

FY 2023 PERFORMANCE PLAN

Arlington Employment Center		Economic Independence Division	Ockidde Harris x1436 Diane Alvira x1023 Jackie Chavez Hernandez x1429
Program Purpose	Facilitate employment and training opportunities to assist Arlington residents in becoming self-sufficient.		
Program Information	<ul style="list-style-type: none"> • Arlington Employment Center (AEC) provides a continuum of services including employment counseling, skills acquisition, workforce training, and job search support. • The Employment Center houses internal staff as well as staff from partner agencies: Virginia Employment Commission, Department of Aging and Rehabilitative Services, the National Council on Aging, Melwood Jobs, Service Source, and Catholic Charities’ Migration and Refugee Services. • The Arlington Employment Center is certified by the Commonwealth of Virginia as a Comprehensive American Jobs Center. • During the COVID Public Health Emergency, VIEW and SNAP E&T were voluntary for clients. In January 2023, the VIEW program once again became mandatory for clients receiving TANF. The two new VIEW Employment Services Specialists began assisting the 80+ clients in the queue in February 2023. • The AEC and Customer Service Center merged into a new bureau (Customer and Employment Services Bureau) in Q2 of FY 2023. A Bureau Director position was created to lead the new bureau. • The AEC increased access to employment services in FY 2023. Job seekers had access 1:1 review sessions, workshops, webinars, and on-demand videos on a variety of employment related topics through the AEC website without having to make contact with Arlington DHS in any other capacity. 		
Service Delivery Model	<ul style="list-style-type: none"> • During FY 2023, the AEC continued to primarily serve clients using a virtual/remote model with both workshops and case management services being delivered via Zoom and Teams, respectively. Clients were also seen in-person by request. • The Resource Center continued to be open by appointment to provide clients with access to digital resources and 1:1 assistance as needed. The Resource Center will reopen without appointments in FY 2024. • The Child Development Associate (CDA) credentialing program continued with virtual delivery in FY 2023 to accommodate the needs of students, all of whom should be working by the third month of the program. 		
PM1: How much did we do?			
Staff	<p>Total 11.5 FTEs:</p> <ul style="list-style-type: none"> • 0.5 Bureau Director • 1 Employment Services Supervisor • 8 Employment Services Specialists • 1 Workforce Development and Curriculum Manager • 1 Workforce Development Trainer and Coordinator <p>Contractors:</p>		

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	<ul style="list-style-type: none"> 1 Workforce Development Services Technician 				
Customers and Service Data		FY 2020	FY 2021	FY 2022	FY 2023
	Total Clients Served	849	586	730	893
	Case Managed Clients	-	302	617	702
	Avg CM Clients per Month	416	181	295	322
	New Students Enrolled in CDA	-	19	31	34
		FY 2020	FY 2021	FY 2022	FY 2023
	Number of Workshops	112	105	47	70
	Attendance at Workshops	519	523	200*	274**
	<p>In FY 2022, Total Clients Served was revised to incorporate all clients who were assigned to a case manager – including those receiving active case management, and those who attended 1:1 review sessions, CDA trainings, or workshops. In prior years, this measure who were receiving active case management.</p> <p>* In FY 2022, the core workshop requirement was removed, resulting in reduced workshop attendance. Social media and soft skills workshops were suspended due to vendor availability, limiting the number of workshops and also contributing to lower attendance.</p> <p>**Not captured here are the number of people who have watched one or more of the over 20 on-demand videos available during FY 2023.</p>				

PM2: How well did we do it?

2.1	Average time from case assignment to placement into employment
2.2	Client satisfaction with Case Management

PM3: Is anyone better off?

