

**District of Columbia
Workforce Investment Act (WIA)
Annual Report
Program Year 2015**

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A MESSAGE FROM THE DIRECTOR OF THE DC DEPARTMENT OF EMPLOYMENT SERVICES, DEBORAH A. CARROLL

I am pleased to present the U.S. Department of Labor the District's **Workforce Investment Act (WIA) Annual Report for Program Year 2015**. The tremendous performance gains the District has realized is the direct result of conscientious planning; strategic relationship building; and diligent execution. In concert with the newly appointed Workforce Investment Council (WIC) Director, Odie Donald, as well as, our Mayor, Muriel Bowser, the Department of Employment Services has expanded and strengthened offerings and programmatic supports for WIA Title IB District residents.

As highlighted in Program Year 2014, DOES continues its commitment to fostering strong, mutually beneficial relationships 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.

Aside from employing innovative workforce development initiatives, enhanced job training measures, and more robust relationships with the District's business leaders, DOES is strengthening relationships with sister agencies. In accordance with the Workforce Innovation and Opportunity Act (WIOA), DOES is working with WIOA-mandated partners, such as the Department of Human Services, the Department on Disability Services, and the Office of the State Superintendent for Education to ensure programs, supports, and wrap-around services are afforded to all District residents in need.

Some DOES milestones include: 1) achieving a 91.4 percent employment retention rate for job seekers receiving public assistance and training services; 2) improving Youth Placement in Employment or Education by 25.8 percentage points over PY 2014 and exceeding the PY 2015 negotiated WIA performance standards; and 3) exceeding WIA performance standards for adult and dislocated worker measures.

DOES is poised and ready to continue these gains through by ensuring policies and standard operating procedures are centered around these proven best practices and amended as needed. 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.

A MESSAGE FROM THE EXECUTIVE DIRECTOR OF THE DC WORKFORCE INVESTMENT COUNCIL, ODIE DONALD II

The Workforce Investment Council (WIC) has worked closely with the Department of Employment Services (DOES) and other core programs to prepare the District's workforce system for the implementation of the Workforce Innovation and Opportunities Act (WIOA), and ensure that the District workforce system offerings align with Mayor Bowser's vision of ensuring residents have a clear pathway to the middle class. Although challenges remain and there is much work to do, I am pleased with the progress the District has made.

Over the past year, the WIC has taken steps to take advantage of the opportunities provided through WIOA. Our initial efforts focused on tailoring workforce policies and guidance in accordance with new WIOA requirements, strengthening training programs for District residents by improving access to viable, high-performing providers for the eligible training provider list (ETPL), and implementing new eligibility and performance standards governing the District's workforce system. The WIC also enhanced opportunities for robust employer engagement by ensuring programming is aligned with key industry sectors and occupations that are in high demand. Collectively, these efforts will strengthen the District's available talent pool and positively impact the economic competitiveness for the entire Greater Washington region.

Throughout the year, DOES has worked to execute innovative workforce strategies to improve service to our customers. I'm excited about the new focus on the "earn and learn" employment training model, which prepares District residents for gainful employment through intensive duty-filled training and has to date proven to successfully enable residents to transition from trainees to full-time employees. Additionally, DOES has begun to employ this model within its youth service offerings to help youth prepare for postsecondary training and education.

In the coming year, the WIC will continue to support DOES efforts to further engage businesses, partnering agencies, community partners, and other key stakeholders as we jointly integrate service delivery and supportive services across the workforce system to truly ensure that there is "no wrong door" for District residents and businesses who seek to access the services available through the public workforce system. I am proud of the foundation we have laid to date, and excited to continue along the path forward towards WIOA implementation.

SECTION I. PROGRAM YEAR 2015 – OVERVIEW AND HIGHLIGHTS

It has been reported more than 60,000 DC residents are essentially locked out of the City's economy and that a successful economic development strategy must incorporate a strong workforce development plan to bring these residents into the economy as full and successful participants.¹ Investing strategically in these residents will yield many benefits, to include more productive residents with valuable skills and a greater pool of local talent from which business are able to hire.² In the long run, the net effect on the District's economy will be positive.

To this end, during Program Year (PY) 2015, the Department of Employment Services (DOES) has successfully implemented strong workforce development strategies that have produced remarkable results and improvements in a number of significant areas to include:

- A.** Creating 47, 285 internal job orders and providing 10,765 services to District employers, more than doubling the number of Employer Services provided in PY 2014;
- B.** Exceeding the WIA Dislocated Worker post-exit Average Earnings negotiated performance level at \$18,286.00;
- C.** Increasing the WIA Adult Entered Employment Rate (EER) by 8.5 percentage points over PY 2014 and surpassing the negotiated performance level for that measure; the increases achieved in PY 2014 and 2015 have resulted in a solid 12 percent increase in the Adult EER over the last 2 years;
- D.** Realizing a 72.4 percent EER for WIA Adults who received Training Services through the District; which is 3.4 percentage points higher than the Adult EER;
- E.** Increasing the WIA Adult Employment Retention Rate (ERR) by 3.6 percentage points over PY 2014 and outdoing the PY 2015 negotiated WIA performance standards for Adult Employment Retention;
- F.** Improving WIA Dislocated Workers Entered Employment Rate by 9.2 percentage points over PY 2014, and outperforming the PY 2015 negotiated performance measure of 63 percent;
- G.** Achieving a 6.6 percentage point increase in the WIA Dislocated Worker Employment Retention Rate over PY 2014, which resulted in a 90.5 percent Retention Rate for Dislocated Workers in PY2015;
- H.** Improving Youth Placement in Employment or Education by 25.8 percentage points over PY 2014 and exceeding the PY 2015 negotiated WIA performance standards;
- I.** Attaining a 74.2 percent Rate for WIA Youth Attainment of Degree or Certificate, improving by 24.7 percentage points over PY 2014 and surpassing the negotiated standards for Youth Attainment of Degree or Certificate for PY 2015;
- J.** Achieving a 91.4 percent employment retention rate for job seekers receiving public assistance and training services;
- K.** Since PY 2013, Youth Attainment of Degree or Certificate Rate has improved from 24.57 percent to 74.2 percent in PY 2015, which equates to a 49.63 percentage point increase; and
- L.** Since PY 2013, Youth Placement in Employment or Education Rate has improved from 35.4 percent to 64.4 percent in PY 2015, which equates to a 29 percentage point increase.

As the numbers above support, the District has taken the steps and implemented the appropriate workforce strategies that are positively impacting programmatic outcomes. Businesses are more readily engaged and residents are increasing their skills and entering the workforce prepared to work. The District is effectively bringing residents into the economy and allowing for full and successful participation in the District's growth and development.

¹ See, Berman,J.;Lazere,E.; Murphy,B. (2015),Charting the Course: An Opportunity to Improve Workforce Development in DC (Policy Brief-February 2015) <http://thecommunityfoundation.org/wp-content/uploads/2015/02/Charting-the-Course2.pdf>

² Id.
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SECTION II: WIA TITLE I PROGRAM SPECIFIC OUTCOMES

The District’s performance goals for PY 2015 were established in cooperation with the U.S. Department of Labor’s Employment and Training Administration (ETA). This report captures the District’s performance and activities for Adults, Dislocated Workers, and Youth receiving WIA-funded services. The statewide WIA Annual Report ETA Form 9091 tables are included as an attachment following the narrative report. This information provides a detailed “snapshot” of the District’s employment activities, to include the employment experiences of program participants who exited programs into a recovering economy. The performance 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 partnering agencies, programs, and services electronically to assist and connect DOES customers: employers and jobseekers. Further, the system provides integrated services via the internet for individuals, employers, training providers, workforce staff, and American Job Center (AJC) partners, as well as dramatically improves customer satisfaction, staff efficiency, and overall program performance. DCNetworks provides easy access to real-time labor market information, allowing customers to compare information, such as, wage rates; total number of jobs available; and the competitive landscape for jobs of interest. DCNetworks provides employers with viable 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 providing management easy access to 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 assist eligible customers in obtaining sustainable, unsubsidized employment to achieve self-sufficiency. The District’s Adult Program serves the broadest range of individuals, including: unemployment insurance claimants; individuals with disabilities; public assistance recipients, such as, Temporary Aid for Needy Families (TANF), veterans, and individuals with no work history. The program is also designed to support employer-customers in assisting them in meeting their need for acquiring skilled workers.

Performance goals and outcomes for the WIA Adult Program in PY 2015 may be found in **Table 1** below. The District is required to meet 80 percent – Acceptable Level of Performance (ALP) – of each negotiated performance standard. In PY 2015, the District’s negotiated performance standard was 61.6 percent for Entered Employment Rate, 79.0 percent for Employment Retention Rate, and \$13,550 for Average Earnings. The actual Entered Employment Rate of 69.0 percent exceeded the ALP. The 86.9 percent Employment Retention Rate exceeded the goal of 79.0 percent. The adult Six-Month average earnings of \$12,557 met the goal of \$13,550. The Entered Employment and Retention Rates achieved during PY 2015 showed an increase from program year 2014 Entered Employment and Retention were up 8.5 and 3.6 percentage points respectively. It is also worth noting that employment and retention performance for WIA Adults who received training services was also higher than PY 2014 Entered Employment and Retention Rates were up 14.6 and 2.4 percentage points respectively.

Table 1: WIOA Adult Program Performance – PY 2015.

WIOA Adult Program Performance – PY 2015			
Common Measure	Negotiated	Actual	Performance
<i>Entered Employment Rate</i>	61.6%	69.0%	Exceeds
<i>Employment Retention Rate</i>	79.0%	86.9%	Exceeds
<i>Average Earnings</i>	\$13,550	\$12,557	Met

DOES served a total of 1,776 Adult participants in PY 2015 – a total of 902 Adult participants were exited during the April 1, 2015 through March 31, 2016 reporting period. Jobseekers participate in a variety of tiered services at the AJCs, beginning with **core services**, such as, DCNetworks registration, initial assessment of skills, job search assistance, informal assessments, job readiness workshops, and labor market information.

Once core services were provided and additional support deemed necessary, **intensive services** were engaged. This includes: comprehensive assessments; development of individual employment plans; group and individual guidance and counseling; career planning; prevocational services; and a variety of specialized services and workshops tailored specifically to meet the customers’ needs.

