



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

**Program Year**

July 1, 2014 through June 30, 2015

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## A Message from the Director of DOES

The past twelve months have been a tremendous time for growth, goal setting and assessment within the DC Department of Employment Services (DOES). DOES is committed to strategically working with leaders in the business, labor, education and public sectors to provide high-quality training and prepare District residents for careers with a clear pathway to the middle class.

As the agency welcomed new leadership, our dedicated staff undertook great care to ensure the core mission of DOES was accomplished while also implementing new key objectives that will increase access to workforce development services in underserved communities and decrease unemployment by 35 percent.

From innovative workforce development initiatives, enhanced job training measures, and more robust relationships with the District's business leaders, DOES is on its way to building a stronger workforce pipeline for a stronger local economy.

The Workforce Investment Act (WIA) Annual Report for Program Year 2014 details the successful strategies DOES developed and employed to create stronger connections between employers and talented District candidates.

Some of these milestones include: (1) providing 84,000 District residents with close to half a million-workforce development and training services; (2) improving the rate at which District youth attain education degrees by 25 percent; and (3) exceeding WIA performance standards for adult employment retention.

DOES arrived at these accomplishments by putting forth an agenda for integrating new training partnerships and taking on more diverse adult and youth programming. These dynamic improvements have and will continue to help the agency simplify, streamline and align workforce services and resources to meet the growing needs of District residents and employers.

Complemented by the expertise of the District's Workforce Investment Council (WIC), DOES is in a confident position to train and prepare more youth and adults for in-demand opportunities, equip businesses with the talent they need to flourish, and to help build a District of Columbia for the future.

A handwritten signature in black ink that reads "Deborah A. Carroll". The signature is fluid and cursive, with a long horizontal stroke at the end.

Deborah A. Carroll  
Director  
Department of Employment Services



## **SECTION I. PROGRAM YEAR 2014 – OVERVIEW AND HIGHLIGHTS**

It has been noted that in order for the District's workforce and economy to grow and prosper, several things must occur simultaneously; the District must produce enough quality jobs to attract and employ people moving to the District every month and the people who are unemployed, but actively looking for work<sup>1</sup>. It also needs to create enough jobs to provide full-time work for those working part-time involuntarily, and it needs to entice discouraged workers back into the workforce<sup>2</sup>. The District has developed and employed strategies to foster needed economic and workforce growth to provide jobs and skills development aiding connections between businesses and job seekers.

During Program Year (PY) 2014, the District's workforce development strategies information-sharing efforts netted successes in a number of significant areas to include:

- A. Registering 17,572 new customers in DCNetworks;
- B. Creating 30,747 internal job orders and providing 5,039 services to District Employers via the DOES Business Services Group;
- C. Achieving WIA Adult post-exit average earnings of \$26,350/year;
- D. Achieving WIA Dislocated Worker post-exit Average Earnings of \$37,730/year;
- E. Exceeding WIA performance standards for WIA Adult Employment Retention Rate, Dislocated Worker Average Earnings, and Youth Attainment of Degree or Certificate;
- F. Meeting WIA performance standards for Adult Entered Employment Rate and Average Earnings, Dislocated Worker Entered Employment Rate, and Employment Retention Rate;
- G. Accomplishing an 83% Employment Retention Rate for WIA Adult and Dislocated Workers in the first, second, and third quarters after exit;
- H. Increasing the WIA Adult Entered Employment Rate by 3.57 percentage points and Employment Retention and by 7.07 percentage points since PY2013;
- I. Increasing the WIA Dislocated Workers Entered Employment Rate by 6.95 percentage points and Employment Retention improved by 6.98 percentage points since PY2013;
- J. Youth Attainment of Degree or Certificate Rate improved by 24.93% from PY2013;
- K. 182 WIA participants started Occupational Skills Training in PY 2014; and
- L. Providing 84,000 District Residents with 436,188 workforce-related services in PY2014.

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<sup>1</sup>Economic Growth DC: Current Economic Conditions in the District of Columbia, August 18, 2015

<sup>2</sup>Id.

## SECTION II: WIA TITLE I PROGRAM SPECIFIC OUTCOMES

The District's performance goals for PY 2014 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 economy that was somewhat volatile. 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 Performance Measures

DCNetworks connects agencies, programs, and services electronically to assist and connect employers and jobseekers. The system provides integrated services via the internet for individuals, employers, training providers, workforce staff, and AJC partners, as well as, dramatically improves customer satisfaction, staff efficiency, and overall program performance. DCNetworks also provides easy access to real-time labor market information, allowing customers to compare information, such as, wage rates, the total number of jobs available, and the competitive landscape for jobs of interest. DCNetworks provides employers with great solutions for online recruiting through use of advanced candidate search options, automated correspondence, and applicant tracking. The system also offers easy access to key reporting features to provide management with valuable information for improved service delivery and enhanced performance. Utilizing DCNetworks significantly increases the quantity and quality of the available talent pool, as well as, access to employment opportunities.

#### A.1 – Adult Program

The District's WIA Adult Program provides quality employment and training services to help eligible customers find sustainable employment and achieve self-sufficiency. The District's Adult Program serves the broadest range of individuals, including: unemployment insurance claimants; individuals with disabilities; public assistance recipients; veterans; and individuals with no work history. The program is also designed to help employer-customers meet their needs for skilled workers to compete in the District's dynamic economy.

**Table 1** provides performance results for the WIA Adult Program in PY 2014. The District is required to meet 80 percent - Acceptable Level of Performance (ALP) - of each negotiated performance standard. In PY 2014, the District's negotiated performance standard was 61.6 percent for Entered Employment Rate, 79 percent for Employment Retention Rate, and \$13,550 for Average Earnings. The actual Entered Employment Rate of 60.5 percent met the ALP. The 83.3 percent Employment Retention Rate exceeded the goal of 79 percent. The adult six-month average earnings of \$13,175 met the goal of \$13,550. The entered employment and retention rates achieved during PY2014 showed an increase from program year 2013- entered employment and retention were up 3.57 and 7.07 percentage points respectively. It is also worth noting that employment and retention performance for WIA Adults that received training services was also higher than last program year- entered employment and retention were up 5.76 and 9 percentage points respectively.

*Table 1: WIA Adult Program Performance – PY 2014.*

<b>WIA Adult Program Performance – PY 2014</b>			
<b>Common Measure</b>	<b>Negotiated</b>	<b>Actual</b>	<b>Performance</b>
Entered Employment Rate	61.6%	60.5%	Met
Employment Retention Rate	79.0%	83.3%	Exceeded
Average Earnings	\$13,550	\$13,175	Met

In PY 2014, a total of 1,048 Adult participants were served by DOES. Further, a total of 468 Adult participants were exited within the April 1, 2014 through March 31, 2015 reporting period. Job seekers avail themselves of a variety of services at the AJCs, beginning with core resources, such as, DCNetworks registration, initial assessment of skills, job search assistance, informal assessments, job readiness workshops, and labor market information.

Intensive services are the next level of engagement and include comprehensive assessments, development of individual employment plans, group / individual guidance and counseling, career planning, prevocational services, and a variety of specialized services and workshops tailored to the customers' needs.

