Toni Thomas Associates Inc. (TTAI) is a Southeast Washington-based minority and woman-owned company that specializes in improving social, economics, and self-sufficiency programs in distressed communities. Ms. I. Toni Thomas, the President and Chief Executive Officer of TTAI, has more than 25 years of experience in community development programs for the U.S. Department of Housing and Urban Development (HUD) and as a private consultant. She developed, implemented, and directed national programs for HUD nationally and in Washington, DC, Prince George's County, Montgomery County, and Northern Virginia. ***Toni Thomas Associates, Inc.*** offers the following services that contribute to neighborhood and community empowerment:

- **Housing, community, and economic development**
- **Educational Enhancement**
- **Strategic Planning**
- **Social Service Planning**
- **Affirmative Action Planning**
- **Financial Analysis**
- **Research and Evaluation**
- **Information Technology Training**
- **Public Relations and Events Management**

TTAI markets its services to a broad clientele, including State and local governments, non-profit organizations, faith-based organizations, private developers and community and resident organizations. The services offered by ***TTAI*** are value-added. From a "community perspective," the company is a resource for changing the status quo and facilitating substantial improvement to a community experiencing various social, economic and human service issues. From the "individual" perspective, we provide an opportunity for social and economic empowerment through our personal development programs.

TTAI is also dedicated to empowering low-income individuals and families who have a history of economic dependency. Our "One-Stop, Work-First, Comprehensive Results Oriented" Program is committed to sustaining long term economic self-sufficiency for those hard-to-place participants who lack traditional access to full employment.

TTAI brings the added benefit of being able to demonstrate the private sector's sensitivity to and support for community involvement and empowerment.

OVERVIEW

TTAI was funded by the District of Columbia Department of Employment Services (DOES) and the Department of Human Service, Food Stamp Employment and Training Division to assist hard to serve citizens of the District of Columbia to attain skills training and job placement. Under this contact, ***TTAI's*** will implement proven recruitment methodologies to hard-to-serve individuals who are from a low-economic background, have a history of economic dependency, experienced multiple employment barriers, and are unemployed or under-employed

Though our network of employers, ranging from high technology firms to construction companies, ***TTAI*** will assist approximately 80 hard-to-serve adults who are unemployed to gain

BZA
Case No. 16963
Exhibit No. 4

Board of Zoning Adjustment
District of Columbia
CASE NO.16963
EXHIBIT NO.4

employment at a "living wage" through our **"Community Empowerment Training Academy" (CETA).** The target population within the District to be served by ***TTAI*** are individuals who are basic skills deficient and require a general education diploma (GED), or require occupational skills training in order to become employable or are former offenders. To maximize the resources available to each participant, ***TTAI*** will work with participants to qualify them for DOES and DHS supportive services and/or training programs. TTAI's **CETA** is located at:

CETA, 4601 Martin Luther King Avenue, SW
1st Floor, Hadley Memorial Hospital
Washington, DC 20032
202-279-3404 Fax- 202-279-3410

ORGANIZATIONAL STRUCTURE

The Training Academy is managed by a Program Manager. Other staff include a Project Director who will be responsible for the day-to-day operations and will be supported by a Self Sufficiency Specialist/Case Manager, a Job Developer/Case Manager, a Job Coach/Case Manager, and Office Manager/Intake Specialist, and two (2) Office Assistants who have been hired from the community.

PROGRAMS AND SERVICES

The Academy's program provides core services, which engage the participant in an assessment process that identifies needs, skills, challenges, and results in establishing goals, improving life skills and achieving sustained employment. Once identified, these elements are assessed and formulated into an individual life plan that serves as a road map to economic and social self-sufficiency.

OUTREACH AND RECRUITMENT

The Training Academy will undertake a comprehensive outreach and recruitment program targeted to hard to serve residents in need of a job that pays a living wage. The Training Academy will use outreach and recruitment strategies that appeal to the targeted population and work through existing advocacy networks, recreation and community facilities, educational and faith-based organizations and public health and social service agencies. These strategies will include the use of flyers, brochures, notices in neighborhood newsletters, public service announcements, and a speaker's bureau to publicize the program start-up.

