

FY 2022

CONGRESSIONAL BUDGET JUSTIFICATION

EMPLOYMENT AND TRAINING ADMINISTRATION

Job Corps

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JOB CORPS

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JOB CORPS

APPROPRIATION LANGUAGE

(INCLUDING TRANSFER OF FUNDS)

To carry out subtitle C of title I of the WIOA, including Federal administrative expenses, the purchase and hire of passenger motor vehicles, the construction, alteration, and repairs of buildings and other facilities, and the purchase of real property for training centers as authorized by the WIOA, [\$1,748,655,000] *\$1,754,759,000*, plus reimbursements, as follows:

(1) [\$1,603,325,000] *\$1,603,011,000* for Job Corps Operations, which shall be available for the period July 1, [2021] *2022* through June 30, [2022] *2023*;

(2) \$113,000,000 for construction, rehabilitation and acquisition of Job Corps Centers, which shall be available for the period July 1, [2021] *2022* through June 30, [2024] *2025*, and which may include the acquisition, maintenance, and repair of major items of equipment: Provided, That the Secretary may transfer up to 15 percent of such funds to meet the operational needs of such centers or to achieve administrative efficiencies: Provided further, That any funds transferred pursuant to the preceding provision shall not be available for obligation after June 30, [2022] *2023*: Provided further, That the Committees on Appropriations of the House of Representatives and the Senate are notified at least 15 days in advance of any transfer; and

(3) [\$32,330,000] *\$38,748,000* for necessary expenses of Job Corps, which shall be available for obligation for the period October 1, [2020] *2021* through September 30, [2021] *2022*: Provided, That no funds from any other appropriation shall be used to provide meal services at or for Job Corps centers.

(Department of Labor Appropriations Act, 2021.)

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AMOUNTS AVAILABLE FOR OBLIGATION						
(Dollars in Thousands)						
	FY 2020 Revised Enacted		FY 2021 Enacted		FY 2022 Request	
	FTE	Amount	FTE	Amount	FTE	Amount
A. Appropriation	130	\$1,743,655	127	\$1,748,655	157	\$1,754,759
<i>Subtotal Appropriation</i>	<i>130</i>	<i>\$1,743,655</i>	<i>127</i>	<i>\$1,748,655</i>	<i>157</i>	<i>\$1,754,759</i>
<i>Subtotal Transfer</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>
B. Gross Budget Authority	130	\$1,743,655	127	\$1,748,655	157	\$1,754,759
Shared Services Realignment	0	\$0	0	\$0	0	\$0
<i>Subtotal Transfer</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>
C. Budget Authority Before Committee	130	\$1,743,655	127	\$1,748,655	157	\$1,754,759
<i>Subtotal Transfer</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>	<i>0</i>	<i>\$0</i>
D. Total Budgetary Resources	130	\$1,743,655	127	\$1,748,655	157	\$1,754,759
Unobligated Balance Expiring	-2	-\$2,257	0	\$0	0	\$0
Shared Services Realignment	0	\$0	0	\$0	0	\$0
E. Total, Estimated Obligations	128	\$1,741,398	127	\$1,748,655	157	\$1,754,759

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SUMMARY OF CHANGES

(Dollars in Thousands)

	FY 2021 Enacted	FY 2022 Request	Net Change
Budget Authority			
General Funds	\$1,748,655	\$1,754,759	+\$6,104
Total	\$1,748,655	\$1,754,759	+\$6,104
Full Time Equivalents			
General Funds	127	157	30
Total	127	157	30

FY 2022 Change

Explanation of Change	FY 2021 Base		Trust Funds		General Funds		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Increases:								
A. Built-Ins:								
To Provide For:								
Costs of pay adjustments	127	\$84,061	0	\$0	0	\$332	0	\$332
Personnel benefits	0	\$23,696	0	\$0	0	\$179	0	\$179
Employee health benefits	0	\$0	0	\$0	0	\$0	0	\$0
Federal Employees' Compensation Act (FECA)	0	\$0	0	\$0	0	\$0	0	\$0
Benefits for former personnel	0	\$60	0	\$0	0	\$0	0	\$0
Travel and transportation of persons	0	\$1,992	0	\$0	0	\$0	0	\$0
Transportation of things	0	\$390	0	\$0	0	\$0	0	\$0
Rental payments to GSA	0	\$1,224	0	\$0	0	\$0	0	\$0
Rental payments to others	0	\$3,006	0	\$0	0	\$0	0	\$0
Communications, utilities, and miscellaneous charges	0	\$8,134	0	\$0	0	\$0	0	\$0
Printing and reproduction	0	\$340	0	\$0	0	\$0	0	\$0
Advisory and assistance services	0	\$7	0	\$0	0	\$0	0	\$0
Other services from non-Federal sources	0	\$1,513,548	0	\$0	0	\$0	0	\$0
Working Capital Fund	0	\$20,796	0	\$0	0	\$812	0	\$812
Other Federal sources (DHS Charges)	0	\$0	0	\$0	0	\$0	0	\$0
Other goods and services from Federal sources	0	\$0	0	\$0	0	\$0	0	\$0
Research & Development Contracts	0	\$0	0	\$0	0	\$0	0	\$0
Operation and maintenance of facilities	0	\$22,800	0	\$0	0	\$0	0	\$0
Operation and maintenance of equipment	0	\$3,160	0	\$0	0	\$0	0	\$0

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FY 2022 Change

Explanation of Change	FY 2021 Base		Trust Funds		General Funds		Total	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Supplies and materials	0	\$6,030	0	\$0	0	\$0	0	\$0
Equipment	0	\$8,346	0	\$0	0	\$0	0	\$0
Grants, subsidies, and contributions	0	\$900	0	\$0	0	\$0	0	\$0
Insurance claims and indemnities	0	\$350	0	\$0	0	\$0	0	\$0
Land and Structures	0	\$47,410	0	\$0	0	\$0	0	\$0
Built-Ins Subtotal	127	+\$1,746,250	0	\$0	0	+\$1,323	0	+\$1,323
B. Programs:								
Administration Increase	0	\$0	0	\$0	30	\$5,095	30	\$5,095
Programs Subtotal			0	\$0	30	+\$5,095	30	+\$5,095
Total Increase	127	+\$1,746,250	0	\$0	30	+\$6,418	30	+\$6,418
Decreases:								
A. Built-Ins:								
To Provide For:								
Federal Employees' Compensation Act (FECA)	0	\$2,405	0	\$0	0	-\$314	0	-\$314
Built-Ins Subtotal	0	+\$2,405	0	\$0	0	-\$314	0	-\$314
B. Programs:								
Programs Subtotal			0	\$0	0	\$0	0	\$0
Total Decrease	0	+\$2,405	0	\$0	0	-\$314	0	-\$314
Total Change	127	+\$1,748,655	0	\$0	30	+\$6,104	30	+\$6,104

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SUMMARY BUDGET AUTHORITY AND FTE BY ACTIVITY								
(Dollars in Thousands)								
	FY 2020 Revised Enacted		FY 2021 Enacted		FY 2022 Request		Diff. FY22 Request / FY21 Enacted	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
Operations	0	1,603,325	0	1,603,325	0	1,603,011	0	-314
General Funds	0	1,603,325	0	1,603,325	0	1,603,011	0	-314
Construction	0	108,000	0	113,000	0	113,000	0	0
General Funds	0	108,000	0	113,000	0	113,000	0	0
Administration	128	32,330	127	32,330	157	38,748	30	6,418
General Funds	128	32,330	127	32,330	157	38,748	30	6,418
Total	128	1,743,655	127	1,748,655	157	1,754,759	30	6,104
General Funds	128	1,743,655	127	1,748,655	157	1,754,759	30	6,104

NOTE: 2020 reflects actual FTE.

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BUDGET AUTHORITY BY OBJECT CLASS					
(Dollars in Thousands)					
		FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
	Full-Time Equivalent				
	Full-time Permanent	128	127	157	30
	Total	128	127	157	30
	Average ES Salary	\$175,000	\$175,000	\$175,000	\$0
	Average GM/GS Grade	13	13	13	0
	Average GM/GS Salary	\$102,500	\$102,500	\$102,500	\$0
11.1	Full-time permanent	81,577	78,384	82,031	3,647
11.3	Other than full-time permanent	585	525	525	0
11.5	Other personnel compensation	5,420	5,152	5,152	0
11.8	Special personal services payments	0	0	0	0
11.9	Total personnel compensation	87,582	84,061	87,708	3,647
12.1	Civilian personnel benefits	28,783	26,101	27,746	1,645
13.0	Benefits for former personnel	55	60	60	0
21.0	Travel and transportation of persons	4,163	1,992	1,992	0
22.0	Transportation of things	547	390	390	0
23.1	Rental payments to GSA	1,249	1,224	1,224	0
23.2	Rental payments to others	14,432	3,006	3,006	0
23.3	Communications, utilities, and miscellaneous charges	7,105	8,134	8,134	0
24.0	Printing and reproduction	285	340	340	0
25.1	Advisory and assistance services	250	7	7	0
25.2	Other services from non-Federal sources	1,482,735	1,513,548	1,513,548	0
25.3	Other goods and services from Federal sources 1/	16,638	20,796	21,608	812
25.4	Operation and maintenance of facilities	60,000	22,800	22,800	0
25.5	Research and development contracts	0	0	0	0
25.7	Operation and maintenance of equipment	1,553	3,160	3,160	0
26.0	Supplies and materials	8,328	6,030	6,030	0
31.0	Equipment	9,910	8,346	8,346	0
32.0	Land and Structures	20,040	47,410	47,410	0
41.0	Grants, subsidies, and contributions	0	900	900	0
42.0	Insurance claims and indemnities	0	350	350	0
	Total	1,743,655	1,748,655	1,754,759	6,104
	1/Other goods and services from Federal sources				
	Working Capital Fund	16,638	20,796	21,608	812

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SIGNIFICANT ITEMS IN APPROPRIATIONS COMMITTEES' REPORTS

Directive 1 - ETA's Response to Congressional Directive Concerning FY 22 Congressional Budget Justification Regarding Outreach and Admissions, Geographic Assignment Plan, and Efficacy of Investments in Producing Job Corps-eligible applicants.

The Committee directed the Department to include an update in the Fiscal Year (FY) 2022 Congressional Budget Justification on specific outreach and admissions efforts, the most recent geographic assignment plan required by Sec. 145(c) of the WIOA, and an analysis of Job Corps application and enrollment data to evaluate the relative efficacy of different investments in producing Job Corps-eligible applicants, arrivals, and their families, including social media, national television or radio buys, and local outreach efforts targeted at eligible youth, guardians, and influencers.

