

**FY 2022 PERFORMANCE PLAN**

| <b>Arlington Employment Center</b> |   | <b>Economic Independence Division</b> |                | Ockidde Harris x1436<br>Joe Kelley x1429 |                |
|------------------------------------|---|---------------------------------------|----------------|--|----------------|
| Program Purpose                    | Facilitate employment and training opportunities to assist Arlington residents in becoming self-sufficient.   |                                       |                |  |                |
| Program Information                | <ul style="list-style-type: none"> <li>Arlington Employment Center (AEC) provides a continuum of services including employment counseling, skills acquisition, workforce training, and job placement.</li> <li>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.</li> <li>Since September 2010 the Arlington Employment Center has been certified by the Commonwealth of Virginia as a Comprehensive American Jobs Center.</li> <li>During FY 2022, both VIEW and SNAP E&amp;T continued to be voluntary for clients; therefore, participation was limited for these two programs resulting in fewer clients being served overall in the AEC. With the forecasted return of the VIEW program to mandatory in fall 2022, a general case manager has been reallocated to the VIEW program to address the over 160 VIEW clients awaiting service.</li> </ul> |                                       |                |  |                |
| Service Delivery Model             | <ul style="list-style-type: none"> <li>During FY 2022, the AEC primarily served clients using a virtual/remote model with both workshops and case management services being delivered via Zoom and Teams, respectively. However, clients continued to be seen in-person as needed with an appointment. It is anticipated that this service delivery model will continue throughout FY 2023.</li> <li>The Resource Center continued to be open by appointment only to provide clients with access to digital resources and 1:1 assistance as needed.</li> <li>The Arlington Mill Community Center (AMCC) office remained closed during FY 2022. It is anticipated that the AMCC office will open during FY 2023 once staffing is at capacity.</li> <li>The Child Development Associate (CDA) credentialing program was delivered virtually in FY 2022 to accommodate the needs of trainees, all of whom will ideally be working while completing the program. This service delivery model will continue in FY 2023.</li> </ul>   |                                       |                |  |                |
| <b>PM1: How much did we do?</b>    |   |                                       |                |  |                |
| Staff                              | Total 11 FTEs: <ul style="list-style-type: none"> <li>1 Employment Services Supervisor</li> <li>1 Senior Employment Services Specialist</li> <li>7 Employment Services Specialists</li> <li>1 Workforce Development and Curriculum Manager</li> <li>1 Workforce Development Trainer and Coordinator</li> </ul>  |                                       |                |  |                |
| Customers and Service Data         |   | <b>FY 2019</b>                        | <b>FY 2020</b> | <b>FY 2021</b>                           | <b>FY 2022</b> |
|                                    | Total Ongoing Case Management Clients Served  | -                                     | 849            | 586                                      | 730            |

