Department of Employment Services ("DOES")
FY15-16 Performance Oversight Hearing Questions
Committee on Business Consumer and Regulatory Affairs
Vincent B. Orange, Chairperson

I. Agency Organization and Personnel

1. Provide a complete, up-to-date organizational chart for each division within DOES including, either attached or separately, an explanation of the roles and responsibilities for each division and subdivision. Also, provide a narrative explanation of any organizational changes made during FY15 and thus far in FY16.

(See Attachment 1)

2. Provide a complete, up-to-date position listing for the agency, which includes the following information:

A. Title of Position
B. Subdivision of the agency in which position is located
C. Name of employee or statement that the position is vacant, unfunded, or proposed
D. Date employee began in position
E. Salary and fringe benefits, including the specific grade, series, and step of position
F. Job status (continuing/term/temporary/contract)

(See Attachment 2)

3. Provide the number of FY15 full-time equivalents ("FTEs") for the agency, and FY16 FTEs to date, broken down by program and activity. Please also note the number of vacancies at the close of FY15 and in FY16, to date, by program and activity.

(See Attachment 3)

A. For each vacant position, please note how long the position has been vacant and whether or not the position has been filled.

(See Attachment 3a)

B. How many vacancies within the agency were posted during FY15 and how many have been posted during FY16, to date?

FY – 15	FTE's	Vacancies	Postings in FY15
Labor Standards	121	6	14
Workforce Development	175	30	33
Operations	107	10	16
Unemployment Compensation	154	26	30
Total	557	72	93

FY – 16	FTE's	Vacancies	Postings in FY16 as of 2.12.16
Labor Standards	121	6	0
Workforce Development	188	18	2
Operations	107	14	0
Unemployment Compensation	163	18	3
Total	579	56	5

4. Please provide:

A. A list of all employees who receive cell phones, personal digital assistants, or similar communications devices at agency expense.

(See Attachment 4a)

B. A list of all employees who receive laptops and tablets at agency expense.

(See Attachment 4a)

C. A list of vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

(See Attachment 4b)

D. A list of employee bonuses or awards granted in FY15 and FY16, to date, if any.

There were no employee bonuses or awards granted in FY15 and FY16.

E. A list of travel expenses, arranged by employee. For each such occurrence, list the official event titles, the names and job titles of the individuals who attended the event, the cost (detailed by cost of registration, lodging, airfare, per diems, etc.) of attending the event, the funding source used to pay for the expense, and how participation benefited the agency and its clients.

FY14 = $27,025.00
FY15 = $202,497.75

(See Attachment 4c)

5. Please list and describe all employee training provided in FY15 and FY16, to date. In addition, please list and describe all proposed employee training for the remainder of FY16.

A. During Fiscal Year 2015, the Office of Wage-Hour provided employees training in the following areas:

    i.   Intake and Case Validation
    ii.   Preparing Reports
    iii. Living Wage
    iv. Case Management
    v.   Data Management System
    vi. Reporting
    vii. Overtime for Home Health Aides
    viii. Ban the Box Training

During Fiscal Year 2016 staff participated in a Department of Labor webinar on Fair Labor Standards Act specifically on Overtime and the Protecting Pregnant Workers Fairness Act training hosted by the Office of Human Rights. Staff received internal training on the DC Commuter Benefits as well as reviewed pending legislation related to scheduling for janitorial and retail workers. Staff will also receive continuous refreshers on all wage laws and processes throughout the year.

(See Attachment 5)

	Office of Unemployment Compensation			
Date	**Title**	**Description**	**Training Hours**	**Type**
11/12/2014 – 11/24/2014	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
12/9/2014 – 12/19/2014	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
1/12/2015 – 1/23/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
2/25/2015	Unemployment Insurance: At a Glance (Workforce Development Training)	Training focused on bridging the gap between UI and Workforce staff	2 hours	Skill Development
3/9/2015 – 3/20/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
3/13/2015	Domestic Violence Training: Legal Aid Society of the District of Columbia	Training focused on processing Unemployment Claims for victims of domestic violence	1.5 hours	Skill Development
3/23/2015 – 4/3/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
4/1/2015 – 5/5/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
4/9/2015	Issue 99 Training	Training focused on the adjudication of 99 issues	1 hour	Skill Development

5/26/2015 – 6/5/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
6/22/2015 – 7/10/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
7/31/2015	Issue 99 Training	Training focused on the adjudication of 99 issues	1 hour	Skill Development
8/28/2015	Issue 99: Refresher Training	Training focused on the adjudication of 99 issues	1 hour	Skill Development
8/31/2015 – 9/21/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
10/6/2015 – 10/30/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
12/1/2015 – 12/18/2015	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	6 hours per day	Skill Development
1/7/2016	Issue 99: Refresher Training	Training focused on the adjudication of 99 issues	1 hour	Skill Development
1/13/2016	Domestic Violence Training: Legal Aid Society of the District of Columbia	Training focused on processing Unemployment Claims for victims of domestic violence	1.5 hours	Skill Development

	Proposed employee training for the remainder of FY16:			
Date	**Title**	**Description**	**Training Hours**	**Type**
June/July	Domestic Violence Training: Legal Aid Society of the District of Columbia	Training focused on processing Unemployment Claims for victims of domestic violence	1.5 hours	Skill Development
TBD	First Payment Promptness Training	Training focused on the ALP Core Measure for First Payment Promptness	TBD	Skill Development
TBD	Gross v. Simple Misconduct	Training focused on the difference between Gross and Simple Misconduct	TBD	Skill Development
TBD	Additional, Re-open, and Back to Back Claims	Training focused on the difference between Additional, Re-opened, and Back to Back Claims	TBD	Skill Development
TBD	Use of Fact Finding Guide Cards	Training focused on the use of Fact Finding Guide Cards	TBD	Skill Development
TBD/As Needed	Adjudication Training	Training focused on the adjudication of Separation and Non-Separation issues	TBD/As Needed	Skill Development

6. Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

The agency conducts annual performance evaluations of all of its employees. In accordance with the District Personnel Manual (DPM) Chapter 14, Performance Management, the performance management period for the Department of Employment Services is based on the fiscal year in an effort to align the agency's goals and individual employee's goals, and therefore begins October 1 and ends September 30. During this period employee performance is planned, tracked, and evaluated using the "ePerformance" module in PeopleSoft.

The evaluation phase of the performance management period begins October 1st and ends December 31st. Although this first step is optional, employees are strongly encouraged to

complete a self-evaluation based on their performance plan created at the beginning of the period. Supervisors are then responsible for evaluating employees based on specific competencies and S.M.A.R.T. goals that were identified in their performance plan. The supervisor will submit the evaluation to the second level supervisor, or reviewer, who will review and approve the evaluation and hold the supervisor accountable for complying with the District Personnel Manual's performance management policy and procedure. Once approved, the supervisor will hold a Year-End Discussion with the employee to discuss his/her performance during the period.

7. **Please provide an explanation of the type of work approved for overtime pay. Please provide a list of employees and the amount of overtime they were paid.**

   (See Attachment 6)

   FY15 Overtime Worked Summary

   OAS performed the following:

   - Agency Offices Reconfigurations with contractors;
   - Support MBSYEP Job Certification Events;
   - Support MBSYEP Fare card Distribution at Convention Center;
   - Support MBSYEP Closeout Ceremony;
   - Delivery to MBYLI offsite (Catholic University); and
   - Drive DOES One-Stop Vehicle at Various Mayoral Events and Recreation Centers.

   OIT performed the following:
   - Breakdown and setup of Computers/phone lines during the Agency Offices Reconfigurations;
   - Support/Breakdown and setup of Computers during MBSYEP Job Certification Events; and
   - Support/Breakdown and setup of Computers during MBSYEP Fare card Distribution at Convention.

   Workforce Development performed the following:

   - VOS DCNetworks Upgrade;
   - Support for Councilmember LaRuby May's Ward 8 Pop-up Offices Event;
   - OYP File Clean-up of In-School Cases in DC Networks;
   - OYP WIOA Data Review Clean-up; and
   - Support for Events with Community Partners and Sister Agencies (Workforce on Wheels (WOW) team).

UI performed the following:

- Close-Out of OIG Investigations.

FUTA Certification and compliances.

II. Budget

8. Please provide a chart showing your agency's approved budget and actual spending, by division, for FY15 and FY16, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

(See Attachment 7)

9. Please list any reprogramming, in or out, which occurred in FY15 or FY16, to date. For each reprogramming, please list the total amount of the reprogramming, the original purpose for which the funds were dedicated, and the reprogrammed used of funds.

(See Attachment 8)

10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during the FY15 or FY16, to date.

(See Attachment 9)

11. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY15 or FY16, to date. For each account, please list the following:

    A. The revenue source name and code
    B. The source of funding
    C. A description of the program that generates the funds
    D. The amount of funds generated by each source or program in FY15 and FY16, to date
    E. Expenditures of funds, including the purpose of each expenditure, for FY15 and FY16, to date

(See Attachment 10)

12. Please provide a detailed narrative of over-spending or under-spending by each division. Please detail where unspent funds were allocated.

(See Attachment 10)

13. Please identify and explain any and all spending pressures for FY15 and FY16, to date.

There are no spending pressures for the Department of Employment Services.

14. Please provide a complete accounting of all federal grants received for FY15 and FY16, to date?

(See Attachment 11)

III. Property and Other Fixed Costs

15. Provide a list of all properties occupied by DOES in FY15 and thus far in FY16. For each property, what were your total rental costs in FY15 and what have been your total rental costs thus far in FY16?

(See Attachment 12)

16. Provide a list of DOES fixed costs budget and actual spending for FY15 and thus far in FY16.

(See Attachment 13)

17. What steps were taken in FY15 and FY16, to date to reduce the following:

A. Energy use

DOES is head quartered in a LEED-certified building.
- HVAC is supplied and managed through an EMS.
- Quarterly sweeps are made to ensure that there are no space heaters and/or appliances at workstations.

B. Communication costs

In an effort to reduce costs and improve agency cell phone coverage, DOES switched cell phone service providers from T-Mobile to Sprint. In addition, to the reducing monthly costs DOES negotiated multiple credit incentives. From April 2015 to October 2015 DOES received $98,336.86 in billing credit.

Cost Savings included:

- Cost Effectiveness: Reduced monthly costs for the agency by approximately $5,000/month;
- Equipment Upgrades: Replaced all the current T-Mobile devices with new Sprint devices at a credit of $3,773.00;
- Porting Credit: Received a $150 credit per number; and
- Good Faith Benefit: Received a negotiated credit of $10,060 for erroneous billing of several phones numbers.

These credit incentives are broken out below:

Cancel New CTN/Eq Invoice	$2,499.95
Business Discount Sprint 25%	$54.00
Cellular Shared Usage Adj	$8,339.25
Contractual Adjustment	$150.01
Equipment Return	$899.98
Phone Discount	$3,773.00
Sales Concession Adjustment	$10,060.00
Sprint 411 credit	$3.98
Used Equipment Reimbursement	$19,044.00
Valued Customer Service Credit	$53,512.69
Credit Total	**$98,336.86**

C. Space utilization

DOES has done a complete assessment of space and has resized the workstation/space allocation to be a standard size of 6x8, which has netted the agency 200 seats and counting.
- The building has been retrofitted to better utilize available electric outlets and unused data drops.

IV. Agency Programs and Policies

18. List each program and policy initiative ("program") of your agency during FY15 and FY16, to date. Provide the following information for each program:

A. A detailed description of the goals of the program
B. The name of the employee who is responsible for the program
C. The total number of FTEs assigned to the program (include the name and title of each employee assigned to the program, with the percent of the employee's time dedicated to the program
D. The amount of funding budgeted to the program

The agency marked the start of 2016 by initiating its first "100 Day Sprint Campaign." The campaign's objective is to focus agency efforts towards identifying and achieving urgent goals within a short time span. Each cycle, the agency's Service Quality, Performance, and Continuous Improvement Team will monitor goals by holding meetings at 25-day, 50-day, and 75-day marks to review the current progress.

Participation in the 100-Day Sprint Campaign is monitored by the following guidelines:
- Only one to two goals per program;
- Goals must address current deficiencies;
- Goals must be achievable;
- Goals must be measurable; and
- The first cycle runs from January 11 to April 20, 2016.

Why 100 Days?
This timeframe allows enough time for program managers to accomplish truly impactful change,, but is also short enough to allow the department's priorities to evolve throughout the year by reassessing and resetting at each cycle.

Who is Responsible?
All agency staff are asked to participate in this effort by being aware of their department's 100-Day Sprint goals and understanding how they can play an active role in achieving them. During this time, the entire agency will be assessing and creating new methods to work more creatively, collaboratively and efficiently to achieve our overall goals.

What is the point?
This is a high energy, full sprint to bring the agency closer towards its mission, to provide better service to District residents, and to make 2016 the agency's best year ever.

Program Name: Compensation Review Board	**Contact Person:** Larry Tarr
Goal: Measurable Objective	

100% of Director's decisions and 100% of CRB decisions are indexed and archived. All CRB decisions are available on the DOES web page.

Budgeted FTEs: 13
Actual FTEs: 12

Program Name: Human Resources	**Contact Person:** Lesley Long
Goal: Measurable Objective	

Drop vacancy rate by 2% to hit vacancy rate of 7%.

Ensure at least 92%of all current employees have finalized Performance Evaluation in PeopleSoft.

Budgeted FTEs: 6
Actual FTEs: 1

Program Name: Office of Policy, Performance, and Monitoring	**Contact Person:** Carrie Tyus-Brooks
Goal: Measurable Objective	

Development of proven monitoring processes and tools – in accordance with WIOA – supporting the following programs: AJC, Adult, Youth, Dislocated Worker, Rapid Response /TAA, OJT, SCSEP, and general fiscal monitoring.

Budgeted FTEs: 11
Actual FTEs: 9

Program Name: Administrative Hearings Division	**Contact Person:** Henry McCoy
Goal: Measurable Objective	

The establishment of an updated AHD hearing calendar that can be viewed by the public.

Budgeted FTEs: 24
Actual FTEs: 24

Program Name: Office of Wage Hour	**Contact Person:** Michael Watts
Goal: Measurable Objective	

Conduct six educational program sessions [seminars/webinars] to reach maximum number of employers and increase employer engagement and understanding of the laws.

Budgeted FTEs: 16
Actual FTEs: 14

Program Name: Office of Safety and Health	**Contact Person:** John Cates
Goal: Measurable Objective	
Submit written reports to employers within 20 days of the closing conference at least 90% of the time. *Budgeted FTEs: 6* *Actual FTEs: 5*	

Program Name: Office of Workers' Compensation	**Contact Person:** Lisa James-Baxter
Goal: Measurable Objective	
Reduce the time period for issuing Final Orders to less than six days at least 80% of the time. *Budgeted FTEs: 68* *Actual FTEs: 66*	

Program Name: Office of Unemployment Compensation – UI Tax	**Contact Person:** Ryan Moore-Lee
Goal: Measurable Objective	
Efficient execution and proper rate classification of SUTA Dumping. *Budgeted FTEs: 65* *Actual FTEs: 68*	

Program Name: Office of Unemployment Compensation – UI Benefits	**Contact Person:** Monnikka Madison
Goal: Measurable Objective	
UI Benefits intends to meet the 87% requirement for the First Payment Promptness Core Measure by the conclusion of the 100 – Day Sprint.	
Identify 100% of claimants that visit an American Job Center who have not been evaluated by a case worker from Workforce. When these claimants are identified, there will be a case worker available who will meet with them immediately to complete their employment assessment.	
The Benefit Payment Control Branch intends to increase productivity – specifically, the amount of BARTS cases closed – by at least 50%, and maintain this same productivity on a weekly basis for consistency.	
5% overall quarterly increase in the Non-Monetary Determination Quality Acceptable Level of Performance for Non-Separations and Separations. 3Q2015 Quality: Separations 62.07% and Non-Separations 59.3%. 5% overall increase in UI's internal weekly quality pass rate for Non-Separations and Separations. *Budgeted FTEs: 103* *Actual FTEs: 91*	

Program Name: Business & Intergovernmental Affairs	**Contact Person:** Gerren Price
Goal: Measurable Objective	
Ensure that 100% of job developers have completed DC Networks training (including OYP, SCSEP, Veterans, BSG, and Project Empowerment).	
To host at least three (3) collaborative Hiring Events with other departments using the new unified process to enter and code data correctly in DC Networks and at least two (2) screening sessions and a hiring event that will allow staff to enroll a minimum of 500 pre-selected candidates into DC Networks and ascertain their work readiness.	
To coordinate four (4) pre-apprenticeship initiatives in partnership with apprenticeship sponsors that will assist 65 residents, including out-of-school youth, to qualify for available apprenticeship opportunities.	
To engage a minimum of 10 approved employers within targeted industries identified as high-growth and to enter into at least 20 initiated contracts with start dates for selected participants.	
To develop a template model for non-traditional apprenticeships. *Budgeted FTEs: 19* *Actual FTEs: 18*	

Program Name: Office of Independent Compliance and Monitoring	**Contact Person:** Aniema Udofa
Goal: Measurable Objective	
Pass Data Element Validation (DEV) for Benefits Populations 15 for Validation Year 2016.	
Meet the Core Measure Acceptable Level of Performance (APL) ± 15% disparity between benchmarks and Denied Claims Accuracy (DCA) data. *Budgeted FTEs: 15* *Actual FTEs: 13*	

Program Name: Workforce Operations	**Contact Person:** Sheree Finley
Goal: Measurable Objective	
Update 100% of performance plans to maintain compliance with WIOA; and ensure staff are knowledgeable regarding the new performance plan requirements at every level of the system. *Budgeted FTEs: 17* *Actual FTEs: 15*	

Program Name: Office of Public Affairs	**Contact Person:** Diane Watkins
Goal: Measurable Objective	
Create editorial calendar, develop internal newsletter and introduce Sharepoint to all OPA staff. *Budgeted FTEs: 7* *Actual FTEs: 5*	

Program Name: Project Empowerment	**Contact Person:** Charles Jones
Goal: Measurable Objective	
Increase length of employment for participants who have been hired under the Leaf Season program by continuing their employment with the Snow Removal program. Enroll PE participants who participate in the program to enroll in DPW's Commercial Driver's License training.	
Create a Mentor Program for Alumni of Project Empowerment to address identified deficiency in Impaq Analysis Report. *Budgeted FTEs: 23* *Actual FTEs: 21*	

Program Name: Senior Community Service Employment Program (SCSEP)	**Contact Person:** Christine Shelton
Goal: Measurable Objective	
Increase number of participants served to attempt to meet service level of 63 participants within budget. *Budgeted FTEs: 2* *Actual FTEs: 2*	

Program Name: Work Opportunity Tax Credit (WOTC)	**Contact Person:** Christine Shelton
Goal: Measurable Objective	
WOTC will attempt to reduce backlog of applications for hires in 2015 by 50% or more.	
WOTC will implement the Conditional Certification Process in DOES.	
Implement the new target group for electronic filing on the WOTC database. *Budgeted FTEs: 1* *Actual FTEs: 3*	

Program Name: Office of Information Technology	**Contact Person:** Tharmalingam Annamalai
Goal: Measurable Objective	
Complete migration of all applications and databases from old data center (ODC1) to new data center (ODC3).	
Deliver a system to the First Source program to automate portions of their business process. *Budgeted FTEs: 29* *Actual FTEs: 25*	

19. Describe your agency's business engagement strategy and capacity. Please provide specific examples of employers your agency has partnered with in FY15 and FY16, to date.

DOES has two roles within the business community. First is to ensure that businesses are compliant with the District and Federal laws and regulations pertaining to worker safety, tax collections, wages, and ensure employees receive benefits to which they are entitled. This includes Workers' Compensation, Living and Minimum Wage, Occupational Safety and Health, and Davis Bacon. The Labor Standards Bureau's Office of Wage and Hour, monitor employer compliance with these statutes, in conjunction with the Office of Worker's Compensation and the Office of Unemployment Insurance.

The second role of DOES is to meet the workforce needs of businesses through the workforce development programs. These measures include understanding the business needs of employers and assisting them with meeting their hiring needs. Business Services staff work with local employers to meet their business hiring needs, including apprenticeship and First Source obligations.
All of these services are performed by the Office of Business and Intergovernmental Affairs. They work with the American Job Center staff and the community to hold targeted hiring events for employers seeking pre-screened qualified candidates for jobs, train employers on DC Networks, which allows employers to search for qualified candidates independently. They also provide job coaching and retention supports through a contract provided through the Workforce Investment Council. Specific examples of the two strategies are outlined below.

Wage-Hour
In preparation for the enforcement of the Wage Theft Prevention Amendment Act and Living Wage Act, the Office of Wage-Hour worked closely with the DC Home Health Care Association and the DC Chamber of Commerce to provide the business community with the tools to prepare for compliance with the law. OWH first hosted a Business Stakeholders roundtable designed to inform employers about the WTPAA and its expectation for the business community. The Office of Wage-Hour conducted a survey for the Business Stakeholders Roundtable discussions regarding the Wage Theft Prevention Amendment Act of 2014.

100% of the employers surveyed indicated that they:

- Strongly agreed or agreed that they could put what they learned to immediate use
- Strongly agreed or agreed that they would recommend the session to other employers
- Strongly agreed or agreed that the speakers were knowledgeable regarding the topics covered

88% of employers surveyed indicated that they strongly agreed or agreed that they felt confident about their ability to comply with the Wage Theft Prevention Amendment Act of 2014.

DOES's Office of Wage Hour commenced its first agency-directed wage theft outreach program entitled "Zip Code Project." This project provided a citywide foot patrol of businesses in every zip code in the District of Columbia to educate employers on the Wage Theft Prevention Amendment Act that took effect on February 26, 2015, as well as all other applicable wage laws. Over 1000 businesses were visited. The Office of Wage Hour conducted a series of webinars. One series was for WTPAA and 470 businesses participated; and another series was for the Commuter Benefits and 246 businesses participated in those webinars.

Business Services Group, First Source, and Apprenticeship

Under the guise of the agency's leadership, the Business Services Group (BSG), First Source, and the Office of Apprenticeship, Information and Training's are implementing an engagement strategy is aligned with the District's workforce system mission and vision. BSG maintains a "business first" approach in its strategy to connect and maintain relationships with D.C. area companies of all sizes. BSG developed and implemented an industry sector strategy in FY15 and created best practices enhancing the agency's approach in FY16.

BSG's industry sector partnerships continues to grow and fostering the needs of the D.C. metropolitan area's thriving economy. Through its relationships with internal and external stakeholders including the American Job Centers (AJCs), the Office of Apprenticeship, the Senior Community Service Employment Program (SCSEP), Employment Rapid Response, First Source, the District of Columbia's Community College, the Mayor's Office of Community Relations and other workforce intermediaries, BSG has established a talent management strategy which directly aligns the skills and credentials of trained jobseekers with the workforce needs of employers. DOES and BSG encourage employers to post positions and accept referrals through DC Networks, participate in customized hiring events hosted at our American Job Centers, and take part in subsidized programs such as On-the-Job Training, SCSEP, Apprenticeship, and Project Empowerment.

Over the past year, BSG collaborated with the Mayor's Office of Community Relations to host several ward focused events across the District. These targeted events were held in Wards 5, 6, 7 and 8 and have assisted local employers with recruiting for over 500 immediate openings from entry to senior level positions. BSG also facilitated training workshops for local non-profits and local agencies in the following categories: DCNetworks, resume development, and best practices for interviewing. These workshops were instrumental in providing more targeted recruitments, utilizing volunteers from outside entities to assist with the vetting process for local employers. BSG and First Source collaborated to increase the number of hires for District funded projects for both construction and non-construction opportunities. BSG's employer driven model has improved employer retention rates and has created more job opportunities for job ready candidates throughout the District.

BSG's ability to work in tandem with its business partners through employer forums and one-on- one needs assessment has promoted a knowledge based ecosystem that serves as a catalyst for emerging opportunities. In FY15, the BSG created or extended a host of employer partnerships, some of which include:

- Access Demolition
- Agility Construction
- Allied Barton
- America Works, Comcast
- American University
- Anchor Construction
- Anderson Fire Protection
- Baker DC, LLC
- Belfast Valley
- Bellrose Glass
- Berkel & Company
- Blackwood of DC
- Broughton Construction
- Busboys and Poets
- C.W. Wright
- Calvert Masonry
- Capitol One Bank
- Chipotle
- Cianbro
- Clark Construction
- Compass Coffee

- Computer Technology Services, Inc.
- Costco
- Daniels Electric
- DC Department of Corrections
- DC Department of Human Services
- DC United
- Debra's Glass
- Dynamic Concepts Inc.
- Eclectic Café
- Edward C. Mazique
- Engineering Consulting Services
- Enterprise Rental
- First Choice Masonry
- First Transit-Metro Access
- Hamel Builders
- Helix Electrical
- International Union Elevator Constructors

- Iron Fabrication
- K-Mart
- Lowes Home Improvement
- M.C. Dean
- Magnolia Plumbing
- Miller & Long
- Omni Excavators
- Pioneer Roofing
- Pipeworks
- Precision Wall Tech
- Safeway
- Sears Home Improvement
- Shapiro Duncan
- So Others May Eat (SOME)
- Strittmatter
- Tricon Construction
- Tyson's Project Management
- Universal Healthcare Management Services
- Washington Nationals

BSG also provides District of Columbia jobseekers with practical and actionable strategies, tools and techniques to present themselves to employers as ideal candidates by participating in a BS sponsored interview and Career Development Boot Camp. These workshops are conducted at all four D.C. American Job Center locations and help to pre-screen and select qualified candidates for customized hiring events that are sponsored by DOES monthly.

20. Does your agency have specific problems with service delivery? If so, please explain. Has your agency developed new policies for the remainder of FY16 to improve service delivery or operational efficiency?

The District's workforce system and unemployment insurance system have a history of poor service delivery, but continue to improve daily under the agency's current leadership. Past performance was due in part to the lack of coordination and integration of services within the agency and with key core partners, such as the Workforce Investment Council (WIC), the Office of the State Superintendent for Education (OSSE), the Department on Disability Services Rehabilitation Services Administration (RSA), the University of the District of Columbia (UDC), and the Department of Human Services (DHS). In addition, there was a perception that DOES had a history of not connecting customers to training supports in a timely fashion. This was due in part to the lack of available training partners to meet the demand. In addition, the law at the time, the Workforce Investment Act, required a sequencing of services. Finally, morale was low, and customer service needed improvement.

During FY15, and FY16 to date, DOES has begun to address these issues. There has been a focus on improving coordination and integration of services with our partner and core agencies. Through a series of Strategic Doing Sessions DOES and our partner agencies set priorities, and put plans in action to realize a more customer centered design. This planning has been integrated into the WIOA State Plan. In addition, the Director held meetings with staff, to allow them an opportunity to express themselves and be a part of the solution for growing the agency into a highly effective, customer focused service organization. DOES has staff specifically assigned to work with agencies and develop and implement strategies that result in improved coordination and integration of services.

In addition, the agency is undergoing a complete review by the Office of Compliance and Independent Monitoring (OCIM) to find and fix systemic issues before they result in a problem. The DOES Service Quality and Continuous Improvement team works hand in hand with the OCIM to swiftly analyze and implement high risk issues and provides targeted technical support to programs to improve performance. Policies and procedures are being reviewed and updated and staff are being trained to ensure system controls are in place. Additionally, a review of provider agreements was completed and new performance based models are being put in place, where needed.

One key DOES policy change is when a person can be referred for training services. In the past, the policy required a period of work search before training dollars could be allocated for a customer in need of skill development. This policy has been revised and customers can be referred as soon as an assessment and plan is completed, based on the career goals of the customer.

Another implemented change involves whether recipients of other workforce services provided by our sister agencies can also receive services by DOES. Agencies such as CFSA, DHS, and DBH have workforce programs but do not provide specific occupational skills training for all participants. Instead, they are provided on a very small scale. DOES has been instructed to provide skills training to all residents who need it, and where possible, reduce

duplication by reviewing previous assessments to develop the appropriate plan. These processes will improve over time as DOES and DHS as well as OSSE, UDC and RSA complete the required cross training to better integrate the programs. DOES will be working closely with their sister agencies to develop joint policies and procedures for implementation of WIOA.

DOES is also in the process of centralizing its call center functions to improve customer service delivery. Staff will be cross-trained on all programs and call center services will be tiered so that customer needs and questions are addressed. A new space within DOES is being redesigned to accommodate the centralization of the call center. DOES will begin with the UI programs and then integrate the other call center functions over the next year.

DOES is also in the process of improving communication with the public in a variety of ways, including:

- Translating online systems and materials;
- Delivering education sessions and webinars to businesses regarding employment laws;
- Creating an online newsletter to keep the public informed of DOES events and information;
- Updating the website to provide information in a simple and transparent manner;
- Improving access to services to youth and others through Workforce On Wheels;
- Updating promotional materials; and
- Publishing a monthly calendar of events.

Contracts & Procurement

DOES has received complaints from multiple non-profit service providers stating that our payment and reimbursement process is financially burdensome; specifically in relation to past grants. Grant payments are disbursed in the same manner as contracts. A provider must perform services and submit an invoice for payment which could take up to 30 days. DC Municipal Regulations (DCMR) defines a grant and "financial assistance" and not the purchase of a commodity. Because of this practice, DOES has been challenged in attracting more non-profit organizations to participate in grant opportunities.

In FY16 DOES transitioned to the use of Human Care Agreement contracts as a means to procure for training services. It is believed that this new construct will address the payment concerns of the providers; manages expectations regarding service delivery and the remittance of payment; and protects the District interest by reducing risk by leveraging a more structured procurement vehicle.

21. Please explain the impact on your agency of any legislation passed or budgetary changes made at the federal level during FY15 that significantly affect agency operations.

The Workforce Innovation and Opportunity Act (WIOA), which went into effect in July 2015 required changes to some of the use of workforce dollars beginning in Plan Year 2015 (July 2015). The significant changes include:

- The agency is no longer required to sequence services. Once it is determined that training is appropriate (after an assessment and development of an Individualized Plan) these services can be provided. This increases the number of residents who receive intensive services, which requires more time and attention than someone who is receiving core services- such as assistance with resume and interview preparation; and
- Restrictions on the use of federal youth program dollars for in-school services reduced to no more than 25% of the federal grant. Of the 25%, 20% must be spent on work-based learning.

22. Provide a list of all MOUs and MOAs in place during FY15 and FY16, to date.

(See Attachment 14)
(See Attachment 15)

DOES Office of Wage Hour MOUs for FY16		
Agency Coordination	**MOU Description**	**MOU Cost**
Office of Human Rights (OHR also provided these services during FY15)	1. Develop and conduct courses of instruction and ongoing public education efforts necessary to inform employers, employees, employment agencies, and job applicants about their rights and responsibilities under the Act; 2. Investigate complaints filed pursuant of the Act consistent with OHR's existing investigative procedures; 3. Coordinate with DOES OWH to establish administrative procedures for filing and resolution of complaints;	The total costs of OHR's services under the MOU shall not exceed $40,000.00 for FY16.
Mayor's Office on Asian and Pacific Islander Affairs	4. Provide an investigative case file and a determination based on probable cause to DOES OWH for administrative enforcement or civil action; and 5. Provide training to DOLES OWH staff, as necessary to resolve complaints.	The total costs of MOAPIA services under the MOU shall not exceed $66,608.39 for FY16.

MOU FY16 between DOES and:		
Agency	Services	Cost
OCTO	Maintain eight (8) dedicated PRIs (Primary Rate Interface) at the DOES Headquarters, 4058 Minnesota Avenue, NE (DCNet).	$77,250.00
OCTO	Software Quality Assurance Services for applications developed by DOES OIT for FY2016 (AQA)	$96,000.00
OCTO	The Department of Employment Services (DOES) has enlisted Office of the Chief Technology Officer / Integrated Platform Services (IPS) to replace their legacy adTempus production scheduler with the Automic-UC4 automated enterprise scheduler and also provide end-to-end IPS managed batch application support services for their server based processing requirements.	$54,032.00
OCTO	DOES has requested OCTO ECIS to provide 2 TB of medium performance storage and backup for the DOESSQL (ECIS)	$11,264.00
MOU FY15 between DOES and:		
Agency	Services	Cost
OCTO	Maintain eight (8) dedicated PRIs (Primary Rate Interface) at the DOES Headquarters, 4058 Minnesota Avenue, NE (DCNet).	$72,000.00
OCTO	The Department of Employment Services (DOES) has enlisted Office of the Chief Technology Officer / Integrated Platform Services (IPS) to replace their legacy adTempus production scheduler with the Automic-UC4 automated enterprise scheduler and also provide end-to-end IPS managed batch application support services for their server based processing requirements.	$18,758.00
OCTO	Provide testing consulting services for DOES Applications	$96,000.00

Office	MOU Description
Office of Unemployment Compensation	MOU between the District of Columbia Department of Employment Services (DOES) and the Office of the Attorney General (OAG). Under this MOU, DOES requested the legal services of OAG to pursue and ensure collection of improper and fraudulent unemployment cases valued under $15,000. (This MOU was signed in 2012, but is ongoing).
	MOA between DOES and the Department of Homeland Security, U.S. Citizenship and Immigration Services (DHS-USCIS). Under this MOA, DOES was granted access to the Systematic Alien Verification for Entitlements (SAVE) Program for the purpose of verifying citizenship and immigration status information of non-citizen and naturalized or derived U.S. citizen applicants applying for Unemployment Insurance. (This MOA was signed in 2013, but is ongoing).
	MOA between DOES Office of Unemployment Compensation and DOES Office of American Job Center Operations. Under this MOA for FY16, both OUC and OAJCO agree to coordinate RESEA-related services and implement the RESEA grant from USDOL in order to provide reemployment activities and services to UI recipients.
Workforce Development	MOU with the Office of the State Superintendent of Education and DOES Office American Job Center Operations for support services.
	MOU with the Workforce Investment Council (WIC) for the Building Futures Partnership for Jobs, Community Services Agency.
	MOU with the Department of Disability Services, Rehabilitation Administration Services for individuals with disability support services.
	MOU between the Project Empowerment Program and the Department of Public Works for job training services.
	MOU between the Project Empowerment Program and the Court Services and Offender Supervision Agency (CSOSA).
	MOU between the Project Empowerment Program and the Department of Motor Vehicles.
	MOU between the Project Empowerment Program and the Department of Health for home visits and job retention.
	MOU between the Project Empowerment Program and the Department of Behavioral Health for counseling and assessment services.
	MOU between the Department of Human Resources and the LEAP Academy for participant training, counseling, and job coaching.
Office of Labor Market Information	MOU with the U.S. Census Bureau for the Longitudinal Employer-Household Dynamics Program.