Training is the last level of service and is available to employed and unemployed adults and dislocated workers who have met the eligibility requirements; have been unable to obtain or retain employment through core and intensive services; are in need of training services and have the skills and qualifications to successfully complete the selected training program. The selected training programs should be directly linked to the demand occupations in either the local area in which they reside or in areas where they are willing to commute for employment.

**A.2 – Dislocated Worker Program**

The WIA Dislocated Worker Program is designed to assist laid-off workers reconnect with the labor force as quickly as possible in sustainable employment. The program aims to increase the retention and earnings of Dislocated Workers (DW) by increasing their work readiness, educational attainment, and occupational skills and by connecting them to careers in demand occupations. The District's AJC system delivers core, intensive, and training services to hundreds of DW customers at Career Centers, while hundreds more benefit from self-service offerings via the DCNetworks system.

**Table 2** provides performance results for the WIA Dislocated Worker Program in PY 2014. The District is required to meet 80% of each negotiated performance standard. In PY 2014, the District's negotiated performance standard was 63.0% for Entered Employment Rate, 84.0% for Employment Retention Rate, and \$17,750 for Six-Month Average Earnings. The actual entered employment rate of 60.0% met the acceptable level of performance. The 83.9% retention rate met the acceptable level of performance. The DW average earnings of \$18,865 exceeded the goal of \$17,750. The entered employment and retention rates achieved during PY2014 showed an increase from program year 2013-entered employment was up 6.95% and retention improved by 6.98%.

*Table 2: WIA Dislocated Worker Program Performance – PY 2014.*

<b>WIA Dislocated Worker Program Performance – PY 2015</b>			
<b>Common Measure</b>	<b>Negotiated</b>	<b>Actual</b>	<b>Performance</b>
Entered Employment Rate	63.0%	60.0%	Met
Employment Retention Rate	84.0%	83.9%	Met
Six-Months Average Earnings	\$17,750	\$18,865	Exceeded

**A.3 – Youth Program**

The WIA Youth Program provides employment and educational services to eligible low-income youth between the ages of 14 and 21, who face a barrier to employment.

**Table 3** provides performance results for the WIA Youth Program in PY 2014. The District is required to meet 80% of each negotiated performance standard. In PY 2014, the District's negotiated performance standard was 63.8% for Placement in Employment or Education, 33.6% for Attainment of Degree or Certificate, and 58% for Literacy and Numeracy Gains. The actual Placement in Employment or Education rate of 38.6% did not meet the acceptable level of performance. The 49.5% Attainment of Degree or Certificate rate exceeded the acceptable level of performance. The Literacy and Numeracy Gains rate of 24.0% did not meet the acceptable level of performance.

Table 3: WIA Youth Program Performance – PY 2013.

<b>WIA Youth Program Performance – PY 2014</b>			
<b>Common Measure</b>	<b>Negotiated</b>	<b>Actual</b>	<b>Performance</b>
Placement in Employment or Education	63.8%	38.6%	Not Met
Attainment of Degree or Certificate	33.6%	49.5%	Exceeds
Literacy and Numeracy Gains	58.0%	24.0%	Not 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 2014, District’s Office of Youth Programs (OYP) exercised new option years thereby extending existing 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.

The District’s Out-of-School Program providers, Covenant House, Latin American Youth Center, and YWCA, delivered tailored services to provide youth not enrolled in school with opportunities to obtain certification in Occupational Skills Training. Participants prepared for and received certifications in Customer Service or IC3 Computer Training. Program participants also gained skills necessary to transition into full-time employment. A second Out-of-School Program model utilized is GED to College. Youth enrolled in this program model prepared and tested for the official GED exam then transition into postsecondary education or advanced training. The Out-of-School Program concluded at the end of June 2015.

Table 4: WIA Youth Participant Data – PY 2014

<b>WIA Youth Participant Data – PY 2014</b>			
<b>Category</b>	<b>In School</b>	<b>Out of School</b>	<b>Combined</b>
Number of Youth Served	146	36	182
Number of Youth Exits	102	31	133
Number of Youth Enrollments	53	3	56

### A.3.2 – Highlighted Youth Program Accomplishments

The Office of the Director conducted a complete review of the OYP operations and instituted a plan to improve performance in PY15. OYP developed a robust transformation plan that will support the program during the transition to the Workforce Innovation and Opportunity Act. These changes include increasing staff assigned to the year round youth programs; expanding the capacity and diversity of youth program services using a new performance based program model; modifying systems to enable contractors to input and upload data to support performance objectives; developing and implementing comprehensive staff and provider training; and modifying policies that impose barriers to access.

In addition, during PY2014, DOES developed a standardized process for collecting participant documentation in accordance with governing mandates and DOES operations. This process is now used across all programs, including the American Job Center staff supporting the District’s Virtual One-Stop System.

**B. Customer Satisfaction Measures**

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

**B.1 – American Job Centers**

Through the District's AJCs, customers receive direct access to DOES staff and partners in support of their job search efforts. This comprehensive accessibility to workforce-related programs, activities, and wrap-around services fosters a customer-focused delivery of service as demonstrated through the collection and evaluation of customer services survey cards. 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.

**B.2 – Ask the Director**

One of the agency's comprehensive customer satisfaction feedback tools is the DOES "Ask the Director" feature accessible through the agency website, does.dc.gov. Through this feature, customers (employers and participants) are able to send questions, concerns, and comments directly to the Director of DOES. 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 suit their specific interests or needs.

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

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

Figure 1 – Customer Satisfaction Survey Card

Figure 2 - "Ask the Director" Comment Form

### B.3 – Grade.DC.Gov

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

Each agency is graded monthly on a scale of “A” through “F” to ensure deficiencies are identified and appropriately addressed. 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. Throughout PY2014, DOES has maintained an average grade of “B” as noted below in Figure 4 which lists DOES monthly performance grades for the period of December 31, 2014 through April 1, 2015.



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

1. Monthly Grades					
Monthly Performance					
NAME	APRIL	MARCH	FEBRUARY	JANUARY	DECEMBER
DOES	<span style="background-color: #90EE90;">B</span> 130 / 34	<span style="background-color: #FFFFE0;">B-</span> 217 / 40	<span style="background-color: #FFFFE0;">B-</span> 159 / 36	<span style="background-color: #FFFFE0;">B-</span> 262 / 92	<span style="background-color: #90EE90;">A</span> 185 / 46

Figure 4 – DOES “Grade.DC.Gov” Customer Feedback Monthly Performance

## 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. During PY 2014, the District conducted several program evaluations designed to improve the efficiency and effectiveness of the District’s workforce system operations, in accordance with WIA Section 136(e) and high-demand occupation projections for the District and surrounding area. The systems and processes evaluated included AJC service delivery, Youth Services, and tracking Adult/Dislocated Worker activity and service levels.