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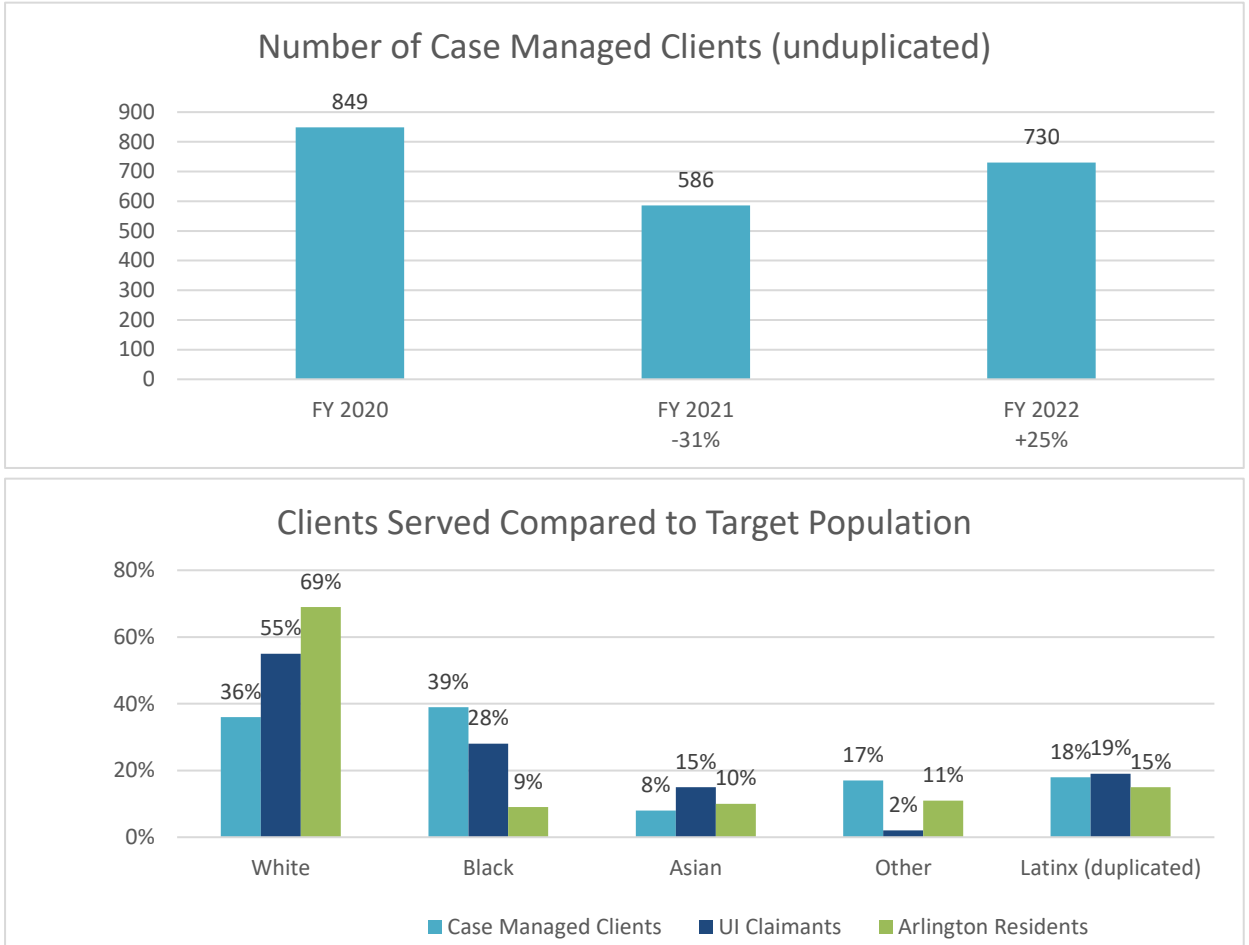
|  |  |                |                |                |                |
|--|--|----------------|----------------|----------------|----------------|
|  | Avg Ongoing Case Management Clients per Month                              | 631            | 416*           | 227*           | 384            |
|  | Average Caseload per Case Manager  | 48             | 52*            | 25*            | 48             |
| *Does not include VIEW and SNAP E&T caseloads  |  |                |                |                |                |
|  |  | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> |
|  | Number of Workshops  | 135            | 112            | 105            | 47             |
|  | Attendance at Workshops  | 1078           | 519*           | 523            | 200**          |
| <p>* In FY 2020, a core workshop was consolidated from a 2-session format to a 1-session format, resulting in a decrease in the number of sessions attended.</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, also contributing to lower attendance.</p> |  |                |                |                |                |
| <b>PM2: How well did we do it?</b>   |  |                |                |                |                |
| 2.1  | Average time from referral to Case Management to placement into employment |                |                |                |                |
| 2.2  | Client satisfaction  |                |                |                |                |
| <b>PM3: Is anyone better off?</b>  |  |                |                |                |                |
| 3.1  | Placement rate of case managed clients in employment                       |                |                |                |                |
| 3.2  | Wage at time of placement into employment                                  |                |                |                |                |
| 3.3  | Case managed clients still employed after six months                       |                |                |                |                |

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**Arlington Employment Center**

Measure 1 Total Ongoing Case Management Clients Served

Data



Data Summary

- The number of clients served in the AEC dropped from a total of 849 in FY 2020 to 586 in FY 2021. In FY 2022, the total number of case managed clients rose to 730.
- In FY 2022 as in FY 2021, the AEC again case managed a disproportionate percentage of clients identifying as Black (39%) or Other (17%). Clients identifying as White and Asian were significantly under-represented. Latinx clients were served at a proportion similar to that seen in the general Arlington public and unemployment insurance (UI) claimants from March 2020 to March 2021 (per the Virginia Employment Commission).

**What is the story behind the data?**

- The overall number of clients case managed in the AEC increased in FY 2022, most likely due to a general improvement in the economy. More jobs were available this year, with many struggling industries recovering. Expanded unemployment benefits also ended this year, and more unemployed residents were actively seeking employment.
- When individuals exhaust their UI benefits, they cannot re-apply until they have secured employment for at least 6 consecutive months.