Training services, the last level of the tiered services, is made available to employed and unemployed adults, as well as dislocated workers who: have met the Dislocated Worker (DW) eligibility requirements; have been unable to obtain or retain employment through core and intensive services; are in need of training services to obtain employment; and have the skills and qualifications to successfully complete the selected training program. The selected training programs should be directly linked to the high-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 swiftly transition laid-off workers back into the labor force – as quickly as possible – in sustainable unsubsidized employment. The goal of the program is to increase the retention and earnings of DWs by strengthening their work readiness, educational attainment, and occupational skills, and when ready, connecting them to careers in high-demand occupations. The District delivers core, intensive, and training services to hundreds of DW customers at the AJCs, while hundreds more benefit from self-service offerings via the DCNetworks system.

Performance results for the WIA Dislocated Worker Program in PY 2015 are located below in **Table 2**. The District is required to meet 80 percent of each negotiated performance standard. In PY 2015, the District’s negotiated performance standard was 63.0 percent for Entered Employment Rate, 84.0 percent for Employment Retention Rate, and \$17,750 for Six-Month Average Earnings. The actual Entered Employment Rate of 69.2 percent exceeded the ALP. The 90.5 percent Retention Rate exceeded the ALP. The DW Average Earnings of \$18,286 exceeded the goal of \$17,750. The Entered Employment and Retention Rates achieved during PY2015 showed an increase from PY 2014 Entered Employment and Retention Rates were up 9.2 and 6.6 percentage points respectively.

Table 2: WIOA Dislocated Worker Program Performance – PY 2015.

WIA Dislocated Worker Program Performance – PY 2015			
Common Measure	Negotiated	Actual	Performance
Entered Employment Rate	63.0%	69.2%	Exceeds
Employment Retention Rate	84.0%	90.5%	Exceeds
Six-Month Average Earnings	\$17,750	\$18,286	Exceeds

A.3 – Youth Program

The WIOA Youth Program provides employment and educational services to eligible youth between the ages of 14 and 24, who face a barrier to employment.

Performance results for the WIOA Youth Program in PY 2015 are found in **Table 3** below. The District is required to meet 80 percent of each negotiated performance standard. In PY 2015, the District’s negotiated performance standard was 63.8 percent for Placement in Employment or Education and 33.6 percent for Attainment of Degree or Certificate. The actual placement in Employment or Education rate is 64.4 percent, which exceeded the ALP. The 74.2 percent Attainment of Degree or Certificate rate exceeded the ALP.

Table 3: WIA Youth Program Performance – PY 2014.

WIA Youth Program Performance – PY 2015			
Common Measure	Negotiated	Actual	Performance
Placement in Employment or Education	63.8%	64.4%	Exceeds
Attainment of Degree or Certificate	33.6%	74.2%	Exceeds

A.3.1 – WIOA Year-Round Program

The WIOA Year-Round Program is a federally-funded program serving District youth ages 16-24. This program offers services to young people under two (2) distinct divisions: 1) In-School Program; and 2) Out-of- School Program.

In PY 2015, the District’s Office of Youth Programs (OYP) exercised the final contract option year; thereby, extending existing In-School Program grants to the four (4) existing youth providers: Urban Alliance, Sasha Bruce Youthwork, Opportunities Industrialization Center, and Latin American Youth Center. The period of performance for these contracts ended on September 30, 2016, and will not be extended.

The In-School Program, per executed contract, provides the following services: 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 assist youth participants in successfully completing high school and successfully transitioning to postsecondary education, employment, or advanced career training.

The District’s Out-of-School Program providers: Opportunities Industrialization Center; Latin American Youth Center; AMALA Lives; and Run Hope Work, 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: Microsoft Office Suite (MOS); National Retail Federation (NRF); Intro to Resilient Flooring; Food Handlers Certification; and the GED. Program participants also gained skills necessary to transition into full-time employment. The Out-of-School Program concluded at the end of June 2016.

Table 4: WIA Youth Participant Data – PY 2015

WIA Youth Participant Data – PY 2015			
Category	<i>In School</i>	<i>Out of School</i>	<i>Combined</i>
Number of Youth Served	154	77	231
Number of Youth Exits	58	11	69
Number of Youth Enrollments	74	119	193

A.3.2 – Highlighted Youth Program Accomplishments

The changes instituted in PY14 to improve performance in PY15 included a robust transformation plan that supported the program during the transition to the Workforce Innovation and Opportunity Act – particularly in support of the shift in mandated services provided to Out-of-School youth. To ensure comprehensive, well-rounded programs, OYP leveraged local funds to: increase staff assigned to the year round youth programs; expanded the capacity and diversity of youth program services using a new performance-based program model; developed and implemented comprehensive staff and provider training; and modified policies that impose barriers to access and enrollment. The agency is in the process of modifying systems to enable contractors to input and upload data to support performance objectives in order to meet reporting requirements.

B. Customer Satisfaction Measures

The District maintains their commitment to ensuring customer service provided to all customers – jobseekers, employers, partners, and internal – is thorough, consistent, and effective. To this end, DOES utilize multiple modes of data collection to garner valuable, comprehensive 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 fully understand, as well as construct a viable means of effectively addressing customer concerns. Program Managers implement appropriate programmatic enhancements to any deficiencies noted based on the feedback. Customer input is received through various mediums, including the AJCs, the DOES “Ask the Director” web page, and Grade.DC.Gov.