23. Identify any legislative requirements that the agency lacks sufficient resources to properly implement.

The agency is currently maintaining the level of enforcement that is required to implement the new laws that have been enacted.

The public sector worker compensation formal hearing process for the Administrative Hearings Division (AHD) will be transferred to the DC Office of Administrative Hearings (OAH) effective October 1, 2016. Current public sector claims will be adjudicated by AHD and continue to be reviewed by the Compensation Review Board (CRB). However, the current regulation for the public sector program requires that after an Administrative Law Judge (ALJ) completes the hearing process, the decision can be appealed to the CRB for review. If either party is not satisfied with that decision, an appeal can be filed with the D.C. Court of Appeals. The Office of Risk Management, OAH and DOES have mutually agreed that effective October 1, 2016, the review by the CRB will cease for claims denied by the Office of Risk Management subsequent to September 30, 2016. The formal decision rendered by the OAH/ALJ will be directly appealed to the DC Court of Appeals in accordance with their administrative procedure. In this instance, no additional funding will be required by the DOES since the review process by the CRB will end. If the process of appeal to the CRB is not changed, this issue will remain open as to how all three agencies will manage the appeal process in the future, which may have a financial impact on DOES' future budget.

There are a number of public sector claims that are in the litigation process currently and continuing through September 30, 2016. The litigation of these claims may continue for a considerable time due to the nature of the program. The affected parties have a right to exercise their appeal rights in order to achieve workers' compensation benefits through this process. It is expected that the functions of the adjudication process and the funds appropriated for those functions will have some financial impact on DOES in the coming years.

Further, regarding the Office of Wage-Hour (OWH), it was agreed between the parties that the current FTE for the ALJ will be transferred to OAH in the near future. This may have a financial impact on the DOES budget since the funds will also be transferred.

24. Identify any statutory or regulatory impediments to your agency's operations.

The *Wage Theft Prevention Amendment Act of 2014* removed the assignment of claims authority from the Office of Attorney General (OAG). Therefore, OAG has not accepted claims referred by the Office of Wage-Hour for prosecution.

The "Unemployment Insurance Benefits Modernization and Federal Conformity Amendments Act of 2014" (Act) was submitted to the D.C. Council to amend the District of Columbia Unemployment Compensation Act in order to legally implement these changes within the District. The Act was incorporated into B20-750, The Fiscal Year 2015 Budget Support Act of 2014, Subtitle II-G for consideration. The Committee on Business,

Consumer, and Regulatory, which had jurisdiction over Subtitle II-G, favorably recommended its adoption by the full Council on or about May 6, 2014. The Committee justified its recommendation for approval of the Act because the provisions conformed with requirements established under the UI modernization provisions contained in the American Recovery and Reinvestment Act of 2009 (P.L. 111-5). These provisions established requirements for states accepting UI modernization funds and the Act was the legislative vehicle to make those requirements law in the District. This Act was removed from B20-750. The Act did not become law in the District and as a result, the District is noncompliant with several provisions of the federal law.

V. Internal Policies

25. What percent of the agency's contracting and procurement dollars for FY15 and FY16, to date, have gone to certified business enterprises?

$15,888,800.00	
$10,964,849.00	Additional Exclusions
$4,923,951.00	Expendable Budget
$2,461,975.50	Goal

	Current Status		With Approved Exclusions
DOES Goal	$7,944,400.00		$2,461,975.50
SOAR Expenditure	$2,698,524.16		$2,698,524.16
P Card	$52,497.09		$52,497.09
Total	$2,751,021.25		$2,751,021.25
	34.63%		111.74%

26. Does your agency have a written policy to increase contracting with, and procurement from, certified business enterprises? If so, please provide a copy of the policy. Please describe the methods used by your agency to increase contracting with, and procurement certified business enterprises.

The DC Department of Employment Services relies on the Office of Contracting and Procurement to facilitate the acquisitions of goods/services on its behalf.

27. Outline the methods used by your agency to monitor contract compliance. If written, please provide a copy of the policy.

The DC Department of Employment Services assigns Contract Administrator's (CA) for each executed contract. The role of the CA is to monitor the day-to-day activities of the contract and inform the program and contracting officer of compliance or non-compliance.

Additionally, the DOES' Office of Policy, Performance and Monitoring (OPPM), a unit within the Workforce Development and Economics Bureau, is tasked with monitoring federally-funded contracts and programs, such as the American Job Centers, Year-round Youth Programs, and the Senior Community Service Employment Program.

The OPPM team is comprised of program and fiscal monitors who, in concert with the Workforce Investment Act (WIA), the newly enacted Workforce Innovation and Opportunity Act (WIOA), and other governing mandates, conduct comprehensive assessments of DOES contracts to ensure compliance. OPPM contract compliance assessments feature a two-pronged approach:

- Review of provider-site participant files, processes, procedures, certificates and licensures; and
- Review of DOES-site participant files, VOS records, and discrepancies with prescribed remedies, which are noted and forwarded to program and agency leadership for resolution.

28. Please describe any initiatives of your agency to improve the internal operations of the agency and the interaction of the agency with outside parties. Outline the results of each initiative.

A variety of organizational and staff changes were implemented by Director Carroll's Administration in response to challenges faced by the agency.

These changes were also implemented to support larger strategic efforts, including:

- The Associate Director for Unemployment Compensation created a unified call center that is responsible for fielding calls directed to the UI Tax and UI Benefits divisions, so as to improve the timeliness and quality of client services.
- The Office of Unemployment Compensation created a 193 Monetary Re-Determination Unit which works with both the UI Tax and UI Benefits divisions to facilitate the timely and efficient disposition of monetarily ineligible claims and the correct determination and assignment of covered employment wages in a manner that ensures compliance with the United States Department of Labor and the District of Columbia laws and regulations.
- All youth programs (including summer, year-round, out-of-school and in-school programs) now report to the Deputy Director for Workforce Development, thereby placing adult and youth federal and local workforce development programs under one uniform branch.

- The Business and Intergovernmental Affairs division, (formerly Employer Services), is charged with establishing public-private partnerships between DOES and the District business community and overseeing the First Source, Apprenticeship, On-the-Job training and Business Services programs. It is now a distinct entity from the Workforce Development and Economics division. This newly independent division is charged with expanding the DOES' footprint in the business community and identifying new areas for collaboration and philanthropy.
- Two small teams were established within the Director's Office – the Resource Allocation team and the Service, Quality, Performance and Continuous Improvement team. The Resource Allocation team reports to the Chief Operating Officer and collaborates with the associate directors and supervisors in other divisions on complex administrative and resource allocation matters pertinent to the successful and effective operation of their division. The Resource Allocation team is also responsible for composing program and training scorecards for training and program providers to measure performance. The Service Quality, Performance and Continuous Improvement team works with all agency programs by developing key performance indicators and directs the development and implementation of the agency dashboard to track all performance related measures. This team also functions as the agency's "fix-it" team, helping programs tackle deficiencies by providing problem analysis and intensive support and guidance. This team is also responsible for regularly delivering programmatic updates and performance data to the Executive Office of the Mayor, the Office of the City Administrator, and the Office of the Deputy Mayor for Greater Economic Opportunity.
- In response to a formal Department of Labor recommendation, Director Carroll formed a new office - the Office of Compliance and Independent Monitoring (OCIM). Under the authority of the US Department of Labor and the District of Columbia Act, this office conducts independent and objective audits, inspections, and investigations relating to the programs and operations of the units within the agency. These efforts allow OCIM to advise the agency's Director, Deputy Directors and Managers of ways to promote strong internal controls, economy, efficiency, and effectiveness in the agency's programs and operations. The office also has the ability to detect any act of fraud or abuse and alert the Agency Director of such.

Professional Development & Employee Engagement

- The Director completed brown bag lunches with all agency personnel. These conversations started with managers present and then continued without managers so the Director could get honest feedback from staff about their needs and concerns.
- The agency kicked off its Employee Professional development Initiative with three days of training, teambuilding activities, and staff recognition. All staff were introduced to the discipline of Strategic Doing from Purdue University, which "teaches people how to form collaborations quickly, move them toward measurable outcomes and make adjustments along the way." Over 600 employees participated in the first ever agency-wide professional development series. Takeaways included insight and recognition of necessary skills to be successful: the need for inter-unit education and collaboration; better communication; enhanced customized training; and, the importance of accountability and workplace ownership.

- The Director's Office surveyed all DOES personnel to better gauge the professional development needs of the agency and the level of engagement amongst agency staff. Over 30% of agency staff took the survey.

Strategic Doing Workteams & Cohorts

DOES has conducted several Strategic Doing session to engage work teams in the process of "accomplishing relative tasks" within a 30-day cycle:

- There are five WIOA-related inter-agency work teams actively engaged in starting the work associated with statewide integration of the new legislation.
- The agency has five intra-agency Strategic Doing Workteams dedicated to improving customer service for all touchpoints within the agency. These teams are actively implementing elements that are improving the customer experience.
- DOES has a four Strategic Doing teams dedicated to improving employer engagement strategies with job developers and job coaches.
- DOES has introduced Strategic Doing tools to the DC Career Connection participants starting with Cohort 1 in December 2015 and proceeding with delivery the remaining three cohorts January – February 2016. Youth participants were taught asset identification, goal attainment, and intentional planning techniques.

Employee Community Outreach – Service Projects

- The agency joined community partners for a second year to provide resources for members of our local community as a part of our charitable giving drives during the 2015 holiday season:
- The agency collectively participated in the 2015DC ONE FUND campaign surpassing its 2015 goal of $22,000. To date, the agency has raised over $30, 000 for the DC ONE Fund Campaign. DOES also increased its employee participation exponentially by tripling the numbers from the 2014 campaign. The 2015 ONE FUND committee held 4 pop-up events focused on the staff based at all the AJC locations. Most notable is the 2015 campaign were the following three anchor events: (1) a Halloween Contest and Service Project; (2) a Dallas-Redskins Tailgate Event; and (3) a Holiday Dessert Extravaganza. These anchor events yielded more than $15,000 in contributions.
- DOES participated in the Sixth District & Boys and Girls Club Haunted House & Parade event on October 30, 2015. DOES served as greeters, servers and haunted house characters to serve the children and families in our local community. The DOES team engaged approximately 300 plus members of the community during the event.
- DOES also partnered for a second year with the 6th District PD and other non-profit organizations to collect warm pajamas for the members of our community. The pajamas are distributed through to the "closet" program housed at CFSA headquarters. DOES has collected over 15 boxes of toys and warm clothing items for infants, small children/teens, and adults.

29. Explain how your agency solicits and responds to community concerns, including workers, businesses, researchers, advocates, and education/training providers. Please cite specific examples, including:

A. What the agency has learned from this feedback?
B. How has the agency changed its practices as a result of such feedback?

B-1. Customer Satisfaction Measures

The District is committed to providing consistent and effective customer service to each customer-base: employers and job seekers. To this end, DOES collects and records customer feedback daily to ensure compliance with WIOA and WIC requirements. The District utilizes numerous modes of communication to garner valuable customer satisfaction feedback as a means of enhancing customer-interfacing programs. Proven methodologies used include customer service surveys, District agency websites, social media, direct calls, letters, and visits to the agency. The feedback collected is evaluated to effectively address customer concerns. Program managers make programmatic enhancements to noted deficiencies based on the feedback provided as appropriate. Customer input is received through various mediums, including American Job Centers, the DOES' "Ask the Director" online feature, and Grade.DC.Gov.

B-2 – American Job Centers

Through the District's AJCs, customers receive direct access to DOES staff and partners in support of their job search efforts. This comprehensive accessibility to workforce-related programs, activities, and wrap-around services fosters a customer-focused workplace as demonstrated through the collection and evaluation of customer services survey cards. A database was created and is monitored regularly to ensure customer input is addressed. The survey data was tabulated to allow the agency to arrive at satisfactory ratings in a number of key areas.

B-3 – Ask the Director

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

DOES leadership relies on the collection and thorough review of customer feedback to effectively address and improve programmatic processes, procedures, and outcomes, as well as, service delivery strategies agency-wide. Once feedback is received by the Director, it is forwarded to the appropriate manager within the appropriate division for review, clarification, and comment to be sent back to the Director within 48 hours or two

(2) business days, under normal circumstances. Corrective actions, if necessary, are finalized and implemented.

The customer is notified by the agency of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are thoroughly evaluated so that customer concerns are addressed and programmatic enhancements are made, as needed, based upon the feedback provided. Additionally, some feedback and inquiries are received through the District's "Ask the Mayor" portal –similar to the DOES "Ask the Director" tool, but with a more broad scale and customer reach.

B-3 – Grade.DC.Gov

The District government utilizes a tool called "Grade DC" an online customer feedback tool utilized District-wide to collect and address data regarding all aspects of government service delivery. This medium is accessible via the website, as well as, social media outlets – to include Facebook and Twitter – and allows residents to provide input which may be used to strengthen government programs and services provided to District residents.

Each agency is graded monthly on a scale of "A" through "F" to ensure deficiencies are identified and appropriately addressed. Throughout PY2014, DOES maintained an average grade of "B" for the period of December 31, 2014 through April 1, 2015.

BSG

The Business Services Group (BSG) has maintained the "business first" approach in the agency's strategy to connect and maintain relationships with area companies of all sizes. BSG's ability to work in tandem with its business partners through employer forums, presentations, and public speaking engagements has promoted a knowledge based ecosystem that serves as a catalyst for emerging opportunities. The Business Services Group (BSG) solicits employers through an initial needs assessment to provide business solutions that address workforce development needs. Performance measures are tracked by virtual surveys, work group sessions and testimonials. Program compliance is recorded in DC Networks for referral, placements and retention rates.

A. What the agency has learned from this feedback?

The feedback that is received from employers assists BSG with better preparation and matching of DOES program candidates to viable job opportunities. Businesses have expressed the need for customized recruitment services, programs for incumbent workers and current labor market information that can assist with workforce development needs. The Business Services Group has improved the workforce assessment process, to better gauge the needs of employers. With an improved needs assessment process, DOES has received more employer referrals and job opportunities for candidates and increased retention rates.

B. How has the agency changed its practices as a result of such feedback?

The Business Services Group has worked in tandem with other units throughout the agency to provide feedback from the business community. Some of the feedback has helped to re-align services that enhance performance efficiency from the candidate's perspective. As a result, employers are included in customized events to assist with information sessions, candidate assessments and preliminary interviews. These enhancements have helped with attracting better qualified candidates to meet employer needs and increased retention rates.

Unemployment Insurance

One of the most important community concerns DOES is currently addressing is to provide language access to the Unemployment Insurance program, specifically for the Spanish-speaking customer base. Ultimately, DOES must provide access to its programs in the following languages: Spanish, Amharic, Chinese, French, Korean, and Vietnamese. In an effort to better serve customers whose language of preference is Spanish, the UI Benefits Division of the Office of Unemployment Compensation began receiving a weekly report which captures all claimants who file an initial application for Unemployment Compensation in the previous week and indicated a language other than English as their language of preference. Using this report, UI Benefits will send a package of documents to claimants whose language of preference is Spanish. The package contains documents which explain how to file the weekly certification, what next steps they may need to take in case any issues exist on their claim, contact information in case they have any questions, and more.

Additionally, DOES was awarded Supplemental Budget Request 16-15 in the amount of $500,000, with one of its main projects spearheaded towards UI Accessibility. The goal behind the UI Accessibility project under this SBR is to provide more access to the UI program by beginning the process to translate the online application for Unemployment Compensation and translating UI documents. Out of the $176,775 awarded for the UI Accessibility project under this SBR, funding has been allocated to hire a bilingual Program Support Assistant to translate documents internally and assist with DOES language access processes and procedures, to hire a Business Systems Analyst to document the Webs Enabled Benefits System (WEBS) and determine the cost to translate the entire online initial application for Unemployment Compensation into Spanish, and to translate vital UI documents for customers.

DOES anticipates that by 9/30/2017, when all funding under this SBR must be expended, a polished program with established procedures will be in effect within the Office of Unemployment Compensation to ensure the Spanish-speaking customer base is served to a higher standard. DOES elected to begin with the Spanish-speaking clientele first since this population has the most representation in daily call-center reporting and walk-in traffic in the American Job Centers.

DOES solicits and responds to community concerns in a variety of ways. The agency touches hundreds of customers and stakeholders daily, which provides key insights about customer service. In FY15, DOES collected feedback in seven primary ways through the District's Grade DC program, through social media, Customer Service Survey Cards located at each American Job Center, through the agency website and "Ask the Director," direct calls, visits, and letters to the agency, through regular meetings with community stakeholders and DOES employees, and through electronic surveys to Path2Work event attendees.

DOES, and in particular the American Job Centers, have responded to community concerns, which resulted in the following improvements:

- Certification of the American Job Centers to ensure a better standard of services;
- Improvements in facilitating more meaningful job placement services by designating staff and improving our business services approach to employer engagement;
- Improved the frequency of AJC orientation to provide more access on a daily basis;
- Improving case management and follow-up processes; and
- Improving processing times for Individual Training Accounts.

Grade DC

In February 2013, DOES began soliciting feedback through the District's Grade DC program. As a result of Grade DC, DOES placed greater emphasis on agency-wide customer service through the establishment of a customer service division that will work closely with all departments to ensure clear and consistent customer service standards. As a participant, we encourage District residents who have received various DOES services to complete an online survey and provide feedback on their experience with DOES. New Brand Analytics, the organization behind Grade DC created a database which allows us to review survey responses in totality and to determine areas of improvement based on types of service, service location, and other categories. New Brand Analytics also monitors our social media networks and the comments received that are related to our services. Through the database, we analyze the trends, identify sore areas as perceived by our customers, and recommend/implement solutions to improve our services and increase our social interaction with our customers.

Call Center

Debit Card Process

- Claimants previously complained about the convoluted process of having to contact Citibank to request a debit card and the length of time to receive a response or a confirmation.

  o We have since created a debit card inbox for all Office of Unemployment Compensation claim examiners and staff to forward requests for the purchase of new debit cards. Subsequently, requests are forwarded to Citibank three to four times

daily to ensure a timely response confirming card issuance and, if sent via an express tracking number.

- o We have also designated three staff members to handle these requests and ensure timely contact with Citibank.

Escalation Process

- Claimants complained about unresolved claim issues that surpassed the allowable 21 day investigation process.

  - o In such cases, claimant inquiries are submitted to the "escalation inbox" to be addressed immediately by the appropriate supervisor and the Chief of Benefits.

  - o Inquiries are answered within a 24- to 48-hour time period.

IVR Recording

- Claimants often complained about the eight-minute recording which significantly delayed speaking with a UICC representative

  - o The recording has since been reduced from eight minutes to four minutes.

Complaints Against UI Call Center Representatives

- Claimants occasionally express dissatisfaction with UICC reps and their deliverance of customer service.

  - o Recorded calls are listened to in their entirety. If found that UICC did not perform call at expected professional level, a UICC rep is reprimanded.

  - o If complaints become more frequent, UICC reps are required to enroll in the following training courses:

    - Communicating Non-Defensively

    - Handling People w/Tact

    - Quality Customer Care

    - Powerful Communication

  - o If complaints continue after aforementioned training courses are completed, UICC reps can be suspended or terminated.

DOES OneStop Inbox

- Claimants complained about the lack of timely responses to OneStop inbox emails.

  - o OneStop inbox was previously shared amongst different OUC units to be answered for claimants. To improve the process, OneStop inbox was designated to UICC to be answered daily and frequently

o All emails receive responses within 24 hours.

Workforce

Workforce solicits feedback from customers at all touchpoints and addresses all concerns from customers within 24 hours via phone and email. Customers are encouraged to give their feedback while attending a workshop, *one on one* visits with case managers, our "*Workforce on Wheels*" team outreach efforts and RESEA, just to name a few. Workforce has learned from the feedback given from customers. Two specific examples are as follows: (1) customer needs computer training and (2) DOES has partnered with Microsoft and now offers a beginner-level computer class at all four AJC locations.

Workforce received feedback from customers that the approval process to get into training was too long, six to eight weeks in most cases. The feedback was taken back to our Deputy Director. The team changed the process and now someone can get approved for training within 21 days.

Customer Service Survey

The District's American Job Centers (AJC) 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.

Responses to FY15 surveys indicated overall improvements in service delivery, which can be attributed to the agency-wide customer service trainings held in February. 78% of customers surveyed indicated that the quality of services received at DOES is excellent and 72% of customers strongly agree that DOES staff is helpful in finding solutions to problems in a timely manner.

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.

The Office of the Director staff is responsible for ensuring that feedback received through this medium is resolved in a timely manner. Based on the types of inquiries typically received, the customer service division manages "Ask the Director".

Direct Calls, Letters, and Visits to the Agency

One of the most common ways that customers share feedback is through direct calls, letters, and visits to the agency. The Office of the Director frequently receives calls and letters from customers who are unsatisfied with the service received. This type of

feedback is very important to the agency, and calls and letters that reach the Office of the Director are immediately escalated. Customers who visit the agency are also important providers of feedback and are generally assisted by a staff member in the American Job Center.

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.

DOES welcomes and receives feedback from the customers we serve on a daily basis. The American Job Centers incorporate five options to solicit and receive feedback from customers, which include (1) survey cards available at all American Jobs Centers (2) the agency's website, does.dc.gov (3) direct calls or visits to the agency (4) regular meetings held with community stakeholders and (5) ideas from DOES employees to improve service delivery to customers through brown bag events with Director as well as one-on-ones.

In the District's American Job Centers (AJC), the agency requests feedback through customer satisfaction surveys which have been used by the agency for years. DOES reviewed these existing surveys and proposed survey development revisions to ensure that the feedback requested on these cards actually identify what services customers received, and it also generates feedback that can be useful to improve agency operations. The survey is being managed from the Office of the Director.

In FY15, responses to the former surveys were collected monthly, and we were able to learn that customers are interested in receiving more workshops at the AJCs that assist with basic aspects of their career search. For example, customers indicated they want better resume workshops that give tips on developing resumes for customers with limited work experience. As a result, DOES created the Resume Building 100 workshop which focuses on the basis resume development and strategies to get the most out of a resume.

Additionally, the general orientation workshop, at one time, was a required workshop before customers could access many of our other services. We received feedback from customers who felt the general orientation created an unnecessary barrier to other AJC services. After examination, DOES changed the orientation process within the AJC to ensure that a general orientation is not a barrier to other services. Feedback from customers also generally reflects customer service concerns which are dealt with on an individual basis (there are complaints as well as compliments) and programmatic issues such as improving workshops or job search assistance. Job-seeking customers recognize the changes that occurred in FY15 and look forward to a larger transformation to the AJC delivery system in FY16.

The DOES website is another source for customer feedback. Customers have the option of "Ask the Director" about any DOES service including resume preparation, career planning, workshops, to unemployment compensation concerns, and more. This direct access provides DOES the opportunity to quickly investigate and address concerns or respond to positive feedback. DOES understands the importance of creating multiple methods to solicit feedback from customers as a critical component to improve service delivery and to continue building the agency's transformation.

We also continue to solicit feedback from employers, who are also DOES customers, through the Business Services Group, First Source, Apprenticeship, Employment Opportunity teams located in One-Stop operations, and hiring events. These outreach efforts inform employers of DOES services to them – from the Work Opportunity Tax Credit, which provides employers with a tax credit if they hire a District resident from certain categories, to the On-the-Job training program which reimburses a portion of employees' wages if an employer trains them, to the Transitional Employment Program, Seniors Program, or the Vets programs, which each support District residents. Finally, the DOES Director attends the meetings of the Workforce Investment Council to learn of the employment needs of business and to create sound workforce development policy.

Wage-Hour

The agency's (Office of Wage-Hour) conducted a series of business roundtables, webinars and face-to-face meetings with the business community and other stakeholders to examine and discuss new laws, the office's goals for the year and its enforcement mandates. This included time with the D.C. Chamber of Commerce, visiting the Capitol Hill Chamber of Commerce and hosting a series of evening gatherings for local businesses in the community and at DOES headquarters.

A. What the agency has learned from this feedback?

With the implementation of the new wage laws the agency decided to launch an education campaign to educate and provide employers with the necessary tools and information to comply with these laws.

B. How has the agency changed its practices as a result of such feedback?

The agency developed a series of webinars that are posted on the DOES website for use by the public and provided other informational tools and templates for making compliance a more effortless process.

Bonus Incentives - Beginning in December 2014, Project Empowerment re-introduced a retention bonus for program participants who obtain and maintain unsubsidized employment. Participants who obtain their own employment, and/or achieve 30-day, 90-day, 180-day and one year job retention benchmarks are eligible to receive a bonus incentive upon submission of paystubs. For FY15, Project Empowerment paid out 813 incentive bonuses totaling $69,850.

The motivation for the reinstitution of this practice is two-fold: First, it promotes long-term, economic self-sufficiency by providing additional income to a population that often time earns below the District's "living wage." Second, it has aided in the ability to closely monitor the progress of participants and better track retention rates among program graduates – an important metric of programmatic efficiency.

Through increased retention tracking efforts, it was determined that 70% of Project Empowerment participants remained employed for six months, while another 66% remained employed after one year.

Homeless Outreach - Beginning in July 2015 Project Empowerment increased its efforts to reach the District's homeless population through weekly information sessions at Adams Place, a day center in Northeast that is frequented by homeless residents. This initiative seeks to bridge the employment gap faced by homeless residents by providing the job training and work experience that employers seek.

Residents who express interest in program enrollment are given placement priority and invited to attend the next scheduled Project Empowerment orientation where they are also registered for an intake interview.

DC Jail Work Readiness Program - In accordance with Mayor Bowser's 100-Day Plan, on July 13, 2015, the D.C. Jail Work Readiness Program, a DOES/DOC workforce development initiative, was launched. Twenty-three male inmates, all within six to 10 weeks of their release date, moved into a dedicated housing unit and were subject to job-readiness and life skills training for six weeks, Monday through Friday, for six hours per day. Dedicated instructors and case managers from both Project Empowerment and the American Job Center are assigned to the DC Jail to facilitate daily program activities. Additionally, DOES staff members are tasked with providing an assignment to ensure a continuum of employment services post-release.

Since the program's inception additional offerings have been added, including basic computer training. In the near future the Department of Health will begin to host workshops in the evenings to provide participants with a wealth of information pertaining to physical and mental wellness and healthy relationships.

Expansion of Financial Education Training – In February 2014, the Capital Area Asset Builders (CAAB) launched a pilot program within DOES to provide financial education and one-on-one financial counseling to program participants. In a group session entitled "Can I Afford My Life," participants are challenged to formulate a deeper understanding of their personal relationship with money and provided practical information on how they might effectively take control of their finances and build lasting assets. Participants who choose to meet with the counselor one-on-one have the opportunity to pull their credit report, discuss ways to build their credit, make a budget and devise a savings plan.

Feedback regarding this supportive service was overwhelmingly positive, so much so that the initiative has been expanded to include the Office of Youth Programs and the venture is being partially funded by Citi Community Development. After three years, a white paper will be produced that examines the effects of this intervention.

Collaboration with the Department of Health – In recognition of the correlation that exists between employment, economic self-sufficiency, a stable home life, and the overall improvement of health for participants and their families. DOES and DOH have a pending MOU that will establish a partnership to allow home visits to be conducted with participants from Project Empowerment and the DC Jail Work Readiness Program who have lost touch with DOES or have demonstrated a need for intensive follow-up services. Home visits will be conducted to conduct an overall wellness assessment of participants and the need for supportive services. The MOU speaks to the importance of retention and psychosocial support and service linkages as a means to increasing the likelihood of long-term success among DOES customers.

30. **Does the agency have written policies and protocols for each of its programs/initiatives? If yes, please provide. Are these policies available to program participants and/or the public?**

All DOES agency-wide policies are listed below. Each policy is scheduled for review and/or revision every two (2) years on or before the anniversary of signature or effective date. On October 1, 2015, the Director's office began a comprehensive review of all policies to ensure they are current and consistent with common practices and standard operating procedures.

The agency-wide policies and procedures are as follows:

Operations
- Development of Policy and Procedures
- Decision Memorandum
- Decision Memorandum – Additional Guidelines
- Customer Service Standards
- Language Access Services Request
- Records Management

Labor Relations
- Equal Employment Opportunity
- Reasonable Accommodations
- Language Access Program
- American Job Center Reasonable Accommodation Policy
- Sexual Harassment

Administrative Management
- DOES Fleet Program
- Parking Program
- Conference Room Management

- Supply Requisition
- Visitor Registration
- Mail Services Program
- Lost and Found of Personal Property

Financial Management
- Purchase Card Use
- Contracting and Procurement

Information Technology
- Handling Sensitive Information
- Information Technology Acceptable Use
- Advanced Graphics and Document Manipulation
- DOES-SEC-001 Access Control Policy
- DOES-SEC-002 Change Control Policy
- DOES-SEC-003 Agency-Wide Computer System Acceptable Use Policy
- DOES-SEC-005 Confidential Data and Systems Management Policy
- DOES-SEC-006 Security Incident Reporting and Response
- DOES-SEC-007 Systems & Service Acquisition
- DOES-SEC-008 Configuration Management
- DOES-SEC-009 Data Integrity
- DOES-SEC-010 System Maintenance Policy
- DOES-SEC-012 Information Security Training
- DOES-STD-001 User Account and Password Management Standard

Human Resources
- Establishment of Scheduled Tours of Duty
- Alternative Work Schedules
- Time and Labor Distribution
- Administration and Use of Overtime
- Telecommuting Program
- Employee Appreciation Program
- Performance Management
- Employee Orientation
- Employee Conduct & Behavior
- Workplace Violence Prevention and Responses
- Lactation Support Program
- Bullying Prevention
- Voluntary Services
- Contract Services
- Out-of-Town Travel and Training
- Professional Memberships
- Employee Exit Interview
- Dress Standards

<u>Public Affairs</u>
- Posting and Publication

<u>Security</u>
- Building Security Access Controls
- Emergency and Critical Incident Management

<u>Office of Unemployment Compensation</u>
The following are public-facing documents the Office of Unemployment Compensation has available via the DOES website:

- Claimant's Rights and Responsibilities Handbook
- UI Tax Employer Handbook
- SIDES & SIDES E-Response Guidance and FAQs

The following are policies and protocols for internal use within the Office of Unemployment Compensation:

<u>Appeals</u>
- Appeals

<u>Benefits</u>
- Benefit Payment Control
- Adjudication
- Combined Wage Claims Process
- Document Viewing in WEBS
- Ex-Military Claims (UCX)
- Federal Claims (UCFE)
- Monetary Redetermination
- REA/RES Policy and Procedures
- UI Call Center and Initial Claims
- Verification of Non-Citizen Status

<u>Tax</u>
- Accounting
- Collections
- Field Audit
- Hours Worked
- Report Management – Delinquency
- Status Determination, Liability, and Rating Process
- TDEC Process

Quality Assurance Unit
- Data Validation- Benefits
- Data Validation (Modules 1, 2, 3)
- Data Validation- Tax
- Tax Performance System
- Unemployment Insurance Required Reports (UIRR)

31. Explain your agency's written grievance policy and provide a copy of any corresponding paperwork.

The DOES grievance process is outlined in Article 30 of the agency's Collective Bargaining Agreement ("CBA") with AFGE Local 1000. With each new hiring class, the Agency sends the Union the names of all new union employees. The Agency also sends to the Union a copy of the Collective Bargaining Agreement. The Union then distributes the CBA to its members.

An employee can go through the grievance process with or without Union representation.

