

DISTRICT OF COLUMBIA AMERICAN JOB CENTERS BUSINESS PLAN

EXECUTIVE SUMMARY

As provided in the Workforce Investment Act of 1998, the District of Columbia Workforce Investment Council (WIC), in coordination with the Department of Employment Services (DOES), must designate and certify each American Job Center (AJC), formerly the One-Stop Career Center, in the city. Certification will help ensure a consistent level of quality in the services provided in the local workforce investment area. The WIC is charged with establishing criteria and quality standards for the purpose of holding operators accountable for the AJC system and the center operations they oversee. The AJC system performs a vital role in ensuring that all residents have the opportunity to participate in and benefit from the region's vibrant economy.

The District's dynamic economy extends well beyond the employment created by the federal government, including higher education institutions such as Georgetown University, George Washington University, American University, and Howard University; healthcare facilities such as Washington Hospital Center, Children's National Medical Center, and Providence Hospital; and hospitality providers such as Hyatt Corporation and Marriot Hotel Services. While the public sector and the health, education, and hospitality industries continue to be the foundation of the District's economy, the burgeoning information technology and retail sectors are creating new employment opportunities for job seekers across the District. Furthermore, the establishment of business incubators in the District, including 1776 and Union Kitchen, are serving to catalyze an entrepreneurial spirit throughout the city. These economic characteristics serve to establish the needs that the workforce system is tasked with addressing, and this business plan aims to answer how the workforce system can address these needs.

This business plan outlines essential functions and operations of each AJC in adherence to the new certification standards in the District. Adoption of the standards are a major step in the District's ongoing campaign to build a comprehensive workforce development network of services that benefit all citizens who wish to take advantage of them. One way this can be accomplished is through a systemic approach in the development of quality standards and measures of excellence that can be flexibly applied at the local level. The WIC will ensure consistency of quality across the AJC system by establishing state-level certification of the city's career centers.

The District established a multi-stakeholder One-Stop Certification Task Force in March 2013 to review center procedures and provide recommendations for minimum service levels, performance requirements, and access to supportive services. The WIC approved the certification standards in July 2013. The standards require all AJCs to be recertified every two years. Among other things, the new standards require AJC operators to demonstrate that their centers offer job seekers access to mandatory partner programs and meet annual performance levels negotiated with the WIC. This plan represents the standard model for all AJCs, as the District of Columbia is a Single Area State.

Certification is not simply a one-time designation. It is an ongoing process that keeps all stakeholders invested in and accountable for providing high quality services. As a result, the certification process creates a framework in which continuous improvement can occur. This certification process, and the business plan specifically, serves as an opportunity to constantly re-assess, revise, and enhance procedures and processes to ensure that the District’s workforce development system is a valuable, sought-after asset in the District’s citywide economic prosperity and increasing quality of life.

Table of Contents

AMERICAN JOB CENTER SOUTHEAST BUSINESS PLAN NARRATIVE..... 4

Workforce System Vision Statement..... 4

Mission Statement 4

Access Points 5

Hours of Operation 6

STRATEGIC PLANNING 6

Operational Planning Process..... 6

Partner and Stakeholder Engagement in the Planning Process..... 7

Communication Protocol between DOES and the WIC 8

Communication Protocol with the U.S. Department of Labor (USDOL)..... 9

Communication of Performance Results, Financial Information, and Services Information to Stakeholders..... 9

Demographics and Skill Attainment Level of the District’s Workforce..... 9

Strengths Weaknesses Opportunities Threats (SWOT) Analysis 12

LEADERSHIP AND WORKFORCE STAFFING 14

The District’s Workforce System Leadership Structure..... 14

American Job Center Associate Director 15

American Job Center Program Manager 15

American Job Center Workforce Supervisor 16

American Job Center Workforce Development Specialist..... 17

Functional Teams..... 17

Workforce System Succession Plan 20

Reward and Recognition for Achievements in the Workforce Development System 21

AMERICAN JOB CENTER OPERATIONAL PLAN 22

Workforce System Customer Orientation 25

DESCRIPTION OF EMPLOYMENT COMMUNITY 26

<i>Engaging the Business Community</i>	26
<i>Services to the Business Community</i>	27
CUSTOMER ENGAGEMENT THROUGH THE AMERICAN JOB CENTERS	27
<i>Description of the Job Seeker Customer Groups</i>	28
<i>Veterans (Including Veterans’ Priority of Service)</i>	28
<i>Long-Term Unemployed</i>	30
<i>Dislocated Workers</i>	31
<i>Low-income Individuals</i>	32
<i>Individuals with Disabilities</i>	33
<i>Limited English Proficient (LEP) Individuals</i>	33
<i>Returning Citizens/Individuals with Multiple Challenges to Employment</i>	34
<i>Trade Adjustment Assistance Act Service</i>	36
<i>Senior Community Service Employment Program</i>	37
<i>Customer Satisfaction Assessment and Feedback</i>	38
<i>Customer Service Survey</i>	38
<i>Agency Website and “Ask the Director”</i>	38
<i>Regular Meetings with Community Stakeholders and DOES Employees</i>	39
<i>American Job Center Business Resource Area</i>	39
<i>Cultural Competency Plan</i>	39
<i>Service to Individuals with Disabilities</i>	40
<i>Department of Employment Services Accessibility Plan and Section 508 Compliance Initiative</i>	41
<i>Supportive Services Available and the Removal of Barriers to Employment</i>	42
<i>Customer Outreach Strategies</i>	43
MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT	44
<i>Performance Measures Required by WIA, Wagner-Peyser and Other Partners</i>	44
<i>Performance Tracking and Management</i>	46
<i>Assessing for Improvement</i>	47
<i>Workforce System Monitoring</i>	48
RESOURCES	49
<i>Data Management System / DCNetworks</i>	49
<i>American Job Center Emergency Preparedness Plan</i>	49
<i>Identification of Subject Matter Experts for Funding Sources</i>	49
<i>AJC Funding Sources</i>	50

<i>Leveraging Resources and the Creation of Diverse Funding Pools</i>	50
Attachment 1: Customer Entrance to AJC.....	52
Attachment 2: AJC SE Staffing Pattern.....	53
Attachment 3: AJC Entry into Tiers of Service	54
Attachment 4: AJC Entry – Front Desk Customer Flow	55

AMERICAN JOB CENTER SOUTHEAST BUSINESS PLAN NARRATIVE

The submission of this plan by DOES is for the American Job Center Southeast located at 3720 Martin Luther King, Jr. Avenue, SE Washington, DC 20032. The comprehensive center will provide access to a range of additional DOES-administered programs and partner programs to expand city residents’ access to employment and other services. This two-year business plan, covering January 2014 – December 2016, provides an opportunity for the District to build on these critical reforms and chart a course for the District’s workforce investment system that will lead to improved results for the city’s job seekers, businesses, and communities.

WORKFORCE SYSTEM DESCRIPTION

Workforce System Vision Statement

This vision statement for the District’s workforce system, developed under the Mayor’s leadership and articulated through the DC integrated plan, provides a framework by which the District can identify key workforce investment goals and strategies, and measures our progress in achieving those goals. The following vision statement was adopted for the District of Columbia’s workforce system and is posted in the visible areas throughout the AJCs to ensure that customers and staff understand key objectives for the District’s workforce system in achieving short-term and long-range goals:

“A city where all residents can participate fully in the region’s economy, all businesses can find the skilled workforce they need to compete, and all communities are contributing to, and benefitting from, economic prosperity.”

The vision reflects a range of considerations and factors that were identified by the WIC One-Stop Certification taskforce and the WIC during the planning process of the *District of Columbia State Integrated Workforce Plan*, which covered program years 2012 - 2016. The WIC One-Stop Certification taskforce was established to provide stakeholders with the opportunity to be engaged in the process. Through the District’s vision statement, the WIC, DOES, and AJC partners are able to identify the “dual customer” function of the District’s workforce system, with a focus on addressing the unique needs of both job seekers and businesses. AJCs play a critical role in helping job seekers tap into their unique talents and potential.

Mission Statement

While this vision statement is intended to describe the outcome the workforce system will seek to achieve as part of the *District of Columbia State Integrated Workforce Plan*, the Advisory

Group and WIC members also expressed the importance of developing a mission statement to clarify and describe the specific role the workforce system will play in achieving the overall vision. The District adopted the following mission statement for the workforce system:

“We will build and sustain an integrated workforce investment system of skilled staff and partners delivering high-quality services that help District residents gain the skills to meet business needs and connect to career pathways.”

Access Points

DOES operates four centers throughout the District and will request that the centers be certified as either a comprehensive center or an affiliate center in accordance to the WIC Policy No. 2013.003. A comprehensive AJC as well as affiliates sites must provide core services specified in Section 134(d)(2) of the WIA, and provide job seeker and employer access to partner services specified in Section 121(b)(1). Each AJC in the District is equipped to provide all District residents with core and intensive services, however, a comprehensive center provides customers with access to all of the AJC partner programs. Pursuant to WIC Policy No. 2013-003, in order for a site to be certified as a comprehensive or affiliate AJC, DOES is required to develop a business plan, as well as satisfy additional requirements stipulated in the policy, for the WIC’s approval.

Pursuant to the Workforce Investment Act (P.L. 105-220), local workforce investment areas are required to have at least one comprehensive One-Stop Career Center. DOES is requesting that AJC Southeast be certified as the District’s comprehensive center. Given the size of the center, customer accessibility, funding, and resources, it has been determined that AJC Southeast is able to accommodate the customer traffic and staffing needs that are necessary to run a comprehensive center. Further, out of the more than 20,000 customers who received Wagner-Peyser core services in Program Year 2011 at the four primary D.C. American Job Centers (Northwest, Northeast, Headquarters, and Southeast), almost 40 percent—approximately 7,400—received those services at the AJC Southeast. Across Program Years 2011 and 2012, over 33 percent of customers receiving Wagner-Peyser core services at the four primary AJCs received them at AJC Southeast.

DOES proposes the certification of one comprehensive AJC because the current WIA allocation provided by the U.S. Department of Labor (USDOL) continues to be reduced, making it increasingly difficult to sustain four locations at full staffing and program levels. DOES is committed to providing and sustaining the services at the four locations currently in operation. DOES also recognizes that it has been out of compliance with regards to meeting the required elements of a comprehensive center; however, it would cost more than is currently allocated to certify all four centers as comprehensive centers.

In subsequent business plans, DOES will propose certification of three affiliate centers. In addition there is a veteran's only access point located within the U.S. Department of Veteran Affairs Office, which provides information on mandatory partner programs to the District’s veteran population.

Hours of Operation

The AJC Southeast hours of operation are Monday thru Friday from 8:30 am thru 4:30 pm. The hours of operation are in compliance with WIC Policy No. 2013.003, which defines full-time hours of operation as forty (40) hours per week. DOES is required to maintain these hours for WIA Adult and Dislocated Worker Services, Wagner-Peyser Labor Exchange, and access to Unemployment Insurance (UI) assistance. AJC hours of operation are posted on the door or in view of the outside entrance.

By the end of March 2014, each center will operate from 8:30 am thru 4:30 pm. Staff schedules will be staggered into two schedules: 7:30 am thru 4:30 pm and 8:30 am thru 5:00 pm. These schedules will allow staff to prepare for the 8:30 am opening and have time for center closing activities from 4:30 until 5:00 pm. DOES will implement this plan by working with Human Resources to modify staff schedules while adhering to current Union guidelines.

STRATEGIC PLANNING

For many years, the District has not been in compliance with one-stop certification requirements under WIA, and has been subject to corrective action by USDOL. To ensure that the District is in compliance with federal laws and regulations, the District requested technical assistance from USDOL to evaluate the system and provide recommendations for policies and procedures. As part of this work the District also contracted a consultant who conducted site visits, staff interviews, and engaged in other information gathering activities. In response to the consultant's findings, the WIC approved the decision to pursue a consortium one-stop operator approach. As part of this approach, DOES is submitting this business plan as required by the new DCAJC certification process, pursuant to WIC Policy No. 2013.003.

Operational Planning Process

The development of this plan involved internal and external partners and stakeholder engagement to provide opportunities for feedback and comments. The process began with DOES staff participation in the WIC One-Stop Certification Taskforce to create the One-Stop Certification policy. This taskforce provided DOES the opportunity to work with the WIC Consultant and other District stakeholders. The taskforce was responsible for evaluating the current state of the American Job Centers and develop strategies for reform that could be codified in a policy. This resulted in a comprehensive plan that ensured compliance with federal and District laws and improved service delivery. The planning process included a review and consideration of the following:

- Workforce Investment Policy No. 2013.001: DC Workforce System Roles and Responsibilities
- Title I of the WIA of 1998, as amended (29 U.S.C. 2801 et seq.); WIA Regulations 20 CFR Part 652 et al.; 29 CFR Part 95-97; Office of Management and Budget (OMB) cost principles codified in 2 CFR Part 220, Part 225 and Part 230. Specific citations are WIA Section 121 and 20 CFR Subpart A, 662.100-662.420

- Results of the initial site visit completed by WIC Consultant¹
- DC Appleseed Workforce Certification Study²
- Current Workforce Corrective Action Items with the USDOL Employment and Training Administration³
- Results of Staff focus groups
- Past AJC performance data
- USDOL District of Columbia State of the State letters for the past two years
Feedback from WIC One-Stop Certification Taskforce

The proposed plan is developed to promote system improvements and integration to create a seamless network of services for job seekers and businesses. The expected outcomes of this business plan include developing guidance for the AJC Network that provides a conduit for the employer community and job seeker community to connect to workforce development services and products. The plan outlines the strategy that DOES will use to accomplish these goals to include the establishment of AJC functional teams that will be aligned with the tiers of services offered through WIA⁴ the plan also discusses the relationship that DOES has with other District agencies, and highlights the commitment that DOES and the other agencies have to providing a service delivery system that offers support to job seekers, ensuring that all District residents have the opportunity to succeed. Furthermore, the plan provides information on monitoring measures that DOES will implement to ensure that its programs are meeting federal and local acceptable levels of performance and that services delivery is in compliance with the WIC policies.

Partner and Stakeholder Engagement in the Planning Process

The Division of Workforce Development engaged AJC partners in the development of the plan. These partners included WIA, Wagner-Peyser, and the Office of Unemployment Compensation. The Office of AJC Operations contributed to the planning process by administering a front-line general assessment of service delivery, program performance, staffing plans, and customer satisfaction and outcomes. The aim of this analysis was to review the strengths, weaknesses, threats, and opportunities, as well as present a series of fundamental statements related to the workforce system in the District in connection with the DOES American Job Centers.

