the District of Columbia

DC Auditor

Advisory Neighborhood Commissions

### EXECUTIVE BRANCH

#### MAYOR

Office of the Chief Financial Officer

Office of Budget and Planning

Office of Finance and Treasury

Office of Revenue Analysis

Office of Financial Operations and Systems

Office of Lottery and Charitable Games

Office for East of the River Services

Office of Budget and Performance Management

City Administrator

Mayor's Office of Legal Counsel

Office of the Inspector General

Office of the Attorney General

Executive Office of the Mayor

Office of the Senior Advisor

Deputy Mayor for Operations and Infrastructure

Deputy Mayor for Planning and Economic Development

Deputy Mayor for Health and Human Services

Deputy Mayor for Education

Deputy Mayor for Public Safety and Justice

Department of Transportation

Department of Public Works

Department of For-Hire Vehicles

Department of Consumer and Regulatory Affairs

Department of Energy and Environment

Department of Motor Vehicles

Department of Insurance, Securities, and Banking

Department of Health and Human Services

Department of Health

Department of Child and Family Services

Department of Disability Services

Department of Behavioral Health

Department of Health Care Finance

Office on Aging

Thrive by Five Coordinating Council

Health Benefit Exchange Authority

United Medical Center

Not-for-Profit Hospital Corporation

Public Service Commission\*

Department of Housing and Community Development

Office of Planning

Office of Cable Television, Film, Music, and Entertainment

Commission on the Arts and Humanities

Department of Small and Local Business Development

Office of Public Private Partnerships

DC Housing Authority

Housing Finance Agency

Office of the Tenant Advocate

Office of Zoning

Real Property Tax Appeals Commission

Washington Convention and Sports Authority

Zoning Commission\*

DC Public Schools

Office of the State Superintendent of Education

Department of Parks and Recreation

Department of Employment Services

Workforce Investment Council

DC Public Library

Public Charter School Board

Public Charter Schools\*\*

State Board of Education

University of the District of Columbia (including UDC Community College)

Fire and Emergency Medical Services Department

Homeland Security and Emergency Management Agency

Department of Corrections

Department of Forensic Sciences

Office of Unified Communications

Office of the Chief Medical Examiner

Office of Victim Services and Justice Grants

Office of Neighborhood Safety and Engagement

Office of Human Rights

Department of Youth Rehabilitation Services

DC National Guard

Department of Contracting and Procurement

Department of Human Resources

Office of Risk Management

Office of Disability Rights

Office of Labor Relations and Collective Bargaining

Board of Elections\* (including the Office of Campaign Finance)

Board of Ethics and Government Accountability (including the Office of Open Government)

Contract Appeals Board

DC Retirement Board

Office of Administrative Hearings

Office of Employee Appeals

Public Employee Relations Board

Department of the Secretary

Office of Policy and Legislative Affairs

Office of Federal and Regional Affairs

New Columbia Statehood Commission †

Office of the Statehood Delegation

Internal Services

Department of General Services

Office of the Chief Technology Officer

Office of the General Counsel

Office of Commissions: Mayor's Correspondence Unit

Mayor's Office of Talent and Appointments

Office of Scheduling and Advance

Mayor's Office of Policy

Mayor's Office of Community Affairs:

- Mayor's Office of Community Relations and Services
- Mayor's Office of Nightlife and Culture
- Office of the Clean City
- ServeDC
- Mayor's Office on African Affairs
- Mayor's Office on Asian and Pacific Islander Affairs
- Mayor's Office of LGBTQ Affairs
- Mayor's Office of Latino Affairs
- Mayor's Office of Veteran's Affairs
- Mayor's Office on Returning Citizens Affairs (including the Office of Women's Policy and Initiatives)
- Mayor's Office of Religious Affairs
- Commission on Fathers, Men, and Boys
- Mayor's Office of African American Affairs

Regional Bodies

- Metropolitan Washington Council of Governments
- National Capital Planning Commission (federal)
- Washington Metropolitan Area Transit Authority
- Washington Metropolitan Area Transit Commission
- Washington Metropolitan Airports Authority

**NOTES** Entities enclosed within dashed boxes are independent agencies or entities. They appear on this organizational chart in proximity to the executive branch cluster with which their functions most align.

\* Agencies marked with an asterisk are Charter Independent agencies.

\*\* Entities marked with two asterisks are non-governmental entities.

† The New Columbia Statehood Commission is co-chaired by the Mayor and the Council Chairman.

‡ Respondents to DC Business Services Environmental Scan



## List of Participating Agencies:

- ★ Child and Family Services Agency (CFSA)
- ★ Department of Behavioral Health (DBH)
- ★ Department on Disability Services, Rehabilitation Services Administration (DDS/RSA)
- ★ Department of Employment Services (DOES)
- ★ Department of Energy and Environment (DOEE)
- ★ Department of Human Services (DHS)
- ★ Department of Small and Local Business Development (DSLBD)
- ★ Department of Youth Rehabilitation Services (DYRS)
- ★ District Department of Transportation (DDOT)
- ★ District of Columbia Public Schools (DCPS)
- ★ Housing Authority (DCHA)
- ★ Mayor's Office on African Affairs (MOAA)
- ★ Mayor's Office on Asian and Pacific Islander Affairs (MOAPIA)
- ★ Office of the Deputy Mayor for Planning and Economic Development (DMPED)
- ★ Office of the State Superintendent of Education (OSSE)
- ★ University of the District of Columbia (UDC)
- ★ Workforce Investment Council (WIC)





# BUSINESS SERVICES

# PROGRAM ANALYSIS

## Primary Job Seeker Customers

The majority of the agencies consulted for this scan provide some level of services to job seekers and therefore have an understanding of the subpopulations served. In many cases, agencies themselves directly serve job seekers; in others, they provide funding through grants or contracts to organizations and programs that work directly with job seekers. Several have a more universal focus on all District residents, while many others target their services to particular populations, such as youth, the under- or unemployed, Temporary Assistance for Needy Families (TANF) recipients, Supplemental Nutrition Assistance Program (SNAP) participants, and citizens returning from incarceration. Many agencies serve job seekers that are part of multiple target populations; for example, a returning citizen may also need assistance related to obtaining employment and services to address a disability. “Other targeted populations” include a wide range, such as veterans, older individuals, youth in foster care, individuals with mental health challenges, and public housing residents.