### A. Evaluation of AJC Service Delivery

DOES conducts periodic evaluations of its One-Stop Operations (OSO) to ensure alignment of its service delivery activities with WIA requirements. As delineated its Business Plan, the AJC division strives to effectively build and sustain an integrated workforce investment system delivering high-quality services to residents creating a pool of seasoned candidates who meet business’ needs. The District’s AJC evaluation objectives include:

- Evaluating assessment procedures efficiency in directing participants to the appropriate services;
- Assessing the impact of core and intensive services, with a focus on how services identify and address barriers to employment;
- Determining the effectiveness of 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
- Tracking and measuring referrals and co-enrollments between mandatory partner programs, including an analysis of whether co-enrollment improves overall outcomes for customers.

**A.1 – AJC Review, Clean-Up, and Training**

DOES performance and AJC management teams conduct ongoing reviews of AJC programs. This review includes random selection of participant files to ensure information, such as eligibility documentation, detailed case notes, intensive service and follow-up documentation are collected and compliant. Staff undergoes periodic training to stay abreast of protocol and requirements. DCNetworks trainings are conducted regularly and tracked by a training schedule that is published to encourage managers to sign staff up for training as appropriate. The OPPM performance team tailors training sessions around WIA and VOS specifically for internal staff, managers, and customer-interfacing staff agency-wide, as well as, practitioners at partnering agencies.

**A.2 – Policy Review and Development**

The Office of Policy, Performance and Monitoring (OPPM) is working with AJC staff to review and develop policies to ensure the agency remains compliant with local and federal laws and regulations including WIA and WIOA mandates.

**B. Evaluation of Youth Services Monitoring**

DOES continues to execute self-evaluation processes for the services provided by the Office of Youth Programs (OYP), including service providers and internal program office initiatives, to ensure adherence to WIA requirements and effective WIOA transitioning. DOES AJC and OPPM staff conduct independent internal monitoring for the OYP WIA programming, as well as other federally and locally-funded programs administered by DOES.

**B.1 – Office of Youth Programs Year-Round Review, Clean-Up, and Training**

Beginning April of 2015, AJC and OPPM performance staff conducted a thorough review of OYP year-round programs (in- and out-of-school youth). This review determined the effectiveness of program staff and processes regarding: upkeep of physical customer files; case management documentation in VOS; assessments; follow-up activity in VOS; and activity codes used in VOS. Remedies to concerns found were three-fold: file clean-up; policy review/revision; and staff retraining.

Concerns noted during file clean-up were reviewed and remedied to the extent possible. These concerns included, for example, program participants not enrolled in WIA; missing participant document (CASAS pre-test or scores); youth not assigned to case managers; missing case notes; and system closures were reviewed and the majority remedied. For instance in-school youth program reviews yielded the following results: all missing files were located; all youth files now have WIA applications; all system closures were lifted; all youth participants were assigned to OYP staff; and 100 percent of participant files had up-to-date case notes and documentation.

Policy review efforts are handled on an ongoing basis. Breakdowns in processes were reported to leadership with suggested best-practices for consideration. Upcoming tasks and deliverables being considered include updating and finalizing OYP policies and standard operating procedures, as well as, formalized training for OYP staff to ensure compliance thereto.

Aside from suggestions noted, the OPPM performance team tailored training sessions around WIA and VOS specifically for OYP staff and managers, as well as, customer-interfacing staff agency-wide. Captured below in Table 5 is a list of DOES developed trainings and the dates conducted:

Table 5: DOES Performance Team WIA VOS Trainings – PY 2014.

<b>DOES Performance Team WIA and DC Networks Trainings</b>	
<i>Training Name</i>	<i>Date</i>
<b>WIA 101 for Managers</b>	April 30, 2015
<b>WIA Youth Eligibility</b>	May 12, 2015
<b>WIA Youth Common Measures</b>	May 14, 2015
<b>WIA 101 for Staff</b>	May 18, 2015
<b>WIA Youth Manager Training</b>	May 28, 2015
<b>DC Networks Navigation</b>	June 2, 2015
<b>DC Networks Reports Training</b>	June 4, 2015

### **B.2 – Youth Services Monitoring**

OPPM conducts ongoing three-part annual monitoring of youth programs: 1) desk reviews; 2) on-site reviews; and 3) summary reporting.

Desk reviews require external service providers and OYP to submit all administrative documents to OPPM for review in preparation for the on-site review process. Following desk reviews, external provider sites are required to accommodate OPPM program monitors for no less than two (2) days at all official training locations. During on-site reviews, OPPM program monitors interview all applicable program staff, review program file folders and inspect the facilities. Upon completion of the on-site reviews, OPPM program monitors submit a comprehensive report of all findings, program highlights and any areas of concern.

In the fall of 2014, OPPM conducted bi-annual desk reviews for selected service providers and reviewed elements such as participant enrollment, programmatic administrative information, and case management. The review collected documentation to ensure programs were operating according to DOES as well as provider-imposed guidelines. DOES will continue to review and revise its WIA/WIOA youth program operating procedures through DOL-led technical assistance and substantial internal monitoring processes. DOES aims to ensure that all OYP programs are WIOA-compliant and poised to offer effective and quality employment training services to District residents.

In PY 2015, DOES newly created Office of Service Quality and Continuous Improvement will monitor and track progress in meeting program objectives and performance standards and advising the Director and Deputy Director, where appropriate.

## **SECTION IV: COST OF WORKFORCE ACTIVITIES**

During the PY 2014 grant period, the District utilized unexpended or carry-over funding from prior year allocations to satisfy obligations in the Dislocated and Youth programs. As a result, reported expenditures from the PY 2014 allocations for those programs were negligible; however, the actual per participant cost from prior year funding is noted in Table 6 below.

As the table reflects, the PY 2014 cost per adult participant decreased and the number of customers increased while the adult six-month average earnings met the negotiated performance goal of \$13,550. At the same time, and as noted above, because prior year funding was utilized to calculate Dislocated Worker and Youth per participant costs, it would be incongruent and misleading to attribute any average earnings outcomes to the per participant cost and number of customers.

The agency is cognizant of the “Potential Alternative Efficiency Measures” identified in TEGL 9-14 regarding the alternative means of describing and analyzing the overall health of workforce programs; however, the agency continues to participate in discussions to assess the feasibility for implementation of alternative measures and/or determine if the data can be obtained through currently available systems.

Table 6: Cost of Workforce Investment Activities per Participant – PY 2014.

<b>Cost of Workforce Investment Activities – PY 2014</b>			
<b>WIA Program</b>	<b>Estimated Cost Per Participant</b>	<b>Number of Customers</b>	<b>Six-Months Average Earnings</b>
Adult Program	\$1,467	1,048	\$13,175
Dislocated Worker Program	\$6,152.00*	271	\$18,865
Youth Program	\$12,825.00*	183	N/A

\*Costs incurred were funded by PY 2013 and PY 2014 funding

## **SECTION V: OTHER ACTIVITIES AND PROGRAMS**

The District’s workforce system is uniquely structured with federal programs supported by local resources and locally-funded programs. These added supports are leveraged to create and sustain service delivery for District residents.

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

District LMI projected a sustained upswing in business development within in the fields of retail, hospitality, health care, information technology, and construction. Now in the throes of this economic growth, the District has been fostering and strengthening relationships with employers and trade associations to create and leverage work opportunities. To ensure District residents the best chance 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.