From the process, DOES leadership found that the system was in need of major reform and provided a road map to include: implementing a comprehensive assessment program that will identify an individual's initial needs and expectations and then will link them with the appropriate service plan. The AJC Workforce Development Specialists will use industry recognized assessment tools to evaluate customer's job readiness levels and workforce needs.; reevaluating operating policies and procedures to determine their effectiveness at meeting USDOL's performance goals. Those areas of deficiency will be addressed by collaborating with the WIC and stakeholders in the process; implementing a more aggressive outreach campaign to

¹ WIC Consultant MaryAnn Lawrence conducted a site visit on June 13, 2013.

² DC Appleseed Workforce certification study was released on April 8, 2013.

³ The Department of Labor conducted a comprehensive review of the workforce system in July / August of 2013. The Regional Office submitted a letter stating the findings of that review on October 31, 2013.

⁴ Functional Teams and Workforce Investment Act services are described in detail under the sub section entitled "Functional Teams"

increase visibility and awareness of service offerings; and reassessing MOU partnerships and considering alternative partners to determine which alliances will strategically move the agency toward meeting its overall goal of customer self-sufficiency.

The assessment was facilitated through the creation of staff focus groups, cross-functional staff shadowing, mystery shopping, staff workgroup meetings, partner meetings, and customer satisfaction surveys. These activities took place over a ____ month period, which enabled DOES to adequately assess and evaluate the strengths and deficiencies in the DOES AJC system.

DOES held internal certification meetings to provide an avenue for the leadership team in the Division of Workforce Development and Economics to conduct an assessment of the system and gather feedback from its partners who have direct impact on the system. These meetings and discussions were held with the following programs and partners:

- DOES Executive Management
- The District Office of the Chief Financial Officer
- DOES Office of Information Technology
- American Job Center WIA, Wagner-Peyser, and Veterans staff
- DOES Office of Unemployment Compensation
- Rapid Response staff
- Senior Community Service Employment Program staff
- The Office of Policy and Performance
- Project Employment / Transitional Employment Program
- The Associate Director for First Source
- DOES Apprenticeship Program
- The Office of Youth Programs
- Local Training Program staff
- Office of Program and Performance Monitoring

This business plan will continuously evolve, particularly when adjustments are necessary to improve the system based on stakeholder and partner feedback or systems improvements due to funding and performance requirements. DOES will review the plan on an annual basis and provide updates and changes to the WIC through the formal communication process. Upon provisional or full approval of this plan at the WIC quarterly meeting, the WIC and DOES will post this plan on their respective websites.

Communication Protocol between DOES and the WIC

DOES will submit in writing from the Agency Director or their designee formal communication to the Executive Director of the WIC with regards to the following items listed below:

- Policy or procedure changes
- Changes to any AJC business plan
- MOA with AJC partners
- Systematic or programmatic changes that would impact service delivery

- Communicated operations decisions to mandatory partners

Communication Protocol with the U.S. Department of Labor (USDOL)

DOES, in collaboration with the WIC, will coordinate all formal, external communication to USDOL's Employment and Training Administration National and Region 2 Offices. DOES will coordinate with the WIC on all formal calls and emails regarding WIA programs and activities. The WIC Director will be copied on all formal external communication to USDOL regarding WIA Title 1.

The following communication protocol will also be followed as outlined in WIC Policy No. 2013.002:

As the Administrative entity, DOES will work in collaboration with the WIC staff to jointly communicate all written and electronic communications with the USDOL regarding the following items listed below:

- State Plan
- Annual Report
- Quarterly Performance Reports
- State of the State Letters

Communication of Performance Results, Financial Information, and Services Information to Stakeholders

The District's performance goals for a given program year are established in conjunction with the U.S. Department of Labor's Employment and Training Administration (ETA). Performance reports cover performance and activities for adults, dislocated workers, and youths receiving WIA-funded services in the District. The reports also provide information regarding the cost of the District's workforce investment activities, state evaluation activities, as well as information on other federal and locally funded programs. Furthermore, the statewide Annual Report ETA 9091 tables are included as an attachment.⁵

Cumulatively, this information provides a look at the employment experiences of program participants who were served by the District's Workforce System. The measures examine job placement, employment retention, and six-month earnings after exiting the system. DOES will make this report available to stakeholders on an annual basis after the report is submitted to the USDOL.

Demographics and Skill Attainment Level of the District's Workforce

⁵ See Attachments 5 and 6, PY12 WIA Annual 9091 Tables

In some respects, the District seems well-positioned to respond to the educational demands of the labor market. More than 51 percent of the District's population in 2012 had at least a bachelor's degree, compared to a national rate of just 28 percent.

2012 Educational Attainment	Washington, DC	National Population	
Education Level 2012	Population	% of Population	Nat. % Population
Less Than 9th Grade	27,617	7%	9%
9th Grade to 12th Grade	23,317	6%	7%
High School Diploma	79,513	19%	28%
Some College	60,902	15%	21%
Associate's Degree	11,159	3%	7%
Bachelor's Degree	90,496	22%	18%
Graduate Degree and Higher	122,345	29%	10%

However, two important caveats must be kept in mind when evaluating our population. According to one 2007 estimate, more than one-third of adult DC residents functioned at the lowest level of literacy; and in five of eight wards in the city, more than 40 percent of the adult population fell into the lowest literacy levels. Given the increasing skill and credential demands in the District's labor market, it is likely that individuals at lower levels of literacy (both in terms of basic literacy and language proficiency) will be increasingly marginalized from employment, or stuck in low-paying jobs, unless steps are taken to increase access to adult education and related services. This plan seeks to address this challenge.

Second, it is important to recognize that District employers draw their workforce from a broader laborshed that includes significant percentages of highly-skilled (and not-so-highly skilled) workers from Virginia, Maryland, and other neighboring jurisdictions. The availability of a ready supply of workers from outside the District creates significant competition for job opportunities across the skills spectrum; even for jobs requiring a high school diploma or below, non-District residents comprise the majority of the workforce in the District.

In the first quarter of 2012, District residents with a bachelor's degree or above experienced an unemployment rate of just 4.4 percent, while individuals with only a high school diploma had an unemployment rate of 19.9 percent, and residents with less than a high school diploma were unemployed at a rate of 22.1 percent.

Educational attainment will only become more important for entry and advancement into many of the highest-growth career clusters in the District, especially in some career clusters that have been identified as targets for the District's economic development strategy. Many career clusters with significant projected job growth over the period 2010 to 2020 will create relatively few jobs available to workers with an associate's degree or below. For example, there will be over 82,000 job openings in the business, management, and administration career cluster between 2010 and 2020 – the single largest career cluster in terms of job growth – and roughly half of those jobs will be available to individuals with an associate's degree or below. The numbers are even starker in other clusters: only two percent of job openings in information technology, and 11 percent of job openings in science, technology, engineering, and math (STEM) fields, will accept an associate's degree or below.

For the American Job Centers and the District's broader workforce investment system, these labor market dynamics require a dual focus. On the one hand, we must pursue strategies that can support rapid labor market attachment for lower-skilled individuals – particularly unemployed

and underemployed workers – targeting industries and occupations with relatively high rates of job openings that are available to individuals with lower educational attainment rates, such as hospitality, health sciences, and office administration.

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

In June 2013, the consultant working in collaboration with the WIC and DOES conducted a SWOT analysis of the AJCs. The analysis covered processes, procedures, policies, locations and staff and used as a framework to encourage and inform leadership to begin thinking about everything that could potentially impact the success of the American Job Centers as well as any related new project. Additional changes will include procedure development, staff capacity building, and operational guidance letters to support and comply with new Workforce Investment Council policies. It was important that the District recognizes that failure to consider key strengths, weaknesses, threats, or opportunities could lead to poor decisions that would negatively impact the system and the constituents the District serves.

The purpose for this initial discussion and review was to:

- Familiarize the DOES team with the components that would be required under new policies;
- Discuss opportunities for improvement;
- Test the instrument and determine its effectiveness in the review process; and
- Provide an update to progress being made by DOES in the operation of WIA services.

Major findings from this analysis include:

- DOES has been making progress toward implementing many of the components looked at in the initial review process. Additional changes will include procedure development, staff capacity building, and operational guidance letters to support and comply with new Workforce Investment Council policies.
- Memorandums of Understanding between the partners is in place, however needs updated and enhanced.
- Resource Sharing Agreement will be finalized once the Memorandums of Understanding are updated.
- Job Seeker and employer flowcharts to demonstrate process for service are incomplete and again will be finalized once the new “team” structure is put in place per requirement in the Workforce Investment Council policies.
- The District has the opportunity to support WIA funded programs with local funds and an operational guidance letter will provide clarity and instruction to front line workers on how to best utilize the mix of local and WIA to maximize job seeker success rates.
- The data collection system needs to be looked at to ensure all the tracking components needed are available and research the possibility of electronic client files that allow for scanning and storing eligibility documentation.
- The communication protocol needs to be revisited to ensure all staff gets all the information on policies and procedures that will help them do their jobs better.

- The Center appearance needs to be more professional and less institutional. The facility is a great facility, however, not inviting to potential customers.
- Signage should be arranged by function when the new policies are completed and approved.
- A look at the process for security measures is necessary. Safety is very important, however, the current process is cumbersome and unfriendly. It creates a long wait line outside the building and likely discourages individuals from accessing the Center. Perhaps a walk thru security alarm system and/or the conveyor belt security would be more effective and faster.
- The waiting area inside should be transformed into an initial resource area to engage customers during the wait period.

In addition to the external analysis, the Associate Director for American Job Center Operations conducted an internal SWOT analysis and 90-day operational review to help DOES leadership make more informed decisions, help managers avoid making costly mistakes, and determine which projects are most likely to succeed. This analysis presented a series of fundamental statements pertaining to the workforce system in the District as it relates to the American Job Center and service delivery. The analysis provided the DOES Office of AJC Operations vision, mission, values, and objectives. It also set out the agency's proposed strategies, goals and action programs.

Near term objectives established in this analysis include:

- To exceed the common measure goals set by the US Department of Labor (USDOL).
- Work with the Office of Information Technology to evaluate the equipment within One Stop Career Centers. One planned improvement is the implementation of a state of the art scanning system to archive old data and store current customer data for validation purposes.
- To actively engage the community through outreach activities, workshops, and training sessions.

Strengths from the analysis include:

- Resources (Referral source to community or interagency social service partners, and employers. Facility provides both jobseekers and employers with an array of resources included computer lab, copy, fax, printers, telephone access and staff assistance, ADA Compliant)
- Technology (comprehensive data management and case management system available to staff, employers and jobseekers)
- Infrastructure (One Stop Career Centers are strategically located throughout the District of Columbia)
- Targeted Occupational training (i.e., EMT and the Hospitality Training Programs)

Weaknesses from the analysis include:

- Varying quality of customer service

- Uneven management
- Lack of integration between partners and services
- Lack of training & development
- Operational Structure (frontline staff and functional fit)
- Lack of partners within the AJCs

Threats identified in the analysis include:

- Some staff resistant to change
- Local versus federal mandates
- Federal Funding Levels
- Inadequate implementation
- Negative perceptions of AJCs

Opportunities identified in the analysis include:

- New marketing strategy
- Reengaging community based organizations and the general public
- Revision of MOUs for key partnerships
- Additional local funding
- Regional partnerships
- New leadership presents opportunity for operational improvement

LEADERSHIP AND WORKFORCE STAFFING

The District's Workforce System Leadership Structure

The WIC is a private sector-led board that serves as both the state and local workforce investment board for the District. In July 2011, Mayor Gray issued Mayor's Order 2011-114 that transferred organizational management and authority for the WIC from DOES to the management and authority of the Deputy Mayor for Planning and Economic Development (DMPED). This transfer was carried out to ensure that the WIC was capable of fulfilling oversight and planning responsibilities with respect to the American Job Center delivery system and workforce programs and services under its jurisdiction, while facilitating greater alignment and coordination with the Mayor's broader economic development strategies.

The Mayor's Order set forth requirements for composition of the WIC that are both consistent with statutory requirements under WIA and aligned with the specific needs of the District. The order requires that a majority of members of the WIC be representatives of the local business community and specifies that among those business representatives, there must be at least one representative from each of the following industry sectors: construction, higher education, federal government, health care, hospitality, and retail.

The DOES Director is a mayoral appointee and confirmed by the District's Council of the District of Columbia (City Council). A member of the City Council is assigned as a direct oversight officer for DOES performance as a public agency. This creates a workforce system of

checks and balances to ensure that job seeker and business needs are heard and met at the state and local level.

American Job Center Associate Director

As described by the title, the responsibilities of the Associate Director of American Job Center Operations reach across all workforce development activities and operations in the District. These activities and operations span across a variety of government programs and funding sources and are now functionally aligned into an integrated service delivery framework that requires increased coordination. The Associate Director works with other members of the workforce area's to include the Deputy Director of Workforce Development, the Workforce Investment Council (WIC), and the AJC Operations Leadership Team, which includes Workforce Supervisors and the Program Managers, to plan workforce development strategy, improve and ensure successful integrated operations, and form alliances and partnerships within the District's communities.

The Associate Director has a significant role in coordination and communications related to ensuring the success of District customer service plans, goals, and center operations. Working very closely with the Deputy Director of Workforce Development and the WIC, policy implementation, staffing and resource allocation, driving performance, and achieving performance measures all fall under the responsibilities of the Associate Director; and these operational requirements are implemented through joint efforts among and between the District's workforce leadership team.

Further, the Associate Director collaborates with state government agencies to determine the current demand for various occupations and works with the state on workforce development initiatives. The incumbent researches potential public and private grant opportunities, and applies for such grants where appropriate for the benefit of the workforce system programs and constituents.

Furthermore, the Associate Director addresses current and future workforce needs. The individual serves as the point of contact for public and private entities seeking workforce training services. In addition, the Associate Director works with institutions of higher education as well as other workforce training programs to ensure that curriculum and course offerings align with the occupational needs of the District's workforce.