*The analysis that follows is based upon information supplied by agency representatives in their responses to the online data collection tool and/or during in-person or phone interviews. As such, while the information presented is intended to convey agencies’ self-reported primary customer groups, services, focus areas, etc., it may not be fully exhaustive.*

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Directly serves job seekers or funds programs that do	★	★	★	★	★	★	-	★	-	★	★	★	-	-	★	★	★
All District residents	-	-	★	★	★	-	-	-	-	-	★	-	-	-	-	★	★
Under-/unemployed	-	-	★	★	★	★	-	-	-	-	-	-	-	-	-	-	★
Secondary students	★	-	-	-	★	-	-	★	-	★	-	★	-	-	★	-	★
Post-secondary students	★	-	-	-	★	-	-	-	-	-	-	★	-	-	★	★	★
Adult learners (literacy, English language)	-	-	-	-	-	★	-	★	-	-	-	★	★	-	★	-	★
TANF customers	-	-	-	-	★	★	-	-	-	-	-	-	-	-	-	★	★
SNAP customers	-	-	-	-	★	★	-	-	-	-	-	-	-	-	-	-	★
Youth/young adults	★	★	★	★	★	★	-	★	-	-	-	★	★	-	★	★	★
Persons with disabilities	-	★	★	-	★	-	-	-	-	-	-	-	-	-	★	-	★
Returning citizens	-	-	★	★	★	★	-	★	-	-	-	-	-	-	★	★	★
Other targeted populations	★	★	-	-	-	★	-	-	-	-	★	★	★	-	★	★	★



## Primary Services Provided to Business Customers

A foundational goal of this scan was to understand the range of services provided by District agency partners to business customers, which most agencies directly serve. Services provided range quite widely, with the most common being screening and recruiting of job candidates, followed by hosting hiring events for businesses, posting job listings, and coordinating work-based learning opportunities like internships with businesses. Seven agencies interviewed for the scan indicated that they work with groups of employers in particular industries through industry advisory boards or industry sector partnerships.

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Provides services directly to businesses	★	★	★	★	★	★	★	★	★	★	★	★	★	★	-	-	-
LMI*	-	-	-	★	★	-	-	-	-	★	-	-	-	-	★	★	★
Screening and recruiting	★	★	★	★	★	★	-	★	-	-	★	-	-	-	-	-	-
Coordinating WBL opportunities including internships	★	-	★	★	-	-	-	★	-	★	-	★	-	-	★	-	-
Advisory boards/sector partnerships	-	-	-	★	★	-	-	-	-	★	-	-	-	★	★	★	★
Input on curriculum	-	-	-	-	★	-	-	-	-	-	-	-	-	-	★	★	★
Tax credits	-	-	★	★	-	-	-	-	-	-	★	-	-	-	-	-	-
Hiring events	★	-	★	★	★	★	-	-	-	-	★	★	-	-	-	-	★
Post job listing	-	-	★	★	★	-	-	-	-	-	★	★	-	-	-	-	★
Information on employment laws	-	-	★	-	-	-	-	-	★	-	-	★	★	-	-	-	★
Financing/grants /procurement support (not workforce related)	-	-	-	-	★	-	★	-	-	-	-	★	-	★	-	-	-

\* In some cases, agencies publish LMI as a service to business and other customers. In other cases, agencies use LMI to inform their programs and services, ensure alignment to business needs, and/or make investment decisions.



# ***Laws, Regulations, and Policies***

*that govern business engagement/service delivery*

One goal of the scan was to understand the statutory, regulatory, and/or policy requirements that apply to partners' business service delivery. While several agencies reported that they do not have any specific legal or regulatory requirements that govern business engagement/service delivery, a number cited the following governing laws/regulations as applying more broadly to their programs and services. Several agencies also noted that District law, regulations, and policy apply to their work.



- ★ The Workforce Innovation and Opportunity Act
- ★ The American with Disabilities Act of 1990
- ★ The Carl D. Perkins Career and Technical Education Act
- ★ The Personal Work Opportunity and Reconciliation Act of 1996
- ★ The Federal Rehabilitation Act of 1973
- ★ Postsecondary and Career Grant-Making Authority Amendment Act of 2017 (DC Act 22-0130, Section 4052)
- ★ Other Federal laws, such as those governing SNAP



## Staff Overview



Agencies provided an overview of the type of staff who provide business services, as well as their roles and responsibilities and the size of their teams. This information is useful to understanding which partners have dedicated staff for business services, which do not, and how efforts and staff resources might be best aligned. The responses indicate many different team compositions: some agencies have staff dedicated to outreach, employer engagement, and workforce development, while others do not have any business-facing staff. The size of the teams has quite a wide range – some agencies have large client services teams, and others have a smaller staff working on business engagement, community outreach, and/or partner collaboration.

### | CFSA

- CFSA provides employment/internship supports to youth. Specialists work with employers/businesses who are willing to offer youth work experiences to support them in building skills that would lead to long-term employment.

