



**Government of the District of Columbia**

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## **WORKFORCE INVESTMENT ACT ANNUAL REPORT**

**Program Year 2000  
December 2001**

**TABLE OF CONTENTS**

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Executive Summary

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1. INTRODUCTION

- Implementation of the Workforce Investment Act..... 4
- Vision and Strategic Goals..... 5
- State Board Initiatives..... 5
- District Unified Plan..... 5
- Comprehensive Youth Development System..... 6
- Employer Involvement Workgroup..... 6
- DC Virtual One Stop..... 7
- Apprenticeship ..... 8
- Youth Programs.....11
- Unemployment Compensation.....13
- Other Workforce Development Activities.....13

2. PERFORMANCE ACCOUNTABILITY

- Discussion of State Outcomes..... 14

3. STATE ACTIVITIES..... 15

4. PERFORMANCE CHARTS..... 17

## **EXECUTIVE SUMMARY**

Just a short while ago we were excited about entering a new millennium and within that same year, our local businesses, residents and agencies are faced with challenges as never before in the history of our nation. We had planned for changes in new technologies, widespread organizational restructuring and the globalization of labor, capital and goods, but no one could have foreseen the tragedies of this past year. Nevertheless, our primary asset continues to be, as it always has been, our District citizens and communities. To meet these challenges the District will implement workforce development strategies that will enable us to be a national and international leader. The goal of the strategy will be to develop a highly skilled, knowledgeable and informed workforce that will effectively compete in the global marketplace.

In order to achieve this goal Mayor Anthony Williams, October 1999 created the District of Columbia Workforce Investment Council (DC WIC). The DC WIC is a public-private partnership consisting of business and community leaders, along with key government policy makers who collectively established the vision and goals for the District's workforce investment programs and services. DC WIC members have been actively engaged in discussions and initiatives over the past year to accomplish their goal of building a new comprehensive workforce investment system that will sustain and encourage economic growth in future years.

The development of the District's network of One-Stop Career Centers began before the enactment of the Workforce Investment Act (WIA) with the opening of the Naylor Road One-Stop Career Center in 1998, which is visited regularly by foreign delegations and congressional leaders. Since July 2000, the District has enhanced its network by opening five new centers. Our vision for the District's One-Stop Career system is a total of ten centers that will provide all residents with access no more than 15 minutes from their home.

In March 2001, the District unveiled its most ambitious technological addition to the One Stop system—DC Virtual One Stop (DCVOS). DCVOS provides access to a comprehensive array of services for all customers—via the Internet. Now, residents can access employment and training services via an integrated, user-friendly, Web site that provides information on available programs and services, training programs, providers, career and occupational data, financial assistance, job listings, unemployment benefit information and social services. Anyone with access to the Internet can access the District's Virtual OneStop system.

Performance outcomes for the first year of the Workforce Investment Act implementation reflect the success of the program in placing adults, dislocated workers and older youth into employment with increased earnings and helping them to remain employed on a long-term basis. In 2000-2001, over 920 participants were placed into jobs and 774 (84%) were still employed six months after they left the program. All customer groups experienced an increase in their average earnings after their participation in the programs. The District of Columbia was successful in exceeding performance goals negotiated with the U.S. Department of Labor on 10 of the 17 core performance indicators. The District is continuing its ongoing effort to better educate and inform workforce investment partners, customers and staff on these data collection activities required to improve performance on the measures that were not exceeded. The use of the District's Virtual One-Stop system to collect and report performance will provide managers and policy makers the data necessary to develop new strategies and program goals.

## **Introduction**

### **Implementation of the Workforce Investment Act**

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The District of Columbia implemented the Workforce Investment Act (WIA) on July 1, 2000. This annual report provides information on initiatives of the District of Columbia Workforce Investment Council (State Board), program costs, and performance outcomes for the first year of implementation (July 1, 2000 through June 30, 2001).

Immediately following the passage of the Workforce Investment Act in August 1998, the District began discussions with its Federal partners to identify implementation requirements and build a work plan for transitioning from the Job Training Partnership Act (JTPA). Workgroups were formed to formulate recommendations on a number of implementation issues. In addition, Federal representatives assisted in outlining implementation issues and strategies. This collaboration resulted in the compilation of the first draft of the District's comprehensive Five-Year Strategic Plan.

Mayor Anthony Williams established the State Board through an Executive Order in October 1999. The Mayor appointed 39 members to serve on the District of Columbia Workforce Investment Council (DC WIC) who represent the full range of private and public interests in workforce investment, including private sector members from key industries in the District of Columbia. At one of their first meetings, the DC WIC approved a draft of the Vision and Goals of the Five-Year Strategic Plan. Subsequently, approving a draft of the entire Five-Year Strategic Plan, which began the public comment process. Members of the DC WIC participated in public forums to hear first hand from stakeholders on issues and concerns related to the Workforce Investment Act. All comments received on the plan were considered in finalizing the document.

In order to rally all of the public agencies involved in workforce investment programs and services, the District chose the unified planning option permitted in Section 501 of the Workforce Investment Act. The DC WIC felt it was an excellent opportunity for agencies to come together around common workforce investment goals and to strengthen their internal collaboration. The District used the unified plan as a vehicle for agencies to work more closely with each other and to strengthen their collective ability to serve District businesses and residents.

The District of Columbia began the work to implement the Workforce Investment Act recognizing the need for a more integrated approach involving education, workforce preparation and economic development. In order to be successful, the workforce investment system must be able to provide employers with skilled workers in key industries that drive the District's economy. This requires a system that engages the private sector and coordinates education, workforce preparation and economic development.