#### **A.1 – Dislocated Workers**

To be responsive both to the diversity and common characteristics of Dislocated Workers, DOES continues to employ 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 appropriate for adults with substantial work experience.

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.

### **A.2 – Low-Skilled/Low-Income Adults**

In 2014, the United States Department of Agriculture, in its USDA Food and Nutrition Service Report noted that approximately 22 percent of the District's population received food stamps. It is critical for the workforce system to deliver services that enable such individuals to meet 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.

### **A.3 – Disadvantaged Youth**

The District has long supported a range of workforce employment activities aimed at youth populations, including both WIA youth-funded year-round service and locally-funded programs such as the Marion Barry Summer Youth Employment Program (MBSYEP), formally the Summer Youth Employment Program (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.

# WORKFORCE INVESTMENT ACT

## B. Veterans' Services

DOES' Veterans' Services unit assists veterans transitioning into civilian life by providing training and other vital employment assistance. Table 7 outlines the unit's performance metrics, implementation of priority of service, and application of the federal Gold Card initiative. Veterans' Services staff provide priority workforce services to all veterans - especially those with barriers to employment and employers seeking to hire veterans - and tailors follow-up services to ensure each veteran's success.

At the conclusion of 4th Quarter PY 2014 (April-June 2014), the performance outcomes for the Jobs for Veterans State Grants (JVSG)- funded staff were as follows:

Table 7: Veterans' Services – PY 2014.

<b>Veterans' Services</b>			
	<b>Common Measure</b>	<b>Negotiated</b>	<b>Actual</b>
<b>Performance Metrics</b>	Intensive Services provided by the DVOP	75%	68%
	Veterans entered employment rate (EER)	61%	43%
	Veterans employment retention rate (ERR)	79%	76%
	Veterans average earnings	\$20,000	\$19,708
	Disabled veteran EER	60%	36%
	Disabled veteran ERR	79%	72%
	Disabled veterans average earnings	\$24,000	\$23,885
	<b>Implementation of Priority Services</b>	The District fully adheres to the Veterans Priority of Service guidance as prescribed by the 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.	
<b>Gold Card Initiative</b>	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 provides to unemployed veterans through its AJCs include case management, skills assessments, interest surveys, career guidance, and job search assistance.		

## C. 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.

### C.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.

#### C.1.1 – Other Federally Funded Programs

Unique federally funded programs and services include Employer Services, Reemployment Services, and Special Programs as outlined in Table 8.

*Table 8: Other Federally Funded Programs – PY 2014.*

<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 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 14, BSG, created and/or extended a host of employer partnerships representing the following industries: Construction, Transportation, Non-profits, Retail, Hospitality and Leisure, Healthcare and Information Technology. BSG has provided mass recruitments for firms, such as, Lowe’s Home Improvement, Clark Construction, M.C. Dean, GEICO, Grey Hound, Enterprise Rental, American University, Chipotle, Busboys and Poets, Allied Barton, Marriott Marquis, Comcast, Department of Corrections, Baker DC, Universal Healthcare Management, Safeway, the Department of Human Services, DC United, Giant Foods, First Transit - Metro Access, WMATA and many others.</p>

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<b>Other Federally Funded Programs</b>	
<p><b><i>Reemployment and Eligibility Assessment (REA) Program</i></b></p>	<p>DOL-ETA implemented the Reemployment Services and Eligibility Assessment Program (RESEA) 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>In PY 2014, DOES made significant upgrades to the RESEA 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 Unemployment Insurance (UI) staff on a weekly basis. Non-compliant RESEA 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. During a customer RESEA session they receive an orientation of the center services, UI disqualifications, resume review, work search review, LMI review and one on one job counseling. RESEA sessions are held every Monday at the AJC Northeast.</p>

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### Other Federally Funded Programs

<b>Special Programs</b>	<p>The Office of Special Programs provides an array of services addressing the changing needs of the District's job seekers and businesses. The programs include Rapid Response, Trade Adjustment Assistance (TAA), Senior Community Service Employment Program (SCSEP), Grants /Partnerships, 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.</p> <p><b>Rapid Response (RR):</b> Authorized under the Workforce Investment Act (WIA), RR is a proactive, employee-focused program designed to assist Dislocated Workers in transitioning into new employment opportunities. The goal of the RR program is two-fold: 1) provide resources to companies in both private and government sectors; and 2) respond to layoffs and closings by coordinating services and providing immediate aid to companies and their affected workers. In this regard, the program is beneficial to employees experiencing downsizing but is also geared to growing companies who need a pool of skilled workers who are readily available.</p> <p>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. In PY 2014 the District delivered customized services to 1,647 impacted workers through nine (9) Rapid Response events.</p> <p><b>Trade Adjustment Assistance (TAA):</b> Authorized by the TAA Act of 1974, 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. Reemployment benefits include 80 percent of paid average weekly wage at the time of layoff.</p> <p>In PY 2014, DOES carried-over funds from PY 2013 in the amount of \$287,252. Two (2) workers received assistance under this funding.</p> <p><b>Seniors Community Service Employment Program (SCSEP):</b> Authorized by the Older Americans Act, SCSEP is a federally-funded work-based training program for older citizens. The program provides subsidized, part-time training for low- income individuals 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. Individuals are dually eligible for SCSEP and WIA funded training programs; eligibility for both programs is explored for all SCSEP participants.</p>
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<b>Other Federally Funded Programs</b>	
<b>Special Programs</b>	<p>During PY 2014, the DOES SCSEP operating budget totaled \$546,260. DOES SCSEP was authorized for 52 slots. The program:</p> <ul style="list-style-type: none"> <li>• Served 91 senior participants;</li> <li>• Assigned workers who provided 38,948 hours to District non-profits and government organizations;</li> <li>• Exceeded the community service hours measure of 75% by achieving 89.3% of program-funded community service hours available to seniors;</li> <li>• Exceeded the service level measure goal by 55% from the enrollment of 52 additional participants beyond the 40 modified community service positions;</li> <li>• Exceeded the common measures average earnings goal by achieving average earnings of \$11,171. This is the total earnings of participants employed within the first three quarters after the quarter of program exit (\$78,200 total earnings), divided by the number of participants exited (7 participants);</li> <li>• SCSEP hired a Job Developer in August 2014 who provides support to develop IEPs and ensure a participant’s plan will effectively lead to unsubsidized employment; and</li> <li>• SCSEP staff attended the 50th Anniversary SCSEP Annual Conference in May 2015 where staff were able to network, train, and discuss best practices with various states.</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 2014, WOTC produced 1,556 certifications and 2,291 denials. Properly certified workers can earn a tax credit of \$1,200 up to \$9,600 for their employer.</p>

**C.1.2 – Locally Funded Programs**

DOES has numerous locally-funded programs and services that are tailor-made to meet the needs of District residents as noted below in **Tables 9** and **10**.