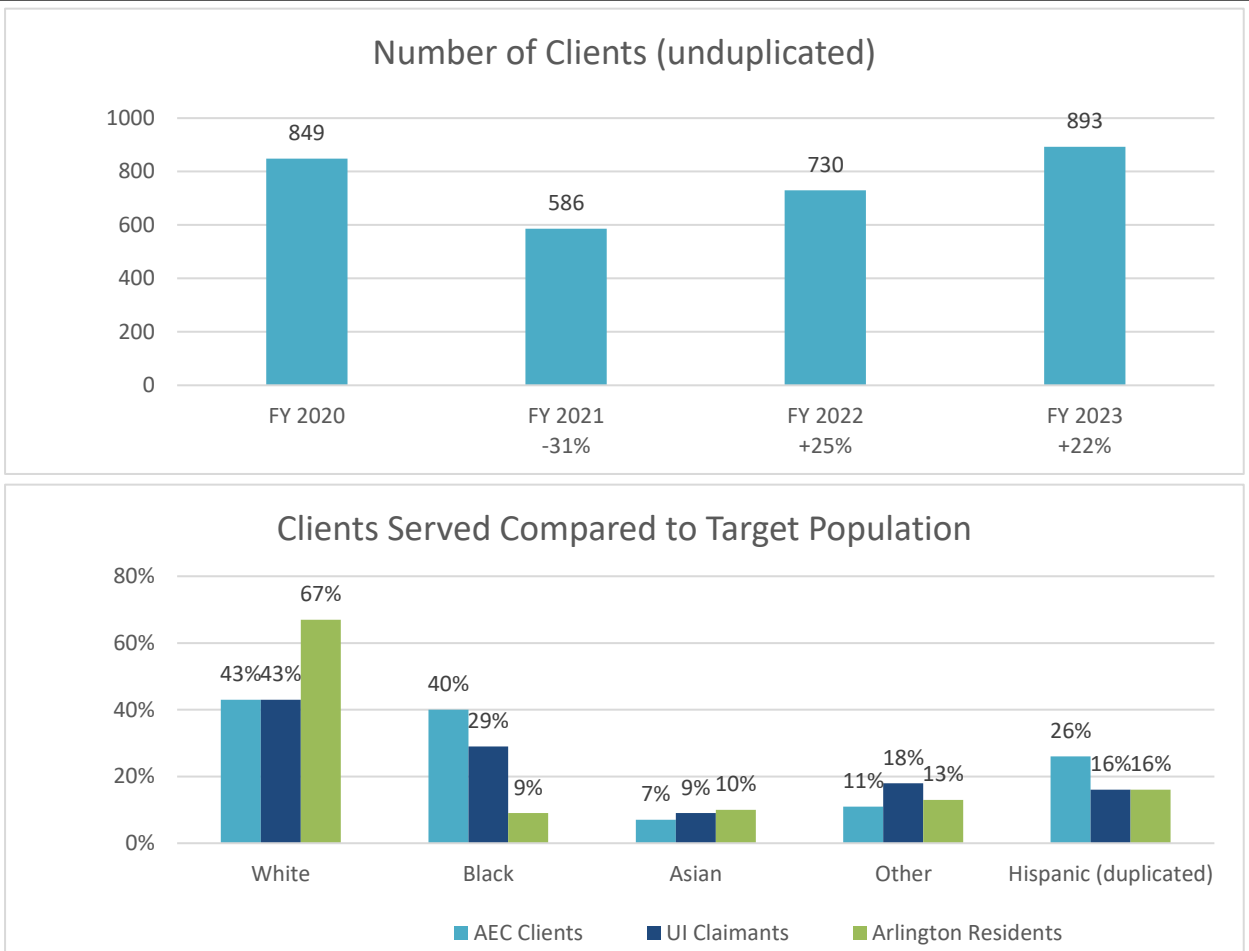
3.1	Placement rate for case managed clients
3.2	Wage at time of placement into employment
3.3	Clients still employed after three months

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Measure 1 Total Clients Served

Data



Data Summary

- The total number of clients served in the AEC in FY 2023 increased by over 20 percent to the highest it's been since before the Covid-19 pandemic (893). The last time the total number of clients served exceeded 800 was in FY 2020.
- In FY 2023, the AEC case managed a disproportionate percentage of clients identifying as Black (40%) and Hispanic (26%) in FY 2023 compared to their percentages in the Arlington population and UI Claimant population.
- Clients identifying as White were under-represented in comparison to their percentages in Arlington. However, these same clients were served at rates equal to claimants of unemployment insurance in the Commonwealth.
- When it came to clients identifying as Asian, there were no differences among the populations. Clients identifying as Other were served at rates similar to their representation in Arlington but were under-represented in comparison to their percentages among UI claimants in Virginia.
- Unemployment insurance (UI) claimant data is from April 1, 2022, to March 31, 2023, per Virginia Employment Commission.

What is the story behind the data?