### | DBH

- DBH has nine certified Evidence-Based Supported Employment providers, who are trained using the Dartmouth Evidence-Based Supported Employment model, throughout the District.
- Each program has an Employment Manager and several Employment Specialists (depending on the size of the program). Employment Specialists each carry a caseload of no more than 20 consumers (at a time) that they job-develop for, to help consumers find competitive full- or part-time employment in the community that matches their skills, interests, and abilities. The Employment Specialists spend 65% of their time in the community, building and developing relationships with employers. Once the consumer obtains employment, the Employment Specialists work with the consumer and the employing business to provide follow-along supports to assist with maintaining employment.

### | DDS/RSA

- RSA has one Business Relations Specialist. The Business Relations Specialist coordinates with businesses to educate them about the services that RSA has to offer them as well as make them aware of RSA job seekers as a source of qualified talent.
- The agency also has four Employment Specialists who work in conjunction with the Business Relations Specialist and the Vocational Rehabilitation Counselors to prepare RSA job seekers for employment.

### | DOES

- DOES has an Office of Talent and Client Services (TCS) team, whose focus is serving District-region businesses and residents with referral and hiring assistance and employee training. The TCS Team includes:
  - **Client Services:** Operating federal programs that serve business needs in a workforce capacity.
  - **Talent Acquisition Development:** Focusing on employer engagement, hiring needs, human capital, and leveraging of resources to meet employment needs.



## DOEE

- **Office of the Chief of Staff/ Human Resources Division:** Management Liaison Specialists support workforce development, training opportunities, and job placement.
- **Operations Services Administration/Green Economy Branch:** Program Analysts oversee the programmatic operations of workforce development programs and initiatives to support program development, implementation, and growth. As a note, both Solar Works DC and the Green Zone Environmental Program fall under the Green Economy Branch, and is a partnership between the Department of Energy and Environment and the Department of Employment Services.
- **Natural Resources Administration/Watershed Protection Division:** Environmental Protection Specialists manage the following programs: RiverCorps, RiverSmart Homes, and Community Stormwater Solutions Grant program. They primarily oversee programs that provide workforce development opportunities in the field of design, construction, and maintenance green infrastructure.

## DHS

- Business services provided by the TANF Employment Program (TEP) and SNAP Employment and Training (SNAP E&T) are delivered through both internal staff and external providers.
  - Internal staff are assigned by program and include about 12 staff members that perform at least some business service functions.
  - Over 20 external service providers provide various types of business services.

## DSLBD

- DSLBD has a number of divisions that engage with the business community in various ways:
  - The Business Opportunity division focuses on helping CBEs and local businesses better position themselves to participate in contracting opportunities offered by the District and Federal governments, as well as by the private sector.
  - DSLBD's team of business development professionals also specializes in providing technical assistance to build credit, access capital, and manage business finances.
  - Workforce issues are referred out to partners.

## DYRS

- DYRS has a team of three staff members who perform external partner collaboration, skill development, and outreach.

## DDOT

- DDOT has five recruiters who participate in local job fairs.

## DCPS

- DCPS does not have staff members that are exclusively focused on business partnerships and services.

## DCHA

- DCHA's team includes a Workforce Manager; a Case Manager/Intake Specialist, who handles intake and provides referrals; two Job Developers, one focused on general employers and the other focused specifically on Section 3 employers in partnership with the agency; and a UDC Site Coordinator, who creates the course listings each semester based on popularity and industry in the surrounding area.
- Staff are not specialized by industry sector.
- DCHA is looking at changing staff titles to be more relatable to employers.

## DMPED

- DMPED has a 10-member Business Development Team comprised of analysts, managers, and a director with various portfolios that include tech and innovation, startups, small businesses, international businesses, and mid-/large-level companies. Most team members work across target industry sectors.

## MOAA

- MOAA has a Community Outreach Team that conducts culturally and linguistically tailored outreach to African-owned businesses in Washington, DC throughout all eight wards. MOAA's Community Outreach Team raises awareness of and provides information about District of Columbia Government programs, services, and activities.

## MOAPIA

- Five Community Outreach Specialists conduct outreach to AAPI-owned businesses regularly to share information about government programs and services and assist with case management.

## OSSE

- The Career Education Development (CED) unit currently has a staff of two: the CED Director and the CED Program Coordinator. There is also a full-time Academy Director at each campus who oversees academy business.
- The Adult and Family Education (AFE) unit does not have business-facing staff.
- The Career and Technical Education (CTE) team currently has a staff of six, none of which is fully devoted to business services. However, the State Director works with business partners on validation of academic and industry standards and certifications and one of the Program Accountability Coordinator positions focuses on supporting work-based learning for Perkins-funded CTE programs of study.

## UDC

- The College of Agriculture, Urban Sustainability and Environmental Sciences (CAUSES), which offers training related to sustainability, hospitality, and food, has five to eight Teaching and Research Specialists. Staff are specialized by industry sector.
- Paving Access Trails for Higher Security (PATHS), which provides training and education for TANF recipients, has case management staff for customers, and also utilizes community-based services to provide additional services and training. PATHS business partners have industry-specific expertise.
- Workforce Development and Lifelong Learning (WDLL) employs classroom instructors, Academic Advisors for student program/class placement, Program Directors, and support staff. Total team size is 45 staff members.

## WIC

- The WIC is comprised of 10 staff members and a 34-member board of leaders from business, labor, the community, and government. Collectively this group is charged with developing a demand-driven system that meets the workforce needs of business and industry, supports career development and self-sufficiency, and enhances the productivity and competitiveness of the District's workforce. The Board members either represent businesses or are administrators of agencies that engage with businesses.
- Historically, the team of 10 had a dedicated person focused on sector strategies and business engagement. This included developing industry-specific working groups that provided feedback and refined resources developed, like career pathway maps and supply and gap analyses.



		CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
WIC-identified Industries	Construction	★	-	-	★	★	★	★	★	-	★	★	-	-	-	★	★	★
	Infrastructure/Transportation	★	-	-	★	★	★	-	-	-	-	-	-	-	★	-	★	★
	Hospitality/Tourism/Retail	★	-	★	★	-	★	-	★	-	★	★	★	★	★	★	★	★
	IT/Tech/Cybersecurity*	★	-	★	★	-	-	★	-	-	★	-	-	-	★	★	★	★
	Healthcare/Health Sciences	★	-	★	-	-	★	-	★	-	★	-	-	-	★	★	★	★
	Security and Law Enforcement	★	-	★	-	-	★	-	-	-	★	★	-	-	-	★	-	★
	Business Administration and Professional Services*	★	-	★	-	-	★	★	★	-	-	-	-	-	★	★	-	★
Engineering		-	-	-	-	★	-	-	-	-	★	-	-	-	-	★	-	-
Finance		-	-	-	-	-	-	-	-	-	★	-	-	-	-	★	-	-
Maintenance		-	-	-	-	★	-	-	-	-	★	-	-	★	-	-	★	-
Automotive		★	-	-	-	-	-	-	★	-	★	-	-	-	-	-	★	-
Education		★	-	★	-	-	-	-	-	-	★	-	-	★	★	-	★	-
Media/Communications		-	-	-	-	-	-	-	-	-	★	-	-	-	★	-	-	-
Environmental		-	-	-	-	★	-	-	-	-	-	-	-	-	-	-	-	-

\* While the WIC combines IT and Business Administration as one target industry, we have separated them here as some other agency partners focus on one or the other but not both.

Many agencies are focused on target sectors that are critical to the District economy. Engaging with employers at an industry scale supports the surfacing of common needs and potential shared strategies for meeting those needs in job seeker service delivery (for example, focused efforts on job seeker barrier mitigation). Surveyed agencies provided insight into the various target industries in which they focus their efforts and/or have developed partnerships with businesses. Many agencies indicated that their target industries align with the target industries identified by the Workforce Investment Council: IT and Business Administration; Security and Law Enforcement; Infrastructure and Transportation; Construction; Healthcare; and Hospitality. Some agencies reported operating programs in target industries, and others reported additional criteria for business partnerships (besides target industry), such as geographical location or program participant eligibility.

## Labor Market Data

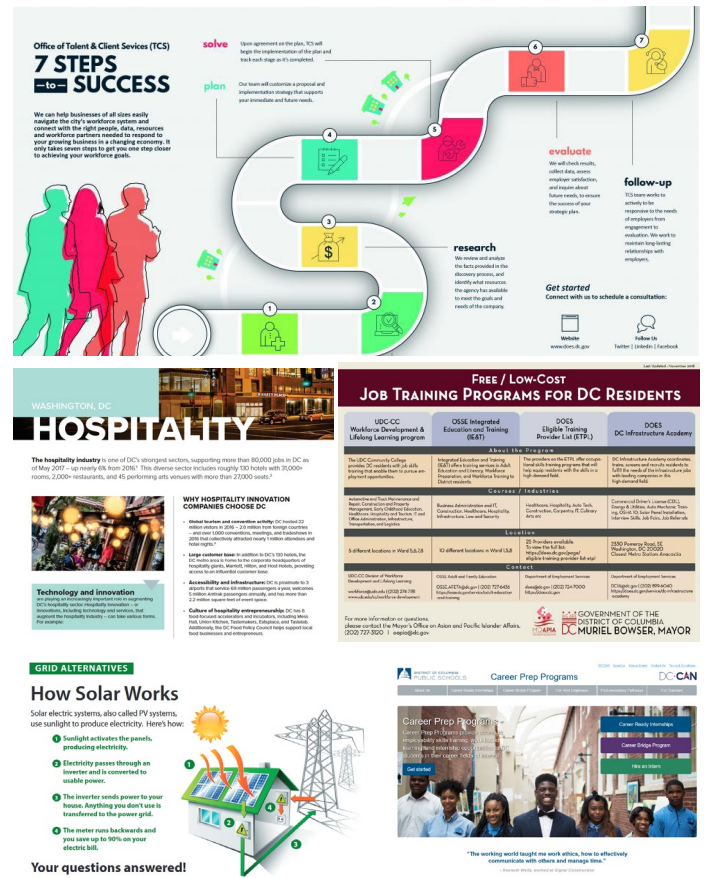
The District's Adult Career Pathways Plan emphasizes the need to use labor market information (LMI) in an ongoing manner to stay abreast of workforce trends and dynamics and to ensure that career advising and education and training services are aligned accordingly. While some of the agencies surveyed indicated that they do not use labor market information or did not provide responses to this survey question, most agencies consult at least one form of LMI. From a geographical perspective, most of these agencies consult District-only data, Ward-specific data, or Metropolitan Statistical Area data. Agencies that use LMI consult a variety of sources. Some are federal, like the U.S. Bureau of Labor Statistics and the U.S. Bureau of Economic Analysis; some District-generated, as that from the DC Department of Employment Services and the DC Office of the Chief Financial Officer. Several agencies indicated that they rely upon employer-provided information in addition to traditional LMI sources.

		CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Geography	Ward-Specific Data	-	-	-	★	★	-	-	-	-	-	★	-	★	-	-	-	-
	District-Only Data	-	-	★	★	★	★	-	★	-	-	-	★	★	-	-	★	★
	Metropolitan Statistical Area Data	-	-	-	★	★	-	-	-	-	★	-	-	-	-	★	★	-
	National Data	-	-	-	★	★	-	-	-	-	-	-	-	-	-	-	★	-
Data Source	U.S. Bureau of Labor Statistics Data	-	-	-	★	★	★	-	-	-	-	-	-	-	★	-	-	★
	U.S. Bureau of Economic Analysis Data	-	-	-	★	-	-	-	-	-	-	-	-	-	★	-	-	★
	DC Department of Employment Services Data	-	-	-	★	-	★	-	-	-	-	-	-	-	★	-	★	★
	DC Office of the Chief Financial Officer Data	-	-	-	★	-	-	-	-	-	-	-	-	-	★	-	-	-
	DC Workforce Investment Council High-Demand Industry Sector and Occupation Data	-	-	-	★	-	★	-	-	-	-	-	-	-	-	-	★	★
	EMS Data	-	-	-	★	-	-	-	-	-	-	-	-	-	-	★	★	★
	Employer-Provided Data/Info	-	-	-	★	★	-	-	-	-	-	-	-	-	★	★	-	-
Do Not Use or Not Provided		☆	☆	-	-	-	-	☆	-	☆	-	-	-	-	-	-	-	-



## Marketing Collateral

As part of the scan, agencies were asked to share example of their business-facing outreach and marketing material. Marketing collateral has been developed by a number of respondent agencies to assist with outreach efforts. Many agencies are using mediums such as websites, brochures, social media, flyers, and one-pagers to share their message. Others are in the process of identifying marketing experts to guide the development of materials. Examples of collateral were provided by agencies, and several are highlighted at right.



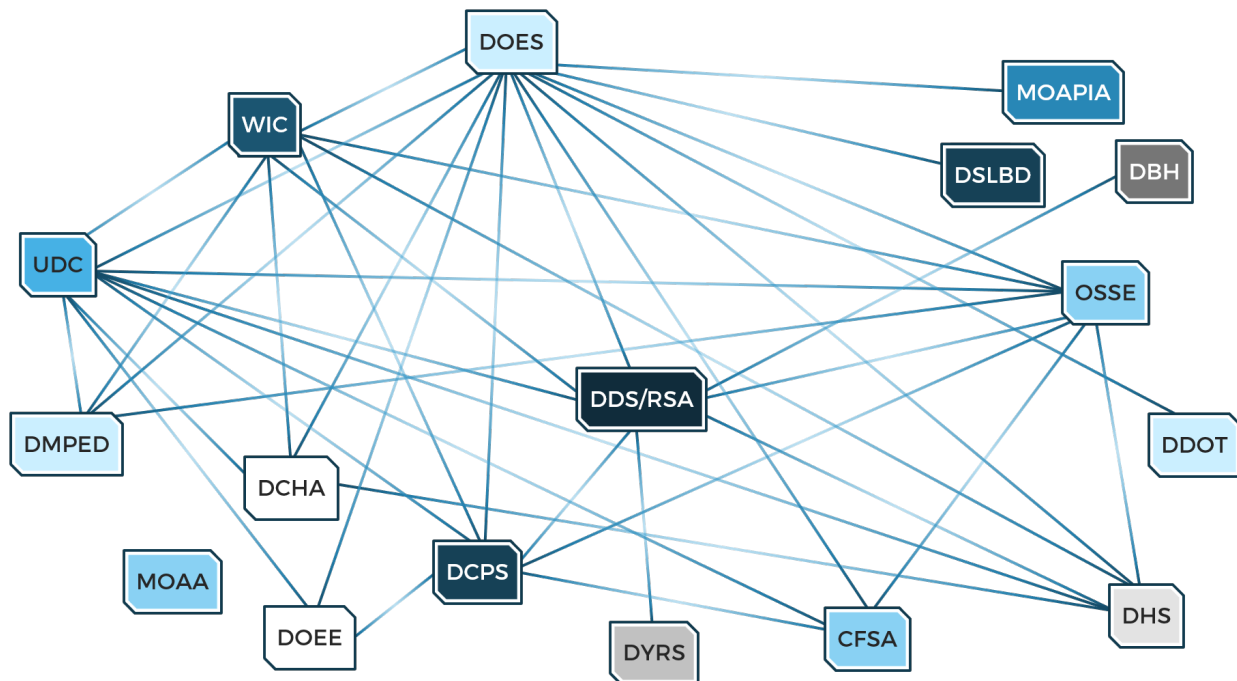
## Customer Relationship Management (CRM) System

Coordinating business contacts among multiple partners is a critical component of integrated and coordinated business service delivery. Customer relationship management systems, shared among partners, are a useful tool in this effort. Agencies were asked about the extent to which they use CRM systems to track and manage their business customer outreach, engagement, and service delivery. The majority of agencies do not use formal CRM systems (such as Salesforce or Zoho); instead, many use internal databases for tracking.