### **Vision and Goals**

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To guide the District of Columbia in the implementation of the Workforce Investment Act, the DC WIC incorporated the vision and goals in the Five-Year Strategic Plan.

DC WIC members agreed that the workforce investment programs and services must be tailored to meet the needs of District employers to be successful. The fastest growing jobs are in the service sector. Over the past twelve months, the District added 5,300 jobs. Services, which added 5,500 jobs, accounted for the over-the-year job increase. Nearly all services sub-groups

gained jobs during the year. The tragic events of September 11<sup>th</sup> had little affect on September labor market data. This was primarily because of data collection or reporting cutoff dates. The events occurred during the reference periods for both our establishment and household surveys, the sources of our monthly data on wage and payroll employment and employment status of the civilian labor force.

In the District as in other major metropolitan cities, the need to increase self-sufficiency and raise the income of the low-income families will be a persistent challenge for the DC WIC and its partners. Development of quality training and skills upgrading opportunities for those employed and underemployed residents is a critical component of dynamic workforce investment programs and services. It is our expectation that greater employer involvement will create new entry-level opportunities for new workers. Inherent in the workforce development strategies must be the flexibility to adapt to changing economic conditions, including recent unforeseen events. The DC WIC members unanimously agree on the importance of preparing youth for the workforce in order to sustain future economic growth and their employment opportunities.

### **State Board Initiatives**

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The vision and goals established by the DC WIC are reflected in the activities and initiatives undertaken during the first year of the Workforce Investment Act implementation. They reflect commitments of the DC WIC to make its impact on the local workforce programs, services and partners, and to convene and facilitate meetings and work groups that respond to key workforce needs. The following are examples of such activities and initiatives:

### **District Unified Plan**

The District of Columbia is using the unified plan as an opportunity for agencies involved in workforce development to come together around common workforce investment goals and to strengthen their internal collaboration. While it is recognized that this is only a beginning, each agency is committed to working more closely with each other and strengthen their collective ability to serve District employers and residents needs.

Each agency has a myriad of separate goals and performance measures that drive each of their programs. These are typically requirements dictated by their Federal funding resources and must be met in order for funds to continue to flow. Within the context of the unified plan, each agency has been asked, in addition to their ongoing goals, to address how it will support the crosscutting goals set by the DC WIC.

The two goals and related strategies for the unified plan are:

- Increase literacy rates of non-school District residents seeking workforce investment services from all agencies. The strategies are to:
  - a.) Promote education programs that develop literacy skills of adults in the District;
  - b.) Establish a tracking and measurement system to determine the impact of workforce investment partners on literacy levels of customers served by those partners;
  - c.) Use the One-Stop Career Centers as a focal point for assessment and referral to literacy providers, insuring there is a link between workforce funding and pre-vocational preparation.

- Increase employer utilization of the workforce investment system. The strategies are to:
  - a.) Promote the District One-Stop Career Center system by increasing business awareness of the benefits of the system;
  - b.) Promote the utilization of the system by encouraging collaboration and information sharing across agencies;
  - c.) Promote stronger linkages with employers within the region by helping to form new employer groups, providing useful labor market information and genuinely tapping into employers as customers.

### **Comprehensive Youth Development System**

The DC WIC has endorsed this goal by creating its Youth Investment Council, formerly the School-To-Careers Governing Board. The Youth Investment Council has developed its ideas and concepts in collaboration with community leaders and Youth Opportunity Grant contractors by sponsoring a Youth Development Institute. The Youth Investment Council will adopt comprehensive youth development strategies for approval by the Mayor. Though not mandated under the Workforce Investment Act, the District will join states observing the need for proactive strategies for facilitating the integration of numerous youth programs and services funded from a multitude of funding streams and entities. The Youth Investment Council has been meeting since the beginning of the Workforce Investment Act and the required members were appointed to insure compliance. The Youth Investment Council is intended to provide a broader forum for local youth issues, concerns, and recommendation on greater youth development issues. Specific goals and objectives of the Youth Investment Council include, but are not limited to the following:

- Bringing policy oversight and cohesion to the numerous youth programs;
- Fostering easier access for youth in navigating programs and services, such as the creation of a user-friendly web site developed by District youth;
- Develop a more coordinated and collaborative approach to youth programs and services;
- Strengthen the connectivity of youth programs and services through the youth one-stop delivery system;
- Improve youth programs and services by identifying best practices and innovative approaches.

### **Employer Involvement Workgroup**

The success of the District of Columbia's Workforce Investment system is largely dependent upon greater participation from the private sector in all related activities. Private sector customers and partners must see some benefit from their involvement or they will not continue to participate on a long-term basis. Recognizing the need to continuously engage, identify and collaboratively resolve private sector needs, the DC WIC has convened as one of its standing committees a workgroup to develop and market strategies that will promote the involvement of business leaders in workforce investment activities on an ongoing basis. The workgroup has issued a report that identifies the needs of small to medium business in the District and how they can be more effectively addressed through the workforce investment system. This workgroup, in collaboration with the District of Columbia Chamber of Commerce and the Greater Washington Board of Trade will continue to sponsor business forums and focus groups to ascertain needs and

discuss strategies. In addition, the workgroup has discussed development of a workforce development tool kit and other techniques of encouraging private sector participation.

### **DC Virtual One Stop**

The D.C. Department of Employment Services, which has the primary responsibility for implementing the District's Workforce Investment Act one-stop system, engaged in a thorough review of one-stop operating systems. After a comprehensive analysis, Geographic Solutions' Virtual One-Stop system was selected.

