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## Kate Dunham

### Principal and Director of Project Operations

Social Policy Research Associates

Kate Dunham is passionate about workforce development and has spent most of the last 25 years evaluating and researching federal, state, and local level workforce development programs. She led her first project in 2003—a landscape analysis of workforce development needs and assets in three local workforce areas in California—and since then has led dozens of evaluation and research programs in the field. She has served as co-Principal Investigator for several large studies of the public workforce system including the WIOA Research Portfolio project for US DOL, for which she led focus groups with individuals from 53 different organizations, including employers, and produced a scan of labor market trends (both reports are included as sample evaluation products), and the WIOA Implementation Study, also funded by US DOL, which involved multi-day site visits to 19 states (including a visit to the Austin metro area conducted by Kate herself), and resulted in numerous reports on WIOA, including three authored by Kate: 1) [Operationalizing Changes to the Title I Youth Program Under WIOA](#), 2) [Change and Continuity in the Adult and Dislocated Worker Programs Under WIOA](#), and 3) [Performance Accountability, Eligible Training Providers, Labor Market Information, and Evaluation Requirements](#). In addition to her national work for US DOL, Kate has also led a number of foundation-funded projects, including an evaluation of the James Irvine’s Foundation’s [Better Careers Initiative](#) and a Hilton Foundation-funded evaluation of California’s High Road Training Fund. Kate has also served as the Principal Investigator for a W.K. Kellogg Foundation-funded evaluation of the Battle Creek Michigan Workforce Development Collaborative. Further, Kate has also led numerous state and local workforce development studies, including a current study of the state-wide replication of a cohort-based EMT training program for system-involved young adults, called EMS Corps.

## EDUCATION & WORK EXPERIENCE

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**M.P.P.**, University of California at Berkeley, 1997

**B.A.**, Economics and Politics, Cowell College Honors and Highest Honors, Economics, 1989

2014 – Present	<b><i>Director, Workforce and Human Services Division</i></b> Social Policy Research Associates (SPR)
2017 – 2020	<b><i>Director of Research and Project Operations</i></b> Social Policy Research Associates (SPR)
2009 – 2014	<b><i>Assistant Director, Workforce Development and Human Services Division</i></b> Social Policy Research Associates (SPR)
2003 – 2009	<b><i>Senior Associate / Social Scientist</i></b> Social Policy Research Associates (SPR)

- 2001 – 2003      ***Policy Analyst***  
Social Policy Research Associates (SPR)
- 1999 – 2000      ***Research Consultant / Asia Regional Support Officer***  
ActionAid Vietnam, Hanoi, Vietnam
- 1998 – 2000      ***Editor / Social Science Research Methods Instructor***  
National Center for Social Sciences and Humanities, Hanoi, Vietnam
- 1997 – 1998      ***School-Linked Services Coordinator***  
Alameda County Interagency Children’s Policy Council, Oakland, CA

## SKILLS AND EXPERTISE

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- Project management
- Mixed-methods evaluation
- Qualitative and quantitative data collection and analysis
- Federal grants and contract management
- Workforce development programs – WIOA, UI, DWG/NEG, AJCs, TANF, SNAP E&T, apprenticeships, sector initiatives, career pathways
- Labor market trends, including the effect of AI

## REPRESENTATIVE PROFESSIONAL EXPERIENCE

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***Developmental Evaluation of the Emergency Medical Services Corps Program*** (April 2025-present). The California Employment Development Department (EDD), in collaboration with the California Labor and Workforce Development Agency (LWDA), contracted with SPR to conduct a developmental evaluation of the Emergency Medical Services (EMS) Corps program. The program is an EDD-funded initiative, with Public Works Alliance (PWA) as the intermediary, aiming to increase the number of EMS personnel in local communities, particularly young adults from underrepresented backgrounds. SPR and its subcontractor on the evaluation, Corporation for a Skilled Workforce (CSW), will assess the program’s design, implementation, and early outcomes using a comprehensive mixed-methods approach, combining quantitative data analysis, including from CalJOBS, and qualitative insights from interviews with key stakeholders and site visits with 12 EMS Corps program sites. This evaluation will also engage program staff and program alumni through an Evaluation Advisory Group, ensuring a participatory and inclusive evaluation process.

*Principal Investigator:* Responsible for overall quality of the project including client communication, and deliverables.

***High Road Training Fund Developmental Evaluation*** (2022 – 2025). SPR was contracted by Jobs for the Future (JFF) to conduct a developmental evaluation of the High Road Training Fund (HRTF). JFF, in partnership with the California Workforce Development Board, the California Labor and Workforce Development Agency, and the California Governor’s Office of Social Innovation, launched HRTF to advance the state’s high road vision for economic equity, job quality, and climate resilience. HRTF serves as a public-private partnership and private funding vehicle that California High Road Training Partnerships (HRTPs) can leverage when their

partnership needs supplemental funding to expand. Ranging from transportation to health care to hospitality, HRTPs are industry-based, worker-focused training partnerships that build skills for California’s “high road” employers that generate family-supporting jobs where workers have agency and voice.

*Principal Investigator:* Responsible for overall quality of the project including client communication, and deliverables.

***New Jersey Department of Labor and Workforce Development (NJDOL) Career-Based Career Exploration (2025 – present).*** SPR is supporting the New Jersey Department of Labor and Workforce Development (NJDOL) to develop interactive, data-drive sectoral career maps that will support jobseekers for four industry sectors in New Jersey. Through this project, SPR will gather and analyze multiple types of data—including labor market data, qualitative data from employers and industry partners, and feedback from potential users of the sectoral career maps—to inform the content for the occupational progressions and sectoral career maps. SPR will consult with the NJDOL’s technology team on the usability and function of the recommendations for improved user experience and content development and provide a sector memorandum and a final memorandum to summarize best practices, and lessons learned.

*Senior Researcher.* Responsible for conducting and analyzing employer interview data to develop career pathways and facilitating key client meetings.