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- In FY 2021 and 2022, the AEC served a disproportionate number of Black clients and clients identifying as Other compared to the proportion of those groups in the general public. Even when compared to a comparison population of UI claimants in Arlington, clients identifying as Black and Other are disproportionately represented. This is likely due to the fact that residents identifying as Black and Other can face significantly more barriers to obtaining employment, especially those jobs paying a living wage compared to White and Asian residents. This is generally true nationwide.
- Clients identifying as White were under-represented in the AEC in FY 2022 as they were in FY 2021. Only 36% of AEC clients considered themselves White despite 55% of UI claimants identifying as White.
- Asian clients were slightly under-represented when compared to UI claimants, but their proportion was generally similar to that seen in the general Arlington population. Latinx clients, on the other hand, were served in the AEC at a proportion that generally matches that seen in UI claimants and the general Arlington public.
- The award of the ARPA grant “Back 2 Work (B2W)” will allow us to serve more of the underrepresented population as the grant allows for spending on training and supportive services for undocumented clients whose employment opportunities were affected by COVID.

**Recommendations**

**Target Dates**

- By the third quarter of FY 2023, we hope to have enough staff to start outreach at the Arlington affordable housing locations to meet the clients where they are.
- Market B2W in the local community, on metro buses, at laundromats, and non-traditional grocery stores.
- Work with Workforce Program Manager to obtain updated demographic data on UI claimants.

Q3 of FY 2023  
  
Q1 of FY 2023  
  
Q3 of FY 2023

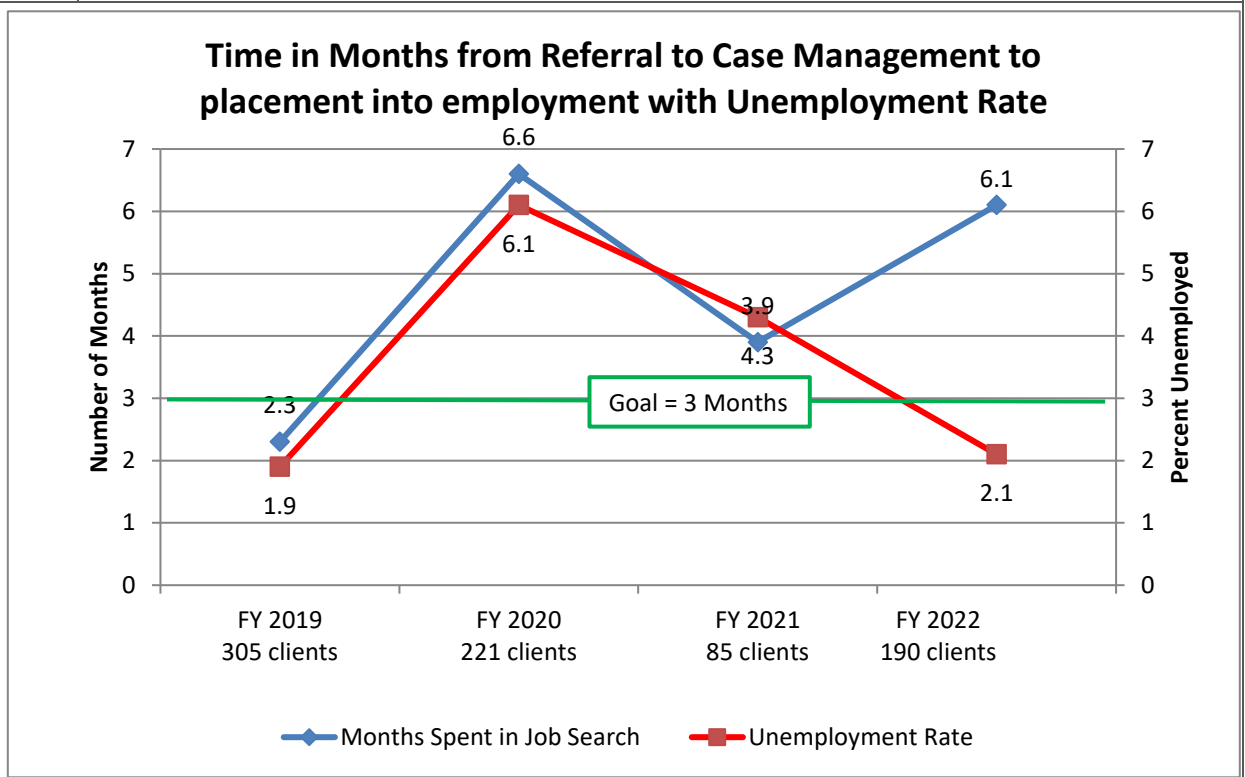
**Forecast**

- For FY 2023, with vaccinations available, expanded unemployment benefits no longer available, and more industries moving closer to normal capacity, the AEC expects to see a 15% increase in the total number of clients receiving case management and other AEC services.

