

PY2021

WORKFORCE INNOVATION AND OPPORTUNITY ACT ANNUAL NARRATIVE REPORT



WE ARE
WASHINGTON
GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

SECTION I: DISTRICT OF COLUMBIA WORKFORCE VISION	1
SECTION II: DISTRICT'S WORKFORCE GOALS	1
Goal 1: Enhance System Alignment	1
Goal 2: Improve Community Access to Workforce and Education Services	1
Goal 3: Expand the Talent Pool for Businesses	1
Goal 4: Improve Youth Services	1
Goal 5: Increase Performance and Accountability	2
WIOA Mid-Year State Plan	2
Goal Updates	2
SECTION III: SECTOR STRATEGIES/CAREER PATHWAYS	2
Career Pathways	3
Eligible Training Provider List (ETPL)	3
District-wide Training Provider Survey	3
SECTION IV: CUSTOMER SATISFACTION	3
A.1 - The Customer Navigation Center (CNC)	3
A.2 - Ask the Director	4
A.3 - Internal-Facing Customer Service	4
SECTION V: PERFORMANCE ACCOUNTABILITY	5
A.1 - Adult Program	5
A.2 - Dislocated Worker Program	6
A.3 - Youth Program	7
A.4 - Wagner- Peyser	8
A.5 - Effectiveness in Serving Employers	9
A.6 - Common Exit Policy	9
A.7 - Data Validation	9
SECTION VI: MONITORING ACTIVITIES	10
A.1 - Provider Risk Assessments	10
A.2 - WIOA Sub-Recipient Risk Assessments	10
SECTION VII: OTHER PROGRAMS	12
A.1 - Rapid Response	12
A.2 - Veteran Services Program	13
A.3 - National Dislocated Worker Grant	13
SECTION VIII: PROMISING PRACTICES/SUCCESS STORIES	14
A.1 - Promising Practices	14
A.2 - Success Stories	16
SECTION IX: Evaluation Activities	18
SECTION IX: WAIVERS	19

SECTION I: DISTRICT OF COLUMBIA WORKFORCE VISION

The District of Columbia's WIOA Unified State Plan (2020-2023) served as the Program Year 2021 (PY2021) roadmap to enhance the workforce development system. The vision, goals, strategies, and plans outlined in the Unified State Plan will move the District to an accessible and effective workforce system wherein residents can easily access an array of high-quality services offered through various departments through seamless service delivery.

The District's strategic vision for its workforce development system consists of the following three tenets:

- Every DC resident is ready, able, and empowered to discover and attain their fullest potential through lifelong learning, sustained employment, and economic security.
- Businesses will connect to the skilled DC residents they need to compete globally, participate fully in the workforce system, and drive the District's economic growth.
- Residents and businesses in all wards will receive support from coordinated, cohesive, and integrated government agencies and partners working to help communities thrive.

The District will continue to work to create a unified public workforce system. This strategy will include efforts to further enhance alignment across core partners, which expands alignment to partners beyond core partners; strengthen the public workforce systems' alignment and responsiveness to the business community; develop seamless pathways to in-demand careers; and assess the provision of workforce services. These efforts embody the five significant goals identified for the State.

SECTION II: DISTRICT'S WORKFORCE GOALS

The public workforce system partners developed the following five goals to achieve the District's vision:

Goal 1: Enhance System Alignment

District workforce development, education, and social services providers will collaborate to deliver coordinated and effective services.

Goal 2: Improve Community Access to Workforce and Education Services

All District residents—including people with disabilities, individuals with multiple barriers to employment, and underemployed—will have improved access to jobs, education, training, career information, and support services necessary to advance in their career pathway.

Goal 3: Expand the Talent Pool for Businesses

The District's business community, particularly those in critical sectors, will be able to access a broader pool of District talent with the skills necessary to meet businesses' needs. Workers can advance in a career pathway at businesses that hire them.

Goal 4: Improve Youth Services

Youth will have increased access to a coordinated education and workforce system that provides the services and support needed to prepare them for post-secondary educational success, employment, and long-term career advancement.

PY2021 WIOA ANNUAL NARRATIVE REPORT

Goal 5: Increase Performance and Accountability

The DC Workforce Investment Council (DCWIC) will establish, measure, and regularly report progress in meeting realistic quantitative and qualitative performance goals for the District's workforce and education system.

WIOA Mid-Year State Plan

The FY22 State Plan update was submitted to DOL in March 2022. Plan highlights include:

- An updated labor market information section that included analyses of the impact of the COVID-19 pandemic
- The explicit focus on foundational employability and digital literacy skills as part of job readiness preparation
- Continued prioritizing of populations (i.e., youth, people of color, specific wards, women, returning citizens) who were the most impacted by the pandemic with higher rates of unemployment and increased disparities
- Increase training and on-the-job skill development opportunities in high-growth industries
- Increased focus on inclusive and skills-based hiring to better serve business demands and connect residents without a post-secondary education.
- A post-COVID shift to expanded virtual or hybrid services and resource distribution s to increase technology access, with a particular focus on underserved populations

Goal Updates:

The District's PY2021 progress toward achieving the State's workforce vision and five goals identified in the State Plan are listed below:

- Completed professional staff development training for over 75 workforce system frontline staff, providing tools and resources for serving residents seeking career services. Topic areas included WIOA regulation updates, Trauma-Informed Care, an update on services offered by key Community-based organizations, and working with underserved populations.
- Created a mechanism for residents to book appointments with AJC partners through Bookings allowing residents to access services both virtually and in-person
- Added Direct Linkage as service delivery to increase virtual services
- Co-enrolled 12 older residents from National Caucus on Black Aging's SCSEP program into the SNAP program, which offered computers for job search and training
- Updated 13 career pathway maps for each of the District's six high-demand industries
- Increased the number of apprenticeships within the ETPL
- Created an inventory of youth-focused programs and services and established a calendar of events so agency partners and organizations can engage youth

SECTION III: SECTOR STRATEGIES/CAREER PATHWAYS

The DCWIC continued working with providers, employers, and agency partners to update Career Pathways maps as a tool for the system to support residents' connection to training and skill development aligned with the District's High-Demand Sectors and Occupations List. These maps were shared with partners across the system to ensure alignment and consistency regarding the occupations, knowledge, skills, and credentials that employers in the region most seek. Additionally, the career pathway maps will drive further analysis by the DCWIC to identify gaps in services and the need to expand access to high-quality education, training, and workforce providers that align with the high-demand occupations within each pathway.