***Workforce Innovation and Opportunity Act (WIOA) Research Portfolio Study (2020-2022).*** The US Department of Labor's (US DOL) Chief Evaluation Office (CEO) and Employment and Training Administration (ETA) selected Mathematica, Social Policy Research Associates (SPR) and the National Association of Workforce Boards (NAWB) to consult with a wide range of public and private stakeholders to establish a 5-year employment and training research and evaluation plan--a requirement of the Workforce Investment and Opportunity Act (WIOA). In addition to consulting with stakeholders, the project involves development of a scan of the key dynamics affecting the labor market; development of an evidence scan of to identify what is known about key workforce strategies and components and gaps in the existing knowledge base; and facilitation of an expert panel to discuss these scans and stakeholder input. Following these activities, the project will generate a range of research and evaluation options for DOL to consider including in its future research plans, spanning the WIOA portfolio of programs, including an assessment of the feasibility of conducting an impact study.

*Co-Principal Investigator:* Provide technical leadership for all aspects of the project.

***Developmental Evaluation of the James Irvine Better Careers Initiative.*** (2020-2022). SPR serves as the evaluation and strategic learning partner to The James Irvine Foundation for its Better Careers initiative, a philanthropic project to move workers in low-wage jobs into middle-wage and middle-skill jobs. SPR is identifying evaluation and learning questions, reviewing and synthesizing existing data on the initiative, and implementing mechanisms to monitor and learn from the initiative’s progress and outcomes. Through the project, SPR is working with initiative stakeholders to develop meaning from past and current learnings and develop a product to help inform the initiative’s future.

*Principal Investigator:* Responsible for overall technical quality of the project including data collection, analysis, client communication, and final deliverables.

***Navigator Evidence-Building Portfolio*** (2022-2025). DOL CEO-funded study to build the evidence base about the potential of Navigators to improve outcomes and equity in workforce programs. In addition to a literature review of navigators and navigator services and an advisory

group made up of individuals with lived experience as navigators, the project includes three sub-studies: (1) an implementation evaluation of the Fostering Access, Rights, and Equity (FARE) Navigator grantees, (2) an implementation evaluation and evaluability assessment of Unemployment Insurance (UI) Navigator grantees, and (3) a formative evaluation and evaluability assessment of Trade Adjustment Assistance (TAA) Navigators. The TAA sub-study included multi-day, in-person and virtual site visits to six states, a survey of all state TAA Coordinators, and phone interviews with TAA coordinators from nine states. Deliverables for the TAA sub-study include three internal memos for OTAA and a Final Report.

*Co-Principal Investigator:* Provided technical leadership for all aspects of TAA sub-study.

***Technical Assistance Impact Assessment for YouthBuild USA*** (2022-present). YouthBuild USA has subcontracted with Social Policy Research Associates to conduct an evaluation of YouthBuild USA's technical assistance (TA). The evaluation goal is to discover links between YouthBuild USA's TA and its impact on YouthBuild programs who are active grantees of the U.S. Department of Labor YouthBuild grant. SPR is using use a mix of methods to capture and analyze TA uptake, learning, and impact. Our approach is grounded in existing frameworks for evaluating and establishing TA best practices and applies rigorous methods to evaluate TA outcomes.

*Principal Investigator:* Responsible for overall quality of the project including client communication, and deliverables.

***Evaluation of California's Breaking Barriers to Employment Grants, Phase I and II*** (2020-2022 and 2023-present). In this multi-year, two-phase project for the California Workforce Development Board, in partnership with CSW, SPR is examining three cohorts of California's Breaking Barriers to Employment grants awarded to local workforce development boards and CBO partners. These grant-based programs provide employment-based services to individuals who face high barriers to employment (including individuals with criminal justice system involvement, who are homeless or are at risk of homelessness, who have low educational, English language, or other skill levels, etc.) and are designed to improve linkages for these individuals between workforce nonprofits that specialize in serving these populations and the public workforce system. Phase I of the evaluation examined how the first cohort of grantees implemented their grants, co-enrollment of grant participants in Wagner-Peyser and WIOA Title I programs, and their early employment outcomes. Phase II, which kicked off in summer 2023 will involve an implementation and outcomes study for the second and third cohorts of grantees and a quasi-experimental impact study of the outcomes for the first cohort of grant participants.

*Phase I Principal Investigator; Phase II Senior Advisor:* Provide technical leadership for all aspects of the project.

***Trade Adjustment Assistance (TAA) Study - Behavioral interventions evaluation and design options for long-term TAA evaluation*** (2018-2022). US DOL Contracted with Mathematica (prime) and subcontractors SPR, American Institutes for Research (AIR), and ideas42 to design and conduct a behavioral interventions study of the Trade Adjustment Assistance (TAA) program and develop an evaluation design options for a long-term evaluation of TAA. SPR is leading the development of an evidence scan to identify knowledge gaps to inform the design of a long-term evaluation, and SPR is also leading data collection activities for the behavioral intervention study.

*Co-Principal Investigator:* Provide technical leadership related to the design options for a long-term TAA evaluation.

***Battle Creek Workforce Development Initiative Evaluation and Technical Assistance*** (2017-Present). SPR is conducting an implementation and outcomes evaluation and providing technical assistance to the W.K. Kellogg Foundation-funded workforce consortium in Battle Creek, MI and grants awarded to Kellogg Community College, Michigan Works! Southwest, Goodwill Industries Inc. of Michigan's Heartland, and Woman's Co-op. These grantees are focused on improving access and utilization of employment and training services to low-income communities, women and communities of color and expanding economic development services to small and medium-sized businesses. The evaluation includes an implementation, outcomes and social network analysis, while technical assistance includes mapping of business services, development of a shared intake and assessment system, and a leadership visioning and gap analysis effort.

*Senior Technical Assistance Provider/Facilitator:* Co-led all technical assistance efforts.

***America's Promise Job Driven Grant Program Evaluation*** (2017-2023). This project being conducted on behalf of US DOL examines the approaches taken by 23 regional grantee partnerships designed to provide a pipeline of workers to fill existing job openings, meet existing employer needs for expansion, fuel the talent needs of entrepreneurs, and attract more jobs from overseas. Each grantee consists of a regional workforce partnership that is creating sector-based career pathways for H1-B positions and offering tuition-free training to meet the needs of workers and businesses. The evaluation includes (1) grant application reviews and knowledge development about all grantee partnerships, (2) site visits to assess a subset of grantee partnerships for an impact study, (3) implementation site visits, and (4) a random assignment impact study with a subset of grantees, if feasible.

*SPR Project Director:* Oversee all aspects of SPR's role on the project.