**Arlington Employment Center**

**Measure** 2.1 Average time from referral to Case Management to placement into employment (months)

**Data**



**Data Summary**

- 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.
- The average unemployment rate for Arlington in FY 2022 was 2.1%.
- Data is derived from the Efforts-to-Outcomes (ETO) data system and the Virginia Employment Commission for unemployment data.

**What is the story behind the data?**

- The average time job seekers required to obtain employment in FY 2022 was 6.1 months (186 days), up from 3.9 months in FY 2021. The median time to employment was 74 days or 2.5 months.
- 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.
- 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-time clients, the average time from case assignment to employment increased significantly. The

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median time from assignment to employment (2.5 months) is much more representative of the average AEC client.

- In order to assist clients with high barriers, the AEC provides wraparound support services to pay for transportation, professional clothing, ESOL classes, and laptops, among other items.
- For FY 2022, the Child Development Associate program continued to thrive, while the computer program (CompTIA ITF+ and A+, and Microsoft Office Suite certifications) were replaced with new online platforms such as LinkedIn Learning and SkillUp.
- In Q4 of FY 2021, the AEC removed the requirement for clients to complete the Core Workshop prior to being placed into case management to remove a barrier to services.
- The average age of clients seeking services has increased almost 20 years from previous years as the senior community struggles with current economic conditions. This has forced many into the workforce again and widened the digital literacy issues they previously faced.
- The pandemic forced a disproportional number of low-skilled workers out of employment. As the companies returned to operations, they elected to seek new workers vs re-hiring the past employees. This trend is continuing in FY 2023 and will cause a longer average case management timeframe.

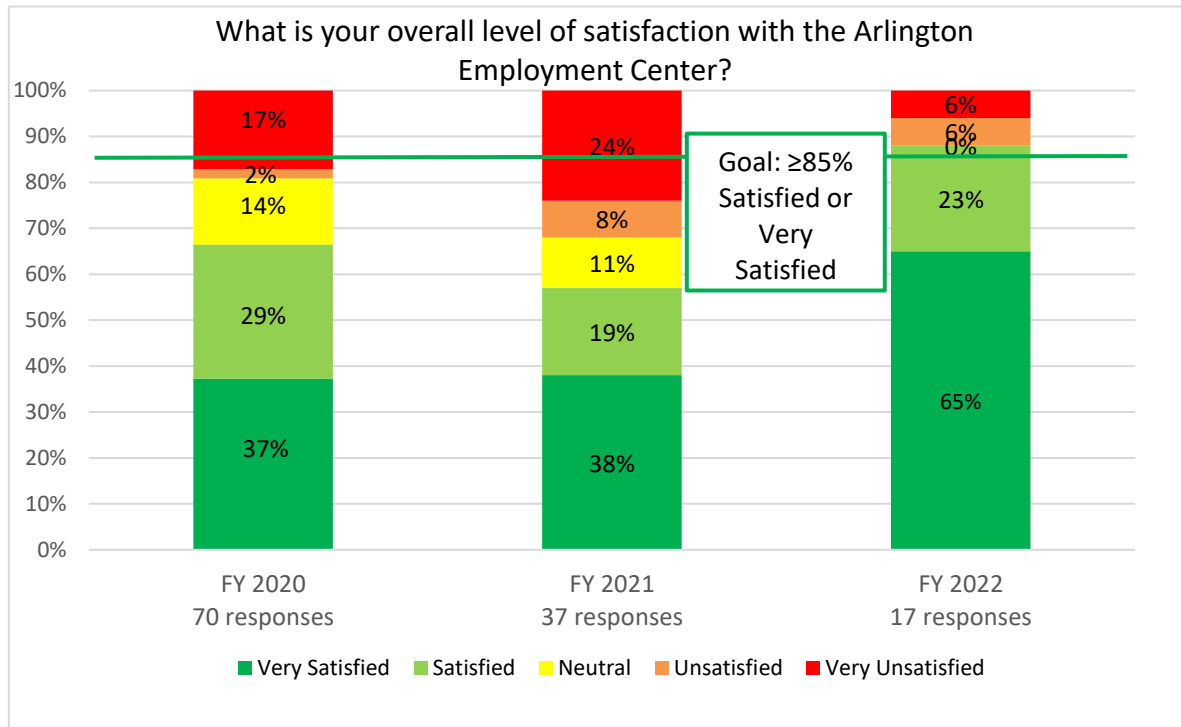
| <b>Recommendations</b>   | <b>Target Dates</b>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Continue to modify the Employment Center’s case management philosophies and practices, as well as workshop offerings, to align with the current needs of clients and evolving Labor Market Information (LMI).</li> <li>• Continue to move to a more proactive vs reactive case management style to increase participation while reducing the timeframe in the programs.</li> <li>• Report on not just the average time from case assignment to employment but also the median time in future PMPs.</li> <li>• Consider differentiating between GP/B2W and WIOA/SNAPET/VIEW clients on PMP as the clients have a delayed time to placement due to participating in training programs.</li> <li>• Create partnerships with the 50+ support communities to improve skills and employment, OJT, volunteer opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>• Q1 of FY 2023</li> <li>• Q1 of FY 2023</li> <li>• Q4 of FY 2023</li> <li>• Q4 of FY 2023</li> <li>• Q2 of FY 2023</li> </ul> |
| <b>Forecast</b>  |   |
| <ul style="list-style-type: none"> <li>• In FY 2022, project to have 3 months from assignment to case management to placement into employment for GP clients and 5 months for WIOA/VIEW/SNAPET clients. Overall, the projected time is around 3 months.</li> </ul>   |   |