The department's Virtual One-Stop (DCVOS) system provides the electronic network that links the individual One-Stop Career Centers into an integrated structure. It has been designed to provide a web-based tracking, reporting, and case management system for use by staff as well as customers. It was implemented on March 1, 2001, and continues to be expanded and enhanced based on feedback from users. Virtual One-Stop allows individuals seeking job and training assistance to self-register; prepare resumes online which can be printed, downloaded, or emailed to employers; search for vocational training by provider or by program; obtain labor market information such as the average wage, skill requirements, and projected employment levels of a particular occupation; research individual employers; and much more.

Employers are able to post job openings, review resumes online, and schedule job interviews without any staff intervention or assistance. Training providers can apply online for Workforce Investment Act (WIA) certification and post information about their course offerings including cost, length of training, qualifications of the instructors, schedules, and certification status so that customers can review and compare training programs offered by various providers. They can also enter their performance information online. Both employers and training providers are able to do immediate, real-time updates to their own information online when appropriate, without having to engage departmental staff.

DCVOS allows staff to report and centrally track services to an individual from all of the department's programs, send e-mail to customers, schedule appointments, and complete a common intake application. VOS incorporates and replaces numerous stand-alone mainframe and PC-based databases previously in use by the department and the multiple employment and training programs it operates. It also provides a user-friendly self-service component for use by service seekers, local employers, and training providers and the capability for outside agencies and partner organizations to both use and report into the system.

The capability for Unemployment Insurance (UI) claimants to do online investigation of their claim payment information was recently added to DCVOS. This feature will be followed shortly by providing employers with the capability to do online investigation of their UI tax payment status.

In the near future, VOS will be expanding, adding several additional modules, including one for use with *Project Empowerment*, the department's Welfare-to-Work program, which will involve interagency coordination with the Department of Human Services. We will also add modules for tracking all youth programs, including the *SummerWorks* program, and providing a real-time interface with the department's UI system which will allow VOS to serve as the "front door" for all intrastate UI claims. Finally, we will implement a Spanish-language version of DCVOS which will permit customers to use the system in either Spanish or English.

In PY 2000, the department made significant progress in expanding its One-Stop Career Center system, improving its physical facilities, and integrating these increased physical assets through technological improvements and upgrades. As a result, our customers are enjoying increased convenience and a wider range of higher quality services. The initiatives completed in PY 2000 that marked this important progress in service delivery included:

### **The CVS Pharmacy/South Capitol Street One-Stop Career Center**

The partnership between CVS Pharmacy and the District is one of the first of its kind. The partnership was conceived with the primary goal of creating a new way to link individuals looking for employment and training, with employers needing skilled employees. The D.C. Department of Employment Services and CVS Pharmacy have pioneered the concept of combining a public sector One-Stop Career Center with a private sector Corporate Learning Center.

The center opened on January 25, 2001. Under development for more than a year, this public/private partnership is the first of its kind in the nation. Designed as a regional job training facility and career center, it offers customers access to employment opportunities as well as customized training and apprenticeships in the Pharmacy Technician and Photo-Lab Technician trades. The center has already hosted visitors from other state governments and foreign countries eager to observe the center's workforce development innovations. In PY' 2000, over 688 youth and adults received jobs with CVS.

### **The D.C. General One-Stop Career Center**

In June of 2001 the center opened with the mission of assisting more than 1,800 D.C. General employees who were displaced by the hospital's closure. The creation of this center is the most recent element of a multi-faceted effort, led by Mayor Anthony A. Williams, which began in August of 2000. The center grew out of the D.C. General Career Transition Resource Center that opened in December of 2000. This center provided career counseling; job search workshops; and space, materials, and equipment (computers, telephones, and fax machines) for the use of displaced employees. In June of 2001, the department won a \$876,573 National Emergency Grant from the U.S. Department of Labor which helped to fund this full-service Career Center. This facility will continue to provide comprehensive employment services to displaced D.C. General staff until all achieve their retraining and reemployment goals.

### **Apprenticeship Initiatives**

In PY 2000, the department placed increased emphasis on developing expanded, innovative apprenticeship programs. We see apprenticeship as perhaps the most effective training model. It links trainees directly with skilled, experienced journey workers who teach occupational skills through hands-on, one-on-one instruction, reinforced through intensive classroom training. In addition, apprenticed occupations are usually unionized, offering outstanding wage and fringe benefit packages and opportunities for career advancement. Among the department's apprenticeship initiatives during PY 2000 were:

- **Pre-Apprenticeship Training** - The department has faced a long-standing barrier to enrolling District youth in apprenticeship programs. Our youth have too often lacked the academic preparation and workplace skills to qualify for available apprenticeship opportunities. The pre-apprenticeship programs provide the structure, guidance, and educational remediation our youth need to successfully enter formal apprenticeships. This

year, pre-apprenticeship programs were established with the Electricians, Plumbers, and Sheet Metal Workers unions. In addition, a Multi-Craft Pre-Apprenticeship Program was instituted in partnership with the Laborers, Cement Masons, and Bricklayers unions. More than 90 District youth entered pre-apprenticeships last year, earning \$9 to \$11 upon completion.