B.1 – American Job Centers

AJC customers receive direct access to and support from DOES staff and partners to assist them in their job-search efforts. This wide-ranging 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. A database was created and is monitored regularly to ensure customer input is addressed. During PY 2015, approximately 85 cards were collected in the AJCs and the feedback provided was primarily exceptional. AJC surveys soliciting customer feedback in areas such as: knowledge of staff; professionalism of staff; helpfulness of staff; concern resolution; and overall satisfaction is leveraged to augment AJC service delivery.

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. Within the 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 broader scale and customer reach.

B.3 – Grade.DC.Gov

Grade DC is an online customer feedback tool utilized District-wide to collect 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. Throughout PY 2015, DOES has maintained an average grade of “B” for the period of December 31, 2015 through April 1, 2015.

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 2015, the District conducted reviews 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 workforce area. The systems and processes evaluated included AJC service delivery, Youth Services, and tracking Adult/Dislocated Worker activity, participant eligibility, 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. The AJC division has made tremendous gains as demonstrated in the performance outcomes delineated above. DOES strives to effectively build and sustain an integrated workforce investment system delivering high-quality services to District residents, creating a pool of seasoned candidates who businesses eagerly acquire to satisfy their staffing needs.

The District's AJC evaluation objectives include:

- Evaluating the efficiency of assessment procedures 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 the 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. Technical assistance is provided in support of staff who demonstrate a need or have requested clarification. Staff undergo periodic training to stay abreast of newly implemented policy, 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 Office of Policy, Performance and Monitoring (OPPM) performance team tailors training sessions around WIA, WIOA, 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

OPPM continually works with AJC Operations staff to update, review, and finalize workforce development policies to ensure the agency remains compliant with local and federal laws and regulations, this includes 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 Turn Around Initiative

District leadership has established and implemented an initiative to bolster performance outcomes within the Office of Youth Programs. The Turnaround Team is a team of strategists and subject matter experts assembled to: 1) establish the root-cause of concerns adversely impacting youth performance; and 2) mitigate these concerns by formulating and putting in place sound proven methodologies aimed at improving:

- Out-of-School Enrollments
- Youth Services
- Youth Performance Outcomes
- Case Management
- Program Operations
- WIOA Implementation
- CAP Resolution
- Policy Development
- Staff Development

B.2 – OYP Review, Clean-Up, and Training

The DOES performance team also conducts ongoing reviews of OYP. As noted above, reviews include the random selection of participant files to ensure information, such as eligibility documentation, detailed case notes, intensive service and follow-up documentation are collected, documented, and stored in a manner compliant with local and federal requirements. Again, technical assistance is provided in support of staff who demonstrated a need or have requested clarification.

Aside from suggestions noted, the OPPM team tailored training sessions around WIA, WIOA, and VOS specifically for OYP and AJC 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 2015.

DOES OPPM Performance Team WIA and DC Networks Trainings	
Training Name	Date(s)
WIOA VOS Case Management (Adult & Dislocated Worker)	July 9, 2015 July 20, 2015 July 21, 2015 October 20, 2015 October 27, 2015 December 9, 2015 May 6, 2016 May 9, 2016
WIOA Eligibility (Adult & Dislocated Worker)	October 15, 2015 (4 sessions- AJC centers)
WIOA Youth Eligibility	October 26, 2015 November 3, 2015 May 5, 2016
WIOA Youth Performance Measures	February 4, 2016
Employer Services Performance Measures	February 19, 2016
Employer Services	October 5, 2015 December 3, 2015 December 16, 2015

DOES OPPM Performance Team WIA and DC Networks Trainings	
Training Name	Date(s)
WIOA 101 for Staff	March 11, 2016
WIOA Case Management & DCNetworks (combined)	August 24, 2015 January 29, 2016
WIOA Case Closure, Exit, Outcome, & Follow Up	September 2, 2015 September 22, 2015 October 28, 2015 May 11, 2016 May 20, 2016
DC Networks Navigation (Intro to DCNetworks)	July 7, 2015 July 15, 2015 August 6, 2015 September 24, 2015 October 14, 2015 October 19, 2015 October 21, 2015 October 23, 2015 October 27, 2015 December 16, 2015 March 29, 2016 April 22, 2016 May 6, 2016
DCNetworks Reports Training	August 17, 2015 February 4, 2016
Managing Operations and Performance – AJC Site Supervisors	March 20, 2015
VOS Activity Code Review	April 11, 2016
WP Activity Code Entry	August 24, 2015
Case Note Training	May 26, 2016

B.3 – Youth Services Monitoring

OPPM conducts two-part annual monitorings of youth programs: 1) desk reviews; and 2) on-site reviews. Providers and OYP must submit all administrative documents to OPPM for desk 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, participants, as well as review program file folders and facilities. Upon completion, OPPM program monitors submit a comprehensive report of all findings, program highlights, and any areas of concern.