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Arlington Employment Center

Measure 2.2 Client satisfaction

Data



Data Summary

- FY 2022 data reveals that 88% of AEC clients are satisfied or very satisfied with their Employment Services Specialist based on the ratings provided.
- The new AEC satisfaction survey was developed and utilized in June of 2022, with only 17 clients out of 226 (8%) providing responses.

What is the story behind the data?

- Surveys were administered in June 2022 via email using Microsoft Forms. Moving forward, case managed clients will receive the survey via email 30 days after they have been assigned to an Employment Services Specialist. Clients will be assessed again every 90 days until case closure. Then a final survey will be sent. We use the Delay Send feature in Outlook to schedule and send emails with the survey link.
- In FY 2020, the AEC survey was revised to assess satisfaction with all services offered in the AEC. The survey was changed in FY 2022 to assess services provided by Employment Services Specialists across ten different domains, however, this measure inquires as to the customers’ overall level of satisfaction with their Employment Services Specialist.
- In FY 2022, clients who received case management reported high levels of satisfaction with all domains assessed in the survey. The highest levels of satisfaction were in response to the statements, “I felt respected by my Employment Services Specialist” and “My Employment Services Specialist demonstrated racial/cultural sensitivity in their actions”.
- The new AEC survey also asks clients which method of service delivery (virtually, in-person, or both) they receive.

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- 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 2022, workshop satisfaction was assessed separately after each workshop. For FY 2023, workshop satisfaction will likely be included in the PMP as a distinct measure.

**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.
- Explore changes to the survey distribution process if response rates continue to be low after Q2.
- For FY 2023, include a distinct measure to report workshop satisfaction.

- Q2 of FY 2023
- Q2 of FY 2023
- Q4 of FY 2023

**Forecast**

- In FY 2023, anticipate that at least 85% of clients served will express that they were satisfied or very satisfied with their Employment Services Specialist.