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- The total number of clients served in the AEC increased in FY 2023, due in part to opening up workshops/webinars to the general public, the institution of 1:1 review sessions (also open to the general public), the VIEW program reopening in January 2023, and the availability of B2W funding.
- In FY 2023, the AEC continued to serve a disproportionate number of Black clients compared to the proportion Black residents in the general public. This is likely due to the fact that residents identifying as Black continue to face significantly more barriers to obtaining employment than other groups. This continues to be true nationwide.
- Clients identifying as White were under-represented in the AEC compared to the overall Arlington population in FY 2023, as they were in FY 2021 and FY 2022. Forty-three percent of AEC clients considered themselves White, as compared to 67% of Arlington’s population. Case management services are generally geared toward the unemployed, and White residents in Arlington represented 43% of those filing unemployment claims in FY 2023.
- For FY 2023, Hispanic clients were served in the AEC at a proportion greater than that seen in the general Arlington public and among UI claimants in the Commonwealth of Virginia.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Explore opportunities to reopen the AEC office in AMCC. • Review definition and service standards for case management, and ensure data collection is consistent. 	<ul style="list-style-type: none"> • Q3 of FY 2024 • Q3 of FY 2024

Forecast

- For FY 2024, the AEC expects to see the total number of clients remain consistent.

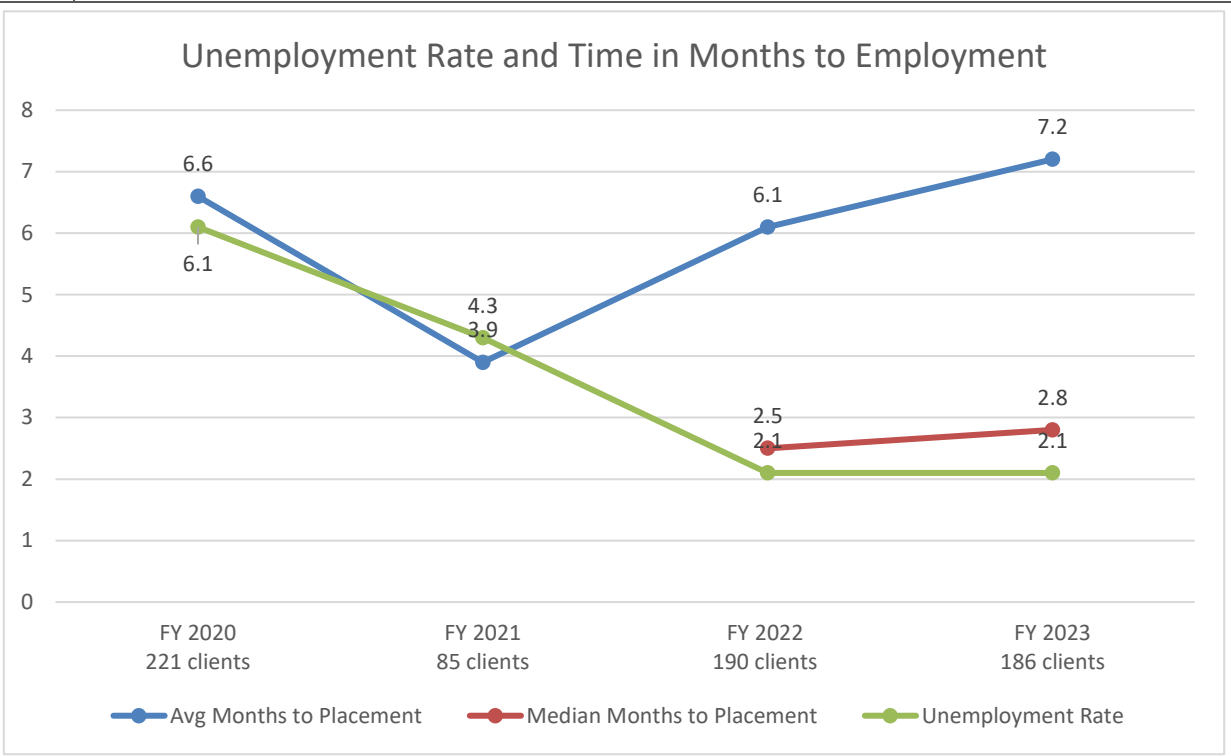
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Measure

2.1

Average Time from Case Assignment to Placement into Employment (months)

Data



Data Summary

- The average unemployment rate for Arlington in FY 2023 was the same as it was in FY 2022, 2.1%.
- The average time job seekers required to obtain employment in FY 2023 was 7.2 months (218.5 days), up from 6.1 months in FY 2022. The median time to employment was 86 days or 2.8 months, up from 2.5 months (74 days) in FY 2022.
- The goal for this indicator is 3 months. The indicator measures the time in months from the client being assigned to an Employment Services Specialist to placement into employment.
- Beginning in FY 2022, we also began measuring the median time to placement as the average time was affected by outliers in the data.
- Data is derived from the Efforts-to-Outcomes (ETO) data system and the Virginia Employment Commission for unemployment data.
- Data was only available on 186 clients for FY 2023.