During PY 2015, a new competitive bid process was established in support of the acquisition of viable providers. OPPM is presently tailoring review processes to succinctly coincide with this new process; thereby, ensuring appropriate, high-quality services are rendered in support of District residents.

SECTION IV: COST OF WORKFORCE ACTIVITIES

The District concedes that expenditures for Dislocated Workers remain low for PY 2015. During the PY 2015 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 2015 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, and much like PY 2014, the PY 2015 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 2015.

Cost of Workforce Investment Activities – PY 2015			
WIA Program	Estimated Cost Per Participant	Number of Customers	Six-Months Average Earnings
Adult Program	\$1,667*	1,397	\$12,557
Dislocated Worker Program	\$7,239.00*	513	\$18,286
Youth Program	\$16,978.00*	231	N/A

*Costs incurred were funded by PY 2014 and PY 2015 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 workforce programs. These added supports are leveraged to augment proven service delivery strategies supporting District residents.

A. Innovative Service Delivery Strategies

Previous District LMI projections predicting sustained upswing in business development within the fields of retail, hospitality, health care, information technology, and construction is being realized. Now benefitting from sustained economic growth, the District continues to foster, strengthen, and build new relationships with viable employers, contractors, and trade associations to create and leverage work opportunities, as well as augment and expand existing 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

DOES continues to employ various strategies to serve the District’s DW population. To begin, DWs are served as close to the time of dislocation as possible. In some cases, even before the layoff event occurs. DOES provides orientation to affected workers that includes updated LMI and an overview of occupational training opportunities, and available benefits, 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. Additionally, 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 the non-profit partners of other partner agencies.

A.2 – Low-Skilled/Low-Income Adults

No matter where someone is from or who they are, a prevailing necessity exists: every adult needs to be able to provide for and meet the needs of their family. Leveraging services provided by partnering agencies ensure that families gain access to benefits needed to thrive: a place to live; food to eat; and other supportive services for which they are eligible. 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 maintains a partnership with the Department of Human Services and the Office of the State Superintendent of Education (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 employment, which 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.

B. Veterans’ Services

The DOES Veterans’ Services unit assists veterans transitioning into civilian life by providing training and other vital employment assistance. **Table 7** outlines the Veterans’ Services 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 2015 (April-June 2016), the performance outcomes for the Jobs for Veterans State Grants (JVSG) funded staff were as follows:

Table 7: Veterans’ Services – PY 2015.

Veterans’ Services			
Performance Metrics	Common Measure	Negotiated	Actual
	<i>Intensive Services provided by the DVOP</i>	75%	68%
	<i>Veterans entered employment rate (EER)</i>	61%	43%
	<i>Veterans employment retention rate (ERR)</i>	79%	76%
	<i>Veterans average earnings</i>	\$20,000	\$19,798
	<i>Disabled veteran EER</i>	60%	35%
	<i>Disabled veteran ERR</i>	79%	72%
	<i>Disabled veterans average earnings</i>	\$24,000	\$23,885
Implementation of Priority Services	The District fully adheres to the Veterans Priority of Service guidance as prescribed by the JVSG, WIA, and now WIOA. 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.		
Gold Card Initiative	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 continues to expand their program offerings by augmenting existing programs designed to engage employers and ensure 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 numerous programs, services, and partnerships, both federally and locally funded, uniquely 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 2015.

Other Federally Funded Programs	
Office of Business Engagement and Intergovernmental Affairs (OBEIA)	<p>Office of Business Engagement and Intergovernmental Affairs is an umbrella unit that is comprised of several employer-interfacing programs.</p> <p>Business Services Group (BSG), the federally funded component of OBEIA, supports the economic vitality of the District of Columbia’s business community by providing essential services to support the workforce needs of area employers, at no cost. In addition to meeting the talent acquisition needs of our local businesses, BSG offers a variety of complimentary services such as: candidate pre-screenings, On-the-Job Training subsidy programs, targeted hiring events, access to our virtual job board – DCNetworks, Labor Market trends and data, Workforce Opportunity tax incentives, as well as First Source Program Support for companies that are receiving district funds for local projects.</p> <p>Throughout PY 2015, BSG has assisted small to large employers in high growth industries become more competitive in the Region’s marketplace by providing job ready candidates that have been referred from many of our internal and external stakeholders. These stakeholders consist of the AJCs, the Office of Apprenticeship, Rapid Response, First Source, the District of Columbia’s Community College and other workforce intermediaries. The BSG has established a talent management strategy that aligns the skills, credentials and objectives of the District’s jobseekers with the workforce needs of local businesses.</p>
Reemployment Services and Eligibility Assessment Program (RESEA)	<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 2015, DOES continued its reemployment program and 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 RESEA customers who returned to work full-time was timely entered in the database. 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 disqualification criteria, resume review, work search review, LMI review and one-on-one job counseling. RESEA sessions are held every Monday at the AJC Northeast.</p>
Special Programs	<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>Rapid Response (RR): Authorized under the Workforce Investment and Opportunity Act (WIOA), 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, RR is beneficial to employees experiencing downsizing</p>

but is also geared to growing companies who need a pool of skilled workers who are readily available.