***Consulting for the Los Angeles Opportunity Youth Collaborative*** (2022-2023). UNITE-LA, one of the co-conveners of the L.A. Opportunity Youth Collaborative (OYC), commissioned SPR to develop a case study report that identifies current processes employed in L.A. County's youth workforce development system that are not optimized for current/former foster youth's experience and are a significant barrier to enrollment or persistence. This report will be based on a focus group and interviews with current/former foster youth, observation of a Community of Practice among workforce center staff focused on improving youth engagement, and a literature review of key practices that can affect youth engagement and employment outcomes.

*Senior Advisor:* Provide technical support and project management oversight.

***One Stop Operator, San Francisco Office of Economic and Workforce Development*** (2017-Present). As the One Stop Operator for the City and County of San Francisco SPR provides partner coordination and oversight of local WIOA implementation as specified through the Local and Regional WIOA Plans and partner MOUs as well as providing technical assistance and training to WIOA system partners, the Workforce Investment Board of San Francisco (WISF) and its staff.

*Senior Advisor:* Provide technical support and project management oversight.

***WIOA Policy Development Center/LEAD Center*** (2019 – present). Beginning in Fall 2019, this is a 5 year effort to provide TA on behalf of US DOL's Office of Disability Employment Policy (ODEP) to the workforce development system and stakeholders nationwide around three strategic areas of national need: (1) Section 188/Nondiscrimination and Equal Opportunity and its application throughout WIOA, (2) Inclusive Career Pathways, and (3) Data Collection and Performance Reporting to improve program practice and participant outcomes. Technical

Assistance has taken many forms and comprises both on-going tasks such as two-times monthly webinar (on average), a monthly newsletter, and updates, analysis and visualization of workforce and disability data, and a national dissemination strategy; as well as special, ad hoc requests such as the development of a Financial Empowerment Toolkit and specialized training for USDOL VETS and VA Vocational Rehabilitation and Employment staff on connecting veterans with service-**connected** disabilities to apprenticeship.

*Senior Advisor:* Provide technical input and advice related to WIOA and the public workforce system.

***California English Language Learner (ELL) Integrated Education and Training (IET) Pilots Technical Assistance (TA) and Evaluation Project*** (2021-present). The International Rescue Committee (IRC) subcontracted with SPR to support a set of individual and group-based technical assistance to six pilots in California that are developing IET models to enhance critical job skills that ELLs need to enter careers in growing local industries. This TA is responsive and aligned with advancing the California's Employment Development Department (EDD)'s goal of strengthening workforce services to English language learners.

*Senior Advisor:* Provide technical support and project management oversight.

***Workforce Innovation and Opportunity Act Implementation Study*** (2016-2020). The WIOA Implementation Study, conducted for US DOL, examined how states were implementing changes to the core workforce programs authorized under Title I (Adult, Dislocated Worker, and Youth) and Title III (Employment Services) of WIOA. It examined the variation in the approaches states took to implement key WIOA provisions, assessed early implementation progress, and identified needs for further guidance or technical assistance. To accomplish this, the study included early interviews with key informants; in-depth site visits to 18 states and 36 local areas; and an analysis of participant-level Title I PIRL data.

*Co-Principal Investigator:* Provide technical leadership for all aspects of the project. Served as lead author for several evaluation reports, including one on the Title I Youth program.

***WIOA Performance Accountability TA Project*** (2020-2022). This current project being carried out for US DOL is aimed at assisting the department with providing TA to States related to WIOA's primary indicators of performance. Although the TA activities for the project are still being determined, they are likely to include direct consultations with State workforce agencies regarding how to improve their performance on the WIOA indicators; webinars; and development of TA tools.

*Project Director:* Responsible for overall oversight of the project.

***Evaluation of LA County American Job Centers of California*** (2021). The Los Angeles County Workforce Development Board (LACWDB) oversees nineteen AJCCs in Los Angeles (LA) County. In May 2021, Social Policy Research Associates (SPR) was contracted to evaluate LACWDB's network of AJCCs in the context COVID-19 response, High Road Training Partnerships (H RTP) expansion, career pathways development, and workforce partnerships across Los Angeles (LA) County agencies. This report will expand on the following findings and recommendations.

*Senior Advisor:* Provide technical oversight across all aspects of the project.

***Evaluation of the ELL Co-Enrollment Navigator Pilot Program*** (2019-2021). SPR was the evaluation partner of California Workforce Association, evaluating the effectiveness of four pilot programs across California for California's Labor and Workforce Development Agency

(LWDA). The aim of these pilot programs was to increase access, align WIOA programs, implement co-enrollment strategies, leverage other program funding, and provide supportive services for California's English Language Learner (ELL) population. Co-enrollment pilots were located in four workforce development boards in the state: Los Angeles County, Verdugo, Tulare, and Richmond, all of which will recruit and co-enroll ELL participants. The study included an implementation study based on interviews, focus groups, and site visits data collection aiming to describe the delivery of program services and development of partnerships seeking system-level changes. In addition, it included an early outcomes study based on CalJOBS and TOPSpro aggregate administrative data.

*Co-Principal Investigator:* Provide technical leadership for all aspects of the project.

***Evaluation of the Back to Work 50+ Women's Economic Security Initiative*** (2015-2021). This project is evaluating the Back to Work 50+ Women's Economic Stability Initiative, a program funded by the AARP Foundation which offers women ages 50-64 access to coaching, vocational training and job search assistance through local community colleges. The project involves an implementation study, an outcomes study and a net impact study.

*Senior Advisor:* Provide oversight related to project management and project research activities.

***California Apprenticeship Initiative Evaluation and Technical Assistance Project*** (2016-2021). The California Community College Chancellor's office (CCCCO) is supporting the creation of new and innovative apprenticeship and pre-apprenticeship programs through its California Apprenticeship Initiative (CAI). CAI is focused on creating programs in priority and emerging fields or areas in which apprenticeship training does not currently exist. SPR's technical assistance approach built a community of practice through webinars, convenings, newsletters, peer networking calls, and a suite of tools and resources. SPR also conducted a formative evaluation of CAI's first three years.

*Senior Advisor:* Provide support and oversight of the research component and project management.

***Evaluation of the National Health Emergency Grants to Address the Opioid Crisis*** (2018-2021). For US DOL CEO, as a subcontractor to Mathematica, SPR is evaluating the implementation of six National Health Emergency Grants to states testing innovative approaches to address the labor market impacts of the opioid epidemic. The project includes a literature review, an implementation study, and a series of grantee webinars to share emerging practices and lessons learned.

