



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES

PY2020

WORKFORCE
INNOVATION
and
OPPORTUNITY ACT

ANNUAL REPORT



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SECTION I: DISTRICT OF COLUMBIA WORKFORCE VISION

The District of Columbia's WIOA Unified State Plan served as the Program Year (PY) 2020 roadmap to enhance the workforce development system. The vision, goals, strategies, and plans outlined in the Unified State Plan will move the District from a set of siloed workforce programs, across multiple agencies, to a coordinated, 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 are connected to the skilled DC residents they need to compete globally, are full participants in the workforce system, and drive the District's economic growth.
- Residents and businesses in all wards are supported by 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; expand that alignment to partners beyond core partners; strengthen the public workforce system's 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 major 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 those who are 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, and workers will be able to 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 postsecondary educational success, employment, and long-term career advancement.

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.

Goal Updates:

The District's PY2020 progress towards achieving the State's workforce vision and five goals identified in the State Plan are listed below:

- Trained more than 100 front line staff and administrators on the use of Data Vault, the District's customer intake and referral system. In addition, front-line workers attended monthly technical assistance meetings, and participated in quarterly Data Vault user training.
- Front-line workers across the District's workforce system received staff development training including topics that support career coaching-related resources and tools for addressing the barriers jobseekers face as a result of the impact that COVID has had on their ability to find employment.
- OSO developed profiles for key CBOs in the District that provide wrap around and other supportive services for vulnerable and underserved populations. The list will be converted into a Customer Relationship Management tool for ongoing updating and sharing of resources within the workforce system that can be accessed to assist jobseekers with barriers to employment.
- Four virtual hiring events were held in 2021 in the District's high growth industries including Construction, Healthcare, IT, Security, Transportation, and Hospitality. Over 101 employers participated in the hiring efforts. Over 497 jobseekers attended.
 - Four informational events designed for employers, jobseekers and case managers were held in conjunction with the virtual hiring events.
- An analysis review of youth-related services and programs provided by District agencies and community-based organizations was conducted through queries to agencies that support youth services along with a cross reference of the Expenditure Guide which requires District agencies to report on programmatic and budget outcomes if they receive workforce funding either at the federal or local level. The analysis will help inform mid-year state planning strategies for serving both in-school and out-of-school youth.

- The Workforce system is facilitating digital access for low-income individuals and are tracking who is receiving access and where there are gaps (Ward-specific).

SECTION III: SECTOR STRATEGIES/CAREER PATHWAYS

The WIC continued to work with providers, employers, and agency partners to update Career Pathways maps as a tool for the system to support the connection of residents 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 are most sought by employers in the region. 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. Additional PY2020 Career Pathway updates include:

- DCWIC developed updated career pathway maps and revised analyses of post-COVID in demand occupations.
 - Career pathway maps included focus groups with businesses. Employer comments were analyzed to ensure that training curriculum include skill requirements in high demand occupations.
- Convened internal and external workforce, education, training, and skills development partner working groups to identify opportunities for improved system efficiency, deepen coordination, and inform provision of technical assistance and resource allocation.
- Delivered a 2021 Annual Healthcare Occupations report, listing the top 5 in-demand District occupation areas including:
 - Nursing Assistant
 - Licensed Practical Nurse
 - Medical Assistant
 - Pharmacy Technician
 - Home Health Aide
 - Training for FY21 consisted of a pilot group of 25 individuals trained and certified as Medical Assistants.
- A database was created to track training providers in the District. Information in the database was established based on surveying District training providers to gauge their current training offerings, current learning delivery methods and other data that will allow for analyzing the current state and capacity of training options.
- Expanded the Eligible Training Provider List by two additional training providers and two registered apprenticeship programs, expanding the capacity of quality training in the District’s high-demand sectors.
- Year one of the Workforce Investment Council-led Healthcare Sector Partnership was completed. Participants are still engaged in healthcare training and will be

tracked through completion and connected to employment opportunities in the healthcare sector.

SECTION IV: CUSTOMER SATISFACTION

The District maintains its commitment to ensuring customer service provided to all customers – jobseekers, 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. 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. CNC’s goal is to work at a capacity that supports its customer service standards and act as both tertiary support for agency programs – taking calls and answering general information, as well as secondary and primary support – taking and entering participant information into secured systems with the ability to provide detailed information regarding participant intake.