*Table 9: Locally Funded Programs – PY 2014.*

<b>Locally Funded Programs</b>	
<b>LEAP Academy</b>	<p>The District has launched the new LEAP (Learn Earn Advance Prosper) Academy, a network of interconnected partners that will train residents in growing fields and place them in jobs. By utilizing the “earn-and-learn” approach, the program will link the city’s unemployed with employment, education, and training opportunities.</p> <p>The LEAP Academy offers District residents the opportunity to obtain an industry recognized credential and up to twelve (12) months of relevant work experience. The LEAP Academy is built upon the earn-and-learn approach, which combines paid work experience, occupational skills training, and contextual education.</p>

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<b>Locally Funded Programs</b>	
<b>LEAP Academy</b>	<p>The earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently enroll in related technical instruction and/or adult education courses. This framework allows individuals to earn wages, accumulate work experience, and obtain stackable credentials, bolstering their ability to advance along a career pathway and into the middle class. The LEAP Academy will expand over time as more partners join the initiative and additional training programs are developed.</p> <p>In Phase I of the LEAP Academy development, DOES along with the Department of General Services (DGS) and the Department of Human Resources (DCHR) developed earn-and-learn programs that will lead to positions within those respective agencies. Moving forward, the LEAP Academy will offer numerous entry points, including Registered Apprenticeships and On-the-Job Training opportunities with private sector employers. District Government partners in Phase II will include the Department of Public Works (DPW), which will train individuals in the occupation of Auto Mechanic.</p> <p>The LEAP Academy will expand to encompass a network of earn-and-learn training programs that incorporates classroom instruction provided by the DCHR as well as the University of the District of Columbia Community College (UDC-CC) and leverages the purchasing power of the District of Columbia Government as well as statutory requirements, such as the First Source law. Through DCHR, UDC-CC, registered apprenticeship programs, and other training programs in the District's workforce and education systems, individuals will have access to courses and credentials that will facilitate continuous skill development and career advancement.</p>
<b>Apprenticeship</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. In PY 2014, 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>

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<b>Locally Funded Programs</b>	
<b>First Source Employment Program</b>	<p>The <b>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. 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 December 31, 2014 reflects a 40.5% hiring rate on projects subject to First Source Employment Agreements. The submission of the Semiannual First Source Report period of January 1, 2015 to June 30, 2015 realized a 47% hiring percentage. A total of 1390 District residents were newly hired during PY 2014.</p>
<b>Project Empowerment</b>	<p><b>Project Empowerment (PE)</b> is a locally-funded transitional employment program that provides training and subsidized employment to District residents facing multiple barriers to employment. PE participants are often the hardest to serve due to histories of homelessness, substance abuse, previous incarceration, or a number of other mitigating factors that make the attainment of permanent employment challenging.</p> <p>The PE program produces positive results year-after-year for participants and remains in constant pursuit of effective ways to serve District residents. In PY 2014, six hundred and twenty-four (624) residents graduated from PE’s intensive, three-week Job Readiness Training (JRT). During that time period, three hundred and sixty-nine (369) training graduates obtained permanent, unsubsidized employment earning an average wage of \$12.47 per hour - approximately \$2.00 higher than the District’ current minimum wage.</p> <p>Retention rates among PE graduates far surpassed the national average of 50% at both the six-month and one-year benchmarks. Approximately 70% of graduates retained employment for six months, while 66% remained employed after one year. In realizing the importance of tracking retention data among its graduates, PE employed continuous contact methodologies which are supported by the implementation of a monetary incentive for graduates who retain employment.</p>

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<b>Marion Barry Youth Leadership Institute (MBYLI)</b>	Marion Barry Youth Leadership Institute (MBYLI) serves District residents ages 14-19. MBYLI engages participants in leadership and civic-based activities, as well as personal development, community service, college preparedness, and career exploration. A total of 183 participants were active in MBYLI during the 2014-2015 school year, and 250 youths were enrolled in the 2014 summer component. In PY 2014, 100% of the participating high school seniors received an acceptance letter from at least one (1) college or university.
<b>Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP)</b>	Since its 1979 inception, the District's Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP), formerly the Summer Youth Employment Program, provides seasonal job opportunities and work readiness opportunities. During PY2014, MBSYEP, which normally serves District youth ages 14 - 21, was extended to serve 22 - 24-year-olds. There were 16,523 youth certified as eligible to participate in the program - a total of 12,854 youth participants were served during the summer.
<b>Pathways for Young Adults Program (PYAP)</b>	Pathways for Young Adults Program (PYAP) 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. Participants receiving certifications in the Information Technology field have progressed into gainful employment with substantially competitive.

### C.1.3 – Grants and Partnerships

Table 10: Grants and Partnerships.

<b>Grants and Partnerships</b>	
<b>Metropolitan Police Department (MPD) Cadet Training Program</b>	DOES continued the MOU (Memorandum of Understanding) partnership with the MPD to recruit and train 12 District residents interested in law enforcement careers. 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 surpassed the agreement and placed 17 cadets in the program - 7 completed and became sworn officers. Note: This grant's period of performance is consistent with a fiscal year cycle.
<b>Center for Construction Careers (CCC)</b>	The CCC program was initially created as a Forward8 Initiative to meet the workforce development needs of District residents in Ward 8 through a construction career training program. The goal of CCC 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>Graduate School, USA</b>	Graduate School USA offers academic credit-bearing courses in five industry-recognized certificate programs; Accounting, Non-Profit Management, Paralegal, IT/Cyber Security and Medical Office Administration.
<b>Southeast Children's Fund (SCF)</b>	The SCF has a Child Development Associate (CDA) Career Preparation Program which prepares participants for a career in early care and education. Candidates gain theoretical knowledge and hands-on practice in child development principles, early care and education, program management and professionalism. The course provides 120 hours of professional education and 480 hours of professional experience necessary to prepare for the CDA credentialing exam. The CDA may be applied toward a college degree in early childhood education, or can satisfy DC Public Schools in-service training requirement.

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<b>Grants and Partnerships</b>	
<b><i>Innovative Institute (II)</i></b>	The Innovative Institute’s certified Nursing Assistant program consist of 138 hours of classroom, lab work, and a clinical placement. These courses prepare students to pass their respective licensing exams, and provide the skills and knowledge to equip them physically and mentally to professionally care for clients in their home, assisted living facilities, and hospitals. Additionally, the program includes a clinical component, which requires students to work with a contract agency in a clinical setting while performing tasks under the supervision of a registered nurse or licensed practice nurse.
<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, which is housed at the DOES Headquarters, these youth can reconnect with educational options and other critical services to support their attainment of a high school diploma or GED.
<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.
<b><i>Fire &amp; Emergency Management Services (FEMS) Cadet Training Program</i></b>	DOES concluded an MOU partnership with the FEMS fire cadet training program, which provided District residents comprehensive firefighter training, instruction, workplace experience and certification opportunity. This unique opportunity created a pipeline to employment for District residents. There were 34 participants that entered the cadet program - 27 successfully completed. Note: The grant’s period of performance was consistent with a fiscal year cycle and concluded October 2014.
<b><i>Entrepreneurial Training Program</i></b>	<p>The Entrepreneurial Training Program is designed to educate and coach aspiring District unemployed entrepreneurs. The program empowers residents by providing intensive training, technical assistance, critical skills needed to start and operate successful businesses, as well as mentorship.</p> <p>The program helps participants prepare and implement a comprehensive business plan tailored to the need of individual entrepreneurs. 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 such as personal finance, business-related technology, Microsoft Office classes. Collectively, there were 212 participants entered into these programs, and 121 successfully completed. Note: This grant’s period of performance was consistent with a fiscal year cycle, and an MOU was not in place beginning FY2015</p>

<b>Grants and Partnerships</b>	
<b>Employment Retention Program</b>	DOES continued its partnership with Goodwill to provide retention services to District residents. The purpose of this grant was to increase the employment retention rate of program participants that graduated, received services, and/or were recently employed. Eligible participants were referred via TEP or an AJC to a three-week program focusing on finding and retaining employment. Upon completion, the program provided follow-up and supportive services for individuals. There were 253 participants placed in the program, and 184 completed. This grant's period of performance was consistent with a fiscal year cycle and concluded October 2014

**C.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 11 - 13.

\* 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.