- **Step-Up Apprenticeship Training** - This program, the first of its kind in the nation, provides opportunities for economically-disadvantaged District residents to receive skilled trades and craft training and educational remediation while employed on commercial construction sites covered by the Davis-Bacon prevailing wage law, such as the District's new Convention Center. Participants earn \$8 per hour plus fringe benefits while in the Step-Up program and are guaranteed placement in formal apprenticeship programs upon successful completion. This program has received recognition and recommendation for national replication from the U.S. Department of Labor, the National Association of Workforce Boards, and the Interstate Conference of Employment Security Agencies. Last year, 56 District residents enrolled in Step-Up, 16 of whom have already transitioned to formal trade union apprenticeship programs.
- **Apprenticeship Degree Program** - The department entered into a partnership with Local 99 of the Stationary Engineers Union and the University of the District of Columbia (UDC) to establish the Apprenticeship Degree Program. Open to high school graduates and GED holders, this program will allow participants to pursue their journey worker completion certificates while simultaneously earning an Associate Degree from UDC. Last year, 20 District residents enrolled in this innovative program.
- **Child Care Development Specialist Apprenticeship Program** - The Office of Apprenticeship partnered with the Department of Human Services' Office of Early Childhood Development to successfully seek a \$340,000 Child Care Development Specialist Apprenticeship grant from the U.S. Department of Labor, one of only 10 grants awarded nationwide. Twenty District residents have been enrolled in this program, receiving hands-on training with certified childcare providers while receiving related instruction at UDC and earning credits toward an Associate Degree.
- **High School Apprenticeship Linkage** - The Office of Apprenticeship developed a partnership agreement with Local 26 of the International Brotherhood of Electrical Workers and Calvin Coolidge Senior High School that will create a program to expose high school students to the apprenticeship training system and encourage them to view apprenticeship as a viable career option. We will be making efforts in PY 2001 to expand this program to additional schools and bring additional trade and craft unions into this partnership. Negotiations have already been held with 14 unions, most of whom have shown an interest in participating.

### **Expanding Welfare to Work Services –Project Empowerment**

In the District, the Department of Human Services (DHS) and this department began a coordinated effort to construct a local system to effectively meet the goals and objectives stipulated by the TANF and WtW programs. With DHS bearing the major responsibility for establishing a TANF program, this department began employing a variety of approaches to providing services under the WtW program, beginning with *APEX* and *Project ARISE*. During late PY 2000, we instituted an intensive planning and development effort to create a successor

program to improve on *Project ARISE* and offer a broader range of services employing a more focused and effective service-delivery system.

The result of this planning effort, *Project Empowerment*, was put into full-scale operation on April 1, 2001. *Project Empowerment* is a comprehensive, multi-component program. It begins with participant referral, outreach, recruitment, eligibility determination, and intake. This is followed by orientation and pre-employment assessment during which barriers to employment are diagnosed and a specifically-tailored employability plan is devised for each participant. An intensive job readiness module and needed supportive services are provided and participants are enrolled in an appropriate activity or service option, such as subsidized work experience, basic education, or vocational training, to begin their journey to employability and success.

After completing the prescribed activity or service options and becoming job-ready, participants enter the job search component until unsubsidized employment is secured. After placement, job retention services and personalized follow-up services continue for at least one year. All of these components are tied together through a continuous regimen of case management and job coaching which provides participants with the encouragement, instruction, moral support, work ethic development, and discipline they need to become self-sufficient.

Central to the success of *Project Empowerment* is the strong partnership network which has been established and nurtured. Foremost among our partners is DHS. DHS leads in setting the District's overall welfare reform philosophy, provides TANF funding to supplement our WtW resources, refers TANF recipients targeted to receive intensive WtW services, provides crucial child care services, and coordinates the efforts of major contractors and other service providers. Other District departments and agencies are also on the team. The Departments of Public Works and Parks and Recreation provide work experience opportunities and supervision; the Department of Health provides substance abuse screening, diagnosis, and treatment through its Addiction Prevention and Recovery Administration as well as onsite physical examinations and health screening services; the State Education Agency/University of the District of Columbia provides adult basic education, literacy, and GED preparation services; and the District of Columbia Housing Authority provides services to ameliorate substandard shelter and homeless problems.

We have also brought in several community-based and private-sector partners to supplement and expand the range of services available to our participants. Davis Memorial Goodwill Industries and STRIVE, D.C. offer comprehensive programs to assist non-custodial parents, ex-offenders, and other individuals needing more structured and disciplined environments to succeed; the Virginia Employment Commission provides job development and job placement services to assist participants to find work in the fast-growing suburban Virginia labor market; the Prince George's Workforce Services Corporation provides similar job search and job placement services in suburban Maryland as well as a program to capitalize on the temporary placement market to give participants an entry point to the workforce; and Marriott International provides training and employment in the hospitality industry through its acclaimed *Pathways to Independence* program.

Since its implementation in April, *Project Empowerment* has proven that a program based on sound operational principles, a multi-component structural design, and a dynamic network of partners can bring success to even the hardest-to-serve welfare recipients. We have continued to build the program; revising, refining, or adding elements as we learn what works best. Initiatives adopted since program implementation include enhanced job coaching services to make the work experience component more effective; a redesigned job readiness curriculum to provide participants with basic workplace skills; expanded non-custodial parent services through a partnership with the Court Services and Offender Supervision Agency; Incentive Bonus

Payments and Individual Development Accounts to bolster unsubsidized placement and job retention rates; interagency workgroup meetings to strengthen and energize our partnership system; and worksite supervisor training to improve the operation of our work experience component.