With a call answer rate above 90 percent, the CNC demonstrates how important customer service is to the agency. It is its mission as the DOES’ frontline, 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, <https://does.dc.gov/>. Through this feature, customers are able to 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 and may choose from a wide array of subjects, as well as tailor a message to suit their specific interests or needs. DOES leadership relies on the collection and thorough review of customer feedback to effectively address and improve programmatic processes, procedures, and outcomes, as well as 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 customer is notified by the agency of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are thoroughly evaluated so that customer concerns are addressed, and programmatic enhancements are made, as needed, based upon the feedback provided. Additionally, some 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 values internal-facing customer service to employees as well.

The Oracle

In July 2017, the agency introduced an internal newsletter, Daily Dispatch, 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 going on 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 for its employees, and ensure employees are engaged in work performance. As a result, internal customer care will extend to external quality external customer service.

DOES Intranet

The agency's internal intranet website was revamped in FY 2018. Benefits of the intranet includes a one-stop shop for important agency information that includes but not limited to: policies and procedures, program overviews, staff directory, communication and technology help desk request portals, and daily agency- and District-wide workforce news and twitter updates.

Employee Recognition

The above-mentioned 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 PY2020 were established in cooperation with the U.S. 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 provide a 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. DCNetworks is utilized by DOES as its workforce development management information system to document and meet the accountability and reporting requirements of the Department of Labor under WIOA.

DCNetworks connects partner agencies, programs, providers, and services electronically to facilitate the connection between employers and jobseekers. 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 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 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, as well as provide access to an abundance of employment opportunities for jobseekers.

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 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. The program is also designed to support employers by assisting them in meeting their individual needs such as hiring skilled workers.

Performance targets and outcomes for the WIOA Adult Program in PY2020 are presented below in **Table 1**. In PY2020, 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, \$6,000 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 70.3 percent exceeded the negotiated target; the 68.2 percent Employment Rate- 4th Qtr after exit was 97.4 percent of the target of 70 percent. The Adult Median Earnings of \$8,580 exceeded the target of \$6,000; the Credential Attainment Rate of 56.2 percent was below the negotiated target of 60 percent; and the 76 percent Measurable Skills Gain exceeded the target of 34 percent In PY2020, DOES served a total of 880 WIOA Adult participants and a total of 262 WIOA Adult participants were exited during the April 1, 2020 through March 31, 2021 reporting period

Table 1: WIOA Adult Program Performance- PY2020

WIOA Adult Performance- PY2020			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	67%	70.3%	100%
Employment Rate- 4th Qtr after exit	70%	68.2%	97.4%
Median Earnings	\$6,000	\$8,580	100%

Credential Attainment Rate	60%	56.2%	94%
Measurable Skills Gain	34%	76.0%	100%

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 goal of the program is 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, while many more benefited from self-service offerings via the DCNetworks system.

Performance results for the WIOA Dislocated Worker Program for PY2020 are presented below in **Table 2**. In PY2020, the District’s negotiated performance target was 71 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 69.7 percent achieved 98.2 percent of the negotiated target; the 70.9 percent Employment Rate- 4th Qtr after exit exceeded the target; The DW Median Earnings of \$11,735 exceeded the target of \$8,000, the Credential Attainment Rate of 41 percent did not meet the target; and the 84.4 percent Measurable Skills Gain exceeded the target. In PY2020, DOES served a total of 282 WIOA Dislocated Worker participants and a total of 112 WIOA Dislocated Worker participants were exited during the April 1, 2020 through March 31, 2021 reporting period

Table 2: WIOA Dislocated Worker Program Performance– PY2020

WIOA Dislocated Worker Performance- PY2020			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	71%	69.7%	98.2%
Employment Rate- 4th Qtr after exit	70%	70.9%	100%
Median Earnings	\$8,000	11,735	100%
Credential Attainment Rate	60%	41.0%	68.3%
Measurable Skills Gain	56%	84.4%	100%

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 both the educational and occupational skills training that leads to nationally recognized credentials that will in turn 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 School Youth Programs. Programs included: The Pathways for Young Adults Program (PYAP) and Youth Earn and Learn Program (YEALP). These two programs afforded youth within the District who were enrolled in training options that focused on Occupational Skills Training, Work Readiness, Financial Literacy, Entrepreneurial skills development, connection to obtain their high school diploma or G.E.D, paid internship experience, as well as supportive and follow-up services. 90.3% 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 PY 2020 are found in **Table 3** below.