American Job Center Program Manager

Under the guidance of the Associate Director, the Program Manager ensures the overall success of their assigned American Job Center(s), with responsibility for overseeing the programmatic operations of the AJCs. Program Manager functions include: implementing all state and local policies; creating and improving customer flow processes and service delivery standards; providing oversight and responsibility for the Center's administrative personnel-related matters; and ensuring all performance outcomes are achieved. The role of the Program Manager is

conducted through collaboration and teamwork with other staff funded through various workforce resources and with direct oversight of the Associate Director.

As a member of the Office of AJC Operations Leadership Team, the Program Manager specifically represents issues that relate to procedures that affect daily operation of the Center(s) and provides recommendations on processes which best facilitate delivery of services to all customers and achieve outcomes and technical assistance to workforce supervisors and staff.

The Program Manager coordinates all center efforts and ensures team coordination and oversight of the Workforce Supervisor. The Program Manager's primary responsibility is to ensure that all integrated operations at the assigned site(s) are meeting all system, center, and program goals and work in collaboration with the Associate Director to ensure all decisions are made in the best interest of the region and in alignment with state, local, and federal policies. Program Managers must develop a working knowledge of all One-Stop program laws, regulations, and policies to ensure proper implementation within the One-Stop system, including but not limited to: Workforce Investment Act, Wagner-Peyser, Unemployment Insurance, Reemployment Services (RES), Veterans, Employer Services, Trade Act services, and other related employment and training programs.

American Job Center Workforce Supervisor

Under the guidance of the Program Manager, the Workforce Supervisor (Site Manager) is responsible for the day-to-day operations of integrated service delivery within the One-Stop Center. The Workforce Supervisor's role is multi-pronged: (1) to directly supervise the work activities of a specific team or teams; (2) to participate as a member of the team, sharing in the workload of the team; and (3) to ensure "boots on the ground" workload, quality assurance checks, internal monitoring, performance monitoring, and task assignments.

The Workforce Supervisor is a member of the local leadership team. Specifically the Workforce Supervisor will represent issues that relate to procedures that affect daily operation of their team and provide recommendations on processes as well as develop related desk aides which best facilitate delivery of services to all customers. (Note: Not all teams will require a supervisor and may instead operate directly under the Associate Director. These functional designations depend on AJC Operations Leadership Team decisions and indicators that are unique to each site and the staff in those sites.)

During daily operations, the Workforce Supervisor follows and implements all directives, policies, and procedures of the One-Stop system as communicated through the Program Manager and Associate Director as well as provides support as they assist in creating One-Stop Center standard operating procedures that facilitate customer-focused work processes within a team/function and across teams/functions, as directed by the Associate Director.

The Workforce Supervisor is charged with following AJC communications protocol and relating all new (or changed) policies, procedures, and/or processes to team members on the ground to ensure that they have the most up-to-date and current information that effects their jobs. The Workforce Supervisor will also submit data to the Operations Manager/Associate Director (routinely and upon specific request) to provide information that will assist them in compiling

reports and collecting qualitative and quantitative data that accurately depicts current work activities and outcomes of the AJC.

American Job Center Workforce Development Specialist

Under the guidance of the Workforce Supervisor, the Workforce Development Specialists assist customers in obtaining sustainable employment through the delivery of the American Job Center's Tiers of Service: Core, Intensive, Training, and Job Placement. The purpose of this position is to perform the required duties as prescribed by the Workforce Investment Act and other legislation relative to employment and training programs.

Functional Teams

Workforce Development Specialists are assigned to one of three functional teams. While the functions are already being performed in the AJCs, the Office of AJC Operations is working in collaboration with DOES Human Resources to ensure that appropriate staffing levels are established to meet the needs of the functional teams. Teams are aligned within the tiers of services offered by WIA and Wagner-Peyser.

Each center will allocate the appropriate staff levels to these teams based on the center's traffic and workload. It is the responsibility of the Office of AJC Operations Leadership, AJC Program Manager, and AJC Supervisor to identify staff for each function. Flexibility and cross-training team members to perform functions in each role will be essential to the success of the AJC. An assessment has been completed and the Office of AJC Operations is currently working with Human Resources to implement the staffing plans. Functional teams should be fully operational in the AJC SE by June 2014. The AJC is responsible for providing a wide range of employment, training, and career education services to District of Columbia employers, and job seekers and is universally accessible to all through the following teams in the multi-tiered approach outlined below:

Tier I. Welcome Team Members – Provide Triage, Initial Assessment, and Core Services both with and without significant staff involvement to the universal population:

- Triage and Initial Assessment to identify whether the individual is in crisis, has basic needs, or is ready to work and/or get on a path toward a career.
- Core Services Without Significant Staff Involvement
 - Use of the DCAJC Resource Room
 - Self-Directed Job Search Activities
 - Accessing Labor Market Information
 - Self-Administered Standardized Skills Assessments
 - Attending Jobseeker Workshops
 - Self-Directed/Computer-Based
 - Group Workshops
- Core Services With Significant Staff Involvement
 - Staff-Assisted Job Match Activities
 - Staff-Assisted Job Search Activities

- Job Referral with Staff Help in Decision Making Process
- Scheduling Appointments with Appropriate Community Based Organizations
- Follow-Up Contact after Placement

Before a customer can receive Intensive Services, the customer's need for Intensive Services is determined through a general assessment provided at time of entry to the AJC. Participants are evaluated by Workforce Development Specialists using DCNetworks assessment tools, such as the Initial Assessment, Objective Assessment, Skills Builder, and ALISON Online. These, in addition to other complementary automated tools, including Resume Builder and Virtual Recruiter, maximize Core Services and help determine the need for Intensive services for customers. Customer assessments intensify with the Comprehensive Adult Student Assessment Survey and My Next Move/O*NET. Together, these tools fortify intake services to ensure continuous integration of services within the American Job Center system.

Tier II. Career Development Team Members – Provide Intensive Services to adults 18 and older who do not find sustainable employment with Tier I Initial Assessment and Core Services:

- Staff-Administered and Interpreted Standardized Skills Assessments (e.g., CASAS) (Note: this service is classified as a Core Service With Significant Staff Involvement, however, this particular service is provided by the Career Development Team.)
- Develop Individual Employment Plans (IEPs)
- Intensive Case Management
- Structured Job Search
- Staff-Administered Skills Development Strategies (e.g., KeyTrain)
- Career Planning Activities
- Staff-Assisted Research on Training Options
- Pre-Employment Workshops
- Group Counseling
- Short-Term Pre-Vocational Training such as Adult Basic Education, English as a Second Language, Basic Computer Literacy, Interviewing Skills, and Soft Skills

After assessment, participants develop an IEP. The IEP identifies the customer's goals, appropriate educational and employment objectives, and the most effective methods for securing employment. The IEP is generated from the aforementioned assessments. Once a customer has been assessed and is determined to have met the criteria for additional services, his/her case is assigned to a Workforce Development Specialist on the Career Development Team.

Additional service provisions require that the customer has already participated in program orientation, has been assigned a Workforce Development Specialist, and has provided all necessary eligibility documents to be fully enrolled in the WIA program. These documents consist of a government-issued picture ID, proof of date of birth, proof of citizenship/right to work, proof of Social Security number, and, if applicable, proof of selective service registration, income, family size, and highest level of education. Workforce Development Specialists typically ensure that customers also have a current resume before engaging in other intensive services.

Customers have the option of either focusing on securing employment or training that will lead to employment. They will work with their assigned Workforce Development Specialists to explore career/training options and related needs, attend career development workshops, enroll in an educational component, address any barriers to employment, and identify and resolve any deficiencies.

Tier III. Career Development Team Members – Provide Training Services to those who do not find substantial employment through Tier I and Tier II Core and Intensive services and who meet eligibility criteria. Occupational skills training programs funded through individual training accounts (ITAs) must be accessible through the DCAJC. Other training services may include:

- On-the-Job training;
- Programs that combine workplace training with related instruction, which can include cooperative education programs and registered apprenticeship programs;
- Skills upgrading and retraining;
- Job readiness training (this should not be mistaken as short-term prevocational training, which is an intensive service. This training service is occupation-specific);
- Adult education and literacy activities when provided in combination with any of the previously listed training services;
- Customized training; and
- Registered Apprenticeship

Referrals to training may be available to individuals who have accessed Core and Intensive services and have not become successfully employed, and who meet eligibility criteria. The type of training that is offered is based on the employment demands of the local economy. Customers interested in training must produce other related information such as proof of eligibility for federal aid assistance, research of desired training programs, training justification, and other relative documents. With the provision of these documents, AJC staff are able to enroll customers in additional services and initiate WIA applications and case records. Pursuant to WIC Policy 2013-008, Change 1, the maximum time for processing and approving an ITA application with respect to any participant shall be no more than 30 days from the date on which the AJC operator submits a complete ITA application. Once an individual is deemed eligible for training services, he/she will be able to access an Individual Training Account (ITA).

Equal Opportunity Team Members

In addition to the three tiers, there is also an Employment Opportunity functional team. This functional team will work to find placements for customers determined to be job ready, and build relationships with the business community. The team will be comprised of members from the Business Services Group (BSG) as well as AJC Workforce Development Specialists. The duties and services provided by this team includes:

- Research and maintain labor market statistics and trends amongst current AJC customers in VOS and in the Washington DC area
- Build relationships with employers, including sector partnerships and business alliances.
- Conduct business outreach

- Communicate placement opportunities with Center Manager
- Review job candidate qualification
- Confirm placements and hiring with recruiters and BSG
- Secure placements for customers who have successfully completed training programs
- Maintain an active employer contact base via the BSG and employer stakeholder relationships
- Maintain contact with employers during customers' placement period and report outcomes in DCNetworks
- Perform job coaching, as needed, with placed customers to ensure that they maintain employment and handle any difficulties (within reason) that arise in a timely manner and with communication to all stakeholders
- Develop communications with job bank representatives to ensure opportunity activities are related to “open” and “current” positions
- Host business forums, networking events, and outplacement activities

Workforce System Succession Plan

DOES leadership is currently developing a SWOT analysis for the creation of a succession plan. This succession plan will allow the workforce system to become a high-performing system that leverages investments through leadership training of staff working in the system and possessing an understanding of customer and stakeholder needs.

DOES will establish a work plan with the WIC within the system to develop effective workforce and succession planning strategies, and measures. DOES will address issues such as workforce environmental concerns, the need to review functionality of jobs, workforce forecasting, career/occupation broadening, and the need to better utilize existing recruitment and retention strategies. Workforce and succession planning is a multi-year approach to human capital management. DOES leadership envisions the completing the work plan and process timeline by September 2014. Subsequently, DOES will implement the process time and strive to meet the deliverables that are established in the work plan by December 2017.

The following components will be included in the succession plan:

- Strategic Alignment
- Workforce Forecasting and Analysis
- Organizational Design
- Competency Modeling
- Employee Development Strategies
- Retention Management
- Recruitment Succession Planning
- Succession Risk Assessment
- Leadership Assessment
- Leadership Potential Assessment
- Communication Strategies

- HR Management Compliance Support

American Job Center Training Plan

DOES has developed a workforce training plan and will ensure that all staff and partners working in an American Job Center (comprehensive, affiliate, or satellite) receive the required core competencies training via a tiered approach to include training in the onboarding plan of all workforce new hires. Staff will participate in quarterly and bi-annual “all workforce professional” trainings—initially quarterly, beginning in the spring of 2014—until all are trained. DOES’s training plan for staff, will also be based off of recommendations per the agency’s corrective action plan with the USDOL. The plan will be submitted by the end of January 2014 for the WIC’s review, and training will start being provided to all AJC staff in March 2014.

Workforce training and professional development within the framework of the core competencies is vital to building system capacity, progress, and sustaining the viability of the system. All staff and partners will be required to enroll in the mandatory online trainings and workshops to obtain the essential skills necessary for successful workforce professionals.

These competency-based and technical trainings will target specific goals such as understanding policies, procedures, processes, and programs; customer service delivery; and using the DCNetworks Virtual One-Stop (VOS) system and others. There will be more advanced training options for workforce leaders (e.g., program managers and supervisors) for professional development that will put emphasis on broader skills, which are applicable in a wide range of situations. This includes program management for performance, decision making, thinking creatively, and managing people.

Once all current workforce staff and partners are trained, there will be bi-annual training to ensure competencies and technical knowledge are retained and maintained as new workforce information is disseminated and tracked for reporting and compliance purposes. DOES will have each employee certify that they have attended training per the Agency’s standard business practices.⁶

The evidence-driven process of utilizing training and strengthening the abilities of workforce staff is a priority of DOES. The overall functioning of the AJC systems is dependent on a competent, knowledgeable, and customer service-focused staff. AJC team members will be required to understand the system, be able to perform core functions, and participate in professional development that will assist them with improving their skill sets over time. These practices will ensure that institutional knowledge is preserved and support the succession of leaders with the system leading toward continued success.

Reward and Recognition for Achievements in the Workforce Development System

⁶ DOES will develop a policy requiring each employee to certify that they have attended training. This policy will be implemented by March 31, 2014.

The task of aligning staff from multiple functional areas as well as organizations means identifying rewards and recognition strategies that are customized for the One-Stop system that builds upon an integrated, functional, team-centered foundation. For example, a best practice that leadership researched and found to be relatively simple to implement is the “Pride On The Spot” Awards that recognize categories such as Team Work, Customer Service, Innovation, Morale Building, Quest for Quality, Community Involvement, Integrated Service, and Other.

The AJC Operations Leadership Team will be working to implement this incentive program in the summer of 2014. As part of the design process to link and align partners and staff in the integrated setting at the comprehensive AJC, a work group comprised of staff will identify reward categories that match the values that will be developed to guide team work at the center.

When a strategy is developed and agreed to, a budget will be developed that includes cost and considers time and materials costs for such a system. This will be submitted to the WIC by July 2014.

AMERICAN JOB CENTER OPERATIONAL PLAN

The AJC system is intended to serve the needs of both job seekers and employers. The DOES team focuses on the needs of District residents and employers, while at the same time recognizing that the District is an integral part of a diverse and dynamic regional labor market.) In general, a One-Stop delivery system is a system under which entities responsible for administering separate workforce investment, educational, and other human resource programs and funding streams. AJC partners (also known as One Stop Partners) collaborate to create a seamless system of service delivery that will enhance access to the programs' services and improve long-term employment outcomes for individuals receiving assistance.