PY2021 WIOA ANNUAL NARRATIVE REPORT

DCWIC's other PY2021 achievements include:

Career Pathways

- The WIC updated 13 Career Pathway maps for all six in-demand sectors with information from FY2020. Industries include Healthcare, Information Technology, Transportation, Construction, Hospitality, Security, and Law
- Industry-led focus groups were convened to validate the revised content.
- The WIC published the updated Career Maps on its website in December of 2021.

Eligible Training Provider List (ETPL)

- Eight new providers and 34 new programs were approved by the DC WIC Board's Education and Workforce Alignment (EWA) sub-committee and added to the ETPL list.
- The ETPL policy was updated and approved by the EWA sub-committee.
- To facilitate the expansion of the ETPL and help build provider capacity, the WIC developed a strategy for increased ETPL technical assistance which will be scaled in FY22.

District-wide Training Provider Survey

As part of the District's training provider capacity-building strategy, in 2020, the WIC developed and implemented a semi-annual training provider survey to understand local capacity, trends and challenges better. In May of 2021, the third round of the training provider survey was conducted. Highlights from the analysis include the following:

- 39 providers responded with 57 programs.
- 34 programs (60%) are open, 13 in-person (23%), 42 virtual (74%), and 33 hybrid models (58%).
- The industry sectors that providers focused on the most were: Healthcare at almost 24%, Business IT at 17%, Construction at 16%, and Hospitality at 14%.
- Wage data showed an average hourly wage of \$22 per hour after program completion.
- Digital Literacy Required: 80% of programs stated that basic computer proficiency, a laptop, and the internet is needed for their courses.

SECTION IV: CUSTOMER SATISFACTION

The District maintains its commitment to ensuring customer service provided to all customers – job seekers, employers, partners, and internal staff– is thorough, consistent, and effective.

A.1 - The Customer Navigation Center (CNC)

The CNC is a centralized communications unit that provides efficiency for DOES customer service initiatives. CNC's goal is to support its customer service standards and act as both tertiary support for agency programs by taking calls and answering general information, taking and entering participant information into secured systems with the ability to provide detailed information regarding participant intake. The CNC has proved to become an important customer service cornerstone for the DOES and has expanded to include several DOES programs with plans to onboard more.

With a call answer rate above 90 percent, the CNC demonstrates customer service's importance to the agency. Its mission as the DOES' frontline is to deliver stellar customer service that meets and exceeds the seven tenets of the Customer Service Standard's Customer Bill of Rights. The CNC supports DOES customer service standards by being the first point of contact for customer service. The center submits

participant information into secure systems with the ability to provide detailed information regarding participant intake.

A.2 - Ask the Director

One of the agency's comprehensive customer satisfaction feedback tools is the DOES "Ask the Director" feature accessible through the agency website, does.dc.gov. Through this feature, customers can send questions, concerns, and comments directly to the Director of DOES. Within the DOES "Ask the Director" web page, customers may leave their contact information for follow-up, choose from a wide array of subjects, and tailor a message to suit their specific interests or needs.

DOES leadership relies on collecting and thoroughly reviewing customer feedback to effectively address and improve programmatic processes, procedures, outcomes, and service delivery strategies agency-wide. Once feedback is received by the Director, it is forwarded to the appropriate manager within the appropriate division for review, clarification, and comment to be sent back to the Director within 48 hours or two (2) business days, under normal circumstances. Corrective actions, if necessary, are finalized and implemented. The agency informs the customer of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are evaluated so that customer concerns are addressed, and programmatic enhancements are made, as needed, based upon the feedback provided. Additionally, feedback and inquiries are received through the District's "Ask the Mayor" portal – similar to the "Ask the Director" tool with a broader scale and customer reach.

A.3 - Internal-Facing Customer Service

In addition to external-facing customer service, the DOES also values internal-facing customer service to employees.

The Oracle

In July 2017, the agency introduced an internal newsletter, The Oracle, to the DOES staff. The newsletter was designed to be an invaluable mouthpiece for internal stakeholders throughout the agency. The resulting content is a 360- view of what is happening in and around DOES.

Customer Service Employee Surveys

Internal-facing customer service surveys detect the mood of the agency. Internal polls and surveys offer insight on how the agency can improve employee morale, provide continued support, and ensure employees are engaged in work performance. The most recent employee survey was conducted in Fall 2022 to establish a new strategic plan for DOES. As a result, internal customer care will extend to external quality customer service.

AJC Customer Experience Surveys

AJC customer experience surveys also detect the District residents' experience with the American Job Centers. The surveys distributed in PY2021 offered insight for our continuous improvement approach to the service delivery model at the American Job Centers. We look forward to continue learning from our residents and providing the best service to fit their needs.

DOES Intranet

The agency's internal intranet website was revamped in FY18. Benefits of the intranet include a one-stop shop for important agency information that includes but not limited to: policies and procedures, program overviews, staff directory, communication and help desk portals, District-wide workforce news.

Employee Recognition

The aforementioned DOES intranet also maintains an employee recognition section to spotlight agency employees and boost staff morale. Employees of the agency can submit a nomination through the intranet and learn more about the employees being recognized.

SECTION V: PERFORMANCE ACCOUNTABILITY

The District's performance goals for PY2021 were established in cooperation with the US Department of Labor's Employment and Training Administration (ETA). This section covers performance and activities for Adults, Dislocated Workers, Youth, and Wagner-Peyser participants receiving WIOA services. The performance data in the tables below look at the employment outcomes of program participants who exited federally funded District workforce programs. The performance indicators measure Employment Rate-2nd quarter after exit, Employment Rate- 4th Quarter after exit, Median Earnings, Credential Attainment Rate, and Measurable Skills Gain. DOES utilizes DCNetworks as its workforce development management information system to document and meet the accountability and reporting requirements of the Department of Labor under WIOA.