The CBA outlines the Four Steps within the grievance procedure:

Step 1: The aggrieved employee can submit their grievance either orally, or in writing to the employee's immediate supervisor within 30 days of the event, or within 30 days of the employee's knowledge of the event giving rise to the grievance. The immediate supervisor will make a written determination on the grievance and give it to the employee within 10 days from the date the grievance was submitted.

Step 2: If the grievance remains unsettled, the employee has 10 days to submit a signed written grievance to the highest official in the employee's chain of command.

The Step 2 grievance (and all steps following) must contain the following:

a) Statement of the specific provisions of the Agreement alleged to be violated;
b) The dates on which the alleged violation occurred;
c) The manner in which the alleged violation occurred;
d) The specific remedy or adjustment sought;
e) Authorization by the employee of union representation, if any; and
f) The signature of the aggrieved employee and the Union representative.

The official must respond in writing regarding the grievance within 10 days. A meeting to discuss the grievance may be requested by either party at this step.

Step 3: If the grievance remains unsettled, the employee has seven days to submit the grievance to the department director. Within 10 days, the department director or designee can either meet with the grievant and attempt reconciliation or provide a written decision. However, should a meeting occur, the Director has 10 days after the meeting to provide a written decision.

Step 4: If the grievance remains unsettled, the Union has 20 days from the date of the Department Director's response, or due date of response, to advise the Director in writing whether the Union intends to request arbitration on behalf of the employee or employees on the matter. Should the Union request arbitration, such request must include a statement of issues (consistent with Step 2) to be decided by the arbitrator.

32. What is the agency's plan for implementing the Wage Record Interchange System (WRIS) 2?

The WRIS2 data sharing agreement was entered into on June 1, 2015, allowing DOES to participate with DOL in expanding the WRIS data sharing model to include "required One-Stop career center partner programs not under the jurisdiction of the Department of Labor, as well as program the Act defines as "additional" partners whose participation in the One-Stop delivery system is appropriate but not mandatory."

SUIA testing was conducted with Xerox between 1/14/16 through 2/5/16, which completes the WRIS2 ICON interface and permits full participation. DOES' participation in the WRIS2 ICON data exchange program was deployed on 2/8/16.

VI. Performance Goals

33. What were the performance goals established for your agency (federal and local) and for each of the programs your agency administered in FY15? Please explain how each goal was measured and will be measured. Please describe the actual results for FY15 and FY16, to date.

The agency's performance goals and actual results for FY15 are detailed within the FY15 Performance Accountability Review. The agency's FY16 Performance Plan describes the agency's performance goals for FY16. Attached please find both the FY15 Performance Accountability Review and the FY16 Performance Plan.

Office of Unemployment Compensation

UI Benefits

The performance goals established for the Office of Unemployment Compensation (OUC) are to meet or exceed the Core Measures set forth by the DOL. The Core Measures monitor key activities that have uniform national Acceptable Levels of Performance (ALP's). The Core Measures are evaluated under USDOL UI Performs Core Measures standards (first pay promptness, non-monetary determination timeliness, non-monetary determination quality) and the Secretary's Standards of first pay promptness, both intrastate and interstate.

The District's performance in the UI Performs Core Measures of First Pay Promptness fell below the established ALP standard of 87%, making 82.4% of all first payments within 14/21 days for FY15. For Non-Monetary Determination Time Lapse within 21 days, the District's performance exceeded the ALP of 80% within 21 days for timeliness of non-

monetary determinations, making 94.1% in FY15. For Non-Monetary Determination Quality-Separations for FY15, the District's performance on the UI Performs Core Measures fell below the established ALP standard of 75% , with 62% scoring at least 95 points at the Benefits, Timeliness & Quality (BTQ) review. Lastly under UI Performs Core Measures, for Non-Monetary Determinations Quality-Non-Separations for FY15, the District fell below the ALP standard of 75%, scoring 65.1%.

For FY16, to date, the District's performance in the UI Performs Core Measures of First Pay Promptness Fourth Quarter 2015 was at 82.8% and Non-Monetary Determination Time Lapse is currently at 97.6%. Data for Non-Monetary Determination Quality for Separation and Non-Separation Issues is currently not available yet.

In an effort to monitor and continue to improve the key performance areas representative of the health of the entire UI process, determination letters, as well as all relevant case documentation, drafted by the Separation and Non-Separation Units, are reviewed weekly to ensure compliance with the DOL ETA Handbook 301 of Quality Standards for Benefits, Timeliness, and Quality (BTQ). Weekly, a random sampling of resolved separation and non-separation issues (from the prior week) are assembled by OIT into a list. Each case file from the list is pulled and reviewed by the Quality Review Unit to evaluate the quality of a claim at each step of the claim process, i.e. Claims Intake, Claims Validation, Fact Finding, and Adjudication.

The Quality Elements 20-24 contained in the USDOL ET Handbook 301, in conjunction with District of Columbia Code, Title 51, and District of Columbia Regulations and D.C. Register, Title 7, are used to evaluate each case to ensure that: the correct issue is detected; sufficient and relevant fact finding was conducted; and the issue was adjudicated correctly. Lastly, the drafted determination letters are also reviewed to ensure they contain the following elements:

- Statement of the Law;
- Statement of the Facts;
- Statement of Reasoning/Analysis;
- Legal Conclusion;
- Appeal Rights Notification;
- Address Notification (to the appropriate parties); and
- Correct Issue Citation on the Determination Letter.

Case files are also reviewed for accuracy in file construction by requiring each file to contain:

- A Determination Letter;
- Law Sheet;
- Appeal Rights;
- A Fact Finding Questionnaire;
- Case notes;
- All documentation obtained during the fact finding process; and
- Required screen prints from agency systems: claimant profile data, nonmonetary determinations data, and benefit payment history.

The Quality Review Unit then compiles their findings into a list and shares it with UI management staff in order to ensure each case reviewed is discussed with the claims examiner who issued the determination, in order to prevent future errors.

Tax

1. *MEASURE/PROGRAM AREA: Tax Quality – Part A*

Summary: The Unemployment Insurance (UI) Tax Division failed three functions (Cashiering, Collections, and Status) and three sub functions in Account Maintenance (Debits/Billings, Credits/Refunds, and Benefit Charging) in the Tax Performance System (TPS) review for 2014.

The reason for the deficiency:

Though three separate functions and three separate sub functions failed, there were similar reasons for these deficiencies. The Tax Division encountered barriers due to inaccurate or inadequate samples, an inability to retrieve digitized documents, and shortage of staff who were specifically designated to conduct the TPS review function.

A description of the actions/activities which will be undertaken to improve performance:

The Tax Division intends to review and implement improved procedures for documentation in failed functions. This will provide the opportunity to revise any documentation processes, and adjust our processes to the transitory period for documentation. Additionally, the division intends to examine training functions in affected area and provide specialized training in each of the affected functions. This will allow the District to narrow our focus on the specific needs of staff, and ensure that all staff are knowledgeable about the necessary policies and procedures necessary to meet both district and federal standards. The District will institute a peer review system in which the work of all the status examiners is reviewed by members of their team prior to the accounts being established. Furthermore, we will strengthen internal supervisory monitoring practices by implementing a final review of all manually entered accounts by the status supervisor. This will provide a triple-check system and ensure that all account maintenance is properly and accurately managed.

Current Results: The Tax Division has passed the cashiering aspect of the tax quality, portion of its Corrective Action Plan. The collections portion will continuously be a major focal point as anticipated resources in personnel and training will be dedicated to achieving the goals of the federal Department of Labor and the District of Columbia. The Status Unit aspect of this performance measure is still under evaluation and the audit results have not been concluded.

2. *MEASURE/PROGRAM AREA: Tax Quality – Part B*

Summary: The Unemployment Insurance (UI) Tax Division failed the Tax Performance System (TPS) Collections function for four consecutive years (2011, 2012, and 2013, and 2014)

The reason for the deficiency:

The failed collections function failed mainly due to the lack of documentation of enforcement action had occurred for accounts scoped in the sample. System generated actions are documented on the account in DUTAS. However, enforcement actions of assigned field examiners were not documented on the Notepad screen in the District Unemployment Tax Automated System (DUTAS). It was noted during the review that staff consistently failed to document required enforcement action taken.

A description of the actions/activities which will be undertaken to improve performance:

Field examiners will be monitored by the supervisor to ensure that enforcement actions taken are documented in a timely fashion for each employer account on the required screens. Regular planned training will be provided for all field examiners to ensure conformity and uniformity the policy. The supervisory tax examiner or designee will also review collections assignments to determine that examiners are following the policy. This requirement is also in the examiner's performance evaluation criteria. Taking these actions will ensure that future collections samples will pass the TPS review. In addition, the digitization of documents will ensure that documents are available for review when needed. The Collections SOP has been updated and the performance of field examiners will be monitored based on the requirements outlined in the document. Examiners have been informed of the seriousness of this requirement at meetings and through policy e-mails.

Current Results: The collections efforts have dramatically increased in capturing Unemployment Insurance payments due the District of Columbia Trust Fund. Efforts to collect via Liens and Levy have increased 1000%. The prior fiscal year in 2015 saw a total of 34 liens filed with the Office of the Recorder of Deeds. This fiscal year so far has saw a total of 378 liens filed within the first five months of the fiscal year. It is the goal of the Tax Division to exceed a one thousand liens filed to the Office of the Recorder of Deeds to delinquent employers.

3. MEASURE/PROGRAM AREA: Effective Audit Measures

Summary: The District failed one (1) of the four (4) core performance measures for the 2014 Annual Tax Performance Review (TPS): Factor 3: Total Wages Audited. The total score for this measure is 8.2 which is above the required score of 7.

The reason for the deficiency:

Factor 3 – Percent Total Wages Audited
The District's effort to closely monitor and complete large employer audits according to DOL standards was unsuccessful as in prior year reporting. Although some large employer audits were mandatory, the calculation of the number necessary to meet and/or surpass the penetration rate was not met.

A description of the actions/activities which will be undertaken to improve performance:

Milestone activities planned for FY16 include the continuation of field auditors being apprised of the UI Core Performance Measures through scheduled monthly meetings. Such focused efforts continue to allow staff the opportunity to remain mindful of the components of the Effective Audit Measures and establish reasonable objectives for contributing to the program's collective goals and ensuring achievement. Each component of the Effective Audit Measure has been outlined in the existing Standard Operating Procedures (SOP) as a means of reinforcing staff understanding and clear interpretation. SOPs for Effective Audit Measure currently exist within the current Field Audit SOP. Additionally, the Field Audit SOP has further been updated to reflect additional information about the Effective Audit Measure and it is pending approval. The Supervisory Tax Examiner continues to monitor auditor performance and production monthly to ensure that audits are being performed as per existing procedures and in the numbers needed to meet the measures.

Current Results: The Tax Division has passed the Effective Audit Measure for FY15 and is currently trending to exceed the results of the prior fiscal year in FY16. With the assignment of more auditor resources in the field, this will aid the Tax Division in achieving the four elements of the effective audit measure successfully.

The performance goals established in OUC are predicated by federal acceptable levels of performance. The following table outlines all Acceptable Levels of Performance followed by OUC:

UI PERFORMS Core Measures	Acceptable Levels of Performance
Benefits Measures	
First Payment Promptness: Percent of *all* 1st payments made within 14/21 days after the week ending date of the first compensable week in the benefit year (excludes Workshare, episodic claims such as DUA, and retroactive payments for a compensable waiting period).	≥87%
Nonmonetary Determination Time Lapse: Percent of Nonmonetary Determinations (Separations and Non-separations) made within 21 days of the date of detection of any nonmonetary issue that had the potential to affect the claimant's benefit rights.	≥80%
Nonmonetary Determination Quality- Non-separations: Percent of *Non-separation* Determinations with Quality Scores equal to or greater than 95 points, based on the evaluation results of quarterly samples selected from the universe of nonseparation determinations.	≥75%
Nonmonetary Determination Quality- Separations: Percent of *Separation* Determinations with Quality Scores equal to or greater than 95 points, based on the evaluation results of quarterly samples selected from the universe of separation determinations.	≥75%
Program Integrity Measures	
Overpayment Measure *Detection of Overpayments:* Percent of detectable, recoverable overpayments estimated by the Benefit Accuracy Measurement survey that were established for recovery.	≥50% and ≤95% of detectable/recoverable overpayments are established for recovery
Benefit Year Earnings (BYE) Measure – Percentage of the amount overpaid due to BYE issues divided by the total amount of UI benefits paid.	25% reduction from State's CY 2010 - CY 2012 baseline BYE rate
Improper Payments Measure – Percentage of UI benefits overpaid plus UI benefits underpaid minus overpayments recovered divided by the total amount of UI benefits paid.	< 10%
UI Overpayment Recovery Measure – Percentage of Amount of overpayments recovered divided by (Amount of overpayments established minus overpayments waived) *(example IPIA 2013 = July 1, 2012 – June 30, 2013)*	IPIA 2013: 55%; IPIA 2014: 58%; IPIA 2015: 65%; IPIA 2016: 68%

Appeals Measures	
Average Age of Pending Lower Authority Appeals: The sum of the ages, in days from filing, of all pending Lower Authority Appeals divided by the number of Lower Authority Appeals.	≤30 Days
Average Age of Pending Higher Authority Appeals: The sum of the ages, in days from filing, of all pending Higher Authority Appeals divided by the number of Higher Authority Appeals.	≤40 Days
Lower Authority Appeals Quality: Percent of Lower Authority Appeals with Quality Scores equal to or greater than 85% of potential points, based on the evaluation results of quarterly samples selected from the universe of lower authority benefit appeal hearings.	≥80%
Tax Measures	
New Employer Status Determinations Time Lapse: Percent of New Employer Status Determinations made within 90 days of the last day in the quarter in which the business became liable.	≥70%
Tax Quality: Tax Performance System (TPS) assessment of the accuracy and completeness of the tax program determined by scoring, on a pass/fail basis, samples of the 13 tax functions.	No more than 3 tax functions failing TPS in any year
	No single tax function failing for 3 consecutive years
Effective Audit Measure: Evaluates whether a state's employer audit program meets or exceeds minimum levels of achievement in the following four factors: Factor 1 - percent of Contributory Employers Audited Annually, Factor 2 - percent of Total Wages Changed from Audits, Factor 3 - percent of Total Wages Audited, Factor 4 - Average Number of Misclassifications Detected per Audit, **and** meets or exceeds a minimum overall score of the four factors.	Factor 1: ≥1%; Factor 2: ≥2%; Factor 3: ≥1%; Factor 4: ≥1; and Sum of Four Factors: ≥7

Reemployment Measure	
Facilitate Reemployment: Percent of UI claimants who are reemployed within the quarter following the quarter in which they received their first UI payment.	*varies* by state
Secretary Standards in Regulation	**Performance Criteria**
First Payment Promptness: Percent of Intrastate UI 1st Payments (full weeks only) made within 14/21 days after the week ending date of the first compensable week in the benefit year.	≥87%
First Payment Promptness: Percent of Intrastate UI 1st Payments (full weeks only) made within 35 days after the week ending date of the first compensable week in the benefit year.	≥93%
First Payment Promptness: Percent of Interstate UI 1st Payments (full weeks only) made within 14/21 days after the week ending date of the first compensable week in the benefit year.	≥70%
First Payment Promptness: Percent of Interstate UI 1st Payments (full weeks only) made within 35 days after the week ending date of the first compensable week in the benefit year.	≥78%
Lower Authority Appeals: Percent of Lower Authority Appeals decided within 30 days of filing.	≥60%
Lower Authority Appeals: Percent of Lower Authority Appeals decided within 45 days of filing.	≥80%

(See Attachment 16)

34. Has your agency modified any of its goals, measurements, and targets from FY15 to FY16? If so, why? In addition, please delineate those modifications.

The most significant change from FY15 to FY16 regarding performance goals, measures, and targets, was shifting the agency's focus from the defunct One City Action Plan to connecting initiatives to the District Priority Goals. Attached please find the FY16 Performance Plan, which includes the agency's local and federal key performance indicators and specifics which objectives and initiatives are connected to which District Priority Goals.

(See Attachment 17)

35. Please list all reports that are statutorily required of your agency. Did your agency meet the statutorily required reporting deadlines in FY15 and to date in FY16? If not, please explain why.

Report	Submitting Office	Submission Frequency
Occupational Employment Statistics (OES)	LMI	Monthly
Current Employment Statistics (CES)	LMI	Monthly
Local Area Unemployment Statistics (LAUS)	LMI	Monthly
ETA SF-424: Application for Federal Assistance	OCFO	Monthly
Quarterly Census of Employment and Wages (QCEW)	LMI	Quarterly
ETA 9130: Federal Financial	OCFO	Quarterly
SPARQ e-system: Senior Community Service Employment Program (SCSEP)	Special Programs	Quarterly
ETA 9058: Work Opportunity Tax Credit (WOTC) report	Special Programs	Quarterly
ETA 9059: WOTC Audit Summary Worksheet	Special Programs	Quarterly
ETA 9090: WIA Quarterly Report	Workforce Development/OIT	Quarterly
ETA 9002 A-E: Wagner-Peyser Labor Exchange Reports	Workforce Development/OIT	Quarterly
VETS 200 A-C: Veterans Programs reports	Workforce Development	Quarterly
Trade Adjustment Assistance (TAA) Quarterly Report	Special Programs	Quarterly
ETA 191: Statement of Expenditures & Financial Adjustment of Federal Funds for UC for Federal Employees & Ex-Service Members	UI	Quarterly
ETA 203: Characteristics of the Insured Unemployed	UI	Monthly
ETA 207: Non-Monetary Determination Activities	UI	Quarterly
ETA 218: Benefit Rights & Experience	UI	Quarterly

ETA 538: Advance Weekly Initial & Continued Claims Report	UI	Weekly
ETA 539: Weekly Claims & Extended Benefits Trigger Data	UI	Weekly
ETA 586: Interstate Arrangement for Combining Employment & Wages	UI	Quarterly
ETA 902: Disaster Unemployment Assistance Activities	UI	Monthly
ETA 5159: Claims & Payment Activities	UI	Monthly
ETA 9016: Alien Claimant Activity Report	UI	Quarterly
ETA 9050: First Payment Time Lapse	UI	Monthly
ETA 9051: Continued Weeks Compensated Time Lapse	UI	Monthly
ETA 9052: Non-Monetary Determinations Time Lapse, Detection Date	UI	Monthly
ETA 9047: Reemployment of UI Benefit Recipients	UI	Quarterly
ETA 227: Overpayment Detection & Recovery Activity	UI	Quarterly
ETA 9049: Worker Profiling & Reemployment Services Outcomes	UI	Quarterly
ETA 9128: Reemployment & Eligibility Assessment Activities	UI	Quarterly
ETA 9129: Reemployment & Eligibility Assessments Outcomes	UI	Quarterly
Local Job Training Quarterly Outcome Report	Workforce Development	Quarterly (to Council)
Performance Accountability Report (PAR)	Office of the Director/Workforce Development	Annual (to Office of the City Administrator)
ETA 9091: WIA Annual Report Tables & Narrative	OIT/Workforce Development	Annual
WIA WIASRD File	OIT	Annual
WIA Data Validation	OIT/Workforce Development	Annual
Wagner-Peyser Data Validation	OIT	Annual
Workforce Information Grant (WIG) Annual Report	LMI	Annual
First Source Report	First Source	Semi-Annual (to Council)

Office	Report/Description	Due Date	Dates Submitted	
			FY15	**FY16**
Office of Workers' Compensation	***Annual Report:*** Filed with the Council of the District of Columbia, this report provides pertinent statistical data on private sector workers' compensation cases--such as numbers filed, lost time cases, etc.	February 1st	1/22/15	2/1/16
Office of Workers' Compensation	***Annual Anti-Fraud Report:*** Due annually to the Council. Provides detailed and comprehensive information about the Department's anti-fraud activities relating to workers compensation insurance.	March 1st	4/1/15	Due 3/1/16
	Semi-Annual Compliance Report Submitted to the Council twice yearly, the Compliance Report contains detailed information concerning compliance enforcement activities in the workers' compensation program.	March 31st and September 30th	3/23/15 and 9/30/15	Due 3/31/16 and 9/30/16
	Special Fund Audit Due annually to the Council, the report provides a detailed financial status of the workers' compensation Special Fund.	March 1st	2/15/15	Due 3/1/16
	Administration Fund Audit Due annually to the Council, the report provides a detailed financial status of the workers' compensation Administration Fund.	March 1st	2/5/15	Due 3/1/16

36. Please describe any identified agency deficiencies and explain the perceived cause or causes of those deficiencies. How will those deficiencies be addressed in FY16?

Agency Deficiencies Requiring Remedy	
Deficiency No. 1	The U.S. Department of Labor mandates an expenditure rate of 75% for WIOA Youth funding on out-of-school youth programming. At present, in-school youth program enrollments exceed that of out-of-school which remain very low.
Perceived Cause(s):	• Out-of-school youth have more barriers than in-school youth and are particularly harder to reach; and • Previous legislation (WIA) only mandated a 30% expenditure rate for out-of-school youth programming.
Strategy for Remedy	DOES will actively solicit viable vendors who, upon successful award via a competitive bid process, will provide out-of-school youth participants quality programs aimed at preparing and linking youth to training, education, and work opportunities.
Deficiency No. 2	Federal Youth program expenditures are consistently low. While only 38% of PY13 Youth program funding has been expended, neither PY14 nor PY15 funds have used. There is a total balance of $5.3M unexpended Youth program funds.
Perceived Cause	• A continued allotment of local funding support; and • Inadequate planning of funding in support of federally-funded Youth program.
Strategy for Remedy	DOES will actively plan, budget, and track programmatic enhancements to support federally-funded Youth programs. These enhancements will align with high-demand occupations within the District, such as, Technology (H-1B occupations), healthcare, and hospitality.
Deficiency No. 3	The District has had extremely low expenditures for state-wide WIOA planning – despite an award of $114,336 for WIOA planning, of which none was spent.
Perceived Cause	• Extensive transition of leadership across multiple agencies, District-wide, to include the Workforce Investment Council Executive Director and Board of Directors.
Remedy	Significant progress has been made under the direction of Deputy Mayor Snowden. Caucuses and working groups have convened and WIOA planning is well underway and on schedule.
Deficiency No. 4	The District is deemed "at-risk" for Unemployment Insurance (UI) performance in First Payment Promptness – which has failed the Acceptable Level of Performance (ALP) since September 2008.
Perceived Cause	• The UI unit has been plagued with low staffing levels which adversely impacted processing time, thusly First Payment Promptness.
Strategy for Remedy	Toward the end of FY15 there was a push to recruit and fill numerous vacancies within UI. It important to note that while DOES previously fell below the ALP, they consistently have met or exceeded negotiated

Agency Deficiencies Requiring Remedy	
	milestones.
Deficiency No. 5	Low expenditure rates against the $1,498,800 Supplemental Budget Request funds appropriated for program integrity, performance, and system improvements. Only 24% has been expended and the funds will expire and be de-obligated in nine (9) months.
Perceived Cause	• Low staffing levels; and • Inadequate planning of program enhancements and expenditures.
Strategy for Remedy	DOES had determined the best way to utilize these funds is the planning and execution of the UI Modernization effort.
Deficiency No. 6	There was no activity nor expenditures within the On-the-Job Training (OJT) program in previous fiscal years. There is a large focus on OJT programs with WIOA because of the proven return on investment that will benefit jobseekers.
Perceived Cause	• Poor planning; and • Lack of oversight
Strategy for Remedy	Employer Services, the unit that manages DOES' OJT program, has realized a transition in leadership was essential. Under the new manager, the OJT program has conducted numerous employer informational sessions and is now poised to begin program enrollment beginning March 2016.

37. How would you rate your agency's customer-service delivery? If any of your goals were directly related to customer-service delivery, please list them, and address your achievements and/or deficiencies, within this respective area.

During the end of FY15, specifically the time period of July 1, 2015 through September 30, 2015, DOES maintained an average grade range of A to B and for the beginning of FY16 to date it has maintained an average grade range of B+ to B.

38. Has your agency conducted a survey (service delivery) of the customers (job seekers, employers, etc…) it serves? If so, please attach a copy of the survey, and the survey results.

The Office of Wage-Hour conducted a survey for the Business Roundtable discussions regarding the Wage Theft Prevention Amendment Act of 2014. The discussions were held on April 29, 2015 and July 15, 2015. All (100%) of the employers surveyed indicated that they strongly agreed or agreed that they could put what they learned to immediate use. 100% of the employers surveyed indicated that they strongly agreed or agreed that they would recommend the session to other employers. All (100%) of the employers surveyed indicated that they strongly agreed or agreed that the speakers were knowledgeable regarding the topics covered.   88% of the employers surveyed indicated that they strongly agreed or agreed that they felt confident about their ability to comply with the Wage Theft Prevention Amendment Act of 2014.

The customer satisfaction survey, available at all AJCs, is attached. Based on a recent analysis of a sample of 75 customers, in early FY16, the overwhelming majority of customers are satisfied with the service received at one of the AJCs, with just three surveys (less than 1%) containing negative feedback. Some of the feedback for DOES included within this sample was to increase the number of job hiring events, update the computers and printers that are available in the resource rooms, add more training programs to the list of those available, and provide more services around interviewing and follow-up.

(See Attachment 18)
(See Attachment 19)

39. Did your agency receive any additional grant funding in FY15 and in FY16, to date? If so, at what level and for what purpose or purposes? Was it competitive, discretionary, or formula based funding? Were you successful in meeting the mandates associated with the grant(s)? If not, please explain.

Office of Unemployment Compensation

In September 2015, DOES was awarded Supplemental Budget Request (SBR) 16-15 from the U.S. Department of Labor to fund three projects, totaling $500,000. The funding is split between projects in the Office of Unemployment Compensation and the Office of Information Technology in an effort to address program integrity and state performance and system improvements. This funding was discretionary, as states are not required to apply for Supplemental Budget Requests but may do so if the funding supports a measurable objective, system enhancement, business improvements, etc. DOES supplied timelines for each of the three projects under SBR 16-15 and is currently on track to meet all deliverable deadlines.

Question 39: FY15/FY16 Additional Grants

Grant Description	Grant No/Phase	FY	Amount	Purpose	Type of Based Funding	Status	Successful in Meeting the Mandates
SBR - UI Program Integrity and Performance Improvements	UIPIP2/15	15	$776,310.00	to implement UI Program Integrity and Performance Improvements and worker misclassification strategies	Competitive	In Progress	
WIOA Dislocated Worker National Reserve Technical Assistance and Training	NRATAT/15	15	$114,336.00	to support the coordination, development and provision of appropriate training, technical assistance, staff development and other activities	Project / Discretionary	In Progress	
Women's Bureau Paid Leave Analysis Grant	LEAVE5/15	15	$96,281.00	to research and determine the economic impacts of a paid family and medical leave program on the District's economy.	Project / Discretionary	Closed	
Private Grant – Cities for Financial Empowerment Fund	000CFE/15	15	$260,000.00	to provide 150 Summer Youth Employment Program (MBSYEP) slots	Private Grant	In Progress	

40. Did your agency lose any grant funding in FY15? If so, please explain.

DOES has not lost any federal funding in FY15.

Agency Name	Department of Employment Services	Department of Employment Services
Name of Grantor	US Department of Labor	US Department of Labor
Grant Name	Alien Labor Certification	Unemployment Insurance-SBR
Grant Number	164ALC/ALCWFY Phase 13	UIPIP2/13
Start Date	10/1/2012	10/1/2011
Expiration Date	9/30/2015	9/30/2014
Grant Amount	$123,809.00	$2,096,598.00
Amount Lapsed/Returned	$76,064.62	$392,602.75
Brief Comment, if Any	No substantial need within District population	Remainder of award excluded from no cost extension application submitted to DoL
Detailed Explanation	The Office of Foreign Labor Certification (OFLC), located within the Employment & Training Administration (ETA), provides national leadership and policy guidance to carry out the responsibilities of the Secretary of Labor under the Immigration and Nationality Act (INA), as amended, concerning the admission of foreign workers to the United States for employment. OFLC processes labor certification applications for employers seeking to bring foreign workers into the United States and grants certifications in those cases where employers can demonstrate that there are not sufficient U.S. workers available, willing and qualified to perform the work at wages that meet or exceed the prevailing wage paid for the occupation in the area of intended employment. Foreign labor certification programs are designed to ensure that the admission of foreign workers into the United States on a permanent or temporary basis will not adversely affect the job opportunities, wages, and working conditions of U.S. workers. The District's Department of Employment Services has not had a substantial need to utilize the Foreign Labor Certification program within the District's population. Therefore, the funding which has been allocated by DOL was not previously utilized. Moving forward for FY15, DOL has allocated $10,000 for the District. Therefore, we are planning to attach the funding to the coordinator of the Job Bank. This position plays an integral role in posting job orders in DC Networks of employers requesting foreign workers under the H2B portion of the program which the District participates in.	DOES has had many challenges in executing Supplemental Budget Request (SBRs) for integrity and performance. The grant lapse is mainly due to delays in the hiring and retaining the term employees and as well as implementing some of the IT projects. DOES has created policies and procedures and schedules monthly meetings on SBRs funding to ensure that the team communicates and resolve issues in sufficient time to avoid lapse funds. The SBR team consists of Program owners as will as OCFO partners. The agency has also become more strategic in the applying for SBRs to ensure that the projects(s) can be completed within the specified timeframe.

41. Are any grants in danger of losing funding in FY16? If so, how much?

At this time there are no grants that the agency is in danger of losing.

42. List any grants your agency applied for, but did not receive in FY15 and FY16, to date.

- U.S. DOL Linking to employment Activities Pre-release Specialized American Job Centers 04/03/2015
- U.S. DOL American Apprenticeship Initiative 4/30/2015
- U.S. HHS Health Profession Opportunity Grants to Serve TANF Recipients and Other Low-Income Individuals 05/29/2015
- U.S. HHS Responsible Fatherhood Opportunities for Reentry and Mobility 07/07/2015

43. Are there plans to make information technology changes that will affect the management of federal workforce development or unemployment insurance programs in FY16? If so, please describe the planned efforts and discuss sources (and amounts, if available) of funding that will support the effort.

During FY16, DOES will complete, continue, or initiate several significant information technology projects that will affect the management of federal workforce development or unemployment insurance programs. These initiatives include:

1) UI Modernization
   a. DOES continues to move forward with our long-term, multi-phased Unemployment Insurance Modernization project, aimed at replacing legacy silo systems with an integrated system that that will eliminate redundant and manual workload, improve service to the workforce community through Internet-based self-service, and runs on an up-to-date technology platform. The project kick-off was held on November 20, 2015, and the project will continue its phased approach through the year 2020. Phase 1 (RFP) will continue through FY16.

   (See Attachment 20)

2) Language Access
   a. Through the use of Supplemental Budget Requests from the US Department of Labor, DOES obtained some funding to implement Spanish language transition within our Web Enabled Benefits System (WEBS). The project includes hiring a technical business analyst to determine how many forms need to be translated, as well as a Spanish translator, and is targeted to complete by September 30, 2017.

3) Lexis Nexis
   a. DOES created an in-house web application that allows for other applications to plug-in and perform Lexis Nexis' Instant Verify and Instant Authenticate service. Through the use of a quiz-decision engine, Instant Authenticate will authenticate claimants and other individuals who desire access to sensitive or privileged unemployment insurance information. Instant Verify performs multiple

core system data checks against the Lexis Nexis public records and proprietary databases to ensure that a subject's name, address, and Social Security number match and are valid. The first application that will integrate with our Web API solution is UI's Web Enabled Benefits System (WEBS) to identify potentially fraudulent claims, and is expected to complete by May 2016.

4) Summer Youth Employment Program Portal
   a. The always highly visible Summer Youth Employment Program's registration portal will be launching in early 2016. This year's portal has a few new features, including introducing an online option for youth to manage their W4 forms, a few additional questions to the registration process, and introducing case notes to allow hosts to enter in the system directly (as opposed to sending paper copies to staff).

5) 1099 Verification
   a. DOES is planning to introduce a 1099 verification process that will allow us identify potential fraud through cross matching IRS 1099 data with DOES registered employers to identify potentially liable employers. The solution requires a dedicated, secure infrastructure to be created by our District's Office of the Chief Technology Officer (OCTO). The request for this infrastructure has been placed with OCTO and DOES is expecting to be contacted in February to officially kick-off that project.

6) Missing Wage
   a. DOES is developing an application to handle the 193 blocked claims process. This is currently being handled manually by the Unemployment Insurance program. The application is currently in user acceptance testing (UAT) with a target go-live date of 2/26/2016.

44. Are there any matters, within your agency/office currently under investigation by the Office of the Inspector General or the D.C. Auditor? If so, please identify those matters.

(See Attachment 21)

45. Are there any unresolved audits, within your agency that are currently under review by the USDOL? If so, please identify those matters.