**C.2.1 – American Job Centers' Adult and Dislocated Worker Programs**

*Table 11: WIA Adult & DW Success Stories.*

<b>Program Accomplishments</b>
<b>AJCs – Adult &amp; DW Programs</b>
Ms. West, a native Washingtonian, 29-year-old DC resident living in Ward 8 determined her occupational goal was to obtain full-time employment as a support specialist in human services. An Opportunity Specialist from DOES Employment Opportunities Team (EOT) provided her with career counseling and resume preparation services. She was also provided services to educate her on effective interviewing techniques. She was referred to DC Human Resources for an opportunity as an Intake Specialist for Human Services. Ms. West was hired as a DS Grade 7 with a salary of \$36,000.00 per year.
Ms. Long, a former SCSEP participant, was enrolled in work-experience with the American Job Center Southeast as a Workforce Program Assistant. Under the supervision of site manager Dario Stewart, Ms. Long assisted with the daily operations of the center and provided clerical support. While training, Ms. Long was also dually enrolled in college and completed her Bachelor's degree in Government Contract Administration; and graduated with honors in May! Ms. Long was an active participant in the SCSEP program until July 2015 when she secured full time employment as a Residential Counselor with Jobs Have Priority (JHP) Inc., a non-profit organization that works directly in homeless shelters to help individuals move from dependency to self-sufficiency.
Ms. Marks was a client that completed paralegal training at the Paralegal Institute through WIA funding. After her training she indicated she was working at a small firm, but was not consistently getting paid and eventually was let go by the employer. Additionally, she indicated she was over 65 years-old and was not going to find a job. AJC staff worked to refer Ms. Marks and after a successful interview, Ms. Marks was hired by a local DC Public School.

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<b>Program Accomplishments</b>
<p>Ms. Sapp was introduced to services with the American Job Center as a dislocated worker who had been employed with a law firm for upwards of 15 years. She was earning a salary upwards of \$70k per year, but was separated from employment during the firms downsizing period. It was determined after an initial assessment that she had minimal knowledge on how to search for employment in the current job market. Staff worked with Ms. Sapp to develop her resume, enrolled her in several workshops to learn the five best ways to obtain employment and offered her additional coaching. Additionally, she was encouraged to identify possible volunteer positions. Within 45 days of her following her IEP, Ms. Sapp was offered employment via a local not-for-profit as a housing counselor. She now earns about \$45K per year.</p>
<p>When Mr. Felix first arrived to the AJC SE, he met with an intake specialist and expressed interest in being a firefighter. After querying him on his background, education, goals and aspirations, it was determined that he did not really know what he wanted to do or how to get there. Mr. Felix felt everyone wanted him to be a firefighter so that is what he decided to do. After discussing several career options with him and identifying his interest, Mr. Felix realized that he enjoyed the building trades. Two months later, he was hired as a laborer making approximately \$13.00 per hour and elated to get the job, as he had been unemployed for quite some time with little prospects for employment.</p>
<p>Mr. Addison visited the AJC at DOES headquarters for employment services. During the visit, he expressed an interest in obtaining permanent employment in the construction field. Specifically, Mr. Addison was interested in obtaining a job as a painter or drywall finisher. He stated that he had previously held similar positions. Prior to coming to the AJC, Mr. Addison had been unemployed for 4 months because his previous position, as a construction worker with Handyman for Hire, was terminated due to a lack of work. Mr. Addison worked with the AJC staff for approximately four months to prepare for interviews and update his resume. Eventually, he obtained employment with G. W. Peoples Contracting Company and was granted a starting salary of \$23.09 per hour.</p>
<p>Mr. Hart visited the AJC at DOES headquarters for employment services and reported that he was unemployed and looking to re-enter the workforce as soon as possible. He further stated that he had been unemployed for approximately 14 months and was not receiving unemployment compensation benefits and this placed him in a constant struggle. He was last employed as a customer service agent with IQOR Holdings in Charlotte, NC. He relocated to Washington, DC in September 2013 to take care of his ailing brother. After working with DOES staff for approximately one month, Mr. Hart obtained permanent employment with Shining Star Montessori Charter School as a receptionist making \$32K annually.</p>

**C.2.2 – Office of Youth Programs**

*Table 12: WIA Youth Success Stories.*

<b>Program Accomplishments</b>
<b>Office of Youth Programs</b>
<b>Year Round Programs</b>
<p>Ms. Alisia Crumb was an Office of Youth Programs (OYP) In-School Program participant assigned to In-School Provider, Latin American Youth Center (LAYC is a non-profit organization that seeks to to empower youth to achieve a successful transition to adulthood through multi-cultural, comprehensive, and innovative programs that address youths' social, academic, and career needs). As an OYP participant, Ms. Crumb was placed with LAYC for summer employment. While there, she completed high school and received her diploma. She currently attends Seton Hall University where she is pursuing a bachelor of arts degree.</p>
<p>Ms. Mandy Smith was an outstanding WIA Youth In-School Program participant. During Mayor Marion Barry's Summer Youth Employment Program (MBSYEP), Mandy worked at the American Federation of Government Employees, where she maintained high attendance. Ms. Smith graduated high school at the higher end of her class and is currently enrolled at Trinity University.</p>
<b>Marion Barry Summer Youth Employment Program</b>
<p>The District of Columbia has been conducting summer youth employment programs in some form since 1979, now named the Marion S. Barry Summer Youth Employment Program. Each year, MBSYEP provides District youth with enriching and constructive summer work experiences through subsidized placements in the private and public sectors. The goal is to introduce District youth to employers who will positively impact their futures. MBSYEP has been successful in its efforts to assist district youth in obtaining relevant work experience, improving their employability and accessing long-term employment and self-sufficiency. Here are some of the MBSYEP success stories:</p>
<p>Ms. Amanda Sweet, a 23 year-old MBSYEP participant in 2015, utilized the skills she acquired through MBSYEP professional development and her work experience at Uprising Muffin Company to obtain a position with the District Department of Transportation (DDOT), where she is currently employed.</p>
<p>Mr. Nigel Sanders, a 20-year old graduate of the District's Spingarn Senior High School, participated in MBSYEP and benefitted from its professional development offerings. Through the program, he was employed as an Installation Assistant with Allstate Floors in Washington, DC. Mr. Sanders work allowed him to travel to various parts of the District; most notably, Mr. Sanders helped install new floors for the new KIPP DC College Preparatory campus in the Ivy City neighborhood. In August 2015, Mr. Sanders secured full-time employee status and has been assigned to various locations, including the Walter E. Washington Convention Center. Mr. Sanders shared, "MBSYEP was a tremendous learning experience. I appreciate that Allstate Floors recognized my desire to work hard and advance."</p>
<p>Mr. Alex Sellers, a sophomore mechanical engineering major at the University of the District of Columbia (UDC), gained real world experience through his MBSYEP placement as an assistant information technology technician in the District's Office of the Chief Technology Officer (OCTO). There, Mr. Sellers developed a web application and extensively worked on computer re-imaging tasks. When asked about the program's impact, Mr. Sellers stated, "MBSYEP gave me the opportunity to challenge myself and try new things. I had the opportunity to re-image computers and develop a web application. Also, working as an IT technician is about teamwork and working together to achieve a common goal." In his short time, OCTO was so impressed with Mr. Seller's body of work and dedication that he earned an unsubsidized part-time position as an IT ServUS Technician. Mr. Sellers has been employed with OCTO since August 31, 2015.</p>