DCNetworks is an integrated web- based system that provides jobseekers, training providers, employers, and UI applicants with 24- hour access to the agency's comprehensive, employment-related program services and resources as well as access to local, regional, and national labor market information. DCNetworks connects partner agencies, programs, providers, and services electronically to facilitate the connection between employers and job seekers. DCNetworks offers easy access to real-time labor market information, allowing customers to compare information, such as industry growth, wage rates, current opportunities, and education requirement for specific occupations. DCNetworks also provides employers with viable solutions for online recruiting through the use of advanced candidate search options, automated correspondence, and applicant tracking. The system also offers easy access to key reporting features that provide valuable information used for continuous program improvement and performance tracking.

Utilizing DCNetworks significantly increases the talent pool available for District employers and provides access to an abundance of employment opportunities for job seekers.

A.1 - Adult Program

The District's WIOA Adult Program provides quality employment and training services to assist eligible customers in obtaining the goals identified in their Individual Employment Plan. The program is designed to support employers by assisting them in meeting their individual needs such as hiring skilled workers. The District's Adult Program serves the broadest range of individuals, including unemployment insurance claimants; returning citizens; individuals with disabilities; public assistance recipients, veterans, and individuals with a limited work history.

Performance targets and outcomes for the WIOA Adult Program in PY2021 are presented below in Table 1. In PY2021, the District's negotiated performance standard was 67 percent for Employment Rate- 2nd Quarter after exit, 70 percent for Employment Rate- 4th Quarter after exit, \$6,400 for Median Earnings, 60 percent for Credential Attainment Rate, and 34 percent for Measurable Skills Gain. The actual Adult Employment Rate-2nd Qtr after exit of 73.6 percent exceeded the negotiated target; the 70.4 percent Employment Rate- 4th Qtr after exit was 100.6% percent of the target of 70

PY2021 WIOA ANNUAL NARRATIVE REPORT

percent. The Adult Median Earnings of \$11,417 exceeded the target of \$6,400; the Credential Attainment Rate of 64.6 percent exceeded the negotiated target of 60 percent, and the 66 percent Measurable Skills Gain exceeded the target of 34 percent. In PY2021, DOES served 834 WIOA Adult participants, and 199 WIOA Adult participants exited during the April 1, 2021, through March 31, 2022, reporting period.

Table 1: WIOA Adult Program Performance- PY2021

WIOA ADULT PERFORMANCE- PY2021			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	67%	73.6%	109.9%
Employment Rate- 4th Qtr after exit	70%	70.4%	100.6%
Median Earnings	\$6,400	\$11,417	178.4%
Credential Attainment Rate	60%	64.6%	107.7%
Measurable Skills Gain	34%	66.0%	194.1%

A.2 - Dislocated Worker Program

The WIOA Dislocated Worker Program is designed to transition laid-off workers back into the labor force – as quickly as possible – in sustainable unsubsidized employment. The program aims to increase the retention and earnings of Dislocated Workers by strengthening their work readiness, educational attainment, occupational skills, and connecting them to careers in high-demand industries. The District delivered basic career, individualized career, training and follow up services to Dislocated Worker customers at the AJCs. Many more benefited from self-service offerings via the DCNetworks system.

Performance results for the WIOA Dislocated Worker Program for PY2021 are presented below in Table 2. In PY2021, the District's negotiated performance target was 74 percent for Employment Rate- 2nd Quarter after exit, 70 percent for Employment Rate- 4th Quarter after exit, \$8,000 for Median Earnings, 60 percent for Credential Attainment Rate, and 56 percent for Measurable Skills Gain. The District's actual Employment Rate- 2nd Qtr after exit of 80.4 percent exceeded the negotiated target. The 76.7 percent Employment Rate- 4th Qtr after exit exceeded the target; the DW Median Earnings of \$14,313 exceeded the target of \$8,000, the Credential Attainment Rate of 71.4 percent exceeded the target; and the 70.8 percent Measurable Skills Gain exceeded the target. In PY2021, DOES served a total of 265 WIOA Dislocated Worker participants and a total of 81 WIOA Dislocated Worker participants exited during the April 1, 2021 through March 31, 2022, reporting period.

PY2021 WIOA ANNUAL NARRATIVE REPORT

Table 2: WIOA Dislocated Worker Program Performance- PY2021

WIOA DISLOCATED WORKER PERFORMANCE- PY2021			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	67%	73.6%	109.9%
Employment Rate- 4th Qtr after exit	70%	76.7%	109.6%
Median Earnings	\$8,000	14,313	178.9%
Credential Attainment Rate	60%	71.4%	119%
Measurable Skills Gain	56%	70.8%	126.4%

A.3 - Youth Program

The WIOA Out of School Youth Program is a federally funded program serving District youth ages 16-24, who are experiencing barriers to employment. This program offers services to young individuals under DOES' Workforce and Federal Program Bureau.

Out-of-School Youth Programs address these challenges through multiple programs by encouraging and supporting youth to gain educational and occupational skills training that leads to nationally recognized credentials that will prepare them for the workforce. Youth who need additional support to employment are provided with the necessary assistance to obtain employment and benefit from job readiness and employment training.

In PY2020 WIOA enrolled youth were given the opportunity to go through one of two programs offered by DOES' Out-of-School Youth Programs. Programs included: The Pathways for Young Adults Program (PYAP) and Youth Earn and Learn Program (YEALP). These two programs allowed youth within the District who were enrolled in training options focused on Occupational Skills Training, Work Readiness, Financial Literacy, Entrepreneurial skills development, connection to obtain their high school diploma or GED, paid internship experience, and as supportive and follow-up services. 57.5% of youth who entered one of the three programs listed received one of these credentials:

- CDL-B License
- Unarmed Security License
- Information Technology Certification
- Home Health Aid Certification
- Nursing Assistant Certification
- Emergency Medical Technician Certified
- ServSafe Certification
- Business License
- Customer Service for retail sales and Hospitality Certification
- Scrum Agile Project Management Credential
- GED

Performance results for the WIOA Youth Program in PY2021 are found in Table 3 below.