The RR team responds within 48 hours of receiving notice of Reduction in Force (RIFs) mass layoffs or company 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 the delivery of services. In PY 2015 the District delivered customized services to ninety-two (92) affected workers through four (4) Rapid Response events.

Those companies served under this time include Holiday Inn Georgetown, Barnes & Noble, YMCA and Al Jazeera America, Inc. The RR team members placed persons affected by layoffs into viable programs and employment opportunities. Customer Successes include the following:

- Joann Bullock, who was a customer at the Holiday Inn Georgetown event in October 2015, is now the Housekeeping Manager at Marriott Marquis
- Howard Jenkins, who was a customer at the Barnes & Noble event in January 2016, is now employed with Allied Barton.
- Denise Thomas, also a customer at the Barnes & Noble event in January 2016, is now a part of the APEP program with a tentative employment offer at the DOES Office of Youth Programs call center.
- Janice Wise, also a customer at the Barnes & Noble event in January 2016, was referred to the Walmart hiring event with the DOES Business Services Group.

Trade Adjustment Assistance (TAA): 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.

In PY 2015, DOES has carried-over funds from PY 2014 in the amount of \$157,000. One (1) worker received assistance under this funding.

Senior Community Service Employment Program (SCSEP): The Department of Employment Services is responsible for the operation and oversight of the District's Senior Community Services Employment Program (SCSEP). SCSEP is a federally-funded community service and work-based job training program for older residents allowing participants to work an average of 20 hours per week. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors aged 55 and older. Participants gain work experience in a variety of community service activities at government, non-profit and public facilities, including schools, hospitals, day-care centers, and senior centers. These community service experiences are intended to serve as bridges to unsubsidized employment. Through this program, mature workers also have access to employment assistance available through the AJC system. Individuals are dually eligible for SCSEP and WIOA funded training programs; eligibility for both programs is explored for all SCSEP participants.

During Program Year (PY) 2015, the DOES SCSEP operating budget totaled \$555,868. DOES SCSEP was authorized for 52 slots; however based on the District's minimum wage requirements, the number of DC SCSEP's positions was modified to 36. The DOES SCSEP accomplishments in PY 2015 include:

- Serving 61 senior District residents;
- Assignment of resident workers who provided 27,750 hours to District non-profits and

	<p>government agencies;</p> <ul style="list-style-type: none"> • Exceeding the established Entered Employment Performance measure goal of 35.6 percent by achieving a 58.8 percent Entered Employment rate for PY2015; • Surpassing the Employment Retention Performance measure established goal of 71.7 percent by attaining a 77.8 percent retention rate; • Achieving an average earnings level of \$6,381.00 for DC SCSEP participants; • Acquiring an additional Job Developer from the Department of Aging and filling the Program Coordinator position that was recently vacated. These staff additions will effectively enhance program operations and positively impact participant training opportunities and placement activity. <p>Work Opportunity Tax Credit (WOTC): Work Opportunity Tax Credit (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.</p> <p>On December 18, 2015, President Obama signed the Consolidated Appropriations Act of 2016 into law. The WOTC program was reauthorized without changes to existing target groups retroactively as of January 1, 2015. Modification of the WOTC program now includes a new target group, Qualified Long-Term Unemployment recipients, starting January 1, 2016. Additionally, the WOTC program has been granted an extension through December 31, 2019.</p> <p>In PY 2015, WOTC produced 3,643 certifications and 4,503 denials. Properly certified workers can earn a tax credit of \$1,200 up to \$9,600 for their employer.</p>
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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 2015.

Locally-Funded Programs	
<p>LEAP Academy</p>	<p>The District is in its sophomore year of the 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>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>In LEAP’s first year, we enrolled 111 District residents as trainees. They were matched with DC Government agencies with open vacancies. Trainees worked in those positions for up to a year. One year later, we are happy to report that 52 trainees are now working as full time DC government employees. Within their time at various agencies, such as the <i>Department of Parks and Recreation, Department of Public Works</i> and the <i>DC Housing Authority</i>. LEAP trainees have become valuable assets to these agencies.</p> <p>Overall those that are hired have been hired at grade 4-9, with salaries that range from</p>

Locally-Funded Programs	
	<p>\$29,000 to \$45,800. Most of those hired were classified as trainees for 6 to 9 months before they were hired as full time employees. 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>
Apprenticeship	<p>The Office of Apprenticeship, Information and Training (OAIT) 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 2015, the DC Apprenticeship Council approved 29 new apprenticeship programs and 1,031 new apprentices were registered. In addition, four (4) company sponsors conducted pre-apprenticeship initiatives for painters, carpenters, form builders and utility infrastructure trades. Also during PY 2015, the District was awarded a \$200,000 Apprenticeship USA State Accelerator Grant award from the U.S. Department of Labor.</p> <p>The DOES OAIT will leverage the award to hire additional personnel, Apprenticeship Training Representatives (ATRs) with a focus on increasing registered apprenticeship sector sponsors and expanding apprenticeship career opportunities for District residents in Healthcare and Information Technology. Additional funds will be used to develop an online apprenticeship information marketing tool.</p>
First Source Employment Program	<p>The First Source Employment Program 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 percent 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"> • Journey Worker – at least 20 percent of hours shall be performed by District residents; • Apprentice – at least 60 percent of hours shall be performed by District residents; • Skilled Laborer – at least 51 percent of hours shall be performed by District residents; and • Common Laborer – at least 70 percent of hours shall be performed by District residents. <p>The Semiannual First Source Report for the period of January 1, 2015 to December 31, 2015 reflects a 49.3 percent hiring rate on projects subject to First Source Employment Agreements. The submission of the Semiannual First Source Report period of January 1, 2016 to June 30, 2016 realized a 61.6 percent hiring percentage. A total of 1090 District residents were newly hired during PY 2015.</p>
Project Empowerment	<p>Project Empowerment (PE) 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>PE continues to produce positive employment outcomes for residents who have been</p>