There was an open audit covering October 1, 2013 through September 30, 2014 where there was one (1) uncorrected administrative finding cited as noted below:

Finding: Special Tests and Provisions – Unemployment Compensation (UC) Program Integrity – Overpayments

The audit determined that DOES did not have policies and procedures in place to ensure compliance with Unemployment Compensation Program Integrity-Overpayments until October 21, 2014. DOES is committed to reviewing fraudulent overpayments for benefit weeks ending October 26, 2013 through October 18, 2014 (the period in question). Further, DOES has mandated the utilization of the above referenced UC policies and procedures, as

well as, new internal controls designed to ensure quality control. This matter is deemed "unresolved" because the U.S. DOL Regional Office must meet with DOES to discuss a 15% fraud penalty waiver for fraudulent claimants who make arrangements for repayments. In a letter to DOES of February 18, 2015, the U.S. DOL revised its determination and the finding is now considered to be "corrected."

(See Attachment 21)

46. The 2014 Performance Review states that several performance measurement systems were being developed or improved in FY2015 to better manage workforce development and unemployment insurance programs. These include: BARTS upgrade, RECOVER, LexisNexis Instant Authenticate and Instant Verify, the UI/Workforce Joint Registration Project, UI Modernization, and First Source online employer reporting system. Please provide the following information for each project:

A. The current status of the project (whether fully implemented, and what data is currently being tracked)

- Barts upgrade: Most functionality was implemented and launched on 12/10/15, with the remaining development in progress.
- Recover: Fully implemented and launched on 12/14/15.
- Lexis Nexis IA/IV: Development of this customized web service was completed in mid-Dec. 2015. The first application that will integrate is WEBS, and is scheduled to complete by May 2016.
- Joint Registration: This project is currently on hold while a decision is made on whether to integrate Workforce functionality into the UI Modernization project. If so, Joint Registration may not be needed.
- UI Modernization: This long-term project kicked-off in late 2015 and is currently in the requirements gathering phase. The RFP will go out by end of June 2016.
- First Source: Currently on schedule to go-live by March 2016

B. The funding allocated for these projects in FY2015 and FY2016, broken out by federal and local sources.

Services	FY15 Expenditures	Federal/Local/ O-Type (Special Purpose)	FY16 Allocated	Federal/Local/ O-Type (Special Purpose)
BARTS Upgrade 2.0 to 4.3	$150,000.00	Federal	$150,000.00	No monies allocated to-date
BARTS Add-On	$300,000.00	Federal	$150,000.00	O-Type (Special Purpose)
Recovery (Overpayments)	$609,000.00	O-Type (Special Purpose)	$371,000.00	O-Type (Special Purpose)
Lexis-Nexis Integration	$153,738.65	Federal	$226,262.00	Federal
DOCS & BARTS Maint. & Support	$619,985.10	Federal	$3,815,292.90	O-Type (Special Purpose)
Geo-Solutions	$879,441.04	Federal:$279,245.49; Local-$484,786.30; -O-Type (Special Purpose)$115,409.25	$860,084.28	Federal:$347,265.51;Local: $380,648; -Type (Special Purpose)-$132,169.97-

C. How each of these data systems will interact with each other, as well as with other tracking systems, such as the Data Vault and the Unemployed Workers Profile database.

- BARTS upgrade: BARTS is part of the overall UI Benefits process, interacting with Recover, WEBS, and DOCS to identify overpayments of unemployment compensation.
- Recover: Recover is part of the overall UI Benefits process, interacting with BARTS, WEBS, and DOCS to recover overpayments of unemployment compensation.
- Lexis Nexis IA/IV: Currently planned to integrate with the UI Benefits process (specifically WEBS), this web service can be integrated in any .Net application that requires identify verification functionality.
- Joint Registration: Pursuant to D.C. Code §51-109 (4)(A)[1], Joint Registration would combine Workforce and UI Benefits systems (VOS and WEBS) to more closely align unemployment compensation beneficiaries to job seeking activities.
- UI Modernization: If the Workforce component is not integrated into the modernized UI system, there may be an interface created with VOS.
- First Source: First Source has an SSN validation component that will use Lexis Nexis IA/IV.

VII. Workforce Innovation and Opportunity Act ("WIOA")/Wagner-Peyser Act

47. Please provide an update on DOES' implementation of the Workforce Innovation and Opportunity Act of 2014. Will you be sending a bill to the Council to conform the District's WIOA programs to new federal requirements? Is there a specific deadline that states and the District of Columbia must meet to comply with the new federal law? Can you provide the Committee with a summary of the changes required in the current program to meet with new requirements?

DOES has begun implementing the required elements of the Workforce Innovation and Opportunity Act of 2015. DOES coordinated with the WIC to provide recommended changes to the local laws that conflict with WIOA. The WIC is responsible for submitting legislation to amend these conflicting laws.

DOES submitted legislation in 2015 that conformed with the workforce laws to WIOA. This included increasing the maximum age for youth served from 21 to age 24.

48. How many American Jobs Center facilities are currently in operation in the District? Please provide a list with each Center's contact person, address, and phone number. Are there plans to add additional Career Centers or satellites? If so, how many, when will they be operational, and where are their planned locations?

DOES operates four centers throughout the District: one in Southeast, one in Northwest, and two in Northeast. Each AJC is equipped to provide job seekers with Wagner-Peyser Labor Exchange, WIOA Adult and Dislocated Worker programs, and Unemployment Compensation assistance.

The District's AJC locations, contact persons and contact information are:

AJC Name	Site Supervisor	Address and Phone Number
Southeast	Dario Stewart	3720 Martin Luther King Jr Avenue SE 202-741-7747
Northwest	Pat Philippe	Reeves Municipal Center 2000 14th Street NW 202-442-4577
Northeast	Noelle Bonham	Bertie Backus Campus of the University of the District of Columbia – Community College 5171 South Dakota Avenue NE 202-576-3092
Headquarters	Rolandra Marshall	4058 Minnesota Avenue NE 202-724-2337

In 2015, DOES created the Workforce on Wheels (WOW) team. Through Workforce on Wheels, DOES has participated in community-based outreach events and opportunities in order to increase awareness and access to DOES services throughout the District. The WOW team has standing events at Malcom X Park (Tuesdays – Thursday, 3 – 6 pm) and Woodlawn Terrace (Tuesdays and Thursdays 10 am – 1 pm). DOES also has a partnership with DC Department of Corrections—the DC Jail Work Readiness Program—with services offered at the DC Jail for inmates approaching their release date.

Additionally, DOES continues to perform analysis of labor market trends and center traffic patterns to ensure that job seekers are able to receive services in convenient locations throughout the District. Currently, there are no formal plans to add certified, full service American Job Centers to the District.

49. How does your agency ensure that the American Jobs Centers' objective, to provide job seekers with tools and information to assist them in locating training and/or employment, is met?

Three primary mechanisms are leveraged to provide job seekers with tools and information that will assist them in locating training and/ or employment – the physical American Job Centers, DCNetworks (also known as VOS – the Virtual One Stop) and DOES' Workforce on Wheels. Job seekers are able to access tools and information regarding training and employment through any of these mechanisms. Additionally, DC Networks is accessible virtually, 24/7.

DOES' four AJCs located throughout the District each provide a complement of full Wagner-Peyser and WIOA services, as well as access to other DOES programs and partner services. The District's relocated and refurbished centers offer larger accommodations wiyth additional space for private, one-on-one interviews with customers, rooms for workshops and orientations, and areas for partner agencies to help customers with life skills training.   They also allow for wheelchair accommodation and other assistive devices. For customers who are not proficient in English, DCNetworks is currently available in Spanish.   DOES also provides a language line with more than 140 languages, including sign language.

DOES' Workforce on Wheels is tasked with participating in community-based outreach events and opportunities in order to increase awareness and access to DOES services throughout the District. Through Workforce on Wheels, residents can receive information and services in the community and referrals to increased services and partner programs.

DCNetworks is used by DOES workforce staff to track job seeker activities, delineate service categories and report performance is the DCNetworks system.   This system is also the customer's source for employment-related information and workforce services, and is available 24 hours a day to anyone with an Internet connection from anywhere in the world. To better track customer utilization, DOES has made registration a requirement for services beyond informational services.   Once a customer has registered (independently or with the assistance of a staff member) he has initiated registration in the AJC network.

This system also provides access to training provider information, career planning tools, job matching and search engines, and other pertinent data.   This information provides case managers as well as management with critical information on actual services delivered, activities, and enhanced performance. Through DCNetworks, customers are able to retrieve an array of labor market statistics, employment and unemployment trends, "hot" job listings, and information on educational and training programs.   Job seekers may perform self-service activities by using a center's business area resources, such as computers, fax machines, telephones, and copiers to assist in their job search, job applications, and follow up. Customers are also offered staff-assisted services including weekly workshops on topics such as resume building, job search strategies, interviewing skills, and computer skills.   Other staff-assisted services offered in each center are: job readiness consultations, job search assistance, and job matching.

The District adheres to local and federal regulations that require routine submission of performance reports on adults and youth programs.   These reports contain participant activity data, including training enrollment, completion, and follow up; employment and retention, educational attainment, credentialing, center use, and website use statistics.

To continue improving AJC operations, workforce professionals and Employment Opportunity Specialists are being trained to provide services.   New managerial and employment specialist staff members will permit DOES to offer industry-specific services to customers and employers.   They also allow the agency to expand case management and reduce the total number of caseloads each staff member must manage, thereby allowing for a higher quality of service. Staff trainings are offered the 2nd Tuesday and Thursday of each month.

DOES' Office of Program Performance and Monitoring (OPPM) has been absorbed by AJC Operations and has now acquired the responsibility for conducting reviews of training provider participant records and reviewing all individual training accounts (ITAs) for to ensure compliance with federal and local rules concerning programming, facilities, and provision of services.   Regular monitoring is critical in gauging the effectiveness of service delivery, tracking program performance, and the need for corrective actions necessary for program improvement.

50. Over the past year, how many customers have the American Jobs Centers served? Please provide a break-out, by center, identifying the number of customers served, services provided (including what category that service falls under – Core, Intensive, or Training), and referrals provided.

10/01/2014 – 9/30/2015

Type of Service	Program	AJC - HQ	AJC - NE	AJC - NW	AJC - SE
1 - Core Services	WIA	316	117	309	327
1 - Core Services	WP	7841	6677	3261	5403
2 - Intensive Services	WIA	300	96	248	276
2 - Intensive Services	WP	574	2277	369	1158
3 - Training Services	WIA	70	24	52	55
3 - Training Services	WP	0	0	0	0
4 - Referral Services*	WP	4424	5276	1075	4193

Internal Job Referrals

51. What percentage of the individuals served at the Career Centers sought training? What percentage of those individuals seeking training was placed in training and what was the average time it took to get someone into training after presenting at the American Jobs Centers? Please provide the following information regarding DC's American Jobs Centers ("One Stops") for the past two years including:

Program Year / Duration	Total Served at AJC	Total Enrolled in Training	Percentage Enrolled in Training	Number of Training Completions	Percentage of Training Completions
FY15 (10/01/14 - 09/30/15)	25,586	201	0.8%	154	76.6%
FY16 (10/01/15 - 02/02/16)	10,566	90	0.9%	19	21.1%

Note – average time required to place customers in training is not presently tracked.

    A. Total number of people coming to DC AJCs
    B. Total completing orientation
    C. Total completing literacy testing
    D. Total testing above 8th grade levels
    E. Total receiving Core services
    F. Total receiving Intermediate services
    G. Total receiving Training services
    H. Total funding employment
    I. Wage rates
    J. Average hours per week employed

K. Total number retaining employment for 90 days

	FY15 (10/01/14- 09/30/15)	FY16 to date (10/01/15 – 02/02/16)
Total number of people coming to DC AJCs**	25,586	10,566
Total completing orientation	5,474	2,49
Total receiving Core services (as defined by WIA)	41,051	15,223
Total receiving Intensive Services	894	569
Total receiving Training services (as defined by WIA)	201	90

*Chart is based on distinct individuals
***The data provided is district customers that received services that FY.   The number
provided is not the same as the number of people coming to AJCs. AJCs should count
visitors monthly based on sign in sheets.*

- *Wage rates***:** $16,515 six month average earnings (From Wagner-Peyser 9002 report, PY15 Q1)
- *Average hours per week employed:* Data not collected
- *Total number retaining employment for 90 days***:** 80% (10,740 / 13,429) six month retention rate (From Wagner-Peyser 9002 report, PY15 Q1)

Reading / Math Literacy Testing

The District of Columbia Office of the State Superintendent of Education, Adult and Family Education (OSSE AFE) has partnered with the Department of Employment Services (DOES) to support the integration of adult education, career services, and employment and training activities for District residents. We have three (3) providers – Four Walls Development, Inc., Opportunities Industrialization Center (OIC-DC) and YWCA-National Capital Area – that received funding to offer assessment, screening, adult literacy and remediation services two days per week. OSSE AFE is currently providing professional development and technical assistance to DOES to build its capacity to assess the educational needs of DOES customers using CASAS eTests Online® and TOPSpro Enterprise®.

DOES American Job Center (AJC)	OSSE AFE Onsite Provider Partner
AJC-Headquarters	Four Walls Development, Inc.
AJC-Southeast	Opportunities Industrialization Center (OIC-DC)
AJC-Northwest	YWCA-National Capital Area
AJC-Northeast	YWCA-National Capital Area

The information provided in the table below is based on the available data in TOPSpro, for all CASAS eTests administered by these three AJC Partner Providers and DOES staff between October 1, 2014 and September 30, 2015 (FY15).

Notes on the data:

- Only those that score at or above the 8th grade level for both math and reading are eligible to enter into occupational training.
- The overwhelming majority of test takers were referred to take the test from the AJCs, OYP, or Project Empowerment, but not all tests administered by the three providers are necessarily DOES customers.
- Customers can take tests multiple times (to improve scores to meet the requirement, or to have a score no older than six months at time of enrollment into training). These numbers reflect *all* tests taken within FY15, including customers that have taken the test more than once.

FY15 - CASAS eTest Online	FY15 CASAS eTests (online)
READING	
Total reading tests taken	2389
Scores at or above 8th grade level	1541 (65%)
Scores below 8th grade level	848 (35%)
Scores below 4th grade level	91 (4%)
MATH	
Total math tests taken	2413
Scores at or above 8th grade level	1343 (56%)
Scores below 8th grade level	1070 (44%)
Scores below 6th grade level	454 (19%)
Scores below 4th grade level	119 (5%)

As the data indicates, low levels of math and reading literacy will continue to be a significant barrier to increasing the number of District residents that enter into occupational training. This is especially true of math literacy, with nearly 1 in 5 (19%) test scores under the 6th grade level.

52. Please outline the process applicants go through when they arrive at the Career Centers to request training through the individual training accounts ("ITA") program.

Any AJC job seeker can request occupational skills training through an ITA at any time during service provision. A job seeker's request or AJC staff member's recommendation can serve as the catalyst to begin the ITA process.

Job seekers requesting ITAs must register in DCNetworks, meet WIOA eligibility requirements, submit WIOA eligibility documentation and receive WIOA Career Services.

- Individuals interested in training must register in the DCNetworks system by creating a user profile and uploading an employer-ready resume. In addition to connecting the job seeker to available employment opportunities, this enables the recording and documentation of individual activities for case management and performance tracking as the job seeker receives ongoing services.

- Individuals will meet with AJC staff and receive an initial assessment to preliminarily identify skills, abilities and ambitions.
- Individuals will also be assessed for WIOA eligibility and, if determined eligible, be given the opportunity to gather the corresponding required eligibility documentation that must be submitted to be enrolled into WIOA.
- Once all WIOA eligibility documents are received, individuals are enrolled into WIOA to receive Career Services and an ITA can be created.
- Through WIOA Career Services, individuals will receive comprehensive and specialized assessments, including an in-depth interview and evaluation to identify skill levels, employment barriers, need for supportive services and short- and long-term employment goals. An in-depth counseling session is held which will include creating an Individual Employment Plan (IEP).
- Applicants are required to take the eCASAS (*Comprehensive Adult Student Assessment System*) and score at Basic Skills Proficient reading and math levels (9th grade level). Individuals who require additional assistance or remediation are referred to receive services either onsite at the AJC or at a partner organization for adult education.
- Individuals who choose to receive occupational skills training through an ITA are required to research the Eligible Training Provider List to find a training program that matches their interests and that is of a duration that suits their schedule.
- Customers must obtain acceptance into the program of their choice and provide AJC staff with their admissions and acceptance documentation. This documentation is included in the ITA package submission.
- AJC staff also submit a formal recommendation outlining why the customer is eligible and suitable for the training.
- Once all required documentation is received and compiled, the employment specialist submits the completed ITA package to be reviewed through a series of approvals for funding.
- Once funding is approved and a formal start date has been confirmed with the training provider, the individual is contacted to confirm their training enrollment.

Starting October 2015, DOES began to implement "First Friday Training Round Ups"—monthly job training fairs held on the first Friday of each month—which provide District residents interested in training the opportunity to meet with locally and federally funded training providers and begin the process of enrollment. In addition to providing a regular forum for District residents to interact with training providers directly and better understand their workforce development options, these events streamline the process of enrollment into training, with DOES staff on-site to begin the process in DCNetworks.

53. What are the eligibility requirements for a resident to receive ITA assistance?

The AJC's adhere to a "customer choice" model. The use of ITAs was intended to empower WIOA customers to choose their training providers, rather than relying on case managers to decide who should receive what type of training from which provider. At the same time, DOL-ETA recognized the need to maintain an appropriate role for local workforce agencies in the administration of ITAs. Therefore, WIOA grants for states and local areas allow a

great deal of flexibility in setting the value and other parameters of ITAs.

In the District, funding for ITA programs is split between WIOA dislocated workers and adults. Listed below are the program eligibility requirements for adults and dislocated workers to receive ITA assistance.

WIOA Eligibility

An individual (18 or older) shall be eligible to participate in the Title 1 Adult Program if such individual provides the following appropriate documentation:

- Proof of Social Security number;
- Proof of right to work in US (US citizenship or alien registration indicating right to work);
- Proof of birth date;
- Selective Service (if applicable); and
- Proof of District residency (if applicable).

An individual meets the definition of Dislocated Worker if such individual provides documentation for one of the following categories as proof that he/she was separated from a last job within the previous two years:

- Has been terminated or laid off, or has received a notice of termination or layoff;
- Is eligible for or has exhausted entitlement to unemployment insurance and is unlikely to return to previous industry or occupation;
- Has been employed for a duration sufficient to demonstrate, to the appropriate entity at an AJC an attachment to the workforce, but is not eligible for unemployment insurance due to insufficient earnings or having performed services for an employer that were not covered under a state unemployment insurance law;
- Permanent closure/mass layoff;
- General announcement of closure;
- Formerly self-employed and currently unemployed as a result of economic conditions or natural disasters; or
- Displaced homemaker.

A customer who wants to receive an ITA for occupational skills training meet with their assigned AJC Employment Specialist to discuss and mitigate any barriers to successfully complete training, such as scheduling conflicts such as child care, elder care. Applicants must compare three programs, unless fewer schools provide the specific training, and select the one which best fits his or her schedule and career goals. A statement by the applicant outlining those goals and why he or she prefers the specific program is also required. The potential student must be accepted into the program and not have received prior training through an ITA within the previous two years.

54. How many staff members are equipped to assist with the application process for job training at each Career Center compared to the number of people seeking job training at each Career Center?

All workforce development specialists at each career center are equipped to assist customers with the application process.

55. What information needs to be provided to access Core services at a Career Center? How is this information recorded? Is there a database of information that gives us a clear picture of who accesses AJCs services? How many people are turned away from the AJCs at any point because they cannot obtain necessary documentation?

Core services are universally available to anyone interested, whether accessed via Internet or at a physical AJC. Neither WIOA nor local law stipulates that specific information must be provided in order to receive a core service.

If a customer would like to meet with a workforce development specialist for the first time, a valid document confirming the customer's Social Security number, such as a valid Social Security card, is required to verify the individual's identity and record this information in the DCNetworks system.

All information collected from customers is stored in DCNetworks. There are two ways in which services provided are recorded: through system-generated entries and staff-generated entries. When job seekers are conducting self-service activities online, such as a job search, the system produces a record of the activities performed and when an individual receives staff-assisted services, the service is recorded manually through a staff report. Staff members also record details and outcomes of activities through the use of case notes.

Information stored in DCNetworks provides system-wide and individual information which can be accessed and used to create reports, which provide basic demographic data of persons served, labor trends, and statistics is use of services.

Job seekers who do not possess the necessary documentation are initially thoroughly serviced through the provision of core services. These individuals are also able to access VOS through DCNetworks, 24/7 and remotely, eliminating the need to physically enter a center to receive most self-directed core services. Job seekers lacking documentation are not turned away, but provided referrals to sister agencies and community partners who are able to assist residents in obtaining legal documentation. Referral and assistance to secure proper identification is vital to securing employment and to document service delivery to District residents.

56. Please provide a list of approved ITA training providers and for each training provider list the following:

(See Attachment 29)

A. The number of individuals trained in FY15

In FY15, 274 individuals were trained or in training.

B. For what occupations were they trained

- Healthcare Occupations Total (120)
  o EMT and Paramedics (70)
  o Home Health Aides (30)
  o Nursing Assistants (9)
  o Medical Assistants (6)
  o Medical Records and Health Information Technicians (3)
  o Medical Secretaries (1)
- Computer / Network Occupations Total (48)
  o Computer User Support Specialists (32)
  o Computer Network Support Specialists (5)
  o Network and Computer Systems Administrators (5)
  o Computer Systems Analysts (2)
  o Information Security Analysts (2)
  o Software Quality Assurance Engineers and Testers (2)
- Bus Drivers, Transit and Intercity (56)
- Paralegals and Legal Assistants (23)
- Pipe Fitters and Steamfitters (13)
- Word Processors and Typists (5)
- Automotive Service Technicians and Mechanics (3)
- Bookkeeping, Accounting, and Auditing Clerks (3)
- First-Line Supervisors of Protective Service Workers, All Other (1)
- Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers (1)
- Customer Service Representatives (1)

C. How many and what percent of those who were referred to training completed the training program?

Of the 274 in training:
- 168 (61%) successfully completed the program;
- 36 (13%) were unsuccessful and/or terminated from the program; and
- 70 (26%) were still in training in FY16.

D. How many and what percent of those who completed the training program found employment in a relevant field within 3 months of graduation?

In FY15, 90 training participants found employment (54% among the 168 that completed). Among the 120 that completed and exited the system within the time frame that relevant wage records are available, 55 (46%) earned wages in the first quarter following their exit.

Currently, the available occupational data in the wage records is not sufficient to make an accurate judgement regarding relevance to the training received.

E. For those who found employment, what was the average wage earned?

Due to sample size restrictions with respect to the usage of wage data, DOES cannot determine the average wage earned of those who gained employment after training.

F. How many hours per week did they work?

This information is not captured in the data systems that report on wages.

G. How many of those who found employment retained employment 6 months after their initial start date?

Among the 62 participants that completed training and exited the system within the time frame that relevant wage records are available, 22 (35%) had wages in the second quarter after their exit.

Provider	Individuals Trained	Completed in FY15	Still in Training in FY16	Placement (% based on Completers)	Occupations
Westlink Career Institute	70	49 (70%)	9 (13%)	35 (71%)	Emergency Medical Technicians and Paramedics
Toni Thomas Associates	29	34 (58%)	20 (24%)	19 (56%)	Bus Drivers, Transit and Intercity; Medical Assistants First-Line Supervisors of Protective Service Workers; Lifeguards and Other Recreational Protective Service Workers
ASM Educational Center	34	26 (75%)	6 (18%)	9 (35%)	Computer Network Support Specialists; Computer Systems Analysts; Computer User Support Specialists; Information Security Analysts; Network and Computer Systems Administrators
Paralegal Institute of Washington	32	6 (26%)	12 (52%)	5 (83%)	Paralegals and Legal Assistants
Healthwrite Training Academy	15	10 (67%)	3 (20%)	1 (10%)	Home Health Aides; Nursing Assistants
Southeast Welding Academy	13	10 (77%)	2 (15%)	7 (70%)	Pipe Fitters and Steamfitters
Opportunities Industrialization Center (OIC)	11	0	8 (73%)	0	Home Health Aides
Career Technical Institute	9	3	5	1	Bookkeeping, Accounting, and Auditing Clerks; Computer User Support

					Specialists; Customer Service Representatives; Medical Records and Information Technicians; Network and Computer Systems Administrators
Innovative Institute	8	7	0	4	Home Health Aides; Nursing Assistants
RizeUp Technology Training Center	8	8	0	2	Computer User Support Specialists; Network and Computer Systems Administrators; Word Processors and Typists
Technical Learning Centers	7	3	2	1	Medical Assistants; Medical Secretaries
VMT Education Center	5	5	0	2	Home Health Aides; Nursing Assistants
AYT Institute	3	2	0	1	Automotive Service Technicians and Mechanics
George Mason University	3	2	0	1	Computer System Analysts; Software Quality Assurance Engineers and Testers
Vets Group Training Academy	3	0	3	0	Computer User Support Specialists
Year Up Inc.	3	3	0	0	Computer User Support Specialists

57. Please identify any new ITA providers for FY16 who did not provide services in FY15 and any ITA providers that previously received funds in FY15 who were not re-certified for FY16 and why they were not recertified?

As of October 1, 2015 DOES has not added any new provider to the ETPL. Listed below are the providers who are no longer participating on the ETPL:

1. AYT Institute
2. George Mason University
3. Rize Up Technology

The WIC will provide information concerning why they were not recertified.

58. What efforts is the agency making to identify high-performing training providers and programs and ensure that ITA funds (and job-seeker time and resources) are being spent on training that leads to stable employment? When are new ITA providers expected to be approved and what efforts will be undertaken to ensure a high level of training quality?

DOES is requiring all aspiring ITA training providers to be licensed by the Education Licensure Commission and provide evidence of past performance. DOES is also contacting training providers in other jurisdictions to inform them of the training opportunities available through the Agency Human Care Agreement process. The Office of Policy and Performance monitors the training providers to assure they are complaint with federal and local laws.

The process for evaluating new ITA providers is an on-going process.

59. When individuals receive an ITA, how are they advised of their training options (e.g., a paper list? counseling? A website?)? What information do they receive about the credentials offered by approved providers, graduation rates, and employment outcomes for each education/training vendor?

The primary source of information for individuals who receive ITA training vouchers is the Workforce Development Specialist that provides one-on-one assistance for each individual. Their role is to assist customers in making informed choices regarding potential career paths and to provide background information that can help customers understand their choices prior to selecting a training program/provider.

Customers are directed to DCNetworks to access the DOES Eligible Providers List (EPTL) which provides information concerning which providers offer programs in their fields of interest, a description of the training program, curricula, enrollment requirements, credentials acquired, completion of the training, and employment assistance and opportunities available through the program. In addition, job seekers are encouraged to conduct Internet research to obtain consumer information as well as visit providers' websites, schedule appointments to visit the location of the training site, meet with program coordinators and course facilitators, and to observe and gauge the training facility dynamics prior to making a final decision.

For each request for training assistance, the job seeker is responsible for researching at least three providers that offer the type of training sought. This is done in an effort to ensure that customers are fully informed about the prospective training they want to pursue so they may select a school that provides exactly what they need/want within appropriate time frames.

Documentation of the training research is supported by a Justification form, which includes the customer's rationale for their selection of the particular training provider. This form is reviewed with AJC staff prior to receiving an ITA. Additionally, the Workforce Development Specialist is then responsible for submitting a Training Recommendation, which includes support of the customer's chosen training provider. This process ultimately enables the job seeker to make an informed decision regarding their future development and aids in achieving a higher level of customer satisfaction.

During counseling related to researching training programs, staff provide job seekers with tools that enable them to conduct quality research and gain useful information of training providers. For example, individuals are given sample questions to be used when conducting research on specific industry-related training providers.

The following guide is provided for individuals seeking training:

<u>WHAT TO LOOK FOR BEFORE SELECTING A TRAINING PROVIDER</u>
- *Have you researched the availability of jobs in your chosen training field?*
  - Refer to www.DCNetworks.org → Labor Market Services →Occupation Profile (or)
  - http://www.onetonline.org/ →Find Occupations
- *Have you researched salary ranges in your training area?*
  - Refer to www.DCNetworks.org → Labor Market Services →Occupation Profile (or)
  - http://www.onetonline.org/ →Find Occupations
- *Does the school provide an Industry – Recognized ' Certification?*
- *Will you need to take and pass tests to prove that you have obtained sufficient proficiency in your area of training?*
- *Will the cost of classes, books, materials, tools and fees be included in what the Department of Employment Services will fund?*
  - Will you have out of pocket expenses associated with training?
  - Do you have money to cover the out of pocket expenses? If not have you applied for Financial Federal Aid, and does the school you selected accept Federal Financial Aid?
  - If it doesn't, will the training provider assist you with any assistance for any expenses over and above the amount that the Department of Employment Services will fund?
- *How long will the training last?*
- *Is the training program easily accessible by public transportation?*
- *If you drive, is free parking provided, or will you have to pay for the cost of parking? If so, what amount and can you afford to pay for parking?*
- *Are the classes exactly the classes you need?*
  - There is no need to take class in which you already have skills, unless you need to update those skills.

- *After completing the training course, does the provider offer job placement assistance or internships/externships?*
  - What is the school's placement success rate? Ask for a list of business that have accepted the trainer's graduate and interview the employers to make an assessment.
- *Do the instructors possess industry-recognized credentials to teach the course? Are the instructors available for counseling and tutoring?*
- *What is the class student to instructor ratio?*
  - Large classes may mean less individualized attention.
- *Will you be able to transfer from day to evening classes; or the opposite if the need arises?*
  - Look for flexibility- (for example; if you obtain a job during the day will you be allowed to take evening classes or vice-versa?
  - Industry Recognized means that if you obtain a certificate from this institution, you will be able to use that certification to apply for any job in that American Job area and have that certificate recognized throughout the industry in which you have been trained.
    - For example: If you became a Licensed Practical Nurse and obtained a Nursing certificate from a local college, you will be able to obtain a nursing position in any hospital or health care setting without having the validity of the certificate and license questioned.
    - Another example if you received a Cisco Certified Network Associate (CCNA) Certificate from a local technical training program, the certificate can be used to help you apply for any job within the Information Technology (IT) Industry without questioning the certificate's authenticity.

As mentioned in the answer to question 58, First Friday Training Round Ups (starting in FY16) now offer a unique opportunity for District residents interested in training to interact with multiple providers in one event. This forum allows residents to ask important questions and make a more informed decision regarding what training program will best meet their needs and advance their own career goals.

60. **What if any barriers have you identified that prevent Career Center customers from receiving services they may need? How many individuals with the following barriers to employment has DOES supported by providing training and/or training funds in the past two years?**

   A. Returning citizens
   B. Low literacy (below 8th grade reading/6th grade math)
   C. Very low literacy (below 4th grade reading/math)
   D. TANF recipients
   E. Experiencing homelessness
   F. Health issues (including mental health and substance abuse)
   G. Additional barriers have you identified?

Jobseekers that are returning citizens, TANF recipients, and those experiencing homelessness are currently tracked in the DCNetworks system, however all are based on self-attestation. This means that these populations are likely underrepresented, as only those customers that choose to provide that information to their case manager can possible be tracked and counted in the system. Reported numbers are for Wagner-Peyser/WIOA customers.

A. Returning citizens

- FY14: 13
- FY15: 23

B. Low literacy (below 8th grade reading/6th grade math)

Only customers with reading and math levels at 8th grade or above are eligible to receive training. Literacy score levels are only available for FY15, in concert with a new partnership with OSSE. Data includes all tests taken in FY15 by OSSE AFE Provider Partners (see Question 51 for full details on these data).

- Below 8th grade reading
  - FY15: N/A
- Below 6th grade math
  - FY15: N/A

C. Very low literacy (below 4th grade reading/math)

See notes on data in answer (B) above.

- Below 4th grade reading
  - FY15: N/A
- Below 4th grade math
  - FY15: N/A

D. TANF recipients

- FY14: 35
- FY15: 35

E. Experiencing homelessness

- FY14: 5
- FY15: 14

F. Health issues (including mental health and substance abuse)

Mental health and substance abuse issues are not tracked in DCNetworks. Case managers only include mental health and abuse issues within case notes if the information is offered by the customer and deemed appropriate.

Barriers:

- Returning citizens
- Low literacy (below 8th grade reading/6th grade math)
- Very low literacy (below 4th grade reading/math)
- TANF recipients
- Experiencing homelessness
- Health issues (including mental health and substance abuse)
- Additional barriers have you identified?

At present, AJC customers can freely access and receive Wagner-Peyser core services, which are universally accessible through DCNetworks.org. DCNetworks.org is accessible 24 hours a day, 7 days a week, only requiring an internet connection. In this regard, customers can successfully complete self-directed Core Service activities with minimal interference due to barriers.

Customers who are in need of staff-assisted services and/or Career services may encounter structural barriers resulting in delayed service provision, no service provision, and/or inadequate service provision deemed by the customer requesting specific services.

An example of a structural barrier that may delay service provision can include customers who do not possess valid identification. Customers who do not possess valid ID may experience delayed access to service until they are able to acquire the necessary identification. DOES would like to partner with the Department of Motor Vehicles (DMV) in order to provide affordable driver's licenses, or non-driver's identification, for those who need it.

