

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF EMPLOYMENT SERVICES

PY2022

WORKFORCE INNOVATION AND OPPORTUNITY ACT ANNUAL NARRATIVE REPORT



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SECTION I: DISTRICT OF COLUMBIA WORKFORCE VISION

The District of Columbia's Workforce Innovation and Opportunity Act (WIOA) Unified State Plan (2020-2023) serves as a roadmap for enhancing its workforce development system. The vision, goals, and strategies outlined in the Plan continue to move the District of Columbia to an accessible and effective workforce system wherein residents can easily access high-quality services offered through various channels through seamless service delivery.

The strategic vision for the District's 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; strengthen the public workforce system; improve access to services; expand talent pool for businesses; develop seamless pathways to in-demand careers; and improve performance and assess the provision of workforce services. These efforts embody the five significant goals identified for the District of Columbia.

SECTION II: DISTRICT'S WORKFORCE GOALS

The public workforce system continues to work towards accomplishing the goals outlined in the Unified State Plan. The workforce system partners developed five goals to achieve the District's vision including:

Enhance System Alignment

District workforce development, education, and social services providers will collaborate to deliver coordinated and effective workforce-related services that support residents' ability to achieve their career and education goals and support businesses in ensuring the District's workforce has the skills required to meet business demand.

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.

Expand the Talent Pool for Businesses

The District's high-growth industries with in-demand occupations, will be able to access a broader pool of District talent with the skills necessary to meet business talent needs.

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.

Increase Performance and Accountability

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

District Unified WIOA State Plan Development 2024 - 2028

Through coordination and alignment across government and the private sectors, the DCWIC is responsible for developing and overseeing the implementation of the District's Unified WIOA State Plan. The District's current WIOA state plan concludes in 2024, and the DCWIC is in the process of facilitating the 2024-2028 planning process, which is due to the U.S. Department of Labor (USDOL) in March of 2024. The WIC has participated in USDOL regional meetings where guidance was provided on new areas of focus that should be included in the new plan and will work with workforce stakeholders to ensure collaboration and alignment in the vision and goals for the District over the next four years along with holding up the goals of the Mayor's comeback plan.

PY2022 WIOA State Plan Progress

The District's PY2022 progress toward achieving the State's workforce vision and five goals identified in the State Plan are listed below:

- The District of Columbia Workforce Investment Council (DCWIC) hosted a two-day Workforce Summit on June 1 and 2 at the Kellogg Conference Center. The goals of the summit were to: provide participants with important national and local workforce issue updates; highlight data, trends, tools, and tips for enhancing their ability to help jobseekers reach their career goals; hear from business leaders about the skills and talent required for the jobs of today and the future; facilitate networking and partnership development; and celebrate participants' successes. There were four plenaries and 15 workshops offered over the two days. Twelve exhibitors provided access to information and resources. Approximately 150 workforce professionals from across the district attended, and were joined by Deputy Mayor for Education Paul Kihn, Department of Employment Services Director Dr. Unique Morris-Hughes, DCWIC Antwayne Chairman Ford, US Department of Transportation Strategic Advisor Paige Shevlin and USDOL Deputy Assistant Secretary Laura Watson for opening remarks. DCWIC Board Members Thomas Penny, Kunta Bedney, Nathan Smith, Steven Boney, and Justin Palmer from the DC Hospital Association spoke to industry needs and trends. Joseph Seymour from KRA Corporation presented on providing trauma-informed care, and a highlight was hearing from eight participants on their successes and accomplishments.
- On September 9, 2023, the WIOA Youth Working Group hosted a hiring event for youth between the ages of 18-24. With more than 10 employers, along with apprenticeship opportunities, youth met with businesses to hear about the skills required for the job. The event, which took place at the Martin Luther King Library, drew over 300 young jobseekers.
- In March 2023, the DCWIC introduced a substantial enhancement to the Eligible Training Provider List (ETPL) policy. The revised policy notably broadens the landscape of opportunities, making it more accessible to a diverse range of Training Providers, both from within and outside the district. This expansion represents a significant milestone, underscoring our unwavering dedication to aligning our workforce development system with the ever-evolving needs of the district and the broader regional high-demand sectors.

- Throughout the year, the DCWIC achieved significant milestones, showcasing the district's agility and responsiveness in workforce development. The accomplishments included the revision of the District's high-growth industry and in-demand occupation list, now synchronized with unified state planning for ongoing relevancy. The DCWIC proactively addressed the shifting needs of the business community by expanding the high-growth sector list to include two additional industries. Simultaneously, the WIC enhanced the in-demand occupations list, which now spans over 270 positions, all strategically chosen to empower upward mobility for District residents and to meet the needs of the business community.
- During this period, the DCWIC made a commitment to elevating workforce quality, by developing a robust set of nine training quality standards, encompassing both quantitative and qualitative benchmarks for training providers. Comprehensive standards offer the business community a reliable framework to access high-quality talent, while also ensuring that job seekers are finely attuned to meet the specific demands of local businesses. By adhering to these standards, the district not only empowers the workforce but also fosters a dynamic environment that facilitates continuous improvement among training providers. In addition, these standards guide future investments by workforce partner agencies to ensure seamless alignment between the needs of the business community and job seekers. Currently in the pilot phase, these standards are poised to make a lasting impact on the economic success of the district upon full implementation.