*SPR Project Director:* Responsible for budget and staffing of SPR's subcontract; lead site visitor and analyst.

***Apprenticeship Inclusion Models (AIM) for Youth and Adults with Disabilities*** (2018-2020). This two-year effort for USDOL ODEP provided technical assistance and pilot management support to four demonstration projects that are researching, testing, and evaluating innovative pilot models for providing inclusive, integrated apprentice/pre-apprenticeship training and related service delivery. Activities focus on four priorities: (1) improving access to existing apprenticeship programs, (2) improving accessibility and availability of employment supports, (3) fostering high expectations and positive perceptions of building a diverse, inclusive and skilled workforce, and (4) ensuring the collection and use of disability data and statistics to support full participation of PWDs in apprenticeship and pre-apprenticeship.

*Senior Advisor:* Provide support and oversight of the research component and project management.

***Evaluation of the Performance Partnership Pilots (P3)*** (2015-2020). SPR served as a subcontractor to Mathematica to conduct this national evaluation of the P3 grants, which are a collaborative project among five Federal agencies to enable grantees to pilot better ways of improving outcomes for disconnected youth (ages 14-24) by giving them greater flexibility in the use of discretionary funds across multiple programs. The study included: an implementation study of the original nine P3 grantees and the second cohort of grantees, including two rounds of two-day site visits; technical assistance designed to strengthen the local evaluations that are a requirement for each of the grants; the collection of grantee administrative data on the characteristics of participants, the services they receive, and the outcomes they obtain; and an outcomes analysis that explored the outcomes obtained by participants and summarizes the lessons learned across the local evaluations.

*Lead Site Visitor.* Responsible for leading a team of site visitors.

***ApprenticeshipUSA State Accelerator and Expansion Grants Program Evaluation*** (2017-2019). Together with Mathematica Policy Research, Inc. and the Urban Institute, SPR participated in an implementation evaluation focused on operations and strategies that supported the grants program's primary objectives: expanding and diversifying apprenticeships. The research team used a wide range of data collection methods across 37 state and territorial grantees and 14 national partners to identify the key factors that influenced the successful initiatives and the primary barriers to expansion and diversification efforts.

*Senior Advisor:* Provided technical oversight across SPR's subcontract.

***Experimental Evaluation of Youth CareerConnect*** (2014-2019). This five-year project for US DOL CEO assessed the impact of the YCC programs at 24 school districts that were providing high school students in low-income areas with education and training that combined academic and technical curricula in high-demand industries. The study used experimental methods to estimate impacts of the program on youth' academic and employment outcomes, as well as a quasi-experimental design, and an implementation component. Project activities included the development of a participant tracking system, student and parent surveys, school records data, and four rounds of site visits.

*SPR Project Director and Task Lead for RCT Training and TA:* Managed all aspects of SPR's subcontract and led the development and provision of training on RCT procedures for grantees.

***Consulting Services for Specialized Training and Employment Project for Success (STEPS) Connections*** (2018-2019). This project was conducted for the Ventura County Workforce Development Board through a Workforce Accelerator Fund grant and involved conducting a gap analysis and to develop tools and resources for the STEPS Youth program, and employment-focused program for youth on probation.

*Project Director:* Oversaw all aspects of the project.

***Evaluation of the Southwest Michigan Employer Resource Network Expansion (SWMERN-E) Initiative*** (2015-2019). This project provided a formative and summative assessment of the Southwest Michigan Employer Resource Network Expansion (SWMERN-E) initiative, a \$3 million Workforce Innovation Fund (WIF) grant awarded to the W.E. Upjohn Institute for Employment Research by the U.S. Department of Labor. The project consisted of (1) an

implementation study to understand the original ERN model and to document the process of implementing the expansion components, (2) an outcomes analysis to assess the association between the expanded ERN and the subsequent experiences of its participants—business members, incumbent workers, job seekers, community partners, and the public workforce system; and (3) a cost allocation study to understand how grant funds were used to support the expansion and how resources were leveraged to supplement the WIF grant funding

*Senior Advisor:* Provided technical support including quality assurance reviews of deliverables and project management oversight.

***Workforce Accelerator Innovation Evaluation*** (2017-2018). This year-long project, funded by the California Workforce Development Board, included an implementation study of over 100 grants issued in several stages to agencies and organizations throughout California. The study included surveys, interviews, and detailed document reviews to learn how program funds spurred innovation around services focused on some of the state’s hardest to employ, including disconnected youth, the formerly incarcerated, individuals at-risk of homelessness, and the long-term unemployed.

*Co-Principal Investigator:* Provide technical leadership for all aspects of the project.

***Institutional Analysis of American Job Centers*** (2013-2018). The goal of this study for US DOL CEO was to analyze the structure and operations of American Job Centers (AJCs). To do so, the study conducted multi-day site visits to 40 comprehensive AJCs across 23 states, and surveyed AJC partners.

*SPR Project Director:* Responsible for management of SPR’s subcontract and team of site visitors to 30 sites; protocol and site visit design; and analysis and report writing.

***WIA Adult and Dislocated Worker Programs Gold Standard Evaluation*** (2008-2018). This random control trial evaluation conducted for US DOL estimated the impact of the Title I WIA Adult and Dislocated Worker Programs. As part of the study, within 28 randomly selected local workforce investment areas, applicants for WIA Adult and Dislocated Worker program services are randomly assigned to receive access to One-Stop core services, core and intensive services, or all WIA services (including training services). In preparation for random assignment, customized procedures manuals were developed and all sites received in-person and virtual training and technical assistance on the implementation of random assignment procedures.

*Task Leader for Training and Technical Assistance and the Implementation Study:*

Responsible for designing and leading the development of random control trial training and technical assistance; also responsible for the implementation study, including development of protocols; training of site visitors; supervision of both rounds of site visits; review of write-ups, and management of development of briefing papers on various topics, including business services, AJCs, performance measures, and collaboration, and authorship of a chapter on WIA training services.