*(continued . . .)*

**Program Accomplishments**

Mr. Kevin Cruz is a 22 year-old Ward 8 resident that participated in MBSYEP 2015. Mr. Cruz’s summer placement was with Global Transcendence where he was exposed to the areas of IT and Audio Visual Support, including computer repair, technical theatre and videography. Reflecting on his summer employment experience, Mr. Cruz noted that he “was challenged [by Transcendence]...to achieve and surpass [his] personal goals through their passion for youth empowerment and workforce development programs. They encouraged me to give 110% daily, and stressed the pillars of education, financial independence, home ownership and education as keys to my future...” “My professionalism and dedication allowed me to emerge as a team leader this summer at MBSYEP. I became a role model for my peers because of my excellent work ethic and was chosen as an outstanding MBSYEP youth by Global Transcendence and DOES, and offered employment because of my superior attitude and work qualities.” Mr. Cruz began full-time employment with Universal Healthcare, a partner to Global Transcendence, on August 31, 2015.

As a graduate of North Carolina State University, 23-year old Beatrice Green sought an MBSYEP placement where she could transition from college to workforce. Beatrice found that chance through her MBSYEP placement as an office assistant with the Family Life Center Foundation, a non-profit organization located in Northwest Washington. Reflecting on her experience with the Family Life Center Foundation, Ms. Green shared that “MBSYEP provided me with the opportunity to build up my resume with a new experience and new skills. I was also able to make new connections and lasting impressions, which led me to a full time position that I enjoy.” Ms. Green was able to convert her MBSYEP placement into full-time employment with the Family Life Center Foundation. She plans to use her Business Administration degree to advance in the non-profit management field.

Ms. Maria Alton, a 2015 graduate of McKinley Technology High School, participated with the Marion Barry Youth Leadership Institute (MBLYI) as a youth leader. MBLYI is a program operated as an MBSYEP host site and a year-round local training program. MBLYI trains hundreds of District youth on employment skills and civic education and awareness. MBLYI participates in shadow days with elected District officials, and serves as host for global youth program visits to the District. Founded in 1979, MBLYI holds youth campaigns every year and a District Youth Mayor is elected by the participants. Ms. Alton served as Youth Mayor for the 2014-2015 program year and credits the skills she obtained through that position in aiding her transition to college. Ms. Alton is currently a freshman psychology major at Morgan State University in Baltimore Maryland. Along with her studies, Ms. Alton is focused on becoming a member of the school’s student government association.

**C.2.3 – Unique Program Accomplishments**

*Table 13: Unique Program Accomplishments and Success Stories.*

<b>Unique Program Accomplishments</b>
<b><i>Veterans’ Services</i></b>
The DOES Veterans’ Services team assisted many veterans in acquiring employment in PY14 and in doing so, was able to expand its own capacity to assist others. In PY 2014, the unit had two Disabled Veterans’ Outreach Program (DVOP) staff vacancies for over two quarters in the program year. The Jobs for Veterans State Grant (JVSG) DVOP and Local Veterans’ Employment Representative (LVER) staff provided AJC services to three veteran candidates seeking employment in PY 14. Service delivery to these veteran candidates resulted in them being hired as full-time employees with DOES. The DC DOES JVSG program is now fully staffed. Two of these newly hired veterans serve as DVOP Specialists and the other is a Workforce Development Specialist, assigned to an American Job Center.
<b><i>Business Services Group (BSG)</i></b>
BSG collaborated with the Mayor’s Office of Community Relations to host several Ward focused events in the District. These targeted events were held in Ward’s 5, 6, 7 and 8 and have assisted local employers with recruiting for over 500 immediate openings from entry to senior level positions. BSG also facilitated training workshops for local non-profits and local agencies in the following categories: DCNetworks, resume development, and best practices for interviewing. These workshops were instrumental in providing more targeted recruitments, utilizing volunteers from outside entities to assist with the vetting process for local employers. BSG and First Source collaborated to increase the number of hires for District funded projects for both construction and non-construction opportunities. BSG has placed a heavy premium on organizations with emerging needs to hire and retain District residents. BSG’s employer driven model has improved employer retention rates and has created more job opportunities for job ready candidates throughout the District
<b><i>Senior Community Service Program (SCSEP)</i></b>
Ms. Ellis, a current active participant enrolled in the SCSEP program completed her high school diploma in June 2015. Ms. Ellis knew that her employment opportunities were limited without the necessary education. She made the commitment and successfully obtained her high school diploma! She is one step closer to being job-ready.
Ms. Theresa Allen, a former SCSEP participant obtained employment with the Perry School after training with the organization through SCSEP. The Perry School was impressed with her skills and extended a full-time employed to Ms. Allen in June 2015.