SECTION III: SECTOR STRATEGIES/CAREER PATHWAYS

The DCWIC recently updated the District's high-growth industries and in-demand occupations to continue to support workforce preparedness for both current employment needs and future job opportunities. The addition of Education, Hospitality Retail Tourism, and Entertainment, Transportation Infrastructure and Utilities, and Business and Office Administration as standalone categories complements the District's initial high-demand sectors in IT, Healthcare, Construction, Security, and Law Enforcement. These adjustments stem from the work of the Career Taskforce in 2014 and reflect the District's proactive approach to aligning our workforce with the evolving needs of District businesses. By expanding high-demand sectors to eight, the District is laying the foundation for tailored training programs for front-line staff, ensuring they are equipped with knowledge about available occupations. Additionally, the District is actively working on fostering sector partnerships to facilitate direct business engagement, strengthening the vital connection between our workforce and industry demand.

Career Pathway Maps

The career pathway maps developed by the Workforce Investment Council were updated to reflect the data informing the new High Demand Sectors. The career pathway maps are tools that help individuals explore available opportunities in the District's high-demand sectors; they also serve as a tool for professionals in education, workforce development, and human resources, as they support job seekers and employees in choosing among the opportunities that interest them. The career pathway maps include information about credentials, labor market value, and wages relevant to the local context. In the summer of 2023, DCWIC updated its pathway maps, increasing them from 13 Career Pathway Maps to 18 Career Pathways Maps to include the updated high-demand sectors. The Career Pathway Maps are currently in the process of being vetted by the business community to strengthen their content.

Eligible Training Provider List (ETPL)

As a pivotal component of the WIOA, the ETPL plays a vital role in connecting individuals with valuable workforce training and education opportunities. The ETPL is a curated list of training providers and programs that have undergone rigorous certification to meet specific eligibility and performance criteria, as established by the DCWIC. This list serves as a guiding compass for individuals seeking training, ensuring that the offerings align with the demands of high-demand sectors in the District, as well as in the broader region, encompassing Maryland and Virginia. Individual Training Accounts are issued at the American Job Centers, but providers are supported by the DCWIC for performance.

In March 2023, DCWIC undertook a substantial update to the ETPL policy to contain performance data that matches the WIOA agreed-upon metrics; included reciprocity information to provide capacity for expanding the ETPL with providers outside of the District; moved data collection from an annual basis to a quarterly basis to allow for more accurate data collection and the ability to get more point-in-time information on our providers; included a participant social security number requirement to meet the DOL employment data collection requirement; required that Providers on the list remain in good standing with Human Care Agreement(HCA) requirements.

As of the present, the DCWIC's list includes a total of 23 training providers offering 96 training programs that directly align with the High Demand Sectors in the District. Among these, three vendors have an HCA with DOES, allowing District residents to receive Individual Training Account Scholarships to attend training. The District is actively working to increase the number of quality training vendors. In the past months, two roundtable discussions were organized with DOES and the Office of the State Superintendent of Education to ensure that training vendors are rigorously reviewed and vetted based on program outcomes set by USDOL and the District.

The District's Virtual Referral Platform: My Journey DC

DCWIC is committed to developing and modernizing the data infrastructure of the workforce development system, building the infrastructure necessary to analyze and report on workforce development programs and outcomes. My Journey DC represents a comprehensive platform that includes a community catalog of more than 70 organizations and 250 workforce programs available for DC residents to self-refer to workforce-related programs and services. The DCWIC has transitioned the in-person component of Career Coach DC to a virtual experience through the participant portal. In addition, WIC staff refer individuals between agencies and programs, ensuring the meeting of all jobseekers' needs for career success. To date, over 7,000 residents have been referred to services through My Journey DC including:

- Career coaching services
- Job-readiness assistance
- Access to occupational skills training

DC One Stop Operator

In partnership with the DCWIC, the One-Stop Operator continues to host weekly WIOA American Job Center (AJC) Partner meetings. These meetings have been instrumental in discussing customer flow in the Centers, in-person and virtual service provision and a review and analysis of the customer referral process. Continuous improvement activities have ensured that residents are able to connect to the services and resources they need to be successful in their career, education, training, and employment goals.

SECTION IV: CUSTOMER SATISFACTION

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

The Customer Navigation Center (CNC)

The Customer Navigation Center (CNC) is a centralized communications unit that provides efficiency for DOES customer service initiatives. The CNC's goal is to support agency customer service standards while acting as tertiary support for agency programs. The CNC takes calls, answers general questions and takes and enters participant information into secured systems with the ability to provide detailed information on participant intake. The CNC has proven to be an essential customer service cornerstone for DOES and has expanded to include several DOES programs with plans to add more.

Ask the Director

One of the agency's comprehensive customer satisfaction feedback tools is the DOES "Ask the Director" feature that is accessible through the agency website, does.dc.gov. Through this feature, customers can send questions, concerns, and comments directly to the DOES Director. 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 rely on the collection and thoroughly review of customer feedback to effectively address and improve programmatic processes, procedures, outcomes, and service delivery. Once the Director receives feedback, it is forwarded to a manager within the appropriate division for review, clarification, and response. Corrective actions, if necessary, are finalized and implemented. The agency informs the customer of any actions and outcomes directly related to the inquiry or comment. All resulting determinations are evaluated so customer concerns are addressed, and programmatic enhancements are made, as needed, based on the feedback provided. Additionally, feedback and inquiries are received through the District's "Ask the Mayor" portal, like the "Ask the Director" tool with a broader scale and customer reach.