Analysis of Job Corps Application and Enrollment Data to Evaluate Relative Efficacy of Investments

Reporting Period – FY 2020			
Total Prospects	Total Applications	Total Enrollments	Marketing \$ Invested
282,525	44,126	19,368*	\$3,713,875.00**

*Six months of new enrollments (first half of reporting period) due to new enrollments being paused as a result of the pandemic.

**Total obligation for advertisement is approximately \$8 million but direct cost specifically related to advertising for prospects is \$3.7 million.

This analysis applies to the last full fiscal year, October 1, 2019 through September 30, 2020. (FY 2020).

Background

For the first six months of fiscal year 2020, October 2019 through March 2020, Job Corps was operating within its regular operational framework. For the next six months, April 2020 through September 2020, Job Corps operated within a modified framework due to the COVID-19 pandemic. Students were returned to their homes or other designated locations in March 2020 for an extended spring break. In May 2020, students began distance learning and centers converted to virtual operations. New student enrollment was paused in March 2020, but in April 2021, Job Corps announced the use of virtual enrollment for new students to complete their 60-day Career Preparation Period (CPP) online before transitioning to full-time on-campus participation in Job Corps. The use of this innovative approach supports the expansion of student participation in Job Corps' education and skills training program. Program marketing has continued throughout FY 2020 and FY 2021 and admissions staff continue processing new applications in anticipation of the program fully resuming new student enrollment when it is safe to do so.

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The term ‘prospects’ refers to prospective applicants. These are individuals who have expressed interest in coming to Job Corps. The vast majority of prospects are received by the Job Corps program as a result of an online enrollment interest form that is completed and automatically routed to the local admissions provider for follow up and provision of services leading to new enrollment. Prospect leads are routed in accordance with the most recent geographic assignment plan required by Section 145(c) of the WIOA. The assignment plan designates recruitment zones in accordance with states’ local workforce development area boundaries, demographic data, and contract-based arrival goals. Services rendered by admissions providers include the application and screening process as described in the Job Corps PRH Chapter 1, Exhibit 1-1. Admissions services are included as requirements, and funded within center operations contracts.

Analysis

During the reporting period, 282,525 prospects were received by Job Corps. Of those, new applications were started on 44,126 prospects (approximately 15.5%). During the six-month period that Job Corps was receiving new enrollments in FY 2020, 19,368 (approximately 44%) of applicants were enrolled.

The purpose of the Job Corps national marketing campaign, which makes investments in advertising and messaging primarily in digital platforms, is to generate high interest volume as demonstrated in the number of prospects received. Marketing investments in recent years have expanded into more social media platforms and channels that target Job Corps-eligible youth and influencer groups. During the reporting period, 282,525 prospects were received from a national marketing investment of \$3,713,875.00. This equates to an investment of \$13.14 to generate each prospect. In FY 2020, the total number of youth who expressed an interest in attending Job Corps did not diminish overall from previous years despite COVID-19 concerns. That number reflects individuals who submitted online interest forms and who contacted the Department’s National Contact Center about enrolling.

Job Corps does not track investments made by individual Job Corps centers for marketing/advertising. Those expenditures are provided within center operators’ budgets.

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Directive 2 - ETA's Response to Congressional Directive Concerning FY 2022 Congressional Budget Justification Regarding Modernization Costs related to trade offerings, curricula, and equipment to meet industry standards.

The Committee requested additional information in the fiscal year 2022 Congressional Budget Justification on the cost of modernizing Job Corps centers' trade offerings, curricula, and equipment to meet existing industry standards. This information is of particular interest given the realignment of Job Corps center recruitment and placement with local workforce development areas through the National Enrollee Assignment Plan.

Cost of Modernizing Job Corps Centers' Trade Offerings, Curricula and Equipment

Background

Offering more than 100 career technical training offerings, Job Corps is continually working to ensure that participants receive training that aligns with the labor market's need and that the training provided meets current industry standards. Meeting this charge requires investment in equipment, curriculum, technology, and facilities. Job Corps is working to improve its engagement with local Workforce Development Boards, Industry Councils, local businesses, community colleges and other training partners, and is investing in skilled training upgrades that support the administration's Build Back Better approach to improving America's infrastructure.

However, the program faces some challenges. Job Corps finds that its Career Technical Training selection system does not effectively incentivize change or innovation among center operators or at the regional oversight levels, that it has infrastructure limitations that prohibit centralized automation functionality of the trade change process, and that systems supporting the program's ability to analyze, forecast, and make timely decisions concerning labor market shifts using BLS and other data are lacking. Other programmatic and structural issues result in inflexibility when adding, eliminating, and relocating trades' to realign with labor market projections. This trade change process often involves the movement of students between centers to ensure training completion or enabling training completion on a center where the labor market has changed and a different trade is required for alignment. Structurally, there might also be substantial facility and equipment adjustments that may prohibit the degree to which a trade change can occur quickly. Space may have to be built or existing space substantially redesigned thus triggering funding considerations and then the implementation of the procurement process which requires additional time. Lastly, Job Corps employs a schedule for training achievement record (TAR) reviews and updates in collaboration with industry sponsors. While some sponsors require annual updates, such as the information technology trades, others span the course of 3-5 years. With over 100 current offerings, new training TARs presented outside of the review cycle have challenged the program's agility in this area. Some of the challenges in this area could be addressed by a focus on community college partnerships since many of these colleges have sound engagement with local employers and may already be offering trade training based on locally and/or regionally needs. Additionally, engaging in partnerships with larger employers to inform and/or deliver trade training that aligns with industry standards, and developing "direct hire" agreements with employers could contribute to increasing job placement rates.

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The Trade Change Process

The Career Technical Training (CTT) Change Request process supports Job Corps' efforts to provide training that meets industries' workforce needs and is the function of adding, removing, or adjusting the slot availability for particular training offerings. While many trade changes are initiated at the center level based on input from local workforce development partners, a trade change can be initiated at various levels with the consistent goal of aligning with the demands of the local workforce. Job Corps may opt to initiate a CTT change based on unsatisfactory performance of a specific CTT program ([Policy Requirements Handbook Appendix 501d](#)) or to align Job Corps training offerings with in-demand industry sectors that result in long-term student placement outcomes that offer continued opportunities for advancement.

The process is designed to be completed within 30 days and is structured to do the following:

- Align Job Corps training offerings with high-growth industries and occupations
- Incorporate relevant Labor Market Information (LMI) that supports change
- Concentrate on career technical training offerings directed towards career pathways
- Increase focus on positive long-term student outcomes
- Optimize student enrollment in a career technical training program to maintain the return on investment

Trade changes may be requested and/or initiated by either Job Corps' National Office or its center-based contractors (i.e., center operators and National Training Contractors (NTC)). Regardless of the source, the changes must reflect the five goals and generally follow the same procedures to support sound student outcomes.

To manage and standardize the center-based trade change process, the Job Corps established a CTT Change Request submittal period for the Job Corps centers and NTCs. Job Corps reviews CTT Change Request submissions after the submittal period deadline on a limited case-by-case basis. The submittal period is to ensure trade changes can be given a quality review within the timeframe allotted for launching programs at the beginning of a performance cycle and can be funded with the available resources for the target Program Year (PY). Job Corps centers proposing to change CTT programs must complete a Career Technical Change Request Form per the [Policy Requirements Handbook \(PRH\)](#), Chapter 3, and Section 3.1 R15 and Section 3.3 R1. Trade changes vary in cost depending on the industry but with instructor salary and equipment, the costs typically average \$100K per transaction. The administrative aspects of a Trade Change are designed to take 30 days but can take longer depending on the magnitude of the change, the industry, the quality of the request package and other key factors. To increase the speed at which we can make trade changes and minimize associated costs, the new CTT Change Request process allows Job Corps to be more agile and introduces an internal infrastructure supportive of automation, strategic planning at the center, regional, and national levels of the system that is responsive to labor market demand and fluctuation. Job Corps will support this effort by providing system wide training on the technicalities of the trade change process to prevent process barriers and poor quality submissions that impede the speed at which a trade change request can be reviewed and approved. This includes increasingly using partnerships with community colleges with modern equipment and deep community roots, and leveraging relationships with employers to secure and/or deliver industry relevant skills training.

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Analysis

Job Corps typically invests an average of between \$3 million to \$7.5 million per year in equipment and curriculum upgrades and the alignment of trade offerings at the beginning of each PY in July. In the past two PYs, Job Corps invested an additional \$12 million in hands-on skill development projects across contract and USDA Forest Service-operated centers. The annual equipment upgrade allocation does not reflect the full need across either segment of the operator community and distribution of these funds had largely been based on the career technical training slots assigned to each center.

Over the past two funding cycles, PYs 2019 and 2020, Job Corps has invested over \$35 million in equipment and curriculum upgrades to ensure that equipment is modernized and meets the technical standards of the eleven industry areas in which the program trains. The distribution strategy was modified to eliminate formula driven funding based on slots and address upgrades based on actual need for replacement of aged-out equipment, trades that aligned with select labor market trends, and those that reflected resilience in a post COVID-19 economy. The higher level of annual funding over these two cycles still could not fully address the needs of the entire system with only the NTCs receiving equipment and curriculum upgrades in PY 2020. For PY 2019 and 2020 trade offerings were adjusted according to regional priorities and those of the USDA Forest Service to align with its overall forestry and public lands management mission.

Job Corps is increasing the use of technology and innovation by incorporating virtual reality (VR) instructional tools for hands-on training across several construction based trades. This effort will advance the modernization of the Program and may ultimately result in lower equipment expenditures in some training areas. Use of these tools is relatively new, and hard evidence of cost savings is not yet available. Job Corps is also creating partnerships with public and private sector employers to create direct employment opportunities for Job Corps program graduates. One notable public sector example is Job Corps' collaboration with the Federal Emergency Management Agency (FEMA), which has created the Advanced Emergency Management Training Program with a direct hire pipeline to three career-building pathways within FEMA's emergency management and individual service cadres. This and other partnerships under development will enable the Program to leverage resources, talent, and infrastructure and ultimately broaden training opportunities for Job Corps participants with potentially lower direct cost impact over time. Work with community colleges that have modern equipment and deep community roots, and leveraging relationships with employers to secure and/or deliver industry-relevant skills training will also expand Job Corps' programmatic and fiscal reach.