What is the story behind the data?

- In FY 2020, due to COVID-19, the unemployment rate skyrocketed to 6.1% by the end of the fiscal year and a lot of industries shut down. This led to an inability to find a job in a timely manner for many clients.
- With the availability of COVID vaccines, industries began to open back up during the second half of FY 2021. This improved clients' ability to apply for and obtain employment. However, capacity limits in many businesses suppressed the overall number of available positions in some industries.

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- During FY 2022, further improvements in the economy resulted in more clients obtaining employment. This includes a number of AEC clients who had been receiving services for two years or more. While this is great news and a successful outcome for these long-term clients, the average time from case assignment to employment increased significantly. The median time from assignment to employment (2.5 months) is much more representative of the average AEC client. This trend continued in FY 2023. The median time in months remained similar (2.8 months) to that of FY 2022.
- In order to assist clients with high barriers, the AEC continues to provide wraparound support services to pay for transportation, professional clothing, ESOL classes, and laptops, among other items.
- For FY 2023, clients continue to have access to online platforms such as SkillUp. Clients also had increased access to resume, cover letter, and interviewing supports with the rollout of on-demand videos and 1:1 review sessions.
- The pandemic forced a disproportional number of low-skilled workers out of employment. Employers increased use of gig workers/contractors, improved AI systems, and self-service kiosks, has limited full-time employment opportunities for low-skilled workers. This will cause a longer average case management timeframe for many AEC clients.

Recommendations

Target Dates

- Continue to modify the Employment Center’s case management philosophies and practices, as well as workshop offerings, to align with the current needs of clients and evolving Labor Market Information (LMI).
- Continue to move to a more proactive vs reactive case management style to increase participation while reducing the timeframe in the programs.
- Explore ways to help clients utilize AI tools to improve their job search, resumes, and cover letters.

- Ongoing
- Ongoing
- Q4 of FY 2024

Forecast

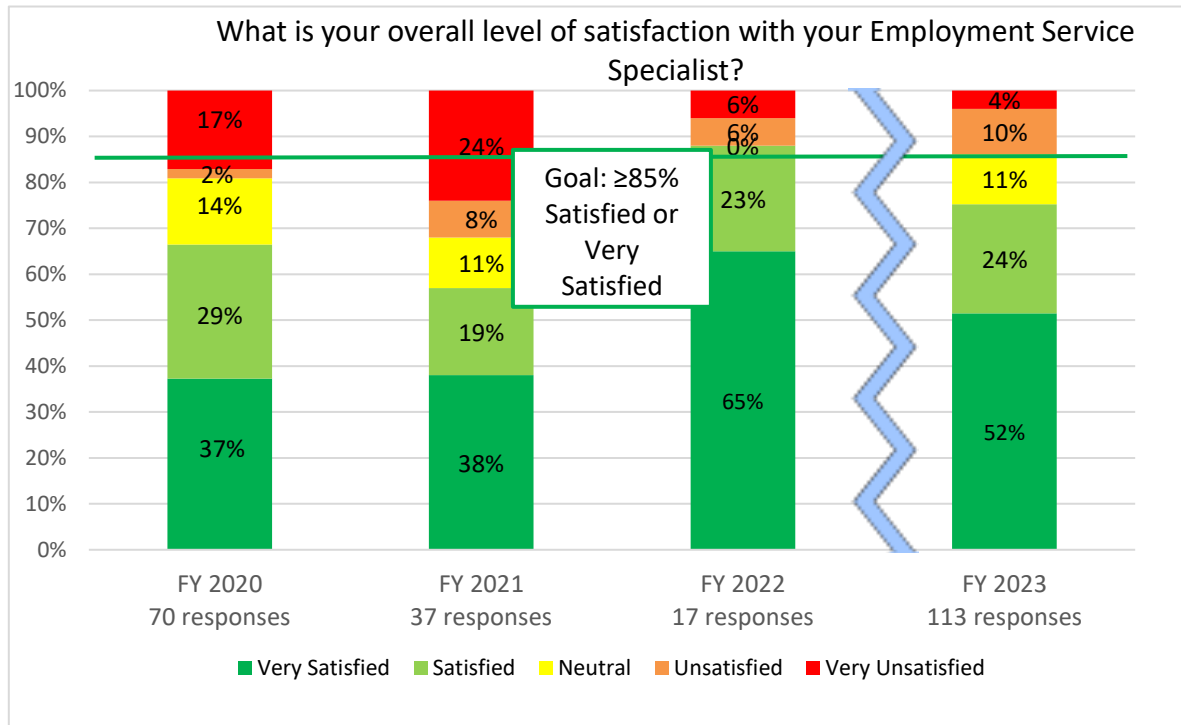
- In FY 2024, project to have an average of 5 months from assignment to case management to placement into employment. While the number of long-term case managed clients without placement is being reduced each FY, some still remain. The median time to placement is expected to remain below 3 months.