Internal-Facing Customer Service

In addition to external customer service, DOES also values internal customer service to employees:

The Oracle

In July 2017, the agency introduced an internal newsletter, The Oracle, to DOES staff. The newsletter, which comes out every Wednesday, 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 into how the agency can improve employee morale, provide continued support, and ensure employees are engaged in work performance. Employee surveys are completed each fall. The most recent employee survey was completed 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 detect District resident, worker, and business experience with the AJCs. The surveys offer insight into the agency's continuous improvement approach to the service delivery model.

DOES looks forward to continuing to learn from residents, workers and businesses and providing the best service to fit their needs.

DOES Intranet

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

Employee Recognition

The agency holds a yearly All Staff Professional Development Day in September and recognizes staff across the agency. Programs also offer awards throughout the year during their all-staff events. Lastly, DOES holds quarterly events to boost employee morale and celebrate the staff for their hard work.

SECTION V: PERFORMANCE ACCOUNTABILITY

The District's performance goals for PY2022 were established in cooperation with the USDOL 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 rates during the 2nd and 4th quarters after exiting the programs, median earnings, credential attainment rates, and measurable skills gains. DOES utilizes the Virtual One-Stop System (VOS), locally known as DC Networks, as its workforce development management information system to document and meet the accountability and reporting requirements of the USDOL under WIOA.

DC Networks is an integrated web-based system that facilitates the connection between employers and jobseekers. It provides jobseekers, training providers, employers, and UI applicants with 24-hour access to the District's workforce development resources, and labor market information that allows customers to compare information, such as industry growth, wage rates, current opportunities, and education requirements. Additionally, DC Networks provides employers with viable solutions for online recruiting with 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.

WIOA 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 serves the broadest range of individuals, including unemployment insurance claimants, returning citizens, those with disabilities, public assistance recipients, veterans, and those with limited work history.

One of the primary objectives has been to enhance system alignment to ensure seamless coordination among various workforce and education programs. By fostering strong partnerships and collaboration among key stakeholders, including government agencies, educational institutions, community-based organizations, and employers, DOES has created a cohesive and integrated system that effectively addresses the needs of jobseekers and businesses. Through streamlined processes and shared resources, redundancies are eliminated and the efficiency and effectiveness of the workforce development efforts are improved.

Improving community access to workforce and education services has been another crucial focus area. We recognize that access to quality services is essential for individuals to succeed in the job market. To achieve this, DOES has worked tirelessly to expand reach, particularly in underserved communities. Through the establishment of AJCs throughout the District, and the utilization of Workforce on Wheels (WOW) mobile career center, DOES has made accessibility a reality and brought services into the communities that need them the most. Additionally, the agency expanded WOW outreach utilizing it as a strategy for partnerships to bring services into neighborhoods by partnering with community-based organizations through hosted events that raise awareness about available resources and ensure that all individuals have equal access to the support they need to thrive.

Expanding the talent pool for businesses has been a key priority for DOES. A skilled and diverse workforce is vital for economic growth and sustainability. To bridge the skills gap and meet the evolving demands of businesses, DOES has have invested in comprehensive job training programs and partnerships with employers and educational institutions to ensure that jobseekers have access to relevant and quality training opportunities. By aligning training programs with industry needs and leveraging apprenticeship and internship initiatives, DOES has successfully expanded the talent pool and provided businesses with a pipeline of qualified candidates.

Performance targets and outcomes for the WIOA Adult Program in PY2022 are presented below in Table 1. In PY2022, the District's negotiated performance standard was 67 percent for Employment Rate - 2nd Quarter After Exit, 71 percent for Employment Rate - 4th Quarter After Exit, \$7,600 for Median Earnings, 60.5 percent for Credential Attainment Rate, and 65.5 percent for Measurable Skills Gain. The actual Adult Employment Rate - 2nd Quarter After Exit of 71.7 percent exceeded the negotiated target. The 71.7 percent Employment Rate - 4th Quarter After Exit was 107% percent of the target. The Adult Median Earnings of \$10,544 exceeded the target of \$7,600. The Credential Attainment Rate of 63.7 percent exceeded the negotiated target of 60.5 percent. The 87.7 percent Measurable Skills Gain exceeded the target of 65.5 percent. In PY2022, DOES served 834 WIOA Adult participants, and 199 WIOA Adult participants exited during the April 1, 2022 through March 31, 2023 reporting period.

Table 1: WIOA Adult Program Performance - PY2022

WIOA ADULT PERFORMANCE- PY2022			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate - 2nd Qtr. after exit	67%	71.7%	107%
Employment Rate - 4th Qtr. after exit	71%	71.7%	101%
Median Earnings	\$7,600	\$10,544	138.7%
Credential Attainment Rate	60.5%	63.7%	105%
Measurable Skills Gain	65.5%	87.7%	134%

WIOA 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 and individualized career training and follow up services to Dislocated Workers, virtually and in-person at the AJCs.