***Sustainability Planning Assistance to the ShaleNET Career Pathways in Energy Consortium*** (2016-2017). Social Policy Research Associates (SPR) was awarded a contract from the Allegheny Conference on Community Development to use funding provided by Chevron's Appalachian Partnership Initiative to provide planning assistance to the ShaleNET Consortium aimed at sustaining its career pathways in energy initiative following the end of the consortium's U.S. Department of Labor-funded Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant. This planning assistance included collecting data on what aspects of the ShaleNET Initiative should be sustained and possible means for sustaining those

components via college funding, grants or employer support; analyzing labor market industry and occupational data to determine whether there are opportunities for ShaleNET to expand its sector focus to other industries such as advanced manufacturing; analyzing already existing advanced manufacturing programs at ShaleNET Consortium member colleges, as well as other colleges in the Appalachian Basin; and facilitating three in-person meetings in Pittsburgh, PA to develop specific next steps aimed at developing a plan for ShaleNET's long-term sustainability.

*Project Director:* Responsible for overseeing all aspects of the project.

***Evaluation of ShaleNET Career Pathways in Energy TAACCCT Grant*** (2013-2016). The evaluation of ShaleNET includes an implementation study (site visits, document review, observations, survey of WIB directors, data collected from industry associations), an outcomes study (based on administrative data from the program, site visits and an employer survey), and a quasi-experimental analysis of participant impacts. ShaleNET, funded by a Round Two Trade Adjustment Assistance and Community College and Career Training (TAACCCT) grant from the U.S. Department of Labor, trains workers for high-demand jobs in the shale gas and oil industry. The initiative is administered by a consortium of four higher educational institutions. Project sponsor: Pennsylvania College of Technology.

*Project Director/Co-Principal Investigator:* Responsible for overseeing all aspects of the project.

***Evaluation of the Reintegration of Ex-Offenders (RExO) Project*** (2009-2015). US DOL contracted with SPR to conduct a multi-year impact evaluation of the Reintegration of Ex-Offenders (RExO) project. The purpose of the evaluation was to examine the impact of comprehensive employment-centered services provided to formerly incarcerated individuals participating in the RExO through a rigorous, random assignment evaluation. A total of 4,655 participants across 24 sites were assigned to either the program or control groups between January 2010 and January 2011. Approximately two and three years after individuals entered into the study, they were surveyed. In addition to the survey, evaluation staff conducted two separate multi-day visits (one in Spring 2010 and one in Fall) to each participating site to document the services and program structure in place, as well as alternative services that were available within the community. Data gathered from these visits, and from the random assignment activities, were used to produce an Interim Report, an Initial Impact Report and a Final Impact Report.

*Task Lead for RCT Training and TA:* Led the development and provision of training on RCT procedures for grantees.

***Evaluation of the San Francisco Department of Children, Youth and Families' Youth Workforce Development Programs*** (2012-2014). This two-year mixed methods evaluation will examine the effectiveness of youth workforce development programs funded by the City and County of San Francisco for at-risk youth, ages 14-17. The evaluation will include an analysis of youth survey data, program administrative data, and program officer assessments. Eight half-day site visits will also be conducted.

*Program Manager:* Responsible for communicating with clients, design of qualitative and quantitative analyses, qualitative data collection, and report-writing.

***Technical Assistance for DOL Office of Regional Management*** (2012-2013). This project involved providing technical assistance to all six US DOL regional offices across the U.S. and coordinated technical assistance support and services to all states and territories eligible to

receive training and technical assistance from DOL regional offices. Relevant training activities including conducting an assessment of DOL Region 5 WIA Youth Program needs and development of training on WIA Youth performance metrics.

*Senior Advisor and Senior Technical Assistance Provider:* Responsible for providing input into overall project design, client relations, staff supervision, as well as provision of direct technical assistance.

***Evaluation of the Trade Adjustment Assistance Program (2004-2013).*** The Trade Adjustment Assistance program represents a long-standing federal commitment to compensate workers that have suffered a trade-related loss and help them adjust through re-employment and training services. Recent amendments to TAA aim to improve the program's effectiveness by promoting rapid response and early intervention activities, strengthening linkages to the One-Stop system, and the emphasis on performance accountability. In light of these recent changes, SPR has been contracted to examine the operation and impact of the TAA program. The five-year evaluation commenced in early 2004 and consists of two major components: (1) a process study entailing multi-day site visits to selected states and local areas, as well as a survey of all local areas throughout the country, and (2) a quantitative analysis of administrative data and survey data on TAA participants and members of a comparison group.

*Task leader:* Responsible for developing protocols, conducting interviews and site visits, carrying out qualitative data analysis, and writing reports.

***Evaluation of the Technology-Based Learning Initiative (2008-2011).*** This evaluation examined a US DOL-funded initiative that seeks to expand access to workforce training via innovative models and uses for technology-based learning. Evaluation activities included site visits to 20 grantees in 16 states, and reviews of each grantee's web-based systems.

*Project Director and Principal Investigator:* Responsible for project design, quantitative and qualitative data collection and analysis, reporting, staff and budget management.

***Evaluation of the City of Newark Prisoner Reentry Initiative Replication Project (2008-2011).*** This project examined the efforts to take the Prisoner Re-Entry Initiative and Ready4Work models to scale within the City of Newark to reduce recidivism for adult ex-offenders. The overarching goals of this evaluation were to: (1) identify and track major organizational, partnership, and administrative designs and challenges related to implementation; (2) describe key processes and challenges involved in the planning and delivery of services; and (3) document and describe success in providing job training and placement services, transitional housing, mentoring and other transitional services to ex-offenders. Evaluation activities included three rounds of visits to the Newark site and an analysis of participant outcomes based on the project's MIS and other data sources.

*Project Director and Co-Principal Investigator:* Responsible for project design, quantitative and qualitative data collection and analysis, reporting, staff and budget management.

***National Emergency Grant (NEG) Data Review Project (2007-2009).*** The U.S. Department of Labor Employment and Training Administration (ETA) has contracted with Social Policy Research Associates to conduct a review of NEG e-system data and reporting and the integration of performance data into the operations of the NEG program. Project activities will include SPR staff facilitating discussions with state and local NEG administrators at each of the three 2007 ETA Performance Summits, conducting an analysis and writing a memo on NEG Quarterly Progress Report (QPR) data and NEG data reported on the WIASRD, conducting telephone focus groups on NEG data issues with each of the six DOL Regional Offices and with

approximately 20 grantees and authoring memos based on those findings. In addition, we will assist ETA with facilitation of a workgroup on regional and national ETA staff on developing new guidance for NEG reporting, develop webinars and training modules on NEG reporting and update our analysis of NEG data.