The Training Academy will also sponsor a ***Recruitment Fair*** targeted to "Hard to Serve" adults over the age of 22. The agenda for the recruitment event will include an overview of the program, discussion of eligibility criteria, presentations by training and employment partners, one-on-one sessions to assess interest in the program and to register recruits for the Group Orientation and Intake.

ORIENTATION AND INTAKE

The Orientation and Intake session is designed to motivate prospective participants to take advantage of the opportunity for training that will lead to employment paying living wages as well as the exercising their "personal powers" to make live changes that not only benefit them but their families, and their communities. As part of the orientation we will provide detailed information about components of the self-sufficiency program including what is required of them

and their responsibility as a program participant. ***TTAI*** will schedule sixty (60) individuals for each orientation session in anticipation of a 20 percent dropout rate.

Orientation:
The agenda for the Orientation sessions will focus on social and economic empowerment programs and processes. At a minimum, discussions will include:

- Program requirements and expectations.
- An overview of life skills and job readiness training
- Occupational skills training, and
- Employment options, and available support services

Intake:
The Training Academy will begin the Intake process that includes one-on-one meetings with the Case Manager, which starts the Assessment process. During the Intake Phase the participant will complete and/ or receive the following:

In-depth Intake/Assessment Profile
Participant Rights and Responsibilities
Program Requirements
Drug/Alcohol History Matrix Audit

Participant Assessment:
The Assessment Phase will engage the participants in a process designed to identify strengths, needs, skills, and problems and goals for life as well as for employment. This process allows The Academy staff to identify issues, which are barriers to continued employment. (i.e. substance abuse, debilitating depression, low academic achievement, a history of poor work skills and performance, and to assist the participant in developing a life plan focused on overcoming these challenges).

Individual/Group Sessions:
The assessment phase will include ***Individual/Group*** sessions that can last up to one month. However, ideally the process takes two weeks, depending on the participant's progress, punctuality, availability, and training cycles. All group sessions and individual meetings provide opportunities to observe the participant interacting with others, and to assess their overall presentation and social demeanor (i.e. dress, timeliness, manners, cooperation, etc.). In order to sustain motivation, the ideal process takes no more than two weeks.

Case Management:
The Academy will use a coordinated approach to assist participants in achieving self-sufficiency which includes case management, support services and job search. The Job Developer/Case Manager is the bridge between the outside world of employment, the employer, and the participant. Our staff establishes and maintains communications with employers and is available to alleviate problems the supervisor may have with the employee.

The Case Manger/Self-sufficiency Specialist will review the Training Academy's Mission and steps to complete assessment and training options. Participants are encouraged to share their

expectations, reasons for joining the program, and their career interest.

Job Development/Job Search:
Concurrent with the Intake, Orientation, Assessment and case management, the ***Job Developer/Case Manager*** will outreach to employment and training partners to identify opportunities that match the needs of the Training Academy's participants. Interviews with the employers will ascertain information regarding requirements, skills and qualifications for employment or training and determine the career ladder and advancement potential for the participant.

The Job Developer/Case Manager will complete the Occupational Interest and Academic Aptitude sessions with each participant. The Job Developer/Case Manager will assist participants to gain employment and to advance in their careers by gaining additional job skills.

Support Services:
The Training Academy will leverage a number of existing resources to provide the needed services, which will alleviate barriers to employment. At a minimum, these resources include childcare assistance, transportation assistance, healthcare services, substance abuse treatment, child, and family support.

Job Readiness and Life Skills Training:
The Training Academy will offer a range of training programs and activities to support the participant's goals of achieving employment, preparing them for a lifestyle of work and understanding the impact that health plays in achieving personal goals. These activities include Job Readiness and Life Skills training.

> *Job Readiness* skills training will be focused on delivering employment specific training to participants to provide them with skills and abilities required to secure unsubsidized employment and advance in the labor market.
>
> *Life skills* training will also be provided and will focus on developing skills related to improving skills that support changes in managing day-to-day situations and ultimately results in managing the wold of work and long-term job retention. Skills covered during this workshop will include:
>
> - Money management
> - Professional appearance and conduct in the workplace
> - Career path goals
> - Crisis management
> - Successful self-image
> - Health care education

HIV/AIDs/Substance Abuse Training:
TTAI's Community Empowerment Training Program Curriculum covers drug testing, HIV/AIDs prevention, and Consult Referrals information.