Job Corps' Recruitment and Placement with Local Workforce Development Boards through NEAP

Background

Arrival goals are the numbers of students that must arrive at each center if Job Corps is to maintain its planned On Board Strength (OBS) and if Outreach and Admissions (OA) providers are to meet the arrival goals in their contracts. Historically, to calculate the arrival goals for each

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OA provider, Job Corps used a fixed national average for the number of students it anticipated would leave the program each year. This fixed average then informed Job Corps' national recruitment strategy. This approach changed with the development of the National Enrollee Assignment Plan (NEAP) in 2019. The NEAP, first published in August 2019, is Job Corps geographic assignment plan and it establishes annual arrival goals for each Job Corps center that reflects each center's weekly termination rate or the number of students leaving each center. The NEAP goals are also based on the size and planned OBS for each center, physical boundaries and demographics of the surrounding local workforce development area(s) where the center is located, and other factors. Centers with higher separation rates will have higher arrival goals in order to align with actual recruitment needs. The NEAP arrival goals are being included in each center's contract to help ensure that Job Corps centers reach and maintain full capacity. Costs associated with this project are contract costs for acquiring and analyzing data, software, and technical support. Admissions offices within a Job Corps center now handle admissions services for that center, however, some centers may still receive arrivals from other operators. Job Corps implemented the 2019 NEAP gradually through 2020 as contracts expired and as contract options years were reached and contracts could be modified. An updated NEAP will be published in August 2021. In March 2020, Job Corps paused new student enrollments in response to COVID-19 so an assessment of the impact of the NEAP will be delayed until program enrollment stabilizes.

In 2019, Job Corps center operations contracts were also modified to provide placement services as part of Career Transition Services (CTS) for their students.

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Directive 3 - Report to House and Senate Committees on Appropriations, House Committee on Education and Labor, and Senate Committee on Health, Education, Labor and Pensions

The Committee requested information on options for incorporating performance based incentives into Job Corps' fixed price contracts in order to ensure student outcomes are the highest priority, including a timeline for implementation, in its fiscal year 2022 Congressional Budget Justification.

Performance Based Incentives on Job Corps Fixed Price Contracts

Background

The Department's fixed price contracts for Job Corps center operations presently include a number of deliverables and oversight mechanisms that work to incentivize contractor performance related to student outcomes. These deliverables and mechanisms include: (1) holding the center operator directly responsible for career placements, (2) consideration of Outcome Measures when making contracting decisions such as exercising options years and awarding new contracts, and (3) an active, progressive approach to addressing contractor performance (problems/issues/concerns).

A. Contractor Responsible for Career Transition Services

In the first quarter of Fiscal Year (FY) 2020, the Department modified all Job Corps' center operations contracts to make center operators responsible for providing career transition services to eligible students. This decision was made to incentivize centers to focus on student outcomes.

B. Performance/Outcome Measures Help Inform Contracting Decisions

Job Corps center performance measures are an integral part of the program management. Centers are accountable for their performance as reflected by Job Corps' Outcome Measurement System (OMS). Center operation contracts include provisions on performance outcomes, specifically, Section F.6 of these contracts. This Section:

1. Outlines all performance measures.
2. Provides that the Department will measure performance through the program's performance management system.¹
3. Outlines that the contractor's performance will be evaluated based on additional reports to include the Student Satisfaction Survey, and Onboard Strength Reports.

The contractor's performance measures that align with student outcomes are integrated into the Department's decision making, including in administering the contracts. The Department considers performance outcomes when exercising its discretion to awarding additional contract option years. Additionally, the contractor's performance in these areas is integrated into the Department's Contracting Officers' evaluation of the contractor in the Contractor Performance

¹ This is comprised of four Outcome Measurement System (OMS) Report Cards: Outreach and Admissions Report Card, Center Report Card, Career Transition Services Report Card and Career Technical Training Report Card

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Assessment Reporting System (CPARS). Whenever the Department conducts a procurement to award a contract to operate a center, the evaluation of vendors includes an assessment of their past performance as part of the source selection decision.

C. Progressive Approach to Addressing Contractor Performance

The Department utilizes a progressive approach to address contractor performance (concerns/issues/problems) under their contracts. Contractors who struggle to achieve satisfactory student outcomes may first receive a Letter of Concern, issued by the Contracting Officer. The Letter of Concern informs the contractor of DOL's concerns and requires the contractor to submit a corrective action plan to Job Corps with specific measures for improving its poor performance. If performance does not improve, the contractor may receive a Cure Notice, issued by the Contracting Officer, which will require the contractor to implement a corrective action plan within 10 days or face the prospect of contract termination by the Department. Job Corps actively monitors contract performance and Contracting Officer's issue Letters of Concern and/or Cure Notices, as appropriate. When necessary, the Department can either terminate a contract or not exercise a contract's option years due to the contractor's unsatisfactory performance. The most recent time this exercise was used was in December 2020, when the Department terminated a center operations contract due to poor contract performance.

Fixed price contracts awarded in a competitive environment already include a profit motive. The contractor earns profit proportionally to the risk associated with performance. Conversely, incentive fee contracts paid in addition to the contractor's profit margin did not drive meaningful change by center operators to optimally meet the needs of training youth in a safe and effective learning environment with high performance outcomes. Further, incentive fee contracts required additional contract funding, which would otherwise be available for other program investments, such as serving more students. This could include improvements in career technical skills instruction, information technology investments and other enhancements that support an improved student experience and student success in the program. Additionally, administering an incentive fee structure would require federal staff resources that are otherwise used for performance monitoring.

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APPROPRIATION HISTORY					
(Dollars in Thousands)					
	Budget Estimates to Congress	House Allowance	Senate Allowance	Appropriations	FTE
2012					
Base Appropriation...1/	\$1,699,747		\$1,706,171	\$1,702,947	168
2013					
Base Appropriation...2/	\$1,650,004			\$1,613,872	163
2014					
Base Appropriation	\$1,688,155			\$1,688,155	155
2015					
Base Appropriation	\$1,688,155			\$1,688,155	160
2016					
Base Appropriation	\$1,715,944			\$1,689,155	160
2017					
Base Appropriation	\$1,754,590			\$1,704,155	168
2018					
Base Appropriation...3/4/	\$1,448,444	\$1,704,155		\$1,718,655	159
2019					
Base Appropriation...5/	\$1,296,938		\$1,718,655	\$1,718,655	162
2020					
Base Appropriation...6/7/	\$1,015,583	\$1,868,655		\$1,743,655	113
2021					
Base Appropriation	\$1,015,897			\$1,748,655	127
2022					
Base Appropriation	\$1,754,759				158

1/ Reflects a 0.189% across-the-board rescission pursuant to P.L. 112-74.

2/ Reflects a 0.2% across the board rescission pursuant to P.L. 113-6 and the sequestration reduction pursuant to the Balanced Budget and Emergency Deficit Control Act of 1985.

3/ This bill was passed by the House.

4/ Excludes disaster supplemental resources appropriated as part of the Bipartisan Budget Act of 2018 (P.L. 115-123)

5/ This bill was passed by the Senate. It was passed out of the House Subcommittee but was not reported out of the House Committee or by the full House.

6/ This bill was passed by the House. It was not taken up by the Senate Appropriations Subcommittee or the full Senate Appropriations Committee.

7/ FTE for FY 2020 and FY 2021 reflect the Shared Services realignment.

JOB CORPS

OVERVIEW

Over fifty years ago, President Lyndon Johnson signed into law the Economic Opportunity Act creating the Job Corps program. The program was designed to help improve the economic outlook for at-risk youth by providing education and technical skills training. Today, Job Corps has become the nation's largest national residential employment and workforce development program for youth. The program provides comprehensive career development services to students, including academic instruction, career and technical education, and work readiness preparation. It also provides housing, meals, health care services, and support services to students. The combination of services provided in Job Corps is intended to prepare youth to obtain and hold gainful employment, pursue further education or skills instruction, or satisfy entrance requirements for careers in the Armed Forces.

Each year, the Job Corps program serves thousands of youth, ages 16 to 24. The Department remains committed to helping young people leave Job Corps prepared for jobs in high-demand occupations and ready to assume the responsibilities of citizenship and adulthood. Job Corps currently operates centers, both residential and non-residential, in all 50 states, the District of Columbia, and the Commonwealth of Puerto Rico.

The program serves eligible low-income youth who are one or more of the following: basic skills deficient; a school dropout; homeless, including a runaway, a foster child or an individual who was in foster care and has aged out of the foster care system; a parent; or an individual who requires additional career and technical instruction to obtain and retain employment. In PY 2019, 57.6 percent of Job Corps enrollees were high school dropouts, 21.0 percent were from families receiving public assistance, 28.7 percent had a self-reported disability, and 9.4 percent were in foster care, a runaway, or homeless.

Job Corps is funded by three distinct accounts: Operations, which funds the residential, academic, and career and technical education programs; Administration, which funds federal positions at the National Office and six Regional Offices; and Construction, Rehabilitation, and Acquisition (CRA), which funds the acquisition, design, construction, and rehabilitation of facilities used in the Job Corps program across the country.

OPERATIONS

BUDGET AUTHORITY BEFORE THE COMMITTEE				
(Dollars in Thousands)				
	FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
Activity Appropriation	1,603,325	1,603,325	1,603,011	-314
FTE	0	0	0	0

Introduction

Job Corps’ Operations account funds Job Corps center operations, Outreach and Admissions (OA), Career Transition Services (CTS), and operational support activities. Job Corps centers are operating in all 50 states, as well as the District of Columbia and Puerto Rico. Programs at each center support at-risk youth who can benefit from intensive education and career technical skills instruction. The goal of the program is to make individuals completing the Job Corps program more employable, responsible, and productive citizens.

Job Corps provides students with residential services in combination with career technical skills instruction and work-based learning experience that align with industry standards. The work-based learning program links classroom and career skills instruction to practical, on-the-job activities. The *Job Corps Policy and Requirements Handbook* ² establishes standards for the program and services provided to students.

Activities funded using the Operations account directly support Job Corps center operations. Job Corps administers its centers primarily through center operations contracts. The Department is also continuing its transition to the exclusive use of firm fixed price contracts, which is anticipated to result in greater cost predictability and, ultimately, savings. This transitional process will be completed once new contract awards are made. Recruitment and placement of students are administered primarily through center operations contracts that include OA and CTS responsibilities that are awarded on a competitive basis. Currently, the U.S Department of Agriculture’s (USDA) Forest Service (FS) operates a number of Job Corps centers, known as Civilian Conservation Centers (CCC). Pursuant to the existing interagency agreement, CCCs are not responsible for conducting OA and CTS. As a result, OA and CTS services must be provided through third party contract arrangements. However, whether operated by a contractor or the USDA FS, all centers provide similar academic and skills training services.

Center operations costs typically fall into the following categories: direct student services, indirect student services, USDA FS budgetary transfers, contract performance incentive fees on remaining cost reimbursement contracts, regional/field operations and support, and national office operations and support.