In PY2021, the District's negotiated performance target was 60.0 percent for Employment Rate- 2nd Quarter after exit, 58.0 percent for Employment Rate- 4th Quarter after exit, \$3,200 for the Median Earnings, 53.0 percent for the Credential Attainment Rate, and 20.0 percent for Measurable Skills Gain.

PY2021 WIOA ANNUAL NARRATIVE REPORT

The actual Youth Employment Rate- 2nd Quarter after exit was 70.6 percent, exceeding the negotiated target; 77.5 percent for Employment Rate -4th Quarter after exit exceeded the negotiated goal. The Median income of \$4,478 surpassed the negotiated goal. The actual rate for Credential Attainment was 57.5 percent, which exceeded the negotiated target. About 86.7% percent for Measurable Skills Gain was achieved, surpassing the negotiated goal. In PY2021, DOES served 148 WIOA Youth participants and 184 WIOA Youth participants exited during the April 1, 2020 through March 31, 2021 reporting period.

Table 3: WIOA Youth Program Performance - PY2021

WIOA YOUTH PERFORMANCE- PY2021			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	60%	70.6%	117.7%
Employment Rate- 4th Qtr after exit	58%	77.5%	133.6%
Median Earnings	\$3200	\$4,478	139.9%
Credential Attainment Rate	53%	57.5%	108.5%
Measurable Skills Gain	20%	86.7%	433.5%

A.4 - Wagner- Peyser

The Wagner-Peyser (WP) Program helps thousands of adult workers connect with employment opportunities and services to develop skills. The program also assists employers with finding skilled workers to fill vacancies. The WP program serves the fullest range of individuals, including returning citizens, Unemployment Insurance claimants, individuals with disabilities, public assistance recipients, veterans, homeless individuals, and individuals with little or no work history.

Performance results for the Wagner-Peyser Program in PY2021 are found in Table 4 below. In PY2021, the District's negotiated performance target was 56 percent for Employment Rate- 2nd Quarter after exit, 75 percent for Employment Rate- 4th Quarter after exit, and \$5,400 for Median Earnings. The actual Wagner-Peyser Employment Rate- 2nd Qtr after exit of 58.4, which exceeded the negotiated target; the 57.5 percent Employment Rate- 4th Qtr after exit accounted for 76.7 percent of the negotiated target; and the \$8,090 Wagner-Peyser Median Earnings exceeded the target of \$5,400. In PY2021, DOES served a total of 4,933 Wagner- Peyser participants and 4,181 Wagner-Peyser participants were exited from April 1, 2021 through March 31, 2022 reporting period.

Table 4: Wagner-Peyser Program Performance - PY2021

WAGNER-PEYSER PERFORMANCE- PY2021			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	56%	58.4%	104.3%
Employment Rate- 4th Qtr after exit	75%	57.5%	76.7%
Median Earnings	\$5,400	\$8,090	149.8%

A.5 - Effectiveness in Serving Employers

WIOA sec. 116(b)(2)(A)(i)(VI) required the US Department of Labor (DOL) and US Department of Education (ED) to establish a primary indicator of performance for effectiveness in serving employers. This indicator is measured as a shared outcome across all six workforce development core programs within District of Columbia to ensure a holistic approach to serving employers. This indicator is reported on an annual basis; therefore, the reporting period for the effectiveness in serving employers indicator is the program year.

The DOL and ED developed three approaches for measuring the effectiveness in serving employers and states had to select two approaches to pilot. The District chose the Repeat Business Customers and Employer Penetration Rate approaches.

The Repeat Business Customers approach is useful in determining whether employers who receive services from the core programs are satisfied with those services and become repeat customers. This approach also assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time. In PY2021, the District achieved a 22.8 percent (1,772/7,781) Repeat Business Customer Rate.

The Employer Penetration Rate approach is useful in determining whether the core programs serve a large portion of total employers in an area and are adequately meeting the area's workforce needs. In PY2021, the District achieved a 6.0 percent (2,787/46,084) Employer Penetration Rate.

A.6 - Common Exit Policy

Common exit occurs when a participant, enrolled in multiple partner programs, has not received services from any DOL-administered program, in which the participant is enrolled, for at least 90 days, and no future services are planned.

The District currently operates under a common exit policy that includes the WIOA Title I Adult, Dislocated Worker, and Youth Programs and Title III Wagner-Peyser Employment Service program.

A.7 - Data Validation

Data validation is a series of internal controls or quality assurance procedures established to evaluate data accuracy, validity, and reliability. The District requires that the WIOA programs use the DCNetworks system to upload or scan participant documents for data validation purposes upon receipt. The District has a process to ensure that all eligibility documentation and performance outcomes are entered in DCNetworks prior to the end of the applicable program year. Moving to an electronic process eliminated the need to maintain paper documents while allowing the validation process to be conducted remotely, accurately, and if necessary, more frequently than in previous program years.

The annual data validation process is used primarily for ensuring the data used in performance calculations are accurate, reliable, and comparable across programs. A sample of participant data contained in the WIOA performance measures is pulled. The District performs annual data validation on the 24 common data elements listed in TEGL 7-18. Staff training was conducted during the annual validation process on what, why, and how data validation works.

At the conclusion of each year, the District assesses the data validation process to ensure it is working as intended and makes revisions as needed.

PY2021 WIOA ANNUAL NARRATIVE REPORT

SECTION VI: MONITORING ACTIVITIES

In support of the District's workforce programs, provider monitoring is conducted to ensure contracted providers procured through grant and human care agreement (HCA) awards, as well as Memoranda of Understanding (MOUs) are executed in accordance with their governing executed agreement, WIOA requirements, and all required federal and local laws. PY2021 monitoring activities included grant and HCA desk reviews, virtual site visits, reengagements, and follow-up reviews of WIOA-based agreements (grants, HCAs, and MOUs).