Drug Testing Procedure
Drug screening (urine tests) must be completed by all participants during the assessment phase. Testing is confidential and results maintained in sealed files at the ***TTAI***'s office. The purpose of

testing is to assure all employers that participants will remain drug free. Testing occurs once during the assessment phase, and will be repeated immediately prior to enrollment in job training (if training does not immediately follow the Assessment Phase). Participant who test positive or who are reported to be using drugs will be referred to appropriate drug treatment programs and given more frequent tests.

CONSULT REFERRAL:

The Consult Referral process is designed to identify and help those participant who have significant behavioral, attitudinal, emotional, and/or academic deficits that preclude their participation in ***TTAI***'s program. At the same time, the Job Coach will consult with the immediate supervisor to discuss ways of helping the customer cope with the deficiency. Any participant rated as borderline or below based on the outcome of the Assessment tests will receive a consult referral before being placed in Career Track Development. The intent of the Consult Referral Process is to assist individuals in retaining Employment and to give participants an opportunity to correct, with controlled supervision, their dysfunction and hopefully return to training and the achievement of their individual job and self-sufficiency goals. Consult referrals occur only after an in-depth interview, obtaining permission by the participant to discuss the issues with the supervisor, assessment of the participant's intellectual functioning, skill achievement, and career preference.

OCCUPATIONAL SKILLS TRAINING AND DEMAND OCCUPATIONS

TTAI will provide skills training in the following high demand occupation areas:

OES Code	Skills Training	Demand Occupation
55347 55305	Clerical Cluster (16 weeks)	General Office Clerk, Receptionist, Information Clerk, Secretaries
67005 79041 85132	Hospitality	Janitors and cleaners, Maids, Housekeepers, Laborers, Groundskeeper Maintenance Repairers, Painters, Paper hangers.
15026 65026 65014 65032	Food Preparation	Cooks, Restaurant, Food Service Lodging Managers, Dining Room, Café Helpers, FastFood, Waiters, Waitresses
66008	Health Care	Nursing Aides, Orderlies
68038	Child Care	Child Care Workers

OCCUPATIONAL SKILLS TRAINING

All training is occupational specific with emphasis on work-readiness, interest and academic skills. Participants are "matched" with prospective employers based on similar interest and need. This ensures a longer lasting relationship and is durable for both parties. During the final phase of the occupational specific and work readiness training, the project staff will interview participants to determine their suitability for employment. Work activities are augmented by training that specifically enhance the individual's skills related to the market trends that are needed for continued success in the labor market. Job categories may include administrative medical assisting specialist, medical office specialist, computer specialists (windows, microsoft word, access, excel, power-point), and others clerical and administrative occupations. Specific training programs to support demand positions include:

Office Administration/Computer Technology:

Computer Training will include Computer Literacy, MS Office Suite, Windows 2000, Internet Education, and Typing. Administrative record keeping, data entry, filing, business correspondence, telephone techniques, and basic customer service skills will also be covered.

Web Development:

The Web Development and Web Editor Certificate Programs have been created to prepare students to design, develop and maintain Web sites that capitalize on these technologies. Students will learn to produce dynamic Web sites involving user response and databases.

Construction Skills Training:

This program is designed to enhance the student's knowledge of construction management by offering five core courses and two additional courses to within a six week program.

Telecommunications:

The Telecommunications Certification Program is designed to fully prepare students to enter the IT industry with all the necessary skills to assist in the telecommunications needs of organizations large or small. The broad base of the curriculum will focus on both residential and commercial telecommunications skills.

Commercial Drivers License (CDL):

The course includes general knowledge and review of federal motor carriers' safety regulations, vehicle inspection procedures, air brakes, and defensive driving techniques.

PROGRAM DESIGN – SUPPORTING FEATURES

INDIVIDUAL EMPLOYMENT PLAN (IEP)

The Training Academy will develop, implement, monitor, and maintain written pre/post employment plans for each participant. This plan will allow the participant opportunities to strengthen skills as well as target effective strategies for seeking and keeping a job.