Required One-Stop Partners and District of Columbia's American Job Center Consortium Partnership

DOES is committed to working with all AJC partners as identified in WIA Section 121 to ensure that training and related services are delivered in a manner that ensures District residents are competitive for employment opportunities within the broader landscape of the Washington Metropolitan Area. The District's AJC system includes both Intra-Agency and non-DOES partners. All partners work in collaboration to prevent duplication of services, reduce administrative cost, enhance participation and performance of customers served through the system, and improve customer satisfaction.

DOES has relationships and MOUs with the programs and agencies that provide services under the mandatory partnerships pursuant to Section 121. Through the development of this business plan, DOES recognizes that it is essential for the Agency to develop a diverse American Job Center Consortium that will provide aid toward the creation of a balanced and seamless service delivery system.

Currently the AJC Consortium consists of three mandatory partners: WIA, Wagener-Peyser, and Unemployment Insurance. By March 2014, DOES will create a plan to increase the participation of partners and build a system where non-DOES partner programs can become fully integrated

into the operations of AJC SE and other AJCs throughout the District. DOES is requesting the WIC's assistance with engaging non-DOES mandatory partner programs and recommends that the WIC establish a committee that will be tasked with examining AJC partnerships and providing strategic solutions for increasing participation and accessibility for mandatory partners.

AJC partners will be primarily responsible for providing those core services which they are authorized to deliver and for which they are provided funding. The applicable core services for each partner are identified in Section 134(d)(2) of the WIA. DOES will provide labor market information (LMI) services as required under the Wagner-Peyser Act. It is expected that the appropriate AJC partners will be knowledgeable about all services provided at the AJC. Partners will be responsible for providing technical assistance and training to local AJC staff (as well as AJC partner staff not located in the AJC) and services related specifically to the respective partner, through the referral process.

AJC partners will retain eligibility determination for their respective services, whether co-located or connected through another method. Costs for core, intensive, and training services for customers who are determined to be best served by, and eligible for, an AJC partner's services or programs will be borne by the AJC partner that is authorized to deliver the service and for which they are funded. If eligible, customer may receive non-duplicated services from multiple partners.

In addition in order to be in compliance with the requirements under WIA, DOES, the WIC, and AJC Partners entered into a memorandum of agreement with regards to the operation of the One-Stop system. The MOA included a description of services, how the cost of the identified services and operating costs of the system will be funded. The MOA also stated that all AJC partners not located in the AJC shall at a minimum make available information on services under each program at each AJC. WIA section 121(b)(1) identifies the entities that are required partners in the local One-Stop systems. The required partners are the entities that are responsible for administering the following programs and activities in the local area:

- Programs authorized under title I of WIA, serving:
 - Adults
 - Dislocated workers
 - Youth
 - Job Corps
 - Native American programs
 - Migrant and seasonal farmworker programs
 - Veterans' workforce programs
- Programs authorized under the Wagner-Peyser Act⁷
 - Adult education and literacy activities authorized under title II of WIA⁸
 - Programs authorized under parts A and B of title I of the Rehabilitation Act⁹

⁷ 29 U.S.C. 49 et seq.; *See*, WIA sec. 121(b)(1)(B)(ii)

⁸ *See*, WIA sec. 121(b)(1)(B)(iii)

⁹ 29 U.S.C. 720 et seq.; *See*, WIA sec. 121(b)(1)(B)(iv)

- Senior community service employment activities authorized under title V of the Older Americans Act of 1965
- Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act¹⁰
- Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974¹¹, Activities authorized under chapter 41 of title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach programs)
- Employment and training activities carried out under the Community Services Block Grant¹²
- Employment and training activities carried out by the Department of Housing and Urban Development
- Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)

The following DOES Intra-Agency partners are included in the MOA:

- DOES Intra-Agency Partners Providing Direct Services at AJC SE
 - Workforce Investment Act Adults
 - Workforce Investment Act Dislocated Workers
 - Wagner-Peyser Act Programs and Activities
 - Unemployment Insurance Programs authorized under District of Columbia Unemployment Compensation Law
 - Veterans' Workforce Programs
- DOES Intra-Agency Partners Referred Programs
 - Workforce Investment Act Youth
 - Trade Adjustment Assistance
 - Senior Community Service Employment Program (SCSEP), as authorized under Title V of the Older American Act of 1965 (42 USC 3056)

The MOA also includes non-DOES AJC partners. DOES will develop or enhance the relationships with these non-DOES partners to include the implementation of a resource sharing agreement and official referral system if these agreements do not exist. If any changes are made to the current agreement DOES will formally request that the WIC incorporate any addendum into the MOA. To the extent practicable, the following non-DOES AJC mandatory partner programs and activities will be offered or accessible through the AJC systems:

- District of Columbia Department on Disability Services
 - Vocational Rehabilitation Programs, as authorized under Parts A and B of the Title I of the Rehabilitation Act (29 USC 720)
- District of Columbia Office of the State Superintendent of Education

¹⁰ 20 U.S.C. 2301 et seq.; *See*, WIA sec. 121(b)(1)(B)(vii)

¹¹ As amended (19 U.S.C. 2271 et seq.) and Section 123(c)(2) of the Trade Adjustment Assistance Reform Act of 2002 (Pub. L. 107-210), respectively

¹² 42 U.S.C. 9901 et seq.

- Any postsecondary career and technical education activities authorized under the Carl D. Perkins Career and Technical Education Act (20 USC 2301)
- Adult Education and Literacy activities authorized under Title II of the Workforce Investment Act
- Department of Human Services
 - Employment and training activities carried out under the Community Services Block Grant (42 USC 9901)
- District of Columbia Housing Authority
 - Employment and training activities carried out by the Department of Housing and Urban Development
- Job Corps Washington, DC Outreach and Admissions
 - Job Corps outreach activities

The following non-DOES AJC partner organizations provide on-site access to AJC SE customers:

- District of Columbia Department of Human Services, Fatherhood Initiative Program
 - Monday/Wednesday/Friday 9:00 AM – 12:00 PM
 - DHS competitively selects community based organizations to assist low-income fathers in acquiring personal development and basic education skills, substance abuse intervention and treatment, positive parenting and peer support skills, and job training and placement, among other lifestyle changes.
- District of Columbia Department on Disability Services, Rehabilitation Services Administration
 - Thursdays only
 - The Rehabilitation Services Administration is charged with delivering services to eligible customers under the Vocational Rehabilitation Program, a state and federal partnership helping persons with disabilities prepare for, gain, maintain, or regain employment.
- District of Columbia Healthy Families and HealthCare Alliance
 - Mondays and Fridays
 - The D.C. Healthy Families and Healthcare Alliance assists customers with comparing and choosing a healthcare plan, and searching for and finding a doctor.
- Education Opportunity Center
 - 2nd and 3rd Mondays and 1st and 2nd Wednesdays of each month
 - The Education Opportunity Center is an educational counseling program that provides free comprehensive services designed to increase education and career opportunities to customers, particularly low-income and first generation students who are at least nineteen years of age.

Workforce System Customer Orientation

The Welcome Team members will provide a verbal orientation to job seekers, youth, and employers. Core services which are required under WIA Title I-B will be available at the comprehensive AJC through DOES Job Services, which will include an initial determination of

eligibility to see if individuals can receive Title I services. Provision of services will be accomplished by having information accessed via self-service or from staff. Staff providing this information will include workers from either WIA-funded staff, or AJC partners on the Welcome Team.

Information will be offered in brochures, flyers, online, or through discussion with staff. Provision for accurate information relating to the availability of supportive services, including childcare and transportation, is provided by case management/AJC staff and from community partner referrals for the most appropriate individual services. All individuals who are eligible to work in the United States may be served through core services. All employers may use core services that offer information on the local workforce system and resources available to them via DCNetworks.org.

Again, the development of the American Job Center partners' MOU will be the vehicle to identify the resources that will be available and subsequently shared in an orientation. During orientation sessions with small groups of employees, the Rapid Response Team gives workers an overview of available services and assistance. Workers are encouraged to visit the local center to access appropriate core, intensive, or training services.

DESCRIPTION OF EMPLOYMENT COMMUNITY

The District of Columbia's economy is predominantly service-oriented, with approximately 98 percent of all DC jobs in service-providing industries and only two percent in goods-producing industries. The five largest industry sectors – federal government, professional and business services, education and health services, other services (excluding public administration), and leisure and hospitality – accounted for more than 77 percent of total employment in 2010 and are expected to account for nearly 79 percent of all jobs in 2020.

For the broader Metropolitan Statistical Area (MSA), which covers the District and parts of Maryland, Virginia, and West Virginia, the overall orientation toward the service economy is similar, although there are some key differences. The top five industries – professional and business services; education and health services; federal government; trade, transportation, and utilities; and leisure and hospitality – largely track with the top industries in the District (with the exception of “trade, transportation, and utilities” replacing “other services”), but they account for only 66 percent of the labor market overall, declining to 65.9 percent of all jobs in 2010.

The greater diversity in the regional labor market – and the higher percentage of jobs in the trade, transportation, and utilities sector – suggests that lower-skilled District residents may benefit from considering employment opportunities outside of the city limits. The WIC and DOES intend to explore closer relationships with local workforce systems in neighboring jurisdictions to identify partnership opportunities that can enhance the success of DC residents in the regional economy.

Engaging the Business Community

A primary element of the District's vision for the workforce investment system is ensuring that all businesses can find the skilled workforce they need to compete. To achieve this, the District has adopted or will soon implement a set of strategies designed to increase business engagement. By offering employers incentives, including wage reimbursements, training subsidies, and pre-screening services under special hiring initiatives, local employers are more willing to take a chance on hiring unemployed DC residents. However, because competition is great, these same employers can be particular with regard to whom they hire, and most want suitably qualified job candidates. In addition, DOES is working with a contractor as part of the Office of Labor Market Research and Information contract to survey District employers and training providers. The goal of the employer survey will be to learn about occupational skills valued by the employers in approximately 80 selected occupations, as well as to learn about industry-recognized credentials (if any) valued by the same employers.

Services to the Business Community

Guiding principles for operation of the centers are universal access, integration, and performance-driven outcomes. To align with the mission and vision of the District's workforce system, DOES and has recognized that the business community plays an integral part of the success of the workforce system. As a result, the DOES Business Services Group is committed to providing excellent customer service to employers and to build trusted partnerships that will aid in the development of sustainable employment for District residents. Through the work of the Employment Opportunity Team, employers can expect that the following services will be offered at the AJC:

- Recruitment assistance
- Employment interviews and pre-screenings
- Assistance with understanding the First Source law and the requirements that will lead toward compliance
- Guidance on the District's Apprenticeship program
- Information on tax credits and other hiring incentives
- Information on Unemployment Insurance taxes and liabilities
- District's labor market information (LMI) and services
- Information to assist with processing Worker Adjustment and Retraining Notification (WARN) Act notices and conducting a Rapid Response session during mass layoffs

Furthermore, AJC staff will have the training necessary to respond to the changing needs of employers. They are responsible for ensuring that the District's business community is being provided with the most up-to-date information regarding workforce development services. DOES will also develop a comprehensive menu of workforce services and encourage employers to participate in the AJCs through networking with established industry groups.

CUSTOMER ENGAGEMENT THROUGH THE AMERICAN JOB CENTERS

The AJC network serves the needs of job seekers through targeted workforce and supportive services to individuals. The individuals who enter the workforce system come with varying

levels of needs and skills. It is the responsibility of the WIC, DOES, and AJC partners to connect participants to training and supportive services that address their requirements while also creating pathways to future success. This is why there is an emphasis placed on improving service coordination amongst District agencies in partnership with DOES, providing enhanced professional development opportunities for AJC program staff and partnering agencies, and updating policies and procedures for more efficient service delivery.

Description of the Job Seeker Customer Groups

The District's American Job Center network serves the following target populations:

- Veterans
- Long-term Unemployed
- Dislocated Workers
- Low-income Individuals
- Individuals with Disabilities
- Limited English Proficient (LEP) Individuals
- Returning citizens/Individuals with Multiple Challenges to Employment

Veterans (Including Veterans' Priority of Service)

Targeted veteran populations include disabled veterans, post 9/11 veterans (Gold Card), homeless veterans, VR&E participants, special disabled veterans, transitioning service members, service-connected veterans, and other eligible persons (including eligible spouses). Providing appropriate services for veterans often requires diagnostic testing and in-depth evaluation to identify employment barriers and appropriate employment goals. Once the staff makes the determination that intensive services are needed, the veterans/other eligible persons will be referred to the American Job Center workforce development specialists, which includes Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans Employment Representatives (LVERs) and non-veteran staff or other partners, as necessary.

The District workforce system strictly follows the Veterans Priority of Service guidance as prescribed by the Jobs for Veterans Act. The Act assures that the District's veterans and eligible spouses are given priority to receive workforce services.

Pursuant to WIA Section 134(d)(4)(E) and the WIC Policy No. 2013.005 the "Priority of Service" mandate means, with respect to any qualified Department of Labor employment and job training programs, that Veterans and Eligible Spouses shall be given priority over non-covered persons for the receipt of employment, training, and placement services, notwithstanding any other provision of the law.

It is the responsibility of the District workforce system to serve our military veterans with a high-level of prioritized service. Veterans possess highly desirable skills sets when they transition out of active duty. Challenges may exist to translate prior learning, work, and training experience into civilian terms. As a result, too many veterans remain unemployed.

Veterans and eligible spouses take precedence over non-covered persons in obtaining services and shall receive access to services and resources before and/or earlier in time than a non-covered person. If services or resources are limited, the veteran or eligible spouse receives access instead of or before the non-covered person.

Staff members providing intensive services will help veteran job seekers develop Individual Employment Plans (IEPs) to identify employment goals, objectives, and the services needed for the veteran to achieve those goals. The staff will also work with participants, one-on-one, to provide individual counseling and career planning. Many customers will require short-term prevocational services, including communication skills, interviewing skills, punctuality, and professional conduct. As required by law, veterans receive priority of service through the American Job Center system for the following programs:

- WIA Adult
- WIA Dislocated Worker
- National Emergency Grants
- Wagner-Peyser State Grants
- Trade Adjustment Assistance (TAA)
- Senior Community Service Employment Program (SCSEP)

DVOPs and LVERs target services to disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment. DOES is able to provide this priority service from the point of entry. At entry, veterans and eligible spouses are made aware of (1) their entitlement to priority of service, (2) the full array of employment, training, and placement services available under priority of service, and (3) any applicable eligibility requirements for those programs and/or services. In addition to the priority of service provisions covering services at all American Job Centers, the District also operates a veterans-only American Job Center.