As we move into PY 2001, we will continue to refine and improve *Project Empowerment*. The economic repercussions brought on by the tragic events of September 11<sup>th</sup> will increase the difficulty of locating suitable unsubsidized placement opportunities for our customers. Many participants are fast approaching their benefit cut-off date and will need more focused assistance to manage this significant transition. Accordingly, we will maintain our forward-looking approach and work with our partners to meet the challenges that lie ahead.

### Youth Programs

Throughout his tenure, Mayor Williams has established as one of his highest priorities the expansion and improvement of effective services to District youth. In recognition of the centrality of youth progress and development to the emergence of the District of Columbia as a leader in the 21<sup>st</sup> Century, all city government agencies and a wide array of private organizations have entered into a compact with the Mayor, promising a commitment to providing a coordinated and comprehensive service delivery system for youth. As a one of the vanguard agencies in this public-private partnership, this department has reorganized and revitalized its youth services system. The two major initiatives to come out of this system redesign are the *Passport-to-Work* program and the *Youth Investment Strategy* component.

### Passport to Work

The vision of the *Passport-to-Work* program is to prepare District youth to successfully enter the 21<sup>st</sup> Century labor market by providing them with a continuum of innovative, year-around services. *Passport-to-Work* consists of three primary components: the summer program which provides temporary employment opportunities through its subsidized *SummerWorks* program and its private and federal sector initiatives; the in-school program which provides paid employability training, academic enrichment activities, and leadership development (through the Mayor's Youth Leadership Institute) during the school year; and the out-of-school program which provides subsidized employment and vocational training to youth who are no longer enrolled in school.

In PY 2000, *SummerWorks* provided subsidized employment to more than 4,800 youth, ages 14-21---approximately 1,000 supported by WIA funds. An additional 772 youth profited from job opportunities developed through our private and federal sector initiatives. Our private and public sector partners demonstrated their commitment to District youth by donating more than \$132,000 to support youth summer employment, including a \$53,000 donation from Verizon, a \$52,000 donation from the Alcohol Prevention Resources Administration, and a \$26,000 donation from Domestic Financial Services. Other partners such as McDonalds; Wilmer, Cutler, and Pickering; and the Departments of Agriculture, State, and Defense made significant contributions to the success of *SummerWorks 2001*, as well.

Our year-round components also developed and implemented several important service initiatives during PY 2000. Among these were:

- The Mayor's Youth Leadership Institute collaborated with the Youth Opportunity Centers, established under the Youth Opportunity Grant, to create and produce a youth-oriented radio program, "**Youth Invasion.**" This topical program addressed such subjects as substance abuse among teens, parent-teen

relationships, and current events. It featured guest appearances by notable community leaders, listener call-ins, and news reports. The initiative gave participants an opportunity to learn basic broadcasting skills and develop an interest in pursuing this field as a career.

- The **Friends of Carter Barron** implemented a program based on the interrelationship between academics and drama. It featured instruction in the areas of videography, scenographics, costume design, and dance. In addition to providing academic reinforcement activities, it gave participants an opportunity to explore the arts as a career option.
- The **Opportunities Industrialization Centers (OIC)** operated a program providing career exploration experiences in web design and radio broadcasting. Instruction in these career areas was supported by academic enrichment activities to bolster participants' basic literacy skills and to offer them encouragement to stay in school.
- **FutureNet Solutions** established a program to train youth in use of the Internet and web page development. This program sought to improve the work maturity skills, competency, and academic achievement of at-risk youth. Both *WRC Television News* and the *Washington Post* reported on the successes of this program and it received recognition as an outstanding workforce development program from the D.C. Workforce Investment Council.
- The Passport-to-Work program completely transformed its payroll system by becoming the first youth program in the nation to implement an **Electronic Banking Transfer (EBT)**. Independent accounts were established for participants who were issued their own personal debit cards. These cards could then be used at ATMs or point-of-sale retail stores to access funds in their accounts. Training was provided to participants to use the system correctly and a toll-free customer support number was available. The EBT system greatly diminished potential risk of fraud and abuse while providing a cost-effective and convenient payment system for both the participants and the department.

### Youth Investment Strategy

In 1998, the key stakeholders in the District's youth workforce development community came together to create a new *Youth Investment Strategy*. This collaborative effort produced a blueprint for the development of specific youth-oriented programs, based on a new career preparation paradigm. With a clear understanding that today's youth must prepare to compete in a technologically-advanced, global economy, a *Career Pathways* paradigm was constructed. *Career Pathways* is characterized by a system of coordinated supports and services aimed at integrating learning and the world of work; work experiences, internships, and broad career exposure for all young people; on-the-ground involvement of the business and labor sectors in career preparation programs, services, and activities; and convenient, electronic access to a wide-spectrum of information about the labor market, post-secondary education, and technical training and employment opportunities. In 1998, the District received a \$9.6 million grant from the Departments of Education and Labor to develop and implement this revolutionary strategy.

In 2000, the District added a major element to its *Youth Investment Strategy* by seeking and winning a \$32 million *Youth Opportunity Grant* from the Department of Labor. In PY 2000, the department fully implemented its *Youth Opportunity Grant (YOG) Program*. The purpose of this program is to provide intensive workforce preparation services to primarily out-of-school youth residing in specifically targeted neighborhoods characterized by high poverty rates, high crime rates, and an absence of economic development. The expected outcomes of this investment are increased rates of employment, high school graduation, and enrollment in post-secondary educational institutions.

The *YOG Program* is administered by the department and services are delivered through six community-based partner organizations: the Action to Rehabilitate Community Housing (ARCH) Training Center, the Latin American Youth Center (LAYC), the United Planning Organization (UPO), Friendship House, Covenant House of Washington, D.C., and D.C. Link & Learn. These organizations are responsible for aggressive recruitment of potential participants in designated areas of the District, eligibility determination and program intake, orientation to the structure and objectives of the program, and program enrollment.