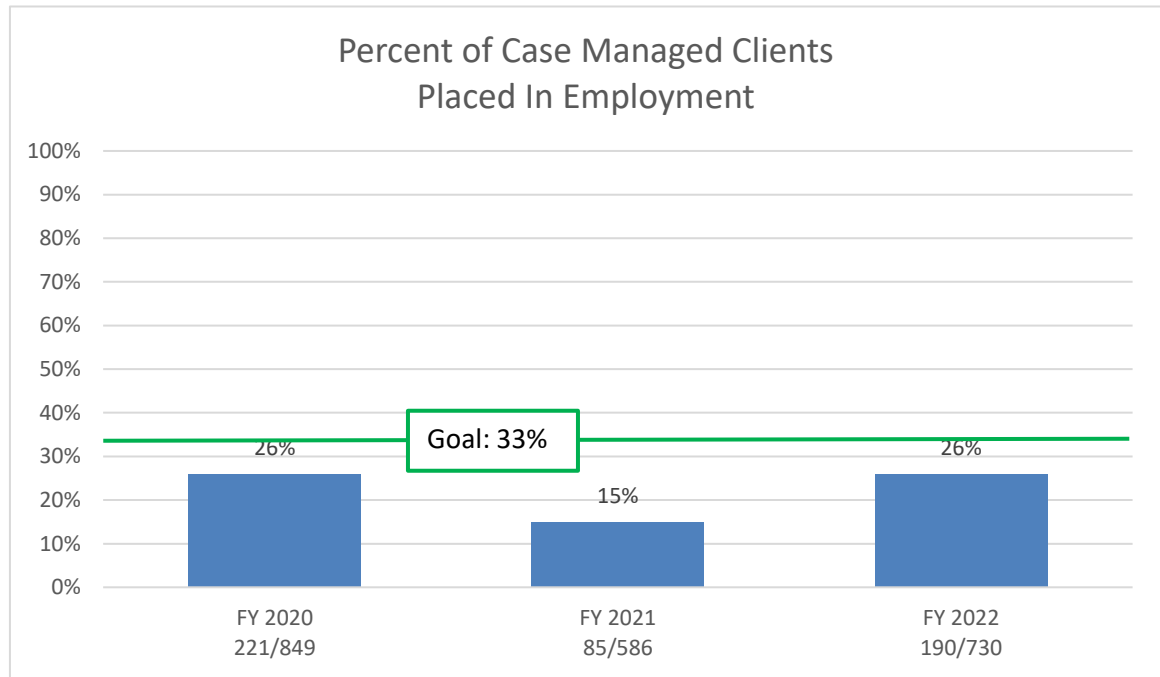


**FY 2022 PERFORMANCE PLAN**

**Arlington Employment Center**

**Measure**      3.1      Placement rate of case managed clients in employment

**Data**



**Data Summary**

- The total number of FY 2022 placements was 190, which represented a placement rate of 26%, up significantly from FY 2021.
- Although the AEC has established an overall internal goal of a 33% 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. Data for each fiscal year reflects all active case managed clients within that fiscal year.
- This indicator measurement was newly revised in FY 2020, so FY 2020 data serves as the new baseline by which to compare future fiscal years.

**What is the story behind the data?**

- An improvement in the overall economy, including the recovery of the hospitality and retail sectors, led to a significant increase in the number of placements in FY 2022 compared to FY 2021.
- AEC serves a significant number of older clients, undocumented, and/or new immigrants who are harder to place into employment. The AEC is in the process of analyzing client data for the past 5 years to get an understanding of what our client pool looks like now and how it has changed over the years. Client data will be disaggregated by as many data points as we have available with a focus on not just race but age, education level, LEP status, disability, gender, work exp. in years, etc.
- ESS KWEs were revised in FY 2022 to include more behavioral indicators of success that align with case management best practices.

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- Back2Work funding in FY 2023 should allow many undocumented and pandemic effected workers to get training and supportive services that will improve their ability to obtain and retain employment.

| <b>Recommendations</b>   | <b>Target Dates</b>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Explore ways to calculate this measure for two groups—one for all clients and another looking at only those clients with the legal right to work in the U.S.</li> <li>• Continue to increase and offer virtual and possible onsite professional workforce training at the AEC to train clients in the skills and certifications needed in the local workforce.</li> <li>• Provide “Anytime Coaching” training to the staff in Q2 to help them improve performance and how to turn daily interactions with clients into a coachable moments.</li> <li>• Increase the partnership with BET so we can develop improved forecasting of when clients will be job ready and their applicable industry.</li> <li>• An in-person job search, resume, and interviewing skills workshop series (a workshop on each topic over the course of 3-4 days in a row) will occur at least quarterly beginning in Q1 of FY 2023.</li> </ul> | <ul style="list-style-type: none"> <li>• Q2 of FY 2023</li> <li>• Ongoing</li> <li>• Q2 of FY 2023</li> <li>• Q2 of FY 2023</li> <li>• Q1 of FY 2023</li> </ul> |