Another structural barrier may affect male customers who have failed to register with Selective Service. Presently, training services through DOES are federally funded and guided by the principles embodied within the Workforce Innovation and Opportunity Act (WIOA) of 2014 Title 1. According to WIOA regulations, all males, born after 1960 participating in federally funded services must have registered with Selective Services between the ages of 18 and 26. Those individuals who fail to meet the aforementioned criteria are determined ineligible for Career and Training Services. One of the ways DOES is engaging this issue is by utilizing local adult training funds to provide training to those males who failed to register with the Selective Service.

An additional barrier exists within the AJC system, the requirement for customers to demonstrate their efforts to obtain financial assistance prior to receiving any financial assistance to participate in DOES-sponsored training. A variety of resources have been

employed to assist customers in meeting the requirement and AJC case managers work directly with their customers to assist them in applying for Financial Aid online.

Various scholarships, grants, and educational funding opportunities are offered to customers, including research through the District's State Superintendent of Education's DC Tuition Assistance Grant Program (DCTAG) which offers grants that can be applied to the difference between in-state and out-of- state tuitions. Additionally, the US Department of Education's webpage (ed.gov) provides educational resources available to District of Columbia residents. Also, The Workforce Investment Council (WIC) works with training providers as part of the training provider application process to educate providers of this requirement so they can be equipped to assist customers.

DOES has developed internal programs and partnerships to mitigate the barriers of returning citizenship, low or very low literacy rates, TANF receipt, homelessness and health issues – including mental health and substance abuse. DOES' Project Empowerment program serves as the agency's Transitional Employment Program, specifically focusing of the barriers previously listed. This program provides specialized support, including referrals to sister agencies and community based partners. Participants receive hard and soft skill training in a classroom setting, prior to participating in a work experience opportunity. This program structure provides each participant with individualized support through both the American Job Center and Project Empowerment while increasing job readiness and strengthening the participant's resume.

Additionally, DOES has developed MOUs, MOAs and/or relationships with:

- Court Services and Offender Supervision Agency (CSOSA);
- Fathering Court;
- Office of the State Superintendent (OSSE);
- Department of Behavioral Health (DBH);
- Department of Health (DOH);
- Department of Human Services (DHS);
- Rehabilitation Services Administration (RSA); and
- DC Jail.

These agencies are either represented by onsite co-location or through referrals. For example, customers with low or very low literacy skills are provided onsite services through OSSE vendors that are located in each American Job Center. Similarly, a licensed DBH staff member provides onsite services at DOES to assist customers who may be experiencing mental health or substance abuse barriers.

61. Please describe any established partnerships with other local agencies, community based organizations, or educational institutions that are utilized to help address the needs of those residents who present at a Career Center who have high barriers to work (literacy, substance abuse, mental health, etc…)?

A. In FY15 and FY16, to date how many referrals were made to these partners and what type of tracking/follow up is done to ensure that they were successfully enrolled in the appropriate program?

The Workforce Innovation and Opportunity Act (WIOA) stipulates that AJCs establish partnerships with local agencies and community-based organizations that have the resources to eliminate barriers to employment. For example, WIOA requires partnering with local vocational rehabilitation agency to provide job seekers with disabilities another provider that will assist them in their job search efforts.

DOES partners with the following agencies, community-based organizations and education institutions that are charged with creating and executing a sustainable, strategic workforce development program for the city. Responsibilities include the provision of training programs resulting graduates skilled in high demand occupations and the provision of supportive services to address potential barriers that may impede employment potential:

One-Stop Operations Partners

- *District's State Education Office/Office of the State Superintendent of Education (OSSE)*
  - o This partnership provides adult literacy and ancillary services with workforce post-secondary transition services to DOES American Job Center customers with an emphasis on assisting customers to increase their literacy skills, acquire a GED or high school diploma, and/or garner the knowledge/skills necessary to meet eligibility requirements for participation in training programs upon their request.
  - o OSSE service providers are located within each American Job Center to provide onsite services to customers.

- *Department of Disability Service - Rehabilitation Services (DDS/RSA)*
  - o A collaborative partnership through the American Job Centers to foster innovative, responsive and comprehensive employment support to persons with disabilities to assist them in achieving their employment goals.
  - o This collaboration establishes relationships with employers to improve employment opportunities for individuals with disabilities.
  - o RSA staff members are currently accessible in each American Job Center to serve residents.

- *University of the District of Columbia - Community College*
  - o This partnership has resulted in the co- location of a full service career center. And has outreach opportunities to District residents (both job seekers and employers) in addition to providing workforce development services and programs while ensuring accessibility to opportunities of higher learning.

- *DC Department of Health/Healthy Start Program*
  - o This partnership enables representatives to provide information to career center customers with a focus on the needs of pregnant women and infants with the goal of reducing infant mortality in Wards 5, 6, 7, and 8.

- *Veterans' Employment and Training Service Programs*
  - o This program offers employment and training services through a non-competitive "Jobs for Veterans" State Grants program.

- *The Disabled Veterans' Outreach Program (DVOP) and the Local Veterans' Employment Representative (LVER) programs*
  - o The DVOP/LVER programs serve veterans, spouses and other eligible individuals. Veterans' employment services are provided at all AJCs as well as the Veteran's only center.

62. What programs and services does the District fund under the Wagner-Peyser Act?

The Wagner-Peyser Act is the funding stream of Employment Service. In 1998 an amendment made Employment Service part of the One-Stop services delivery system. Under Wagner-Peyser, the One Stop delivery system provides universal access to an integrated array of labor exchange services to workers, job seekers and businesses at one destination that is frequently under one roof in accessible locations.

The Employment Service (Wagner-Peyser) funding focuses on providing a variety of employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings.

Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches. Depending on the needs of the labor market, other services such as job seeker assessment of skill levels, abilities aptitudes, and career guidance. When appropriate, job search workshops and referral to training may be available.

The services offered to employers (Business Services), in addition to referral of job seekers to available job openings, include:

- Assistance in development of job order requirements;
- Matching job seeker experience with job requirements, skills and other attributes;
- Assisting employers with special recruitment needs;
- Arranging for Job Fairs;
- Assisting employers analyze hard-to-fill job orders;
- Assisting with job restructuring; and
- Helping employers deal with layoffs.

Job seekers who are Veterans receive priority referral to jobs and training as well as to special employment services and assistance. In addition, the system provides specialized attention and service to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, minorities and older workers.

63. How many people sought Wagner-Peyser services in FY15 and to date in FY16? How many obtained employment? Did the agency meet Wagner-Peyser performance standards in program FY14 and FY15?

	PY15 (10/01/2014 – 09/30/2015)	**PY16 to date (10/01/2015 – 02/02/2016)**
Individuals who received services	20,607	8,438
Found Employment	810	287
Met W-P Performance Standards?	Yes	Yes

64. If any of the programs are experiencing downward trends or failing to meet the 80% minimum threshold, please discuss which strategies are being implemented to correct these problems.

DOES has been working closely with the District leadership and the U.S. Department of Labor to develop corrective measures required to improve program areas experiencing difficulties in either performance or expending funding. DOES has experienced difficulty in meeting the three (3) Youth performance measures (80% of the ETA negotiated standard). As laws shift from WIA to WIOA, there will be some changes to performance measures; however, the best remedy for these concerns is comprehensive technical assistance. This includes bolstering internal trainings for program staff to ensure requirements are understood, as well as, policies and procedures are upheld. There will also be a greater focus on providing technical assistance to providers, helping them to rectify potential concerns in a timely and efficient manner so performance does not wane. Finally, DOES will continue to improve follow-up services in support of customers to ensure participants remain in programs designed to prepare them for employment.

It is critical to note that these new methodologies will not yield results until FY17, as some performance measures are not tracked until customers are placed in unsubsidized employment and tracked for up to four (4) quarters. However, DOES will continue providing the necessary trainings and supports to transition residents into sustainable unsubsidized employment.

65. The US Department of Labor places a cap on the percentage of federal funds that can be used for administrative expenses. For each federally funded program managed by DOES, please calculate for FY15 and FY16, to date the percentage of funding that was used for administrative costs.

DOES has a 10% administrative cap on federal funding. In FY15, 3.09% of USDOL PY14/FY15 funding was allocated for administrative expenditures. In FY16 to date, the rate has been 1.79%.

66. For FY15, has the agency been required to send any federal funding back due to misuse, non-performance, or inability to spend it? Has any federal funding been rolled into the FY16 budget and if so why?

In FY15, $76,064.62 was returned from the Foreign Labor Certification program grant and $392,602.75 was returned from an Unemployment Insurance Supplemental Budget Request for integrity and performance.

The District's Department of Employment Services has not had a substantial need to utilize the Foreign Labor Certification program within the District's population. Therefore, the funding which has been allocated by DOL was not utilized. The DOL has allocated $10,000 for the District and the agency is planning to attach the funding to the coordinator of the Job Bank. This position plays an integral role in posting job orders in DC Networks for employers requesting foreign workers under the H2B portion of the program which the District participates in.

DOES has experienced many challenges in executing UI Supplemental Budget Request (SBRs) for integrity and performance. The grant lapse is mainly due to delays in the hiring and retaining of term employees, as well as implementing a few of the IT projects. DOES has established various policies and procedures to address these challenges. In addition, monthly meetings are scheduled on SBRs funding to ensure that there is appropriate team communication and to resolve any issues to avoid lapse funds. The SBR team consists of Program owners as well as OCFO partners. DOES has established a more strategic outlook in the application for SBRs to ensure that the projects(s) can be completed within the specified timeframe.

67. In last year's testimony, DOES indicated that it was working on creating "report cards" for ITA providers. Have those been released yet? If not, why not?

The data elements for the scorecards have been identified, but they have yet to be released as they are currently under review by the Chief Performance Officer and team in the City Administrators Office for finalization.

VIII. Unemployment Compensation

68. For FY15 and FY16, to date, please provide the number of initial unemployment insurance claims. Extended claims? Please list the number of expired unemployment insurance benefits.

For FY15, there were a total of:
- 31,929 initial unemployment insurance claims;
- 6,765 expired claims; and
  - 0 extended claims.

For FY16 to date, there have been a total of:
- 8,983 initial unemployment insurance claims; and
- 0 extended claims.

69. Please provide the amounts and current status of all Supplemental Budget Request initiatives for the Unemployment Insurance program. Has the agency returned any SBR funding due to non-performance?

(See Attachment 22)

Supplemental Budget Request (SBR) 13-14

During FY14, DOL awarded funding for Supplemental Budget Request 13-14 to work on integrity-related projects within UI. DOL awarded DOES $1,498,800.00 to complete the activities, and the implementation deadline for most of the projects within the award is September 30, 2016.

Status of Projects under UIPL 13-14:

SIDES Expansion – DOL awarded $100,000.00 to fund the expansion of employer responses in the State Information Data Exchange System (SIDES) E-Response. The project funds are being used to market online advertisement to employers and small TPAs and strategic poster and brochure placement with District government and other stakeholder agencies in order to increase the employer response rate for at least 35% of all UI initial claims. The project is on track to be expended on time, where funds for this project have been obligated prior to the

3/31/2016 deadline, and will be liquidated by 6/30/2016.

Lexis Nexis Integration – DOL awarded $650,000.00 to implement a Lexis Nexis solution, using instant verify and instant authenticate to prevent fraudulent activity on UI initial claims. This project is targeted for integration into the Webs Enabled Benefit System (WEBS) by the end of May 2016.

Merit Staffing – DOL awarded $249,600.00 to fund merit staff to increase prevention, detection, and recovery of improper payments in the District. Merit staff currently focus on investigating administrative issues that result from the National Directory of New Hire (NDNH) and State Directory of New Hire (SDNH) where a claimant has been reported as "potentially working."

Work Search Verification Unit – DOL awarded $499,200.00 to fund the establishment of the Work Search Verification Unit to ensure claimants are completing two job searches per week, as required by D.C. Code §51-109(4)(B). The Work Search Verification Unit is currently fully operational, completing approximately 35 work search verifications per week from a random pool of certifications from the previous week.

Supplemental Budget Request (SBR) 13-15

During FY15, DOL awarded Supplemental Budget Request 13-15 funding for a total of $654,478.00 to continue the administration of the Reemployment Services and Eligibility Assessment (RESEA) program in the District. The funding sustains seven staff members to provide re-employment services, training, and to verify UI eligibility through the American Job Centers three days per week. The RESEA staff administer the workshops and provide case management to claimants selected to attend the RESEA workshops. The program is successfully facilitating reemployment and meeting its targets.

Supplemental Budget Request (SBR) 16-15

During FY16, DOL awarded Supplemental Budget Request 16-15 funding for three grants totaling $500,000. These three grants provide funding that address program integrity and state performance and system improvements.

Status of Projects under UIPL 16-15:

For all projects under UIPL 16-15, the District was granted SBR Budget Authority effective December 21, 2015 to begin utilizing the funding.

SIDES Database/Disaster Recovery Plan – DOL awarded $114,864.00 to the District in its efforts to migrate the standalone SIDES database to a new datacenter, affording High Availability in the event of a database disaster. This project involves hiring a Senior System Engineer/Architect to facilitate the migration and analyze UI systems and associated infrastructure, for the purpose of developing a detailed disaster recovery plan/proposal. The expected completion date is 6/30/2016.

UI Database Vulnerability Assessment & Penetration Testing – DOL awarded $208,361.00 to the District to hire a Senior Application and Database Security Consultant to conduct a thorough technical vulnerability assessment and ethical penetration testing to exploit public facing UI applications. The hiring process is currently in process, and the project is expected to be completed by 10/31/2016.

UI Accessibility – DOL awarded $176,775.00 to fund language access initiatives and document the current state of the Webs Enabled Benefit System in DOES' efforts to create an initial claim application in Spanish and provide more accessibility to claimants whose language of preference is Spanish. The District has begun the hiring process for a Program Support Assistant to assist translating Unemployment Insurance documents in-house and a Business Systems Analyst to document the system in its current state with an end goal of sending a request for proposal to vendors. The project is expected to be completed by 9/30/2017.

Supplemental Budget Request (SBR) 18-15

During FY16, DOL awarded Supplemental Budget Request 18-15 funding for two grants totaling $276,310 which focus on the prevention and detection of worker misclassification. Two projects are funded under UIPL 18-15 as a joint effort between the Tax Division and the Office of Information Technology: Audit Software and FTI Safeguard Security Compliance. **NOTE: Updates regarding the current status of this SBR are forthcoming.**

70. **The maximum unemployment benefit has remained at $359 a week for more than ten years, declining in real value by more than 20% and falling below the District's minimum wage. At the same time, the District's Unemployment Compensation fund has generated surpluses and grown substantially.**

    a. **How high have these surpluses been for Fiscal Years 2013, 2014, and 2015?**

Period	Total Surplus
FY13	$241,952,000
FY14	$260,645,000
FY15	$312,483,000

    b. **How far would the balance of the District's Unemployment Compensation Fund have to decline before triggering the application of Tax Table VI because the Fund no longer exceeded .8% of payroll?**

    If the wages (total payroll) remain constant from FY15 at $36,083,091,340.51, the trust fund balance can decline to **$288,000,000.00** before changing to Tax Table VI. This data is subject to not only the amount of the trust fund balance at the end of the fiscal year, but also the total amount of employer contributions which vary from year to year. The formula for determining the application of the appropriate Tax Table is the balance of the UI Trust Fund at FY end divided by the total payroll of employers subject to

contributions.   If the balance of the UI Trust Fund on September 30 is greater than .8% of the total payrolls of employers subject to contributions, Table VI shall be used to compute rates for employers.

c. Does the agency support raising maximum unemployment benefit to account for at least part of this inflation and/or indexing them to future increases in the Consumer Price Index?

The Office of Unemployment Compensation supports raising the maximum benefit with the caveat of monitoring the trust fund on an ongoing basis to ensure solvency. Through impact analysis, OUC has identified four potential maximum benefit scenarios:

- Scenario 1: Increase up to **$430** starting **2017** and thereafter increase by **2%** every year;
- Scenario 2: Increase up to **$420** starting in **2017** and thereafter increase by **2%** every year
- Scenario 3: Increase up to **$420** starting in **2017** and no other increase thereafter; and
- Scenario 4: Increase up to **$420** starting **2016** and no other increase thereafter.

To evaluate the impact and solvency of the trust fund, the utilization of the Benefit Financial Model (BFM) and Trust Fund Forecast calculator assesses 3 areas for each of these scenarios:

1. The benefits paid to claimants in five years (2020) and eight years (2023);
2. The trust fund balance in five years (2020) and eight years (2023);
3. The average high cost multiple (AHCM) in five years (2020) and eight years (2023) and Compared to the actual situation by 2023.

Any future increases need to be discussed with the Mayor.

71. Last year, DOES reported that the percentage of first UI payments made to eligible claimants within 14 days decreased from 74.14% in FY13 to 68.28% in FY14. When DC residents lose their jobs, they often have very little savings to rely on while waiting for their unemployment insurance payments, so these delays can pose a real hardship. What steps is DOES taking and what resources does it need to ensure that at least 87% of these payments are made within two weeks? For initial claims that are not resolved within DOL timeframes, what are the primary reasons for the delays?

The Office of Unemployment Compensation has identified the 193 Monetary Redetermination process as the primary reason for the delay in first payments for initial claims. When a claimant files a new initial claim and is determined to be monetarily ineligible, they can complete a Form 193 to request a Monetary Redetermination. The UI Benefits and Tax division work together to investigate the claimant's employment history and gather all wages that fall in the claimant's base period. This process involves contacting both claimants and employers to request proof of wages and issuing a Monetary Redetermination to the claimant based on the findings. In the past, 15 days was allowed to complete this process. However, we determined this timeframe did not allow ample time for

first payments to be made within the required 14-21 day period to claimants who are found to be monetarily eligible. Therefore, as of December 2015, the timeframe to complete the 193 Monetary Redetermination process has been reduced to 10 days. In order to handle this increased workload and shorter turnaround time, additional resources in both the UI Benefits and Tax Division have been reassigned to expedite the process.

In addition to the modifications made to the 193 Monetary Redetermination process, a greater emphasis has been placed on First Payment Promptness to staff. Although we are meeting the ALP Core Measure for Nonmonetary Determination Time Lapse, we have identified that staff are not entirely aware of the full scope of the First Payment Promptness Core Measure. To address this deficiency, we have started conducting training for claims examiners to ensure they are able to identify the resolution deadline to meet the Core Measure and ensure claimants receive their first payments as soon as possible.

We have already begun to see an improvement in our First Payment Promptness percentage throughout the first quarter of 2016, achieving 87.1% for the month of January. With the modifications implemented to our 193 Monetary Redetermination process and the increased emphasis being put on First Payment Promptness to staff, our goal is to meet the ALP Core Measure by the end of the first quarter of 2016 and sustain this percentage moving forward.

72. **Please discuss the agency's efforts to achieve federal Unemployment Insurance Tax Enforcement goals. How many audits were performed in FY15? How many audits were performed in FY16, to date? How many are required to be performed by the Department of Labor?**

Unemployment Insurance Tax Enforcement Actions:

In order to streamline the collections process, the Field Audit Supervisor has developed and initiated a second method to distribute caseloads to Tax Examiners to enhance collection activities by assigning cases to Tax Examiners apart from those cases generated by the Tax Accounting System – DUTAS. This assignment method is geared towards all accounts to meet DOL's metrics. It is all-inclusive (i.e. it includes old and new outstanding balances) whereas the Tax Accounting System – DUTAS focused primarily on new balances. This method also allows the Field Audit Supervisor, with the assistance of the Lead Auditor, to better monitor collection activity.

Tax Examiners continue to utilize established methodologies and recommendations for resolving collection matters. Tax Examiners have also been assigned the task of verifying the validity of past and current estimated/assessed amounts, as doing so allows one of two outcomes: the removal of erroneous report(s)/tax amounts or the finalization of estimated amounts on file (conversion from estimated to original reports).

The Lead Auditor is spearheading and enforcing the lien process. 292 employer accounts have been encumbered with liens in FY16 to date. Accounts that are deemed in jeopardy are also being encumbered with liens.

Special emphasis has been placed on documentation efforts because failure to document collection activities in the past has led to the consecutive failure of the collections function.

The agency has increased its total number of large employer audits in order to exceed the percentage of total wages audited (two large employer audits in the quarter ending 12/31/15). The increase has aided in the detection of misclassified workers (253 detected on one large audit in the quarter ending 12/31/15) and allowed DOES to surpass the DOL requirement of 1% (minimum) of total wages audited (factor 3 of the Effective Audit Measure) for the year under review (actual - 1.1% for calendar year 2015). Calendar year instead of fiscal year is used in this wage penetration measure.

DOES recognizes the importance of auditing employers regardless of their size. DOES also recognizes audits conducted on larger employers are often more complex and generally require more time to conduct, thus, requiring more resources (i.e. time and personnel) to search for hidden wages and misclassified workers. To that end, DOES recruited and retained seven (7) additional Tax Examiners to provide adequate staffing levels for the Field Audit Unit which is, specifically, tasked with conducting audits among other things. This permits more Tax Examiners to concentrate on conducting audits.

For calendar year (CY) 2016, DOES expects to surpass the wage penetration measure again. The anticipated goal is the execution of 1.5 annualized percent of total wages audited for the year under review. DOES is requiring every Tax Examiner (10) to conduct a large employer audit. As time is an critical factor in all services DOES performs, the agency is requiring that, at minimum, four (4) large employer audits are commenced each calendar quarter with the requirement that two (2) of the four (4) are completed, submitted, reviewed and approved every quarter. Some quarters will have more than two (2) large audits completed, submitted, reviewed and approved during the quarter.

DOES has also taken a targeted approach to audit employers with substantially large payrolls ($20 million or more). Teams will be assigned to perform many of these audits to ensure sufficient manpower to ensure timely completion.

In terms of misclassification detection (factor four of the Effective Audit Measure), during calendar year 2015, DOES continued to perform targeted audits on employers with misclassified employees stemming from Monetary Redeterminations assignments/Benefit Claims Investigations. This strategy yielded roughly 290 misclassifications from audits. As detecting errors in reported wages and discovering unreported workers are two of the most important outcomes of an audit, the discovery of misclassifications also assists in achieving the 2% DOL requirement of percent of change in total wages resulting from audit (factor two of the Effective Audit Measure).

Audits were completed as exhibited below:

	Federal Metric	Completed Audits
FY14	295	312
CY14	295	311
FY15	305	307
CY15	305	310

DOL requires each state agency to audit a minimum of 1% of the number of contributory employers at the end of the report quarter ending September 30 of every year (factor 1 of the Effective Audit Measure). This is the number of contributory employers at the end of September prior to the calendar year in which the audits were or are to be completed. As with the wage penetration measure, calendar year (CY) is utilized rather than fiscal year (FY) for the employer audit penetration measure. This measure is intended to provide a measure of State audit production as audits of employer records are determined an effective means of not only determining the extent of employer non-compliance, but also ensuring employer compliance.

For FY14/CY14 and FY15/CY15, the determinative quarters were the quarters ending 9/30/2013 and 9/30/2014, respectively. The number of contributory employers at the end of those quarters was 29,494 and 30,406, respectively, as reported to DOL on the District's ETA 581 (quarterly report providing information on the volume of work and State agency performance).

73. What safeguards are in place within the agency to prevent fraud and abuse issues within the Unemployment compensation unit?

The District of Columbia has several forms of safeguards in place to prevent fraud and abuse issues within the Office of Unemployment Compensation. The Work Search Verification Unit works to bring make claimants aware of the work search requirement under the law. This unit is responsible for reviewing claimants' work searches to ensure they are in compliance with D.C. Code §51-109(4)(B), which requires a claimant to make a minimum of two contacts for work each week. Claimants who are not in compliance with the requirement will receive a one-time warning, referred to as a "Formal Warning" internally. This warning is issued to a claimant, in the form of a letter, on the first occurrence of failing to meet the requirement, and is available only one time during the life of the claim. The warning explains the legal requirement and the consequences for failing to be in compliance. The District also utilizes the Systematic Alien Verification for Entitlement (SAVE) program, which assists in determining whether an individual is authorized to work in the United States and therefore eligible to receive unemployment compensation.

The Benefit Payment Control Branch (BPC) handles all fraud and overpayment issues for unemployment compensation claims using a variety of cross matches, the Fraud Hotline, and tips and leads to investiage if an individual is working and if there are any earnings going unreported. The benefit wage cross match is run quarterly, and this cross match allows BPC to determine if there are any claimants receiving unemployment and who have wages reported for the quarter concerned. Utilizing the weekly National Directory of New Hire (NDNH) and daily State Directory of New Hire (SDNH) crossmatch, an administrative stop is placed on any claim where a claimant is identified as "potentially working" on a weekly basis. The weekly APPRISS prison crossmatch determines if there are any claimants who are incarcerated and receiving unemployment compensation. Incarcerated claimants would not be available for work, and therefore should not receive unemployment compensation as of the date they became unavailable for work. Finally, a quarterly worker's compensation cross match is performed to determine if there are any claimants simultaneously receiving both unemployment compensation and worker's compensation. Typically, these cases lead to an investigation of whether or not the claimant is able to work, which is another condition to receive unemployment compensation. BPC works closely with other states and the Department of Labor regarding fraud schemes, specifically IP addresses previously associated with fraudulent activity. Once the agency obtains the IP addresses, BPC and IT work together to determine if any of the flagged IP addresses are currently in use, which would then prompt an investigation and require proof of identity. The District also has a Fraud Hotline where individuals, other states, and others can provide tips, leads and referrals for fraudulent activity.

In January, DOES added an Information Security Office (ISO) which will constantly evaluate and enforce the agency's internal and external information security policies and procedures. The ISO office will proactively audit all systems to find company names and IP addresses that have been identified by DOL as being unknown and or fraudulent; assess and mitigate the risk of fraud by providing increased security awareness training on the protection of Personally Identifiable Information (PII) and Federal Tax Information (FTI); and, DOES's data share agreements with external entities to evaluate and recommend new information security technologies and counter-measures against threats to information and/or privacy fraud.

74. **What is the status for issuing regulations to implement the Unemployment Compensation Reform Amendment Act of 2010 (B18-0455)?**

The requirements of the Unemployment Compensation Reform Amendment Act of 2010 are clear and unambiguous; therefore no regulations will be issued. The Department of Employment Services' Office of Unemployment Compensation has fully implemented the requirements of the Unemployment Compensation Reform Amendment Act of 2010.

75. How is DOES currently serving unemployment compensation claimants with limited English proficiency in accordance with the requirements of the D.C. Language Access Act? What additional resources are need to ensure full compliance with the D.C. Language Access Act?

The Department of Employment Services (DOES) utilizes the following services to assist non-English proficient (NEP) and limited-English proficient (LEP) claimants:

- The Language Line is a telephone service that provides oral language services to LEP and NEP Unemployment Compensation claimants.
- In-person interpretation services are administered through FLUENT and Dupont Computers to further serve LEP/NEP Unemployment Compensation claimants.
- Unemployment Compensation's vital documents are translated into a non-English language spoken by a LEP/NEP population that constitutes 3% or 500 individuals, whichever is less, of the population served, encountered, or likely to be encountered, by DOES. The translated documents are also available on DOES' website.
- Unemployment Compensation's system will be translated into Spanish during the modernization of the UI system.

No additional resources are needed.

76. What does DOES currently spend on oral language interpretation services, like Language Line and in-person interpreters?

In FY15 DOES spent $80,236.79 on oral interpretation services. For FY16 to date, DOES has spent $1,885.51 specifically for the translation of UI documents.

77. When DOES attempts to collect on unemployment insurance overpayments, how does it notify claimants of their opportunity to request waivers based on financial hardship? Are there policies or guidelines in place to decide when to grant overpayment waivers and how does DOES ensure that these decisions are not arbitrary or capricious?

The Benefit Payment Control Unit begins collection efforts at the conclusion of the fifteen (15) day appeal period on all established overpayments. After this time, each claimant is sent a restitution agreement, which outlines a twelve (12) month repayment plan for DC Government Employees and a twenty-four (24) month repayment plan for all other claimants. Claimants are notified about the opportunity to request a waiver due to financial hardship via section 51-119(d), which is written on all determinations of overpayment notices. Fraud overpayments are not eligible for a waiver. Those claimants with non-fraud overpayments who submit a written request for a waiver are individually analyzed and reviewed, including an assessment to the claimant's wage history, and supporting documentation reflecting their financial hardship, to determine if a waiver can be granted. This is a case by case process analyzes each individual claimant's unique facts and circumstances.

IX. Year-Round Youth Program

78. Please detail contractors for both in-school and out-of-school youth programs for FY15 and FY16, to date, what services they provide, and how many youth are served.

The FY15 In-School Contractors include the following:

- Latin American Youth Center (LAYC);
- Urban Alliance, Opportunities Industrialization Center DC (OIC-DC); and
- Sasha Bruce Youth Works.

The Out-of-School Contractors include the following:

- Latin American Youth Center (LAYC);
- Covenant House; and
- YWCA.

In FY15, the DC Workforce Investment Council in collaboration with the Office of Youth Programs made the decision not to exercise the option to renew OSY contracts in an effort to align programs with the new WIOA Federal Law.

The Year Round Program is a federally funded activity that is part of the Department's Office of Youth Programs (OYP) and consists of two programs: In- School and Out-of-School. The Year Round program is geared for youth ages 14 to 24 who are District residents, enrolled in high school, have completed high school or have dropped out of high school. OYP is under the DOES Workforce Development Program (WDP). It performs several services, utilizing federal and/or local funds, that comprise a comprehensive set of approaches to assist youth in the District of Columbia to make a smooth transition into the workforce.

The In-School Program provides academic enrichment services, work-readiness skills, project-based learning, life skills and leadership development. The goal of the program is to help prepare District youth to successfully transition from high school into post-secondary education, advanced training, unsubsidized employment, or a career in the military.

The Out-of-School Program provides skills workshops, career awareness and work readiness modules, basic education, GED preparation, basic computer training, as well as vocational skills training. It is a training vehicle that assists youth in achieving short and long term educational and employment goals through relevant occupational skills training and guidance.

79. How does your agency prioritize between in- and out-of-school programs?

WIOA requires no more than 25% of the federal grant to be spent on in-school youth programs.

Historically, the agency has released RFAs for the Out-of-School and In-School Program. However, DOES has focused on serving the hardest to serve (at-risk) youth population which is done primarily through the Out-of-School Program. Additionally, the federal statute mandates that 75% of youth served are OSY, disconnected youth and 25% are in-school.

DOES has been determined to coordinate with sister agencies such as:

- DC Youth and Rehabilitative Services;
- Pre-trial Services;
- Court Services and Offender Supervision Agency;
- Child and Family Services Agency;
- OSSE Re-Engagement Center; and
- Various community partners who serve the hardest to serve youth.

80. In FY15 and FY16, to date, how many youth were served in in- and out-of-school year-round programs, respectively?

In FY15, OYP has served 26 youth through the Out-of-School Program and 115 through the In-school Program FY16, the agency currently has 91 youth enrolled in our In-School Program and 31 enrolled in OSY.

81. What performance measures were used to determined success of in-school and out-of-school programs, respectively?

OYP's performance measures are set by the Department of Labor's Workforce Innovation Opportunities Act. These measures are designed to fulfill the primary goal of the program which is to assist youth with the education and training that will lead to self-sufficiency by achieving key benchmarks.

These benchmarks include:

- Attainment of a secondary school diploma;
- GED or industry recognized credential;
- Placement in employment or education; and
- Gains in literacy and numeracy.

82. How frequently were programs monitored and assessed for effectiveness?

OYP's In-School and Out-of-School service providers are assessed monthly through site monitoring visits which assess:

- Target administrative areas;
- Time and attendance;
- Participant folders/case files;
- Program activities (to include training);
- Case management;
- Programmatic activities;
- Any corrective actions; and
- A written evaluation.

83. How have you attempted to target "disconnected youth" for participation in these programs?

The Office of Youth Programs has assisted with targeted recruitment efforts of disconnected youth across the District. These efforts include advertising the In-School and Out-of-School Youth Programs to our youth enrolled in the annual Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP), various interagency events including DYRS's Career Fairs, various CFSA events and collaboration from community partners that includes referrals of youth needing intensive services.

84. Are there any plans for changes in program vendors or the program model for FY16?

In FY16, OYP developed Human Care Agreements (HCAs) to facilitate the agency's current business construct of training provision. The previous method of establishing grants created financial risk, both on the recipient and grantor. DOES decided that it was in the best interest of the District to approach advancing training opportunities via performance based contracts, rather than to use its grant authority, as these were determined to be a better tool for management and presented less ambiguity than performance based grants.

HCAs were awarded four (4) organizations, Opportunity Industrialization Center; Run.Hope.Work; Amala Lives; Latin American Youth Center with a goal to serve 200 youth in the OSY program.