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Measure 2.2 Client Satisfaction with Case Management

Data



Data Summary

- FY 2023 data reveals that 76% of AEC clients are satisfied or very satisfied with their Employment Services Specialist based on the ratings provided. This is below the goal of 85%. However, less than 15% of clients reported dissatisfaction with their Employment Service Specialist. Eleven percent of respondents rated their level of satisfaction as Neutral.
- The survey uses a 5-point Likert scale where 5 is Very Satisfied. Satisfaction is measured with a response of 4 or 5.
- The new AEC satisfaction survey began being used in June of 2022. Surveys are distributed to clients via email or paper at 30, 120, and 210 days after case assignment. We use the Delay Send feature in Outlook to schedule and send emails with the survey link. Surveys are only available electronically in English, Spanish, and Amharic. Paper surveys are available in English, Spanish, Amharic, Pashto, and Dari. Data collection is done via Microsoft Forms.
- 828 surveys were sent out in FY 2023, with a response rate of 14%.

What is the story behind the data?

- In FY 2020, the AEC survey was revised to assess satisfaction with all services offered in the AEC. The survey was changed in June 2022 to assess services provided by Employment Services Specialists across 12 different domains. This measure inquires as to the customers' overall level of satisfaction with their Employment Services Specialist.
- Generally, overall client satisfaction with case management services seems directly correlated to responses to two survey questions—*My ESS helped me prepare for and/or*

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secure employment, and I feel like I am making progress towards my employment goals. Responses to these two questions generally go hand in hand as well.

- The new AEC survey also asks clients which method of service delivery (virtually, in-person, or both) they receive. Service delivery did not seem to have an impact on satisfaction with case management. This is likely due to the client being able to choose how they'd like to receive services.
- Clients have the option to provide their names, and dissatisfied clients are contacted by the ESS Supervisor to identify and correct any issues.
- For FY 2023, workshop satisfaction continued to be assessed separately after each workshop. Workshop satisfaction is not included in the chart above.

Recommendations

Target Dates

- As survey responses come in, examine data on which identified Employment Services Specialists are yielding high satisfaction rates so that best practices of those staff can be replicated, and additional training opportunities can be identified for staff whose client satisfaction rates are lower.
- For FY 2024, include a second chart to report workshop satisfaction.