	CFSA	DBH	DDS/RSA	DOES	DOEE	DHS	DSLBD	DYRS	DDOT	DCPS	DCHA	MOAA	MOAPIA	DMPED	OSSE	UDC	WIC
Salesforce	-	-	-	-	-	-	★	-	-	-	-	★	★	-	-	-	-
Smartsheet	-	-	-	-	-	-	-	-	-	-	-	-	-	★	-	-	-
Internal Databases	-	★	★	-	★	-	-	-	-	-	-	-	-	-	-	★	★
Investigating or Building a CRM System	-	-	-	★	-	-	-	-	-	-	-	-	-	-	★	-	-
No Formal CRM System	★	★	★	★	★	★	-	★	-	-	★	-	-	-	★	★	★
No Answer or Did Not Discuss or Provide	-	-	-	-	-	-	-	-	☆	☆	-	-	-	-	-	-	-

# Agency Partnerships

A main goal of the environmental scan effort was to understand the extent to which District agencies are partnered with one another relative to business service planning and delivery, and, by extension, job seeker service delivery aligned to business needs. Surveyed agencies were asked to provide information on their existing collaborative partnerships with other District agencies. Partnerships in this case may encompass a range of relationships, including partnerships established in laws like WIOA, referral and service provision partnerships, funding or contractual relationships, less formal networking partnerships, and others. However, the partnerships shown below are those that agencies indicated are relatively regular in nature, as opposed to ad hoc interactions. The network graphic below maps these varied relationships and highlights interconnectivities among agencies. As can be seen, some agencies have partnerships with a large number of other agencies; others' partnerships may be more targeted in nature. It should also be noted that some responding agencies indicated that they have relationships with non-agency organizations not shown on this map, such as PEPCO and WMATA and the DC Chamber.



## Business Service Delivery Goals

Agencies consulted for this scan indicated that they have a wide variety of goals. Some of these goals are more focused on measuring processes and outcomes for job seekers or other individual customers; others are more directly focused on measuring processes and outcomes for business customers.

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
<b>CFSA</b>	To expose clients to job shadowing opportunities	To connect clients to meaningful internship opportunities	To connect clients to permanent employment	-	-
<b>DBH</b>	Percentage of time spent in the community job developing by the Employment Specialist	Number of face-to-face contacts with a person of hiring authority, etc.	How many consumers were hired	-	-
<b>DDS/ RSA</b>	Number of contacts made	Number of relationships maintained	Number of engagement events hosted	Number of disability awareness education and training sessions held	-
<b>DOES</b>	Provide value-added employment services	Referral assistance	Hiring assistance	Employee training	Retention
<b>DOEE</b>	Number of businesses and institutions participating in sustainability pledges or challenges	Number of school visits, community meetings, and events where environmental and sustainability programs, activities, and initiatives are promoted	Number of social media posts and electronic communications containing environmental and sustainability engagement messaging	-	-
<b>DHS</b>	Job placement	Promotions	Retention	-	-
<b>DSLBD</b>	35% of CBE	Jobs created or retained as a result of loan programs	-	-	-
<b>DYRS</b>	Length of days in professional development class	Age	Gender	-	-
<b>DDOT</b>	No answer/Unknown	-	-	-	-
<b>DCPS</b>	Repeat business internship hosts	Students taking and passing industry-recognized certification	Percentage of students participating in internships	-	-
<b>DCHA</b>	Number of placements	Number of engagements (career fairs, etc.)	Job retention (at 30, 60, and 90 days)	Number of new partnerships with businesses	-
<b>MOAA</b>	Number of businesses visited per month	Number of African residents connected to jobs	-	-	-
<b>MOAPIA</b>	Number of businesses visited	Percentage case completion	-	-	-
<b>DMPED</b>	Number of businesses visited/engaged with	Customer satisfaction rates	Completion/close-out of follow-up action items	-	-
<b>OSSE</b>	Soliciting feedback/input on program standards and program quality	Soliciting work-based learning opportunities, including internships and apprenticeships	Job placements	Internship placement	Federal reporting
<b>UDC</b>	Number participated in training/month	Number certified	Number of new businesses launched	Number of customers served	-
<b>WIC</b>	Develop business-driven career pathway maps for high-demand occupations and industry sectors	Engage sector partners to review career pathway maps and sector strategies on a periodic basis to ensure their continuing relevance to identified industry workforce and occupational needs	Formalize and expand industry sector partnerships among business partners, District agencies, education and training providers, and professional organizations	Expand the talent pool for businesses	Increase the number of business leaders actively engaged



# A MODEL REGIONAL FRAMEWORK

*for Integrated Business  
Services and  
Promising Practices*

The business services environmental scan effort includes the development of a model framework for integrated business services and service delivery, presented in summary in this section. This framework is provided to assist District partners in conceptualizing what a more coordinated and cross-agency approach to business services might look like in the District.



## ***The Case for Integrated Business Services***

Ensuring that businesses have the qualified talent needed to thrive is vital to community and economic prosperity. An effective, streamlined, demand-driven integrated business services model is key to both understanding labor demands and adequately preparing the workforce for sustainable employment and career opportunities. No one organization can address all the needs of business, including the talent challenges of today and tomorrow. A variety of regional partners is required to provide comprehensive solutions to businesses, including practitioners from education, economic development, workforce development, community-based organizations, chambers of commerce, industry-based associations, and

labor organizations, among others.

Now more than ever, it is important to have a strong regional strategy for coordinated employer outreach and solutions to meet business demand. Low unemployment, technology-driven upskilling and re-skilling needs, and a growing gap between employer skill demands and labor supply are making government and community-based organization assets more important to solving talent needs. Multiple partners have federal and state requirements to serve business, in addition to the membership-driven services provided by regional business organizations like chambers of commerce. The risk of frustrating businesses through uncoordinated service delivery and “visit fatigue” in this landscape is high and should be mitigated through a more strategic and integrated approach.

## ***Defining Integrated Business Services***

For the purpose of this project, we define business services as the act of engaging businesses to both identify and ultimately solve their talent needs in a holistic way. Integrated business services should be a comprehensive, value-added set of strategies, activities, and partnerships designed to support and promote economic prosperity by providing valuable, coordinated solutions for the needs of businesses. In today's economy and labor market, businesses continually elevate talent challenges as their major pain-point in maintaining business productivity and rising to meet the needs of future growth.