Other activities previously funded by the Operations account include the strategic communications plan and other activities to support Onboard Strength (OBS) such as implementing the business engagement initiative and integrating Job Corps into the workforce development community, Job Corps center safety and security, the implementation of the

² <https://eprh.jobcorps.gov/Pages/Home.aspx>

OPERATIONS

Comprehensive Safety and Safety Strategic Plan, planning and implementation of the National Enrollee Assignment Plan (NEAP), identifying and consolidating excess real property holdings, improving processes for identifying contractors with significant compliance risks, engaging in contract compliance oversight, and providing technical assistance to contractors.

The Department is requesting \$1,603,011,000 in FY 2022 for Operations. The Department will continue efforts to reform the Job Corps program by refining center safety plans; exploring new approaches to delivering academics and job training virtually and in the classroom; increasing OBS by leveraging distance learning and the lessons learned as a result of the COVID-19 pandemic; reducing long-term maintenance costs and increasing energy and other efficiencies; partnering with employers to improve the quality of training; aligning center offerings with local labor market needs to improve job placement rates; and achieving cost savings through effective fleet management.

With more than 100 career technical training offerings, Job Corps is continually working to ensure that participants receive training that reflects the labor market's need for in-demand skills conveyed in accordance with up-to-date industry standards. Meeting this charge requires investments in equipment, curriculum, technology, and when applicable, facilities. Job Corps is working to improve its engagement with local Workforce Development Boards, Industry Councils, local businesses, community colleges and other training partners, and is investing in skilled trained upgrades that support the administration's Build Back Better approach to improving America's infrastructure.

Five-Year Budget Activity History

<u>Fiscal Year</u>	<u>Funding</u> (Dollars in Thousands)	<u>FTE</u>
2017	\$1,587,325	0
2018	\$1,603,325	0
2019	\$1,603,325	0
2020	\$1,603,325	0
2021	\$1,603,325	0

Funding Mechanism

Student career technical skills instruction and the residential services of the program are operated through contracts or through an interagency agreement with the USDA. Job Corps also obtains outreach and recruitment and student placement services through contracts. Program analysis, technical assistance, and administrative support (i.e., information technology support) are also supported by Operations funds.

Job Corps' funding for Operations is available on a Program Year (PY) basis, July 1 through June 30. Therefore, funds appropriated for Operations in FY 2022 are available from July 1, 2022, through June 30, 2023 (PY 2022).

OPERATIONS

FY 2022

The FY 2022 Budget Request for Operations is \$1,603,011,000. The Department will continue to focus on increasing OBS as a part of Job Corps' COVID-19 recovery, in addition to the following activities.

Center Safety and Security

Job Corps will continue implementing its *Comprehensive Safety and Security Plan* that calls for the ongoing assessment of contract and USDA centers for safety and security risks. More than half of the centers were fully equipped with basic security equipment in FY 2020, and security assessments were completed on 12 centers in FY 2020 due to COVID-19 related travel and shelter-in-place restrictions. In FY 2021, Job Corps is addressing the backlog of center security assessments and equipment installations. The Department will assess, prioritize and address the security risks of all remaining centers in FY 2022. Some of the strategies and activities the Department will pursue in FY 2022 include:

- Completing the installation of basic security equipment and assessing the additional physical security needs of each center;
- Completing a review of centers to determine the level of existing security risk at each center;
- Prioritizing centers for physical security enhancements based on their level of risk;
- Installing additional security equipment, as needed;
- Training center staff on the appropriate use of security equipment; and
- Reviewing Job Corps security policies.

In FY 2021, updates to the *Comprehensive Safety and Security Plan* were made to incorporate a focus on supporting center security through student and staff behavior management and expand emergency response capabilities. This plan will continue to be implemented and evaluated through FY 2022.

Demonstration Projects

Job Corps will continue the multi-year demonstration projects that it launched in FY 2019 and FY 2020 under WIOA demonstration authority. Two projects are using cooperative agreements with states and other entities to operate centers at a cost lower than traditional Job Corps centers to determine if improved student outcomes can be achieved. The Louisiana National Guard and the State of Idaho are operating under these agreements. The current Period of Performance for the National Guard project is June 2019 through December 2022. Another demonstration provides community colleges and historically black colleges and universities with grants to provide educational and career technical skills instruction; deliver intensive personal and academic counseling; and provide employment placement services to Job Corps eligible students. Approximately \$24 million was awarded to 26 grantees in 15 states. These grants have periods of performance of 39 months and will operate through calendar year 2023. A third demonstration project focuses on empowering nonprofits to bring their youth training, education, and development expertise to bear in operating Job Corps centers. In FY 2020 and FY 2021,

OPERATIONS

nonprofits were encouraged to compete for Job Corps center operator contracts through the procurement process. The Potomac Job Corps Center multi-year contract was awarded to a not-for-profit entity under a cost-reimbursement type contract in FY 2021. The Department will continue to monitor the progress of these projects in FY 2022. The Department will also assess the forthcoming evaluation results of the Cascades College and Career Academy demonstration project, which focuses on improving outcomes for youth aged 16 to 19, to determine if aspects of the pilot should be incorporated into the broader Job Corps service delivery model.

National Enrollee Assignment Plan

In FY 2019, Job Corps released its National Enrollee Assignment Plan (NEAP) as required by WIOA Section 145(c)³. Every two years, Job Corps will review, revise as needed, and implement an updated NEAP, and has planned the next update in FY 2021. This plan applies a standard formula to all Job Corps centers to determine the number of new students each center must enroll to maintain full capacity. Historically, Job Corps used a fixed national average of students it anticipated would leave the program each year to help calculate the arrival goals for each outreach and admissions provider. The NEAP utilizes center-specific separation rates to set contract arrival goals. Centers with higher separation rates will have higher arrival goals in order to align with actual recruitment needs. These revised goals will be included in each center's contract to ensure that Job Corps centers reach and maintain full capacity. Costs associated with this project are contract costs for acquiring and analyzing data, software, and technical support.

Workforce Development and Employer Connectivity

During the previous year, Job Corps worked to strengthen its engagement with the workforce development community and business partners. As part of the NEAP implementation strategy, student recruitment areas were designated through alignment with existing workforce development areas across the nation. As a result, Job Corps expects stronger relationships with workforce development boards, business and local communities. This should help Job Corps identify state and local workforce needs, increase referrals to the Job Corps program, and improve job placement for Job Corps students.

Moreover, Job Corps will continue implementing its Business Engagement Initiatives launched in FY 2020. Among other activities and strategies, this initiative aims to create opportunities for Job Corps to enter into partnership agreements with employers to create career training that aligns with their needs and develop direct hiring opportunities for Job Corps graduates. The initiative provides training to center OA/CTS providers and Job Corps staff on engaging and maintaining meaningful relationships with industry and workforce development boards. Job Corps will also explore the feasibility of requiring professional certification for CTS providers to support their professional skills development and increase the effectiveness of their job placement efforts.

³ U.S. Department of Labor, Employment and Training Administration, Office of Job Corps, National Enrollee Assignment Plan, https://www.doleta.gov/job_corps/national-enrollee-assignment-plan/ (last accessed January 22, 2020).

OPERATIONS

Job Corps regional directors' performance standards will be revised to specifically include measures related to their participation in workforce development boards and/or councils, their engagement with regional and national employers that results in hiring and training partnerships that increase Job Corps' job placement rates, and collaborations with community colleges that decrease training costs and increase training quality.

New Training Approaches and Partnerships

Job Corps' funding request includes a plan to complete the launch of a program to centralize a significant portion of Job Corps' advanced training offerings at two facilities. These facilities are two of Job Corps' largest centers, one in Utah and one in Kentucky. These facilities at the Clearfield and Clements centers will recruit students from within the existing Job Corps network, offer training in the most in-demand trades, and place highly skilled students in high-paying jobs across the country. The Department will also refocus the advanced skilled instruction programs to provide more hands-on, work-based learning experiences to deliver better connections to growing and in-demand employment opportunities. Moreover, funds will be invested in these and other facilities to support high-quality training that meets existing industry standards. Working to improve the quality of training includes exploring more virtual or online training possibilities, and integrating information technology into the classroom to model real workplace tools and skills.

Job Corps will continue and expand its FY 2021 partnership with the Federal Emergency Management Agency (FEMA). This partnership, launched in early FY 2021 at both of the Advanced Training Hubs, creates a customized, advanced training program that will graduate job-ready emergency management specialists. Successful Job Corps graduates will be equipped for employment in a variety of public and private employment opportunities in the disaster relief arena. The training partnership with FEMA's Public Assistance Program is especially beneficial given its mission support to provide assistance to communities affected by natural disasters and other emergencies, and the growing demand for emergency management workers. Expansion of this program is expected in FY 2022 as more students return to Job Corps campuses.

Evaluation of the Impact of the Increasing Number of Students with Disabilities

In FY 2021, Job Corps initiated an evaluation of the impact of the increasing numbers of students with disabilities in the program but progress was delayed due to the COVID-19 pandemic. In FY 2022, work on this study should resume. The study will examine accommodation costs, staffing costs, performance statistics, and other metrics, identifying actions necessary to ensure the needs of students with various disabilities are met (e.g., staffing, staff training, assistive technology needs). Once completed, Job Corps will develop a plan of action for how it could reasonably ensure that the program meets the skills training, educational placement, and other needs of this population and begin implementing needed changes to its program in FY 2023.

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Distance Learning and Virtual Enrollment

During the COVID-19 pandemic, Job Corps transitioned to distance learning to continue to provide academic and skills training. As a result of this experience in FY 2020 and FY 2021, Job Corps concluded that virtual enrollment and distance (i.e., online) learning may present opportunities for expanding the number of students the program can serve and gaining efficiencies related to Job Corps' use of space on campuses. With the use of laptops and other IT support, in FY 2021 Job Corps began identifying specific academic and skills training that could be delivered online or with limited need to be at a Job Corps campus full-time. Students only requiring a high school diploma, students participating in trades without the requirement to demonstrate hands-on proficiency, and older students with family responsibilities and who are already employed but want to improve their career options, may be appropriate for online participation in Job Corps before transiting to a campus to complete training, academic testing, or other items required to complete the program. In furtherance of COVID-19 OBS recovery efforts, in FY 2021 Job Corps used virtual enrollment to allow students to enroll and complete CPP online before moving to a Job Corps campus. Both virtual enrollment and the use of online learning support the ability of the program to respond to future events that may require one or more Job Corps campuses to suspend physical center operations.