- Q4 of FY 2024
- Q4 of FY 2024

Forecast

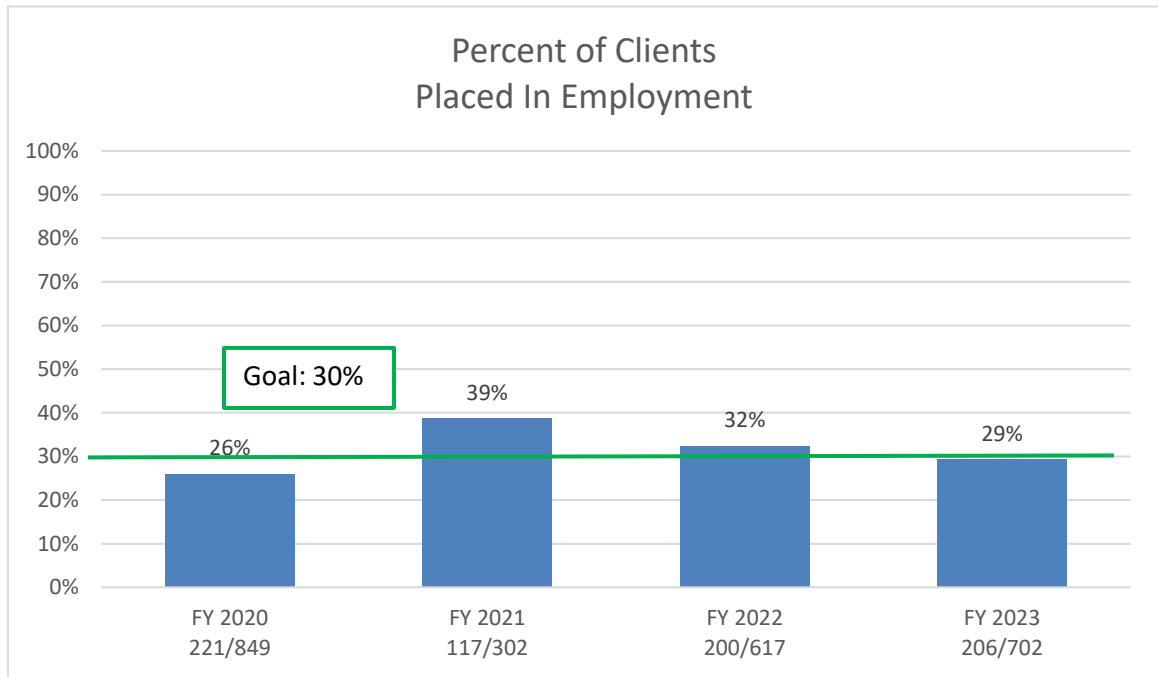
- In FY 2024, anticipate that at least 85% of clients served will express that they were satisfied or very satisfied with their Employment Services Specialist.

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Measure 3.1 Placement Rate for Case Managed Clients

Data



Data Summary

- The total number of FY 2023 placements was 237. Case managed clients accounted for 206 of these placements, which represented a placement rate of 29%, down from 32% in FY 2022.
- Although the AEC has established an overall internal goal of a 30% placement rate, the performance target set by external funders is 70% for CDBG/CSBG, 50% for VIEW/SNAPET and 80% for WIOA.
- All data is derived from the Efforts to Outcomes (ETO) system.

What is the story behind the data?

- AEC serves a significant number of low-skilled, undocumented, and/or new immigrants who are harder to place into employment. Low unemployment and vacancies primarily in high-skilled positions make it hard for these clients to obtain employment.
- The number of placements increased again in FY 2023. This is likely due in part to the AEC serving more clients, many of whom are VIEW participants and are now required to participate in work activities. During the pandemic years, VIEW participation was sparse.
- However, employers increased use of gig workers/contractors, improved AI and other autonomous systems, and self-service kiosks, has limited employment opportunities for low-skilled workers.
- Also, employers that typically serve in-office workers have either closed or reduced service (which affects staffing) with the continued use of hybrid or remote work models in many offices in this area.