Locally-Funded Programs	
	deemed the hardest to serve. The program is in a constant state of growth and innovation and remains in constant pursuit of effective ways to serve its target population. In PY 2015, six hundred and fifty-seven (657) residents graduated from PE’s intensive, three-week Job Readiness Training (JRT). During that time period, four hundred and two (402) training graduates obtained permanent, unsubsidized employment earning an average wage of \$12.89 per hour – more than \$2.00 higher than the District’ minimum wage at that time.
Marion Barry Youth Leadership Institute (MBYLI)	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.
Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP)	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 PY 2014, MBSYEP, which normally serves District youth ages 14 – 21, was extended to serve 22 – 24-year-olds. During PY 2015, there were 14,029 youth certified as eligible to participate in the program – a total of 13,230 youth participants were served during the summer (youth that actually worked). Transportation assistance was provided to all participants. Each youth participant was offered \$110 in transportation assistance to help them travel to and from work. 39.6 percent of youth surveyed indicated this assistance covered their transportation costs for the entire summer. Additionally, for the first time since 2009, participants received an increase in their hourly wage. Finally, in an effort to reduce program attrition and ensure that more participants remained engaged in the program, the District created an Attrition Call Center, which provided outreach and triage services to youth who were reported as having missed work during the course of the program.
Pathways for Young Adults Program (PYAP)	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 salaries.

C.1.3 – Grants and Partnerships

Table 10: Grants and Partnerships.

Grants and Partnerships	
Metropolitan Police Department (MPD) Cadet Training Program	DOES and MPD have partnered through an Memorandum of Understanding (MOU) to recruit and train 15 District residents interested in law enforcement careers. Designed to attract qualified District residents as prospective cadets from within local communities, the Cadet Training Program provides on-the-job training and college-level courses required to enter the two-year MPD recruit officer training program. During PY 2015, a total of 17 District residents were enrolled in the Cadet Training Program, of which six trainees were hired by MPD.
Fire & Emergency Management Services (FEMS) Cadet Training Program	DOES utilized an MOU to partner with FEMS to utilize its fire cadet training program to provided District residents with comprehensive firefighter training, instruction, workplace experience and an opportunity for certification. This partnership provides District residents with access to gainful employment opportunities.
Southeast Children's	The SCF is a DOES training partner that conducts a Child Development Associate (CDA) Career Preparation Program that prepares customers for careers in early care and education. Students gain theoretical knowledge and hands-on practice in child development principles, early care and education, program management and professionalism. The

Grants and Partnerships	
Fund (SCF)	<p>program 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.</p> <p>A total of 30 DOES supported customers were enrolled with SCF in PY 2015 and 21 of those customers completed the program, with 19 earning credentials. DOES is proud to report that 14 of the DOES supported customers have obtained employment as a result of their training.</p>
Innovative Institute	<p>Training partner, Innovative Institute, conducts a certified Nursing Assistant program consisting of 138 hours of classroom, lab work, and clinical placements. 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.</p> <p>During PY 2015, there were a total of 181 DOES supported customers enrolled with the Innovative Institute, 105 completed the program and eight earned relevant credentials; 11 of the DOES supported customers obtained training related employment.</p>
DC Re-Engagement Center (REC)	<p>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.</p>
Vocational Adult Basic Education (VABE)	<p>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.</p>
Digital Literacy	<p>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.</p>

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.

Program Accomplishments
AJCs – Adult & DW Programs
<p>Carolyn Rivers-Baines has been with the American Job Center-Northeast since September 2015, and instantly became an integral part of the team as a Staff Assistant.</p> <p>Ms. Rivers-Baines demonstrated a passion for learning and put forth tremendous effort to learn about AJC services through offering quality customer service. Throughout her nine-month training program Ms. Rivers-Baines persevered despite personal challenges; whenever she could, she volunteered and took initiative to make improvements, including public information displays and general customer center flow. Additionally, Ms. Rivers-Baines naturally developed a rapport with many of her colleagues, consistently seeking advice and guidance.</p> <p>Ms. Rivers-Baines has been extended an offer for fulltime employment with the American Job Center Operations Team, which she has accepted. She will begin the onboarding process with AJC-Operations beginning our next quarter.</p>

C.2.2 – Office of Youth Programs

Table 12: WIA Youth Success Stories.