X. Youth Job Training

85. Please provide information for each youth job training program that DOES offers. Please include the following information:

    A. Number of individuals enrolled in FY15
    B. Number of individuals from prior program years who have persisted in the program
    C. Total number of participants in FY15 (sum of the above)
    D. Total funding obligated for program
    E. Allocated funding per planned slot
    F. Actual expenditures
    G. Number of youth who completed the course of programming
    H. Number of youth who secured employment upon completion of the program
    I. Number of youth retained employment for three months
    J. Number of youth retained employment for six months
    K. Median wage two quarters prior to job placement
    L. Median wage two quarters after job placement
    M. Number of youth who earned a credential (GED, industry-recognized certificate, or post-secondary)
    N. Number of youth who received a promotion (if available)
    O. Number of youth who earned a raise (if available)
    P. The age, gender, school, and ward of primary residence breakdown of program participants

Office of Youth Programs: FY15 Programs

Program	Youth Served	FY15 (Budgeted & Actual Expenditures)	Cost per Youth	Demographic Data
Overall Year Round Youth Program	159	**Budgeted**: $7,887,545.97 **Actual**: $6,794,229.89		Information provided in chart breakdowns below
Out-of-School Youth Program	101	**Budgeted**: No Line Item Budget Available **Actual**: $732,369.86		Please see below for breakdown
In-School Youth Program	58	**Budgeted**: No Line Item Budget Available **Actual**: $869,319.64		Please see below for breakdown
Pathways for Young Adults Program (PYAP)	135	**Budgeted**: $1,356,517.23 **Actual**: $964,310.46	$7,143.04	Please see below for breakdown
Marion Barry Summer Youth Employment Program (MBSYEP)	13,230	**Budgeted**: $18,404,102.01 **Actual**: $17,963,919.74	$1,357.81	Please see below for breakdown
Marion Barry Youth Leadership Institute (MBYLI)	183	**Budgeted**: $1,012,835.02 **Actual**: $929,767.66	$5,080.69	Please see below for breakdown

In- and Out-of-School Data

FY16 1st Qtr.						
Grant Category	**Year**	**Award**	**In School Actuals**	**Out of School Actuals**	**Administrative Actuals**	**Unobligated Balance**
WIA Youth	13	$1,971,098.00	$869,319.64	$732,369.86	$85,176.63	$284,231.87
WIOA Youth	14	$2,003,273.85	$0.00	$0.00	$0.00	$2,003,273.85
WIOA Youth	15	$2,096,959.50	$0.00	$0.00	$0.00	$2,096,959.50

MBYLI Demographic Data:

MBYLI								
Gender	Count		Age	Count		Education		Count
Female	122		14	14		Associates Degree		1
Male	61		15	44		High School		23
(blank)			16	68		Information Not Available		159
Grand Total	**183**		17	43		(blank)		
			18	9		**Grand Total**		**183**
			19	1				
			20	2				
			22	2				
			(blank)					
			Grand Total	**183**				

MBSYEP Demographic Data:

SYEP						
Gender	Count		Age	Count	Education	Count
Female	7406		14	1843	Associates Degree	37
Male	5824		15	2185	Bachelor's Degree	90
(blank)			16	2071	College Student	1492
Grand Total	**13230**		17	1990	High School	7872
			18	1670	High School Graduate	1599
			19	1203	Information Not Available	90
			20	817	Left HS before Graduating	214
			21	607	Master's Degree	10
			22	351	Middle School	1593
			23	297	Obtained GED	233
			24	196	(blank)	
			(blank)		**Grand Total**	**13230**
			Grand Total	**13230**		

In-School Demographic Data:

In-School							
Gender ▼	**Count**		**Age** ▼	**Count**		**Education** ▼	**Count**
Female	62		16	1		High School	16
Male	39		17	29		High School Graduate	1
(blank)			18	43		Information Not Available	82
Grand Total	**101**		19	20		Left HS before Graduating	1
			20	5		Middle School	1
			21	1		(blank)	
			22	2		**Grand Total**	**101**
			(blank)				
			Grand Total	**101**			

Out-of-School Demographic Data:

Out-of-School							
Gender ▼	**Count**		**Age** ▼	**Count**		**Education** ▼	**Count**
Female	30		18	1		Bachelors Degree	4
Male	28		19	6		College Student	1
(blank)			20	10		High School	2
Grand Total	**58**		21	6		High School Graduate	4
			22	15		Information Not Available	42
			23	8		Left HS before Graduating	1
			24	8		Obtained GED	4
			25	3		(blank)	
			26	1		**Grand Total**	**58**
			(blank)				
			Grand Total	**58**			

PYAP Demographic Data:

PYAP						
Gender	**Count**	**Age**	**Count**	**Education**		
Female	71	17	1	High School Graduate		135
Male	93	18	3	Left HS before Graduating		0
(blank)		19	16	Master's Degree		0
Grand Total	**164**	20	25	Obtained GED		0
		21	31			
		22	24	(blank)		
		23	25	**Grand Total**		**135**
		24	19			
		25	18			
		26	1			
		27	1			
		(blank)				
		Grand Total	**164**			

Please note that this report has been pulled from raw data on PF3 so the number total doesn't reflect the 135 participants who actually are still involved and active in PYAP to date as noted in the Education data. The Age of current PYAP participants ranges from 18-24. The raw data displayed reflecting 164 for age and gender pulls from previous years which include out-of-date and inactive participants.

86. **Please detail any and all technical assistance or capacity-building support provided to host sites/grantees/government agencies/employers by DOES for each youth job training program.**

OYP provides step-by-step information sessions, certification and orientations for all of the above listed entities in each youth job training program.

87. **Please describe the process by which the Office of Youth Programs solicits and responds to community concerns; including workers, businesses, researchers, advocates, and education/training providers. Please cite specific examples of these efforts in FY15 and FY16, to date.**

The Office of Youth Programs has a designated customer support center to provide assistance with day-to-day inquiries on all OYP programs. The agency has designed a customer support manual that includes important customer service training materials, office directories, and detailed descriptions of all programs on offer. This support includes phone calls, e-mails and walk-ins. OYP has a dedicated call line at 202-698-3492 and all calls are monitored through the Office of Information Technology. The Office of Youth Programs receives a report card monthly regarding the call volume and the number of calls placed, answered and their respective hold times. Additionally, OYP hired 10 WAE employees to provide support with the increased call volume during the Summer Months. The average

performance rate for the Customer Support Center is 98%. This includes a tally of all answered incoming calls and the timeliness and speed that each call is answered, as well as any delays.

OYP has two dedicated e-mail accounts summerjobs@dc.gov and youthjobs@dc.gov, both of which are checked daily. All inquiries are responded to within 24 hours and/or forwarded to the designated point person for appropriate follow-up. Staff responsible for responding to emails have drafted standard email scripts for high volume questions of similar nature and are skilled in providing clear responses. The customer support team has been trained on handling customer inquiries that involve complaints and require effective communication.

88. **How many youth aged 18-24 received a nationally-recognized credential in customer service through the Pathways for Young Adults Program ("PYAP") in FY15? How many youth went on to complete specific occupational training in each of the following in FY15:**

   A. **Informational Technology**

   Reporting Period:

FY15 Total Population to be served	FY15 Total Active Participants	FY15 Total Certifications Obtained	FY15 Partial Certifications Obtained	FY15 Number of Unsubsidized Placements
150	135	106	8	37

The numbers reflected above include one contract, which crossed fiscal years; the cohort that was active in FY15 only was represented in the above data.

   B. **Hospitality**
   C. **Allied Health Professions**

During FY15, out of the three options listed above, Information technology (Youth Tech – Information Technology Program) was the only option available under the Pathways for Young Adults Program (PYAP) in FY15. As all other programs vendor solicitation was not released throughout PY15.

PYAP has never offered a customer service credential for participants in the Pathways for Young Adults Program. Youth participation is to focus solely on passing the COMPTIA A+ examination, which is industry supported and developed/maintained by leading IT experts. The content for the exams is derived from a combination of industry-wide survey feedback and contributions from our team of subject experts. Additional information can be found https://certification.comptia.org/certifications/a.

89. How many PYAP participants completed the on-the-job training portion of the program in FY15 and FY16, to date? Please detail the process of how PYAP employer host sites are recruited, monitored, and assessed.

As youth must obtain the COMPTIA A+ certification and/or nationally recognized credential through appropriate licensure, 106 youth through the YouthTech Program were eligible to proceed to PHASE III: Internship. Of these 106 youth, 97 successfully completed PHASE III: Internship of the program.

The remaining individuals discontinued participation for various reasons, placement in unsubsidized employment prior to the conclusion of internship, termination, etc. Host employers are recruited by grantees, who provide commitment letters through the grant making process and approved by DOES Office of Youth Programs. The Office of Youth Programs representatives conduct site visits and placement prior to approval to ensure youth can be accommodated as requested.

90. How many PYAP participants were referred to the program by DC government agencies? By community based organizations?

Referrals are not tracked based on agency or community-based organizations but solely by potential candidates' information. This information is stored on an internal listserv, or participant's consent given through other program applications.

91. Please provide the committee with the District's Youth Transition Plan that it has sent to the federal Department of Labor and provide a status update on the development and execution of this plan.

DOES is currently waiting for the Department of Labor to complete its review.

92. What steps is the District taking to get off of the federal Department of Labor's "high risk list" for our Youth Programming and to avoid losing federal funding for youth and other job training programs?

The District has taken several steps to remove the "high risk" designation. The Deputy Mayor for Greater Economic Opportunity has been at the forefront of partnering with DOES and DOL to ensure that this designation is removed.

Some steps include:

- Weekly one-on-one meetings with DOL's Regional Administrator to provide an update on initiatives and track progress on outcomes;
- Implementing a turn-around team led by a change agent with credentials in federal grants management;
- Aligning the Office of Youth Programs with the Adult Workforce division;
- On-boarding new OSY vendors to support disconnected youth; and
- Submitting an action plan to DOL that outlines completed work.

XI. Mayor Marion S. Barry Summer Youth Employment Program ("MBSYEP")

93. How many youth participated in the 2015 program? List their age, gender, school, and ward of primary residence.

(See Attachment 23)

94. What was the total cost of the 2015 program?

The total cost for the FY15 program was $17,735,039.55 (this included funds used to serve youth ages 22-24 years old).

95. How many youth were placed in the "work readiness" track and how many were placed in the "work experience" track?

The Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP) provides a work readiness program for youth ages **14-15** that provides training to prepare them for the workforce. Youth ages **16-24** are placed on actual job sites as they are deemed work ready.

Ages 14-15- 4,028 participants

Ages 16-24- 9,202 participants

96. From those youth in the "work experience" track, how many youth were placed in private sector job placements?

There were 1,404 youth placed at private sector job placements.

97. Please list the private employers who participated in 2015 program and the number of youth employees assigned to each.

(See Attachment 24)

98. Please list the government agency employers who participated in the 2015 program and the number of youth employees assigned to each.

(See Attachment 25)

99. How many of the 844 MBSYEP 2015 participants in the 22-24 year old cohort earned wages during the three quarters ending in June 2015 and how many of those who earned wages during those three quarters reported being in college prior to June 2015?

Approximately 210 youth reported at application that they had a job prior to starting MBSYEP.

The Office of Labor Market Information has analyzed the certification file of 911 youth and compared the data with the Unemployment Insurance (UI) tax wage file, which is submitted quarterly by employers. Concerning the data for those 844 youth who actually worked, this information begins to shed light on the employment status of youth who participated in MBSYEP and those who completed the participation requirements but chose not to. These tax reports are submitted along with the UI tax payments for all employees by April 30, July 31, October 31, and January 31 each year. Generally, the data represents wages paid for the prior quarter; however there is often overlap between quarters.

The analysis revealed:

- 180 unique individuals had wages in Q1;
- 221 unique individuals had wages in Q2; and
- 242 unique individuals in Q3.

100. How many of the 844 MBSYEP participants in the 22-24 year old cohort were enrolled in other DOES or District programs during or after their participation? Please provide a precise breakdown showing the numbers and specific programs, with a breakdown of participants enrolled during and after the MBSYEP program.

As reported earlier, 69 youth were referred to the Youth Re-Engagement Center. 100 youth have successfully enrolled in the DC Career Connections Program. Not all youth wanted to be connected to another program. There were 247 that were employed, 174 that returned to school outside of those listed.

101. What were the average wages of employed 22-24 year old MBSYEP participants who were employed following the end of the program?

The average wage is $11.04 as of December 24, 2015. Up to date information is forthcoming.

102. What are the average number of hours worked of employed 22-24 year old MBSYEP participants following the end of the program and what was the proportion of jobs that were part-time vs. full-time?

118.6 hours
- 14-15 year olds- 20 hours MAX
- 16-21 year olds – 25 hours MAX
- 22-24 year olds- 30 hours MAX

103. How many youth are planned to participate in the 2016 program? What are the planned start and end dates? Which government agencies and private sector companies will take part in the 2016 program?

- The Office of Youth Programs and the Mayor are committed to serving as many eligible youth as possible. OYP estimates that it will serve at least 11,300 youth ages 14-21 this summer.
- The 2016 MBSYEP is scheduled to begin on Monday, June 27, 2016 and will end on Friday, August 5, 2016. This will make it a six-week program that will consist of 29 program days in total (Monday, July 4, 2016 is observed as a holiday).
- The MBSYEP 2016 application launch date is Wednesday, February 24, 2016 and we expect to have several returning District/Federal agencies and private companies participating. A list of returning agencies and private companies will be provided when MBSYEP has launched.

104. How will youth access the 2016 registration process?

Similar to the process in 2014 and 2015, all youth will be required to apply online at www.summerjobs.dc.gov. The online application will available for 10 days. Space is limited and applications are processed on a first-come, first-served basis. Youth who have participated in prior years are required to re-apply if they wish to participate this year.

105. How will youth receive work assignments in the 2016 program?

Once a youth has completed the online program application, they must complete additional steps in order to secure a job position. These steps include providing proof of the following:

- Their date of birth;
- A valid Social Security number;
- District of Columbia residency;
- Permission to work in the United States; and
- Consent from a parent/guardian (if they are under the age of 18).

Youth must submit their eligibility documents in person at one of the twenty-two (22) MBSYEP Certification Events scheduled during evenings and weekends in locations throughout the city. The deadline for youth to submit their documents is March 9, 2016. Youth ages 18-24 must upload a resume or utilize the MBSYEP resume builder located in the participant's youth portal. The online resume development tool will assist youth who have never completed a resume or who need assistance satisfy this requirement.

106. How much will each youth earn per hour?

As required in the Budget Support Act (BSA), all youth ages 14-15 will receive a stipend of $5.25 per hour for a maximum of 20 hours per week. All youth ages 16-21 will receive the federal minimum wage of $7.25 per hour for a maximum of 25 hours per week. All

youth ages 22-24 will receive the federal minimum wage of $9.25 per hour for a maximum of 30 hours per week.

107. Will the agency use contractors to provide work experiences in 2016?

Yes. DOES intends to exercise its established grant-making authority to award a small number of grants through a competitive application process to community based organizations that provide specialized work readiness training opportunities to the youngest youth participants. DOES expects to award $1,000,000.00 worth of grants. DOES has issued a Request for Qualifications (RFQ) in January and expects to issue Task Orders in March 2016.

108. The Committee assumes that District and Federal agencies and non-profit organizations will be used to provide the majority of the remaining job/training slots. If so, please provide the following (if not, please describe the new process):

A. Release date for Agency Agreements

The MBSYEP Host Employer application release date was February 25, 2016 and is available online at www.summerjobs.dc.gov.

B. Closing date for returned agreements

Applications will be accepted on a rolling basis; however, the priority deadline is March 9, 2016.

C. Timeframe required to process Agreements

Once an application is received, a DOES representative will work with the applicant on an ongoing basis to ensure that their application is complete and that they are notified of all program updates. Additionally, DOES will arrange a site visit to ensure the site is safe and appropriate for the proposed job position. DOES staff will also ensure that background checks are completed for all adult supervisors who will provide direct supervision to MBSYEP participants under the age of 18.

D. Number of jobs in the MIS

The MBSYEP Host Employer application is still in progress.

E. Date for notifying host agencies

All host employers will be contacted upon submission of their application and will receive ongoing communication leading up to the start of the program.

F. Timeframe for providing orientation for agencies

All adult supervisors will be required to attend a mandatory orientation session. DOES intends to host supervisor orientation from Monday, May 2, 2016 through Friday, May 6, 2016.

G. Total number of job/training slots anticipated per sector

- DC Government agencies: 5,000 (max)
- DC Department of the Environment (DDOE): 500 (max)
- DC Public Schools (DCPS): 500 (max)
- DC Department of Parks and Recreation (DPR): 1,600 (max)
- Federal Government: 1,000 (min)
- Private Sector: 2,000 (min)
- Community Based Organizations: 5,000 (min)
- Charter Schools: 500 (max)
- Total: ~16,100

109. How will the agency target and serve disconnected and undocumented youth?

DOES constantly strives to target and serve disconnected youth for all of its programs (including MBSYEP and its year-round program offerings). In 2015, there were 844 MBSYEP applicants who identified themselves as unemployed and 498 identified as not attending school. Of this group, 59 also indicated that they left high school prior to graduation. In 2015, DOES targeted these youth for its WIOA-funded year-round Out-of-School Youth Employment Program and for its locally funded Pathways for Young Adults Program. Additionally, DOES invited youth to attend a number of different hiring events and opportunities to connect young adults to full-time jobs. Altogether, 247 youth were hired by employers to work in full-time positions (with 10 of them being enrolled in an apprenticeship program through the DOES Office of Apprenticeships).

In order to participate in federally funded programs and receive wages for participation in locally funded programs, youth must have a valid Social Security Number. We are currently exploring various ways to engage and serve undocumented youth through strategic community partnerships. DOES also noted on the Summer Youth Employment Program on-line application that MBSYEP will participate in the "Deferred Action for Childhood Arrival" (DACA) policy and undocumented youth are encouraged to complete an Employment Authorization Document and Social Security card as verification of eligibility by March 9th to the DOES Youth Programs Office.

110. Please discuss the planned payment vehicle. Will the agency continue to use the Debit Card process?

Yes, DOES will continue to use the debit card process to provide payment to its youth participants in the MBSYEP and all of its year-round programs. All youth will be issued a

Citibank VISA debit card that they will be able to access using a self-generated PIN number. All youth payment will be loaded to these cards on the specified pay dates.

111. Please discuss the agency's planned payment process. Specifically, please describe how payroll information will flow between the agency, host agencies, payroll processors, and the banking institution.

All participating employers will be responsible for identifying the adult supervisors at their respective worksites who will be responsible for reporting and entering hours worked for each of their assigned youth. These individuals (called Payroll Coordinators) will be able to enter time each week on Friday via the online MBSYEP Time Management System at www.summerjobs.dc.gov. Once the hours worked are entered by the employers, DOES staff will review and verify that all of the information is correct and in compliance with all program rules and guidelines. Once verified, a pay register file indicating the amount of money to be paid to each youth is sent to the Office of the Chief Financial Officer (OCFO) who will then review and approve of the pay register file. Once approved, OCFO will send a wire transfer to Citibank along with the approved pay register file. Citibank then distributes the funds directly to the youth participants based on the verified information submitted. Youth are able to access their pay via their Citibank VISA debit cards.

A. Who will be responsible for maintaining and processing timesheets?

Employers are responsible for maintaining and processing their own timesheets. Each employer is responsible for identifying the adult supervisors at their respective worksites who will serve as their Payroll Coordinators. These individuals are provided with usernames and password so that they can access the online MBSYEP Time Management System available at www.summerjobs.dc.gov.

B. How will that process be managed?

Employers will maintain and keep all timesheets throughout the summer so that they can readily verify and resolve any potential pay disputes. At the end of the program, DOES staff will collect all timesheets.

112. Is DOES operating an in-house program for disconnected youth during the summer or throughout the year? If so, what are the goals of this program, how many youth does it serve, and what is the funding source?

The Office of Youth Programs has been intentional in developing strategies to support disconnected youth. There are several programs that operate that addresses this population.

1. Pathways for Young Adults Program (PYAP) is a locally funded program using year-round youth employment funding that serves disconnected youth between the ages of 18-24 in cohorts of 25 youth at a time. The goal of this program is to provide youth with an opportunity to receive occupational training that will lead to the obtainment of an industry-recognized credential in high-demand occupations. The program model

serves high school graduates who are unemployed or underemployed and uses an employer-led focus that allows youth to receive training based on industry based standards. PYAP serves 200 youth annually. Upon completion of their training and internship, these youth work with DOES staff to identify full-time job opportunities.

2. Pre-Apprenticeship Training
   a. In FY15, DOES OYP partnered with the Apprenticeship Council to offer apprenticeships at various agencies. Participants were assigned to a District Agency during the day and worked at an apprenticeship program in the evening. The program enrolled six in sheet metal and five in steam fitter apprenticeships. They worked a maximum of 20 hours during per week and completed 15 hours of apprenticeship training. There is currently 1 person currently working at DCRA while completing the steam fitters apprenticeship.

3. Youth Earn and Learn (YEALP) (Federally Funded)
   a. The **YEALP** is designed to serve District of Columbia youth who are neither enrolled in school nor participating in the labor market by offering a blend of Educational and Occupational services. 200 District youth (ages 16-24), who are not enrolled in school, unemployed, and facing significant barriers to employment will receive assistance with earning a high school diploma or GED or occupational certificate, and unsubsidized employment, or enrollment in an educational or occupational training program.

4. DC Career Connections (DC-CC) (Locally Funded)
   a. The DC Career Connections (DC-CC) program will provide youth ages 20-24 with paid work experience and opportunities for education, training, and professional development. DC-CC is a work readiness program designed to provide more than 400 youth with up to nine months and 40 hours per week of valuable work experience, skills training, and individualized coaching and support to gain employment. With the help of business leaders and community members throughout the District this initiative will keep young people employed and engaged while increasing their potential professional growth and personal achievement. Currently being determined for WIOA eligibility.

5. MBSYEP 22-24
   a. DOES has worked to ensure that all youth seeking employment by the end of the program would have multiple opportunities to engage in work readiness training and have opportunities to secure employment. Many youth in the age category were strategically matched with employers that were interested in hiring youth after the program was over. For others, DOES hosted a series of workshops, professional development opportunities, and targeted hiring events designed to prepare youth for opportunities and connect them with employers seeking to hire them. DOES can confirm that a total of 247 youth were employed as of December 31, 2015. During the summer, Success Coaches designed and led professional development sessions targeted to youth based on their educational and workforce development needs. DOES partnered with the DC Trust to provide additional personal development

workshops and Success Coaches met one-on-one with their assigned participants to conduct comprehensive assessments, develop individual service strategies, and help participants more clearly define their program goals.

b. During the 2015 MBSYEP, DOES worked closely with the staff at the Office of the State Superintendent (OSSE) Youth Reengagement Center (REC) to refer and connect youth participants in the MBSYEP who lack a high school diploma or GED. A total of fifty-nine youth participants between the ages of 22-24 who lacked a high school diploma or GED attended an information session to learn more about the resources available to them in the REC. Of this group, fifteen youth have successfully registered with the REC and have started the process of identifying a program to support them in attaining their high school diploma or GED.

113. Please describe the process, curriculum, and duration of training MBSYEP monitors. How many monitors were employed in FY15? How many will be employed in FY16? How many times are they directed to each host site, and what are they directed to observe and document? Please detail the costs of employing MBSYEP monitors in FY15? What will be the costs of employing MBSYEP monitors in FY16?

Monitors are trained on MBSYEP program functions including database use, data reporting, site visit procedures and monitors responsibilities. Monitors are directly responsible for ensuring program compliance, youth engagement and providing technical assistance such as how to mitigate behavior issues, pay disputes, conflict resolution, and effective implementation of various Youth Development principles and strategies.

Program Monitors are required to conduct three (3) site visits: One (1) Pre-Program site visit to check for general safety, accessibility, and viability. Two (2) In-session site visits to ensure a constant connection between DOES staff and MBSYEP worksites.

DOES hired 49 temporary staff to serve as Program Monitors in FY15 and will hire 30 in FY16.

XII. Apprenticeship

114. What were the goals and accomplishments of the Apprenticeship Council/staff in FY15? What are this year's goals?

In FY15, the Office of Apprenticeship, Information and Training (OAIT) coordinated six (6) pre-apprenticeship training initiatives in partnership with union and non-union apprenticeship sponsors to assist DC residents to meet apprenticeship eligibility requirements.

The participating apprenticeship sponsors included:

- Miller & Long of DC, LLC;
- Iron Workers Union Local No.5;
- Plumbers Union Local No.5;
- Finishing Trades Institute of Maryland, Virginia, District of Columbia and Vicinity;
- Sheet Metal Union Local No.100; and
- Steamfitters Union Local No. 602.

Through these initiatives, 140 District residents were enrolled. All those who completed the pre-apprenticeship training were accepted as apprentices with participating apprenticeship sponsors. The number of pre-apprenticeship initiatives exceeded a goal of five and the enrollment exceeded a planned goal of 80 residents. OAIT plans to continue coordinating pre-apprenticeship training initiatives in FY16 and increase the number of pre-apprenticeship initiatives to eight (8) programs that will enroll 175 residents.

Apprenticeship Office staff conducted over 50% of quality assurance assessments and EEO compliance reviews of assigned apprenticeship sponsors to ensure compliance with apprenticeship standards and regulations as well as adherence to Title 29 of the Code of Federal Regulations (CFR) Part 30 and the District of Columbia State Plan.

The Office of Apprenticeship, Information and Training successfully completed the revision of District of Columbia Apprenticeship Rules and Regulations to conform to the newly revised National Apprenticeship Regulations as required by the Department of Labor. In FY16, OAIT will also be required to revise the District of Columbia State Plan for Equal Employment Opportunity in Apprenticeship Training to conform to the new National State Plan.

Apprenticeship Office staff made fifty-five (55) visits to District of Columbia government assisted construction projects to monitor construction activities and ensure compliance with the city's mandatory apprenticeship laws under DC Law 2-156 and Davis-Bacon federal laws. The visits were reduced due to DOES' installment of a LCP tracking system, which captures information on most of the city's assisted construction project activities. The monitoring efforts have resulted in twenty-seven (27) newly registered apprenticeship programs and created 135 new apprenticeship opportunities for DC residents to be hired by the new sponsors. Although there is a LCP tracking system installed, OAIT will make 60 visits to District government assisted projects in FY16.

115. How is the Apprenticeship Council working to expose District high school students and disconnected youth to apprenticeship opportunities? Are there any specific partnerships that focus on chronically truant students or students who recently dropped out of high school?

The DC Office of Apprenticeship, Information and Training visited several District of Columbia Public Schools to expose and educate students to the apprenticeship system.

During FY15. Apprenticeship Office staff made 15 visits to District Public and Public Charter Schools to give presentations on the apprenticeship training system and available apprenticeship opportunities as a viable career option. The school visits also included participation in Career Day events.

The schools visited were as follows:

- Ballou High School;
- Cardozo High School;
- Dunbar High School;
- McKinley Tech High School;
- Phelps Architectural, Engineering and Construction High School;
- Roosevelt High School;
- Idea Charter School;
- Kipp Charter School;
- Kingsman Academy Charter School; and
- Luke C. Moore Charter School.

Some of the schools were visited more than once.

During President Barack Obama's declaration of National Apprenticeship Week, the Apprenticeship Office coordinated a Career Day event at Phelps High School that included the participation of ten (10) apprenticeship sponsors. Of note, the Deputy Secretary of the U.S. Department of Labor attended and spoke at the event on behalf of the President.

The DC Office of Apprenticeship Information and Training does not have direct partnerships that focus on chronically truant students or students who recently dropped out of school. Most available apprenticeship programs have eligibilities that make it extraordinarily difficult for truant students or student drop-outs to qualify. For example, most applicants must present documents such as a high school diploma or GED in order to be considered for an apprenticeship opportunity. In addition, some apprenticeship applications require that applicants submit high school transcripts and take aptitude tests that demonstrate advanced math skills.

The DC Office of Apprenticeship, Information and Training created a Step-Up apprenticeship initiative in partnership with seven (7) apprenticeship sponsors that allow District residents who lack a high school diploma, GED, or essential academic requirements to be applicable for Step-Up apprentices for up to 12 months. These residents have the opportunity to be employed in their ideal trade area on high paying Davis-Bacon projects while taking steps during the 12 month period to secure the education requirements to be accepted as regular apprentices. Successful residents are transitioned to regular apprenticeships with time accredited toward their apprenticeship term. The District of Columbia is the first and only jurisdiction in the country that has created and implemented the Step-Up apprenticeship initiative to be utilized on commercial construction projects.

116. How many active apprenticeship programs currently are registered with OAIT? Please provide an up-to-date listing of these programs.

There are 317 active apprenticeship programs that are currently registered with the DC Office of Apprenticeship. The current listing of apprenticeship programs is attached.

(See Attachment 26)

117. How many apprenticeship program sponsorship applications were received in FY2015 and FY16, to date? Of those received, how many were accepted, and how many were rejected?

During FY15 and FY16 to date, 125 employers applied for apprenticeship registration with the District of Columbia

The numbers are:

- Eighty (80) employers submitted apprenticeship standards for approval consideration;
- Sixty-one (61) standards were approved;
- Nineteen (19) were rejected; and
- Forty-five (45) employers did not complete the registration process for apprenticeship approval consideration.

118. How many DC apprentices were there in FY15 and FY16, to date? What percentage of the workforce did that represent on DC government-assisted projects?

During FY15 and FY16 to date is 1,396 DC residents are registered as apprentices. Based on the DC government assisted construction projects that were monitored, 48% to 93% DC resident apprentices were employed in their respected trade areas on the projects visited.

119. Does OAIT track whether DC apprentices graduate from their apprenticeship programs to become journeymen? If no, please explain why. If yes, please answer the following:

Yes, the DC Office of Apprenticeship, Information captures all apprentice graduates, and especially DC residents.

A. How many apprentices graduated to become journeyman in FY15 and FY16, to date?

During FY15 and FY16 to date, a total of 343 apprentices graduated to journey-worker status.

B. Please indicate from which apprenticeship program each graduated.

The apprentices who successfully completed their apprenticeship training graduated from the following apprenticeship sponsors:

- Cement Mason Union Local No. 891;
- International Brotherhood of Electrical Workers (IBEW) Union Local No. 2;
- Elevators Union Local No.10;
- Ironworkers Union Local No.5;
- Sheet Metal Workers Union Local No. 100;
- Sprinkler-fitters Union Local No. 669;
- Steamfitter Union Local No. 602; and
- Washington Metropolitan Area Transit Authority.

120. How many apprenticeship program quality assurance reviews were conducted in FY15 and FY16, to date? How were the apprenticeship programs selected for quality assurance review? What are the factors used to assess program quality? Were any apprenticeship programs decertified in FY15 and FY16, to date as a result of the quality assurance review?

During FY15 and FY16 to date, eighty-four (84) apprenticeship program quality assurance reviews were conducted by Office of Apprenticeship, Information and Training staff. The apprenticeship program quality assurance reviews were selected based on those individual apprenticeship sponsors with four (4) or fewer apprentices registered. This was done to ensure that those apprenticeship sponsors' programs were being fully implemented as required by apprenticeship regulations and approved apprenticeship standards. As a result of the apprenticeship program quality assurance reviews conducted, none of the programs were deregistered. Although several apprenticeship sponsors were cited for deficiencies in the program, those sponsors took immediate corrective actions to meet compliance as required.

121. How many contractor compliance reviews were conducted in FY15 and FY16, to date? How were the contractors selected for compliance review? How many of violations were identified? Were any monetary fines levied?

During FY15 and FY16 to date, a total of twenty-four (24) compliance reviews were conducted by the Office of Apprenticeship, Information and Training staff. The compliance reviews conducted were based on apprenticeship sponsors' apprenticeship program with five (5) or more apprentices registered to ensure that those sponsors were in compliance with Code of Federal Regulations (CFR) Title 29 Part 30 State Plan and Affirmative Action.

Although several apprenticeship sponsors were cited for deficiencies based on the findings of the compliance reviews, those sponsors took immediate corrective actions to meet compliance as required. Therefore, no monetary fines were levied. DOES does not

currently track sponsor violations that are quickly remedied. Moving forward DOES will begin to track violations using our web-based Apprenticeship Data System.

122. Does OAIT track whether DC apprentices continue employment with their sponsoring firm when the DC funded construction project ends, and if yes, whether their wage rate remains the same?

Yes, the Office of Apprenticeship, Information and Training ensures that DC resident apprentices maintain employment and apprenticeship training with their apprenticeship sponsors after and beyond the completion of all DC funded projects. All sponsors are required to maintain the employment and training of apprentices until completion of the apprenticeship term unless there is reduction-in-force, the apprentice voluntarily resigns or is terminated for cause.

Apprenticeship sponsors are required to notify the Office of Apprenticeship of all apprentices' actions. The Office of Apprenticeship also monitors the apprentices training activities that include ensuring that apprentices (DC residents) receive required wage increases throughout the apprenticeship training period according to approved apprenticeship regulations and sponsors' apprenticeship standards.