In PY2020, the District's negotiated performance target was 58 percent for Employment Rate- 2nd Quarter after exit, 56 percent for Employment Rate- 4th Quarter after exit, \$3,200 for the Median Earnings, 53 percent for Credential Attainment Rate, and 20 percent for Measurable Skills Gain.

The actual Youth Employment Rate- 2nd Quarter after exit was 65.3 percent, exceeding the negotiated target; 45.1 percent for Employment Rate -4th Quarter after exit, achieving 80.5 percent of the negotiated goal. Five thousand one hundred eleven dollars for Median income was achieved surpassing the negotiated goal. The actual rate for

Credential Attainment was 47.9 percent, achieving 90.3 percent of the negotiated target. Forty-nine percent for Measurable Skills Gain was achieved, surpassing the negotiated goal. In PY2020, DOES served a total of 207 WIOA Youth participants and a total of 44 WIOA Youth participants were exited during the April 1, 2020 through March 31, 2021 reporting period

Table 3: WIOA Youth Program Performance – PY2020

WIOA Youth Performance- PY2020			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	58%	65.3%	100%
Employment Rate- 4th Qtr after exit	56%	45.1%	80.5
Median Earnings	\$3200	\$5,116	100%
Credential Attainment Rate	53%	47.9%	90.3%
Measurable Skills Gain	20%	49.0%	100%

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. In PY2020 the WP program served 4,275 participants.

Performance results for the Wagner-Peyser Program in PY2020 are found in **Table 4** below. In PY2020, 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 53.1 percent was 94.8 percent of the negotiated target; the 58.1 percent Employment Rate- 4th Qtr after exit accounted for 77.5 percent of the negotiated target; and the \$7,441 Wagner-Peyser Median Earnings exceeded the target of \$5,400. In PY2020, DOES served a total of 4,275 Wagner-Peyser participants and a total of 2,697 Wagner-Peyser participants were exited during the April 1, 2020 through March 31, 2021 reporting period

Table 4: Wagner-Peyser Program Performance – PY2020

Wagner-Peyser Performance- PY2020			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr after exit	56%	53.1%	94.8%
Employment Rate- 4th Qtr after exit	75%	58.1%	77.5%
Median Earnings	\$5,400	\$7,441	100%

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 PY2020, the District achieved a 21.8 percent (1,787/8,191) Repeat Business Customer Rate.

The Employer Penetration Rate approach is useful in determining whether the core programs are serving a large portion of total employers in an area and are adequately meeting the workforce needs of the area. In PY2020, the District achieved a 6.7 percent (2,920/43,770) 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, as well as 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 the accuracy, validity, and reliability of data. The District requires that the WIOA programs use the DCNetworks system to upload or scan participant documents upon receipt for data validation purposes. 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 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.

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.

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. Program year (PY) 2020 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*. 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 places a greater emphasis on discerning the organizational contractual compliance and governing accounting principles, such as general ledger and financial statement review as well as accounting system information. *Presently, DOES has no WIOA sub-recipients.*

Provider and WIOA Sub-Recipient Risk Assessment forms will be 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 history¹ 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 history² 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.
<u>Instances where there are fraud convictions and/or debarment is found, the entity will be immediately assessed for contract cancellation and/or appropriate action.</u>			
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, along with corresponding verification documents, within 14 calendar days of distribution.

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)

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.

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 to growing companies who 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 quickly coordinate services with the employer. The District follows federal guidelines under the Worker Adjustment and Retraining Notification (WARN) Act to trigger the delivery of services.