The partners are also responsible for providing an integrated, comprehensive system of services and activities to participants including life-skills training, job skills training, GED preparation, basic education and literacy training, English-as-a-Second-Language (ESL) instruction, job coaching and mentoring, internships, peer-support groups, cultural and recreational activities, job search and job placement assistance, and job retention and follow-up services for two years after program completion. This comprehensive menu of services and activities is coordinated and integrated through a professional case management system and a state-of-the-art management information system.

The District's *Youth Investment Strategy* is not a static concept. Stakeholders, acting through the Youth Investment Council and the School-to-Careers Governing Council, are continuing their efforts to develop and implement effective tactics to reach the youth workforce development goals established by Mayor Williams. We believe that this solid partnership, composed of representatives from government, business, labor, the educational community, grass-roots activists, and national association leaders, will result in a dynamic and reformed youth workforce development system.

### **Unemployment Compensation**

One of the nation's most venerable social safety-net programs, the Unemployment Compensation system was established as one of the primary elements of President Franklin D. Roosevelt's depression-era *New Deal* program. The program provides temporary income support to workers who lose their jobs through no fault of their own and is funded by a payroll tax on employers. During PY 2000, the department undertook several important initiatives to improve the efficiency of the District's Unemployment Compensation program.

- **Internet Check Inquiry** - The District became only the third state in the nation to implement check inquiry via the Internet, following Indiana and Georgia. This system allows claimants to access a screen on our Virtual One-Stop web site utilizing a password provided by the department. Claimants are then able to electronically check the status of the last four weeks of claimed Unemployment Compensation benefits. Claimants are able to determine the date and amount of the check and an explanation of any reduction in weekly benefit amounts. If there was any non-payment week, the reason for non-payment is indicated. Information is also provided regarding remaining benefits.

### **Other Workforce Development Activities**

- An innovative private-sector awareness campaign to promote both the **Welfare-to-Work and the Work Opportunity Tax Credit Programs** was developed and implemented. This campaign featured an "E-post card" which allowed access to tax credit information and forms and a link to the department's website with the click of a mouse. A promotional Compact Disk was also produced and sent to employers.

- In PY 2000, the department sought and received a **Special Alien Labor Certification Grant** of \$100,000 from the U.S. Department of Labor. An amendment to Section 245(i) of the Immigration and Nationality Act (the Legal Immigration Family Equity Act of 2000) created a three-month window of opportunity to secure legal immigrant status and resulted in a spike of 1,800 additional applications to the department for permanent labor certification. The grant allowed the department to hire a temporary Immigration Analyst and fund overtime costs which enabled us to address the one-time caseload increase and meet our obligations to individuals seeking to legalize their immigration status.
  
- In PY 2000, the department took positive steps to support Mayor Williams' commitment to join the Bush Administration's **Faith-Based Initiative**. We conducted aggressive recruitment efforts to bring faith-based organizations into our universe of Workforce Investment Act (WIA) training providers. After identifying faith-based organizations with the potential to offer effective training and educational services, we provided them with specialized technical assistance to facilitate their movement through the preferred service provider certification process. Among the organizations that became part of our service provider network in PY 2000 were D.C. Citizens for Positive Change, the Zion Baptist Church, and the Hereafter Family Foundation. Among the services that these organizations are providing to WIA-qualified District residents are: job readiness and vocational skills training; literacy, GED, and English-as-a-Second Language instruction; case management and counseling; and a wide variety of supportive services including shelter and housing assistance, nutritional programs, substance
  
- Job Access and Reverse Commute Partnership--The Federal Transit Administration awarded the Washington Metropolitan Area Transit Authority (WMATA) a \$1 million grant for a regional partnership that includes the Metropolitan Washington Council of Governments, the District's Department of Employment Services, the United Planning Organization, the Fairfax Department of Family Services and the Potomac and Rappahannock Transportation Commission/Virginia Railway Express. The program is designed to provide enhanced transportation options to areas not easily accessible by public transportation or that are completely inaccessible. During PY'2000, over 1,390 passengers accessed jobs in surrounding jurisdictions under this initiative.

### **Discussion of State Outcomes**

The District of Columbia exceeded or nearly exceeded negotiated goals on all of the performance measures that were similar to the measures that were required under the Job Training Partnership Act. Moreover, the District, unlike a number of other states, was able to document performance accurately on the credential rate for Adults, Dislocated Workers and Older Youth. In that regard, the District was not able to demonstrate the successful attainment of credentials for adults and older youth for the first year of the Workforce Investment Act implementation. The District's performance on these new measures is due, in part, to the lack of reliable baseline data to use in negotiating the expected levels of performance and problems encountering in collecting the data required to claim these outcomes.

Overall the primary area where the District failed to demonstrate successful performance related to WIA programming for older youth. The District's performance on this measure is due, in part, to an inability to release a Request for Proposals timely. The effect of this delay is illustrated by low performance on all measures in this cohort. This situation has been corrected and performance has improved in PY 2001.

The District's performance results reflect a successful first year of Workforce Investment Act implementation. The program was effective in placing over 920 Adults, Dislocated Workers and Older Youth into jobs. More than 774 of these individuals were still employed six months after leaving the program. While it does not meet the District's negotiated level of 68%, the participant customer satisfaction (ACSI) score of 56% percent indicates that program customers were generally satisfied with the services. The District is not pleased with the participant response rate so efforts are underway to better ensure that participant customers are more readily available to provide follow-up information. The District met its negotiated performance goal related to employer customer satisfaction.