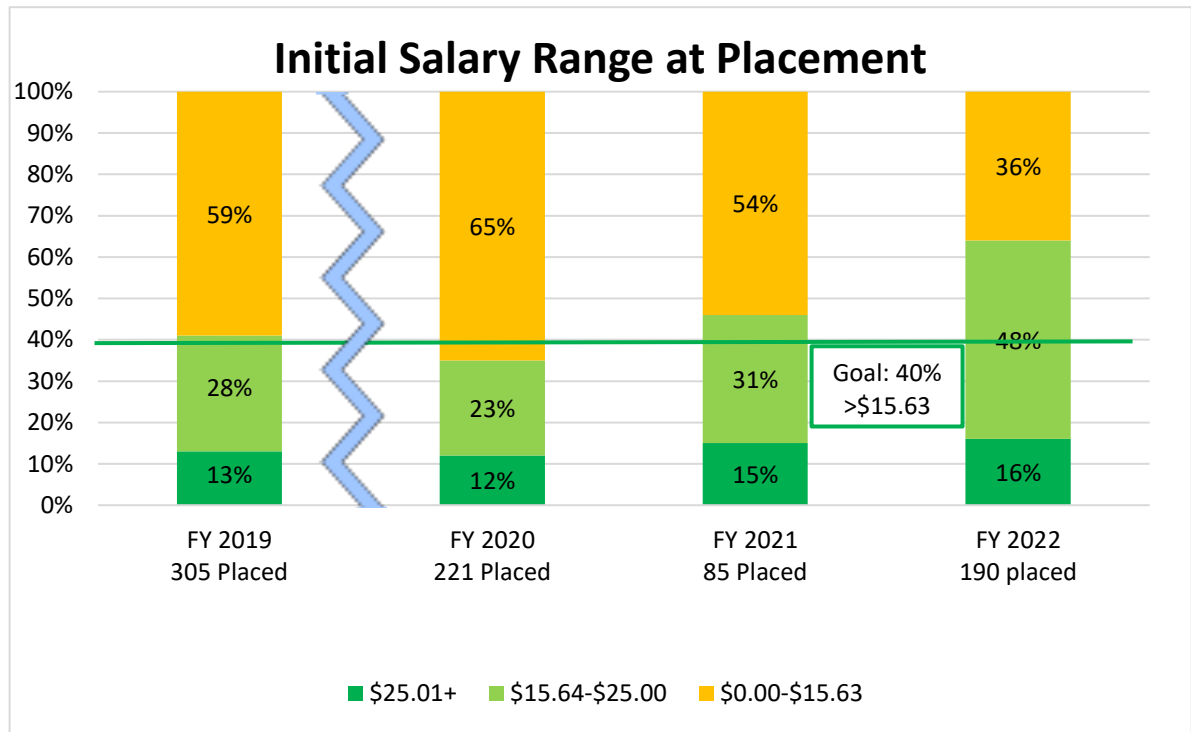
**Forecast**

- In FY 2023, due to continued improvements in the economy as things return to pre-pandemic norms, we anticipate a placement rate of 28% for all clients and 40% for clients without significant barriers to employment.

**Arlington Employment Center**

Measure 3.2 Wage at time of placement into employment

Data



Data Summary

- In FY 2019 and previous years, the salary ranges were the following: \$7.25 to \$14.00, \$14.01 to \$25.00 and \$25.01 and more.
- In FY 2020, the ranges were changed to reflect the actual living wage of \$15.63 in Virginia. Since the wage goal was changed to reflect the actual living wage, the goal was changed from 45% to 40%.
- In FY 2022, 64% of clients placed into employment earned at least \$15.63 per hour, exceeding the target goal of 40%.
- The average wage at placement in FY 2022 was \$20.29 per hour, down slightly from \$20.38 last FY.
- The living wage established for Arlington County is currently \$15.63 for a one-person household. Living wage data is derived from ALICE: <https://www.unitedforalice.org/virginia>.
- All wage data is derived from the Efforts-to-Outcomes (ETO), VaCMS, VOS, Wage Match and the Work Number.

**What is the story behind the data?**

- Although average wages for all clients placed into employment remained constant, in 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 certs, 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.

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- The number of placements increased significantly in FY 2022, likely due to improvements in the economy. However, placements are not back to pre-pandemic levels.
- Employers that hire low-skill employees are continuing to utilize more part-time workers than ever before. This allows them not to pay benefits and lower their overhead but causes employees to need multiple jobs to sustain a household.

**Recommendations**

**Target Dates**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Continue outreach to separating military personnel and military spouses, as well as recent college grads, who generally qualify for jobs with higher wages.</li> <li>• 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.</li> <li>• Focus on recording measurable skill gains to show how the program has helped prepare clients for increase wages.</li> <li>• Develop a process to report this measure using the current Living Wage for Arlington, and consider reporting data as the percentage of placements making the living wage or higher.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q1 of FY 2023</li> <li>• Q1 of FY 2023</li> </ul> |
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**Forecast**