COVID-19 Recovery Efforts and OBS Build-Up

The focus on overall health services at Job Corps centers will continue to be a focus in FY 2022. Job Corps accepts students with barriers to employment, including those that have histories of substance abuse, contact with the criminal justice system, learning disabilities, mental health issues, and/or behavioral issues. In FY 2021, all health services were impacted by the COVID-19 pandemic and a majority of students were placed on distance learning status. In response, Job Corps transitioned to a virtual model based on the Trauma Informed Approach (TIA). This included, but was not limited to:

- Delivering staff training on TIA
- Providing telehealth services to students
- Developing virtual classrooms for on-going health promotion and education
- Providing suicide awareness and prevention training/activities for staff and students
- Using technology to support wellness among students
- Collaborating with community agencies to provide care to students

In FY 2022, Job Corps plans to continue to fund increases in nursing hours to cover both additional programmatic tasks due to COVID-19 response and recovery and increased administrative tasks. Job Corps plans to substantially increase funding for mental health professional hours to allow for assessment, earlier intervention, increased services, and better outcomes for students that may be at risk. This increase in service provision will ensure that the Job Corps program meets the skills training, educational, and other needs of this population. Investing in a telehealth or telemedicine system for the program is planned for FY 2022.

In March 2020, Job Corps initiated a Spring Break and returned nearly 30,000 students to their homes or other locations of record as a part of the program's COVID-19 response. The

OPERATIONS

subsequent decrease in OBS is attributed to Job Corps suspending new student enrollment in March of 2020 to keep staff and students safe while, at the same time, previously enrolled students were continuing to exit the Job Corps program. Job Corps suspended new student enrollments, and virtual enrollments began in April 2021. In April 2021 Job Corps authorized centers to begin virtual enrollment, which marks the start of new student enrollments for the first time since March 2020. Centers will face limits on center occupancy as they continue to enforce COVID-19 center safety protocols on physical distancing, and reserve space for quarantine and isolation. Nonetheless, Job Corps will invest in marketing campaigns targeting centers with the lowest OBS, and will expand its work developing a robust national pipeline because the expectation is that Job Corps will experience a lower than usual applicant conversion rate (i.e., the percent of applicants that convert to on-campus arrivals) for a year or more.

Risk-Based Contractor Oversight

Job Corps increased program performance by eliminating the paperwork intensive desk audit in favor of leveraging the data-based Risk Management Dashboard (RMD) to identify high-risk centers. The RMD analytics and reports provide a graphical and numerical representation of changes in key performance metrics that Job Corps believes are indicative of emerging problems in a center's climate, culture, and performance. Job Corps uses the RMD to identify Job Corps centers with performance issues and then provide technical assistance, or conduct formal compliance assessments. In FY 2021, Job Corps began focusing on formalizing this approach and training staff and will continue this effort into FY 2022.

Performance-based Service Contracting

Job Corps will continue to utilize its Performance-Based Service Contracting (PBSC) system until the final cost reimbursement contracts have transitioned to firm fixed price contracts by late FY 2024. The methodology for identifying centers for this incentive is rooted in center Outcome Measurement System (OMS) performance. Each center's OMS performance is a reflection of students' retention, achievement of academic and vocational credentials, placement, job retention and post-placement earnings. Job Corps annually reviews and revises, and publishes its PBSC methodology.

Legislative Flexibilities

The Budget continues the language included in the FY 2021 President's Budget providing the authority to dispose of or divest itself of all or a portion of the Treasure Island Job Corps Center real property. The Department would receive the net proceeds of this sale, which would be available until expended to carry out the Job Corps program on Treasure Island. This authority is consistent with the Department's efforts to work with the Treasure Island Development Authority, a California non-profit public benefit corporation dedicated to the economic development of the former Naval Station Treasure Island, and the Treasure Island Community Development, LLC, which is undertaking a major redevelopment of Treasure Island.

Job Corps plans to make use of the flexibilities provided for a qualifying emergency as defined in Section 3502(a)(4) of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act),

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Pub. L. 116-136. These flexibilities allow Job Corps to waive the upper age limit for enrollment in certain circumstances and to defer the Workforce Innovation and Opportunity Act's drug testing requirements until a student begins or resumes participation on-site at a center.

FY 2021

In FY 2021, the Department has continued efforts to reform the Job Corps program, including refining center safety plans and exploring new approaches to delivering job training. The Department has intensified, and will continue to reinforce, oversight of operations and performance outcomes for all centers in accordance with WIOA.

COVID-19 Response

Job Corps was presented with unparalleled challenges and opportunities in FY 2020 and FY 2021 with the onset of the COVID-19 global pandemic and the suspension of new student enrollment. In the third quarter of FY 2020, Job Corps transitioned to distance learning to continue to provide academic and skills training to students. In the first quarter of FY 2021, select centers began resuming center operations by beginning to return residential students to Job Corps campuses. Job Corps has incrementally returned students, as health and safety permitted, over subsequent quarters. As a result, Job Corps operations and management of the Job Corps program were significantly impacted by the COVID-19 pandemic and operational goals and plans were extensively adjusted as all attention was focused on navigating the pandemic and providing services to Job Corps students in a safe and secure manner. Job Corps OBS significantly declined and will be recovering for some time though new student enrollment beginning in FY 2021.

COVID-19 also changed how health services were delivered by Job Corps. Job Corps transitioned to a robust virtual model based on the Trauma Informed Approach (TIA) that includes telehealth, suicide awareness and prevention training/activities for staff and students, and connecting students with local and community resources.

Center Safety and Security

Job Corps will continue implementing its *Comprehensive Safety and Security Plan* that calls for the ongoing assessment of contract and USDA centers for safety and security risks. All centers will have their security risks assessed, prioritized, and addressed by the Department. Some of the strategies and activities Job Corps pursued in FY 2021 include:

- Ensuring that all centers have basic security equipment and assessing the additional physical security needs of each center,
- Determining the level of existing security risk at each center,
- Prioritizing centers for physical security enhancements based on their level of risk,
- Installing additional security equipment as needed,
- Training center staff on the appropriate use of security equipment, and
- Reviewing Job Corps security policies.

New Standard Operating Procedures were also developed and implemented in FY 2021.

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Demonstration Projects

Job Corps continued its multi-year demonstration projects that it launched in FY 2019 and FY 2020 under WIOA demonstration authority. Two projects are using cooperative agreements with states and other entities to operate centers at a cost lower than traditional Job Corps centers to determine if improved student outcomes can be achieved. Another demonstration provides community colleges, historically black colleges and universities, and universities with grants to train Job Corps eligible students. A third demonstration project focuses on empowering nonprofits to bring their youth training, education, and development expertise to bear in operating Job Corps centers. In FY 2020 and FY 2021, nonprofits were encouraged to compete for Job Corps center operator contracts through the procurement process. The Cascades College and Career Academy demonstration project, which focuses on improving outcomes for youth aged 16 to 19, also continued in FY 2021.

Workforce Development and Employer Connectivity

Job Corps has worked to strengthen its engagement with the workforce development community and business partners. As part of the NEAP implementation strategy, student recruitment areas were designated through alignment with existing workforce development areas across the nation. As a result, Job Corps expects stronger relationships with workforce development boards, business and local communities. This has helped Job Corps identify state and local workforce needs, increase referrals to the Job Corps program, and improve job placement for Job Corps students. Moreover, Job Corps continues implementing its Business Engagement Initiatives launched in FY 2020. Among other activities and strategies, this initiative provides training to center OA/CTS providers and Job Corps staff on engaging and maintaining meaningful relationships with industry and workforce development boards.

Risk-Based Contractor Oversight

Job Corps increased program performance by eliminating the paperwork intensive desk audit in favor of leveraging the data-based Risk Management Dashboard (RMD) to identify high-risk centers. The RMD analytics and reports provide a graphical and numerical representation of changes in performance metrics that Job Corps believes are indicative of emerging problems in a center's climate, culture, and performance. Job Corps uses the RMD to identify Job Corps centers with performance issues and then provide technical assistance, or conduct formal compliance assessments. In FY 2021, Job Corps is focusing on formalizing this approach and training staff.

Performance-based Service Contracting

Job Corps will continue to utilize its Performance-Based Service Contracting (PBSC) system until the final cost reimbursement contracts have transitioned to firm fixed price contracts by late FY 2024. The methodology for identifying centers for this incentive is rooted in center Outcome Measurement System (OMS) performance. Each center's OMS performance is a reflection of students' retention, achievement of academic and vocational credentials, placement, job retention

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and post-placement earnings. Job Corps annually reviews and revises, and publishes its PBSC methodology.

FY 2020

In FY 2020, the Department focused on student health, safety, and the continuation of operations via distance learning during the COVID-19 pandemic. Job Corps operations and management of the Job Corps program were significantly impacted by the COVID-19 pandemic and operational goals and plans were extensively adjusted as all attention was focused on navigating the pandemic and providing services to Job Corps students in a safe and secure manner.

Making upgrades to the safety and security of Job Corps centers remains a program priority. Approximately 85 percent of Job Corps students live at a Job Corps center and rely on Job Corps to provide a safe residential and learning environment. In addition to the challenge of maintaining a safe environment for residential students, the presence of non-residential students brings with it the challenge of controlling the environment with students leaving and entering the campus on a continual basis. Job Corps invested more than \$26 million to continue implementing its safety and security plans. These funds will improve physical security at 15 more centers. The improvements include many of the safety and security related operational recommendations made by the Department's Office of the Inspector General and the U.S. Government Accountability Office.

The first phase of refocusing Job Corps' advanced skilled instruction programs was initiated in FY 2020. This includes consolidating many of the advanced training programs into two large centers, and ensuring that labor and workforce needs are considered.

In FY 2020, Job Corps announced a \$24 million grant for the Job Corps Scholars Program to serve a minimum of 2,000 Job Corps eligible youth over a period of performance of thirty-nine months from April 2020 to July 2023. The Job Corps Scholars Program awarded twenty-six accredited public colleges and universities including historically black colleges and universities. The grantees provide up to 12 months of career technical training, intensive personal and career counseling, supportive services, and employment counseling to Job Corps-eligible youth between the ages 16-24 years. After successfully completing the program, Job Corps Scholars participants will have earned technical skills certificates, with some offering academic credit and a pathway to meaningful employment including entry into a job, registered apprenticeship, or the military. By serving Job Corps eligible youth, in particular, the qualifying institutions will also provide extensive counseling and employment-related services through existing educational institutions rather than a traditional Job Corps center facility. After successfully completing the program, Job Corps Scholars will have earned technical skills certificates, academic credit, and a pathway to meaningful employment.