A strong, integrated business services framework provides a partnership structure not only to address this current priority, but to prepare a region to provide solutions to other business challenges in the spheres of business retention and growth normally addressed in large part by economic development and business development partners. For this reason, and per WIOA, a successful integrated business services partnership should include both core and key partners from all the business-serving domains mentioned above.

### ***An Ideal Framework***

The ideal environment for the delivery of coordinated business services is one where industry-led, sector-based talent pipeline development is the strategic framework for service delivery, and workforce areas and primary partner organizations are organized on the basis of functional economic regions, at least for planning purposes. In this report, we aim to provide a usable, adaptable framework to help the DC Workforce Investment Council and its allied partners transform their service to businesses by providing a more coordinated approach to long-term pipeline development. This framework is provided as a starting point for partners in the District; it will necessarily need to be customized to address local needs and conditions, which is an essential component of planning for and implementation of all aspects of the framework.

The chart below provides an overview of the six foundational elements of an ideal coordinated business services system, which include:

- ★ Leadership and Vision
- ★ Organizational Structure and Partner Alignment
- ★ Data, Demand Planning, and Business Intelligence
- ★ Coordinated Business Outreach and Communication
- ★ Demand-Driven Solutions Design and Delivery
- ★ Performance Measurement, Continuous Improvement, and Sustainability

## Framework Elements and Indicators

### Leadership and Vision

- 1 A common regional vision and framework exists for delivery of coordinated and aligned business services.
- 2 The vision is inclusive of all partners that play a role in the regional talent pipeline from economic development, education, and workforce development, among others.
- 3 The notion of shared business client ownership and accountability is institutionalized across agencies, partners, and programs.
- 4 Leadership buy-in exists across partnerships for demand-driven, coordinated services that result in and are driven by shared performance goals and outcomes.
- 5 Regional champions are leveraged to proliferate unified business services approaches and lead implementation of the agreed-upon vision and framework elements.

### Organizational Structure and Partner Alignment

- 1 The regional partnership structure includes all business-serving organizations.
- 2 A regional staffing structure with clearly defined roles and responsibilities is in place to guide, implement, and sustain this work. This structure supports both day-to-day business outreach/solutions with individual employers and regional industry sector partnerships.
- 3 Shared goals and processes for serving businesses are reflected in partners' strategic plans, policies, programming, and funding investments. Funding and efforts are braided for maximum leverage and impact.
- 4 All regional partners understand how their role contributes to the regional vision for integrated business services and embody the coordinated regional approach to service delivery adopted by leadership.

### Data, Demand Planning, and Business Intelligence

- 1 Quality, regionalized labor market information is consistent and accessible to all partners.
- 2 Regional staffing and expertise exist to support accessing and interpreting traditional and real-time labor market information.
- 3 All business services representatives have a clear understanding of the region's overall business and economic climate, including key industries, business lifecycles, workforce trends, and potential skill gaps.
- 4 Partners use shared data as they approach and work with business and there is consensus among partners on key target industries, critical occupations, etc.
- 5 Business services teams are qualified to help businesses determine their current and future job openings by obtaining and analyzing individual and industry-wide growth projections directly from businesses. This primary demand-planning data helps to create an accurate picture of both current and future talent and skills needs.
- 6 Business intelligence—or direct feedback from businesses—is managed across key partners through a customer relationship management (CRM) or similar system. All partners have access and know both how to use it and how to maintain quality and consistency.
- 7 Business services representatives (across partners) have processes and tools in place to share business intelligence for coordinated solutions design and implementation, and to strategize follow-up.



## Coordinated Business Outreach and Communication

- 1 There is a universally adopted, shared message for communicating to the business community the vision and strengths of the region's integrated business services system.
- 2 Comprehensive services being presented to businesses are not siloed or menu-driven but focus on delivering solutions to expressed business needs.
- 3 Messaging centers around concepts important to businesses, including how these services will impact profitability and productivity. Business services representatives consider what messaging will resonate with their audience as they work with different business representatives (HR leaders, CEOs, operations managers, etc.).
- 4 There is a consolidated brand for business solutions delivery, and it is embraced by all partners that serve businesses.
- 5 Efforts are made to minimize duplicative outreach and employer engagement and leverage partnerships to represent the full spectrum of services available to business.
- 6 Business outreach/solutions representatives are adept at collecting all key business needs and relevant information when meeting with businesses, not just the information that pertains to their organization's programs and goals. This approach minimizes duplicative outreach, maximizes their interaction, and provides partners with referrals for the sake of comprehensive, all-encompassing solutions.

### Demand-Driven Solutions Design and Delivery

- 1 Roles and responsibilities, as they relate to service delivery and follow-up, are understood and embraced by all partners. Coordination and planning across partners occur regularly throughout solution implementation.
- 2 The multi-partner business services team operates as a cohesive unit when interacting with business, regardless of organization, program, or funding source.
- 3 Business outreach/solutions representatives have the skills needed to build meaningful partnerships with businesses, both individually and in the context of multi-business industry sector partnerships. These relationships are built on trust, expertise on business needs, awareness of regional assets, and a proven track record.
- 4 A regional asset map has been created that details all assets, programs, services, resources, etc. provided through the regional business services partner network. This resource is regularly maintained to ensure accuracy and identify potential gaps.
- 5 There is understanding about which services and assets are consistently and uniformly available across the region, versus those specialized assets that are adapted to reflect unique local environments or needs.
- 6 There is an understanding of the natural progression and mobility of workers (e.g. career pathways) in all targeted industries and occupations. This understanding is a direct result of communication with and validation from business partners.
- 7 A full suite of innovative, integrated, demand-driven, and business-focused programs and services are provided to meet business challenges and are delivered through a coordinated implementation plan.
- 8 There is an emphasis on effective demand-driven training and work-based learning strategies to improve the talent pipeline.
- 9 Business services representatives represent "the whole" when in front of businesses and exhibit a "no wrong door" approach to accessing solutions. Solutions regularly include partner resources and coordination through warm hand-offs—or referrals—and coordinated service strategy.