Performance results for the WIOA Dislocated Worker Program for PY2022 are presented below in Table 2. In PY2022, the District's negotiated performance target was 74.5 percent for Employment Rate- 2nd Quarter After Exit, 71 percent for Employment Rate- 4th Quarter After Exit, \$10,900 for Median Earnings, 60 percent for Credential Attainment Rate, and 71.5 percent for Measurable Skills Gain. The District's actual Employment Rate- 2nd Quarter After Exit of 76.7 percent exceeded the negotiated target. The 77.6 percent Employment Rate- 4th Quarter After Exit exceeded the target; the Median Earnings of \$13,154 exceeded the target of \$10,900, the Credential Attainment Rate was 57.1 percent; and the 86.4 percent Measurable Skills Gain exceeded the target. In PY2022, DOES served a total of 195 WIOA Dislocated Worker participants and a total of 72 WIOA Dislocated Worker participants exited during the April 1, 2022 through March 31, 2023, reporting period.

Table 2: WIOA Dislocated Worker Program Performance - PY2022

WIOA DISLOCATED WORKER PERFORMANCE- PY2022			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr. after exit	74.5%	76.7%	103%
Employment Rate- 4th Qtr. after exit	71%	77.6%	109.3%
Median Earnings	\$10,900	13,154	120.7%
Credential Attainment Rate	60%	57.1%	95%
Measurable Skills Gain	71.5%	86.4%	121%

WIOA Out-Of- School Youth Program

The WIOA Out of School Youth Program is a federally funded program serving District youth ages 16-24, who are no longer attending secondary or post-secondary school and experiencing barriers to employment. DOES' Out-of-School Youth Program addresses these challenges by providing occupational skills training, career awareness counseling, work readiness modules, basic education, supported internship experiences, as well as vocational skills training that leads to a nationally recognized credential that will prepare youth for the workforce. Youth who need additional employment support are provided with the necessary assistance to obtain employment and benefit from job readiness and employment training.

In PY2022 WIOA enrolled youth were given the opportunity to participate in one of three paths offered by DOES' Out-of-School Youth Programs. Programs included: Pathways for Young Adults Program (PYAP), Youth Earn and Learn Program (YEALP), and Youth Innovation Grant (YIG). Of the youth who entered one of the three programs, 57.5% of them received at least one of these credentials:

- CDL- Class B License
- Information Technology Certification
- Adobe Certified Professional
- Emergency Medical Technician Certified
- SERV Safe Certification
- Business License
- Customer Service for retail sales and Hospitality Certification
- Cosmetology- Hair Braiding Certified
- Green Infrastructure
- Scrum Agile Project Management Credential

Performance results for the WIOA Youth Program in PY2022 are found below in Table 3. In PY2022, the District's negotiated performance target was 60.5 percent for Employment Rate - 2nd Quarter After Exit, 58.0 percent for Employment Rate - 4th Quarter After Exit, \$4,500 for the Median Earnings, 53.5 percent for the Credential Attainment Rate, and 32 percent for Measurable Skills Gain. The actual Youth Employment Rate - 2nd Quarter After Exit was 79.2 percent, exceeding the negotiated target. The Employment Rate - 4th Quarter After Exit was 65.5 percent, exceeding the negotiated goal. The Median income of \$5,015 surpassed the negotiated goal. The actual rate for Credential Attainment was 29.8 percent. The 67.4 percent Measurable Skills Gain surpassed the negotiated goal. In PY2022, DOES served 213 WIOA Youth participants and 191 WIOA Youth participants exited during the April 1, 2022 through March 31, 2023 reporting period.

Table 3: WIOA Youth Program Performance - PY2022

WIOA YOUTH PERFORMANCE- PY2022			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr. after exit	60.5%	79.2%	131%
Employment Rate- 4th Qtr. after exit	58%	65.5%	112.9%
Median Earnings	\$4,500	\$5,015	111.4%
Credential Attainment Rate	53.5%	29.8%	56%
Measurable Skills Gain	32%	67.4%	211%

Wagner-Peyser

The Wagner-Peyser (WP) Program helps thousands of adult workers connect with employment opportunities and services to develop job 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.

Throughout the past year, the program has made significant progress in fulfilling the agency's mission of connecting jobseekers with employment opportunities and supporting businesses in their recruitment efforts. DOES implemented various initiatives and strategies to ensure both jobseekers and businesses receive the necessary support and resources. One of the key highlights of the program is the establishment of a robust labor exchange system. This system serves as a centralized hub where jobseekers can access a wide range of employment opportunities, job training programs, and career development resources. By leveraging advanced technology and partnerships with local employers, DOES has streamlined the job search process to ensure jobseekers are matched with suitable employment opportunities.

Looking ahead, DOES remains committed to enhancing services and addressing the evolving needs of the community. The District will continue fostering a thriving workforce ecosystem where jobseekers are empowered to secure gainful employment and businesses have access to a talented pool of candidates. DOES will strive to expand our partnerships, leverage innovative technologies, and stay abreast of industry trends to ensure the success of the program.