XIII. Transitional Employment Program ("TEP")

123. For the TEP program, please provide the following information:

A. The number of individuals participating, by month, in FY15 and FY16, to date

Month	FY15 Enrollments[1]	FY15 Active Customers[2]	FY16 Enrollments	FY16 Active Customers
October	99	470	101	444
November	44	433	37	379
December	57	424	100	435
January	82	454	56	420
February	49	451	52	415
March	50	435	-	-
April	81	461	-	-
May	96	483	-	-
June	42	404	-	-
July	54	378	-	-
August	91	410	-	-
September	57	409	-	-
As of 2/24/16				

B. The number of private sector employers who hosted a participant

In FY15, PE partnered with 189 private sector employers. To date for FY16, PE has partnered with 94 private sector employers.

C. The median subsidized wages paid to participants in FY15 and FY16, to date

Effective July 1, 2015, all participants earn $9.00/hour while placed on a subsidized worksite.

D. The length of placements in the subsidized jobs

The average length of subsidized placements in FY15 was 129 days (4 months). FY16 to date, participants have been on subsidized worksites an average of 44 days.

Please note that guiding legislation allows for participants to remain on a subsidized worksite for up to one year. However, Project Empowerment limits work experience to six months for most participants.

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[1] The number of enrollments fluctuates depending upon the number of completed cohorts per month. A month with only one cohort graduation will relationally have a lower number of enrollments.

[2] An active customer includes any individual currently engaged in any component of Project Empowerment (Job Readiness Training, Work Experience, Occupational Skills Training, or Professional Development)

E. The number and percentage of participants who have been hired by the District government or private companies during or within six months of participating in the program, the average wages of those hired, and the 3 most common fields of placement

The 3 most common fields of placement are:

- Government Sector – 49
- Private Sector – 321
- Non-Profit Sector - 26

Average wages - $12.87/ hour

F. Of those who were hired into an unsubsidized position, the number and percentage who retained their unsubsidized employment 6 months after starting their unsubsidized job

138 out of a possible 198 participants (70%) retained employment for six months.

- *Please note that only unsubsidized placements that took place between July 2014 and April 2015 were eligible for FY15 consideration. May 2015 and later will be included for FY16 outcomes.*

G. Has your agency noticed any commonalities among those participants who are successful in retaining their employment?

Yes, in examining the data of participants who obtained unsubsidized employment, the following commonalities stood out:

- Less than 10% of participants who obtained permanent, unsubsidized employment listed "history of substance abuse" as a barrier to employment.[3]
  o This could suggest that among Project Empowerment participants, a history of substance abuse can have a crippling effect on a participant's ability to obtain permanent employment.

- Only 15% of participants who obtained permanent, unsubsidized employment did not have a secondary school credential or higher.
  o Deficiencies in education greatly limit a participant's prospects for permanent employment. As such, Project Empowerment encourages participants who do not have a high school diploma to obtain a GED.

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[3] Participant barriers are self-reported.

H. What percentage of the employment positions, which were filled with TEP participants in FY15 were unsubsidized positions and what percentage were subsidized positions?

The primary objective of the work experience/transitional job component of Project Empowerment is to provide participants with substantive work experience/training that will increase their marketability to employers. Project Empowerment participants are usually not filling a vacant unsubsidized position with an employer. Participants are informed at the onset of their placement that a permanent position may not be available with the subsidized employer; however they are encouraged to apply for any vacancies that come about during their subsidized tenure. In FY15, 47% of participants who found unsubsidized employment were hired by their Project Empowerment worksite. While some vacancies may have occurred as the result of business needs, employers expressed that positions were created specifically to retain the services of the Project Empowerment participant.

124. What are the eligibility requirements for participation in TEP? How many individuals does Project Empowerment refer to training providers for skills training? How does Project Empowerment pay the organizations providing skills training to its participants?

All potential Project Empowerment participants must meet the following requirements for enrollment:

- Age 22 to 54;
- Be a District resident (as verified through the submission of valid state-issued identification bearing a District address and the submission of one additional document to verify District residency[4]);
- Currently unemployed;
- Not receiving government assistance, such as TANF and Unemployment Compensation (Food Stamps are acceptable); and
- Not currently using any illegal substances (there will be a urinalysis conducted at Orientation).

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[4] The list of accepted documentation of accepted documentation is as follows:
- Recent utility bill in participant's name, not more than 30 days old (gas, water, electric, cell phone);
- Current unexpired lease agreement in which participant's name is listed;
- TANF/Food stamps verification letter, no more than 30 days old;
- Current child support letter, no more than 30 days old;
- Notarized letter from the leaseholder or homeowner, no more than 30 days old (Attachment A);
- Letter from transitional housing facility/half-way house, no more than 30 days old (Attachment B);
- Letter from a DC shelter, no more than 30 days old (letter must be on shelter letterhead); or
- Letter from the Court Services Offender Supervision Agency (CSOSA), no more than 30 days old.
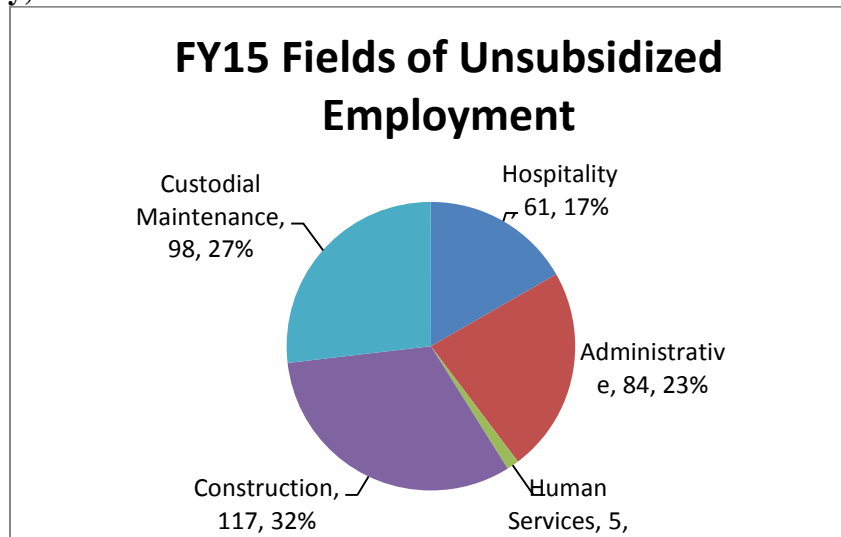
- In addition, all potential Project Empowerment participants must demonstrate a substantial need for intensive employment assistance by exhibiting at least three (3) of the following six (6) barriers to employment:

1. Basic skills deficiency, demonstrated by a lack of sufficient mastery of basic educational skills exhibited by CASAS scores below the 8th grade reading level and/or an English language deficiency with an inability to speak, read, or write the English language;
2. Lack of a secondary school educational credential (high school diploma or its recognized equivalent);
3. A documented history of substance abuse;
4. Homelessness;
5. A history of Job Cycling in which he/she has not maintained employment for more than one (1) consecutive quarter in the past eight (8) quarters, as verified through UI Wage Bumps; or
6. A conviction of a felony.

In FY15, PE referred 7 participants to Occupational Skills Training.

Many Project Empowerment participants are ineligible for Occupational Skills Training because of basic skills deficiencies or the lack of a secondary school credential. Additionally, many of the skills and trades offered through those programs are in industries that are non-receptive to individuals with criminal backgrounds.

For FY16, Project Empowerment will be seeking funding through the TechHire Initiative to provide subsidized training in mid to upper-level IT positions. Organizations that provide training are on DOES' list of approved training providers and are solely funded through federal WIA funds.

125. Please provide the total number of Project Empowerment participants placed in FY15 and FY16, to date by industry, including the following categories: construction, retail, hospitality, and clerical/office work.

FY15 Fields of Unsubsidized Employment

Custodial Maintenance, 98, 27%
Hospitality 61, 17%
Administrative, 84, 23%
Construction, 117, 32%
Human Services, 5,

126. For construction, please provide the number of Project Empowerment participants placed in FY15 and FY16, to date by job description, such as flagger, laborer, carpenter's helper, etc.

This information is not collected by Project Empowerment.

127. What is the rationale for paying Project Empowerment participants less than the District's minimum wage?

Paying participants $9.00 per hour reinforces the importance of performing an exhaustive search for unsubsidized employment. Because the minimum wages in Maryland and Virginia remain well below the District's (with the exception of Prince Georges County which will increase incrementally to $11.50 by 2017) there would be no incentive for participants to pursue permanent, unsubsidized employment outside of the District -- greatly limiting their employment prospects and affecting their likelihood of long-term financial independence.

128. In FY15 and FY16 to-date, were any Project Empowerment participants were placed in construction positions on Davis-Bacon construction projects?

This information is not collected by Project Empowerment.

129. How are participants selected/recruited for participation?

Most participants are referred to Project Empowerment by an American Job Center (AJC) following an assessment by a member of the AJC staff. Workforce Development Specialists work with potential participants to determine eligibility/suitability for Project Empowerment and make referrals accordingly. The purpose of this process is to provide residents with an array of employment and training options; Project Empowerment being one of those options. While working with AJC staff, customers must attend an orientation, be actively engaged in job seeking activities and have consistent contact with their respective case manager for at least 30 days prior to being referred to Project Empowerment. Project Empowerment also accepts direct referrals from the Mayor's Office of Returning Citizens Affairs (MORCA) who are not required to go through AJC.

Additionally, Project Empowerment renewed an MOU with the Court Services and Offender Supervision Agency (CSOSA) who hosted Project Empowerment cohorts for 75 returning citizens in FY15. CSOSA instructors utilize the same DOES curriculum and participants were held to the same attendance and behavioral standards as the DOES program.

Project Empowerment staff continue to participate in a number of community events to inform residents about the services offered by the program and refer them an AJC to begin the enrollment process. During FY15, staff attended events sponsored by CSOSA, Bread for the City, and various faith-based organizations. Additionally, staff members participate

in jail/prison information panels where they speak to inmates who will be returning to the District about some of their programmatic options.

Similarly, graduates of the DC Jail Work Readiness Program are eligible to enroll in Project Empowerment immediately following release, and many report to DOES within 24 hours of release.

A. Are there individuals that repeat the program multiple times?

Individuals who experience severe challenges while enrolled in Project Empowerment (i.e. re-incarceration, relapse) are eligible to re-enroll in the program following resolution of their issues. In the instance of a substance abuse relapse that is confirmed by a positive urinalysis conducted by Project Empowerment, a participant is required to seek services through APRA and provide proof of compliance prior to re-enrollment.

B. When is an individual no longer allowed admittance into the program? Is there a set policy?

The policy states an individual who obtains unsubsidized employment at any point during his/her enrollment is not eligible to enroll in Project Empowerment for two years.

130. Describe the management information tool utilized by the program. How are records maintained?

Data for the Project Empowerment is maintained through the Virtual OneStop System (VOS) and the PeopleFirst case management system. Each system plays an integral role in the daily operations of Project Empowerment as VOS is utilized to conduct software queries as well as produce program reports and statistics as necessary, while participant payroll is managed through PeopleFirst. Both systems track and record case notes, monitor services rendered, and track participant activity. PeopleFirst has significantly streamlined the data management process for Project Empowerment staff and provided an easier method for payroll data entry. As an agency wide system, VOS ensures consistency of data among divisions in order to better serve DC residents.

Project Empowerment maintains hard copies of participant identification, applications, assessments, service referrals, and case notes in a paper file for each participant. Files are alphabetized by year and housed in a file room where they are easily accessed by all staff members.

131. What type of work supports are provided for program participants?

Project Empowerment offers the following work supports to program participants in order to increase the likelihood for long-term professional success:

- Job Coaching - allows Project Empowerment to monitor the participant's progress closely, provide encouragement and moral support, continue to address needs as they emerge, and work through workplace difficulties to ensure employment retention;
- Uniform Assistance - provides participants with work boots, pants, shirts, jackets, and selected work-related accessories (gloves, hard hats, etc.); and
- Referrals – provided for a variety of supportive services including housing, clothing, mental health services, and DMV services.

Project Empowerment also provides additional career development services such as access to:

- Occupational skills training such as construction trades, transportation and security;
- Educational opportunities which provide participants with preparatory activities to obtain their GED and enroll at the Community College of University of the District of Columbia; and
- Professional Development services the give participants the opportunity to review job searching techniques, gain basic computer skills, conduct internet job searches, actively pursue job leads, and interview for employment.

Project Empowerment's partnership with Capital Area Asset Builders (CAAB) continues to provide additional support to its participants with a focus on financial literacy and responsible money management through counseling on the importance of credit, budgeting and long-term saving. A representative from CAAB is available onsite 4 days a week to individually meet with participants and facilitate CAAB's "Can I Afford My Life?" workshop. Beginning in FY16, a matched savings program will be established as an incentive for participants that exhibit a long-term commitment to saving. Eligible purchases will serve to increase the participant's likelihood of long-term employment success.

Streetwise Partners, a community organization, offers participants mentoring services and additional opportunities for professional development. Streetwise works closely with the private sector to cultivate relationships between local business leaders and participants seeking to overcome their barriers to employment.

DC's Office of Human Rights (OHR) ensures Project Empowerment participants are aware of their employment rights during the interview and pre-hire processes by providing information about DC's "Ban the Box" legislation. A representative from OHR delivers a thorough presentation that provides a comprehensive understanding of the law and the possible recourse should a participant find that their rights have been violated under that law.

DOH - DOH and DOES have established a working relationship to improve the circumstances of District residents. For both Project Empowerment and the DC Jail Work Readiness Program, DOH facilitates weekly workshops applying curricula that promote physical and mental wellness and healthy relationships, including parenting. The workshops provide an opportunity for participant skill development, education and

resource sharing. DOH's support has enabled the provision of comprehensive job training that addresses a multitude of factors (i.e. social determinants of health) that promote employment, long-term self-sufficiency and global wellbeing.

On-site Mental Health Services – Following the loss of an in-house mental health professional, Project Empowerment has been working to restore those services. Meetings have been held with MBI, a reputable District provider, which has agreed to provide the services at no cost to the agency. Efforts to identify a private space where participant confidentiality can be maintained is currently underway.

Expedited GED and Technology Training - The lack of a secondary credential (high school diploma or GED) compounded by the absence of basic computer skills all but disqualify lower skilled job seekers from consideration from many low- to mid-level employment opportunities. DOES and the Community College Prep Academy (CC Prep), an adult-learning charter school located in Ward 8, will act as partners in this endeavor.

The MOU will set forth the terms and conditions under which DOES and CC Prep will collaborate on the implementation of the *Accelerated Access Project* (AAP), a pilot program that will help low-skilled job seekers in the District obtain a GED and Microsoft Office Certification (MOS) through training from CC Prep. The program aims to improve the expediency of which services are rendered and increase the overall employability of low-skilled District residents.

132. Are there any major programmatic changes planned for FY16?

DC Jail Work Readiness Program

The DC Jail Work Readiness Program was developed due to partnership between DC's Department of Employment Services (DOES) and Department of Corrections (DOC) to provide integral employment training and employment-related services to male inmates currently housed at DC Jail but pending release within 6 to ten weeks. Inmates who are selected for participation reside in a dedicated housing unit that includes open classroom space, a study area, and limited computer access.

Post-release services have been established by providing graduates of the program with immediate access to Project Empowerment and other DOES services no more than 48 hours following release. The program is currently staffed by a facilitator who previously served as a job coach for Project Empowerment and a case manager from the American Job Center.

Partnership with the Department of Health

Two facilitators from the Department of Health conduct workshops at the DC Jail and at DOES Headquarters. DOH's presence provides the opportunity for expanded programming and allows participants and inmates to receive valuable information that will

both reinforce lessons learned during job readiness training and provide new insight into wellness matters they may not have previously considered.

<u>Increase Outreach to the Homeless</u>

Homelessness is one of six barriers to long-term employment that Project Empowerment has identified as prevalent among the District's hardest to serve. As the city scrambles to increase the availability of affordable housing, homeless District residents seek employment opportunities that will afford them the opportunity to secure a place to live. The ability to find employment can be particularly daunting for homeless individuals who often times do not have a stable address or telephone number to provide prospective employers and/or the resources to actively seek out jobs. Project Empowerment has begun to employ a targeted approach to serve this vulnerable population by visiting the Adams Place Day Center, a resource center frequented by homeless residents, on a weekly basis to conduct Project Empowerment information sessions. This initiative bridges the employment gap faced by homeless residents by bringing them information about available DOES services and providing instant access to programming.

133. What data do you keep on the demographics and systems involvement of the program participants (i.e. public assistance programs, criminal justice, child support, etc)?

Project Empowerment collects the following information from participants to build a comprehensive demographics profile:

- Age;
- Race;
- Gender;
- Ward of Residency;
- Education Background;
- History of Substance Abuse; and
- History of Incarceration.

DC residents who receive TANF or other public assistance are ineligible for Project Empowerment and therefore no data related to those matters is collected.

The Office of Information Technology (OIT) has been in contact with the Department of Human Services to work on setting up a data sharing agreement to gain access to TANF and SNAP data. OIT will be visiting the DHS IT division on 2/22/2016 to discuss the specifics of the data exchange.

XIV. On the Job Training ("OJT")

134. For the OJT program, please provide the following information:

A. The number of individuals participating, by month, in FY15 and FY16, to date.
B. The number of private sector employers who hosted a participant.
C. The median subsidized wages paid to participants in FY15 and FY16, to date.
D. The length of placements in the subsidized jobs.
E. The number and percentage of participants who have been hired by the District government or private companies during or within six months of participating in the program, and the average wages of those hired.
F. Of those who were hired into an unsubsidized position, the number and percentage who retained their unsubsidized employment 6 months after starting their unsubsidized job?

During FY15, DOES initiated a redesign of the program with the aim of improving outcomes. Since the program did not run during that time period, there is no corresponding participant information. The Business Services Group (BSG) co-hosted employer forums with the Workforce Investment Council (WIC) and the Department of Small and Local Business Development (DSLBD), to gauge the level of interest from the business community. Several employers representing the retail, healthcare, Information Technology, hospitality and leisure industries have expressed interest in participating in the On-the-Job Training Program. The program is still under development; however, interested employers are participating in monthly informational sessions hosted by BSG, to further advance the program. The new design of the On-the-Job Training Program will aim to attract more DC residents that are the hardest to employ.

135. What are the eligibility requirements to be a partner business for this program and what is the eligibility to be an individual participant in this program?

On-the-Job Training (OJT) is a program that provides employers with an opportunity to train, mentor and potentially hire candidates who are not fully proficient in a particular skillset or job function. Through the OJT model, candidates receive the hands-on training necessary to increase their skills, knowledge and capacity to perform the designated job function.

The OJT strategy provides an opportunity for unemployed and underemployed jobseekers to enter/ reenter the workforce through an "earn while you learn" model. This streamlined approach, developed between select employers and the DOES, allows employers to be reimbursed at an established wage rate in exchange for the training provided to participating OJT candidates. The BSG Account Executives (AEs) will serve as liaisons between the agency and participating employers. The AEs will work with internal departments and programs (Project Empowerment, the AJC Priority Hire List, Office of Youth Programs and Veterans services) to identify candidates based on the needs of the employer community. This strategy will ensure that the industry will be the primary actors of this process by creating greater buy-in from employers and increased access and

opportunities for employment for OJT candidates. The AEs will also manage the documentation and pre-award process on behalf of the Employer to ensure that contracts are fully completed, executed and oversight is in place between participating entities.

Employers participating in On-the-Job training must demonstrate that they have the fiscal and operational capacity to administer the proposed program.

The eligibility requirements for businesses participating in the OJT are:

- Must have a physical location in the Washington Metropolitan Area, have at least one employee and be in full compliance with payment of Unemployment Insurance/Contribution taxes to the state or of the District.
- Must provide IRS Employer Identification Number and comply with all labor laws including wage and hour, and health and safety. Must have Workers Compensation or similar insurance for employees.
- Must be willing to provide documentation for a Pre-Award Survey (application) process. Once determined eligible must be willing to sign a Contractual agreement with the Department of Employment Services.
- Must intend to provide permanent employment to the participant/trainee and maintain hours and wages beyond the agreement period.
- Must be a private sector, for-profit or non-profit organization that has not moved its primary location within the last 120 days.
- Must *not* be an organization that is a gambling establishment, adult entertainment establishment, swimming pool, aquarium, zoo, or golf course.

All participating businesses must demonstrate their fiscal and operational capacity to carry out the proposed program by submitting documentation to verify qualifications.

The relevant eligibility documents are:

- IRS Form W-9 (signed and dated);
- Basic Business License Clean Hands Form – "Clean Hands Self Certification" from DCRA;
- Certificate of Clean Hands (formerly Certificate of Good Standing) obtained from the Office of the Chief Financial Officer, Office of Tax and Revenue (OTR) request to obtain Certificate of Clean Hands online at: http://dcforms.dc.gov/webform/certificate-clean-handsformerly- certificate- good-standing;
- Valid and current license conferred by DCRA or applicable regulatory body to conduct business in the District (e.g., General Business License or Charitable Solicitation License);
- Documentation proving IRS tax status (e.g., 501(c)(3) determination letter);
- Proof of Liability Insurance and Workman's Compensation;
- Supervisor / Trainer's Resume;
- Employer Profile / Job Order entered in VOS;
- Training Outline (Training time frame/ reimbursement amount/ hourly wage);

- Assurance Statement; and
- Worksite Review.

The eligibility requirements for an individual participant include being unemployed, a resident of the District of Columbia, actively seeking and available for work, and a U.S. citizen or have work authorization. This list allows for dislocated workers (those laid off from a previous position), economically disadvantaged workers who need to upgrade their skills, and workers entering the workforce for the first time to be eligible.

136. What type of work supports are provided for program participants?

For Business Partners / Employer Participants:

The Business Services Group/ Account Executives (AEs) will serve as liaisons between the agency and participating employers. This strategy will ensure that the industry will be the primary actor of this process by creating greater buy-in from employers as well as providing increased access and opportunities for employment for OJT candidates. The AEs will also manage the documentation and pre-award process on behalf of the employer to ensure that contracts are completed, executed and oversight is in place between participating entities.

For OJT Candidates:

Oversight and monitoring of On-the-Job training participants will be conducted on a monthly basis to ensure compliance with agency regulations. The BSG Account Executives will follow up monthly to complete a progress report on the employer and OJT candidate with the aim of ensuring the training plan is being adhered to and determining whether there is a need for corrective action plans to be established. A monitor from the Office of Program Performance Monitoring will also follow up with scheduled visits.

137. Are there any major programmatic changes planned for FY16?

In addition to determining reimbursement percentages based on the size of the employer, the rate of reimbursement for employers participating in the OJT strategy can be based on the designated category of the selected OJT candidate. The categories and reimbursement rates are listed below:

- Category 1 – 50% reimbursement; job ready with significant work experience and/or some post-secondary education.
- Category 2 – 75% reimbursement; job ready with limited work experience or skillsets/ or high school diploma or GED.
- Category 3 – 90% reimbursement; not job ready, but possess the desire to work. Is a Returning Citizen. Has obtained a high school diploma or GED or is in the process of obtaining their high school diploma or GED.

OJT Candidates will be assessed in their capacity to fulfill the requirement of the job they are interested in pursuing and the results will be used to place the candidate within one of the three identified categories. The training instruction and length of OJT will be determined by the employer or identified industry standards for the particular job function. The agency will use a nationally recognized assessment tool such as Prove-It or Career Ready 101, to gauge the candidates' level of proficiency and will aid the case manager, candidate and employer in creating an individualized OJT plan that increases the jobseekers' proficiency level.

138. List the strengths and specific outcomes and challenges of the entrepreneurship and on-the-job training programs launched this past year?

Not relevant. See answer to Q 134.

XV. Labor Standards

141. Please provide the number of wage-hour complaints filed in FY15 and FY16, to date? Provide the amount of back wages collected per number of employees.

Fiscal Year	2014	Collections 2014	2015	Collections 2015	2016 (As of 1/15/16)	Collections 2016 (As of 1/15/16)
Accrued Sick and Safe Leave	11	$1,457.00	20	$4,651.11	5	$662.40
Living Wage	36	$2,540,269.00	92	$20,536,500.89	14	$14,637.78
Wage Payment	389	$442,561.00	483	$303,567.71	162	$156,727.62
Minimum Wage	48	$288,345.70	76	$290,108.34	24	$20,577.61

142. Please provide the number of Minimum Wage, Living Wage, Accrued Sick and Safe Leave Act, or Wage Payment Act claims in FY15 and FY16, to date.

Statutes	FY15	FY16
Minimum Wage	103	24
Living Wage	21	108
Accrued Sick and Safe Leave Act	20	5
Wage Payment Act	484	264

A. In how many claims did the agency seek liquidated damages on behalf of employees under each Act?

(See Attachment 27a)

B. How many claims, in which liquidated damages were sought, were the damages awarded or obtained through settlement?

(See Attachment 27b)

C. What percentage of back pay was awarded in those cases?

Back pay was awarded to 97% of the claimants.

D. How does this compare to FY14?

The Office of Wage-Hour met the goal and 97% of those cases were also awarded back pay.

143. The Wage Payment Act provides for wage theft victims to receive an additional 10% of liquidated damages for each day late their wages were paid. Without these liquidated damages, claimants are not compensated at all for the delay in receiving their wages and the hardships they suffer as a result of that delay. How often has the Office of Wage-Hour sought liquidated damages for workers who file minimum wage, living wage, or wage payment claims this year? If the OWH has not been seeking liquidated damages, why has it made the choice to ignore this remedy that the DC Council provided for workers?

The Office of Wage Hour collected $9,656.71 in damages in FY15 and $11,592.93 in damages in FY16.

144. For how many Minimum Wage, Living Wage, Accrued Sick and Safe Leave Act, or Wage Payment Act claims in FY15 and FY16, to date did your agency impose administrative penalties upon employers found to have violated those laws?

There were no penalties imposed in FY15 and FY16. The agency resolved 97% of its claims and provided claimants with over $21,000,000 in unpaid wages during the period of FY15. During FY16, the Office of Wage-Hour is actively enforcing the following the various workforce protection laws through the use of such tools as the Additional Administrative Penalty: Assessed by Office of Wage-Hour and payable to the District of Columbia Wage Theft Prevention Fund of any of these infractions are found:

- Failure to maintain payroll records - $500 for each employee;
- Failure to retain payroll records for 3 years - $500 for each employee;
- Failure to allow inspection of payroll records - $500 for each occurrence;
- Failure to allow performance of any other investigation - $500 for each occurrence;
- Failure to provide itemized wage statement - $500 each employee, each pay period;
- Failure to provide written "notice of employment" - $500 each employee; or
- Failure to post notice - $100 each day.

In addition, the Office of Wage-Hour may assess more than one administrative penalty against an employer for the same adversely affected employee if the employer has violated more than one statutory provision of the Wage Theft Prevention Act, the Living Wage Act of 2006, the Minimum Wage Act Revision Act of 1992 or the Accrued Sick and Safe Leave Act of 2008.

Administrative Penalties related to Accrued Sick and Safe Leave Act, § 32-131.12 are assessed by the Administrative Law Judge and payable to the employee.

A. What was the average administrative penalty imposed for claims under each Act?

	FY15	**FY16**
Minimum Wage Act	$0	$301.00
Living Wage Act	$0	$0
Accrued Sick and Safe Leave Act	$0	$0
Wage Payment Act	$805.00	$1,459.00

B. How does this compare to FY14?

FY15 is identical to FY14.

145. What are the agency's procedures for holding hearings on penalties for violating wage and hour laws?

The Office of Wage-Hour is in the planning stages of developing a Memorandum of Understanding with the Office of Administrative Hearings to conduct hearings for the violation of Wage-Hour laws.

146. What training do Office of Wage Hour ("OWH") employees receive on determining whether a claimant is covered by the Living Wage Act or Accrued Sick and Safe Leave Act? Please provide examples of any manual or training materials on this question.

During Fiscal Year 2015, the Office of Wage-Hour provided employees training in the following areas:

- Intake and Case Validation;
- Preparing Reports;
- Living Wage;
- Case Management;
- Data Management System;
- Reporting;
- Overtime for Home Health Aides; and
- Ban the Box Training.

During Fiscal Year 2016 staff participated in a Department of Labor webinar on Fair Labor Standards Act specifically on Overtime and the Protecting Pregnant Workers Fairness Act training hosted by the Office of Human Rights. Staff also received internal training on the DC Commuter Benefits as well as reviewed pending legislation related to scheduling for janitorial and retail workers. Staff will also receive continuous refreshers on all wage laws and processes throughout the year.

147. What are the procedures by which OWH investigators identify whether an individual who files a wage claim is an employee or an independent contractor?

The Office of Wage-Hour utilizes several methods to determine whether a potential claimant follows the usual path of an independent contractor or an employee. When an employee files a wage claim, he/she is interviewed for purposes of assuring jurisdiction and detecting possible exemptions from the Act(s) enforced by the Office of Wage-Hour.

Based on information elicited through the initial interview and the fact-finding conference, the Compliance Specialist determines:

- The extent to which the services are an integral part of the principal's business;
- The permanency of the relationship;
- The amount of the alleged contractor's investment in facilities and equipment;
- The nature and degree of control by the principal;
- The alleged contractor's opportunity for profit and loss;
- The amount of initiative, judgment, or foresight in open market competition with others required for the success of the claimed independent contractor; and
- The degree of the business relationship between the employee and the employer's organization/operation.

148. If an investigator discovers an instance of misclassification of an employee as an independent contractor, which usually also violates the District's tax and unemployment compensation laws, what steps are taken to cooperate with other agencies to audit the employer and ensure compliance?

The Office of Wage-Hour (OWH) investigates misclassifications of employee claims according to the authority of the District's Wage-Hour Rules, the Fair Labor Standards Act (FLSA) and the District's Workplace Fraud Amendment Act of 2012. The District's Wage-Hour law defines an employee as "any person suffered or permitted to work by the employer", this definition is all inclusive and covers the relationships wgere work is performed by an individual for another entity. The application of the FLSA's "Suffer or Permit" standard is applied in the identification of employees who are misclassified as independent contractors. When employers improperly classify employees as independent contractors, the employees may not receive important workplace protections such as the minimum wage, overtime compensation, unemployment insurance, and workers' compensation. The Workplace Fraud Amendment Act of 2012 provides for the payment and collection of wages in the District of Columbia as well as providing for a penalty for

"construction services" on employers who misclassify an employee as an independent contractor.

When investigating the validity of misclassifications of employee claims, OWH considers several factors to determine whether or not a worker is an employee. The Factors include:

- The right to control the work;
- Are the services performed integral part of the business;
- Opportunity for profit and loss on the jobs performed by the claimant;
- What are the investments made by the employee;
- What is the permanency of the relationship; and
- The specialty and/or skills required and brought to the business.

Wage and Hour compliance involves administering the wage laws of the District of Columbia. The D.C. Department of Employment Services Office of Wage-Hour conducts compliance audits and may recover back wages for employees who have not been paid pursuant to DC or Federal wage laws, either through administrative or court action.

There are two types of investigations:

- Complaint Investigations
  - The investigation of an establishment against which a complaint has been filed..
- Routine Investigations
  - All other investigations.

Once a wage complaint has been filed, it is verified, assigned a claim number, recorded in a register of complaints and assigned to an Investigator. A wage claim is filed by a claimant and a letter regarding the claim is sent to the employer requiring either payment of the amount claimed a written response from the employer, and/or the appearance of the employer (or designated representative) at the scheduled fact-finding conference hearing.

The Office of Wage-Hour fully cooperates with other governmental agencies, both District and Federal, as well as offices within the DOES. If the Office of Wage-Hour discovers noncompliance outside of the realm of responsibility, standard procedure is to report the finding to the appropriate entity, follow-up in writing, provide relevant information as needed and maintain contact and obtain needed information on the claim if applicable.

149. In how many cases did employers fail to respond or fully cooperate with the administrative process?

There were eighty (80) employers in FY14 and seven (7) in FY15 as of January 23, 2016.

A. What are some of the ways in which they failed to cooperate?

Employers have failed to respond to subpoenas, provide records, attend fact finding conferences, deny applicability of the law and cease communication.

B. In situations where employers have failed to keep legally-required records and an employee testifies credibly regarding the hours they have worked or the wage they are promised, is the employee's testimony sufficient to obtain the wages they allege to be owed?

If employers fail to keep records as required by law, the employee's testimony weighs heavy in the determination of wages owed.

150. What are the procedures by which OWH investigators apply the presumption required by D.C. Code § 32-1305(b), which requires that "the remuneration promised by an employer to an employee shall be presumed to be at least the amount required by federal law, including federal law requiring the payment of prevailing wages, or by District law"? Although the District cannot directly enforce federal prevailing wage laws like Davis Bacon, aren't claimants working on public contracts who file claims under the District's Wage Payment Act entitled to avail themselves of this presumption when they are paid less than federal prevailing wage laws like Davis Bacon require?

The Office of Wage-Hour (OWH) readily applies *Chapter 13: Payment and Collection of Wages* to all valid claims and wage laws investigated and enforced by DOES. However, OWH does not have enforcement jurisdiction over Davis Bacon. In those instances, the office works in coordination with the Department of Labor to address the particular violation.