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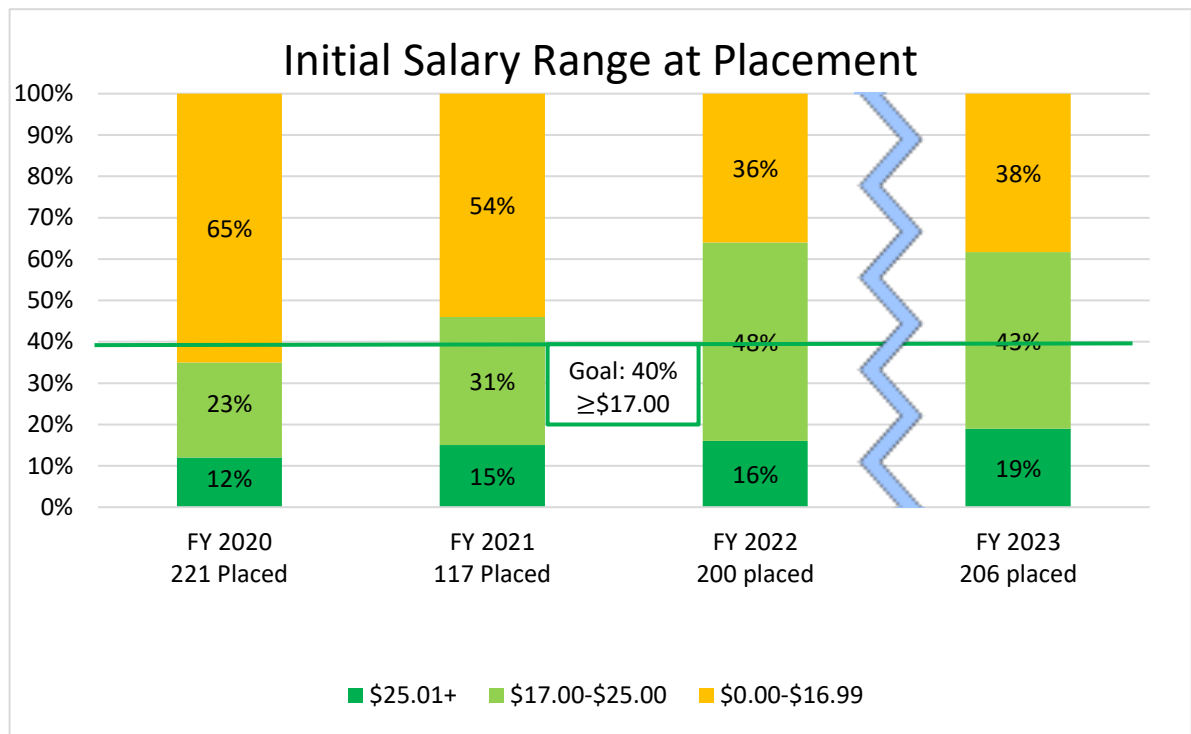
Recommendations	Target Dates
<ul style="list-style-type: none"> Analyze client data for the past 3-5 years to get an understanding of what our client pool looks like now and how it has changed over the years. Disaggregate data by as many data points as we have available with a focus on race as well as age, education level, LEP status, disability, gender, work experience in years, etc. Aim to have disaggregated placements added to next year's PMP. Continue to increase and offer professional workforce training at the AEC to train clients in the skills and certifications needed in the local workforce. Continue to increase the partnership with BET so we can develop improved forecasting of when clients will be job ready and their applicable industry. Explore data capture for case managed clients vs clients receiving other AEC services. 	<ul style="list-style-type: none"> Q2 of FY 2024 Ongoing Ongoing Q2 of FY 2024
Forecast	
<ul style="list-style-type: none"> In FY 2024, we anticipate a placement rate of 30% for case managed clients served in the AEC. 	

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Measure 3.2 Wage at Time of Placement into Employment (Case Managed Clients)

Data



Data Summary

- In FY 2020, the ranges reflected the living wage of \$15.63 in Virginia.
- In FY 2023, the wage ranges were changed to reflect the current living wage in Arlington (\$17/hr. per Arlington County’s Office of Purchasing). The wage ranges for FY 2023 are: Less than \$17.00, \$17.00 to \$25.00, and \$25.01 and above.
- In FY 2023, 62% of clients placed into employment earned at least \$17.00 per hour, exceeding the target goal of 40%. The average wage at placement in FY 2023 was \$21.49 per hour, up from \$20.29 last FY.
- Calculations were based on 206 placements with initial salary information.

What is the story behind the data?

- Minimum wage in VA has changed as follows over the reporting period: \$7.25 per hour in 2020, \$9.50 in 2021, \$11.00 in 2022, and now \$12.00 per hour as of January 1, 2023. This has likely contributed to the increase in the percentage of clients meeting the starting wage goal. As expected, average starting salaries have crept up over this time as well.
- In FY 2022 and FY 2023, a much larger percentage of clients obtained employment with wages exceeding the living wage in Virginia. This is likely a direct reflection of the effort to push industry certifications when clients are provided with training. With certifications, clients can get higher wages. Additionally, we are now right fitting the client to the industry and training method to improve both success and placement.

Recommendations

Target Dates

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<ul style="list-style-type: none">• Continue outreach to separating military personnel and military spouses, as well as recent college grads, who generally qualify for jobs with higher wages.• Continue to improve the quality of in-house and external training providers to ensure that clients achieve more marketable training and mandate industry related certification/credentials.• Focus on recording measurable skill gains to show how the program has helped prepare clients for increase wages.	<ul style="list-style-type: none">• Ongoing• Ongoing• Ongoing
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Forecast