Performance results for the WP program in PY2022 are found below in Table 4. In PY2022, the District's negotiated performance target was 57 percent for Employment Rate - 2nd Quarter After Exit, 60 percent for Employment Rate - 4th Quarter After Exit, and \$6,600 for Median Earnings. The actual Wagner-Peyser Employment Rate - 2nd Quarter After Exit was 54.2 percent, which accounted for 95.1 percent of the

negotiated target. The 59 percent Employment Rate - 4th Quarter After Exit accounted for 98.3 percent of the negotiated target. The \$7,108 WP Median Earnings exceeded the target of \$6,600. In PY2022, DOES served 4,826 WP participants and 4,162 participants were exited from the April 1, 2022 through March 31, 2023 reporting period.

Table 4: Wagner-Peyser Program Performance - PY2022

WAGNER-PEYSER PERFORMANCE- PY2022			
Performance Indicator	Negotiated Target	Actual	Percent of Target Achieved
Employment Rate- 2nd Qtr. after exit	57%	54.2%	95.1%
Employment Rate- 4th Qtr. after exit	60%	59%	98.3%
Median Earnings	\$6,600	7,108	107.7%

Effectiveness in Serving Employers

WIOA section 116(b)(2)(A)(i)(VI) requires the USDOL 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 the 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 (July 1 - June 30).

The USDOL 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 assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time. In PY2022, the District achieved a 23.8 percent (1,763/7,400) Repeat Business Customer Rate.

The Employer Penetration Rate approach is useful in determining whether the core programs serve a large portion of the total employers in an area and are adequately meeting the area's workforce needs. In PY2022, the District achieved a 5.2 percent (2,590/49,713) Employer Penetration Rate.

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, Youth and Title III Wagner-Peyser Employment Service programs.

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 DC Networks 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 DC Networks 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 following the guidelines specified in TEGL 7-18, TEGL 23-19 change 1, and TEGL 23-19 change 2. 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 (MOU), are executed in accordance with their governing executed agreement, WIOA requirements, and all required federal and local laws.

The DOES monitoring plan encompasses a risk-based model and includes comprehensive and administrative program and fiscal reviews. Comprehensive reviews evaluate programs and providers based on desk reviews and in-person or virtual site visits; administrative reviews are based on desk reviews and interviews, if applicable, to discuss submitted documentation and organizational functions and processes. In PY2022, DOES monitoring included:

- Comprehensive program and fiscal reviews of WIOA-funded provider grants and HCAs;
- Comprehensive program review of the Jobs for Veterans State Grants Program;
- Administrative program and fiscal reviews of WIOA-funded provider grants and HCAs, elements of the District's WIOA youth program, and WIOA funds disbursed to the DCWIC; and
- Administrative program review of the AJCs.

The post-COVID-19 climate met the agency with an unforeseeable influx of federally- and locally funded provider contract awards to support the large volume of District residents seeking work-based training opportunities. In response, the team modified their monitoring and risk assessment policies to effectively manage the surge in provider agreements and programs. During PY2022, provider risk assessment activities ran concurrently with scheduled provider reviews and included an evaluation of program compliance, staffing and payroll, performance outcomes, financial reports, and organizational documents, which included programmatic and fiscal policies and procedures.

The DOES monitoring plan 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 provider-based assessments: New Provider Risk Assessment and WIOA Sub-Recipient Risk Assessment. The revised Risk Assessment plan is as follows:

New Provider Risk Assessments

New Provider Risk Assessments are completed by an authorized provider stakeholder to establish and document their level of risk for factoring in provider reviews. New Provider Risk Assessments 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 (IT)** – description of policies and assigned levels of authority as it pertains to IT systems, backing up data, and disaster recovery; and
- **Previous Risk Areas** – disclosure of internal and external programmatic reviews, such as DOL monitoring, previous monitoring, and District of Columbia City Administrator Audit reports.

Existing DOES providers are reassessed for risk status during the normal course of provider monitoring. This is achieved through the evaluation of their program compliance, performance outcomes, staffing, financial reports, previous monitoring, and organizational, programmatic, and fiscal policies and procedures. Changes in provider risk status are noted and monitoring methodologies are updated accordingly.

WIOA Sub-Recipient Risk Assessments

Presently, DOES has no WIOA sub-recipients.

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 of: <ul style="list-style-type: none"> • Drastic changes in staffing levels and personnel • Program compliance shortfalls • Disallowed program costs • Instances of fraud or disbarment 	Some documented history of: <ul style="list-style-type: none"> • Drastic changes in staffing levels and personnel • Periodic program compliance shortfalls • Disallowed program costs • 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 • Possible instances of fraud or disbarment
	In 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 percent file sampling size and follow-up activities as needed.	Moderate -level risk designated entities will undergo a more moderate program, fiscal, and operation monitoring efforts with a four percent file sampling size and follow-up activities as needed.	High -level risk designated entities will undergo program, fiscal, and operation reviews tailored specifically to the areas of concern with a six percent file sampling size. DOES program administrators are notified of designated entities' high-risk status.
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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). New 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

Rapid Response

Rapid Response (RR) continues to support the needs of District businesses and dislocated workers within the business community parameters of collaboration and cooperation. Authorized under WIOA, Rapid Response (RR) services are implemented in partnership with the American Job Centers in response to layoffs and closures. RR collaborates with employers and employee representatives to maximize public-private partnerships and resources while reducing or eliminating job loss within the District's local economy and workforce development system.

The RR team responds within 48 hours of receiving notices of Reduction in Force (RIFS), mass layoffs, or company closures. The District of Columbia adheres to federal guidelines under the Worker Adjustment and Retraining Notification (WARN) Act to trigger the delivery of services and may assist dislocated workers upon request of the business.