In FY 2020, Job Corps completed an assessment of its vehicle fleet and determined that there was significant under-utilization of vehicles. This under-utilization resulted in unnecessary annual costs to Job Corps. General Services Administration (GSA) vehicle leasing and operating costs are among the largest expenses for Job Corps. In FY 2020, Job Corps' GSA leased vehicles cost nearly \$14 million. Policy guidance was issued by Job Corps in FY 2020 that required an

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annual assessment of vehicle usage and the reduction and/or elimination in the number of under-utilized vehicles. This action is projected to reduce fleet costs by 21 percent.

OPERATIONS

WORKLOAD AND PERFORMANCE SUMMARY							
		PY 2019 Revised Enacted		PY 2020 Revised Enacted		PY 2021 Enacted	PY 2022 Request
		Target	Result	Target	Result	Target	Target
Operations							
Strategic Goal 11 - Build Opportunity and Equity for All							
Strategic Objective 1.1 - Advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities.							
ETA-WIOA JC-01	Education and Employment Rate – 2nd Quarter After Exit (WIOA Job Corps)	[base]	74.8%	[base]	TBD	TBD	TBD
ETA-WIOA JC-02	Education and Employment Rate – 4th Quarter After Exit (WIOA Job Corps)	[base]	70.6%	[base]	TBD	TBD	TBD
ETA-WIOA JC-03	Median Earning – 2nd Quarter After Exit (WIOA Job Corps)	[base]	\$4,763	[base]	TBD	TBD	TBD
ETA-WIOA JC-04	Credential Attainment (WIOA Job Corps)	[base]	85.8%	[base]	TBD	TBD	TBD
ETA-Budget- OJC-01	Number of New Enrollees (Job Corps)	48,000	32,697	48,000	TBD	TBD	TBD
ETA-Budget- OJC-02	Slots (Job Corps)	38,194	28,998	38,194	TBD	TBD	TBD
ETA-Budget- OJC-04	Number of Operating Centers at Year End (Job Corps)	121	121	121	121	121	121

Legend: (r) Revised (e) Estimate (base) Baseline -- Not Applicable TBD - To Be Determined [p] - Projection

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Workload and Performance Summary

The WIOA authorizes primary indicators of performance. Job Corps centers report to the Department on: 1) employment in the second quarter after exit; 2) employment in the fourth quarter after exit; 3) median earnings of those employed in the second quarter after exit; and 4) credential attainment. The results of these measures demonstrate the value of these investments to help address the employment and skill needs of workers, job seekers, and employers.

Job Corps undertook a complete overhaul of its Outcome Measurements System (OMS) to align with the WIOA measures and to reflect the program's focus on longer-term outcomes for program participants. Since PY 2018, Job Corps has been using its new OMS to evaluate center and operator performance based on the WIOA primary measures. The deployment of that system emphasizes the need for the system to focus its resources on placement outcomes and longer-term attachment of the program participants to the workforce.

Beginning in March 2020 and continuing in the current program year (PY 2020), the COVID-19 pandemic significantly impacted Job Corps' typical program operations, resulting in unprecedented challenges for performance evaluations for PY 2020. Students were sent home on Spring Break in March 2020 and then placed in distance learning in May 2020, with centers suspending on-campus operations, and new student enrollment was suspended. It was not until November 2020 that centers began slowly returning students to campus in a staggered fashion. As of early May 2021, 108 out of 121 centers were approved to return their previously enrolled students to campus based on an assessment of COVID-19 risk. As COVID-19 conditions change, the ability of these centers to continue to operate may change.

New student enrollment remained suspended until late April 2021 when a limited number of students were enrolled to complete online CPP before transitioning to their assigned Job Corps centers. OBS at the end of April was 11,600 compared to approximately 29,000 in March 2020. Job Corps is expected to resume full new student enrollment before the end of May 2021, supported by increased outreach and recruitment efforts.

While Job Corps has been adjusting as flexibly as possible to the changing circumstances brought about by COVID and the fluctuating infection rates in various areas of the country, it is not possible at this time to definitively account for how the changing environment will impact overall performance by the end of PY 2020. Moreover, the staggered resumption of full operations, while necessary given the current circumstances, creates inequities in comparisons across operators. Centers that resume in-person operations earlier than others are likely to have relatively more graduates among those that separate in the program year, and will consequently perform at higher levels. This holds true for the OA and CTS providers that serve these centers as well. Such differences are artificial advantages and not reflective of performance differences. Thus, while performance data continue to be collected, it is not a full and accurate depiction of center and Job Corps program performance in PY 2020 and likely PY 2021.

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BUDGET ACTIVITY BY OBJECT CLASS					
(Dollars in Thousands)					
		FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
11.1	Full-time permanent	62,565	62,800	62,800	0
11.3	Other than full-time permanent	585	525	525	0
11.5	Other personnel compensation	5,290	4,700	4,700	0
11.8	Special personal services payments	0	0	0	0
11.9	Total personnel compensation	68,440	68,025	68,025	0
12.1	Civilian personnel benefits	22,834	20,500	20,186	-314
13.0	Benefits for former personnel	55	60	60	0
21.0	Travel and transportation of persons	3,420	1,515	1,515	0
22.0	Transportation of things	547	390	390	0
23.1	Rental payments to GSA	0	175	175	0
23.2	Rental payments to others	14,432	3,000	3,000	0
23.3	Communications, utilities, and miscellaneous charges	7,010	8,030	8,030	0
24.0	Printing and reproduction	205	300	300	0
25.1	Advisory and assistance services	6	7	7	0
25.2	Other services from non-Federal sources	1,462,468	1,476,973	1,476,973	0
25.3	Other goods and services from Federal sources 1/	12,998	12,615	12,615	0
25.4	Operation and maintenance of facilities	0	0	0	0
25.5	Research and development contracts	0	0	0	0
25.7	Operation and maintenance of equipment	1,325	3,160	3,160	0
26.0	Supplies and materials	8,230	6,000	6,000	0
31.0	Equipment	1,355	1,325	1,325	0
32.0	Land and Structures	0	0	0	0
41.0	Grants, subsidies, and contributions	0	900	900	0
42.0	Insurance claims and indemnities	0	350	350	0
	Total	1,603,325	1,603,325	1,603,011	-314
	1/Other goods and services from Federal sources				
	Working Capital Fund	12,998	12,615	12,615	0

OPERATIONS

CHANGES IN FY 2022

(Dollars in Thousands)

Activity Changes

Built-In

To Provide For:

Costs of pay adjustments	\$0
Personnel benefits	0
Federal Employees' Compensation Act (FECA)	-314
Benefits for former personnel	0
Travel and transportation of persons	0
Transportation of things	0
Rental payments to GSA	0
Rental payments to others	0
Communications, utilities, and miscellaneous charges	0
Printing and reproduction	0
Advisory and assistance services	0
Other services from non-Federal sources	0
Working Capital Fund	0
Other goods and services from Federal sources	0
Research & Development Contracts	0
Operation and maintenance of facilities	0
Operation and maintenance of equipment	0
Supplies and materials	0
Equipment	0
Grants, subsidies, and contributions	0
Insurance claims and indemnities	0
Land and Structures	0

Built-Ins Subtotal **-\$314**

Net Program **\$0**

Direct FTE **0**

	Estimate	FTE
Base	\$1,603,011	0
Program Increase	\$0	0
Program Decrease	\$0	0

CONSTRUCTION

BUDGET AUTHORITY BEFORE THE COMMITTEE				
(Dollars in Thousands)				
	FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
Activity Appropriation	108,000	113,000	113,000	0
FTE	0	0	0	0

Introduction

The Job Corps Construction, Rehabilitation, and Acquisition (CRA) account provides for:

- Rehabilitating current Job Corps facilities, modernizing instructional classrooms, and upgrading skills training spaces and buildings so that student instruction meets industry standards;
- Repairing buildings with structural deficiencies to address safety and health concerns;
- Executing emergency building repairs;
- Constructing new center buildings when further repairs are not cost effective;
- Repairing and replacing equipment; and
- Acquiring new sites and constructing new centers, as directed by Congress.

CRA funding is critical to the success of the Job Corps program because healthy and safe facilities contribute to an effective learning environment. Moreover, as a residential program, the living conditions of the program participants must be healthy and safe.

Large and small businesses, including Alaskan Native Corporations, manage and operate most of the Job Corps centers through contractual agreements with the Department. Through an Interagency Agreement with the United States Department of Agriculture (USDA), the Forest Service (FS) operates a number of centers. Both contract and FS operated centers have significant facility deficiencies. However, based on the Facilities Condition Index scores as of September 2020, the overall condition of the FS centers is better, on average, than the contract centers.

Over the past several program years, the cost associated with correcting property life safety and health deficiencies has increased by more than 50 percent. In many instances, older buildings require repairs in accordance with requirements of the National Historic Preservation Act (NHPA). This often results in higher costs for Job Corps as the age of Job Corps' facilities portfolio continues to grow. More than 43 percent of the Job Corps portfolio, by square footage, is more than 50 years old. Job Corps estimates that in five years, 119 additional buildings comprising nearly 1,135,000 gross square feet will reach the age of 50, which will result in an additional 119 buildings subject to compliance with the historic preservation regulations when undergoing renovations.

Job Corps, which holds over 99 percent of the Department's building stock, is a major contributor to the Department's efforts to meet energy efficiency and real property goals. Job Corps will work to achieve sustainability requirements through a number of efforts including:

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reducing energy and water intensity to promote efficient federal operations and ensuring that new or renovated building stock is designed to exceed energy efficiency standards such as Energy Star rated heating ventilation and air-conditioning (HVAC) equipment systems, LED lighting, High Efficiency water heaters, and low flow plumbing fixtures. Job Corps is also working towards diverting 50 percent of waste to recycling as well as using sustainable materials and products where applicable.

Job Corps will continue to incorporate sustainability projects into centers' annual Career Technical Skills Training (CTST) plans. Student involvement is a fundamental component of CTST and sustainability construction projects deemed suitable for training. These sustainability projects, among other community enhancement efforts, provide practical experience for students to hone their skills, making them more marketable and competitive in the emerging high performance construction sector.

In order to better manage resources and facilities, in FY 2021, Job Corps will be completing a four to five-year plan for managing equipment and facilities, including an approach for effectively using and consolidating the space at centers. The plan may include redesigning some centers, eliminating buildings that pose a safety or security risk, and projecting facilities lifecycle repairs and costs. The redesign of four centers is being explored.

Five-Year Budget Activity History

<u>Fiscal Year</u>	<u>Funding</u> (Dollars in Thousands)	<u>FTE</u>
2017	\$84,500	0
2018	\$83,000	0
2019	\$83,000	0
2020	\$108,000	0
2021	\$113,000	0

Funding Mechanism

Job Corps construction funding operates on a program year (PY) basis with funds available for three years. Funds appropriated in FY 2022 will be available for obligation from July 1, 2022, through June 30, 2025. The majority of funding is awarded to contractors using competitive procurement, and most of the design and construction projects are awarded to small businesses. The remainder of the funding is provided to the USDA through an interagency agreement.