The DOES monitoring plan encompasses a risk-based model that administers provider monitoring and tracks program progress in accordance with each provider's assigned risk designation per the risk rubric shown below in Table 5. There are two (2) provider-based assessments: 1) the DOES Provider Risk Assessment; and 2) the WIOA Sub-recipient Risk Assessment. The current Risk Assessment plan is as follows:

A.1 - Provider Risk Assessments

Provider risk assessments are assigned to and completed by an authorized provider stakeholder and include the following assessment areas:

- Staffing and Operations – provision of the following details for the entity: current staffing levels, lines of authority, and governing board of directors;
- Values and Ethics – description of entity code of conduct principles and its dissemination;
- Policies and Procedures – description of the process by which documents governing day-to-day operations are produced, updated, and disseminated to the program team;
- Personally Identifiable Information (PII) – description of how staff are trained to maintain and safeguard programmatic proprietary information;
- Contract Administration – description of contractual details, such as contracting vehicle, scope of services, period of performance, award amount, expenditures to date, mandatory provider deliverables, and credential attainment;
- Program Compliance – description of compliance activities, such as monitoring of program sub-recipients;
- Fiscal and Administrative Operations – description of accounting and administrative policies and processes surrounding cash disbursements, prepaid program purchases, fixed assets and inventory, payables and disbursements, procurement and contracting payroll and human resources, and fiscal sub-recipient monitoring;
- Information Technology – description of policies and assigned levels of authority as it pertains to IT systems, backing up data, and disaster recovery; and
- Previous Risk Areas – a disclosure of internal and external programmatic reviews, such as DOL monitoring, previous monitoring, and District of Columbia City Administrator Audit reports.

A.2 - WIOA Sub-Recipient Risk Assessments

WIOA sub-recipient risk assessments are assigned to DOES providers who are performing DOES WIOA administrative functions to include participant eligibility determination as delineated in the Uniform Administrative Requirements - 2 CFR 200.93. Presently, DOES has no WIOA sub-recipients. The WIOA Sub-Recipient Risk Assessment will be conducted in two parts: A) the completion of the Provider Risk Assessment; and B) the completion of the WIOA Sub-Recipient Risk Assessment tool (an Excel file). The WIOA Sub-recipient Risk Assessment tool emphasizes discerning the organizational contractual compliance and governing accounting principles, such as general ledger and financial statement review as well as accounting system information.

PY2021 WIOA ANNUAL NARRATIVE REPORT

Provider and WIOA Sub-Recipient Risk Assessment forms are emailed to the appropriate stakeholder for completion and submission.

Risk Level Designation

Table 5 -Provider and Sub-recipient Risk Level Designation

	Low Risk	Moderate Risk	High Risk
Program / Entity Risk Indicators	No documented history ¹ of: <ul style="list-style-type: none"> Changes in staffing levels and personnel; Program compliance shortfalls; Disallowed program costs; Instances of fraud or disbarment. 	Some documented history ² of: <ul style="list-style-type: none"> Changes in staffing levels and personnel; Periodic program compliance shortfalls; Disallowed program costs; and; No instances of fraud or disbarment. 	Documented history of: <ul style="list-style-type: none"> Drastic changes in staffing levels and personnel; Sustained program compliance shortfalls; Disallowed program costs; and Possible instances of fraud or disbarment.
	Instances where there are fraud convictions and/or debarment is found, the entity will be immediately assessed for contract cancellation and/or appropriate action.		
Monitoring Methodology	Low-level risk designated entities will undergo basic program, fiscal, and operation monitoring efforts with a two (2) percent file sampling size and follow-up activities as needed.	Moderate-level risk designated entities will undergo a more basic program, fiscal, and operation monitoring efforts with a four (4) percent file sampling size and follow-up activities as needed.	High-level risk designated entities will undergo a monitoring of program, fiscal, and operations reviews tailored specifically to the areas of concern with a six (6) percent file sampling size and follow-up activities every three months.

Evidence Collection

Provider stakeholders must provide evidence to verify the statements purported on their respective risk assessments. Verification documents must be submitted along with the completed risk assessment form(s). Provider Risk Assessments must be completed and submitted to DOES monitoring staff and corresponding verification documents within 14 calendar days of distribution.

¹ With the exception of drastic changes in staffing levels, OPPM defines “documented history” as a finding from prior monitoring that was not abated.

² Not more than two (2) concerns noted, but not more than one (1) concern in for any of the categories listed therein.

SECTION VII: OTHER PROGRAMS

A.1 - Rapid Response

Authorized under the Workforce Investment and Opportunity Act (WIOA), Rapid Response (RR) is a proactive, employee-focused program designed to assist Dislocated Workers in transitioning into new employment opportunities. The goal of the RR is two-fold: 1) provide resources to companies in both private and government sectors, and 2) respond to layoffs and closings by coordinating services and providing immediate aid to companies and their affected workers. In this regard, RR is beneficial to employees experiencing downsizing and is geared toward growing companies that need a pool of skilled workers who are readily available.

The RR team responds within 48 hours of receiving notice of Reduction in Force (RIFs), mass layoffs, or company closings and works to coordinate services with the employer quickly. The District follows federal guidelines under the Worker Adjustment and Retraining Notification (WARN) Act to trigger the delivery of services.

In PY2021, RR received only two Worker Adjustment and Retraining Notifications. The Employers, listed in Table 6 below, were contacted, and immediate assistance was offered to the employers and affected workers.

Table 6: WARN Notifications

WORKER ADJUSTMENT AND RETRAINING NOTIFICATIONS - PY2021				
Notice Date	Organization Name	Number of Employees Affected	Effective Layoff Date	Code Type
1/14/2022	ABM Industry Group, LLC	42	2/28/2022 3/31/2022	Layoff
3/31/2022	Aramark at George Washington University	192	7/31/2022	Layoff

The RR team provided a virtual presentation covering AJC and other support services, as applicable. Upon completing a RR event, individuals are instructed on registering on our DC Networks platform so that we may connect them to Unemployment Insurance or other programs available in the District.