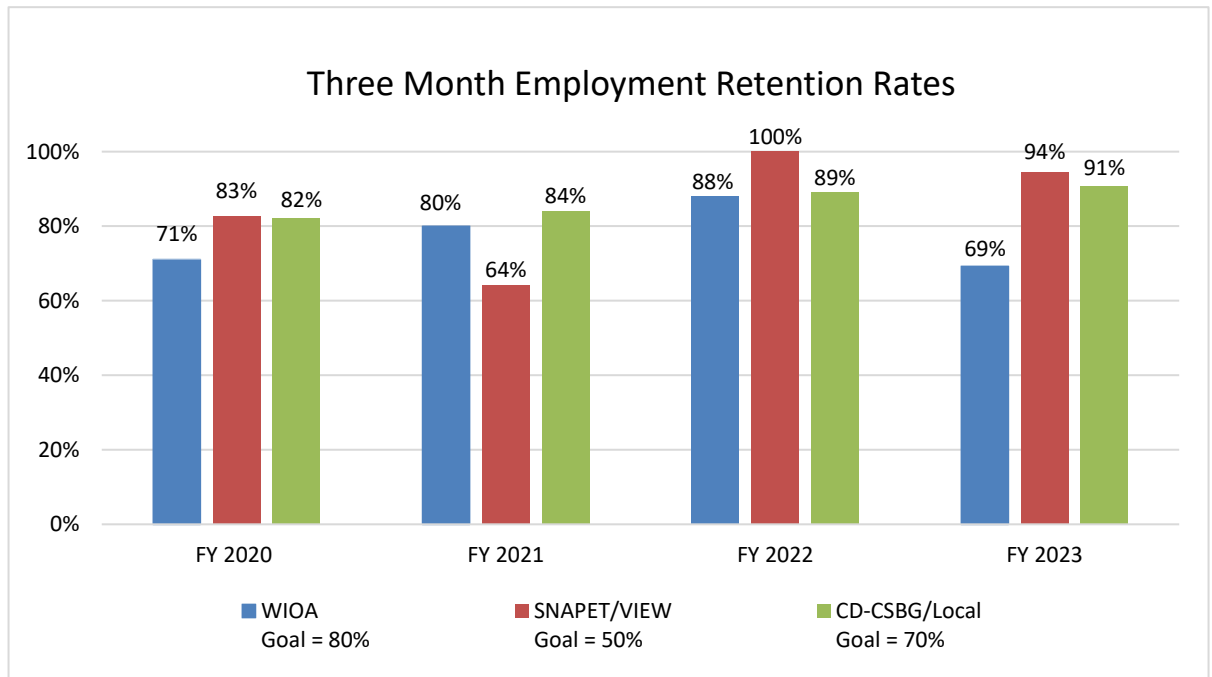
- In FY 2024, 60% of case managed clients are projected to obtain jobs paying a living wage.

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Measure 3.3 Clients still employed after three months

Data



Data Summary

- In FY 2023, the employment retention rates for all programs except WIOA exceeded their respective targets. Overall, 88% (134/153) of clients retained their job for at least 3 months.
- Retention rates were 91% for VIEW (10/11), 86% for CDBG/CSBG (6/7), 69% for the Workforce Innovation and Opportunity Act (WIOA) (18/26), 100% for SNAPET (7/7), 86% for GP (42/49), and 96% for Back 2 Work (51/53).
- To simplify the chart, we combined categories that had the same goal. VIEW and SNAPET have been combined, and General Population (GP) and Back 2 Work (B2W) are combined to make up the Local category which was then combined with CSBG/CDBG for PMP reporting purposes. WIOA remains its own category.
- Data is currently derived from ETO. Some clients are duplicated across funding sources.

What is the story behind the data?

- FY 2021, retention rates were negatively affected by COVID-19, where a lot of clients lost their jobs as a result of the economic downturn or left their jobs due to perceived unsafe work conditions or expanded unemployment benefits.
- In programs where the number of clients obtaining employment is very low, 1-2 clients can have a large impact on the percentages.
- Retention rates for FY 2023 generally remained high, likely due to another increase in the minimum wage in VA and a corresponding bump to some other salaries as a result. Also,

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increases in wages resulted in a higher percentage of placements earning a living wage. A tight labor market may have also resulted in employers making efforts to retain employees as well as employees being less likely to leave due to fewer alternative options being available.

Recommendations

Target Dates

- Continue to provide skills training to assist clients not only in obtaining a job, but in the soft skills necessary to retain a job.
- Conduct quarterly audits of follow-up clients to ensure the touchpoints are entered correctly for 100% of clients served who obtained employment during the fiscal year.

- Ongoing
- Ongoing

Forecast

- For FY 2024, project three-month employment retention rates will meet or exceed the following targets: 65% for VIEW and SNAPET clients, 80% for CDBG/CSBG and Local clients, and 80% for WIOA clients.