The District's VOS system also allows registered veteran job seekers the opportunity to have priority of job postings before they are made available to the public. The District's Veterans Retraining Assistance Program (VRAP) will pay GI Bill benefits to veterans aged 35 to 60 who are unemployed. The monthly payment will be approximately \$1,500 but will not include tuition or book stipends. In this unique partnership, program participants are referred to DOES by USDOL, and veterans will be allowed to enter a program leading to a certificate or degree within one year. Applications will be submitted through USDOL and benefits paid by the Veterans Administration (VA). Participants must be enrolled in a VA-approved program of education offered by a community college or technical school. The program must lead to an associate degree, non-college degree, or a certification, and train the veteran for a high demand occupation. To qualify, a veteran must:

- Be at least 35 but no more than 60 years old
- Be unemployed (as determined by USDOL)
- Have an other than dishonorable discharge

- Not be eligible for any other VA education benefit program (e.g., the Post-9/11 GI Bill, Montgomery GI Bill, Vocational Rehabilitation and Employment Assistance)
- Not be in receipt of VA compensation due to un-employability
- Not be enrolled in a federal or state job training program

The program is limited to 54,000 participants from October 1, 2012, through March 31, 2014. Participants may receive up to 12 months of assistance at the full-time payment rate under the Montgomery GI Bill–Active Duty program (currently \$1,473 per month). USDOL will provide employment assistance upon completion of their program to every veteran who participates in VRAP. American Job Center staff is responsible for advising interested veterans about the VRAP Program. This includes one-on-one counseling regarding eligibility requirements, a thorough review of area LMI data, and identification of high-demand occupations. Staff will also help veterans identify appropriate educational opportunities. Upon exit from the training, staff is also required to contact veterans within 30 days to provide placement assistance and ensure outcomes tracking.

Long-Term Unemployed

Individuals are considered long-term unemployed when they have been out of the workforce for more than six months. In some cases, these individuals have been unemployed for two or more years, and many need work readiness and occupational skills training, as well as career counseling, in order to re-enter the labor force. American Job Centers are designed to provide the long-term unemployed with a range of reemployment services and skills assessments to identify their work readiness level, followed by core and intensive services and referrals to training programs in high demand industries to prepare them for successful outcomes when they return to work.

DOES reemployment services are housed in all AJCs. The program is designed to lead job seekers, especially UI claimants, to rapid reengagement in the workforce. Research has shown that job seekers who receive clear reemployment information and who choose a specific path soon after losing jobs are most likely to become reemployed quickly and to get jobs that best suit their lifestyles. DOES strives to provide UI claimants comprehensive information that enables them to make informed choices immediately upon becoming unemployed.

Claimants are selected each week to meet one-on-one with a DOES staff member to assess their employability status. The District is participating in the Unemployment Insurance Reemployment and Eligibility Assessment Initiative. The program is designed to get UI claimants into the American Job Centers for the purpose of:

- Reviewing their eligibility for unemployment compensation
- Developing a reemployment plan that connects them to American Job Center services

There are five components included in the Reemployment and Eligibility Assessment model:

- The claimant must receive a UI eligibility assessment
- The claimant must physically report to the American Job Center
- The claimant must receive labor market information

- The claimant must receive assistance in developing a reemployment plan that includes work search activities
- Feedback from the AJC must be entered in the UI system regarding the claimant's receipt of services, which are a condition of eligibility

DOES requires all workers filing for UI benefits to register for reemployment services unless the nature of their employment presents a valid reason for deferring registration (e.g., seasonal employment, union membership, short-term layoff, etc.). Claimants selected for Reemployment Eligibility Assessment services are in the ninth week of benefits and are identified as likely to exhaust UI benefits. They are notified to report to the local AJC facility for a one-on-one, in-person assessment.

With the exception of those deferred, all UI claimants must register in DCNetworks and post an online resume to maintain eligibility for UI benefits. Claimants are required to provide their work search logs and a copy of their resumes for review and discussion. During the one-on-one assessment, potential barriers are identified and the claimant is provided resource information to address the barriers. After intake and initial orientation and assessment, UI claimants are placed on one of three tracks:

- **Job Ready:** This track focuses on the key elements of a successful job search or career plan. Comprehensive reemployment information includes skill and interest assessment resources, job search techniques, and labor market information. Effective resume writing and interviewing are also covered.
- **Training:** This track discusses soft-skills and occupational training as a means to a better career. It covers how training may be funded, what labor market factors job seekers need to take into consideration before choosing a training program, and how training may impact a UI claim.
- **General Educational Development/Adult Basic Assistance (GED/ABE):** UI claimants are referred to adult basic education training.

In addition the services offered through the Reemployment and Eligibility Assessment Program, DOES is also leveraging local resources to provide prepare long-term unemployed residents with work readiness training. DOES has worked with the University of the District of Columbia Community College (UDC-CC) to provide occupational skills training, and is also exploring additional partnerships with other training providers and District agencies to ensure that customers are given the best resources to gain the necessary skills that will lead to sustainable employment.

Dislocated Workers

Dislocated workers in the District are tremendously diverse in terms of their skills, previous occupations and industries, and wages. In the midst of these differences, there are certain characteristics shared by dislocated workers. They often include one or more of the following attributes:

- Little information or understanding about current labor market opportunities

- Poor work search skills
- Significant work experience and work maturity
- Strong work skills that may be outdated and or not in demand
- Financially stressed
- Psychologically stressed (including possible depression)

Dislocated workers will be served as close to the time of dislocation as possible. DOES will provide orientation to affected workers, including updated labor market information, an overview of occupational training opportunities, and identification of reemployment opportunities. DOES also works with dislocated workers to develop Individual Employment Plans (IEPs). The IEPs will include:

- Assessment of vocational skills and interests along with transferrable skills and barriers to employment
- Development of career goals with comparable wages
- Development of a comprehensive supportive service strategy involving other partner agencies
- Crisis adjustment services (including stress management and financial management services) to help dislocated workers cope with being laid off
- Job readiness services to help dislocated workers acquire the skills needed in today's workplace
- Job search training and assistance in finding appropriate jobs, including assistance in finding jobs out of the local area, when necessary

These services will be sensitive to the distinct needs of dislocated workers, particularly their work maturity and need for reemployment often at relatively higher than entry- and mid-level wages. In addition, basic readjustment services will be available to those in need of immediate employment as well as to those who need retraining. Recognizing the retraining needs for dislocated workers, DOES will offer a wide range of federally and locally funded training options.

Low-income Individuals

With approximately 40 percent of the District population receiving some form of public assistance, it is critical for the workforce system to deliver services that enable such individuals to maintain family and employment obligations while also pursuing education and training that can support career advancement. Pursuant to WIC Policy No. 2013.005 DOES as the administrative entity for administering WIA will invoke the WIA Priority for Services provision when a determination is made that WIA funds are severely limited. The trigger for initiating the provision is defined as a circumstance in which 80% or more of the WIA Adult training funds for the current Program Year are expended or obligated for training services.

While the District has not been in a situation to implement priority of service in recent years, if the provision is invoked priority of service for all WIA Adult and Dislocated Worker intensive and training services shall be provided to recipients of public assistance and other low-income individuals. The Office of AJC Operations will work closely with the Office of Policy and

Performance to draft a standard operating procedure by April 2014 that will aligned with the WIC policy.

Going forward, DOES will seek to implement and expand job training strategies such as career pathways and contextualized learning models that are better designed to address the skill needs of low-income and low-skilled participants. For example, DOES is seeking to serve low-income individuals through a partnerships that has been created with the District's Department of Human Services to provide targeted services to recipients of Supplemental Nutrition Assistance Program (SNAP) benefits. Through this partnership, 200 customers will be able to participate in a career navigation course that will focus on employment preparation. The WIC and DOES intend to evaluate the effectiveness of this partnership in PY 2013, and determine whether there are additional opportunities for partnership between DOES and DHS in serving the employment and training needs of the District's SNAP and TANF recipients.

Furthermore, DOES provides transportation subsidies to qualifying low-income participants who need assistance with getting to and from training or employment sites. Through the MOA that has been established DOES also partners with a number of other District agencies, providing referrals that address barriers to employment such as child care, housing needs, etc. DOES is currently developing a formal written standard operating procedure to ensure allowable, reasonable, and appropriate utilization of support services and describe the referral process to non-DOES partners. The procedure will also include the requirements listed in WIC Policy No. 2013.007.

Individuals with Disabilities

According to data provided by the Department of Disability Services, Rehabilitation Services Administration (DDS/RSA), 43,850 District residents between the ages of 16-64 (roughly 11.1 percent) are estimated to have a disability. Of those individuals, it is estimated that 32.4 percent are employed on a full-time or part-time basis, and 21,608 are estimated to have an employment disability. DDS/RSA is the District agency with primary responsibility for provision of workforce and employment services for individuals with disabilities, including services funded under Title I and Title VI of the Rehabilitation Act. DDS/RSA works in collaboration with the WIC, DOES, and other American Job Center partners to ensure that individuals with disabilities are being adequately served through the workforce investment system, including through referrals from American Job Center partner programs. DOES has purchased disability accessibility equipment recommended by DDS. DOES will install the newly purchased equipment, and DDS staff will train AJC staff on operation of the equipment by April 2014.

Limited English Proficient (LEP) Individuals

According to the 2010 Census, the District has experienced an influx of immigrant populations over the past decade, with 13.5 percent of District residents being foreign born. The 2010 Census also indicates that 14.5 percent of residents age five and over speak a language other than English, making language access a major priority for the District. The WIC and DOES will also work with OSSE to evaluate the availability of Title II-funded ESL instruction for WIA participants, and explore ways to expand capacity for these services, as needed, including

through the recruitment of community-based organizations with experience serving LEP populations.

DOES has bilingual workforce development specialists who are able to serve customers in all of the AJCs, including the SE center. The agency also has access to the District's Language Access Program, which provides interpretation services to allow workforce development specialists to communicate with all District residents. DOES has a designated liaison to the DC Office of Human Rights participating in the Language Access Program for the District. The DOES Language Access Coordinator ensures that staff are trained to identify those in need of additional language resources to understand all relevant information in their job search activities across all DOES programs . Training is especially geared to those staff members that are customer-facing in the service delivery system such as the AJC centers. Outreach and customer tracking is documented in a quarterly report that is submitted to the Office of Human Rights. DOES staff are required to:

- Document the language requested by phone or at sign-in for services at an American Job Center
- Access the language helpline for translation services
- Provide translation of vital documents in the top six languages identified for this demographic area
- Attend training sessions to review the language access outreach process for major District agencies
- Complete service reports and submit to the DC Office of Human Rights each quarter
- Participate in outreach activities at community centers and special programs for specific language demographics

The DOES Office of Public Affairs and the DOES Office of Equal Employment Opportunity are collaborating to ensure vital documents are translated into identified languages across all affected programs, including the Office of Unemployment Compensation and American Job Centers. DOES is on target to meet translation updates through FY 2013. Additionally, outreach tools from the DC Office of Human Rights are provided for posting in the American Job Centers to promote interactive communication between front line staff and walk-in customers requiring service.

Returning Citizens/Individuals with Multiple Challenges to Employment

Approximately 8,000 returning citizens come back to the District each year. The District's primary program for addressing the needs of job seekers with multiple barriers is the Project Empowerment/Transitional Employment Program (TEP), which is a locally-funded program administered by DOES. Customers are provided with information about TEP during general AJC orientation. If a customer is interested in TEP, a Workforce Development Specialist can refer him/her to the program which is located at the DOES Headquarters.

Homelessness, lack of work history, lack of formal education, substance abuse issues, mental health issues, and other barriers faced by returning citizens are addressed by TEP supporting individuals through life-skills training, employment-related services, and robust support

mechanisms. In the last few years, over 70 percent of TEP participants have had a criminal history. Reentry to the labor market is particularly difficult for returning citizens as low employment rates, recidivism, poor work skills, and limited work experience negatively affect their ability to enter and maintain participation in the workforce and sustain their quality of life.

Delivery of the Rapid Response Services

DOES is the District's designated state Rapid Response Center (RRC) and is responsible for coordinating Rapid Response (RR) activities associated with mass layoffs, including layoff aversion activities. Recognizing the tremendous economic challenges associated with layoffs, DOES is committed to working with employers to identify strategies, including workforce strategies, which can help businesses remain competitive in the today's global market. However, there will be circumstances in which layoff aversion strategies will be unable to forestall layoffs or plant closings, and RR activities are appropriate.

The DOES RR unit responds to Worker Adjustment and Retraining Notifications (WARN) of layoffs and plant closings within 48 hours of receipt of notice. The delivery of services is timed to take place before the workers are dispersed. The unit works with employers and employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss. Staff of the RR unit provide services on-site while accommodating work schedules and workers through transitions associated with job loss. In addition, the staff will be assigned an AJC where they will be able to provide frontline services tailored to meet the needs of dislocated workers.

The District integrates services by co-enrolling affected workers in WIA and Trade Adjustment Assistance (TAA) programs, when appropriate. Core, intensive, and training services are available to assist dislocated workers transition from layoff to work in the least amount of time possible. If workers have skills that are in demand in the labor market, simply accessing the core services of job search and placement assistance and labor market information may be sufficient to help get individuals back in the workforce quickly. However, intensive and training services may be provided when a determination is made that the worker is in need of services beyond core.

Upon receipt of a WARN notice, the RR coordinator contacts the employer to schedule a site visit and arrange a presentation. The RR coordinator will inquire if employees will be receiving severance pay and the details of the closure or layoff plan. A Rapid Response initial meeting checklist is completed at this meeting to record details of the layoff plan. In addition, the RR coordinator recommends that employees pre-register in DCNetworks prior to the scheduled event.

The RR coordinator then provides the date and time of the impending event to other members of the RR team, which consists of an American Job Center representative, a UI representative, a TAA representative, and a Trade Readjustment Allowance (TRA) representative. Informational packets are prepared for distribution to the affected workers. The packets include information on locations and workshop schedules, a listing of American Job Centers in nearby Maryland and Virginia for those workers who choose to access services in the jurisdiction in which they live, a

brochure on unemployment insurance compensation, a Virtual One-Stop system registration form, a copy of the presentation to be presented during the event, and TAA petition information.