FY 2022

The Department is requesting \$113,000,000 in the FY 2022 Budget, and planned allocations are as follows:

- \$25,000,000 for major projects – redevelopment, rehabilitation and safety and security
- \$25,000,000 for Job Corps Center redesign
- \$21,800,000 for engineering support contract

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- \$21,490,000 for contingency, emergency, and unplanned repairs
- \$10,000,000 for critical HVAC and roof repair or replacement
- \$4,800,000 for life and safety deficiencies
- \$2,500,000 for demolition projects
- \$2,000,000 for center telecommunications wiring upgrades
- \$350,000 for environmental abatement
- \$60,000 for renewable energy credits

The plan for facilities and equipment management will include, among other things:

- goals, objectives, strategies, and outcomes;
- risk assessment;
- equipment lifecycle repair/replacement schedules;
- routine maintenance schedules;
- demolition and construction schedules;
- equipment upgrades;
- upgrade or redesign of facilities on selected Job Corps campuses to reduce the size, and increase the functionality and safety; and
- budget funding, and other needs.

Job Corps will have a year-by-year plan with measures and target outcomes for the repair, maintenance, upgrade, and construction of facilities and equipment. Having and executing such a plan will guide Job Corps CRA decision-making and resource allocation and presents an opportunity to manage, improve, and account for the facilities conditions at the 121 contract and Forest Service-operated Job Corps centers, and two centers currently operating demonstration projects or pilots.

In FY 2020, Job Corps initiated an assessment of its HVAC systems and prioritized training center maintenance staff on properly scheduling and conducting routine HVAC maintenance using available tracking and reporting tools to drive accountability. HVAC repairs are a significant cost to the program and sound, regular preventive maintenance should prolong the life of these systems. In FY 2022, the impact of this FY 2020 effort will be assessed.

Addressing Immediate Facilities Needs

With CRA funds in FY 2022, Job Corps will continue to identify facilities that have physical assets appropriate for continuing investment. Within this group, Job Corps will continue to give priority to life and safety issues, repairs that have an immediate impact on center operations, and repairs to items that serve to stem further facilities deterioration. For example, leaking roofs, if not repaired, result in facility damage and unhealthy living conditions; heating ventilation and air conditioning (HVAC) systems that no longer provide adequate air quality are a serious danger; and environmental and Executive Order compliance matters are priorities. Job Corps will use available resources to address urgent and emergency situations.

Excessing and Consolidating Real Property Holdings

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Job Corps will continue its initiative to identify and dispose of or divest itself of acres of real property through the General Services Administration's (GSA) excess property process. This process may result in some expenses as the program relocates structures or buildings. The Department has proposed a General Provision that would speed the process of making excess property available for competitive public sale and reduce costs to the program.

FY 2021

The Budget for FY 2021 (PY 2021) for CRA is \$113,000,000.

In FY 2021, Job Corps' proposed spend plan is:

- \$46,410,000 for major redevelopment and rehabilitation projects
- \$22,076,000 for contingency, emergency, and unplanned repairs
- \$21,144,000 for engineering support contract
- \$5,830,000 for critical roof repairs/replacement
- \$4,830,000 for critical HVAC repairs/replacement
- \$4,800,000 for Life and Safety deficiencies
- \$3,000,000 for security upgrades
- \$2,500,000 for demolition projects
- \$2,000,000 for center telecommunications wiring upgrades
- \$350,000 for environmental abatement
- \$60,000 for renewable energy credits

Addressing Immediate Facilities Needs

With CRA funds in FY 2021, Job Corps is identifying facilities that have physical assets appropriate for continuing investment. Within this group, Job Corps will give priority to life and safety issues, repairs that have an immediate impact on center operations, and repairs to items that serve to stem further facilities deterioration. Job Corps will use available resources to address urgent and emergency situations.

Excessing and Consolidating Real Property Holdings

Job Corps will continue its initiative to identify and dispose of or divest itself of acres of real property through the General Services Administration's (GSA) excess property process in FY 2021. This process may result in some expenses as the program relocates structures or buildings.

FY 2020

Job Corps secured a comprehensive evaluation of its facilities and equipment to develop a long-term plan that includes, for example:

- equipment lifecycle replacement/repair;
- building and structure repair, demolition, and construction/replacement;
- timelines or schedules; and
- cost projections and other needs.

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Job Corps continues to incorporate into the facility survey process an inventory of various physical security measures including welcome center configuration, vehicular gate access, metal detectors, lighting, and cameras. Job Corps incorporates appropriate physical security measures in construction and renovation projects based on center security needs.

Job Corps' annual budget is prioritized and allocated to ensure the most critical items are funded first, including life safety and health code violations, emergency repairs that affect center operations, as well as environmental and Executive Order compliance. Job Corps has prioritized its critical roofing, heating ventilation and air conditioning (HVAC) and infrastructure needs and must address these issues before they fail, resulting in further deterioration or damage to the buildings or site. The Department will continue to invest in the rebuilding of the Gulfport Job Corps Center and provide updates to Congress. In addition, the Department will continue construction of a new Job Corps center in Atlanta.

CONSTRUCTION

WORKLOAD AND PERFORMANCE SUMMARY				
	FY 2020 Revised Enacted		FY 2021 Enacted	FY 2022 Request
	Target	Result	Target	Target
Construction				
Strategic Goal 11 - Build Opportunity and Equity for All				
Strategic Objective 1.1 - Advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities.				
ETA-OJC-03 Facilities Condition Index (FCI)	85.00%	89.00%	85.00%	85.00%

Legend: (r) Revised (e) Estimate (base) Baseline -- Not Applicable TBD - To Be Determined [p] - Projection

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Workload and Performance Summary

The facilities condition index (FCI) has been the metric of choice because of the consistency in the tri-annual surveys. This metric is reported to the federal real property council, thus a federal government-wide metric. Although the FCI is slowly declining, we are on track to achieve the FY 2021 FCI target of 85 percent.

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BUDGET ACTIVITY BY OBJECT CLASS					
(Dollars in Thousands)					
		FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
11.1	Full-time permanent	0	0	0	0
11.9	Total personnel compensation	0	0	0	0
25.1	Advisory and assistance services	0	0	0	0
25.2	Other services from non-Federal sources	19,460	35,790	35,790	0
25.4	Operation and maintenance of facilities	60,000	22,800	22,800	0
31.0	Equipment	8,500	7,000	7,000	0
32.0	Land and Structures	20,040	47,410	47,410	0
41.0	Grants, subsidies, and contributions	0	0	0	0
42.0	Insurance claims and indemnities	0	0	0	0
	Total	108,000	113,000	113,000	0

CONSTRUCTION

CHANGES IN FY 2022

(Dollars in Thousands)

Activity Changes

Built-In

To Provide For:

Costs of pay adjustments	\$0
Advisory and assistance services	0
Other services from non-Federal sources	0
Operation and maintenance of facilities	0
Equipment	0
Grants, subsidies, and contributions	0
Insurance claims and indemnities	0
Land and Structures	0

Built-Ins Subtotal \$0

Net Program \$0

Direct FTE 0

	Estimate	FTE
Base	\$113,000	0
Program Increase	\$0	0
Program Decrease	\$0	0

ADMINISTRATION

BUDGET AUTHORITY BEFORE THE COMMITTEE				
(Dollars in Thousands)				
	FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
Activity Appropriation	32,330	32,330	38,748	6,418
FTE	128	127	157	30

NOTE: FY 2020 reflects actual FTE. Authorized FTE for FY 2020 was 113.

Introduction

Job Corps’ Administration account provides funding for salaries, travel, and workforce development for staff in the National Office and six Regional Offices.

The Job Corps’ National Office includes the Director, two Deputy Directors, and five operational divisions. The National Office performs the below key roles and responsibilities:

- Creating, evaluating, and revising program standards and policy;
- Reviewing program performance;
- Establishing and coordinating career technical skills instruction and academic programs;
- Overseeing center performance and performance reporting;
- Assessing center safety and security;
- Evaluating Job Corps regional office performance; and
- Conducting national stakeholder engagement.

Job Corps has six Regional Offices, each led by a Regional Director. These offices have designated staff that serve as contracting officers’ representatives (CORs) for contracts relating to center operations, Outreach and Admissions (OA), and/or Career Technical Services (CTS). Regional Office staff are also responsible for the direct oversight of contractor-operated centers and U.S. Department of Agriculture (USDA) Forest Service (FS) operated Job Corps Civilian Conservation Centers (CCC). This oversight extends to center OA and CTS functions that are part of a center operations contract, as well as any remaining stand-alone OA and CTS contracts.

The Regional Offices primarily use compliance assessments to conduct oversight of contract-operated and USDA FS centers. Regional Office Center Assessments (ROCA) are scheduled assessments that evaluate the overall operation of a center while Regional Office Targeted Assessments (ROTAs) are used to examine specific aspects of a center’s operation. Regional staff examine center risks using a risk management dashboard and use this information to inform, schedule, and perform assessments. The Compliance Check, initiated in FY 2021, is another tool Job Corps uses to assess contractor compliance with program policies and procedures. These assessments, individually and in combination, fulfill the obligation in Section 159(f)(1) of WIOA that requires the Secretary to conduct an annual assessment of the performance of each Job Corps center.

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In addition, the account provides funding for the Employment Training Administration's (ETA) Office of Financial Administration (OFA), DOL's Office of the Senior Procurement Executive (OSPE), ETA's Office of Management and Administrative Services (OMAS), and DOL's Office of Human Resources (OHR). These offices provide support functions to Job Corps, such as financial oversight of contracts and control of Job Corps funds, administrative management, and human resources. The procurement, human resources, and information technology services functions were transitioned to the Department as part of the Enterprise Shared Services delivery model. The FY 2021 President's Budget reflected the FTE realignment and the corresponding realignment of personnel compensation and benefits.

Five-Year Budget Activity History

<u>Fiscal Year</u>	<u>Funding</u> (Dollars in Thousands)	<u>FTE</u>
2017	\$32,330	168
2018	\$32,330	159
2019	\$32,330	162
2020	\$32,330	113
2021	\$32,330	127

FY 2022

The Department is requesting \$38,748,000 in the FY 2022 budget request for Administration. Job Corps will emphasize:

- Center safety and security;
- Contractor oversight and compliance;
- Oversight and the delivery of technical assistance to USDA FS operated centers;
- Consistency across regions;
- Job Corps program evaluations and studies;
- Employer and other stakeholder engagement and technical assistance; and
- Staff development that supports Job Corps' contractor oversight role.