The RR team provided referrals to job opportunities within similar occupations to assist with layoff aversion. If no opportunities were available within the occupation, other supportive services

Affected workers received information and assistance with Unemployment Insurance filings or issues within filing timeframes. or training opportunities were presented as options to dislocated workers. The RR team also provided applicable materials on American Job Center Services, including resume improvement and writing, completing applications on DC Networks or Indeed, and career pathways via training or local District programs such as the DC Infrastructure Academy.

Moreover, RR accommodated businesses providing information on Shared Work Opportunities via the Unemployment Insurance Tax Office.

PY2021 WIOA ANNUAL NARRATIVE REPORT

RR continues to support the needs of the District's businesses and dislocated workers within the business community's parameters of collaboration and cooperation.

A.2 - Veteran Services Program

The Department of Employment Services has an unwavering commitment to support veterans seeking employment. Leading this work is the Jobs for Veterans State Grant (JVSG) Program. All eligible veterans and spouses receive priority of services over non-veterans in many services, including career assessments, job counseling, job referrals, job placement and targeted hiring events. Veterans are also educated on the preferences made available to them when seeking employment in the federal government.

This program is funded through a US DOL VETS funding formula which is determined by the total number of veterans in a specific geographical location based on census and US Department of Veterans Affairs (VA) statistical data. The District of Columbia is authorized two (2) Local Veteran Employment Representative's (LVER) and three (3) Disabled Veterans Outreach Program (DVOP) specialists.

The LVER staff works with employers, training providers, apprenticeship programs, federal agencies, contractors, and other employer associations to encourage the hiring and advancement of qualified veterans. Using the case management approach, the DVOP staff provides individualized career services to veterans identified as significant barriers to employment (SBE).

The District recognizes that veterans gain valuable knowledge, strengthened character, and transferable skills that can translate into the civilian labor market through their service. The DVOP and LVER staff work in concert with the AJC staff and the Talent & Client Services staff to identify and match job ready veterans to local employment opportunities. All JVSG program participants are enrolled in the Wagner-Peyser program, and some are enrolled in WIOA.

A.3 - National Dislocated Worker Grant

The Department of Labor (DOL) awarded the Department of Employment Services (DOES) the COVID-19 Disaster Recovery National Dislocated Worker Grant (DWG) to assist DOES with the implementation of innovative strategies to combat the effects of COVID-19 on overburdened and underperforming systems, requiring immediate humanitarian assistance to help mitigate irreparable damage to all District residents. To address the growing complexities of these public

health challenges in a humanitarian context, DOES expanded grant activities to provide dislocated workers disaster-relief employment (DRE) positions related to the delivery of humanitarian assistance in the immediate aftermath of the COVID-19 pandemic to include employability training activities component, reskilling dislocated workers to reenter the workforce, closing the District's skills gap.

In PY2021, DOES served a total of thirty-seven (37) participants with the DWG funding. At the conclusion of the grant-supported activities, the participants still active in the program received Dislocated Worker funded employment and training services to allow them to obtain unsubsidized, sustainable employment.

SECTION VIII: PROMISING PRACTICES/SUCCESS STORIES

The District's WIOA Title I and Title III programs rely on many other programs and partners to leverage funding streams and deliver the broad scope of services our residents require. Efficiently leveraging resources across the District will help to address the barriers residents face in obtaining employment and allow them to enter and complete education and training programs leading to employment and self-sufficiency. Funded through both federal and local dollars, these programs support residents along their career pathways by providing supportive services, education and training, work experiences, and workforce activities. Although not exhaustive, descriptions of the partner programs and the services that support and supplement co-enrolled Title I and Title III participants are listed below.

A.1 - Promising Practices

Workforce on Wheels (WOW)

Workforce on Wheels is the cutting-edge mobile outreach team of the Department of Employment Services. Commissioned to serve constituents in under-served communities, the Workforce on Wheels team brings the resources and services of the American Job Center to neighborhoods where access is often limited. The Workforce on Wheels team is dispatched to various communities across the District to address the needs of District youth and residents.

Wagner Peyser and Reemployment Services and Eligibility Assessment (RESEA) Workshops Due to COVID-19, the American Job Centers (AJCs) had to adjust service delivery methods. The AJCs continued to operate during the pandemic's peak due to the rise in unemployment and the growing need to provide employment and training services to unemployed and underemployed District residents. As a result, DOES found innovative ways to offer programming and service delivery by moving all Wagner Peyser and Reemployment Services and Eligibility Assessment (RESEA) workshops 100% remotely, utilizing the Adobe Connect platform. Customers can register for upcoming Wagner-Peyser workshops on the DOES website. Moving the workshops completely remotely decreased the risk of the spread of COVID-19 to our employees and customers.

DC Infrastructure Academy

The District of Columbia Infrastructure Academy (DCIA) is a key initiative of the Mayor Muriel Bowser's Administration and led by the Department of Employment Services. Infrastructure is one of the fastest-growing industries in the country. The training and services offered by the DC Infrastructure Academy are designed to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens, and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field. DCIA is located in the Anacostia neighborhood in Ward 8. All program participants are Wagner-Peyser enrolled, with some also participating in WIOA programs.

Office of Apprenticeship, Information and Training (OAIT)

OAIT is responsible for administering the District's Apprenticeship program and the enforcement of DC Law 2-156 and the federal Davis-Bacon and Related Acts (DBRA) on District-funded projects. These services include recruiting and enrolling apprentices, registering employers as apprenticeship sponsors, and providing oversight, technical assistance, and monitoring to ensure compliance with federal and state laws. This program is a comprehensive training that combines on-the-job learning experiences with supplemental job-related classroom instruction.

PY2021 WIOA ANNUAL NARRATIVE REPORT

Pre-Apprenticeships

The District is one of the few jurisdictions that directly funds pre-apprenticeship programs. DOES's Office of Apprenticeship, Information and Training ("DC Office of Apprenticeship") funds several pre-apprenticeship training programs for District residents. One particular hybrid model gives District residents the advantage of earning wages during their initial training period. This pre-apprenticeship training is a preparatory training initiative that prepares District residents to qualify for established registered apprenticeship programs. These programs are targeted to serve hard-to-employ residents, particularly those residents with certain deficiencies in math, aptitude testing, and job readiness.