On the day of the RR presentation at the job site, affected workers receive an overview of services and benefits available at AJCs. These services include reemployment activities and resources and information on health care, housing, financial counseling, child support needs, and other special needs for workers and families to continue with a self-sustaining life style. Details on the process of filing for unemployment insurance compensation is thoroughly presented and a questions and answer session follows to clarify any issues, problems, or reservations presented by the workers.

Information collected from workers includes contact information, work history, demographic information, skills sets, work history, educational level, long/short term goals, and training needs. If affected workers have not registered in DCNetworks, they may complete the DCNetworks registration form and their information will be entered in the system within 72 hours, with the Rapid Response service code by RR unit staff. Workers are informed that early intervention and job search assistance are immediately available following the registration process. Copies of the registration forms are created and forwarded to the American Job Center Associate Director to disseminate among workforce development specialists for follow-up, as well as to the Business Services Group Manager for job placement.

The RRC is responsible for completing and submitting the following reports:

- An on-site RR visit report after a WARN notice is received and an on-site visit is conducted
- A post-response report after the RR coordinator makes a visit without receiving a WARN notice
- A monthly report to comply with the agency reporting requirements

Trade Adjustment Assistance Act Service

The Trade Adjustment Assistance (TAA) program provides aid to U.S. workers who have lost their jobs as a result of foreign trade. The District's TAA program, through federal funding, is intended to provide trade-affected workers with opportunities to obtain the skills, resources, and support needed for reemployment. Program benefits and services to individual workers are administered by the District, while technical assistance and oversight is provided by the US Department of Labor Employment and Training Administration, Office of Trade Adjustment Assistance.

Although the TAA program is not located at AJC SE, staff from AJC SE will be responsible for sending TAA referrals if the customer visits the AJC. Subsequently the TAA team performs intake and processes the Trade Readjustment Assistance (TRA) applications. The agency offers reemployment services, as well as information for liable state determinations and procures and pays for the approved training, including subsistence and transportation.

Similar to the assessments used for WIA dislocated workers, TAA-affected workers create an Individual Employment Plan and training plan that will follow the same guidelines and interpretations used in developing goals, needs, and skills identification of WIA dislocated workers. The District coordinates TAA services and benefits through the WIA/Wagner-Peyser service delivery systems to participants seeking services in the states where they reside.

Senior Community Service Employment Program

The Senior Community Service Employment Program (SCSEP) is authorized by the Older Americans Act (OAA) to provide subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. All AJCs serve as an access point to assist with program referrals and enrollment. Referrals will be made to the SCSEP Program Coordinator. Program participants have access to both SCSEP services and other training and employment assistance through the AJCs. Opportunities for part-time work experience coupled with access to AJC resources and services promote opportunities to develop new job skills and learn 21st century job search techniques.

The mission of SCSEP is to provide both community services and work-based training. Participants work an average of 20 hours a week and are paid the highest of federal, state, or local minimum wage. They are placed in a wide variety of community service activities at non-profit and public facilities, including government agencies, daycare centers, senior centers, schools, and community based organizations. Community service training is intended to serve as a bridge to unsubsidized employment opportunities.

Primary SCSEP job duties at American Job Centers are assigned within the welcome team. SCSEP workers greet, triage, and provide general information to customers, provide assistance to center staff in the Resource Room and conduct workshop and appointment reminder calls. In addition, SCSEP workers are provided opportunities to attend a variety of workshops, job fairs, targeted employment recruitments, and other events at AJCs. SCSEP participants may meet with members of the Business Services Group or the program's job developer to explore potential job opportunities and the labor market to determine if their current skills meet employer hiring needs.

AJC staff provides training to ensure the SCSEP worker can integrate within the Welcome Team to provide job seekers with skilled support, including creating email addresses, accessing outside employment search engines, and providing general information about AJC and other community resources and events. In addition, the presence of an SCSEP participant serves as point of contact for seniors visiting the centers to receive first-hand information about the program and the benefits of becoming engaged in services.

To ensure AJC staff members are knowledgeable about SCSEP, it is essential that employees regularly participate in program training and that they are able to assess and refer prospective SCSEP participants appropriately. To this end, the SCSEP management will coordinate with AJC operations to provide staff development to AJC management, customer service representatives, workforce development specialists, placement staff, and employment specialists. Staff development will focus on familiarizing the staff with the SCSEP mission, goals, and

enrollment requirements and criteria. The training will be augmented by periodic technical assistance, as appropriate. To ensure the successful integration of SCSEP services in the AJC network, AJC and SCSEP staff will conduct regular planning and coordination meetings.

Employment is the goal of the work experience training for SCSEP workers enrolled in the program. DOES strives to move in sync with this goal and has helped SCSEP workers find unsubsidized employment and/or take advantage of SCSEP funded training for occupational training and skills upgrades.

Customer Satisfaction Assessment and Feedback

The District solicits impartial customer satisfaction information from Wagner-Peyser and WIA Title I-B program participants. By May 2014, DOES will begin to conduct AJC focus groups regarding customer satisfaction. These focus groups will be conducted twice a year as part of the integrated service delivery system. The groups will be assembled for both customers and employers and will report their findings to DOES leadership, the WIC, and agency partners for further action.

Additionally, DOES welcomes and receives feedback from customers daily. DOES collects its customer feedback in three primary ways: through customer service survey cards located at each American Job Center; through the agency website and “Ask the Director”; and through regular meetings with community stakeholders and DOES employees.

Customer Service Survey

The District’s AJCs provide customers with direct access to DOES staff, which makes the customer service survey cards essential to improving DOES’ service offerings. DOES collects surveys from each AJC monthly to track and analyze customer comments and adjust service delivery, as necessary. DOES is developing formal standard operating procedure for the collection of the customer service survey cards, how they will be analyzed, and how the information will be distributed to staff and used for system improvement. The procedure will be implemented by May 2014.

Agency Website and “Ask the Director”

The DOES website is another source for customer feedback. The “Ask the Director” option allows customers to inquire about training opportunities, career planning assistance, unemployment compensation, and more. In addition, customers provide feedback about customer service, which allows the Office of the Director to promptly respond to any issues.

DOES has included customer service measures in its performance management plans to hold employees accountable for responsiveness to customers. DOES has also implemented Avaya messaging, which allows the agency to not only track call volume, but duration and quality of phone communication to and from DOES, as well.

Regular Meetings with Community Stakeholders and DOES Employees

As a regular part of business, the DOES Director, senior staff, and managers meet with stakeholders, including workforce development and advocacy organizations, other District agencies, area employers, constituents, and DOES staff. These meetings allow agency representatives to interact with idea-generators throughout the District who provide essential feedback to the agency. Through meetings with our stakeholders, DOES has enhanced many of its programs by incorporating this critical feedback.

American Job Center Business Resource Area

The AJC Business Resource Center allows customers to conduct self-directed employment searches. Users have access to equipment such as computers, fax machines, copiers, printers, public telephones, and information boards. These facilities are considered core services. In addition, anyone with an internet connection can utilize the DCNetworks.org website from any location in the world.

Customers seeking more than just access to the Business Resource Center will be afforded the opportunity to attend a one-time program overview orientation. The orientation reviews all services and programs offered through DOES and provides “next step” instructions for how to access the desired programs and services.

The engagement of both job seekers and employers to build relations is vital to the success of the American Job Centers. DOES utilizes the DCNetworks Virtual One-Stop (VOS) system, which is a web-based system that meets the requirements of WIA, the Trade Act of 1974 (Trade Adjustment Assistance programs), Wagner-Peyser, and veterans’ programs. It is a comprehensive case management system for workforce professionals who work with employers and job seekers.

Once both job seekers and employers have registered with DCNetworks (this can be facilitated independently or with the aid of a DOES staff member) and created a customer profile or business account, they will have gained remote access to the District’s VOS system. From this point DOES can monitor and document all services received and/or provided to the customer.

DCNetworks case management capabilities include tracking the services for both job seekers and employers. DCNetworks also maintains a job matching/job referral database, which houses both staff-entered job orders and employer-entered job orders. In addition, it provides federally mandated performance reports for USDOL’s employment and training programs.

Cultural Competency Plan

The District of Columbia maintains a consistent service delivery strategy throughout the AJC network in order to meet the needs of all customers seeking assistance. Consistent programming at all AJCs, for all customers regardless of ethnicity, sexual orientation, age, disability, etc. affords all the opportunity for access to services that meet their individual needs.

DOES strives to ensure customers have access to services provided by culturally competent AJC staff and community partners with whom they communicate. DOES recognizes, respects, and responds to the unique, culturally defined needs of the ever changing population served in this geographic area. In addition, DOES has incorporated into the employee training curriculum sessions that help provide exposure and enhanced knowledge with regard to providing exceptional service to the District's diverse population.¹³

Service to Individuals with Disabilities

According to data provided by the DC Department of Disability Services, Rehabilitation Services Administration (DDS/RSA), 43,850 District residents between the ages of 16-64 (roughly 11.1 percent) are estimated to have a disability. Of those individuals, it is estimated that 32.4 percent are employed on a full-time or part-time basis, and 21,608 are estimated to have an employment disability. DOES currently enjoys a strong partnership with the DC Office of Disability Rights (ODR). This cooperative relationship means that DOES is able to register customers with disabilities for employment services.

In the future, DOES hopes to expand this partnership into collaborative programming and coordination with employer partners who are interested in hiring District residents with disabilities. DOES will initiate meetings with the Department of Disability Services (DDS) by March 2014. Through the collaboration DOES will work with DDS to exchange customer data and ensure comprehensive services are accessible through dual onsite access for DOES and DDS staff. DOES will establish a standard operating procedures by September 2014 that will ensure that employment-related services are being provided to citizens with special needs at American Job Centers, as opposed to relying heavily on referrals.

DOES works with the DDS/RSA to tap into their experience assisting persons with disabilities to find employment and also leverages resources. For example, DDS/RSA may have the employer relationship, and DOES may cover the costs of occupational skills training.

The District is committed to equal opportunity employment. All decisions made regarding recruitment, hiring, training, and other terms and conditions of program operations will be made without discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief. The American Job Centers will comply with WIA Section 188, Title IV of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and current District of Columbia method of administration. This assurance will be incorporated into all grants, contracts, cooperative agreements, or other arrangements whereby WIA funds are made available.

Pursuant to DOES Policy 300.20-4, "American Job Center Reasonable Accommodation Policy", qualified individuals with disabilities will be given a meaningful opportunity to participate in and benefit from aid, benefits, services, or training, including core, intensive, training, and support

¹³ See Attachment 7, Cultural Competency Plan Chart

services.¹⁴ This includes the adoption of effective communication strategies for applicants, participants, and the general public with a wide range of physical, perceptual, communication, and cognitive abilities. This policy aims to ensure that universal access is a reality for all persons interested in participating in programs, projects, and activities contracted through the American Job Centers, including persons with disabilities.

The Vocational Rehabilitation (VR) offices have served this special population with distinction and will continue to do so. They have indicated interest in continuing to partner with the AJCs to provide services, and they are welcomed as valuable partners. Vocational rehabilitation already enjoys a close relationship with Goodwill because of their shared interest in serving these special individuals. American Job Centers and VR will share adaptive equipment and services already in place to assist those who need special assistance.

Furthermore, all of the District's American Job Centers are being brought into compliance with the federal Americans with Disabilities Act. By September 2014 each center has a designated computer with accessibility software and hardware which includes special screens, keyboards, and adjustable workstations for use by customers without sight, with impaired vision, in wheelchairs, or with other disabilities.

Department of Employment Services Accessibility Plan and Section 508 Compliance Initiative

The Workforce Investment Act requires universal access to the services of the American Job Centers. While AJC staff are not rehabilitation counselors or disabilities specialists, with a combination of basic customer service practices, core knowledge of disability issues, and information on where staff and customers can find additional assistance, the AJC can play a significant role in helping many people with disabilities meet their employment and career advancement goals.

DOES is currently developing a formal plan that will establish the procedures to be implemented to ensure that AJCs are in compliance with Section 508. This plan will be developed by September 2014. The term *disability* is extremely broad. While some individuals can be identified due to mobility issues or sensory deficits (such as people who are blind, visually impaired, or deaf), there are other individuals who are covered under one of the provisions of the law for whom physical access is not an issue, such as those with learning disabilities, mental health issues, head injuries, and many other conditions. DOES is committed to providing services that:

- Strive to anticipate the needs of people with disabilities in the physical design of the center, as well as the design of services
- Provide opportunities for people with disabilities to participate in an effective and meaningful way
- Serve people with disabilities in an integrated setting

¹⁴ See Attachment 8, AJC Reasonable Accommodation Policy

- Avoid unnecessary requirements that tend to screen out individuals with disabilities, such as requiring a driver's license as the only acceptable form of identification, or requirements mandating that individuals must complete intake forms without assistance
- Permit special benefits beyond those required by regulation, such as additional one-on-one assistance or extra time beyond typical time limits
- Provide reasonable accommodations to customers with disabilities, unless providing those accommodations would cause undue hardship (e.g., modified computer keyboards, sign-language interpreters, intensive staff assistance, modified computer screens)
- Ensure communications with customers and members of the public with disabilities are as effective as communications with others (i.e., providing auxiliary aids such as qualified interpreters, assistive listening headsets, closed and open captioning on videos, and telecommunication devices [TDD and TTY])
- Comply with WIA nondiscrimination and equal opportunity provisions

Supportive Services Available and the Removal of Barriers to Employment

Pursuant to WIA Section 134(e)(2) and WIC Policy No. 2013.007, DOES, as the One-Stop operator and Title I administrator, are authorized to use WIA Adult and Dislocated Worker funds for supportive services for individuals who are participating in core, intensive, or training services and who are unable to obtain such service through other programs. The WIC authorizes a lifetime maximum of \$1,000 of supportive services per participant.

Supportive services are only provided when it is determined necessary for the adult or dislocated worker participant to participate in employment and training activities and the participant is unable to obtain supportive services through any other resource. Supportive services must be based on an objective assessment that is described and justified in the participant's IEP and documented in case notes. The WIC will work with the AJC and mandatory partners to ensure that supportive services are coordinated through the District's AJC Memorandum of Agreement.

Supportive services enable successful completion of training and other activities authorized under WIA Title I, and may include the following:

- Transportation assistance
- Childcare assistance
- Training and work-related clothing, including uniforms and tools
- Required work attire
- Housing assistance
- Employment-related medical testing and background checks.