## STATE ACTIVITIES

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- One-Stop Career Center Studies--The District of Columbia's Department of Employment Services contracted with the DC Chamber of Commerce to conduct an independent assessment of the District's One-Stop Career Centers. The assessment included a comprehensive survey of services, focus groups with customers, staff and partners and site visit. A final report is anticipated in the near future.
- Mid-Atlantic Youth Summit---The District of Columbia Youth Investment Council participated in the Mid-Atlantic Youth Summit sponsored by the U.S. Departments of Labor and Education held in King of Prussia, PA on October 24-26, 2001. This regional youth summit was designed to provide technical assistance to youth councils on developing a comprehensive youth development plans and strategies.
- Labor Market Information Forum--The District of Columbia's Department of Employment Services, in collaboration with the DC WIC, sponsored an annual Labor Market Information Forum on October 18, 2001 to inform private and public partners on the economic impact of the September 11<sup>th</sup> events and provide job trends and projections.
- Performance Based Accountability System--The District of Columbia's Department of Employment Services has initiated the operation of its Virtual One-Stop system, which is the data collection and consumer reporting system for all workforce development programs and services.

# Performance Charts

**Table A – Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included In Sample	Response Rate
Program Participants	68%	55.86%	163	927	927	17.58%
Employers	66%	65.60%	309	460	460	67.17%

**Table B – Adult Program Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	62.0%	52.20%	427 818
Employment Retention Rate	71.0%	72.80%	364 500
Earnings Change in Six Months	\$3,250	\$3,597.24	\$1,798,621.00 500
Employment and Credential Rate	60%	55.01%	428 778

**Table C – Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	38.76%	100	48.21%	27	27.78%	15	50.43%	58
		258		56		54		115
Employment Retention Rate	28.35%	74	37.29%	22	12.96%	7	28.69%	35
		261		59		54		122
Earnings Change in Six Months	\$1,447.43	\$377,779.00	\$2,346.56	\$138,447.00	\$2,433.60	\$36,504.00	\$1534.11	\$187,161.00
		261		59		54		122
Employment and Credential Rate	90.20%	92	45.76%	27	22.22%	12	36.07%	44
		102		59		54		122

**Table D – Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core Intensive Services	
Entered Employment Rate	54.05%	380	40.87%	47
		703		115
Employment Retention Rate	41.26%	321	33.59%	43
		778		128

<b>Earnings Change in Six Months</b>	\$4,165.74	\$3,240,949.00	\$2,593.70	\$331,994.00
		778		128

**Table E – Dislocated Worker Program Results At-A-Glance**

<b>Reported Information</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Entered Employment Rate</b>	74%	73.51%	455 619
<b>Employment Retention Rate</b>	80%	83.74%	381 455
<b>Earnings Change in Six Months</b>	90%	140.99%	\$5,630,096.00 \$3,993,142.00
<b>Employment and Credential Rate</b>	60%	69.63%	266 382

**Table F – Outcomes for Dislocated Worker Special Populations**

<b>Reported Information</b>	<b>Veterans</b>		<b>Individuals with Disabilities</b>		<b>Older Individuals</b>		<b>Displaced Homemakers</b>	
<b>Entered Employment Rate</b>	74.58%	44	66.67%	8	65.00%	26	0.00%	0
		59		12		40		0
<b>Employment Retention Rate</b>	93.18%	41	75.00%	6	80.77%	21	0.00%	0
		44		8		26		0
<b>Earnings Change in Six Months</b>	125.98%	\$564,436.00	205.33%	\$55,206.00	123.83%	\$364,139.00	0.00%	0
		\$448,040.00		\$26,887.00		\$294,060.00		0
<b>Employment and Credential Rate</b>	69.23%	27	50.00%	4	64.52%	20	0.00%	0
		39		8		31		0

**Table G – Other Outcome Information for the Dislocated Worker Program**

<b>Reported Information</b>	<b>Individuals Who Received Training Services</b>		<b>Individuals Who Received Only Core Intensive Services</b>	
<b>Entered Employment Rate</b>	72.77%	278	74.68%	177
		382		237
<b>Employment Retention Rate</b>	82.73%	230	85.31%	151
		278		177
<b>Earnings Change in Six Months</b>	161.30%	\$3,441,437.00	117.69%	\$2,188,559.00
		\$2,133,550.00		\$1,859,592.00

**Table H – Older Youth Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63%	45.78%	38
			83
Employment Retention Rate	68%	63.04%	29
			46
Earnings Change in Six Months	\$3,150	\$2,238.30	\$102,962.00
			46
Employment and Credential Rate	50%	33.68%	32
			95

**Table I – Outcomes for Dislocated Worker Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	52.63%	10	0.00%	0	0.00%	0	0.00%	0
		19		1		3		0
Employment Retention Rate	60.00%	6	0.00%	0	0.00%	0	0.00%	0
		10		0		0		0
Earnings Change in Six Months	\$2,255.30	\$22,255.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		10		0		0		0
Employment and Credential Rate	50.00%	10	0.00%	0	0.00%	0	0.00%	0
		20		1		3		0

**Table J – Younger Youth Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	72%	100%	1186
			1186
Diploma or Equivalent Attainment	55%	75.78%	97
			128
Retention Rate	54%	55.36%	62
			112

**Table K – Outcomes Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Skill Attainment Rate	100%	225	100%	31	0.00%
		225		31		0
Diploma or Equivalent Attainment	88.88%	32	50.00%	3	0.00%	0
		36		4		0
Retention Rate	53.12	17	50.00%	2	0.00%	0
		32		4		0

**Table L – Other Reported Information**

	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Worker)		Places for Participants In Non-Traditional Employment		Wages at Entry Into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to Training Received of those who completed training services	
	Adults					0.49%	4	\$1,513.49	\$1,238,031.00	20.54%
						818		818		818
Dislocated Workers					0.81%	5	\$5,009.95	\$3,101,156.00	21.49%	133
						619		619		619
Older Youth					0.00%	0	\$955.95	\$79,344.00		
						83		83		

**Table M – Participation Levels**

	<b>Total Participants Served</b>	<b>Total Exiters</b>
Adults	984	428
Dislocated Worker	1,171	499
Older Youth	144	75
Younger Youth	1,849	1,468

**Table N – Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
Local Adults		<b>\$ 3,469,690</b>
<b>Local Dislocated Workers</b>		<b>4,102,037</b>
<b>Local Youth</b>		<b>2,380,913</b>
<b>Rapid Response</b> (up to 25%) §134 (a) (2) (A)		<b>182,960</b>
Statewide Required <b>Activities</b> (up to 15%) §134 (a) (2) (B)		<b>310,000</b>
Statewide <b>Allowable Activities</b> §134 (a) (3)	<b>Program Activity Description</b>	
<b>Total of All Federal Spending Listed Above</b>		<b>\$ 11,712,811</b>

**Table O – Local Performance (Include This Chart for Each Local Area In The State)**

<b>Local Area Name:</b>	Total Participants Served	Adults	984
		Dislocated Workers	1,171
		Older Youth	144
		Younger Youth	1849
ETA Assigned #	Total Exiters	Adults	428
		Dislocated Workers	499
		Older Youth	75
		Younger Youth	1,468
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	68%	56%
	Employers	66%	66%
Entered Employment Rate	Adults	62%	52%
	Dislocated Workers	74%	74%
	Older Youth	63%	46%
Retention Rate	Adults	71%	73%
	Dislocated Workers	80%	84%
	Older Youth	68%	63%
	Younger Youth	54%	55%
Earnings Change / Earnings Replacement in Six Months	Adults	\$3,250	\$3,597.24
	Dislocated Workers	90%	141%
	Older Youth	\$3,150	\$2,238.30
Credential / Diploma Rate	Adults	60%	55%
	Dislocated Workers	60%	70%
	Older Youth	50%	34%
	Younger Youth	55%	76%
Skill Attainment Rate	Younger Youth	72%	100%
<b>Description of Other State Indicators of Performance (WIA §136 (d) (1) (Insert additional rows if there are more than two "Other State Indicators of Performance")</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>7</b>	<b>2</b>
		<b>Exceeded</b>	<b>8</b>

COMMENTS FROM THE REVIEW OF PY 2000 ANNUAL REPORTS  
 PHILADELPHIA REGION SORTED BY STATE  
**District of Columbia**

State	Area of Annual Report	Comment(s)
DC	Nar.-Cost Per Effect	Failed to discuss the cost of workforce investment activities relative to the effect of activities on performance of participants. State did not explain for the allocation of resources for the funding streams affected the outcomes.  <ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
	Nar.-Evaluations	Failed to show evaluations of workforce investment activities and include studies of workforce investment conducted to establish, implement and use methods for continuous improvement  <ul style="list-style-type: none"> <li>▪ <b>Corrected in Narrative</b></li> </ul>
	Tb. A-Customer Satisfaction	State did not report the number in the sample for both participants and employers - this data are needed to calculate the year-end response rates  <ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
	Tb. C-Outcomes for Adult Sp. Pop.	EER for older individuals - reported value of 50% does not match calculated value of 13.1%  <ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
	Tb. D-Other Adult Outcomes	Total in EER denominator on table B is 816 - table D shows 776 (775+1); EER numerator shows 427 in table B - table D shows 380 (380+0) - corrections needed <ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul> <p>Total in ERR denominator on table B is 500 - table D shows 441 (441+0); ERR numerator shows 363 in table B - table D shows 320 (320+0) - corrections needed</p> <p>Total in earnings change denominator on table B is 500 - table D shows 441 (441+0); earnings change numerator shows 1791532 in table B - table D shows 1607835 (1607835+0) - corrections needed</p>

	<ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
Tb. G-Other DW Outcomes	Total in EER denominator on table E is 380 - table G shows 616 (616+0); EER numerator shows 453 in table E - table G shows 277 (277+0) - corrections needed
	<ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
	Total in ERR denominator on table E is 453 - table G shows 277 (277+0); ERR numerator shows 379 in table E - table G shows 228 (228+0) - corrections needed
	Total in earnings change denominator on table E is 5576561 - table G shows 3402295 (3402295+0); earnings change numerator shows 3980742 in table E - table G shows 2121150 (2121150+0) - corrections needed
	<ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
Tb. L-Other Reporting Information	Table missing data for nontraditional employment for adults, DW and older youth
	<ul style="list-style-type: none"> <li>▪ <b>No twelve month follow-up was reported has been done so information is not available</b></li> </ul>
Tb. L-Other Reporting Information	Table missing data for training related employment for adults and DW
	<ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>
Tb. O-Local Performance	Table missing assessment of "overall status of local performance" - state needs to complete
	<ul style="list-style-type: none"> <li>▪ <b>Corrected</b></li> </ul>