*Project Director:* Responsible for project design, quantitative and qualitative data collection and analysis, reporting, staff and budget management, and client interface.

***Performance Enhancement Project (2003-2009).*** The purpose of this DOL ETA-funded project was to provide technical assistance and training to enhance the performance outcomes under WIA Title I B programs for selected States and local areas. It involved the development of training materials, including on-line trainings and Webinars, research on effective practices, and the provision of technical assistance to regions, states, and local providers to enhance program performance outcomes for the core and customer satisfaction performance measures for adult, dislocated worker and youth programs under the Workforce Investment Act.

*Analyst and Trainer:* Responsible for analyzing state performance data, developing training curricula and materials, and providing on-site workshops and training to state and local staff and service providers.

***Evaluation of the Impact and Cost-Effectiveness of Self-Directed Labor Exchange Services (2002-2008).*** To evaluate whether the resources expended on self-services have been worth this investment, US DOL contracted with SPR to conduct an impact and cost-benefit analysis, along with a process study. The evaluation began with a survey of local areas to learn about the array of self-service resources and tools that local areas make available to customers and to identify those areas that have tracking systems in place for identifying basic characteristics about self-service users. Based on the survey results, a selected number of areas were selected for the quantitative study of impacts. To estimate impacts, we draw on administrative data from a variety of sources, including WIA and Employment Services participant files and Unemployment Insurance claimant and wage files, as well as a participant survey. The quantitative analysis is being complemented by site visits to a sample of local areas to assess the quality of self-directed services, including their ability to provide access to customers with special needs.

*Task leader:* Responsible for developing protocols, conducting interviews and site visits, supervising other site visitors, carrying out qualitative data analysis, and writing reports.

***WIA and TAA Co-Enrollment Pilot Project (2005-2008).*** In June 2005, the U.S. Department of Labor (DOL) contracted with Social Policy Research Associates (SPR) to conduct the Co-Enrollment Pilot Project Involving Programs Under the Workforce Investment Act (WIA) Dislocated Worker Formula Grant Program, and the Trade Adjustment Assistance Act (TAA). The evaluation consists of: (1) implementation assistance to pilot states and local areas, (2) an impact study, based on a difference-in-difference design, to estimate the impact of 100% co-enrollment of TAA customers into the WIA dislocated worker program on the pilot states' performance, and (3) a process study, both to support the interpretation of findings from the impact study and to provide a full accounting of how the pilot states implemented 100% co-enrollment, and the challenges they encountered. Six states volunteered to participate in the pilot: Illinois, Kentucky, Missouri, New Jersey, Pennsylvania, and Texas.

*Analyst:* Responsible for developing protocols, conducting interviews and site visits, carrying out qualitative data analysis, and writing reports.

***Evaluation of the YouthBuild Youth Offender Grants (2006-2008).*** In June 2006, ETA contracted with Social Policy Research Associates and its subcontractor Decision Information Resources to conduct an evaluation of the YouthBuild USA Youth Offender sites. In 2004 ETA awarded a twelve-million-dollar youth offender demonstration grant to YouthBuild USA which awarded subgrants to approximately 30 YouthBuild sites around the country. Through these grants, adjudicated youth participate in an established training program that combines academic instruction with construction skill development and builds affordable housing in their communities. The objectives of the evaluation are to document the YouthBuild model, examine its implementation across the 35 sites and identify program practices that appear to lead to successful outcomes. To capture the breadth and depth of the YouthBuild model, we are conducting a multi-method evaluation design that includes two rounds of site visits to each of the youth offender grantees, interviews with more than 100 youth across the 34 sites, and a quantitative analysis of MIS data to examine what factors are associated with variations in program and youth outcomes.

*Analyst:* Responsible for conducting site visits.

***Evaluation of the Tulare County Agribusiness Collaborative Demonstration Project (2005-2007).*** The Tulare County Agribusiness Collaborative Demonstration Project implemented by Tulare County provided a promising opportunity to test new approaches to serving seasonal farm workers by focusing on either linking farm workers with counter-cyclical work that provides them with employment year-round or with a chance to be trained for year-round agricultural work. US DOL contracted with SPR to conduct an evaluation of the seasonal farmworker cross-training demonstration project as well as provide technical assistance to Tulare County during implementation. The evaluation included both qualitative and quantitative components. The qualitative component of the study consisted of five separate site visits conducted in Tulare County to document how the project was implemented and evolved over time. The quantitative component involved collecting data from administrative sources, the project contractor's MIS, and other sources containing information on the economic conditions within Tulare County. The technical assistance component of the project consisted of an initial visit to gauge need and develop plans, and then on-going assistance to Tulare County in implementing this project. Project deliverables included an interim report, a final report and public-use data files.

*Project Director:* Responsible for project design, developing site visit protocols, managing staff and budget, and writing reports.

***Workforce Development Needs in Rural America (2004-2005).*** As part of the study of Workforce Development Needs in Rural America study conducted for the U.S. Department of Labor, SPR examined how Americans in rural areas and small cities access public workforce development services to better understand the ease or difficulty rural job seekers and employers may face in obtaining services. To explore these questions, the study conducted two separate, but related analyses. The first involved a national quantitative and geospatial analysis of local office and One-Stop center distribution by state over the past twenty-five years. The second analysis involved four-day qualitative site visits to five rural LWIAs to examine methods and challenges for providing access to workforce development services. Following completion of both two analyses, a final report was prepared summarizing all data collected during the project. Project sponsor: U.S. Department of Labor, Employment and Training Administration.

*Project Director/Principal Investigator:* Responsible for project design, developing site visit protocols, conducting site visits, overseeing analysis and mapping of secondary data and writing reports.

***Youth Opportunity Grants Evaluation*** (2001-2005). This multi-faceted five-year evaluation of the 36 DOL-funded Youth Opportunity grantees includes an implementation study of how services are designed and delivered, area surveys that assess impacts on youths' education and employment and community well-being, and a community ethnography.

*Analyst:* Responsible for conducting site visits.