## Performance Measurement, Continuous Improvement, and Sustainability

- 1 Coordinated cross-partnership measures (i.e. quantifiable goals that both include and go beyond WIOA measures) have been developed around engaging and serving businesses.
- 2 A process exists for continuous multi-partner assessment, reflection, root-cause analysis, and process improvement of services.
- 3 Leadership buy-in exists across partnerships for shared performance goals and business solutions outcomes.
- 4 Cross-agency training, technical assistance, and promising practice sharing are in place to ensure all partners are aware of and can deliver solutions inherent in this type of approach. This promotes increased capacity and ongoing professional development for sustainability of integrated services.



# RECOMMENDATIONS

The following recommendations should be considered as a step-by-step process which will move partners closer to alignment with each subsequent step.

## **1** *Develop a joint vision for business services in the District of Columbia*

As a result of this scan, participating agencies understand more about each agency's role, resources, and approach to providing business services. The next step is to develop a joint vision for coordinated business services in the District that articulates collaboration in such a way that all parties can support a business engagement process that eliminates multiple contacts and presents a "coordinated" system to businesses. The vision should be articulated

in an agreement that all agencies sign. The vision should identify a backbone organization to coordinate the work of the group as well as spell out the roles and responsibilities of each agency.

In addition to the four core WIOA partners and other District agencies, other stakeholders should be involved in the process to provide context, inform and help shape the vision for business services, and garner support for the effort. In addition, it is critical to identify and include business champions to ensure that the vision and subsequent planning are aligned with true business needs.

## **2** *Embed the vision for coordinated business services in policy and planning initiatives*

There are a number of current policy and planning initiatives underway at the District-level which support further work in the area of business services. The WIOA planning that all partners are engaged in, plus the Expenditure

Guide and the Adult Career Pathways Strategic Plan, all support the concept of a coordinated system. It is important to ensure that the vision of coordinated business services (and subsequent framework) is incorporated into and supported by all related initiatives. One possible way to do this would be to develop a communication document for sharing information about the vision (and ongoing work) as well as ensuring that the staff involved in these other initiatives are well versed and can articulate the coordinated services vision.



## 3

## **Create a framework for coordinated business services**

Once there is consensus on the vision for business services, the same group needs to work to develop a framework which will outline a coordinated approach to service provision including the following key elements:

- ★ A sectors-based and business-driven approach – The work of the coordinated business services team should align around the industry sectors identified in the state WIOA plan, which should also align with the sectors identified by the District’s economic development organization. Participating business champions should drive the design of the framework.
- ★ From transactional to transformative – Much of the current work with businesses across the District are based on a transactional approach – processing job orders, coordinating on-site recruitment events, and more. While these tasks will continue to be important components of service delivery, the overall engagement of businesses should take on a transformational focus that provides a platform for regular and ongoing dialogue.
- ★ Regional in nature – While services first need to be organized and coordinated within the District proper, service delivery should ultimately and ideally be regional in nature and coordinated with across state boundaries to ensure a cohesive and coordinated approach.
- ★ Consideration of federal statutory mandates – Because some agencies have a federal mandate to provide specific, related services, and these federal requirements are spread across agencies, coordination is a bit more difficult and thus needs to be taken into account when developing the District framework.
- ★ Coordinated approach – The framework should describe a coordinated approach to business services and suggest a process for determining which partner is going to serve as the point of contact for particular businesses/industries and how the point of contact will coordinate with other partners to meet business needs. In addition, consolidating and coordinating advisory boards and sector partnerships should be discussed as a way to provide a “one-stop shop” for industry issues.
- ★ Co-located staff – Continue efforts to co-locate in one-stop centers to ensure maximum coordination between partners.
- ★ Policies that each agency will adopt, including coordinated program and staff performance measures. This may mean that existing policies/procedures need to be reviewed and revised to ensure alignment.
- ★ It is critical for key non-profit partners who are very involved in workforce services and those that engage directly with businesses to be engaged in the creation of the framework.

#### **4** *Ongoing asset mapping and training for all partner/agency staff*

This scanning effort has collected valuable information about current business services; however, it is not exhaustive. A deeper assessment of all assets, programs, services, and resources provided through the region would be valuable for effective understanding and coordination of services.

Additionally, training on how to work with businesses is an important skill set. It is critical that all partners involved in providing business services have the same knowledge base and approach to working with businesses. An additional training component to consider is cross-training across programs. If business services staff are going to feel comfortable allowing another program to represent them with businesses, then they need to know that the partner really understands what they have to offer.

#### **5** *Provide a single, District-wide customer relationship management system that can be used by all partners*

The systemized use of a single, District-wide customer relationship management system that all partners can participate in is critical to the success of truly coordinating business services. Partners should share information about their business contacts in order to effectively coordinate services, minimize duplication, and understand the current status of the business's engagement with the workforce system.

---

#### **6** *Articulate the vision, framework, and contacts in marketing collateral*

The District should develop core collateral which articulates the shared vision for business services, outlines the framework, and provides contact information for lead points of contact.

## CONCLUSION

The information collected as a result of this scan enhances each agency's understanding of other agencies' work and allows for identification of opportunity areas for streamlining and alignment. Leveraging what is known about key components of effective integrated business services from around the country, coupled with current initiatives and areas of opportunity within each agency, provides a strong foundation on which partners can begin dialogue around the next steps identified in the Recommendations section to realize a vision for coordinated business services in the District of Columbia.