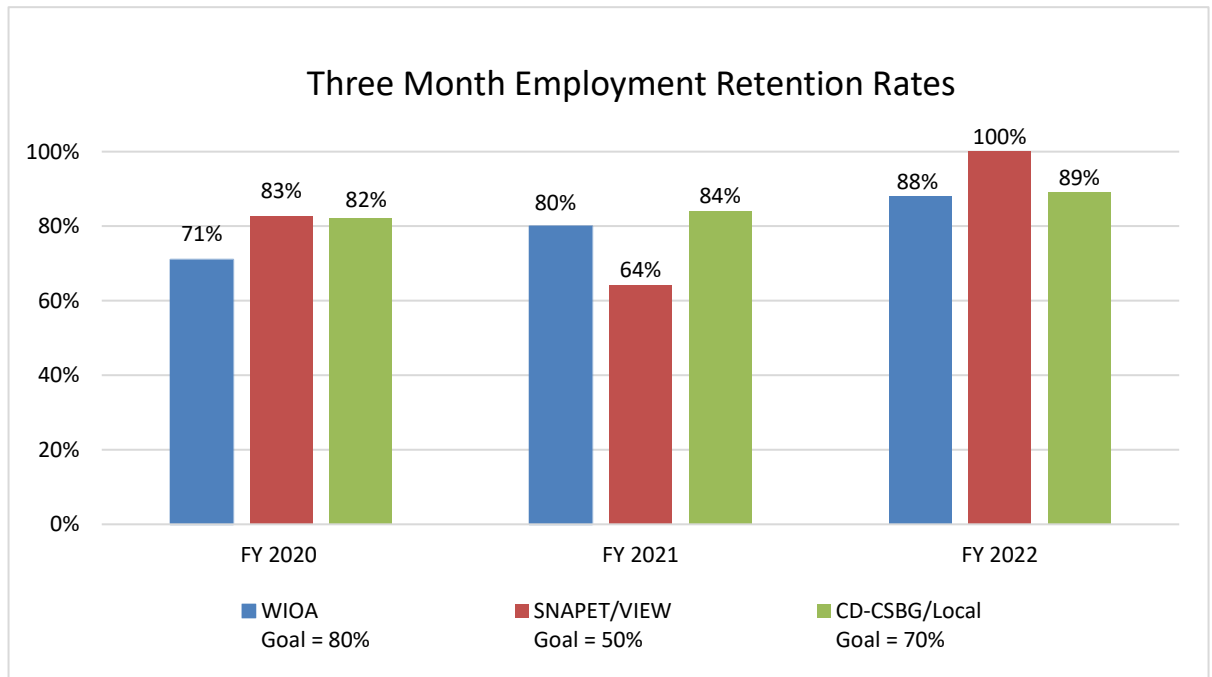
- In FY 2023, 40% of clients are projected to obtain jobs paying a living wage.

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**Arlington Employment Center**

Measure 3.3 Case managed clients still employed after three months

Data



Data Summary

- In FY 2022, the employment retention rates for Community Development Block Grant (CDBG) and Community Services Block Grant (CSBG), VIEW, WIOA, SNAPET, and Local (GP and B2W) all exceeded their respective targets.
- Retention rates were 100% for VIEW (3/3); 77% for CDBG/CSBG (20/26); 88% for the Workforce Innovation and Opportunity Act (WIOA) (42/48); 100% for SNAPET (7/7); and 91% for Local programs (127/139).
- To simplify the chart for FY 2022, 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.
- In FY 2020, the indicator was changed from 6-month retention to 3-month retention, as not all funding sources are collected, per grant requirements, at 6 months of retention. The 3-month retention indicator serves as the standard for all funding sources.

**What is the story behind the data?**

- In FY 2020, revisions were made to ETO to capture retention rates for every client and funding source.

**FY 2022 PERFORMANCE PLAN**

- 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 FY 2022, the number of VIEW and SNAPET clients obtaining employment was very low, so 1-2 clients can have a big impact on the percentages.
- Retention rates for FY 2022 are higher than previous years, likely due to a higher percentage of placements earning a living wage, as well as people who have exhausted UI benefits during the pandemic encountering financial pressures to return to the workforce.

**Recommendations**

**Target Dates**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Continue to provide skills training to assist clients not only in obtaining a job, but in the soft skills necessary to retain a job.</li> <li>• Improve initial client assessments by focusing on Maslow’s Hierarchy of needs and utilizing the whole-person perspective, thus, increasing our supportive services to help eliminate barriers to retaining employment.</li> <li>• Shorten the time between follow-up calls by case managers to assess any new barriers to job retention clients may be experiencing.</li> <li>• Determine method to record retention for survival jobs when client stays in case management.</li> <li>• Conduct quarterly audits of follow-up clients to ensure the touchpoints are correctly entered.</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Q1 of FY 2023</li> <li>• Q1 of FY 2023</li> <li>• Q3 of FY 2023</li> <li>• Q2 of FY 2023</li> </ul> |
|--|---|

**Forecast**

- For FY 2023, 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.