***An Evaluation of the Individual Training Account/Eligible Training Provider Demonstration and Experiment*** (2001-2005). ITAs represent a system whereby those authorized to undertake job training will receive a voucher that they can redeem from vendors on an approved list of training providers. The evaluation consists of a process study of the implementation of ITAs as well as an experimental evaluation of the effectiveness of alternative voucher payment systems. SPR is responsible for the qualitative component of the evaluation, which will include multi-day site visits to local job training agencies participating in the demonstration, including interviews with case managers, customers, and vendors

*Analyst:* Responsible for conducting and coordinating interviews and site visits, carrying out qualitative data analysis, and writing reports.

***Evaluation of the WIA Performance Measurement System*** (2002-2004). On behalf of US DOL, SPR assessed the effectiveness of the current WIA performance measurement system as it relates to continuous improvement in workforce investment activities and identify alternative measures that might more effectively accomplish the aims of the system. Accomplish these goals by compiling data from performance accountability workgroups, visiting sites in 15 states and 25 local areas, administering surveys to all LWIAs, and performing quantitative analysis of data from the WIASRD.

*Senior Analyst:* Responsible for conducting and coordinating site visits and interviews, carrying out qualitative data analysis, and writing reports.

***Evaluation of the Implementation of the Workforce Investment Act (WIA) of 1998*** (2001-2004). Through on-site collection of qualitative data and analysis of nationwide quantitative data, SPR evaluated the effectiveness of partnership formation between job training agencies, the Employment Service, school-to-work (STW) systems, and other programs, as called for under WIA for US DOL. Also, SPR examined how WIA and STW efforts have influenced each other and the degree to which STW is linked with WIA.

*Sub-Study Director for Business Engagement Study Component.* Responsible for developing protocols, conducting interviews and site visits, carrying out qualitative data analysis, and writing reports. *Analyst.* Conducted site visits and collected data.

***Tri-County Community Asset Investment Portfolio*** (2002-2003). As part of an overall effort to enhance their strategic planning, the local Workforce Investment Boards (WIBs) of the counties of Santa Cruz, Monterey, and San Benito in the Central Coast area of California funded a Community Assets Investment Portfolio to assist local stakeholders identify the strengths and weaknesses of their workforce development system and design a system that is responsive to the needs of current and potential customers. SPR worked with the three local WIBs to help them develop an accurate understanding of the characteristics of job seekers, incumbent workers, and employers, as well as the resources that are available to address their workforce development needs. This assistance was primarily focused on the development of four reports: a Community Needs Assessment, a Community Inventory of Services using a web survey, a Gap Analysis, and a final Summary Portfolio which summarized the overall results of the project.

*Project Manager:* Responsible for project design, developing survey and focus group protocols, conducting secondary data analysis, and writing reports.

***Rural One Stops: Issues in WIA Implementation*** (2002). Local Workforce Investment Areas (LWIAs) comprised of rural areas and small cities have faced particularly challenging barriers to successful implementation of WIA. However, many of these same areas have developed innovative strategies to overcome or address these barriers. US DOL contracted SPR to examine the most critical barriers faced by rural areas in implementing WIA as well as identify some of the promising strategies that have been developed to address them. The report was primarily based on data collected during site visits to four largely rural LWIAs.

*Project Director:* Responsible for developing project design, site visit protocols, conducting site visits, conducting cross-site analysis, and writing the report.

## PUBLICATIONS AND REPORTS

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- Deutsch, J., Yanez, A., Holcomb, P., Dunham, K. “[Summary of Stakeholder Input on Research Priorities.](#)” Prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. 2021.
- Mack, M., Dunham, K. “[A Scan of Key Trends in the Labor Market and Workforce Development System.](#)” Prepared for the U.S. Department of Labor. 2021.
- Goger, A., Manley, M., Deutsch, J., Mack, M., Schochet, P., Dunham, K. “[The Trade Adjustment Assistance Program: An Evidence Scan of Services and Innovations.](#)” Prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. Forthcoming 2021.
- Dunham, K., Gutierrez, I., Ravinder, L., in collaboration with The James Irvine Foundation staff. “[Better Careers 2018–2020 Deep Dive Assessment: What We’re Learning.](#)” Prepared for The James Irvine Foundation. 2020.
- Paprocki, A., Grey, C., Sattar, S., Dunham, K. “[Changes to the Title I Adult and Dislocated Worker Programs under WIOA.](#)” Prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. 2020.
- Mack, M., Grey, C., Hancock, M., Holcomb, P., Roemer, G., Dunham, K. “[Operationalizing Changes to the Title I Youth Program Under WIOA.](#)” Prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. 2020.
- Mack, M., Dunham, K. “[Performance Accountability, Eligible Training Providers, Labor Market Information, and Evaluation Requirements.](#)” Prepared for the U.S. Department of Labor, Employment and Training Administration. Forthcoming 2020.
- Foundation for California Community Colleges and Dunham, K. “[Building New Apprenticeship Programs: The California Apprenticeship Initiative.](#)” Prepared for the California Community College Chancellor’s Office. 2020.
- Foundation for California Community Colleges and Dunham, K. “[Access to Opportunity: Using Pre-apprenticeship Programs to Connect to Registered Apprenticeship.](#)” Prepared for the California Community College Chancellor’s Office. 2020.
- Dunham, K., Folsom, L. “Creating Systems Change – Sustaining and Scaling Innovation: A Briefing Paper for the Accelerator Innovation Evaluation.” Prepared for the California Workforce Development Board by Social Policy Research Associates. 2018.