In PY2020 RR received twenty-five (25) 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 - PY2020				
Notice Date	Organization Name	Number of Employees Affected	Effective Layoff Date	Code Type
7/17/2020	Pret A Manger	152	3/16/2020	Layoff
7/21/2020	Dupont Circle Hotel	157	3/22/2020	Layoff
7/23/2020	Conrad Hotel	359	3/20/2020	Layoff
7/23/2020	Omni Shoreham Hotel	599	3/27/2020	Layoff
7/24/2020	Washington Hilton	533	3/19/2020	Layoff
7/29/2020	Compass Group USA, Inc. d/b/a/ Restaurant Associates @ World Bank	261	10/1/2020	Layoff
7/30/2020	Compass Group USA, Inc. d/b/a/ Restaurant Associates @ CVC	48	8/1/2020	Layoff
7/30/2020	Compass Group USA, Inc. d/b/a/ Restaurant Associates @ Senate	199	10/1/2020	Layoff

8/6/2020	Embassy Suites Hilton- DC Convention Center	106	3/20/2020	Layoff
8/11/2020	HMS Hosts - DCA	79	3/16/2020	Layoff
8/17/2020	Restaurant Associates (Kennedy Center)	88	8/15/2020	Layoff
8/17/2020	Monumental Sports and Entertainment	175	10/16/2020	Layoff
8/19/2020	Rose Restaurant Group, LLC and affiliates (Rose's Luxury, Pineapple and Pearl, Little Pearl)	72	September 15, 2020 and March 18, 2020	Layoff
8/20/2020	Phoenix Park Hotel	57	10/7/2020	Layoff
8/20/2020	Compass Group USA Inc. dba Chartwells	220	8/20/2020	Layoff
8/23/2020	Neiman Marcus Group	78	10/23/2020	Permanent Closure
9/14/2020	Marriot Washington Metro Center	91	11/20/2020	Layoff
9/30/2020	Kimpton Hotel Palomar	55	TBD	Layoff
10/1/2020	LeTote, Inc.	33	12/1/2020	Permanent Closure
10/12/2020	Aramark at Georgetown Hotel and Conference Center	55	TBD	Layoff
10/16/2020	Aramark at Capital One Area	738	TBD	Layoff
10/16/2020	Aramark at Washington Convention Center	123	TBD	Layoff
10/22/2020	Washington Metropolitan Area Transit Authority	1,604	12/25, and 2/2021 - 6/2021	Layoff

10/22/2020	Cosmos Club	70	5/4/2020	Layoff
3/2/2021	CACI Technologies, Inc.	77	4/30/2021	Permanent Closure
3/16/2021	Curative, Inc	187	5/15/2021	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 how to register on our DC Networks platform so that we may connect them to Unemployment Insurance or other programs available in the District.

To assist with layoff aversion, the RR team provided referrals to job opportunities within similar occupations. If no opportunities were available within the occupation, other supportive services, or training opportunities were presented as options to dislocated workers. The RR team also provided applicable materials on American Job Center Services to include 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. Affected workers received information and assistance with Unemployment Insurance filings or issues within filing timeframes.

Moreover, RR accommodated businesses within a sector to place dislocated workers within their industry or occupation based on available opportunities and provided information on Shared Work Opportunities available via the Unemployment Insurance Tax Office.

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

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 eligible spouses receive priority of services over non-veterans in a multitude of 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. The DVOP staff provides individualized career services to veterans identified to have significant barriers to employment (SBE) using the case management approach.

The District recognizes that through their service, veterans gain valuable knowledge, strengthened character and transferable skills which can translate over into the civilian labor market. 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 participants 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 will expand grant activities of providing 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.

Given the changing COVID-19 pandemic landscape in the District, DOES will implement a hybrid model that allows DOES to continue to offer low-demand disaster-relief employment opportunities and add career training services component to prepare Washingtonians for a post-pandemic labor force, increasing occupational skills and employment marketability. The pivot to expand grant activities to better serve District residents aligns with DOES' Vision Forward plan to address essential occupation skills upskilling that will lead to viable career pathways for the District's post-pandemic workforce.

To date, DOES served thirty-six (36) participants with the DWG funding, providing DRE positions. DWG funding will support an additional eleven (11) DRE placements. The remaining funds will support fifty-three (53) participants who will receive employment and training services to allow these participants to obtain unsubsidized, sustainable employment following the conclusion of the grant-supported activities.

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. The Workforce on Wheels team is dispatched to various communities across the District to address the needs of District youth and residents. 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.

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 peak of pandemic, due of 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.