Pre-apprenticeship training initiatives have effectively increased the number of District residents in existing apprenticeship opportunities. These programs are approved, overseen, and funded by the District and run by labor union entities and companies with existing approved apprenticeship programs recognized by the District of Columbia. For these entities to participate, they must commit to increasing the number of District resident apprentices in their apprenticeship program by accepting all successful completers of the pre-apprenticeship program as apprentices.

The District is one of three jurisdictions in the country with a mandatory apprenticeship registration requirement; the District established the "Step-up Apprentice" classification, giving District residents another avenue to qualify for union apprenticeship programs. Step-up Apprentices are indentured in the same as regular apprentices: however, this classification gives District residents, who may have slight deficiencies, a year to meet full apprenticeship eligibility requirements while gaining credit towards their program. All pre-apprentices are enrolled in Wagner-Peyser Program, and some are enrolled in WIOA if additional support is needed.

DC Jail Work Reentry Program

District residents pending release from incarceration face a unique set of challenges when seeking to obtain employment. The District wants to ensure all residents who seek employment services – including those who have recently been incarcerated have access to comprehensive support to enter the workforce. Limited employment history, inadequate educational credentials, substance abuse and mental health challenges are but a few of the obstacles faced by the clients this partnership serves. Through the development of life skills, job training, and basic computer training participants are better prepared for the employment challenges they will face upon release. To that end, the DC Jail Work Reentry Program was established in July 2015 in partnership with the Department of Corrections (DOC), to provide intensive 6-week job training for incarcerated persons with an impending release date. This program enhances the availability of employment options for returning citizens by beginning the process of reintegration prior to release.

Inmates face a thorough screening and assessment to determine eligibility and suitability for the program. Those selected are transferred to an exclusive housing unit designated solely for the DJ Jail Work Reentry Program. A new cohort of no more than 20 participants begins approximately every six weeks. Job Readiness Class is held Monday through Friday from 9am to 4pm. The program offers many services, including job readiness workshops and classes, which closely parallel the Project Empowerment program, hands-on computer training through a contracted computer instructor; case management for wrap-around services; and post-release services.

One interesting fact about this program is that those participants who take advantage of Project Empowerment referrals can start earning a wage almost immediately after being released. For these participants, the transition is significantly easier. The remaining graduates are invited to join

PY2021 WIOA ANNUAL NARRATIVE REPORT

Project Empowerment and receive weekly follow-up from an American Job Center case manager. Program participants are Wagner-Peyser enrolled and, upon release, have the opportunity to enroll in other District workforce programs, including the WIOA Adult program.

On the Job Training (OJT)

OJT is a workforce development strategy where employers of all sizes can train, mentor and hire candidates as they become fully proficient in a particular skillset or job function. Through the OJT model, candidates receive the hands-on training necessary to increase their skills, knowledge, and capacity to perform the designated job functions. The OJT strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an “earn and learn” model. This streamlined approach developed between select employers and the Department of Employment Services (DOES) allows employers to be reimbursed at an established wage rate in exchange for the training provided to participating OJT candidates.

Pre-screened and job-ready candidates are matched with employers willing to provide skills-based, on-the-job training. DOES provides wage reimbursement from 50 to 75 percent of the candidate's salary from one to six months (in some cases up to one year)

for qualifying District of Columbia residents and employers. OJT employers maintain complete control over hiring decisions, and are assigned a DOES liaison to initiate recruitment efforts and provide support throughout the length of the OJT agreement. Clearly written OJT agreements detail the individual training outline, objectives, duration of agreement, and reimbursement rate. Wage reimbursements are administered to employers within net 30 days (upon receipt of invoice).

A.2 - Success Stories

DOES continues to solicit feedback from program participants (past and present) and their respective worksite supervisors. The input allows DOES to enhance service delivery and improve program outcomes continuously. The following success stories highlight program participants who exceeded performance expectations.

Wagner Peyser: Participant One had relocated to the District from the Mid-West region and was actively seeking employment. The participant had served in many human service roles including a role as an Employment Specialist. During a brief counseling session, AJC HQ Manager advised Participant One on the many options and resources available in the AJC. A Case Manager provided Participant One with multiple job leads while AJC HQ Manager provided resume recommendations according to the description of the open positions. Over time Participant One was referred to multiple Career Club positions where Participant One's resume was screened for at least five positions. After going through the job referral and resume screening process, Participant One acknowledged that Participant One had secured employment with Reynolds & Associates as a Case Manager with a salary of \$42,000. Participant One was thoroughly pleased with career coordination services from AJC staff as all of the staff working on this case were “invested & present” when Participant One needed them, stated Participant One. Participant One is still utilizing AJC services to navigate new employment opportunities and prepare for opportunities in the future.

WIOA Adult: Participant Two came to the American Job Center to obtain a CDL Class B license. Participant Two also came with a barrier of not having a driver's license that would seemingly make it impossible to enroll in this particular program. At the time, Participant Two was pursuing a learner's permit and subsequent provisional license, and COVID 19 made it very difficult to obtain

PY2021 WIOA ANNUAL NARRATIVE REPORT

appointments and schedule tests accordingly. Not letting this deter, Participant Two notified the workforce development staff of successfully obtaining a driver's license and arrived at the office two weeks later to complete a WIOA application. After having to change the training provider unexpectedly, Participant Two was accepted for enrollment and began training beginning December 2021, with a 1st CDL of Northern Virginia. The first week of class didn't go smoothly, but Participant Two was prepared to do all necessary to make up missed hours and complete training on time. Participant Two completed training with the required completion hours. Just days after completion, Participant Two was scheduled for his road test and successfully obtained a CDL Class B license. Upon attainment, Participant Two utilized various resources, including DCNetworks to perform job searches. Participant Two found it difficult to locate employers willing to take a chance on someone having minimal OTR experience. But subsequently, Participant Two shared two offers of employment from Academy Transportation and Vulcan Materials Company. Participant Two officially accepted the Vulcan opportunity and was scheduled to begin a new career as a CDL Class B Driver.