DOES is currently developing a formal written standard operating procedure to ensure allowable, reasonable, and appropriate utilization of support services. The procedure will be completed by April 2014 for the WIC Board's review and will include the requirements listed in WIC Policy No. 2013.007. All applicants for WIA Title I programs will be informed about the availability of funded supportive services. The American Job Center maintains a written list of support services and the funding levels available for registered participants in follow-up after completion of program activities. In addition, every monitoring appointment with a registered participant offers

an opportunity to identify additional needs for supportive services. Once identified, the need can be addressed with existing resources. The provision of supportive services is also reviewed during every operational review by the agency. The agency establishes relationships with specific vendors who provide pre-approved supportive services for WIA-eligible customers. AJC staff make referrals based upon vendor offerings and customer interest. With the provision of WIA Title I-B, supportive services barriers are greatly reduced and/or eliminated.

Customer Outreach Strategies

The Office of AJC Operations is in the process of developing an outline of the proposed outreach strategy for creating awareness of services provided and connecting with all employers and job seekers in the local workforce area is essential to informing job seekers and employers in the local workforce area. The Office of AJC Operations will complete the strategic plan by April 2014.

This strategic framework is a multi-approach to creating the much needed awareness to the public, District residents, media, partners, employers, and job seekers. The outreach plan addresses branding; facility appearance of the American Job Centers; functional signage; marketing collateral; customer service training; survey tools; telephone hotlines and IVR messaging; public service announcements; and Internet messaging, including DCNetworks. Outreach material will be created and AJC and Partnering Agencies will receive materials for distribution by June 2014.

Logo, brand, and image connection: Logo, image and brand connected to the American Job Centers, DCNetworks, and hiring events that is promoted in a manner that is consistent to ensure District residents, employers and job seekers “make the connection” between hiring events, the American Job Centers, DCNetworks, workforce services, and DOES programs to unify all marketing tools and create brand awareness for American Job Centers and DCNetworks.

Target Audience: All

Facility appearance: American Job Centers should make efforts not to appear as a government agency. In addition, American Job Centers should have ample parking and be easily accessible via public transportation.

Target Audience: All

Functional signage: The first contact with American Job Centers for most constituents will occur when they walk through the AJC doors. Signage at the entrance should make clear where to enter. Emphasis should be placed on the specific services available, rather than on the agency or organization providing them.

Target Audience: All

Marketing Collateral/Presentation Folders/One Pagers/ FAQ Sheets/Calendars/Internet Advertisements: Various marketing collateral to include web ads, mobile apps etc. should be produced that serve as functional tools to promote American Job Centers

and DCNetworks as well as provide a venue for accessing and distributing informational materials to any of the target audiences.

Target Audience: Employers, media, government officials, public, and job seekers

Toll-free Hotline or Pre-Recorded Messaging/IVR Messaging: A toll-free hotline, pre-recorded messages, and IVR messages should be created to disseminate invitations to target audiences promoting upcoming hiring events, workshops, and other services available to job seekers and employers to provide them with fast, easy access to information and services about American Job Centers and DCNetworks and connection with workforce specialists.

Target Audience: Job seekers, employers

Brochures: One brochure should be developed describing American Job Centers and DCNetworks their interconnected services and job seekers can access the integrated system. There will also be a brochure that is developed that specifically address employers' needs.

Target Audience: Job seekers, employers, partners, government officials

Public Service Announcements: Distributing public service announcements (PSAs) and providing hot links to appropriate Web sites can extend the agency budget and outreach to include public and local radio; community and local newspapers; as well as public access television.

Target Audience: All

Outdoor Advertising: Outdoor advertising provides an excellent and innovative means of reinforcing awareness and image identification while delivering broad reach (e.g., bus depots, public transportation advertisement, billboards, etc.).

Target Audience: Public, Job seekers, employers

American Job Centers/ DCNetworks YouTube Video Links: The broad mandate of American Job Centers and DCNetworks is complex for audiences not familiar with more than one or two of the agency's individual services. An overview YouTube video may be effective in reaching these audiences to promote an image as a unified operation, specifically Employment Services, Labor Exchange, and UI.

MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

Performance Measures Required by WIA, Wagner-Peyser and Other Partners

The Department of Employment Services and the WIC have joint responsibility for negotiating the federal performance measures for WIA Title I-B, as required by Section 136 of the Workforce Investment Act of 1998. The following are the agreed upon measure and standards for Program Year 2013.

Performance Measures	PY 2013 Negotiated Level
Adult	
Entered Employment Rate	70%
Employment Retention	76%
Average Earnings	\$12,750
Dislocated Workers	
Entered Employment	74%
Employment Retention	84%
Average Earnings	\$17,750
Youth	
Placement in Employment/Education	65%
Attainment of Degree/Certification	50%
Literacy/Numeracy	55%

In addition to these measures required by federal statutes, DOES proposes the tracking and reporting of the following metrics in order to assess the AJC SE performance. These performance measures are collected by Program Years and will be reported to the WIC on an annual basis that is aligned with the annual reporting requirements of USDOL.

Performance Measures	PY11 Actual	PY12 Actual	PY13 Projected
AJC Performance Measures			
Total number of individuals registered at AJC SE	911	1,156	1,200
Number of customers visiting AJC SE	7,860	6,476	7,200
Number of individuals enrolled in WIA at AJC SE	148	78	300
Core Services to Individuals			
Number of customers who received program overview orientation at AJC SE	4,237	2,366	3,300
Number of individuals who received Wagner-Peyser core services at AJC SE	7,410	6,091	6,750
Number of individuals who received WIA core services at AJC SE	261	104	300
Training Services to Individuals			
Number of adults enrolled in federally funded ITA programs at AJC SE	71	43	80
Number of adults completing federally funded ITA programs at AJC SE	61	25	70

Percentage of adults completing federally funded ITA programs at AJC SE	86%	58%	87.5%
Percentage of adults placed in employment after completing federally funded ITA program at AJC SE	67.21%	20%	75%
Veterans			
Number of veterans that visited AJC SE	427	371	375
Number of veterans who attended orientation at AJC SE	178	105	141
Number of veterans who received core services at AJC SE	389	347	370
Unemployment Insurance Recipients			
Number of UI recipients who received Wagner-Peyser core service at AJC SE	965	1,242	1,250

Performance Tracking and Management

DOES is embarking on a comprehensive strategic planning effort from which there are likely to be additional measures that support customer service to both businesses and job seekers. In addition DOES is enhancing its performance monitoring program to provide substantial information regarding areas of challenge and growth opportunity for the division. All Federal programs have monitoring requirements. Federal law requires the State to monitor Workforce Investment Act (WIA) Title I Programs and Trade Assistance Act (TAA) for compliance and quality.

Program monitoring has two main purposes: 1) to ensure that the AJCs are in compliance with the intent and substance of the rules governing funding streams, and; 2) to provide an understanding of the systems operating to achieve the overall workforce investment goals.

Sustainable and quality monitoring becomes a way to develop an understanding of the systems the AJCs draw upon to deliver information and services to customers. DOES will revise and develop the monitoring tools that will be used and have a completed draft for review by March 2014. Monitoring tools are designed to explore the working relationships that make a difference to the customer in terms of the breadth and depth of services.

Monitoring for quality may reveal strengths that can be used to illustrate "best practices." Best practices models derived from empirical evidence, rather than from national literature, can be shared among local boards and service providers and can thus have more relevance. This type of monitoring results in an analysis of system development that can be useful to management at all levels.

Through the use of DCNetworks, AJC staff can enter all required data for eligibility, data validation, and performance reporting according to federal and District guidance. Because the system is integrated, other partners programs with access to DCNetworks will also be able to access the universal information that is created by the individual or staff member.

At this time, AJC staff can use the universal information to create program applications and service plans. Because all staff can access this integrated information, team management can occur. In addition, the DOES JobBank Unit has received training to assist with the creation of employer accounts and job orders. Furthermore, the Business Services Group will be capable of assisting AJC staff and JobBank staff with inputting information into DCNetworks when necessary. For the outcome data that DCNetworks does not provide, the Office of Policy and Performance can use a system called FutureWork to track elements and produce information necessary for more in-depth management.

Assessing for Improvement

The Office of AJC Operations will assess needs for improvements in a number of ways. DOES will use a performance management system to track AJC progress and determine areas of needed improvement. The Office of AJC Operations will work closely with the Office of Policy and Performance to chart the goals and objectives of each AJC prior to the start of a new program year using work plans and project status reports. The goals and objectives have been extrapolated from larger, divisional and District approved strategic plans. The Office of Policy and Performance is developing reports to capture the agreed-upon goals and objectives and is updated to illustrate progress towards the established goals. These reports will be implemented by the end of January 2014.

There will also be a project status report that will be updated and distributed weekly to capture AJC progress on the individual objectives that support each overarching goal. All weekly reports are compiled into a single, specialized report and will be packaged quarterly for consumption by key stakeholders. However, staff dedicated to constructing and maintaining the reports will be able to convey to management, in real-time, any phenomena that may indicate an area of challenge.

Indicators of the report signal to staff and management areas of performance deficiencies and performance success. This is an invaluable tool in identifying needed areas of improvement in a timely fashion.

Additionally, programmatic and fiscal monitoring (coupled with technical assistance visits) provides substantial information regarding areas of challenge and growth opportunity for the AJC Network. The Office of Policy and Performance will work closely with the Office of AJC Operations, the Office of Employment Programs and Monitoring and the Office of the Chief Financial Officer to conduct these monitoring activities. Technical assistance visits are scheduled on both "as-needed" and "as-requested" basis.

With a high degree of precision, these combined activities identify the areas in which compliance and performance may be compromised. They also reveal areas in which additional or new training should be provided. Both state and federal agencies provide periodic monitoring, as well. Results of these activities help to further identify areas of opportunities and inform policy changes, procedural/processes modifications, and training plans.

Workforce System Monitoring

Quality Assurance is a priority of DOES and the Office of AJC Operations. DOES will facilitate monitoring of all AJCs to ensure compliance with certification requirements and WIA regulations. Monitoring helps the AJCs improve every aspect of the service delivery system through the following methods:

- Data validation
- Quarterly performance review and assessment for each center
- Yearly monitoring of each AJC
- Monthly review of center activities
- Staff retention
- Customer feedback
- Partner feedback

DOES Office of AJC Operations and Office of Policy and Performance are currently working together to develop an AJC Monitoring Plan and Tool that will be used to ensure the integrity of the WIA system and WIA funds in the District of Columbia, assess compliance with applicable laws and regulations, and to identify successful methods and best practices that serve to enhance the system as a whole. The AJC monitoring plan and monitoring tool will be completed by April 2014.

The monitoring process is accomplished through a combination of desk and on-site reviews. Desk reviews include analyzing information to support the on-site monitoring. Documents gathered for the desk review include prior audit and monitoring reports, current AJC business plans, written policies and procedures, or other guidance governing the AJC network. The on-site review is a fundamental component of monitoring and employs data collection techniques using a formal monitoring tool.

On-site reviews are conducted through a monitoring schedule on a semi-annual basis. The monitor should be prepared to provide on-site technical assistance during the on-site review. To minimize disruption to the Office of AJC Operations, other monitoring functions such as financial and performance should be scheduled at the same time, where appropriate. At the end of on-site reviews, monitoring staff will discuss with the agency a short-term timeline for: completion of the results of the monitoring visit; a date on which results will be released; the date of a technical visit to discuss results; and due date for responses to Recommendations and Corrective Actions, if any exist.

RESOURCES

Data Management System / DCNetworks

Technology plays a large role in program management. The District's DCNetworks is an internet-based technology system that allows customers to access workforce services as well as assist workforce development staff to track information to enhance service delivery. The system provides integrated services via the internet for individuals, employers, training providers, workforce staff, and One-Stop partners.

In addition to the core and intensive services delivered by the VOS platform, the system offers easy access to key federal reporting features to provide management with valuable information for improved service delivery and enhanced performance. VOS is the perfect solution for state or local workforce agencies.

DCNetworks significantly increases the size and quality of the District's available talent pool and access to jobs for customers. The system's state-of-the-art flexible functionality is utilized daily by staff, job seekers, and employers alike. DOES will provide access to information and training on the appropriate DCNetworks functions.

Under the Memorandum of Agreement, all AJC partners, staff, supervisors, and administrators will adhere to all federal and District confidentiality rules regarding the collection and use of participant data. AJC partners choosing to connect to the data system will be responsible for costs related to purchasing and maintaining equipment and collecting data. Any cost incurred due to a One-Stop partner's request for additional development of DCNetworks will be borne by the requesting AJC partner.

Additionally, DOES will disseminate labor market information (e.g., economic, wage, unemployment, and employment statistics) in the AJCs, as well as through the DCNetworks website. All AJC partners and the public will have access to the information. AJC partners who request customized labor market information and reports will bear the cost of developing such information and reports.

American Job Center Emergency Preparedness Plan

During an emergency, and until the arrival of emergency personnel, the DOES Command Team will coordinate emergency functions to ensure the safety of all employees and visitors. The DOES Office of Administrative Services has developed a plan that establishes the procedures for potential emergencies, shelter-in-place strategies, and the safe evacuation of the building in the event that an emergency has been identified.¹⁵

Identification of Subject Matter Experts for Funding Sources

¹⁵ See Attachment 9, Approved ERP SE AJC

Currently, DOES has leadership staff who are subject matter experts in WIA and WP, the two primary funding streams supporting the American Job Centers. Both the Deputy of Workforce Development and Associate Director of AJC Operations have in depth knowledge of the Workforce System. DOES is also a member of the National Association of Workforce Boards. This membership, along with participation in a host of other Workforce Development professional conferences, provides access to subject matter experts when recruitment of staff or consultants are necessary.

AJC Funding Sources

A detailed budget on the costs associated with administering and operating the AJC System for FY 2014 is provided as an attachment to this plan. This includes WIA and Wagner-Peyser information. The total Spending Plan for the AJC SE is \$909,794¹⁷ designated for AJC SE. These figures do not include expenditures for Rent, Telephone, Utility, occupancy, and Security Services. These costs are centrally budgeted under another responsibility center and mainly paid using Locally Appropriated funds. Also, not included are agency-level allocated administrative costs for financial operations, IT services, and other support service activities, which are also paid by Local Appropriation.

Leveraging Resources and the Creation of Diverse Funding Pools

In today's fiscal environment, it is more important than ever to leverage the fullest possible range of federal and nonfederal resources to support critical workforce services for job seekers and businesses. In PY 2013, the District received combined funding of \$6.8 million in federal allotments for adult, dislocated worker, and youth programs under Title I-B of WIA and for Employment Services authorized under the Wagner-Peyser Act.