The IEP provides and opportunity for the Self-Sufficiency Specialist/Case Manager and Job Developer/Case Manager to jointly review, discuss and analyze the information gathered from various assessment instruments completed by the participant during the Assessment phase of the program. This process leads to personal enlightenment for each participant, encouraging him or her to reflect on the past and relating future self-sufficiency to productive employment. The Plan is used as a road map for the individual to better define the specific action that must be taken to improve the quality of life and to successfully complete the program. Additionally, the IEP identifies the community partners that each participant must access to provide additional social and supportive services necessary to make immediate and long-term life changes.

The IEP capitalizes on CETA's relationships with the local area business communities and is the responsibility of the Job Developer/Case Manager. From the earliest stages of participation, training is equated with moving the participant from dysfunction and high-risk behaviors to full-time, gainful employment, constantly encouraging the adoption of positive behaviors and attitudinal patterns.

The Job Developer/Case Manager will have a clear understanding of Employer needs and profile of the type of employee they are looking for. They will strive to make productive matches and not frustrate the participant or the employer by sending participants to jobs for which they do not qualify. The IEP will serve as an added assurance that the match between program participants and employers are a perfect match.

Each participant's IEP will include a requirement for him or her to complete a least 10-job search contacts per week for a period of four weeks during the job placement phase of the program. CETA will target specific employment leads, classified ads, employment centers, employment hot lines, trade unions, and publications. The IEP will be continually updated to include additional training and new employment partners.

CASE MANAGEMENT DURING TRAINING AND JOB PLACEMENT

TTAI will provide a licensed Social Worker to provide comprehensive case management services to participants throughout their involvement in the program, from intake and assessment up to six months after job placement.

The Licensed Social Worker will be our Self Sufficiency Specialist/Case Manager and will guide each participant's progress toward successful completion of the program. The process consists of providing a range of social support services and relevant activities by the program staff. A case file is developed for each participant upon intake into the

program. This file will be utilized and maintained by the Self Sufficiency Specialist/Case Manager throughout the participant's tenure in the program. Case management will be provided thorough collaboration with other staff Case Managers, community partners, assistance in obtaining childcare vouchers and childcare, participant advocacy and linkage, entitlement advocacy, and coordination of outside support services with community partnerships.

CERTIFICATON OF SKILLS ATTAINMENT

The Comprehensive Employment Training Academy's evaluation and reporting system will be utilized to measure the impact of adult education on "Hard to Serve" adults age 22 and above.

CETA conducts a two-phase evaluation designed to measure the program goals, changes and accomplishments. Phase I is the actual implementation of the project and Phase II will employ evaluation methods to determine program outcome: 1) educational and employment gains, 2) effectiveness, 3) recruitment efforts, 4) targeted population and numbers reached, 5) enrollment data, 6) GED completion and graduation rates; 7) continuing post secondary education; 8) principal and secondary activities, new information; 9) new skills learned; 10) attendance/performance

SUPPORT SERVICES:

- *Transportation* –Transportation vouchers will be available to participants who need them on a case-by-case basis. Additionally, strategic alliances will be established with metro transit authorities (rail and bus), "ride-along" services.

- *Child Care* – State, county and local childcare subsidies to assist customers will be obtained through various childcare programs and to the extent that funds are available. Centers honoring vouchers are being identified and secured for program participants.

- *Mental Health Counseling* – Mental health and support services counseling services will be provided on an "as needed" basis to individuals and/or family members that may have a history of neglect/abuse and/or suffering from substance abuse or HIV/AIDS. Comprehensive support services will be provided using a strength-based model in providing positive mental health treatment. In addition, the County health mental department may provide alternative services. "Wrap around" services will be provided to allow customers to meet the work activity requirement of 40 hours including treatment per week.

- *Domestic Violence Counseling* – Confidential and sensitive individual or group counseling services will be provided. Services include legal assistance and counseling.