- Dunham, K. “[An Institutional Analysis of American Job Centers: One-Stop Operators of the AJC System](#).” Briefing paper prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. 2018.
- Dunham, K. “[An Institutional Analysis of American Job Centers: Study Highlights](#).” Briefing paper prepared for the U.S. Department of Labor, Employment and Training Administration and Chief Evaluation Office. 2018.
- D’Amico, R., Chavoya-Perez, V., Kogan, D., Mack, M., Negoita, M., Paprocki, A., McConnell, S., Rosenberg, L., Dunham, K. “[Providing Public Workforce Services to Job Seekers: Findings from the WIA Adult and Dislocated Worker Programs Gold Standard Evaluation](#).” Prepared for the U.S. Department of Labor, Employment and Training Administration. 2015.
- Dunham, K. “[Meeting the Needs of Businesses through the Adult and Dislocated Worker Program](#).” Briefing paper prepared for the U.S. Department of Labor, Employment and Training Administration. 2015.
- Khemani, D., Comeaux, A., Larson, C., Thomason, S., Diaz, H., Nash, L., Dunham, K. “ShaleNET TAACCCT Grant Third-Party Evaluation Interim Report.” Prepared for the ShaleNET Consortium and the Pennsylvania College of Technology. June 30, 2015.
- Negoita, M., Dunham, K. “Designing a Performance Measurement System for Career Pathways.” Prepared on behalf of the U.S. Department of Labor, Employment and Training Administration. June 2013.
- Leshnick, S., Clark, M., Dunham, K. “Evaluation of the San Francisco Department of Children Youth and Families Youth Workforce Development Programming: Midterm Report.” Prepared for the San Francisco Department of Children Youth and Families. June 2013.
- Betesh, H., Leshnick, S., Dunham, K. “Evaluation of the San Francisco Department of Children Youth and Families Youth Workforce Development Programming: Internal Planning Report.” Prepared for the San Francisco Department of Children Youth and Families. January 2012.
- Leufgen, J., Lee, C., Nicholson, B., Rubin, A., Dunham, K. “Evaluation of the Newark Prisoner Re-entry Initiative Replication: Final Report.” September 2011.
- Lee, C., Henderson-Frakes, J., Harvey, S., Dunham, K. “Evaluation of the Newark Prisoner Re-entry Initiative Replication: Interim Report.” July 2011.
- Estrella, R., Leufgen, J., Henderson-Frakes, J., Dunham, K. “Evaluation of Technology-Based Learning Grants: Final Report.” December 2010.
- Estrella, R., Nyborg, A., Dunham, K. “Evaluation of Technology-Based Learning Grants: Interim Report.” January 2010.
- D’Amico, R., Goger, A., Lea, C., Rigg, N., Ude, S., Wiegand, A., Dunham, K. “Findings from a Study of One-Stop Self-Services: A Case-Study Approach, Final Report.” December 2009.
- Dunham, K. “National Emergency Grant: General Data Collection and Reporting Technical Assistance Guide.” July 2009.
- Dunham, K. “Linkages between TAA, One-Stop Career Centers, and Economic Development Agencies.” An occasional paper prepared for the U.S. Department of Labor, Employment and Training Administration as part of the TAA Evaluation. July 2009.
- Harvey, S., Rojas, D., Wiegand, A., Dunham, K. “Evaluation of the Tulare County Agribusiness Collaborative Demonstration Project.” September 2007.

- Mack, M., Dunham, K. "Evaluation of the WIA Performance Measurement System: Final Report." May 2006.
- Goger, A., Henderson-Frakes, J., Tucker, N., Dunham, K. "Workforce Development in Rural Areas: Changes in Access, Service Delivery and Partnership." May 2005.
- D'Amico, R., Dunham, K. "Initial Implementation of the 2002 TAA Reform Act." August 2004.
- Salzman, J., Koller, V., Dunham, K. "Business as Partner and Customer Under WIA: A Study of Innovative Practices." June 2004.
- Rumble, P., Dunham, K. "Rural One-Stops: Issues in WIA Implementation." January 2003.
- Koller, V., Dunham, K. "Tri-County Community Asset Investment Portfolio: Workforce Asset and Gap Report." February 2003.
- Koller, V., Dunham, K. "Tri-County Community Asset Investment Portfolio: Final Report." April 2003.
- Dunham, K. "Partnership Building Under WIA: A Briefing Paper for the National Evaluation of the Implementation of WIA." April 2002.
- Koller, V., Soukamneuth, S., Aron, L., and Dunham, K. "Pathways to Co-Participation and Co-Enrollment: A Training Curriculum for Job Corps and WIA Partners." August 2002.

## PROFESSIONAL PRESENTATIONS

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- "WIA Adult and Dislocated Worker Programs Gold Standard Evaluation: Implementation Findings." Research and Evaluation Conference on Self-Sufficiency (sponsored by HHS). Washington, D.C., June 2016.
- "WIA Adult and Dislocated Worker Programs Gold Standard Evaluation: Implementation Findings." Presentation to U.S. DOL staff members. Washington, D.C., September 2015.
- "Lessons Learned: Use of an Intermediary to Assist a Multi-State Consortium of Community Colleges with Employer Engagement." TCI Research Symposium. Chicago, IL, November 2015.
- "Business Services and Sector Strategies: Implementation Lessons Learned from the WIA Gold Standard Evaluation." National Association of Workforce Development Professionals (NAWDP) 2015 Annual Conference, Las Vegas, NV. May 2015.
- "Technology-Based Learning (TBL) Grants Evaluation: Implementation Study-Key Findings." American Evaluation Association Annual Conference, Denver, CO, October 2014.
- "WIA Adult and Dislocated Worker Gold Standard Evaluation." National Association of Workforce Boards (NAWB) Conference, Washington D.C., March 2012.
- "National Emergency Grant Reporting Basics." Presented at ARRA Performance and Reporting Forums, San Francisco, CA, Dec. 2009 and Baltimore, MD, June 2009.
- "Diagnosing Performance Issues," and "Knowing How Your Program is Doing, Sooner." Department of Labor Region Five Roundtable. Chicago, IL, May 2007.
- "Common Measures: Now and Future." Presentation to the Alameda County Workforce Investment Board, Hayward, CA. September 2006.

“Common Measures for Performance Enhancement Project Update”. Presentation to Arkansas State and local WIA staff. Little Rock, Arkansas. April 2005.

“Enhancing WIA Performance for Older and Younger Youth” Presentations in Albuquerque, New Mexico; Charleston, West Virginia; Anchorage, Alaska; Wilmington, Delaware; Newark, New Jersey; Las Vegas, Nevada; Wichita, Kansas; Des Moines, Iowa; Madison, Wisconsin. 2003-2005.

“Enhancing WIA Performance for Adults and Dislocated Workers”. Presentations in Albuquerque, New Mexico; Wilmington, Delaware; Las Vegas, Nevada; Wichita, Kansas; Des Moines, Iowa. 2003-2005.

### *On-Line Training and Webinars*

“NEG Reporting Basics.” Presented June 2009.

“Enhancing WIA Performance Outcomes for Adults and Dislocated Workers under Common Measures.”

“Enhancing WIA Performance Measures Younger and Older Youth.”

## **PROFESSIONAL AFFILIATIONS**

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American Evaluation Association  
Association for Public Policy Analysis