DOES currently utilizes a diverse funding pool to support the District's workforce system. The following funding pools support the services and service delivery system of the American Job Centers:

- Veterans GVSG grant – Provides funding for staff to service eligible veteran job seekers and employers
- Reemployment Grant – Provides funding for dedicated staff in the AJC to schedule group and one-on-one sessions with targeted UI claimants
- Unemployment Insurance – Provides funding for staff co-located in the AJCs to assist customers with filing claims and getting updates on claims
- SBR Grants – Provides funding for necessary technology and flat screen monitors to allow AJCs to stream center orientation, UI updates, and other important workforce/employment-related information to job seekers

In addition to federal resources, the District contributes substantial local funding to support workforce development activities. Local supplemental funds appropriated by the DC Council allows DOES to dedicate the full WIA allocation to staff and training. Local funding for

¹⁷ See Attachment 12, AJC SE Spending Plan FY2014

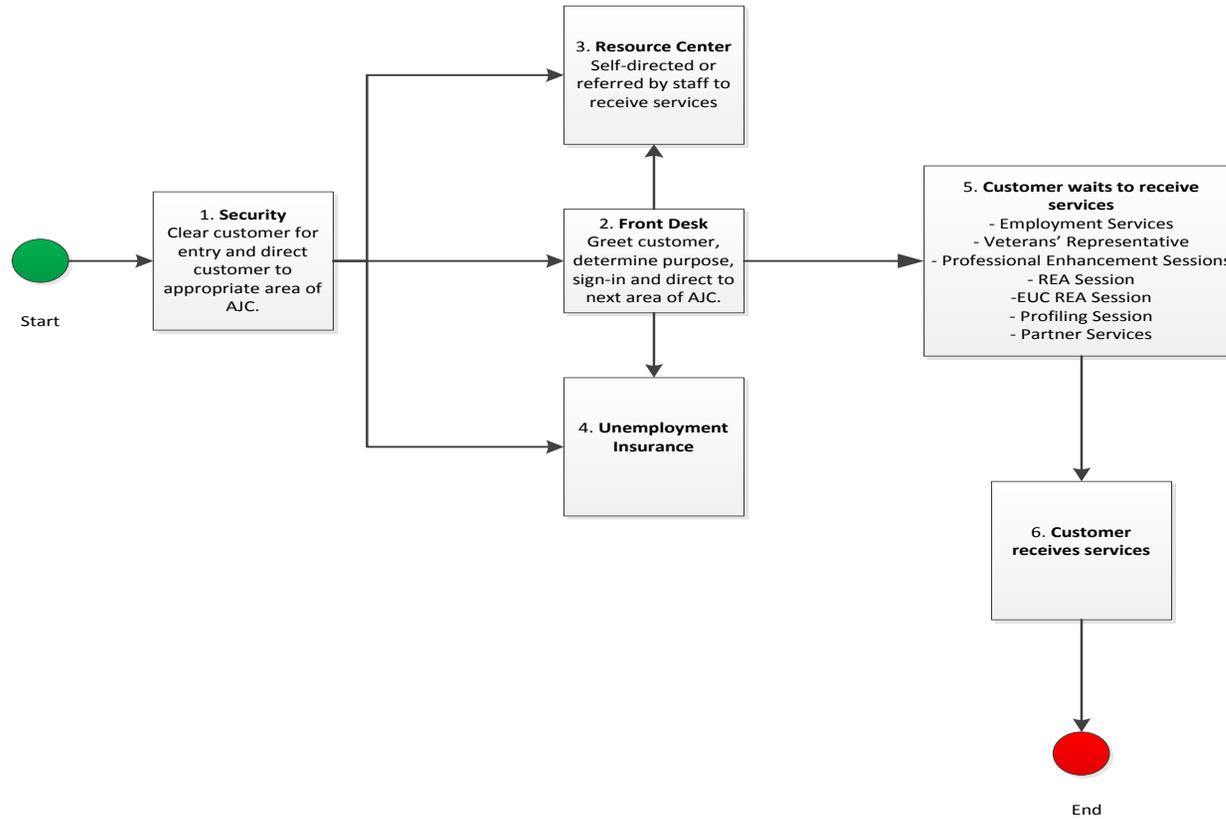
workforce development activities are used to supplement federal allotments and to help sustain American Job Center operations through administrative costs and ensure that the workforce system remains fully functional. In addition, the following major projects are supported through local funding:

- The Project Empowerment/Transitional Employment Program (TEP), which supports subsidized and unsubsidized employment, job search activities, and other supportive service for hard-to-serve populations. The District has provided \$8 million to support Project Empowerment in FY 2014.
- Local Adult Training Funds: In FY 2014, the District plans to use \$15.6 million for local adult training. Trainings are secured via MOUs, RFAs (Grants), and through local Individual Training Accounts (ITAs). Funds allow the District to expand the utilization of the Eligible Training Provider List.

DOES will work with the WIC and other American Job Center partners to identify additional opportunities to coordinate and combine resources to ensure that all District residents can access needed job training and supportive services.

Attachment 1: Customer Entrance to AJC

Type	AJC Tiers of Service Customer Flow	Revision #	1.0
Title	American Job Center Entry	Effective Date	PY13
		Number of Pages	1



Notes:

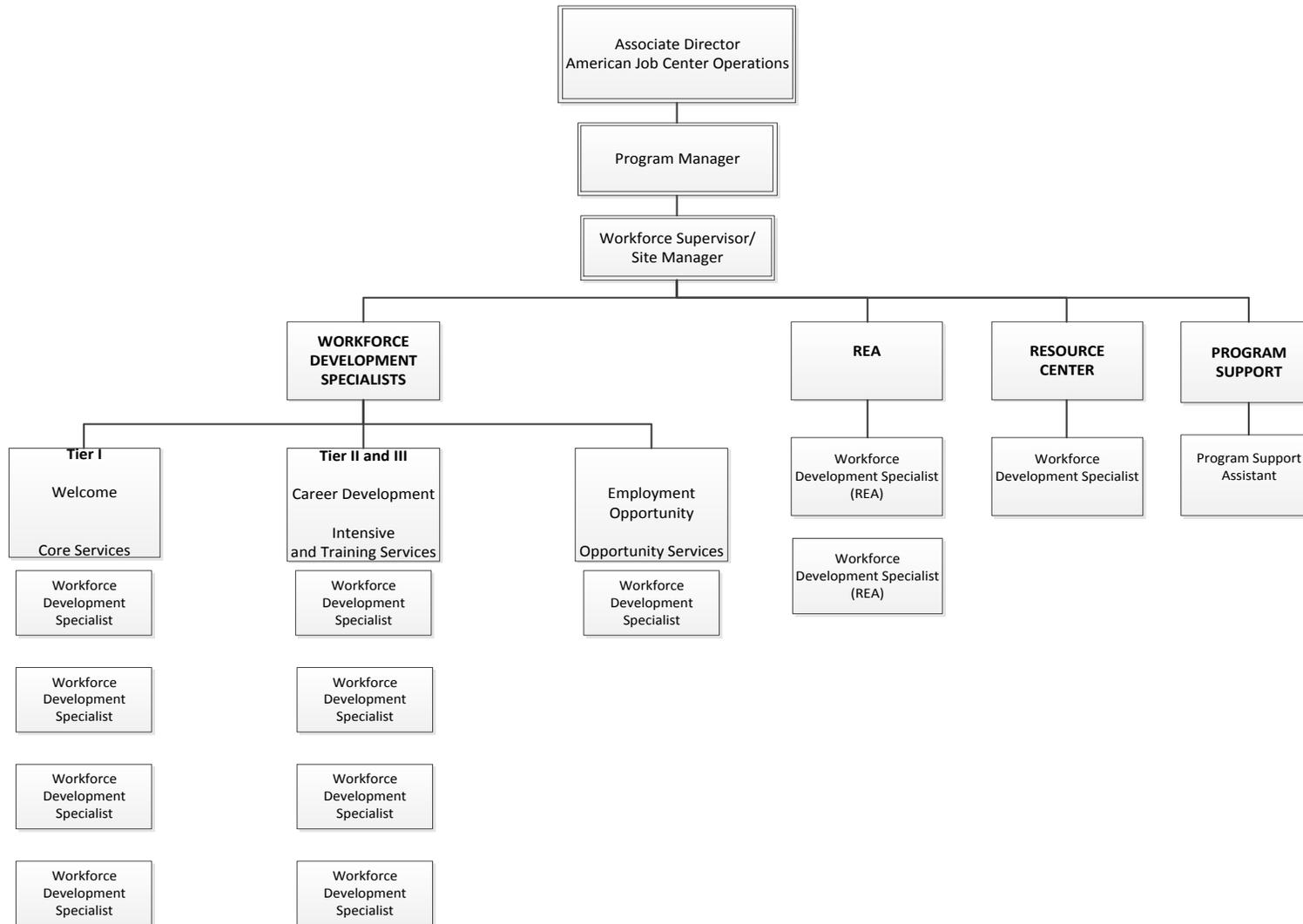
1. Security staff clears the customer for entry. In most centers, security staff also directs customers to the appropriate area of the AJC, based on the customer's purpose of visit.

3. Self-directed: Customers can bypass the Front Desk to go directly to the Resource Center.

Staff-referred: Front desk staff and Unemployment Insurance staff can refer customers to the Resource Center for general use, to register on DC Networks, or to file an Unemployment Claim online or via the phone.

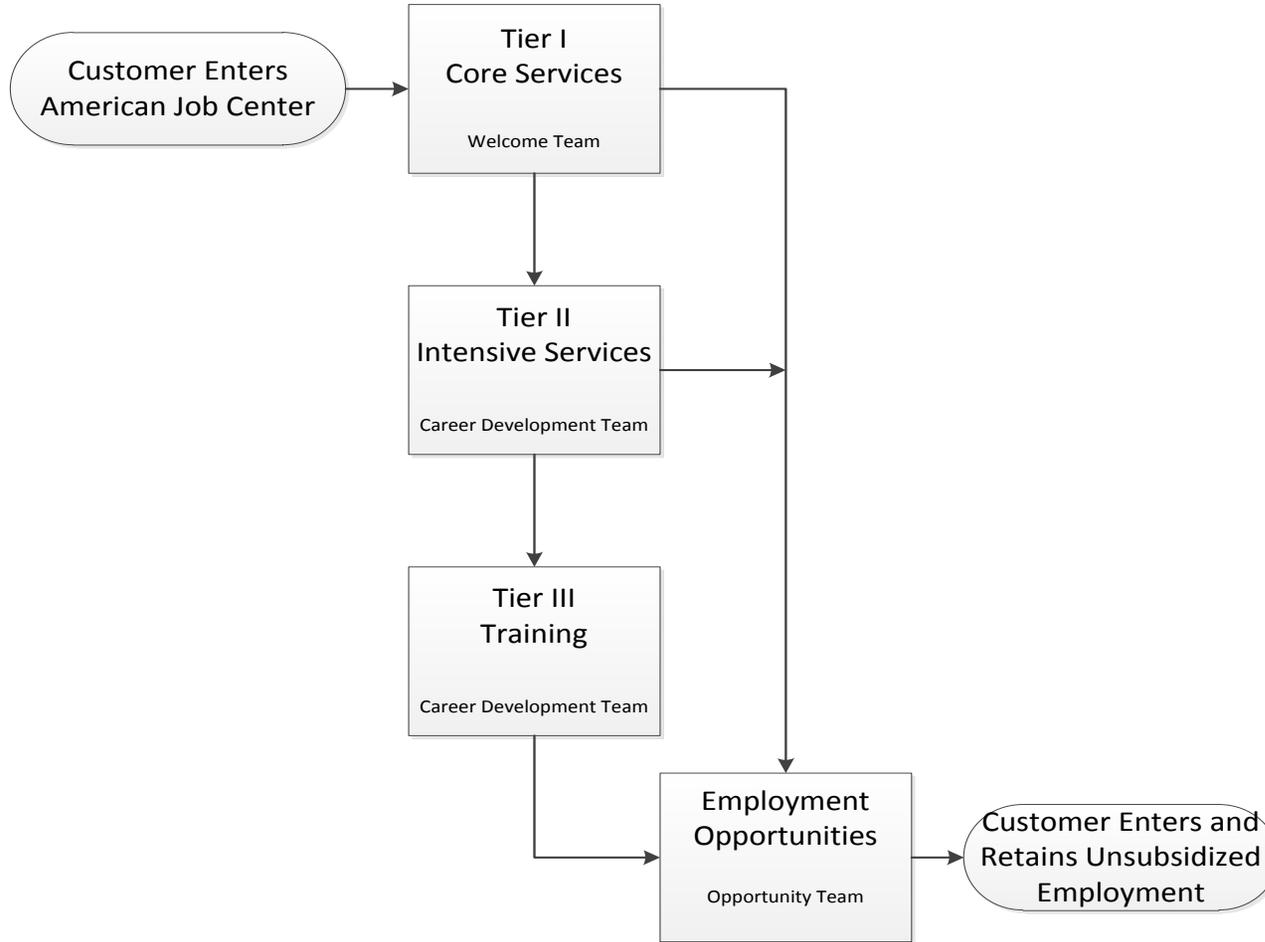
4. In most centers, customers are referred to Unemployment Insurance after signing in at the Front Desk. In one center, customers can directly access Unemployment Insurance services after departing security, without signing in at the Front Desk.

Attachment 2: AJC SE Staffing Pattern



Attachment 3: AJC Entry into Tiers of Service

Type	AJC Tiers of Service Customer Flow	Revision #	1.0
Title	Customer Entry into Tiers of Service	Effective Date	PY13
		Number of Pages	1



Notes:

Customers are advanced through tiers of service based on the assessed need of services in order to obtain unsubsidized employment.

Customers who are not determined as job-ready after utilizing the services in a particular tier are then advanced to the next sequential tier of service.

It is not required that customers be serviced at all tiers. Based on assessed job readiness, customers can be referred to the Opportunity Team at any point.

Attachment 4: AJC Entry – Front Desk Customer Flow

Type	AJC Tiers of Service Customer Flow	Revision #	1.0
Title	AJC Delivery of Customer Services	Effective Date	PY13
		Number of Pages	1

Notes:
 Customers with veteran status are prioritized to receive immediate services.