Safety and Security

Job Corps will continue implementing its multi-year *Comprehensive Safety and Security Plan* that calls for the ongoing evaluation of centers for safety and security risks. The security plan has three strategic goals, as listed below. Each goal has specific strategies and performance measures.

- Improve the physical security of Job Corps centers;
- Ensure contract Job Corps center operators and USDA-operated centers understand and adhere to their center safety and security obligations; and
- Ensure Job Corps has policies in place to promote safe and secure centers that are current, clear, and accurate.

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The program will invest in training and development for Job Corps staff responsible for conducting center safety and security assessments, and provide instruction or technical assistance to center staff.

Contractor Oversight and Compliance

In FY 2022, Job Corps will discontinue its use of the Program Assessment Guide and transition to a more robust Center Compliance Checklist to assess the operation of contract providers during ROTAs and ROCAs. This approach, based on clearly identified center requirements taken from the *Job Corps Policy and Requirements Handbook*, will result in quantifiable and actionable information. In addition, the instrument will also minimize the degree of subjectivity involved in the process, creating transparency and accountability. Job Corps center staff and corporate personnel, USDA FS staff, and center staff will know exactly what is expected, what specific issues exist, and when each identified compliance issue should be resolved. However, through a compliance assistance approach, Job Corps will stress the importance of providing contractors and the USDA FS with reliable and accurate technical assistance to help drive performance improvement. Consequently, resources will be invested in sharpening Job Corps staff technical, audit, and communication skills, and developing resources and tools for center operators. When a contractor does not improve its performance, Job Corps will use existing contract administration tools to hold contractors accountable. Similarly, Job Corps' CORs may require additional development to be effective in this area.

Forest Service Center Support and Technical Assistance

By the end of FY 2022, Job Corps will have completed assessments of all USDA FS centers. The goal is to establish a baseline for performance, provide technical assistance, obtain improvement plans for USDA FS centers with identified deficiencies, and monitor performance. Assessment reports are provided to USDA and FS leadership, and regularly scheduled calls will be conducted in FY 2020 and FY 2021 to review assessment findings and corrective actions, adherence to program policies, and key performance indicators. To the extent possible, Job Corps will seek to align its USDA FS funding and programming with other USDA FS program initiatives. Finally, Job Corps will work with USDA FS to promote placement of Job Corps students into apprenticeship programs available within USDA.

Consistency and Predictability Across Regions

Consistency within the Job Corps program continues to be a priority because it supports effective contractor oversight and provides certainty to Job Corps contractors. To support consistency across its Regional Offices, Job Corps will conduct regional office audits. Using the framework created in FY 2020, these audits focus on whether and how each region executes key regional functions, and how closely each region adheres to established Job Corps program policies and procedures. Moreover, Job Corps is incorporating adherence to policies and procedures into staff performance plans.

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Studies and Evaluations

ETA and the Department's Office of the Chief Evaluation Officer, is funding a third-party research contract to develop a research and evaluation framework that will provide options and support the research and evaluation requirements of Job Corps in the Workforce Innovation and Opportunity Act (WIOA) sections 161 and 169. The project includes an implementation evaluation of Job Corps demonstration pilots or service model variations and feasibility assessment(s) including potential impact and/or outcome design options across or within these pilots or service model variations, in addition to lessons learned as a result of COVID-19 that could be used to improve center and program operations. Job Corps staff will also assess the forthcoming evaluation results of the Cascades College and Career Academy demonstration project, which focuses on improving outcomes for youth aged 16 to 19, to determine if aspects of the pilot should be incorporated into the broader Job Corps service delivery model.

Stakeholder Engagement and Technical Assistance

In FY 2022, Job Corps will undertake stakeholder engagement events. This may include conducting three regional and one national stakeholder meetings, and Job Corps will participate in certain third-party events. The stakeholder meetings sponsored by Job Corps will engage contractors in discussions on national office priorities, initiatives, policies, and expectations for continuous improvement. These meeting will also focus on contractor training, and gathering stakeholder feedback on their experiences as Job Corps service providers, including any challenges and barriers to achieving their performance goals.

Staff Development

Job Corps will coordinate trainings for staff. These will focus on evaluating contract performance and/or auditing or program evaluation. Beyond this, Job Corps' long-term aim is to develop a staff training and development plan for staff charged with participating in the contracting/procurement process and assessing or auditing contractor performance. Ensuring that key staff have the tools needed to support the program and its goals is central to achieving program performance goals.

FY 2021

The FY 2021 budget for Administration is \$32,330,000.

As outlined in the FY 2021 and 2022 section, Job Corps staff are focused on safety and security; contractor oversight and compliance; consistency and predictability across regions; studies and evaluation; staff development; and Forest Service center support. The program also continued its COVID-19 response with 108 out of 121 centers allowed to return students to campus and resume on-campus operations as of May 2021, as conditions allowed, and resuming new student enrollment during FY 2021. Center safety and security was revisited to determine whether new approaches were needed to support the return of students to campuses that would complement existing efforts to physically secure campuses as described in the programs multi-year *Comprehensive Safety and Security Plan*. Oversight evolved to include assessments of how

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centers implemented their COVID-19 resumption plans and how they responded to outbreaks of infection on campus. New policies and tools were developed to support resuming campus operations and center oversight by Job Corps' regional offices.

FY 2020

The FY 2020 budget for Administration was \$32,330,000. Scheduled ROCAs or complete center operation assessments will continue, as will the information-based ROTAs that target one or more specific areas of center operations based on known information or specific concerns.

In FY 2020, Job Corps began using Compliance Checks to assess how well providers adhere to Job Corps policies and procedures. This approach, based on clearly identified center requirements in the *Job Corps Policy and Requirements Handbook*, results in quantifiable and actionable information. Using Compliance Checks also minimizes the degree of subjectivity involved in the process, creating transparency and accountability. Job Corps staff, FS staff, and contract operators will know exactly what is expected, what specific issues exist, and when each compliance issue should be resolved. Job Corps also continued to use ROTAs and ROCAs. Consequently, resources were invested in sharpening Job Corps' technical, audit, and communication skills, and developing resources and tools for center operators. When a contractor does not improve its performance, Job Corps uses its contract administration tools to hold contractors accountable. Job Corps invested in CORs' development to maximize the value of these tools. Regional offices provided CORs with COR certification training and the Department's OSPE delivered a series of training on procurement related topics. a series of training on procurement related topics.

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WORKLOAD AND PERFORMANCE SUMMARY					
		FY 2020 Revised Enacted		FY 2021 Enacted	FY 2022 Request
		Target	Result	Target	Target
Administration					
Strategic Goal 11 - Build Opportunity and Equity for All					
Strategic Objective 1.1 - Advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities.					
ETA-OJC-01	Number of Regional Office Center Assessments (ROCAs) and/or compliance checks completed.	30	9	45	30
ETA-OJC-02	Number of Regional Office Targeted Assessments (ROTAs) completed.	50	17	50	50
ETA-OJC-03	Number of Job Corps Regional Audits	0	--	3	6

Legend: (r) Revised (e) Estimate (base) Baseline -- Not Applicable TBD - To Be Determined [p] - Projection

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Workload and Performance Summary

In FY 2022, Job Corps will use three performance measures – the number of ROCAs completed, the number of ROTAs completed, and the number of Regional Audits – to capture key elements of the contract management activities conducted by Federal staff. ROCAs are the most comprehensive review of program operations by a team of Federal staff. Through ROCAs, Federal staff evaluate management, administrative support, program outcomes, compliance with policy and requirements, and data integrity. ROTAs are assessments of specific or targeted areas of a center’s operation. For FY 2022, Job Corps is projecting that it will conduct 30 ROCAs and 50 ROTAs. In addition, six audits of functions and operations of Job Corps regional offices will be conducted. The FY 2020 results for ROTAs and ROCAs were significantly impacted by the COVID-19 restrictions.

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BUDGET ACTIVITY BY OBJECT CLASS					
(Dollars in Thousands)					
		FY 2020 Revised Enacted	FY 2021 Enacted	FY 2022 Request	Diff. FY22 Request / FY21 Enacted
11.1	Full-time permanent	19,012	15,584	19,231	3,647
11.3	Other than full-time permanent	0	0	0	0
11.5	Other personnel compensation	130	452	452	0
11.9	Total personnel compensation	19,142	16,036	19,683	3,647
12.1	Civilian personnel benefits	5,949	5,601	7,560	1,959
13.0	Benefits for former personnel	0	0	0	0
21.0	Travel and transportation of persons	743	477	477	0
22.0	Transportation of things	0	0	0	0
23.1	Rental payments to GSA	1,249	1,049	1,049	0
23.2	Rental payments to others	0	6	6	0
23.3	Communications, utilities, and miscellaneous charges	95	104	104	0
24.0	Printing and reproduction	80	40	40	0
25.1	Advisory and assistance services	244	0	0	0
25.2	Other services from non-Federal sources	807	785	785	0
25.3	Other goods and services from Federal sources 1/	3,640	8,181	8,993	812
25.4	Operation and maintenance of facilities	0	0	0	0
25.5	Research and development contracts	0	0	0	0
25.7	Operation and maintenance of equipment	228	0	0	0
26.0	Supplies and materials	98	30	30	0
31.0	Equipment	55	21	21	0
42.0	Insurance claims and indemnities	0	0	0	0
	Total	32,330	32,330	38,748	6,418
	1/Other goods and services from Federal sources				
	Working Capital Fund	3,640	8,181	8,993	812

ADMINISTRATION

CHANGES IN FY 2022

(Dollars in Thousands)

Activity Changes

Built-In

To Provide For:

Costs of pay adjustments	\$332
Personnel benefits	179
Employee health benefits	0
Federal Employees' Compensation Act (FECA)	0
Benefits for former personnel	0
Travel and transportation of persons	0
Transportation of things	0
Rental payments to GSA	0
Rental payments to others	0
Communications, utilities, and miscellaneous charges	0
Printing and reproduction	0
Advisory and assistance services	0
Other services from non-Federal sources	0
Working Capital Fund	812
Other Federal sources (DHS Charges)	0
Other goods and services from Federal sources	0
Research & Development Contracts	0
Operation and maintenance of facilities	0
Operation and maintenance of equipment	0
Supplies and materials	0
Equipment	0
Insurance claims and indemnities	0

Built-Ins Subtotal **\$1,323**

Net Program **\$5,095**

Direct FTE **30**

	Estimate	FTE
Base	\$33,653	127
Program Increase	\$5,095	30
Program Decrease	\$0	0