151. For the claims under Davis Bacon or the Living Wage Act, what steps are taken to relay information to other agencies involved with the DC contracts in question?

For claims that have been filed under Davis Bacon or the Living Wage Act that have come in question, the Office of Wage-Hour works with the Office of Contracting and Procurement and/or the appropriate District of Columbia agency. The violation is discovered during the investigation period. The appropriate entity is sent correspondence alerting them of the contractor(s) in question and requesting the necessary documentation required for the investigation. The office works closely with other agencies on any and all alleged violations.

DOES convened Train the Trainer sessions for DC agencies to educate our sister agencies on the Wage Theft Amendment Act of 2014 and the District wage theft laws.

152. How long do claims referred to the Office of the Attorney General take to resolve? Does this include the time that the claim was being investigated by OWH?

The determination of a claim resolution referred to the Office of the Attorney General (OAG) is determined by the OAG and D.C. Superior Court. However, the Office of Wage-Hour records reveal the average for claims referred to the OAG is 15 months. This does not include the investigation time by the Office of Wage-Hour as once the claim is referred by our office, the investigation is concluded.

153. Is the three-year Statute of Limitations tolled while an OWH and the OAG's investigations are being conducted or are workers who have suffered longstanding violations potentially losing eligibility for back pay with each day that passes during the investigations?

The three-year Statute of Limitations is tolled when a case is filed in D.C. Superior Court. Cases that fail to be filed in a timely manner with the Office of Wage-Hour will not be accepted if the Statute of Limitations has passed.

154. What is OWH's procedure for determining when to close a case? If an employer pays a portion of an employee's claim, is the case ever closed even though the employee still believes more is owed? If OWH decides to accept on an employee's behalf less than the employee believes s/he is owed, what options does the employee have to appeal or contest that decision? Does accepting partial payment limit the employee's ability to avail themselves of those options?

OWH's procedure for determining when to close a case is outlined below:

* Case is settled by all parties and damages are paid in full;
* Unable to locate employer or employee after exhausting all investigative activities;
* Lack of evidence; and
* Statute of Limitations has expired.

An employer must pay the entire amount due before the case is closed. If OWH is unable to collect the remaining balance, the case may be referred to OAG for prosecution. OWH will not accept an agreement without the employee's consent. If an employee agrees to settle, that agreement is binding, and the employee cannot seek additional damages. If there is no agreement, the case is referred to the OAG for prosecution.

155. In how many cases have broad investigations extending beyond the original complaint been conducted of a business or workplace? In what percentage of these cases are additional violations beyond the original complaint found? How much is the total value in wages owed and damages owed of these additional violations unearthed due to broader investigations?

	FY14	**FY15**	**FY16**
In how many cases did employers fail to respond or fully cooperate with the administrative process?	5	4	1
In how many cases have broad investigations extending beyond the original complaint been conducted of a business or workplace?	15	5	1
In what percentage of these cases are additional violations beyond the original complaint found?	15	5	1
How much is the total value in wages owed and damages owed of these additional violations unearthed due to broader investigations?	$54,475.26	$22,247.72	$3,325.00

156. If a claimant does not have photo identification necessary to enter a DC government building, what options does OWH make available to them to conduct an interview accompanying a claim?

The Office of Wage-Hour sends a representative to the lobby to speak with individuals without proper ID who are requesting services from the program. Staff discusses their claim to assure coverage and provide them with claim forms if they have a claim that can be addressed. They are advised that a claim can also be filed on-line and claim forms can be mailed or emailed upon request.

157. What steps, if any, does DOES take to apprise claimants of the status of their case after it has been referred to the office of Attorney General and before a settlement is reached?

The Office of Wage-Hour sends a letter to the claimant at the time the case is referred to the Office of the Attorney General. As the OAG provides updates to Wage-Hour, the office in turn will update the claimant accordingly.

158. If an employee files a complaint with his or her employer because they have not received the wages they are owed and the employer fires them in retaliation, how would the OWH be able to do to assist them if they filed a retaliation complaint?

The Minimum Wage Act and the Accrued Sick and Safe Leave Act both prohibit an employer from discharging or discriminating against an employee who has filed a complaint or instituted or caused to be instituted any proceeding under the Act. Neither act gives the Office of Wage-Hour the power to demand reinstatement. The acts subject the

employer, upon conviction, to a fine or penalty. The Wage-Theft Amendment Act prohibits an employer from retaliating against an employee, and if these violations occur the employee may file a claim with the Office of Wage-Hour. If the Office of Wage-Hour determines that this violation occurred, the claim will be referred to the Office of the Attorney General for prosecution.

159. DOES's responses to performance questions last year stated that the Accrued Sick and Safe Leave Act does not give the Office of Wage-Hour the authority to demand reinstatement when an employee is fired in retaliation for making a sick days complaint. However, D.C. Official Code § 32-131.12(d), which went into effect in February 2014, states that "If the Mayor determines that an employer has violated any provision of this act, the Mayor shall order the employer to provide affirmative remedies including . . .(2) Reinstatement or other injunctive relief." If that language isn't sufficient to give the OWH authority to protect employees from retaliation, what further legislative amendment, in the agency's view, would be needed to provide this authority? If the OWH does have authority to issue reinstatement, please explain how OWH decides when to use that authority and how often it has ordered reinstatement in each of the past two fiscal years.

D.C. Code § 32-131.12(d) provides sufficient authority for OWH to order reinstatement for a retaliatory termination. OWH will use the authority to issue the reinstatement order, when it determines that a violation of the Accrued Sick and Safe Leave Act has occurred and the complaint includes a retaliatory termination. For the past 2 fiscal years, there has been no complaint that alleged a retaliatory termination.

160. Is the OWH able to weigh conflicting evidence and officially determine what an employee is owed or are all contested claims ultimately referred to the Office of Attorney General?

By mandate, the Office of Wage-Hour administers an impartial dispute resolution process for claims pursuant to provisions of the District's wage laws. OWH is part of the administrative process and all claims that are not resolved are referred to the Office of the Attorney General for resolution.

161. Please provide the number of cases in FY15 and FY16, to date, referred to the Office of Attorney General for prosecution. How many of those cases that have been settled, reached final judgment, are currently in litigation, or are not in litigation, but remain unresolved?

During FY15 a total of 34 employee complaints were referred to the Office of the Attorney General with $127,725.58 owed. Additionally, a Living Wage Audit was referred which consisted of 365 employees totaling $3,623,968.20 owed. There were no cases assigned in FY16 because the Office of the Attorney General lacks assignment authority. To date, none of the cases have been settled, nor have final judgments been reached. There are currently no cases in litigation.

162. Please provide the number of new workers compensation claims in FY15 and FY16, to date. What was the total assessment? What was the average time to process the claims and make a determination? How does this compare with FY14?

The Office of Workers' Compensation received 10,744 new claims in FY15, and 4,380 in FY16 (as of January 29, 2016).

Total Assessment	FY15	FY16
Administration Fund	$15,449,399.77	$16,148,034.84
Special Fund	$4,500,000.01	$4,500,000.00

The average time to process uncontroverted lost-time and/or medical claims received in the Office of Workers' Compensation is three (3) days. This category of claim represents those where the parties agree on the question of a claimant's right to the receipt of benefits under the Act. Where either liability for the payment of, or a right to the receipt of, benefits is controverted by a party, the processing time from a party's request for an informal conference to a determination by a Claims Examiner is twenty-five (25) working days under the Act.

163. Please provide the number of Davis Bacon wage violations processed in FY15 and FY16, to date.

The Office of Wage-Hour does not have jurisdiction over Davis Bacon violations. The office confers with the Office of Apprenticeship Information and Training on these matters and refers the claim to the Department of Labor for investigation. For claims filed under Davis Bacon or the Living Wage Act that have come into question, the Office of Wage-Hour works with the Office of Contracting and Procurement and/or the appropriate District of Columbia government agency. The violation is discovered during the investigation period and the appropriate entity is sent correspondence alerting them of the contractor(s) in question and requesting the necessary documentation required for the investigation.

164. Please provide the number of Serious Hazards, Follow-up Inspections, Safety and Health Meetings, Safety and Health Training Sessions.

A. For the private sector program, provide the number of Initial visits, Training and Assistance visits, Follow-up visits.

	FY14	FY15	FY16 [as of 1/31/16]
Initial visits	79	228	57
Training & Assistance	26	42	9
Follow-Up Visits	34	27	27
Serious Hazards	258	757	187

Note: Private Sector OSH does not capture Safety & Health meetings as a performance indicator.

B. How does this compare with the previous year?

There was an increase in FY15 over FY14 due to an increase in staff.

165. What has DOES done to help Administrative Law Judges work to expedite backlogged cases and ensure cases are resolved timely in compliance with all requirements?

A. What is the current backlog and what is the average length of time prior to a decision being issued?

The Administrative Hearings Division (AHD) is making steady progress in its mission of eliminating the backlog of workers' compensation cases. As of the end of 2013, it was reported that the backlog consisted of 112 private sector and 46 public sector cases. As of December 2014, there were 73 private sector and 33 public sector cases in backlog status. As of December 2015, there are 35 private sector and 16 public sector cases in backlog status. Pending private sector cases as of January 31, 2016 are 25; and public sector cases remain the same.

The marked reduction in the number of backlogged cases was accomplished through the use of several strategies applied simultaneously, including the effective recruitment and hiring of five new Administrative Law Judges (ALJs); the reduction in the hearing schedules of those judges with the most cases in excess of 180 days overdue; and, the use of paralegals and judges with lighter caseloads providing drafting assistance to those judges carrying a backlog.

With the hiring of five additional ALJs, three of whom were private sector attorneys with extensive experience in D.C. workers' compensation law, the AHD now has a full complement of twelve ALJs; ten focused solely on private sector cases, and two primarily on public sector cases. As previously reported, these new judges had a direct impact in preventing the backlog from increasing but more importantly having an active role in its reduction. As for the judges who have continued to carry a backlog, their overall productivity has improved without the implementation of corrective measures; but this management tool is still being assessed as an option for this performance rating period.

All of the ALJs were provided with Dragon legal dictation software and the addition of a second computer monitor which has facilitated the timely issuance of decisions. In addition, hearing transcripts are now being received electronically, which allows the judges to word search as well as to cut and paste dialogue from the transcript directly into their decisions; another aide in issuing timely decisions.

With the increase in productivity provided the addition of new ALJs and drafting assistance from the paralegals, we believe that we have met our commitment to substantially eliminate the backlog. While the goal of reporting the complete

elimination of the backlog has not been achieved, we expect to be in that position by the end of the current fiscal year.

166. The Living Wage Act of 2006 requires that the living rate be adjusted annually to reflect increases in the cost of living, allowing the Mayor discretion only in cases where inflation exceeds 3%. What was the living wage rate in FY15 and what will the updated living wage rate be in FY16?

The Living Wage rate for calendar year 2015 is $13.80 and $13.85 for calendar year 2016.

167. Please provide a detailed update of the Zip Code Project that was implemented by DOES in FY15?

DOES's Office of Wage Hour has commenced its first agency-directed wage theft outreach program entitled "Zip Code Project." This project provides a citywide foot patrol tasked with educating employers on the Wage Theft Prevention Amendment Act, which took effect on February 26, 2015, in addition to all other applicable wage laws. Over 1,000 businesses were visited.

168. Are more resources needed, such as additional FTEs, to properly implement and monitor compliance of wage-hour complaints?

With the enactment and application of the Wage Theft Prevention Amendment Act (WTPAA), the Office of Wage-Hour experienced a:

- A 25% decrease in Wage Payment cases;
- A 27% increase in Minimum Wage cases; and
- A 182% increase in Living Wage cases.

The Office of Wage-Hour is averaging 71 claims per month during FY16; and based on this trend, OWH anticipates serving well over 800 claims this year, which is a 22.54% increase in clients served over FY15.

169. DOES' responses to performance questions last year also stated that the Earned Sick and Safe Leave Act of 2013 regulations are published and posted on DOES's website, but it appears only the rules implementing the earlier Accrued Sick and Safe Leave Act of 2008 have been published there. Do those regulations need to be updated to reflect the 2013 amendments to this law? If so, when will this be done?

DOES will conduct a review of the current regulations and examine the areas where clarification is required, based on subsequent amendments to the Accrued Sick and Safe Leave Act.

XVI. First Source

170. How many First Source agreements have been signed to date?

Active Agreements	
FY 2015	796
FY 2016	233
Total	1,029

A. How many positions have been created from these agreements?

150 total of Job Orders and 661 Job Openings were created.

B. How many District residents were hired from these created positions?

233 District residents were hired to date.

171. Please compare the agency's FY15 and FY16 First Source Employment Agreement Program performance with the following goals:

A. What percentage of agreements of a contractual nature that met the First Source threshold, signed First Source Employment Agreements?

FY15 (10/01/2014 – 09/30/15)	
Agreements	100%

FY16 (10/1/2015 – 9/30/16)	
Agreements	100%

B. On average, what percentage of all new jobs created by the projects was performed by District residents?

FY15 (10/01/2014 – 09/30/15)		
Total Hires	**DC Hires**	**Percentage DC Residents Hired**
2,031	1,051	51.7%

FY16 (10/01/2015 – 2/10/2016)		
Total Hires	**DC Hires**	**Percentage DC Residents Hired**
336	158	47%

C. On average, what percentage of apprentices and trainees registered in programs approved by the D.C. Apprenticeship Council were DC residents?

Over 90% of apprentices and trainees registered in programs approved by the DC Apprenticeship Council were DC residents.

D. What changes were made in FY15 and FY16, to date to improve the implementation of this law and what changes are planned to get ready for the implementation of the newly reformed First Source law?

DOES is the District agency authorized to monitor and enforce the requirements of the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2 219.01 – 2.219.05), and relevant provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431). To fulfill this role as monitor and enforcer, DOES may require an employer to grant access to project sites, employees, and documents. Monitoring activities are intended to assess employer compliance with proscribed hiring or hours worked percentages, as well as ensuring that DOES is the first source for job recruitment, referral and placement. The addition of two (2) full-time employees (FTEs) was paramount to First Source's goal of increasing the amount of District residents connected to opportunities concerning DC assisted projects and contracts.

DOES continues to conduct a series of meeting and presentations with District agency partners, development firms, and business groups to ensure awareness of the First Source Employment requirement associated with the new law. As a result, Hoffman-Madison Waterfront (HMW) is fully committed to maximizing job and apprenticeship opportunities for DC residents at The Wharf and to explain and receive feedback on how projects and contracts are monitored. HMW, Clark and DOES worked collaboratively to establish a clear, accessible, and transparent reporting system to record and track the progress of each contractor and subcontractor at The Wharf in order to meet First Source requirements.

The reports are submitted monthly to DOES, HMW, and Clark whereby HMW prepares a summary of the overall progress to date that it shares with DOES, the Office of the Deputy Mayor for Planning and Economic Development (DMPED) and its Interagency Task Force. The summary report provides a clear snapshot of First Source progress to date such as how The Wharf and individual contractors are meeting their goals. It provides HMW, Clark and DOES with accurate and up-to-date information, and allows HMW, Clark and DOES to work with each individual contractor to assist in achieving determined goals and to better understand and avoid repeating previous failures.

First Source is launching an enhanced electronic reporting system in FY16 designed to allow contractors to submit hiring data on the 51% of all new hires on any government-assisted projects or contracts ranging from $300,000 to $4,999,999. As it became increasingly evident that electronic systems were necessary to ensure that all the

regulations were being properly followed, this e-system will also provide oversight regarding the new First Source law. DOES purchased the LCP Tracker database application to properly capture data from employers with projects totaling $5 million or more that are subject to following new law requirements.

The system captures and reports on the following:

1. Percentages of total number of hours worked on the project/contract by trade and by District residents;
2. Total number of journey worker hours, by trade, percentage worked on the project or contract and the total number of journey worker hours, by trade, to be worked by DC residents;
3. Total number of apprentice hours, by trade, worked on the project or contract and the total number of apprentice hours, by trade, worked by DC residents;
4. Total number of skilled laborer hours, by trade, worked on the project or contract and the total number of skilled laborer hours, by trade, worked by DC residents; and
5. Total number of common laborer hours worked on the project or contract and the total number worked by DC residents.

172. How many non-compliant letters were sent out in FY15 and FY16, to date? What are the next steps if these employers do not comply?

In FY15, six hundred and fifty-two **(652)** noncompliance letters were sent out to employers who failed to submit monthly compliance reports during the reporting period. In FY16, two hundred and two **(202)** noncompliance letters were sent out to employers who failed to submit monthly compliance reports during this reporting period. All beneficiaries of government assisted projects receiving $300,000 or more are required to enter into a First Source Agreement with the District. First Source has previously identified and sent warning letters indicating contractors' non-compliance status. Warning letters are issued to employers whose monthly compliance reports are not submitted by the 10th of each month or show they have fallen below the mandated hiring requirements.

If deficiencies are found, noncompliance letters are sent to the employer with a copy to the contracting officer. Employers are given 30 days to correct deficiencies and failure to do so will result in DOES requesting that the contracting agency withhold payments if warranted. If the employer is determined to have failed to meet the overall mandated hiring requirements at the end of the contract period or at the completion of the project, DOES may recommend monetary sanctions to the contracting agency as only the contracting agency or the Office of the Deputy Mayor for Planning and Economic Development may impose sanctions against an employer.

173. How is the DOES tracking employers who have executed a First Source agreement?

To reiterate, DOES is the District agency authorized to monitor and enforce the requirements of the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Official Code §§ 2 219.01 – 2.219.05), and relevant

provisions of the Apprenticeship Requirements Amendment Act of 2004 (D.C. Official Code § 2-219.03 and § 32-1431). To fulfill this role as monitor and enforcer, DOES may require an employer to grant access to project sites, employees, and documents. Monitoring activities are intended to assess employer compliance with proscribed hiring or hours worked percentages, as well as ensuring that DOES is the first source for job recruitment, referral and placement. The First Source team monitors and reviews all contract controls to determine if prime contractors and subcontractors are subject to DC Law 14-24. Monitors notify subject stakeholders and company officials to establish meetings in order to provide technical assistance involving the First Source Process.

Regular construction site visits are conducted to determine if the prime or subcontractors' workforce is adhering to the submitted Agreement and Monthly Compliance Reports. In addition, monitors inspect and copy certified payroll, personnel records and any other records or information necessary to ensure the required workforce utilization is in compliance with the First Source Law. Monitors also conduct desk reviews of *Monthly Compliance Reports* and educate Employers about additional services offered by DOES, such as On-the-Job training programs and tax incentives for Employers who hire from certain categories. Monitors are also responsible for and completing statistical reports that identify the overall project, contractor, and sub contractors' hiring or hours worked percentages and providing formal notification of non-compliance with the required hiring or hours worked percentages, or any alleged breach of the First Source Law to all contracting agencies, and stakeholders.

174. What is the agency's timetable for promulgation regulations for the newly reformed First Source law?

In 2011, Mayor's Order 2011 – 47 elevated First Source compliance to the Deputy Mayor for Planning & Economic Development (DMPED), and the new law took effect February 24, 2012.

XVII. Local Adult Job Training

175. What was the local FY15 funding for adult job training used for?

The FY15 grant training providers are Innovative Institute (CNA), Southeast Children's Fund (CDA), and Graduate School – USA (Accounting, Management (non-profit), Legal Studies (paralegal), IT / Cyber Security, and Medical Office Administration).

FY15 was directed to the following:

* MOU establishing MPD Cadet training program for District high school graduates (or GED) between the ages of 17-20;
* LEAP program;
* Transitional Employment Program (TEP) / Project Empowerment; and
* MOU with OSSE on Adult Basic Education & Literacy.

176. Was all funding for adult job training expended?

Not all program funding for FY15 was expended. However, DOES is on track to fully expend training funds for FY16.

The Adult Training Grants are currently active and ended February 12, 2016. A program extension request was submitted by Graduate School USA due to a delayed start of the program, bringing the program end date to April 2016 and their retention period to June 2016.

The funding associated with the Adult Literacy MOU with OSSE and the MPD Cadet Program is expected to be expended at the end of the completion year, which in turn is the completion of the MOU agreement.

177. What were the outcomes of these expenditures? Please address:

A. How many residents were able to access job training?

In the most recent grant period, between February 2015 and February 2016, a total of 263 District residents were able to access local grant-funded job training programs at Graduate School, USA, Innovative Institute, and Southeast Children's Fund. Of those 263, 193 were in training during FY15, with an additional 70 trainees beginning training in FY16.

An additional 51 residents were enrolled in the MPD training program based on an MOU.

B. How many completed training? How does this compare with the previous year?
C. How many were placed in jobs?
D. At what wage rate?
E. How many retained employment for 6 months or more after first hired?

(See Attachment 28)
(See Attachment 29)

178. In FY16, how many residents do you plan to provide adult job training? What plans are in place to ensure completion of this goal?

DOES is planning to serve approximately 1,600 District residents in locally-funded job training programs through the following three (3) units: Employer Services; Project Empowerment; and Special Programs.

Employer Services manages the On-the-Job Training (OJT) and Pre-Apprenticeship programs. Scheduled to officially launch March 1, 2016, OJT is slated to serve and train 30 adult participants by September 30, 2016. The Pre-Apprenticeship program hopes to serve and train 150 adult participants.

Project Empowerment, a transitional employment program, has served and trained 238 District residents in Quarter One (1) this fiscal year and is estimated to serve an additional 600 adults this fiscal year.

Special Programs manages locally-funded grants and workforce-related MOUs. During Quarter One (1) of this fiscal year, DOES grant programs have served and trained 249 District residents - MOUs have served 105 adults.   While the MOUs are slated to train an additional 60 adults this fiscal year, DOES' last grant cycle ended on February 12, 2016, and preparation for the next grant cycle is currently on-going. The total projected number of trainees in FY16 is dependent upon: 1) how expeditiously grant awards are made; and 2) the offerings and capacity of awarded training programs. For the next local grant cycle, the Office of Special Programs hopes to serve 600 additional District residents as planned last year, approximately 100 of which will fall within FY16.

All of these programs will ensure completion of their respective goals by producing weekly reports in addition to conducting site visits to employers and vendors to effectively track program compliance and completion.

179. Provide the following information for every job training program offered by your agency:

A. Expected number of participants in FY16
B. Actual number of individuals enrolled in FY15
C. Total number of individuals enrolled in prior years
D. Total number of participants that completed program
E. Number of participants that secured employment
F. Number retained employment for three (or six) months
G. Median wage two quarters prior to job placement
H. Median wage two quarters after job placement
I. Total number who earned a credential (i.e. GED, industry-recognized certificate, or post-secondary)

(See Attachment 28)
(See Attachment 29)

180. Education and training at the post-secondary level including Associate's Degrees, Workforce Development certificates, and Continuing Education should come through the UDC Community College.

A. What is your relationship with the UDC Community College?

DOES currently has a stable working relationship with the UDC Community College, however, that relationship should be much stronger and more integrated. DOES and UDC-CC are in the process of renewing our MOU for the Backus American Job Center and are working to revitalize our relationship.

B. Are there any formal agreements in place between DOES and the Community College?

DOES is in the process of renewing the Memorandum of Understanding for space to accommodate and operate the American Job Center at the Backus campus.

C. Is the UDC Community College training your incumbent staff to upskill so that they can climb the career ladder?

Currently, the UDC Community College does not train DOES incumbent staff, rather training is provided through the District of Columbia Department of Human Resources, Center for Learning and Development. Additionally, staff training is provided by Department of Labor, Employment and Training Administration and a host of other professional organizations specializing in the core disciplines and mission of DOES.

D. How does the new Workforce Innovation and Opportunity Act (WIOA) impact your working relationship with the Community College?

WIOA's centerpiece to develop a more integrated workforce system is a more holistic approach to the programs, especially the Title I occupational education programs and the Title II adult basic education program. There are numerous instances where WIOA either requires or facilitates better coordination between these programs, such as participant co-enrollment. Crucially, WIOA updates the statute to reflect the fact that a post-secondary credential is increasingly necessary to attain a middle-class lifestyle. WIOA makes a variety of changes to steer the system away from a "job-first" mentality to a structure that emphasizes obtaining a "recognized post-secondary credential". One of the principal ways WIOA encourages greater alignment between programs is by replacing the Title I-specific state plan with a unified state plan that covers all core programs. A state may also opt to file a combined state plan that encompasses the core programs and at least one other specified program, including Perkins CTE programs. The plan must detail how the lead state agencies will align and integrate workforce and education data. Notably, the plan must also detail "how the State's strategy will engage the State's community colleges and area career and technical education schools as partners in the workforce development system…" In general, WIOA develops additional opportunities for collaboration and service delivery integration between DOES and the UDC-Community College.

E. Discuss the operational relationship between the two entities at the Backus campus.

The current operational relationship with the UDC Community College is strictly a tenant-landlord relationship with no program integration.

F. What do you see as the ideal relationship between DOES and the Community College?

An ideal relationship between DOES and the Community College would include:

- For UDC-CC to serve as DOES' primary occupational skills partner;
- For UDC-CC to be on the federally approved Eligible Training Provider List;
- Satellite locations and integration into the registration and placement of students at key locations (Staff Integration);
- UDC-CC to provide industry recognized, job-driven training that is informed by the needs of District employers;
- Collaboration with respect to addressing the needs of students while balancing the requirements for data collection, reporting, and documentation of outcomes; and
- Joint applications for relevant grant opportunities on behalf of the District.

XVIII. Wage Theft

181. In each of the past three fiscal years, under each of the following statutes, how many administrative complaints were filed with OWH, how many employees were involved, and how much compensation in total was alleged by the employees to be owed?

D.C. Wage Theft Statutes	Administrative Complaints			Total employees involved in cases			Total compensation at stake		
	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13
Accrued Sick and Safe Leave Act	19	7	2	19	7	2	$4,316.86	$1,457.00	$123.60
Minimum Wage Revision Act	103	48	78	103	381	600	$287,275.30	$288,345.74	$233,953.86
Wage Payment Act	484	399	432	399	399	215	$305,517.65	$442,561.14	$343,076.58
Living Wage Act	93	36	4	93	1676	0	$20,538,247.27	$2,540,269.85	$0
Contract Compliance / Davis Bacon	0	0	7	0	0	69	$0	$0	$183,466.64

182. In each of the past three fiscal years, how many employees did OWH determined were owed compensation and how many employees actually collected all of the compensation owed to them? How much compensation and damages was deemed to be owed to employees and how much compensation was actually collected from employers?

D.C. Wage Theft Statutes	Number of employees owed compensation			Number of employees who collected all compensation owed			Total compensation/damages deemed to be owed			Total compensation/damages actually collected on behalf of employees		
	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13
Accrued Sick and Safe Leave	8	7	1	8	0	0	$4,316.86	$0	$0	$4,316.86	$1,457.00	$123.60
Minimum Wage Revision Act	36	381	600	16	0	0	$279,932.32	$0	$0	$287,275.30	$288,345.74	$233,953.86
Wage Payment Act	255	399	215	249	0	0	$320,644.00	$0	$0	$305,517.65	$442,561.14	$343,076.58
Living Wage Act	93	1676	0	93	0	0	$20,549,215.43	$0	$0	$2,540,269.85	$2,540,269.85	$0
Contract Compliance / Davis Bacon	0	0	69	0	0	69	$0	$0	$183,466.64	$0	$0	$183,466.64

183. In each of the past three fiscal years, for each of the following statutes, how many employers had penalties or liquidated damages assessed against them beyond compensation owed? What was the total amount of penalties owed?

D.C. Wage Theft Statutes	Number of defendants deemed to owe penalties			Number of defendants deemed to owe other damages beyond compensation			Total penalties or other costs collected by the District			Total damages beyond compensation deemed to be owed to employees		
	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13
Accrued Sick and Safe Leave	0	0	0	0	0	0	$0	$0	$0	$0	$0	$0
Minimum Wage Revision Act	0	0	9	0	0	0	$0	$0	$0	$0	$0	$0
Wage Payment Act	0	0	34	0	0	0	$0	$0	$0	$0	$0	$0
Living Wage Act	0	0	365	0	0	0	$0	$0	$0	$0	$0	$0
Contract Compliance/ Davis Bacon	0	0	0	0	0	0	$0	$0	$0	$0	$0	$0

184. In each of the past three fiscal years, under each of the following statutes, in how many cases has DOES initiated investigations of a workplace or employer that extended beyond the original employee or employees who brought the complaint?

D.C. Wage Theft Statutes	Number of workplace investigations conducted that extended beyond the original employee(s) who brought the complaint		
	FY15	FY14	FY13
Accrued Sick and Safe Leave	0	0	0
Minimum Wage Revision Act	0	68	82
Wage Payment Act	3	0	0
Living Wage Act	0	1,314	4
Contract Compliance /Davis Bacon	0	0	0

185. Under each of the following statutes, how many cases have been filed with DOES since the beginning of FY13 in which no final resolution has yet been reached? How long have those cases remained unresolved?

D.C. Wage Theft Statutes	Total number of unresolved cases filed since FY13	Number of cases that remained unresolved					
		<60 days	61-120 days	121-180 days	181-240 days	241 - 365 days	> 365 days
Accrued Sick and Safe Leave	0	0	1	0	0	0	0
Minimum Wage Revision Act	0	0	3	5	21	13	2
Wage Payment Act	0	22	36	24	0	13	7
Living Wage Act	0	0	14	0	0	0	0
Contract Compliance /Davis Bacon	0	0	0	0	0	0	0

186. Of the cases that were resolved in FY15 or FY16, to date, how long a period passed between when those cases were filed and when a final settlement or determination was reached?

D.C. Wage Theft Statutes	Number of cases that have been resolved, by determination or settlement, by length of time between filing and resolution					
	<60 days	61-120 days	121-180 days	181-240 days	241 - 365 days	> 365 days
Accrued Sick and Safe Leave	10	1	0	0	0	0
Minimum Wage Revision Act	7	5	0	0	0	0
Wage Payment Act	81	51	12	8	0	0
Living Wage Act	3	8	0	0	0	0
Contract Compliance /Davis Bacon	0	0	0	0	0	0

The average time to process and make a determination by the Office of Wage-Hour is 62 days.

During FY13, FY14, and FY15, claimants received compensation and one year's wages on average almost immediately after the determination. There are instances where claimants; payments are placed on payment plans, these agreements are paid out on average of four months. However, depending on the businesses ability to pay, the amount due and the number of employees owed, this time, may be extended, but not to exceed the three-year statute of limitation requirements.

187. How many OWH complaints involving how many employees were referred to the Office of Attorney General, and how much compensation were the employees alleging they were owed?

D.C. Wage Theft Statutes	Cases Referred to OAG			Total employees involved in cases			Compensation allegedly owed		
	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13
Accrued Sick and Safe Leave Act	0	1	-	0	1	-	$0	$129.45	-
Minimum Wage Revision Act	6	0	-	9	0	-	$321,678.68	$0	-
Wage Payment Act	14	13	-	34	68	-	$127,725.58	$83,788.38	-
Living Wage Act	2	0	-	365	0	-	$3,623,968.20	$0	-
Contract Compliance /Davis Bacon	0	0	-	0	0	-	$0	$0	-

A total of 68 employee complaints were referred to the Office of the Attorney General in FY14 alleging *a total of $83,788.38 owed.* During FY15, a total of 34 employee complaints were referred to the Office of the Attorney General, these complaints totaled $127,725.58 owed. Additionally, a Living Wage Audit was referred consisting of 365 employees was referred, totaling $3,623,968.20.

188. How many employees whose cases had been referred to the OAG received compensation from the employer and how much compensation was received in total?

D.C. Wage Theft Statutes	Civil complaints filed			Civil settlements reached			Civil decision rendered			Criminal complaints filed		
	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13	FY15	FY14	FY13
Accrued Sick and Safe Leave Act	0	0	0	0	0	0	0	0	0	0	0	0
Minimum Wage Revision Act	0	0	0	0	0	0	0	0	0	0	0	0
Wage Payment Act	1 *$1,147	5 *$2,224	0	0	0	0	0	0	0	0	0	0
Living Wage Act	0	0	0	0	0	0	0	0	0	0	0	0
Contract Compliance /Davis Bacon	0	0	0	0	0	0	0	0	0	0	0	0

As a result of referrals to the Office of the Attorney General, the Office of Wage-Hour recovered a total of $2,224.00 for 5 employees in FY14 and $1,147.00 in FY15. However, a total of $18,207.29 was recovered in FY14 and FY15 on previous cases referred to OAG.

XIX. Workers Compensation

189. Please provide an update of the agency audit of the Special and Administration funds. Please provide a copy of any audits that have been completed.

The agency audit of the workers' compensation Special and Administration funds from 2012 to 2014 was completed on December 18, 2015. The financial statements are being prepared for transmittal from the Mayor to the Chairman of the Council of the District of Columbia. The audit for 2015 is currently underway.

190. Please provide an update on the agency's handling of the Verma cases.

The DOES has been advised that the District of Columbia Court of Appeals is holding oral argument on the Verma appeal on Thursday, March 24, 2016.