JVSG/WP: Participant Three, a 100% disabled Army veteran with a Bachelor of Arts in Logistics Management, enrolled into JVSG. Participant Three was referred to LVER and other employers (Manpower/American jobs/Federal Government). Participant Three applied to 3-5 jobs weekly. Participant Three informed the DVOP that Participant Three was offered a job and accepted. The veteran started the new job as a Government Contractor at Fort Belvoir VA. The veteran's position is a Performance Specialist position, full time with full medical benefits.

SCSEP/WP/WIOA: Participant Four was hired by the United Planning Organization (UPO) to work as an Assistant. Participant Four quoted: *"Good afternoon. I thank you and the team for pushing and encouraging me to stay focus and I thank you all for opportunities and doors that were open I didn't even know I could go through until I came in the SCSEP Program and received training at such great worksites. SCSEP is a Program where the money is well spent providing training for seniors to get back in the workforce. Seniors especially with all the new technology and with the pandemic we need to work. I had no knowledge of computers or any administrative duties until coming to the program. I will always appreciate program staff and thank GOD for the SCSEP Program."*

WIOA Out-of-School Youth: Participant Five attended one of the Out-of-School Youth programs (OSY) orientation hosted for young adults interested in exploring their training and career opportunities here at the DC Department of Employment Services. Participant Five was referred to a Case Manager, who assisted Participant Five in enrolling in Unarmed Security Officer training. Participant Five completed his security training after months of training and interning. Due to licensing delays, it took a little while for Participant Five to obtain a security license after successfully passing the exam. After patiently waiting and encouragement from the provider and the Department of Employment Services for processing, DC Regulatory Affairs provided Participant Five with a Security Officer license. Participant Five is officially an unarmed licensed security officer. Participant Five has been provisionally hired at Infinity Solutions.

Participant Six reported to the DC Department of Employment Services (DOES) to receive services and complete the intake process as Participant Six expressed interest in attending training with OIC/DC. Participant Six was enrolled and attended training while working eagerly to obtain a National Retail Federation Credential in Customer Service & Sales Certified specialist. Participant Six obtained credentials after a second attempt. Participant Six was offered a full-time position shortly following successfully completing the training program. Participant Six's training provider, OIC/DC reported an increase in customer's confidence as a result of the training and development during participation.

PY2021 WIOA ANNUAL NARRATIVE REPORT

Participant Seven came to participate in the DC DOES YEALP program with little to no work experience and was not certain what Participant Seven wanted to do. DC DOES OSY programs referred Participant Seven to OIC/DC's Customer Service training. Participant Seven has shown significant progress in many areas with support from the new network. Participant Seven is now efficient in basic reading skills, obtained a National Retail Federation Credential in Customer Service & Sales, Certified specialist, and is working towards getting a driver's license. OIC/DC continues to work with Participant Seven to prepare for job interviews through practice and connection to clothing resources.

SECTION IX: Evaluation Activities

The District of Columbia has initiated an experimental evaluation of the District's Reemployment Services and Eligibility Assessment (RESEA) program.

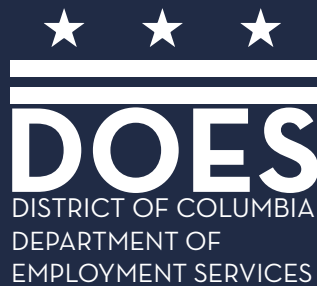
The evaluation is a mandate by the United States Department of Labor (USDOL), in accordance with the statutory provisions for RESEA contained in the Social Security Act (SSA) Section 306, and the Bipartisan Budget Act of 2018 (PL 115-123) states are expected to begin conducting interventions and service delivery strategies to support building new evidence on effective RESEA interventions that all states can rely on in designing and delivering the RESEA program. USDOL requires that beginning in the 2023 RESEA Program year, grantees must dedicate a share of awarded grant funds to interventions or strategies which lack sufficient evidence.

Unemployment Insurance Program Letter (UIPL) 1-20 defines and provides the criteria for assigning evidence-based ratings of the effectiveness of a grantee's interventions and strategies. Specifically, an evidence-based intervention is defined as one that reduces claimants' average duration on Unemployment Insurance (UI) by improving their employment outcomes. The proposed RESEA evaluation plan encompasses the guidelines and processes as outlined in UIPL 1-20.

The evaluation will assess the impact of being selected for RESEA (vs. not being selected for RESEA) on individuals' (i) UI weeks paid in the first six months of the initial claim, (ii) employment status in the second calendar quarter following the calendar quarter of the initial claim, and (iii) earnings in the second calendar quarter following the calendar quarter of the initial claim. Specifically, the evaluation will compare outcomes across claimants randomly assigned to the treatment group (i.e., selected for RESEA) or to the control (i.e., not selected for RESEA) group. The evaluation will then attribute any differences in those outcomes to the treatment group's having been selected for RESEA participation.

To the extent possible, the evaluation will also explore how RESEA impacts vary with characteristics at the initial claim (e.g., age, race/ethnicity, gender, education, weekly benefit amount, profiling score) and with the local economic conditions (e.g., the unemployment rate). Finally, throughout the random assignment period, the evaluation will monitor and report on program outputs (i.e., RESEA workshop attendance rate, held UI payments for failure to report).

The evaluation kicked off in January 2022. The random assignment will start in 2022 and will continue for three years (through August 2025). The data collection is expected to be complete by June 2026. This includes 12 quarters of random assignment, plus two follow-up quarters for measuring employment outcomes and one additional Quarter to account for data reporting lags). While there will be partial evaluation reports in option year 1, 2, and 3, the final evaluation report is expected to be complete in 2026.



DEPARTMENT OF EMPLOYMENT SERVICES

4058 Minnesota Avenue, NE | Washington, D.C. 20019

Phone: 202-724-7000 | Fax: 202-673-6993 | TTY: 202-698-4817

Website: does.dc.gov | Email: does@dc.gov



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES



GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR