



District of Columbia  
**WORKFORCE INVESTMENT ACT**  
Annual Report

**Program Year**

July 1, 2013 Through June 30, 2014



Vincent C. Gray, Mayor, District of Columbia  
F. Thomas Luparello, Acting Director, Department of Employment Services  
Michael N. Harrel, Chair, DC Workforce Investment Council

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## A Message from the Director of DOES

*“The mission of the Department of Employment Services (DOES) is to plan, develop, and administer employment-related services to all segments of the Washington, DC metropolitan population – through empowering and sustaining a diverse workforce, which enables all sectors of the community to achieve economic and social stability.”*

The District has wrapped up another successful WIA program year. As referenced in the ***District of Columbia State Integrated Workforce Plan – Program Years 2012-2016***, critical reforms were designed and put in place to govern District agencies responsible for workforce development and programming. Being the nucleus of this effort, DOES has

established and implemented new policies and procedures to ensure high-quality services and offerings to augment programs supported by the WIA Title I, Wagner-Peyser Act and the District’s Unemployment Insurance program.



During Program Year 2013, DOES realized marked Workforce Investment Act (WIA) system improvements as delineated in the *State Integrated Workforce Plan*. These enhancements impacted all programs and offerings for the benefit of the District’s residents who were in need of training, education attainment services, and employment services.

Aside from administrative, programmatic, financial, and operational reforms, the District has garnered several notable achievements, including resolving 47 U.S. Department of Labor (DOL) Corrective Action Plan (CAP) items; certifying the American Job Center Southeast (ACJSE) as a *Comprehensive Center*; implementing the Minimum Wage Amendment Act of 2013 (L20-0091); enacting the Earned Sick and Safe Leave Act of 2013; passing the Wage Theft Prevention Act of 2014 (A20-426); applying and executing the District’s DOL-ETA Paid Leave Grant; and developing and launching the Office of the State Superintendent of Education (OSSE) District Youth Reengagement Center, to name a few.

Though the work ahead of us is great, the District is on the verge of undergoing a dynamic shift in economic growth through a surge in opportunities in industries such as leisure and hospitality, retail, and construction. These opportunities, coupled with the commitment of Chairman Harreld and the dedicated Workforce Investment Council (WIC) members to develop a strong, adequately trained, and competitive workforce, have rendered the District poised and ready to “put District residents to work.”

F. Thomas Luparello  
Acting Director  
Department of Employment Services

## Board Members

The WIC Board is private-sector led and comprised of the following top-level representatives from the private sector, organized labor, government, education, and community-based organizations with extensive workforce investment experience.

### CHAIR

**Michael Harreld**, PNC Financial Services Group

### VICE-CHAIR

**Joslyn N. Williams**, Metropolitan Washington Council, AFL-CIO

### BOARD MEMBERS

Jesús Aguirre, Office of the State Superintendent for Education

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Lori Kaplan, Latin American Youth Center

Solomon Keene, Hotel Association of Washington, D.C.

Thomas Luparello, Department of Employment Services Councilmember Kenyan McDuffie, Ward 5 Council of the District of Columbia

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Thomas Penny, Courtyard by Marriott Convention Center

Abigail Smith, Deputy Mayor for Education

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Neil Stanley, Department of Youth Rehabilitative Services

Adrienne Todman, District of Columbia Housing Authority

Nicola Whiteman, Apartment and Office Building Association of Metropolitan Washington

Marullus Williams, Limbic Systems

Calvin Woodland, University of the District of Columbia - Community College



## A MESSAGE FROM THE CHAIR OF THE DC WORKFORCE INVESTMENT COUNCIL

In 2012, Mayor Vincent C. Gray articulated a vision for the District of Columbia's workforce investment system, calling for "a city where all residents can participate fully in the region's economy, all businesses can find the skilled workforce they need to compete, and all communities are contributing to, and benefitting from, economic prosperity." As Chair of the Workforce Investment Council (WIC), I am pleased to report we have made steady progress toward that vision over the past year.

The WIC worked closely with the Department of Employment Services (DOES) to achieve the first certification of a comprehensive American Job Center (AJC) under the WIC's new one-stop certification policy. This process will help the WIC, DOES, and other agencies evaluate service levels and performance across programs and support continuous improvement and accountability throughout the District's workforce system. We look forward to certifying additional centers in the months and years ahead to ensure that job seekers and businesses have the services they need to remain competitive in today's economy.

The WIC took steps to strengthen training programs for District residents, implementing new eligibility and performance standards for adult training providers and adopting new policies for our WIA-funded year-round youth programs. The WIC also worked to enhance employer engagement in key sectors through our locally-funded workforce intermediary pilot project. These efforts will support increased accountability for training dollars and will help ensure that we are moving toward a truly demand-driven workforce system in the District.

In the coming year, the WIC will continue to build on these efforts while working with DOES and other stakeholders to implement the provisions of the federal Workforce Investment Opportunities Act (WIOA). While we know we still have much work ahead of us, I am confident that we are moving in the right direction.

**Michael N. Harreld**

Regional President, PNC Bank

Chairman, District of Columbia Workforce Investment Council

## SECTION I. PROGRAM YEAR 2013 – OVERVIEW AND HIGHLIGHTS

For the District's workforce to grow and prosper, two (2) events must occur: employers must convey to job seekers the skills businesses require, and job seekers must gain or refresh their skills to meet employer demands. The District has successfully bridged this gap by operating as a hub for information sharing between employers and job seekers by providing jobs and skills development and facilitating linkages between businesses and job seekers.

During Program Year (PY) 2013, the District's information-sharing efforts garnered successes in numerous areas to include:

- A. Serving 89,737 individuals at DC American Job Centers;
- B. Hosting a District-wide Hiring Fair which served approximately 11,500 job seekers that resulted in approximately 800 hires;
- C. Resolving successfully 46 of 47 DOL Corrective Action Plan (CAP) items;
- D. Certifying the American Job Center Southeast as a Comprehensive Service Center;
- E. Providing nearly 15,000 District youth with relevant and invaluable work experiences during the District's Summer Youth Employment Program;
- F. Exceeding WIA performance rates for WIA Adult Employment Retention Rate and Average Earnings (76%);
- G. Surpassing WIA Adults and Dislocated Workers six-month Average Earnings performance rate;
- H. Implementing new WIA Adult and Dislocated Worker Standard Operating Procedures (SOPs) for Eligibility, Enrollment, and Exit Procedures;
- I. Achieving a 77% Employment Retention Rate for WIA Adult and Dislocated Workers in the first, second, and third quarters after exit quarter;
- J. Increasing WIA Adult post exit Average Earnings to \$28,062.74;
- K. Increasing WIA Dislocated Worker post exit Average Earnings to \$38,519.28;
- L. Revising WIA Youth Program SOPs for Summer Employment Activities, Case Management and Individual Service Strategies (ISS), Eligibility, and Exit and Follow-up Services;
- M. Achieving an 47.7% performance rate for WIA Youth Program Literacy/Numeracy Gains;
- N. Providing 14,927 District youth an invaluable summer work experiences through the WIA Youth Program;
- O. Registering 33,737 (new) customers in the DCNetworks system;
- P. Providing 151,276 District residents with 470,499 workforce-related services in PY 2013; and
- Q. Creating 19,331 internal job orders and providing 5,233 services to District via the DOES Business Services Group.

## SECTION II: WIA TITLE I PROGRAM SPECIFIC OUTCOMES

The District's performance goals for PY 2013 were established in cooperation with the U.S. Department of Labor's Employment and Training Administration (ETA). This report covers performance and activities for Adults, Dislocated Workers, and Youth receiving WIA-funded services in the District. The statewide WIA Annual Report ETA Form 9091 tables are included as an attachment following the narrative report. Cumulatively, this information provides a look at the employment experiences of program participants who exited programs into an improved but still recessionary economic climate. The measures examine job placement during the first quarter after exit, employment retention during the second and third quarters after exit, and six-month earnings during the second and third quarters after exit.

### A. Core and Customer Satisfaction Measure Performance

#### A.1 – Adult Program

The District's WIA Adult Program offers employment-related services to help eligible customers find meaningful employment and achieve self-sufficiency. The District's program also is designed to help employer customers meet their needs for skilled workers.

**Table 1** provides performance results for the WIA Adult Program in PY 2013. The District is required to meet 80 percent – Acceptable Level of Performance (ALP) – of each negotiated performance standard. In PY 2013, the District's negotiated performance standard was 70 percent for Entered Employment Rate, 76 percent for Employment Retention Rate, and \$12,750 for Average Earnings. The actual Entered Employment Rate of 56.9 percent met the ALP. The 76.2 percent Employment Retention Rate exceeded the goal of 76 percent. The adult six-month Average Earnings of \$14,031 exceeded the goal of \$12,750.

**Table 1: WIA Adult Program Performance – PY 2013.**

<b>WIA Adult Program Performance – PY 2013</b>			
<i>Common Measure</i>	<i>Negotiated</i>	<i>Actual</i>	<i>Performance</i>
Entered Employment Rate	70%	56.9%	Met
Employment Retention Rate	76%	76.2%	Exceeded
Average Earnings	\$12,750	\$14,031	Exceeded

In PY 2013, DOES provided services to 842 WIA Adult Program customers. More than half of these customers received workforce-related training during their involvement with the program. All customers, even those not enrolled in training, have access to a wide variety of self-directed (DCNetworks) and staff-assisted core services designed to help District residents get back to work, including job search assistance, informal assessments, resume/employment workshops, and labor market information (LMI).

Intensive services are available to customers that require additional hands-on support and case management to strengthen their employability. Intensive services include comprehensive assessments, development of individual employment plans, one-on-one guidance and counseling, career planning, occupational skills training, and a variety of specialized services and workshops tailored to meet the customers' needs.

**A.2 – Dislocated Worker Program**

The WIA Dislocated Worker Program is designed to assist laid-off workers rejoin the workforce as quickly as possible by affording opportunities to acquire new skills needed to attain sustainable employment. The program provides core and intensive services to increase the retention and earnings of Dislocated Workers (DWs) by connecting them to careers in high-demand occupations. During PY 2013, the District’s AJC system delivered these services to hundreds of DW customers at Career Centers, while hundreds more benefited from self-service offerings using the DCNetworks system.

**Table 2** provides performance results for the WIA Dislocated Worker Program in PY 2013. The District is required to meet 80 percent of each negotiated performance standard. In PY 2013, the District’s negotiated performance standard was 74 percent for Entered Employment Rate, 84 percent for Employment Retention Rate, and \$17,750 for Average Earnings. The actual Entered Employment Rate of 53 percent did not meet the ALP. The 76.9 percent Employment Retention Rate met the ALP. The DW Average Earnings of \$19,259 exceeded the negotiated goal of \$17,750.

*Table 2: WIA Dislocated Worker Program Performance – PY 2013.*

<b>WIA Dislocated Worker Program Performance – PY 2013</b>			
<i>Common Measure</i>	<i>Negotiated</i>	<i>Actual</i>	<i>Performance</i>
Entered Employment Rate	74%	53.05%	Not Met
Employment Retention Rate	84%	76.9%	Exceeded
Six-Months Average Earnings	\$17,750	\$19,259	Exceeded

**A.3 – Youth Program**

The WIA Youth Program provides a range of programs and support to eligible District youth between the ages of 14 and 21.

**Table 3** provides performance results for the WIA Youth Program in PY 2013. The District is required to meet 80% of each negotiated performance standard. In PY 2013, the District’s negotiated performance standard was 65 percent for Placement in Employment or Education, 50 percent for Attainment of Degree or Certificate, and 55 percent for Literacy and Numeracy Gains. The actual Placement in Employment or Education rate of 35.4 percent did not meet the ALP. The 24.5 percent Attainment of Degree or Certificate rate did not meet the ALP. The Literacy and Numeracy Gains rate of 47.7 percent met the acceptable level of performance.

*Table 3: WIA Youth Program Performance – PY 2013.*

<b>WIA Youth Program Performance – PY 2013</b>			
<i>Common Measure</i>	<i>Negotiated</i>	<i>Actual</i>	<i>Performance</i>
Placement in Employment or Education	65%	35.4%	Not Met
Attainment of Degree or Certificate	50%	24.5%	Not Met
Literacy and Numeracy Gains	55%	47.7%	Met

**A.3.1 – WIA Year-Round Program**

The WIA Year-Round Program is a federally funded program serving District residents ages 16-21. This program offers services to young people under two divisions – the In-School Program and the Out-of-School Program.

In PY 2013, District’s Office of Youth Programs (OYP) awarded new In-School Program grants to four (4) providers (Urban Alliance, Sasha Bruce Youthwork, Opportunities Industrialization Center, and Latin American Youth Center). The In-School Program provides academic enrichment, work readiness, career exploration, and life skills for District youth enrolled in high school and officially classified as juniors or seniors. The program is designed to help youth participants successfully complete high school and make a successful transition to postsecondary education, employment, or advanced training.

Additionally, 185 youth were enrolled in the Out-of-School Program with three (3) providers (Covenant House, Latin American Youth Center, and YWCA). The Out-of-School Program provides youth with the opportunity to obtain certification in an Occupational Skills Training model. Participants prepare and receive certifications in Customer Service or IC3 Computer Training. Program participants also gain the skills necessary to transition into full-time employment. The second Out-of-School Program model is GED to College. Youth enrolled in this program model prepare for and take the official GED exam then transition into postsecondary education or advanced training.

**A.3.2 – Highlighted Youth Program Accomplishments**

In 2013, OYP collaborated with the Workforce Investment Council (WIC) to develop a series of Technical Assistance and Monitoring Guides to assist the District in identifying and tracking outcomes to mitigate programmatic deficiencies. Through development and implementation of the technical guides, OYP was able to successfully resolve all 10 U.S Department of Labor (DOL) Corrective Action Plan (CAP) items pertaining to the Youth Program in PY 2013.

To further improve performance, OYP formulated an Integration Plan to align local youth programming and eligibility requirements to WIA requirements. The plan is scheduled to undergo further WIC review before implementation. As designed, it will combine programmatic best practices from several local programs, expand service levels, and realign program models to incorporate WIA performance elements.

**A.3.3 – Program Performance**

As of June 30, 2014, 36 Out-of-School Program participants attained a GED or nationally recognized industry occupational certification. In addition, 62 participants found employment or entered postsecondary education. Fifty-one (51) participants made Educational Functioning Level (EFL) gains in Literacy and Numeracy, with 35 youth participants in the In-School Program receiving high school diplomas.

**B. Customer Satisfaction Measures**

The District collects and records customer feedback daily to ensure compliance with WIA and WIC requirements. During PY 2013, the District utilized numerous modes of communication to garner customer satisfaction feedback, such as customer service surveys, District and agency websites, social media, direct calls, letters, and visits to the agency. The feedback is evaluated so that customer (employer and participant) concerns are addressed and programmatic enhancements made based upon the feedback provided. Customer input is received through various mediums, including American Job Centers, DOES' Ask the Director web page, and Grade.DC.Gov.

**B.1 – American Job Centers**

The District's AJCs provide customers with direct access to DOES staff, which allows the Centers to be customer-focused through the collection and evaluation of customer services survey cards. Throughout PY 2013, the agency collected, reviewed, and assessed hard copy customer satisfaction surveys. DOES collects these surveys from each AJC monthly to track and analyze customer comments and adjust service delivery as necessary. **Figure 1** is a sample DOES customer satisfaction survey card. A database was created and is monitored regularly to ensure customer input is addressed. The survey data was tabulated to allow the agency to arrive at satisfactory ratings in a number of key areas.

The survey card includes the following questions and options:

1. How helpful is the staff in finding solutions to problems in our family business?
  - Strongly Agree
  - Agree
  - Disagree
  - Strongly Disagree
2. How helpful is the staff in providing the quality of service requested by DOES?
  - Excellent
  - Good
  - Fair
  - Poor
3. Did you have an appointment?  Yes  No
 

If yes, with whom and for what level?
4. Was the staff available at the time of your appointment?  Yes  No  Not Applicable
5. If you did not have an appointment, did a staff member assist you upon arrival?  Yes  No
6. How do staff members know/understand about the programs and services offered at DOES?
  - Yes, they do it all
  - No, somewhat
  - Not at all
7. If your problem was not resolved, did a DOES staff member provide an alternative solution?
 

If yes, what type of solution was offered?
8. DOES staff is courteous, professional, and caring.
  - Strongly Agree
  - Agree
  - Disagree
  - Strongly Disagree

Additional fields: Name (optional), Phone number (optional), E-mail address (optional).

Footer: If you have any questions or need files to assist in a customer service representative, please call 202-671-3936 or visit us at [www.does.dc.gov](http://www.does.dc.gov). To complete an online survey, please visit [www.spry.purdue.edu/DOES/customer-service](http://www.spry.purdue.edu/DOES/customer-service). Thank you for allowing us the opportunity to serve you.

Figure 1 - Customer Satisfaction Survey Card

## B.2 – Ask the Director

The agency’s most comprehensive customer satisfaction feedback tool is the DOES “Ask the Director” feature accessible through the agency website, <http://does.dc.gov/>. Through this feature, customers (employers and participants) are able to send questions, concerns, and comments directly to the Director of DOES.

As demonstrated in **Figure 2**, an actual screen-shot taken from DOES’ “Ask the Director” web page, customers may leave their contact information for follow-up and may choose from a wide array of subjects, as well as tailor a message to their specific interests or needs.

This customer input is utilized to address and improve programmatic processes, procedures, and outcomes as well as service delivery strategies agency-wide. Once feedback is received by the Director, it is forwarded to the appropriate person within the appropriate division for review, clarification, and comment to be sent back to the Director within 48 hours or two (2) business days, under normal circumstances. Corrective actions, if necessary, are finalized and implemented.

The customer is notified by the agency of any actions and/or outcomes directly related to the inquiry or comment. All resulting determinations are thoroughly evaluated so that customer concerns are addressed and programmatic enhancements are made, as needed, based upon the feedback provided.



Figure 2 - “Ask the Director” Comment Form

## B.3 – Grade.DC.Gov

Grade DC is an online customer feedback tool utilized by the District to collect and address data regarding all aspects of government service delivery. This medium is accessible via the website, as well as social media outlets, to include Facebook and Twitter, and allows residents to provide input that may positively impact and strengthen government programs and services District-wide.

Each agency is graded monthly on a scale of A through F to ensure deficiencies are identified and appropriately addressed. **Figure 3** details the Grade DC process spanning from receipt of customer input, to dissemination to appropriate agency Director and managers, to implementation when appropriate.



Figure 3 - “Grade.DC.Gov” Customer Feedback Portal

## B.4 – Workforce Customer Satisfaction Results

As **Table 4** demonstrates, the agency received essentially positive customer feedback to the survey’s service-related inquiries. For instance, in response to the question, “Was the staff member knowledgeable about the programs and services offered at DOES?,” nearly 89 percent of respondents answered, “Yes, very much so.” When asked to indicate their level of agreement with the statement, “DOES is helpful in finding solutions to problems in a timely manner,” almost 85 percent of respondents strongly agreed. For the question regarding DOES staff members provision of alternative solutions to unresolved problems, 61 percent responded in the affirmative, 5 percent responded in the negative, and the rest of the respondents abstained from answering that particular question. Finally, roughly 86 percent of respondents rate the quality of services received as “Excellent.”

Table 4: Workforce Investment Act Customer Satisfaction Results – PY 2013.

<b>Workforce Investment Act Customer Satisfaction Results – PY 2013</b>			
<i>Information Surveyed</i>	<i>Top-Rated Responses</i>	<i>Number of Top-Rated Responses Selected (out of 379 surveyed)</i>	<i>Performance of Top-Rated Responses Selected (out of 379 surveyed)</i>
<b>Was the staff member knowledgeable about the programs and services offered at DOES?</b>	Yes, very much so	336	88.7%
<b>If your problem was not resolved, did a DOES staff member provide an alternate solution(s)?</b>	Yes	233	61.5%
<b>DOES Staff is courteous, professional, and caring.</b>	Strongly Agree	336	88.7%
<b>DOES is helpful in finding solutions to problems in a timely manner.</b>	Strongly Agree	321	84.7%
<b>Overall, how do you rate the quality of service you received at DOES?</b>	Excellent	325	85.8%

### **SECTION III: STATE EVALUATION ACTIVITIES**

This section of the WIA Annual Report provides detailed information on the status of the District’s WIA evaluation activities. The District conducted several program evaluations in PY 2013 to help improve workforce system operations and effectiveness, in adherence to the requirements of WIA Section 136(e). The systems and processes evaluated included AJC service delivery, Youth Services and Provider Monitoring, tracking Adult/Dislocated Worker activity and service levels and Summer Youth Employment Program (SYEP) records, and data tracking.

#### **A. Evaluation of AJC Service Delivery**

DOES conducted an evaluation of its One-Stop Operations (OSO) to ensure alignment of its service delivery activities with WIA requirements in an effort to obtain certification as a Comprehensive Career Center for the District of Columbia. The evaluation resulted in the development and submission of a business plan in January 2014 designed to effectively build and sustain an integrated workforce investment system delivering high-quality services to residents and fostering a pool of seasoned candidates who meet business’ needs. On June 20, 2014, the Workforce Investment Council (WIC) DC American Job Center Subcommittee unanimously recommended that the full WIC Board approve certification of the AJC – Southeast as a Comprehensive Career Center. The Center was subsequently certified by the WIC on July 8, 2014. The evaluation and certification requirements led to improvements in meeting customer service levels, service delivery strategies for target populations, staffing levels, and enhancements in other service areas.

The District will continue to evaluate the following aspects of its improved service delivery strategy:

- Whether the new assessment procedures ensure that participants are directed to the appropriate services;
- The impact of revised core and intensive services, with a focus on how services identify and address barriers to employment;
- How new policies for processing and approving individual training accounts, with an emphasis on reducing delays in enrollment and increasing the number of participants in training; and
- How successfully the agency increases referrals and co-enrollments between mandatory partner programs, including an analysis of whether co-enrollment improves overall outcomes for customers.

The District is scheduled to issue a report on the first year of implementation of the AJC standards no later than April 2015.

## **B. Evaluation of Monitoring of Youth Service Providers**

DOES conducted an evaluation of its Office of Youth Programs (OYP) to ensure adherence to WIA requirements. As a result, DOES developed and implemented a technical assistance (TA) and monitoring guide to outline instructions and requirements to youth providers to ensure all programmatic and performance measures are properly documented and monitored, such as participant enrollment, implementation of the 10 WIA program elements, participant exits, case management and maintenance of program data, and the provision of sufficient linkages to other supportive services and resources. In April 2014, in conjunction with development of this TA guide, DOES formed a monitoring team to analyze programmatic and fiscal operations of its Youth Program service providers. A schedule of monitoring visits of the provider facilities was submitted to DOL-ETA in July 2014.

## **C. Evaluation of Sampling of WIA Adult/Dislocated Worker Exiting Participants**

In April 2014, the agency completed an evaluation of a 25 percent sampling of its in-person and electronic customer enrollment records for the period of July 2012 to April 2014. The review was conducted to determine if services were actually provided to customers during the period, and it was concluded that policy improvements were necessary to ensure WIA compliance. Accordingly in April 2014, DOES completed WIA Adult and Dislocated Worker (DW) enrollment and exit policies that comply with WIA regulations and DOL-ETA TEGL 17-05. This review and new policies were submitted to DOL-ETA in May 2014.

## **D. Evaluation of Sampling of WIA Adult/Dislocated Worker Intensive Service Customers**

In April 2014, the agency evaluated 345 paper and electronic files of WIA Adult and DW at the AJC-Northeast during the period between July 1, 2012 and April 28, 2014, to determine whether customers' need for intensive-level services was being properly documented in accordance with WIA requirements. The review identified discrepancies in record documentation. Accordingly, in April 2014, DOES completed new policies to provide guidance on recording and reporting WIA Adult and DW activity through the DCNetworks system. The policies were submitted to DOL-ETA in May 2014. This review was concluded and results were submitted to DOL-ETA in August 2014.

## **E. Review of Summer Youth Employment Program (SYEP) Records for WIA Participation**

In February 2014, the agency completed a review of all records of WIA youth enrolled in the District's SYEP in PY 2012. This review was conducted to ensure policies and procedures were aligned properly to ensure individualized placements, spending, and development of summer work plans for WIA participants. The review allowed OYP an opportunity to strengthen the collaboration with providers and to ensure that all had a clear understanding and implementation of programming as it pertains to WIA law. Providers were mandated to update each Individual Service Strategy (ISS) for each youth and youth were then matched to a summer experience based on the updated ISS. This increased participation during SYEP 2014 and the attrition rate decreased as youth were exposed to opportunities that were aligned with their interests and career goals. OYP implemented this model as a policy and distributed the written guidelines to all providers.

## **F. Evaluation of Service Received by WIA Youth as Stated in Participant ISS**

In May 2014, OYP conducted a review of its participant paper and electronic files, for the period covering July 1, 2012 to December 31, 2013, to determine if ISS goals were met before services ended. The review disclosed that some participants experienced a gap in services and may not have received the required 12-month follow-up. In order to ensure that this requirement is met across the board, OYP revised its policies to ensure compliance with WIA Section 129, 20 CFR 664.404 and TEGL 33-12. The revised policies were disseminated to all providers via electronic and hard copy.

As a result of the Department of Labor's Workforce System Comprehensive Review of DOES, the agency conducted an overall evaluation of its workforce system policies and Standard Operating Procedures. This extensive review resulted in the revision of agency policies relating to DW and Adult and Youth tracking, recordkeeping, case managing, and monitoring of WIA-funded customers and activities. The revised policies have been submitted to DOL as required. The agency has also established a training schedule to educate staff on the new policies/procedures. The training schedule was completed in February 2014.

## SECTION IV: COST OF WORKFORCE ACTIVITIES

The estimated cost of workforce investment activities for PY 2013 increased from PY 2012 for the Adult and Dislocated Worker Programs. The Youth Program cost per participant has decreased since the last program year. Due in part to a reduction in the number of WIA Adults and DW served during the reporting period, the agency was able to provide additional core, intensive, and training services in support of WIA Adult and DW Program participants.

The increased expenditures on WIA Adults and DW positively impacted the per participant six-month average earnings providing a percent increase in earnings. Additionally, increased six-month average earnings were realized for WIA Adults and DW in each of the Tiers of Service i.e., core, intensive, and training services. Moreover, the demonstrated six-month average earnings for these programs increased significantly from the previous program year and are also higher than their respective PY 2013 negotiated performance standards.

The agency is aware of the “Potential Alternative Efficiency Measures” as described in TEGL 9-14 which provide an alternative means of describing and analyzing the overall health of workforce programs; however, the agency will participate in discussions to assess the feasibility for implementation of the alternative measure and/or determine if the data can be obtained through currently available systems. Accordingly, **Table 5** provides the per participant expenditures for PY 2013.

*Table 5: Cost of Workforce Investment Activities Per Participant – PY 2013.*

<b>Cost of Workforce Investment Activities – PY 2013</b>			
<b><i>WIA Program</i></b>	<b><i>Estimated Cost Per Participant</i></b>	<b><i>Number of Customers</i></b>	<b><i>Six-Months Average Earnings</i></b>
Adult Program	\$1,658	842	\$14,031
Dislocated Worker Program	\$4,465	64	\$19,259
Youth Program	\$240	329	N/A

### **A. Innovative Service Delivery Strategies**

The District has realized an influx in business development that will directly impact its economic growth, namely in the fields of retail, hospitality, health care, information technology, and construction. To ensure District residents the best opportunity to participate in this growth, multiple strategies have been developed to support and prepare residents that are DWs, Low-Skill/Low-Income Adults, and Disadvantaged Youth to enter/re-enter the workforce.

### **B. Dislocated Workers**

To be responsive both to the diversity and to the common characteristics of Dislocated Workers, DOES utilizes multiple strategies to serve the District’s DW population. To begin, DWs are served as close to the time of dislocation as possible. DOES provides orientation to affected workers that includes updated LMI and an overview of occupational training opportunities as well as identification of hiring employers and upcoming hiring events.

DOES also works with DWs to develop Individual Employment Plans (IEPs) tailored specifically to their distinct skillsets and goals. The DW IEPs include:

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

These services are sensitive to the distinct needs of DWs, particularly their work maturity and need for reemployment often at relatively higher than entry- and mid-level wages. In addition, basic readjustment services are available to those interested in immediate employment as well as to those who need retraining.

Recognizing the retraining needs for DWs, DOES provides a wide range of training options that include:

- Training to assist with limited basic skills to gain the skills needed in today's labor market, either provided directly or through coordination with other programs;
- Training in occupational skills for new careers, as well as training that builds on existing skills, to prepare DWs for available jobs with high wages; and
- Training content and methods that are appropriate for adults with substantial work experience.

In addition, DOES' On-the-Job Training Program in PY 2014 will match DWs' aptitudes and interests and provide training in skills needed for stable employment at wages as high as possible.

All of these services may be provided either directly from an eligible training provider, via DOES, or through coordination with other partner agencies' non-profit partners.

### **C. Low-Skilled/Low-Income Adults**

In 2012, it was reported that approximately 40 percent of the District's population were recipients of some form of public assistance. It is critical for the workforce system to deliver services that enable such individuals to maintain family and employment obligations while also pursuing education and training that can support career advancement. To this end, DOES initiated a partnership with the Department of Human Services and OSSE to develop targeted services for recipients of Supplemental Nutrition Assistance Program (SNAP) benefits. The partnership is currently working to overcome information-sharing limitations related to proprietary requirements. It is anticipated that a resolution will be forthcoming and program implementation can proceed.

DOES also funds programs for low-skilled/low-income adults to obtain vocational training and provides transportation subsidies and wrap-around services to mitigate common barriers that impact this population.

### **D. Disadvantaged Youth**

The District has long supported a range of workforce employment activities aimed youth populations, including both WIA youth-funded year-round service and locally-funded programs such as the SYEP.

The District's year-round WIA youth workforce development programs provide workforce development supports and services to both in-school and out-of-school youth. The Year-Round Out-of-School Program prepares young adults, ages 16-21 who are unemployed and/or no longer in school, to meet their long-term employment and postsecondary education goals. Year-round youth employment programs are funded with federal resources and in order to be eligible for WIA Youth Services, a participant must meet certain requirements and have barriers to include:

- Deficient in basic literacy skills;
- A school dropout;
- Homeless, a runaway, or a foster child
- Pregnant or a parent;
- An offender; or
- An individual who, as a result of certain barriers, requires additional assistance to complete an educational program or to secure and hold employment.

### **E. Veterans' Services**

DOES' Veterans' Services unit helps veterans transitioning into civilian life by providing training and other vital employment assistance. **Table 6** outlines the unit's performance metrics, implementation of priority of service, and application of the federal Gold Card initiative. Veterans' Services staff provides priority workforce services to all veterans, especially to veterans with barriers to employment and employers seeking hire to veterans, and tailors follow-up services to veterans to ensure success.

Table 6: Veterans' Services – PY 2013.

<b>Veterans' Services</b>	
<b>Performance Metrics</b>	<p>At the conclusion of 4th Quarter PY 2013 (April-June 2014), the performance outcomes for the Jobs for Veterans State Grants (JVSG)- funded staff were as follows:</p> <ul style="list-style-type: none"> <li>• Intensive services provided by the DVOP – 49% against the negotiated measure of 54%;</li> <li>• Veterans entered employment rate (EER) – 44% against the negotiated measure of 61%;</li> <li>• Veterans employment retention rate (ERR) – 79% against a negotiated measure of 79%;</li> <li>• Veterans average earnings was \$23,532 against a negotiated measure of \$18,500;</li> <li>• Disabled veteran EER – 36% against a negotiated measure of 60%;</li> <li>• Disabled veteran ERR – 81% against a negotiated measure of 79%; and</li> <li>• Disabled veterans average earnings– \$28,929 against a negotiated measure of \$18,000.</li> </ul>
<b>Implementation of Priority Services</b>	<p>The District fully adheres to the Veterans Priority of Service guidance as prescribed by the Jobs for Veterans State Grants (JVSG) and WIA. Pursuant to WIA Section 134(d)(4)(E) and the WIC Policy No. 2013.005, the “priority of service” mandate with respect to any qualified USDOL employment and job training programs means that veterans and eligible spouses shall be given priority over non-covered persons for the receipt of employment, training, and placement services, notwithstanding any other provision of the law. If services or resources are limited, the veteran or eligible spouse receives access instead of or before the non-covered person.</p>
<b>Gold Card Initiative</b>	<p>Per the DOL directive, all unemployed veterans who served in any branch of the armed services during or following the 9/11 era are entitled to intensive employment services for up to 6-months. Services DOES provide unemployed veterans through its AJCs include case management, skills assessments, Interest surveys, career guidance, and job search assistance.</p>

**F. Unique Programs and Accomplishments**

The District has an array of programs designed to engage employers and ensure that they have access to a comprehensive array of employer services and supports as well as access to an adequately trained and qualified workforce that meets their needs.

**F.1 – Unique Programs**

The District has a number of unique programs, services, and partnerships, both federally and locally funded, designed to engage employers and connect them with a ready, willing and able workforce.

**F.1.1 – Other Federally Funded Programs**

Unique federally funded programs and services include Employer Services, Reemployment Services, and Special Programs as outlined in **Table 7**.

Table 7: Other Federally Funded Programs – PY 2013.

<b>Other Federally Funded Programs</b>	
<b><i>Employer Services</i></b>	<p>Employer Services is an umbrella unit that is comprised of several employer-interfacing programs that include a Business Services Group (BSG), a First Source (FS) unit and the Office of Apprenticeship Information and Training (OAIT). These units provide employers with services such as, pre-screenings, hiring events, technical support, and job-matching to ensure District residents and regional employers have greater access to successfully navigate the District workforce system.</p> <p><b>Business Services Group (BSG)</b>, the federally funded component of the Employer Services program, provides local businesses with essential services to support their workforce needs, as well as a variety of related resources, at no cost. Business owners, Human Resource professionals, recruiters, and government hiring managers can call on BSG team members to provide efficient and personalized attention to meet their workforce development needs. The BSG works with employers to co-host competency-based assessment pre-screenings and facilitate on-site application lab sessions, ensuring that job seekers possess the skills, knowledge, and abilities required to support employer investments in human capital.</p> <p>In PY 2013, the BSG team established or extended several host of employer partnerships, including Marriott Marquis, Towne Park, Colonial Parking, Comcast, Washington Nationals, DC United, Wal-mart, Costco, Giant Foods, Safeway, Walgreens, CVS Caremark, T.J. Maxx, 7-Eleven, IHOP, Geico, Quality Investigations, Hines (CityCenterDC), NFC Amenity, Anchor Construction, Chaney Enterprises, Cleveland Construction, DC Street Cars via DDOT, Department of Human Resources (DCHR), Department of Human Services (DHS), and many others.</p>
<b><i>Reemployment and Eligibility Assessment (REA) Program</i></b>	<p>DOL-ETA implemented the Reemployment and Eligibility Assessment Program (REA) initiative in FY 2005 to help address two (2) of ETA's highest priorities: 1) to help unemployment insurance claimants become reemployed as quickly as possible and 2) to reduce erroneous payments.</p> <p>Federal REA funding allows states to focus their efforts on bringing claimants into American Job Centers, providing in-person assessments and referrals to reemployment services, as appropriate. The agency hosted REA sessions every Tuesday and Thursday in PY 2013. The sessions are held at the District's AJC Northeast and AJC Southeast.</p> <p><b>Reemployment Services (RES) Program:</b> The Worker Profiling and Reemployment Services (WPRS) system, mandated by Public Law 103-152 of the Unemployment Compensation Amendments of 1993, is designed to identify, rank, and score unemployment insurance (UI) claimants by their potential for exhausting their benefits for referral to appropriate reemployment services.</p> <p>In PY 2013, DOES made significant upgrades to the REA/RES technology systems. The upgrades allowed the agency to fulfill administrative and programmatic activities in accordance with federal guidelines. Reemployment program attendance reports were shared with the UI staff on a weekly basis. Non-compliant REA customers became subject to interruption of benefits. Information about REA customers who returned to work full-time was timely entered in the database. And staff performed wage bumps and made follow-up telephone calls to ascertain the employment status of participants. RES sessions are held every Monday at the AJC Northeast.</p>

**Other Federally Funded Programs (continued . . .)**

***Special Programs***

The Office of Special Programs provides an array of services to address the changing needs of job seekers and businesses in the District. The programs include Rapid Response, Trade Adjustment Assistance (TAA), Senior Community Service Employment Program (SCSEP), and Work Opportunity Tax Credit (WOTC) and provide assistance with job searches, career counseling, retraining, placement assistance, labor market information, unemployment insurance guidance, and tax credits for employers who hire city residents.

**Rapid Response:** Authorized under the Workforce Investment Act (WIA), Rapid Response is a proactive, employee-focused program designed to assist Dislocated Workers in transitioning into new employment opportunities. In PY 2013 the District delivered customized services to 1,416 impacted workers through ten (10) Rapid Response events. The program is beneficial to employees experiencing downsizing but also is geared to growing companies who need a pool of skilled workers who are readily available.

The team responds within 48 hours of receiving notice of layoffs or closings and works to quickly coordinate services with the employer. The District follows federal guidelines under the Worker Adjustment and Retraining Notification (WARN) Act to trigger delivery of services.

**Trade Adjustment Assistance (TAA):** TAA is a federal program that provides reemployment services and benefits to workers who have lost their jobs or suffered a reduction of hours and wages as a result of increased imports or shifts in production outside of the United States. Workers may be eligible for training, travel allowance, subsistence allowance, job search assistance, relocation allowance, Reemployment Trade Adjustment Assistance, or Trade Readjustment Assistance. Certified individuals may be eligible to receive one or more program benefits and services depending on what level of assistance is needed to return them to suitable, sustainable employment.

DOES received one (1) certified petition in 2011 for PricewaterhouseCoopers for 18 dislocated workers. In PY 2012, DOES received \$287,252 in TAA funding. Currently, two (2) workers are receiving assistance under this funding.

**Seniors Community Service Employment Program (SCSEP):** SCSEP is a work-based training program for older citizens. The program provides subsidized, part-time training for low-income persons ages 55 or older with poor employment prospects. SCSEP participants work an average of 20 hours per week and are placed in a variety of community service activities at non-profit and public facilities, including day-care centers, senior centers, schools, and hospitals. These community service experiences are intended to serve as bridges to other employment positions not supported with federal funds. Through this program, older workers also have access to employment assistance available through the AJC system.

<b>Other Federally Funded Programs (continued . . .)</b>	
<b><i>Special Programs</i></b>	<p>During PY 2013, the DOES SCSEP operating budget totaled \$546,260. DOES SCSEP was authorized for 45 slots. The program:</p> <ul style="list-style-type: none"> <li>• Served 131 senior participants;</li> <li>• Assigned workers who provided 34,555 hours to District non-profits and government organizations;</li> <li>• Exceeded the common measure Entered Employment Rate of 25.1% by placing 29.6% seniors;</li> <li>• Held its first annual SCSEP Host Agency Orientation, where more than 18 managers who hired participants during the previous program year were presented with Certificates of Appreciation by the DOES Deputy Director of Workforce Development;</li> <li>• Funded Home Health Aide training and certifications for 11 participants, three (3) of whom were certified by the DC Board of Nursing; and</li> <li>• Conducted four (4) Certified Professional Food Managers' trainings for 50 participants and 44 were certified by the DC Department of Health and the American National Standards Institute and the Conference for Food Protection (ANSI).</li> </ul> <p><b>Work Opportunity Tax Credit (WOTC):</b> WOTC is a federal tax credit available to employers who hire individuals from certain target groups who have consistently faced significant barriers to employment. WOTC target groups include: Veterans; Temporary Assistance for Needy Families (TANF) Recipients; Supplement Nutritional Assistance Program (SNAP) Recipients; Designated Community Residents; Vocational Rehabilitation Referrals; Supplemental Security Income Recipients; Summer Youth Employees, and; Returning Citizens. In PY 2013, WOTC produced 1,453 certifications and 3,495 denials. Properly certified workers can earn a tax credit of \$1,200 to \$9,600 for their employer.</p>

**F.1.2 – Locally Funded Programs**

DOES has numerous locally funded programs and services that are tailor-made to the needs of the District's residents as noted below in **Table 8**.

*Table 8: Locally Funded Programs – PY 2013.*

<b>Locally Funded Programs</b>	
<b><i>Apprenticeship</i></b>	<p><b>The Office of Apprenticeship, Information and Training (OAIT)</b> is responsible for administering the District's Apprenticeship program and the enforcement of DC Law 2-156 and the federal Davis-Bacon and Related Acts (DBRA) on District-funded projects. These services include recruiting and enrolling apprentices; registering employers as apprenticeship sponsors; and providing oversight, technical assistance, and monitoring to ensure compliance with federal and state laws. This program is a comprehensive training that combines on-the-job learning experiences with supplemental job-related classroom instruction.</p> <p>In PY 2013, the DC Apprenticeship Council approved 23 new apprenticeship programs and 1,293 new apprentices were registered. In addition, six (6) company sponsors were conducting pre-apprenticeship initiatives for electricians, ironworkers, plumbers, ironworkers, and sheet metal and concrete form builders.</p>

<b>Locally Funded Programs (continued . . . )</b>	
<b><i>First Source Employment Program</i></b>	<p><b>The First Source Employment Program</b> has been an important part of the District’s strategy to reduce unemployment in the city since 1984. The program is designed to ensure that District residents are given priority for new jobs created by municipal financing and development programs. Under this law, employers must ensure that 51% of all new hires on any government-assisted project or contract valued at \$300,000 or more are District residents.</p> <p>Additionally, government-assisted construction projects receiving government assistance totaling \$5 million or more must meet hours worked requirements for identified trades on the project as follows:</p> <ul style="list-style-type: none"> <li>• Journey Worker – at least 20% of hours shall be performed by District residents;</li> <li>• Apprentice – at least 60% of hours shall be performed by District residents;</li> <li>• Skilled Laborer – at least 51% of hours shall be performed by District residents; and</li> <li>• Common Laborer – at least 70% of hours shall be performed by District residents.</li> </ul> <p>The Semiannual First Source Report for the period of January 1, 2014 to June 30, 2014 reflects a 45.8% hiring rate on projects subject to First Source Employment Agreements. This percentage represents a 12.5% increase from the preceding reporting period.</p>
<b><i>Project Empowerment</i></b>	<p><b>Project Empowerment (PE)</b> is a local program that provides training and subsidized, transitional employment to District residents facing multiple barriers to employment. PE participants are often the hardest to serve due to homelessness, history of substance abuse, previous incarceration, or a number of other mitigating factors that make the attainment of permanent employment difficult.</p> <p>Project Empowerment produces positive results year after year for participants and remains in constant pursuit of effective ways to serve District residents. At the time of publication in FY 2014, 760 residents graduated from PE’s intensive, three-week Job Readiness Training (JRT). Fifty-four percent of those JRT graduates obtained permanent, unsubsidized employment. In addition, the average hourly wage earned by PE graduates is \$12.75, which is \$3.25 higher than the District’s minimum wage and exceeds Virginia and Maryland’s minimum wage by more than five (5) dollars.</p>
<b><i>Mayor’s Youth Leadership Institute (MYLI)</i></b>	<p><b>Mayor’s Youth Leadership Institute (MYLI)</b> serves District residents ages 14-18 enrolled in grades 9-12. MYLI engages participants in leadership and civic-based activities, as well as personal development, community service, college preparedness, and career exploration. A total of 120 participants were active in MYLI during the school year, and 320 youths were enrolled in the 2014 summer component. In PY 2013, 100% of the graduating Omega Level participants received an acceptance letter from at least one (1) college or university.</p>
<b><i>Summer Youth Employment Program (SYEP)</i></b>	<p>This year marked the 35th anniversary of the District’s <b>Summer Youth Employment Program (SYEP)</b>. SYEP is a six-week training program that provides seasonal job opportunities and work readiness training to eligible District of Columbia youth ages 14-21. A total of 14,927 youth were certified as eligible to participate in the program.</p>

<b>Locally Funded Programs (continued . . . )</b>	
<b><i>Pathways for Young Adults Program (PYAP)</i></b>	<b>Pathways for Young Adults Program (PYAP)</b> gives District residents 18-24 years of age the opportunity to earn specialized occupational certification in high demand fields, such as Allied Health and Information Technology. PYAP is extremely successful with an 89% program completion rate and 93% placement/hire rate. Participants receiving certifications in the Information Technology field and have been offered a pay rate of up to \$25 per hour. Development of a MedTech RFP in PY 2014 will provide participants with the opportunity to receive training to become Certified Nursing Assistants.
<b><i>One City High School Internship Program</i></b>	The <b>One City High School Internship Program (OCHSIP)</b> combines community service, professional development opportunities, mentoring, and structured internships to high school juniors and seniors. OCHSIP participants must maintain at least a 2.5 GPA as well as an excellent record of attendance. The program hosted 121 participants from Spring 2013 to Spring 2014.
<b><i>Grow Your Own Program</i></b>	The <b>Grow Your Own Program (GYO)</b> places qualified youth ages 18-24 in entry level positions in District government agencies where they receive training before moving to a 25-week unsubsidized internship opportunity. Total enrollment for 2014 is 43 participants. A total of seven (7) GYO youth were hired full time at the DC Department of Parks and Recreation in 2013.

### F.1.3 – Grants and Partnerships

DOES has numerous locally funded programs and services that are tailor-made to the needs of the District’s residents as noted below in **Table 9**.

*Table 9: Grants and Partnerships.*

<b>Grants and Partnerships</b>	
<b><i>Fire &amp; Emergency Management Services (FEMS) Cadet Training Program</i></b>	The Department of Employment Services (DOES) entered into a MOU with the FEMS to re-establish the Fire Cadet apprentice-style program which provides District residents with comprehensive firefighter training, instruction, certification, and workplace experience. The program is a major opportunity to train residents for long-term careers at FEMS. FEMS placed 34 participants into the Cadet Program. Note: This grant’s period of performance was consistent with a fiscal year cycle.
<b><i>Metropolitan Police Department (MPD) Cadet Training Program</i></b>	DOES entered into an MOU with the MPD to recruit and train District residents interested in careers in law enforcement. Designed to attract qualified District residents as prospective cadets from within local communities, the program provides on-the-job training and college-level courses as required to enter the MPD Recruit Officer Training Program. MPD placed 35 participants into the Cadet Program. Note: This grant’s period of performance was consistent with a fiscal year cycle.
<b><i>Entrepreneurial Training Program</i></b>	The Entrepreneurial Training Program is designed to provide unemployed District residents with intensive training, technical assistance, and critical skills needed to start and operate successful businesses. The program helps participants prepare and implement a comprehensive business plan tailored to the need of individual entrepreneur. It also facilitates connections between the entrepreneur and the resources and services that he or she may need to successfully launch and sustain a business. Collectively, there were 166 participants entered into these programs at the end of PY 2013. Note: This grant’s period of performance was consistent with a fiscal year cycle.

<b>Grants and Partnerships (<i>continued . . .</i>)</b>	
<b><i>Employment Retention Program</i></b>	DOES continued its partnership with Goodwill to provide Career Navigation Professional Development courses for eligible participants referred from an American Job Center (AJC) or eligible training partner. The three-week program focuses on providing participants with the skills to find and retain a career. The retention services program provides follow-up and supportive services for individuals as they transition to DOES' BSG unit for job development and placement. Once placed, Goodwill continues the retention services support for up to three (3) months. Goodwill placed 280 participants into the program.
<b><i>DC Re-Engagement Center (REC)</i></b>	The District (the Office of the Deputy Mayor for Education, the Office of the State Superintendent of Education, and DOES) has established the REC to serve youth ages 16–24 who have dropped out of school. Through the REC housed at the DOES Headquarters, these youth can reconnect back to educational options and other critical services to support their attainment of a high school diploma or GED.
<b><i>forWARD 8 Initiative – Centers for Construction Careers</i></b>	The forWARD Initiative was created to meet the workforce development needs of Ward 8 District residents through a Construction Career Training Program. The goal of this grant is to provide District residents with the skills necessary to succeed in the construction industry by entering into a pre-apprenticeship training while earning nationally recognized credentials.
<b><i>Vocational Adult Basic Education (VABE)</i></b>	Vocational Adult Basic Education (VABE) and/or Vocational Adult Secondary Education (VASE) serve District residents who participate in local government-sponsored learning programs. VABE offers training in vocational sectors including health care, hospitality, construction, information technology, and entrepreneurship, as well as other relevant sectors as determined by providers in collaboration with OSSE.
<b><i>Digital Literacy</i></b>	Digital Literacy serves up to 200 District residents who can earn Internet and Computing Core Certification and/or one or more Microsoft Office Specialist or Microsoft Expert certifications (e.g., Word, Excel, PowerPoint, Access, and/or Publisher) via the Microsoft IT Academy.

**F.2 – Program Accomplishments\***

DOES has numerous success stories related to its locally funded programs and services that are tailor-made to the unique needs of the District's residents as illustrated in **Tables 10 - 12**.

*\* The following program accomplishments are based on real success stories. Names have been changed upon request to protect the identity and privacy of actual participants.*

**F.2.1 – American Job Centers’ Adult and Dislocated Worker Programs**

*Table 10: WIA Adult & DW Success Stories.*

<b>Program Accomplishments</b>	
<b>AJCs – Adult &amp; DW Programs</b>	
1.	James Smith visited the AJC for assistance with finding employment in his current field. While at the AJC, the Employment Specialist revealed the various services and trainings available, and Mr. Smith decided to upgrade his professional capabilities through agency occupational skills training. Mr. Smith enrolled in the Emergency Medical Technician (EMT) training offered by Westlink Career Institute, Inc., a WIC-approved training provider. He successfully completed the training in 2013 and received accreditation from the National Registry of Emergency Technicians/American Heart Associations. Subsequently in September 2013, he received full-time employment as an EMT driver with LifeStar Response. This employment opportunity has allowed Mr. Smith to fulfill some of his life goals, and he anticipates additional growth and opportunities in the future with the company.
2.	Janet Clark earned her bachelor’s degree but needed assistance obtaining sustainable employment opportunities. The AJC Employment Specialist conducted an assessment of Ms. Clark’s skills and determined her employability would be increased if she were to enhance her computer skills and obtain certifications in the IT field. Because Ms. Clark was WIA-eligible, she was able to enroll in training offered through Byte Back – a WIC-approved training provider – to obtain her A+ Network Certification. In August 2013, Ms. Clark received full-time employment as a Cyber Security Analyst with Kingfisher Systems, Inc., earning an annual salary of \$40,000.
3.	Having lost her job with the Washington Hospital Center, Tracie Simpson visited the AJC Northwest seeking assistance with obtaining employment in the medical field. At that time, Ms. Simpson’s only income was her unemployment benefits, and she was having a difficult time obtaining a position in her field. Although she had experience, she did not have any current and relevant medical-related certifications to increase her employability. Ms. Simpson was assessed as an eligible WIA participant and enrolled in the Medical Office Assistant Program with the Technical Learning Center, a WIC-approved training provider. Ms. Simpson completed the training as well as the required externship in June 2013. Subsequently in December 2013, she was offered and accepted a full-time position as a Personal Assistant with Grace Home Health Care, earning \$9.25 an hour.
4.	Customer Daniel Simmons held a bachelor’s degree in business and worked as an assistant manager in a retail electronics store. He desired to change the trajectory of his future and sought to pursue a career in the IT field. Accordingly, he visited the AJC Northeast and was determined WIA-eligible. He enrolled in an IT training program offered through ASM Educational Center, Inc. – a WIC approved provider – to complete his A+/Security+/Network+ training. Mr. Simmons worked closely with his AJC Employment Specialist to conduct job search activities, and he received a full-time Helpdesk Technician position with Providence Hospital earning \$15 an hour.

**F.2.2 – Office of Youth Programs**

*Table 11: WIA Youth Success Stories.*

<b>Program Accomplishments</b>	
<b><i>Office of Youth Programs</i></b>	
1.	Robert Mackey was a WIA Youth In-School Program participant assigned to AutoZone for summer employment. While there, he exhibited determination, tenacity, and professionalism which resulted in his receiving an excellent recommendation for a full-time position as a Sales Associate with AutoZone.
2.	The District’s Summer Youth Employment Program (SYEP) can attest to a wide-array of success stories, to include Cynthia Marsh, a participant who gained full-time employment with the DOES Office of Administrative Services (OAS) after successfully completing an internship with that office.
3.	The Pathways for Young Adults Program (PYAP) provides District residents 18-24 years of age with opportunities to earn specialized occupational certification in high demand fields, such as allied health and information technology. Through PYAP, Todd Thomas, a YouthTech Program participant at the United Planning Organization, was offered and accepted full-time employment with Koniag Technology Solutions as an A+ Help Desk Specialist.

**F.2.3 – Unique Program Accomplishments**

*Table 12: Unique Program Accomplishments and Success Stories.*

<b>Unique Program Accomplishments</b>	
<b><i>Seniors Community Service Employment Program</i></b>	
1.	Christine Morgan was 59 years old, unemployed, and discouraged. She entered DOES’ SCSEP in March 2012 after her position as a Human Resource Assistant was “downsized” by her previous employer in October 2009. Her efforts to become re-employed had been fruitless. In August of 2012, SCSEP enrolled Ms. Morgan in customized computer training for older job seekers. She was placed at a host agency that provided certification from the Districts’ Department on Disability Services (DDS). After mastering her responsibilities with DDS, she was transferred to Seabury Resources for Aging to serve as a Transportation Receptionist. Within a year of her arrival at Seabury, Ms. Morgan was hired as a full-time permanent employee, earning \$14.00 per hour with benefits. Ms. Morgan said she is delighted working for her current employer and that everything she learned while in SCSEP “brought me to this point.”
<b><i>Veterans’ Services</i></b>	
1.	In PY 2013, the District’s Veterans’ Services division established a relationship with Allied Barton Security Services, a company seeking to hire veterans for several armed/unarmed security positions. Allied Barton received numerous referrals from DVOP and LVER staff members throughout the year. In the second quarter of the program year, Allied Barton hired five (5) of the six (6) DVOP referrals. Allied Barton continues to communicate with DOES and emphasizes the professionalism and skillset that veterans bring to their organization. Representatives said they will continue to look to DOES first to fulfill their hiring needs.
<b><i>Rapid Response</i></b>	
1.	The DOES Rapid Response team met Audrey Lathan during an event on June 12, 2014 at Booker T. Washington Public Charter School. Ms. Lathan was worried about being laid off and not sure she would find other employment so late in the school year. She worked with a Rapid Response specialist and was referred to the Chief of the Office of Family and Public Engagement in the DC Public Schools system. Ms. Lathan was later hired at Kramer Middle School as an Instructional Coach.

**Unique Program Accomplishments (continued . . .)**

***Reemployment Services***

1. Reemployment and Eligibility Assessment (REA) customers Margaret Vincent and Laura Beecham were unemployed and receiving UI benefits.  
Ms. Vincent attended an REA session on March 25, 2014 at the AJC Northeast and during the following months she worked with an REA Employment Specialist to research the labor market and conduct job searches. She also took advantage of DOES workshops on resume writing and interviewing skills. Shortly thereafter, in August 2014, Ms. Vincent was offered and accepted a full-time position with Philips Healthcare as a Senior Consultant.
2. Former nurse Laura Beecham completed an REA program workshop on April 7, 2014. The customer embraced many techniques and tools learned from the REA workshop; within a few months, Ms. Beecham was hired as a fulltime clinical research nurse at the National Institutes of Health. She contributed her new-found employment to the techniques she learned during the REA workshops.

***Business Services Group***

1. Veronica Joseph's initial visit to the American Job Center was in November 2012. During this visit, Ms. Joseph requested staff-assisted job search services and expressed interest in occupational skills training. Ms. Joseph has over a decade of experience as an executive/administrative assistant and holds a Bachelor of Arts degree in Public Relations/Mass Media. At that time, Ms. Joseph was serving as a volunteer for her Advisory Neighborhood Commission in order to keep her office skills updated. Ms. Joseph presented a professional and work-ready demeanor from the start. She actively searched for work and obtained several interviews in the process. Unfortunately, none of the meetings resulted in gainful employment. Because she lacked certifications to validate her extensive executive administrative skills, Ms. Joseph was enrolled into WIA and also approved to attend Paralegal Training offered through the Paralegal Institute of Washington, DC. She successfully completed training and received a Certificate of Completion in December 2013. It took some time but her job search efforts did pay off. In August 2014, the DOES Job Bank Group was contacted by a DC-based general practice law firm requesting the immediate need for a full-time Lawyer Assistant. Ms. Joseph was among those referred for the opportunity. BSG assisted Ms. Joseph with readying for the interview. On September 4, 2014, the employer contacted Ms. Joseph and extended an offer of employment with the firm at an hourly wage of \$25 and a full benefits package. Ms. Joseph readily accepted the offer.

***Project Empowerment***

1. Edward Easley graduated from Project Empowerment's Job Readiness Training class in April 2014 and started his subsidized work experience at the DC Department of Housing and Community Development on April 28, 2014. His supervisors and staff took note of his strong computer and office skills and were impressed with his level of professionalism. Within six (6) months, Mr. Easley was hired in an unsubsidized job at the agency as a Program Support Assistant. His responsibilities include database management, bookkeeping, composing correspondence, reviewing reports, consolidating materials for annual reports, and conducting research on various topics. Mr. Easley had a criminal history that had been a barrier to employment in the past, but according to Mr. Easley, Project Empowerment helped remove that barrier, so he could be judged on his merits and not his past. Edward Easley is a true success story!

## **SECTION V: ADDITIONAL INFORMATION AND ASSURANCES**

### **A. Assurances Regarding Uniform Reporting of Required Elements**

The District assures that all required elements reported in ETA Form 9091 and elsewhere in the PY 2013 Annual Report are reported uniformly so a state-by-state comparison can be made.

### **B. Waivers**

- 1. Waiver of Section 133(b)(4) to increase the allowable transfer amount between adult and dislocated worker funding streams allocated to a local area:** This waiver provided the District with funding flexibility while ensuring consistency with Congressional intent regarding appropriated levels for WIA Adult and Dislocated Worker programs.
- 2. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training:** This waiver allowed the District to conduct incumbent worker training. However, the waiver was not exercised.
- 3. Waiver to permit the District to replace the performance measures at WIA Section 136(b) with the common measures:** This waiver permitted the District to negotiate and report WIA outcomes against the common measures only, rather than the performance measures described at WIA Section 136(b).
- 4. Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers:** This waiver allowed the District to postpone the determination of the eligibility of training providers and provided opportunity for training providers to re-enroll and be considered enrolled as initially eligible training providers. The District utilized the waiver to postpone certain provider reporting requirements under the new ETP policy that went into effect in October 2013.

# WIA Title 1B - Annual Report Forms (ETA 9091) Program Year 2013

Revised for Common Measures

## State: District of Columbia

<b>Table B: Adult Program Results</b>			
Reported Information	Negotiated Performance level	Actual Performance Level	
<b>Entered Employment Rate</b>	70	56.93	300.00
			527.00
<b>Employment Retention Rate</b>	76	76.23	340.00
			446.00
<b>Six Months Average Earnings</b>	\$12750	\$14031.37	\$4770666.72
			340.00

<b>Table C - Outcomes for Adult Special Populations</b>								
Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
<b>Entered Employment Rate</b>	44.83	65.00	33.33	7.00	22.22	2.00	49.25	33.00
		145.00		21.00		9.00		67.00
<b>Employment Retention Rate</b>	77.45	79.00	66.67	12.00	100.00	8.00	73.91	34.00
		102.00		18.00		8.00		46.00
<b>Six Months Average Earnings</b>	\$13400.67	\$1058652.78	\$29974.20	\$359690.42	\$26056.32	\$208450.52	\$15692.47	\$533543.98
		79.00		12.00		8.00		34.00

<b>Table D - Outcome Information by Service Level for the Adult Program</b>						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
<b>Entered Employment Rate</b>	78.74	100.00	45.80	60.00	52.04	140.00
		127.00		131.00		269.00
<b>Employment Retention Rate</b>	75.74	103.00	70.91	78.00	79.50	159.00
		136.00		110.00		200.00
<b>Six-Months Average Earnings</b>	\$15074.33	\$1552656.07	\$13291.94	\$1036771.56	\$13718.48	\$2181239.09
		103.00		78.00		159.00

**Table E - Dislocated Worker Program Results**

	Negotiated Performance level	Actual Performance Level	
<b>Entered Employment Rate</b>	74	53.05	87.00
			164.00
<b>Employment Retention Rate</b>	84	76.92	110.00
			143.00
<b>Six Months Average Earnings</b>	\$17750	\$19259.64	\$2118560.68
			110.00

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

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	<b>Entered Employment Rate</b>	60.00	6.00 10.00	0	0 4.00	45.00	18.00 40.00	0
<b>Employment Retention Rate</b>	55.56	5.00 9.00	100.00	3.00 3.00	75.00	21.00 28.00	0	0 0
<b>Six-Months Average Earnings</b>	\$23070.40	\$115352.00 5.00	\$20433.67	\$61301.00 3.00	\$16105.15	\$338208.07 21.00	\$0	\$0 0

**Table G - Outcome Information by Service Level for the Dislocated Worker Program**

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
	<b>Entered Employment Rate</b>	42.86	3.00 7.00	60.61	20.00 33.00	51.61
<b>Employment Retention Rate</b>	63.64	7.00 11.00	67.74	21.00 31.00	81.19	82.00 101.00
<b>Six Months Average Earnings</b>	\$16114.68	\$112802.75 7.00	\$22344.76	\$469239.95 21.00	\$18738.02	\$1536517.98 82.00

**Table H.1 - Youth (14-21) Program Results**

Reported Information	Negotiated Performance level	Actual Performance Level	
<b>Placement in Employment or Education Rate</b>	65	35.43	62.00
			175.00
<b>Attainment of Degree or Certificate Rate</b>	50	24.57	43.00
			175.00
<b>Literacy and Numeracy Gains</b>	55	47.66	51.00
			107.00

**Table H.1.A - Outcomes for Youth Special Populations\***

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
<b>Placement in Employment or Education Rate</b>	39.08	34.00	0	0	0	0	38.40	48.00
		87.00		0		125.00		
<b>Attainment of Degree or Certificate Rate</b>	24.42	21.00	0	0	0	0	29.03	36.00
		86.00		0		124.00		
<b>Literacy and Numeracy Gains</b>	55.17	32.00	0	0	0	0	47.66	51.00
		58.00		0		107.00		

**Table L - Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
<b>Adults</b>	76.91	393.00	\$4103.69	\$2092880.62	1.00	3.00	\$5521.34	\$1639838.03	4.29	6.00
		511.00		510.00		300.00		297.00		140.00
<b>Dislocated Workers</b>	85.47	147.00	104.61	\$2692569.68	0	0	\$6674.87	\$567363.96	1.56	1.00
		172.00		\$2573882.87		87.00		85.00		64.00

**Table M - Participation Levels**

	Total Participants Served	Total Exiters
<b>Total Adults</b>	870	834
<b>Total Adults (self)</b>	255	419
<b>WIA Adults</b>	842	781
<b>WIA Dislocated Workers</b>	64	71
<b>Total Youth (14-21)</b>	329	171
<b>Out-of-School Youth</b>	185	129
<b>In-school Youth</b>	144	42

**Table N - Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
<b>Local Adults</b>		1,395,641
<b>Local Dislocated Workers1</b>		285,798
<b>Local Youth</b>		79,113
<b>Rapid Response (up to 25%) WIA Section 134(a)(2)(B)</b>		13,584
<b>Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)</b>		180,597
<b>Statewide Allowable Activities WIA Section 134(a)(3)</b>	<b>Program Activity Description</b>	
	<input type="text"/>	0
<b>Total of All Federal Spending Listed Above</b>		1,954,733

**Table O - Local Performance**  
**Local Board 11005: DC Workforce Investment Council**

<b>Local Area Name</b>  11005	<b>Total Participants Served</b>	<b>Adults</b>	842
		<b>Dislocated Workers</b>	64
		<b>Older Youth (19 - 21)</b>	140
		<b>Younger Youth (14 - 18)</b>	189
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	781
		<b>Dislocated Workers</b>	70
		<b>Older Youth (19 -21)</b>	86
		<b>Younger Youth (14 - 18)</b>	85

Reported Information		Negotiated Performance Level	Actual Performance Level
<b>Entered Employment Rates</b>	<b>Adults</b>	70.00	57
	<b>Dislocated Workers</b>	74.00	53
<b>Retention Rates</b>	<b>Adults</b>	76.00	76
	<b>Dislocated Workers</b>	84.00	77
<b>Six-Months Average Earnings</b>	<b>Adults</b>	12750.00	14,031
	<b>Dislocated Workers</b>	17750.00	19,373
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	65.00	35
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50.00	25
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	55.00	48
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1))</b>			
Description of Other State Indicators of Performance (WIA Section 136 (d)(1))		Description of Other State Indicators of Performance (WIA Section 136 (d)(1)/Negotiated Performance Level	Description of Other State Indicators of Performance (WIA Section 136 (d)(1)/Actual Performance Level
Description of Other State Indicators of Performance (WIA Section 136 (d)(1))		Description of Other State Indicators of Performance (WIA Section 136 (d)(1)/Negotiated Performance Level	Description of Other State Indicators of Performance (WIA Section 136 (d)(1)/Actual Performance Level
<b>Overall Status of Local Performance</b>		Not Met	☆ Met
			Exceeded

**Table P - Veteran Priority of Service**

	<b>Total</b>	<b>Percent Served</b>
<b>Covered Entrants Who Reached the End of the Entry Period</b>	22.00	[REDACTED]
<b>Covered Entrants Who Received a Service During the Entry Period</b>	22.00	100.00
<b>Covered Entrants Who Received a Staff-Assisted Service During the Entry Period</b>	12.00	54.55

**Table Q - Veterans' Outcomes by Special Populations**

<b>Reported Information</b>	<b>Post 9/11 Era Veterans</b>		<b>Post 9/11 Era Veterans who Received at least Intensive Services</b>		<b>TAP Workshop Veterans</b>	
<b>Entered Employment Rate</b>	0	0	0	0	0	0
		0		0		0
<b>Employment Retention Rate</b>	0	0	0	0	0	0
		0		0		0
<b>Six Months Average Earnings</b>	\$0	\$0	\$0	\$0	\$0	\$0
		0		0		0



## THE DISTRICT OF COLUMBIA

*"One City, One Government, One Voice"*

VINCENT C. GRAY, MAYOR

DEPARTMENT OF EMPLOYMENT SERVICES

F. THOMAS LUPARELLO, ACTING DIRECTOR

DC WORKFORCE INVESTMENT COUNCIL

MICHAEL N. HARRELD, CHAIR