- *Substance Abuse Treatment Services* is an alcohol, tobacco and other drug

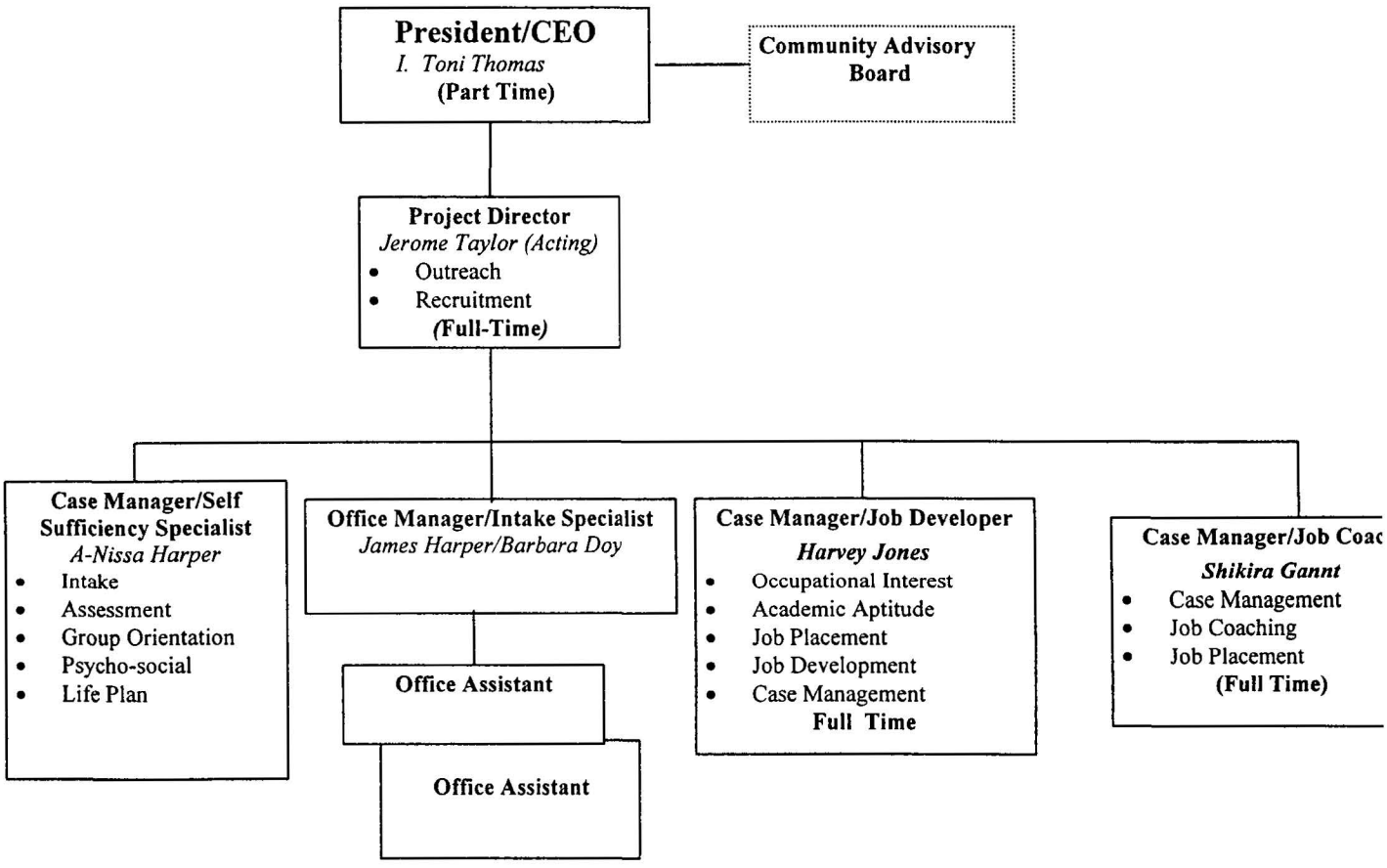
(ATOD) treatment center that provides individual and highly structured short term, outpatient and limited in-patient treatment services. Services include a 28-day period of intermediate care in a highly structured environment and one year of after-care counseling services. "Wrap-around" services will be provided to allow customers the time needed to meet their work activity requirement and ATOD treatment.

All agencies listed above are placement resources and other agencies who may provide program resources to TTAI during the performance of the DOES contract.

DOES "HARD-TO-SERVE" WORKFORCE DEVELOPMENT PROGRAM

COMMUNITY EMPOWERMENT TRAINING ACADEMY

STAFFING/RESPONSIBILITY CHART



C. A detailed statement of existing and intended use of such building or part of building.