Pre-Apprenticeships

The District is one of the few jurisdictions that directly funds pre-apprenticeship programs. DOES's Office of Apprenticeship, Information and Training ("D.C. 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 been an effective tool to increase 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. In order 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 that has a mandatory apprenticeship registration requirement; the District established the "Step-up Apprentice" classification, which gives 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-period 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

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. District residents pending release from incarceration face a unique set of challenges when seeking to obtain employment. 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 who are selected are transferred to an exclusive housing unit that is 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 a multitude of 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.

Participants who take advantage of Project Empowerment referrals are able to start earning a wage almost immediately after being released. For these participants, the transition is significantly easier. The remaining graduates have an open invitation to join 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 have an opportunity to 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 will provide 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 will be 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 continuously enhance service delivery and improve program outcomes. The following success stories highlight program participants who exceeded performance expectations.

NDWG: Participant One was one of the DWG high performers who was offered a position at DOES. His background included experience as a graduate assistant at a community college and managerial expertise at a national retail pharmacy chain. Armed with an accounting degree, Participant One's attention to detail, accuracy, and organizational skills made him an asset to his DOES work team.

Participant Two graduated from college in May 2018 and worked for a defense contractor in cyber and physical security in a highly-sensitive position with Homeland Security. Due to COVID-19, the federal workforce shifted to remote work, and his duties became obsolete. His job was eliminated. DOES benefited from his ability and experience to utilize database systems and process sensitive information quickly.

In addition to attending a local university part-time, Participant Three worked with a residential program for individuals with disabilities. Cutbacks in funding led to a loss in their employment, and Participant Three filed for unemployment and sought assistance from caseworkers at the American Job Center. She was referred to the DWG and placed on a UI team, strengthening her communication and computer skills.

Participant Four's qualifications included a Business Administration degree and ten years in the customer service and managerial field. From the beginning of her tenure in DWG, this participant was pleased to immediately receive extensive training along with the equipment and supplies to enable her to carry out her assignment. Participant Four shared with her caseworker that her placement in DWG "went very well; she loved it and had no issues or concerns." Moreover, she acknowledged that she expanded her skills, especially with research and data retrieval, and set a personal goal to secure permanent employment with the agency.

JVSG: Participant Five, Disabled Air Force Veteran, Enrolled into JVSG on 1.6.2021, highest education was an AA Degree, veteran had skills in Office Management, Medical Records Technician and Medical Assistant. Veteran referred to LVER on 1.10.2021, veteran applied to 4-6 jobs weekly. Veteran continued pursuing a higher education, veteran applied to the DC Charter Schools, Civilian GS9 position at Andrews Air Force Base and Government Positions. Veteran was offered a contract position as Office Manager with the Friendship Place Elementary Charter School, started on 3.5.2021, 55K a year with benefits

"Thank you for all your assistance. I will continue to reach out to you to further build my career. Have a nice day!"

WIOA: Participant Six was working as a cab driver and enjoyed driving but deep down he knew he wanted to increase his income. He had heard that the WIOA program could pay for CDL training and he took off from work to go to the American Job Center to find out more information. He was able to be enrolled in WIOA and was sent to CDL training at 1st CDL of NOVA. After a delay due to the pandemic, he was able to obtain his CDL Class A in September 2020. Since that time, he has started his own transportation company. The customer shared the following message about his experience,

“I really appreciate you! If not for you I should not complete my training and have job now. You assisted me on your lunch break by understanding my desperation to support my family. If I didn’t have this job, I might be a homeless by now with my family. I will be creating 4 job opportunities by end of March.”

SECTION IX: Evaluation Activities

The District did not perform any evaluation activities in PY2020; however, the District is planning an Equity Audit in PY2021. The Equity Audit will provide more than outcome-based data analysis; but providing a humanistic approach to understanding DOES’ data along the lines of color, national origin, age, sexual orientation, gender identity or expression, and place of residence as well as providing data along the lines of equity, inclusion and diversity, telling the agency’s whole story, statistically, and providing analysis on how DOES can better inform its stakeholders and partners about its commitment to, equity, inclusion and diversity within the community it serves. The audit will also evaluate how the agency’s policies impact and influence the greater workforce ecosystem.

SECTION IX: WAIVERS

The District of Columbia did not have any approved Workforce Innovation and Opportunity Act Waivers during PY2020.

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