In PY2022, RR received Worker Adjustment and Retraining Notifications. The Employers, listed below in Table 6, were contacted, and immediate assistance was offered to the employers and affected workers.

Table 6: WARN Notifications

WORKER ADJUSTMENT AND RETRAINING NOTIFICATIONS - PY2022				
Notice Date	Organization Name	Number of Employees Affected	Effective Layoff Date	Code Type
July 27, 2022,	Golden Services, LLZC	82	September 30, 2022,	Layoff
September 15, 2022,	Democratic Congressional Committee	385	November 15 - December 16, 2022	Layoff
September 15, 2022	Democratic Congressional Committee (DNC)	291	November 30, 2022	Layoff
October 3, 2022	Democratic Senatorial Campaign Committee	121	December 3 - December 17, 2022	Layoff
October 31, 2022	Curative, Inc.	66	December 30, 2022	Layoff
October 31, 2022	CAMRIS International, LLC	140	December 30, 2022	Layoff
March 2, 2023	Walmart	267	June 2, 2023	Closure

The RR team offered in-person or virtual presentations covering AJC and other support services, as applicable. Upon completing or during an RR event, individuals are assisted in registering through the DC Networks platform so that they may connect with Unemployment Insurance and other programs available in the District.

Dislocated workers within RR parameters are offered referrals to job opportunities of similar occupations to assist with layoff aversion. Affected workers received information and assistance with Unemployment Insurance filings or issues within filing timeframes. The RR team also provided applicable materials on AJC services, including resume improvement and writing, completing applications on DC Networks or Indeed, and career pathways through training or local District programs such as the DC Infrastructure Academy. Additionally, RR accommodated businesses providing information on Shared Work Opportunities through the Unemployment Insurance Tax Office.

Veteran Services Program

DOES has an unwavering commitment to support veterans seeking employment. Leading this work is the Jobs for Veterans State Grants (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 hiring preferences made available to them when seeking employment in the federal government.

The JVSG program is aimed at assisting veterans who have separated from military service. The JVSG grant has been instrumental in providing comprehensive support and resources to ensure a successful transition for District veterans. The program is committed to empowering veterans on their journey to civilian employment.

The JVSG grant makes a difference as it supports veterans navigating the complex transition from military to civilian life. Through this grant, the District offers a wide range of specialized services tailored to meet the unique needs of veterans, ensuring they receive the assistance required to secure meaningful employment opportunities.

Recognizing that each veteran's experience and aspirations are distinct, dedicated career counselors provide personalized guidance. By understanding their skills, interests, and goals, staff help veterans identify career paths that align with their abilities and aspirations. This tailored approach ensures that veterans can confidently embark on their civilian career journey.

To bridge any skills gaps and enhance employability, the JVSG Disabled Veteran Outreach program (DVOP) representatives connect vets to a variety of job training opportunities. These programs are designed to equip veterans with the specific skills and certifications necessary to excel in their chosen fields. By partnering with training providers, veterans receive high-quality instruction that prepares them for success in the civilian job market. The Local Veteran's Employer Representative (LVER) leverages an extensive network of employers who value the unique talents and experiences veterans bring to the workforce. Through job fairs, networking events, and connections with employers, veterans are connected to meaningful employment opportunities, helping them transition into civilian careers.

The program reflects the commitment to supporting veterans in their transition from military to civilian life. Through comprehensive career counseling in the AJCs, targeted job training, and employment placement services, veterans are empowered to successfully navigate this critical period and secure employment. As programs continue to expand and be refined, DOES remains dedicated to providing the highest level of support to honor the sacrifices made by veterans. Together, the District is building a future where veterans thrive in their civilian careers and contribute to the growth and prosperity of communities.

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 Disabled Veterans' Outreach Program (DVOP) and LVER staff work in concert with the AJC staff and the Talent and Client Services staff to identify and match job ready veterans to local employment opportunities. During PY2022, 51 new veterans were enrolled in the JVSG program.

Senior Community Service Employment Program (SCSEP)

Senior Community Service Employment Program grant in the District of Columbia, under DOES, has been dedicated to empowering workers aged 55 and older for more than 50 years. SCSEP has been instrumental in providing opportunities and support to older workers.

SCSEP has been a catalyst for change, ensuring that older workers in the District of Columbia can continue to contribute their skills, experience, and wisdom to the workforce. By recognizing the value and potential of older workers, the program has played a pivotal role in empowering them to remain active, engaged, and financially independent.

Through the SCSEP grant, the program offers skills enhancement and training opportunities through work experience tailored to the unique needs of older workers. DOES understands that continuous learning is vital for personal and professional growth. Hence, the program provides access to workshops, seminars, and specialized training programs that enhance the skills and knowledge of participants, enabling them to adapt to evolving job market demands.

The SCSEP program emphasizes the importance of community service as a means of fostering professional fulfillment and social connection. The program offers older workers the chance to engage in meaningful community service projects that address critical needs in the District of Columbia. By leveraging their skills and experience, participants make a positive impact on their communities while gaining a sense of purpose and fulfillment.