## **SECTION VI: ASSURANCES AND WAIVERS**

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

1. The District assures that all required elements reported in ETA Form 9091 and elsewhere in the PY 2014 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 2014

Revised for Common Measures

#### State: District of Columbia

<b>Table B: Adult Program Results</b>			
Reported Information	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate	61.6 %	60.5 %	159
			263
Employment Retention Rate	79.0 %	83.3 %	180
			216
Six Months Average Earnings	\$ 13,550	\$ 13,175	\$ 2,345,133
			178

<b>Table C - Outcomes for Adult Special Populations</b>							
Public Assistance Recipients Receiving Intensive Or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
60.5 %	49	45.5 %	5	12.5 %	1	30.0 %	6
	81		11		8		20
88.7 %	47	60.0 %	3	50.0 %	1	72.2 %	13
	53		5		2		18.0
\$ 10797.2	\$ 496,672	\$ 14,321	\$ 42,963	\$ 6,337	\$ 6,337	\$ 14,215	\$ 184,800
	46		3		1		13

<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	
Entered Employment Rate	54.6 %	12	65.7 %	65	57.8 %	82
		22		99		142
Employment Retention Rate	71.7 %	38	85.1 %	57	88.5 %	85
		53		67		96
Six-Months Average Earnings	\$ 13,581	\$ 516,069	\$ 12,590	\$ 705,054	\$ 13,381	\$
		38		56		84

<b>Table E - Dislocated Worker Program Results</b>			
	<b>Negotiated Performance level</b>	<b>Actual Performance Level</b>	
<b>Entered Employment Rate</b>	63.0 %	60.0 %	15
			25
<b>Employment Retention Rate</b>	84.0 %	83.9 %	26
			31
<b>Six Months Average Earnings</b>	\$ 17,750	\$ 18,865	\$ 490,485
			26

<b>Table F - Outcomes for Dislocated Worker Special Populations</b>								
<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>	100.0 %	2	0.0 %	0	50.0 %	2	0.0 %	0
		2		0		4		0
<b>Employment Retention Rate</b>	100.0 %	1	0.0 %	0	71.4 %	5	0.0 %	0
		1		0		7		0
<b>Six-Months Average Earnings</b>	\$ 13,187	\$ 13,187	\$0	\$ 0	\$ 14,997	\$ 74,985	\$ 0	\$0
		1		0		5		0

<b>Table G - Outcome Information by Service Level for the Dislocated Worker</b>						
<b>Reported Information</b>	<b>Individuals Who Only Received Core Services</b>		<b>Individuals Who Only Received Core and Intensive Services</b>		<b>Individuals Who Received Training Services</b>	
<b>Entered Employment Rate</b>	100.0 %	1	100.0 %	7	41.2 %	7
		1		7		17
<b>Employment Retention Rate</b>	0.0 %	0	100.0 %	6	83.3 %	20
		1		6		24
<b>Six Months Average Earnings</b>	\$ 0	\$ 0	\$ 16,848	\$ 101,086	\$ 19,470	\$ 389,399
		0		6		20

<b>Table H.1 - Youth (14-21) Program Results</b>			
Reported Information	Negotiated Performance level	Actual Performance Level	
<b>Placement in Employment or Education Rate</b>	63.8	38.6	71
			184
<b>Attainment of Degree or Certificate Rate</b>	33.6	49.5	92
			186
<b>Literacy and Numeracy Gains</b>	58.0	24.0	12
			50

<b>Table H.1.A - Outcomes for Youth Special Populations*</b>								
Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
<b>Placement in Employment or Education Rate</b>	34.7 %	33	0.0 %	0	0.0 %	0	41.0 %	43
		95		0		0		105
<b>Attainment of Degree or Certificate Rate</b>	44.8 %	43	0.0 %	0	0.0 %	0	38.3 %	41
		96		0		0		107
<b>Literacy and Numeracy Gains</b>	29.0 %	9	0.0 %	0	0.0 %	0	24.0 %	12
		31		0		0		50

<b>Table L - Other Reported Information</b>										
	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>	79.9 %	223 279	\$ 2,886	\$ 796,572 276	3.8 %	6 159	\$ 5,668	\$ 895,482 158	18.3 %
<b>Dislocated Workers</b>	78.9 %	41 52	\$ 82	\$ 720,399 881,913	13.3 %	2 15	\$ 8,856	\$ 123,977 14	0.0 %	0 7

<b>Table M - Participation Levels</b>		
<b>Table M - Participation Levels</b>	<b>Total Participants Served</b>	<b>Total Exiters</b>
<b>Total Adults</b>	1,048	468
<b>Total Adults (self)</b>	109	136
<b>WIA Adults</b>	851	457
<b>WIA Dislocated Workers</b>	271	26
<b>Total Youth (14-21)</b>	183	114
<b>Younger Youth (14-18)</b>	144	65
<b>Older Youth (19-21)</b>	39	49
<b>Out-of-School Youth</b>	37	52
<b>In-school Youth</b>	146	62

<b>Table N: Cost of Programs Activities</b>		
	<b>Program Activity</b>	<b>Total Federal Spending</b>
	<b>Local Adults</b>	<b>1,170,264</b>
	<b>Local Dislocated Workers</b>	<b>1,344,756</b>
	<b>Local Youth</b>	<b>1,645,395</b>
	<b>Rapid Response (up to 25%) WIA Section 134(a)(2)(B)</b>	<b>582,883</b>
	<b>Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)</b>	<b>247,689</b>
<b>Statewide Allowable Activities WIA Section 134(a)(3)</b>	<b>Program Activity Description</b>	
	<input style="width: 90%; height: 20px;" type="text"/>	
	<input style="width: 90%; height: 20px;" type="text"/>	
	<input style="width: 90%; height: 20px;" type="text"/>	
	<input style="width: 90%; height: 20px;" type="text"/>	
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	<input style="width: 90%; height: 20px;" type="text"/>	
	<input style="width: 90%; height: 20px;" type="text"/>	
<b>Total of All Federal Spending Listed Above</b>		<b>\$4,990,987</b>

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

<b>Local Area Name</b>	<b>Total Participants Served</b>	<b>Adults</b>	851
		<b>Dislocated Workers</b>	271
		<b>Older Youth (19 - 21)</b>	39
		<b>Younger Youth (14 - 18)</b>	144
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	457
		<b>Dislocated Workers</b>	26
		<b>Older Youth (19 -21)</b>	49
		<b>Younger Youth (14 - 18)</b>	65
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rates</b>	<b>Adults</b>	61.60.	60
	<b>Dislocated Workers</b>	63.00	60
<b>Retention Rates</b>	<b>Adults</b>	79.00	83
	<b>Dislocated Workers</b>	84.00	83
<b>Six-Months Average Earnings</b>	<b>Adults</b>	13,550	13,175
	<b>Dislocated Workers</b>	17,750	18,689
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	63.80	39
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	33.60	49
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	58.00	24
<b>Description of Other State Indicators of Performance (WIA Section 136 (d)(1))</b>			
<b>Overall Status of Local Performance</b>		<input type="radio"/> Not Met <input checked="" type="radio"/> Met <input type="radio"/> Exceeded	

<b>Table P - Veteran Priority of Service</b>		
	<b>Total</b>	<b>Percent Served</b>
<b>Covered Entrants Who Reached the End of the Entry Period</b>	26	
<b>Covered Entrants Who Received a Service During the Entry Period</b>	26	100.0 %
<b>Covered Entrants Who Received a Staff-Assisted Service During the Entry Period</b>	21	80.8 %

<b>Table Q - Veterans' Outcomes by Special Populations</b>						
<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>	100.0 %	2	100.0 %	1	0.0 %
		2		1		0
<b>Employment Retention Rate</b>	100.0 %	1	0.0 %	0	0.0 %	0
		1		0		0
<b>Six Months Average Earnings</b>	\$ 28,596	\$ 28,596	\$ 0	\$ 0	\$ 0	\$ 0
	\$ 28,596	1	\$ 0	0	\$ 0	0



GOVERNMENT OF THE DISTRICT OF COLUMBIA  
**MURIEL BOWSER, MAYOR**