Co-located in the AJCs as a specialized partner service, SCSEP goes beyond training by providing comprehensive job placement and support services. A small team of professionals work closely with AJC case managers, partner programs and local employers to identify suitable employment opportunities for participants. By connecting older workers with employers who value their experience and expertise, SCSEP facilitates successful job placements. Ongoing support and guidance are provided to ensure a smooth transition and long-term success in their new roles.

SCSEP remains committed to providing support to older workers, ensuring they continue to thrive, contribute, and find fulfillment in their personal and professional lives. Together, the District is building a future where age is celebrated, and the wisdom and experience of older workers are valued and embraced by communities.

National Dislocated Worker Grant

USDOL awarded DOES the COVID-19 Disaster Recovery National Dislocated Worker Grant (DWG) to assist with the implementation of innovative strategies to combat the effects of COVID-19 on overburdened and underperforming systems. The grant was in support of systems requiring immediate humanitarian assistance to help mitigate irreparable damage to District residents.

To address the growing complexities of these public health challenges, DOES expanded grant activities to provide dislocated workers disaster-relief employment (DRE) positions. The activities were 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, and closing the District's skills gap.

In PY2022, DOES served 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 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 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.

Promising Practices

Workforce on Wheels (WOW)

Workforce on Wheels is a mobile career center deployed across the District of Columbia with the greatest need for employment services and accessibility. WOW has been instrumental in achieving the District's workforce goals of enhancing system alignment, improving community access to workforce and education services, and increasing performance and accountability.

A primary objective of the WOW outreach and community engagement team is bringing employment services into underserved communities. WOW focuses on the district's youth, hosting events at locations frequented by youth to support their professional growth and development as they matriculate and navigate from high school, youth programs, trade schools and college into careers. WOW effectively bridges the gap between job seekers and resources. WOW collaborates closely with various stakeholders, including sister agencies, community-based organizations, youth programs, senior programs, and other service providers to ensure a seamless integration of services across all demographics. This alignment has resulted in a more coordinated and efficient system, providing a comprehensive suite of employment, education, and training services to individuals in need.

DOES recognizes the barriers that many district residents face in accessing employment opportunities and educational resources. By strategically deploying the WOW mobile career service center, DOES has brought these services to the neighborhoods with the greatest need. WOW provides accessibility and inclusivity, offering a wide range of services and resources such as job search assistance, skills training, resume building, work readiness workshops and career counseling. This approach ensures that all district residents have equal opportunities to access the tools and support they need to secure good jobs with good wages.

The WOW mobile career center also serves as a gateway to the AJCs and all DOES programs, driving traffic and increasing access to employment, education, and training services. Through continuous performance monitoring and data analysis, DOES has seen an increase in impact, and has identified areas for improvement. The commitment to performance and accountability ensures that the efforts translate into tangible results, helping individuals secure meaningful employment opportunities, and improve economic well-being while the agency improves performance outcomes.

As DOES moves forward, WOW will continue to be a key strategy and cornerstone of the effort to build a robust and inclusive workforce in the District of Columbia. DOES will explore innovative approaches, leverage technology, and adapt to the evolving needs of residents.

DC Infrastructure Academy

The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration, administered by DOES. Infrastructure is one of the fastest-growing industries in the country. The training and services offered by DCIA are designed to meet the need for skilled infrastructure professionals in the Washington, DC region. DCIA coordinates, trains, screens, and recruit residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field. DCIA is 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)

The Office of Apprenticeship, Information and Training (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 of Columbia is one of the few jurisdictions that directly funds pre-apprenticeship programs. OAIT funds several pre-apprenticeship training programs for District residents. One hybrid model gives District residents the advantage of earning wages during their initial training period. This pre-apprenticeship training is a preparatory 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 increased the number of District residents in existing apprenticeship opportunities. These programs are approved, overseen, and funded by the District and are run by labor union entities and companies with existing approved apprenticeship programs recognized by the District of Columbia Apprenticeship Council. 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.

During PY 2022, OAIT has enrolled 169 pre-apprentices. Of those, 143 (85 percent) of the participants have successfully completed their enrollment and 76 percent of successful completers (109 participant) have earned at least one certificate.

The District is one of three jurisdictions in the country with a mandatory apprenticeship registration requirement. DOES established the "Step-up Apprentice" classification, giving District residents another avenue to qualify for union apprenticeship programs. Step-up Apprentices have the same requirements as traditional 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 and some who require additional support are enrolled in WIOA.

On-the-Job Training (OJT)

On-the-Job Training (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 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. OJT agreements detail the individual training outline, objectives, duration of agreement, and reimbursement rate. Wage reimbursements are administered to employers within 30 days upon receipt of invoice.

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

Customer Experience

A customer began to engage with the AJC in November of 2021 after a sudden loss of employment. The customer was seeking employment as a Heating, Ventilation, and Air Conditioning (HVAC) Mechanic. From the beginning of his involvement with the AJC, the customer was committed to job search and followed an employment plan which detailed that the customer should apply to a minimum of five jobs weekly. Often using the job leads sent to him by a DOES Workforce Development Specialist, the customer received several job offers but struggled to find the right fit due to hurdles caused by the pandemic. Ultimately, the customer accepted a position with AI's Twin Air LLC as an HVAC Technician earning \$28.00 per hour. The customer started employment in September 2022.

WIOA Adult

Customer Experience 1

A customer was enrolled in WIOA program for a job search service since October 2019 and was interested in either local or federal government job opportunities. The customer was provided job opportunities within DC Government for which he applied, and some federal jobs. The customer worked with the assigned Workforce Development Specialist on searching for employment, applied for positions, and finally was called for an interview with the Department of Interior for an executive assistant position. The customer passed the two interviews, background check, and clearance process to perform the job. In June 2022, the customer received an offer letter to start in July 2022 making \$74,950.00 annually.

Customer Experience 2

A customer has been engaged in job search with the AJC since November 2021. The customer was referred to Constituent Services Worldwide for a Career Coaching Pro training program. The customer received her Career Pro Coaching certificate in March 2022. The customer needed to refresh her interviewing skills due to not actively being in the workforce. After completion of the Career Pro training program, the customer was ready for the job. The customer worked with her Specialist to secure job leads and connect with the Office of Talent and Client Services regarding career fairs and hiring events.

The Specialist referred the customer to the Office of Talent and Client Services (OTCS). The OTCS referred the customer to So Others Might Eat (SOME) for a Housing Specialist position and the customer was hired full-time. The customer started working in July 2022 as a Housing Specialist at \$33.65 per hour.

Customer Experience 3

A customer was enrolled in the WIOA program for job search assistance in July 2022. The customer was interested in DC Government or a full-time permanent job opportunity. The customer was provided with job opportunities in DC Government that she would apply for and some private sector positions. The customer was a little concerned about her age, the customer thought it could be a barrier for her, but the Specialist encouraged her to be confident that she would find full-time employment. The Specialist continued to provide the customer with job opportunities. In August 2022, the customer was called for an interview with Prince George's County for an administrative specialist position. The customer had a successful interview and received an offer letter for employment at a salary of \$50,000 annually.

Dislocated Workers

Customer Experience

A customer solicited the services of the AJC headquarters and was counseled by an assigned Specialist. After assessment, the Specialist considered the customer an ideal candidate for Certified Information Systems Security Professional (CISSP) training.

The customer completed formal training at Intellectual Point and in December 2019 passed the CISSP certification exam. During the time between training completion and the certification exam, the customer attended DCIA and obtained the Amazon Cloud certification.

The customer met with the assigned Specialist to revise her resume and job search strategy. The Specialist provided considerable encouragement and guidance. Esperis US Inc. hired the customer in December 2021 as a Product Development IT Specialist. Esperis US was an employment agency providing talent to the National Safety Council who offered the customer permanent employment beginning July 2022 with the same job title, hourly pay, and with full benefits. The customer simultaneously obtained employment at Sila Nanotechnologies Inc. in June 2022 working remotely as an application developer earning \$67.30 hourly with full benefits.

WIOA Youth

Customer Experience 1

A customer came to the Office of Out of School Youth programs (OSY) at the age of 18, having recently graduated high school. When inquiring where the customer sees himself in five years, he was unsure. OSY provided information on careers and the training opportunities available. The customer took interest in the culinary program with Constituent Services Worldwide (CSW).

The customer's math comprehension skill was a barrier for employment along with having no employment history. After enrolling in training with CSW, the customer fell in love with the hands-on experience he was gaining and began showing off his new cooking skills to his classmates. Cooking

made it easy for the customer to improve his math comprehension skills by using the food recipes and measurements to ensure the outcome of his meals.

The customer gained work experience from working as a caterer for local community events. Soon, the customer was ready to take his Hotel Certified Restaurant Cook Exam and SERV Safe Food Manager Exam. The customer successfully obtained a Hotel Certified Restaurant Cook and SERV Safe certification. Because of the dedication and hard work, the customer is now employed full-time with Whole Foods Market, on the prepared food service team.

Customer Experience 2

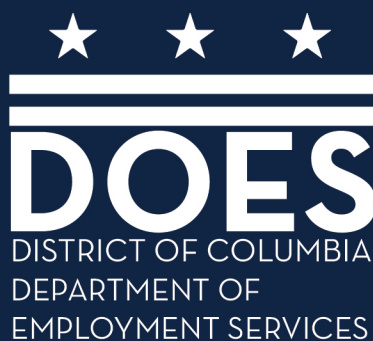
A customer came to the Office of Out of School Youth Programs at the age of 23. The customer stated that she was a high school graduate but struggled with reading comprehension. The customer requested to be enrolled in the hospitality program with Opportunities Industrialization Center (OIC/DC). Knowing that the training would be 100% virtual courses, the customer was determined to master the skills needed to be successful. The customer asked if OIC/DC would work with her over the weekend, as the customer felt she couldn't keep up with the class. The Specialist also noticed that this affected her self-confidence in being on camera and participating in class discussions.

OIC/DC worked diligently with the customer, ensuring that she was successful. Providing daily motivational videos for the first ten minutes of class, the Specialist saw her confidence increase. The customer completed her Work Readiness certification for job seeking, job ready, and job keeping. In addition, the customer passed the National Retail Federation (NRF) Exam for Customer Service & Sales. As a result, the customer earned the title Customer Service & Sales Certified Specialist and obtained employment with St. John's Community Service as an Employment Specialist.

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 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. 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 assesses 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 (ii) earnings in the second calendar quarter following the calendar quarter of the initial claim. Specifically, the evaluation compares 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.



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