Program Accomplishments
Youth Programs
<p>The changes instituted in PY 2014 to improve performance in PY 2015 included a robust transformation plan that supported the program during the transition to the Workforce Innovation and Opportunity Act. OYP leveraged local funds to increase staff assigned to the year round youth programs; expanded the capacity and diversity of youth program services using a new performance based program model; developed and implemented comprehensive staff and provider training; and modified policies that impose barriers to access and enrollment. The agency is in the process of modifying systems to enable contractors to input and upload data to support performance objectives in order to meet reporting requirements.</p>

C.2.3 – Unique Program Accomplishments

Table 13: Unique Program Accomplishments and Success Stories.

Unique Program Accomplishments
Veterans’ Services
<p>In Program Year 2015, the Local Veterans’ Employment Representative (LVER) staff assisted over 40 employers with nearly 100 employer-related services. These services were delivered to employers in career sectors such as Security, Healthcare, Hospitality, Non-Profit, Ability One, Transportation, Construction, Information Technology and included such services as on-site Visits, promotional calls, resume referrals, candidate pre-screenings, employer job order assistance and employer registration in DCNETWORKS.</p> <p>The LVER staff consistently partnered with the AJC Disabled Veterans’ Outreach Programs (DVOP) staff, and other DOES entities to identify and refer job-ready veterans to a variety of employment opportunities. As a direct result, a total of 22 veterans were hired in a variety of these industries with salaries up to \$100,000.</p>

Business Services Group (BSG)
Tenleytown Trash partnered with DOES – BSG to assist with the company’s talent acquisition needs through the On-the-Job Training (OJT) Program. With the assistance of the American Job Center, BSG referred several candidates with transferable skills, a positive attitude and a strong desire to work in a fast-paced administrative position. Antonia Taylor competed against three candidates to earn the OJT position. Tenleytown’s Chief Operating Officer, explains, “Ms. Smith has performed above expectations every month and has developed the trust of her peers in a very demanding environment”. Ms. Smith, a former Teacher’s Aid, has embraced the training curriculum developed by Tenleytown Trash as a guide to develop new skill sets that will provide her a competitive edge in the administrative world.
National Facility Services/NoMa Hospitality, LLC partnered with DOES – BSG to assist with the company’s talent acquisition needs for Homewood Suites by Hilton Hotels property located at 501 New York Ave, NE. With the assistance of the American Job Center, BSG referred qualified candidates achieving success from several pre-screening hiring events (March 2016 through May 2016) for Guest Services and Facility Management positions. Over 60 job seekers competed for multiple job vacancies and 22 were successfully on-boarded as a result of the event.
First Source
Mr. Aarons, a resident of Southwest DC is currently employed with Anderson Construction on The Wharf. Aarons, who was incarcerated for 11 years, came to a Clark Opportunities Trailer looking for a job upon his release. A month after his initial visit, he was hired by Anderson Construction. Aarons started as a scale laborer and now is in an apprenticeship program where he is learning to operate heavy construction equipment.
Senior Community Service Program (SCSEP)
Ms. Ellie Jenkins began her employment journey in 2012 through the American Job Center located –Northeast, where she was referred to SCSEP. With the help of the program, Ms. Jenkins attended computer training classes with the non-profit organization Byte Back, which offers free computer training to low-income DC residents. Byte Back also served as her SCSEP host agency site. Ms. Jenkins challenged herself to learn new technologies while at Byte Back, learning how to navigate <i>eTapestry</i> , a donor management system. In June 2016, Ms. Jenkins earned a Nonprofit Management Certificate from Graduate School USA. After four years with SCSEP, Ms. Jenkins secured permanent, unsubsidized employment with the DC Department of Health Care Finance. She started her new job as a Program Support Assistant on September 19, 2016.
Rapid Response
As a result of layoffs by the Crestline Hotel, DC resident Amy Barnes participated in a DOES Rapid Response Event in November 2014. Ms. Barnes had worked as a Housekeeper at Crestline for over 40 years and was deeply affected. However, working diligently with Ms. Barnes, the DOES Rapid Response Team was able to identify her many transferable skills as well as highlight some areas for improvement. The Rapid Response Team mapped out a career pathway that would lead Ms. Barnes to a sustainable career. Ms. Barnes enrolled several workshops through the AJC, including Resume Writing and Interview Skills. Ms. Barnes learned to search for positions using DC Networks and revise her resume to match job descriptions. On March 17, 2015, while attending a DOES-sponsored hiring event, Ms. Barnes met with multiple Westin Hotels interviewers and secured a Housekeeping Supervisor position, with excellent pay and benefits.
Trade Adjustment Assistance (TAA)
Mr. Calvin hails from Oregon as a result of a paper mill closure. He filed for TAA under petition #91095 in February 2016, with hopes of starting over. As the child of hearing-impaired parents, Mr. Calvin is very active in the field of hearing-impaired community support. He decided to further his education to become a stronger ally for the community to which both of his parents belong. Through TAA, Mr. Calvin is now enrolled as a transfer student at Gallaudet University pursuing his Bachelor of Arts in Interpretation. Mr. Calvin’s expected graduation date is May 2017.

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 2015 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 2015

Revised for Common Measures

State: District of Columbia

PY15 WIA Annual Report – All 9091 Tables

Note: This is the same file used for WIA PY15 Qtr4 Report Already Submitted and Certified -Accepted by DOLETA as of 08/17/2016, 11:48 AM

Table B: Adult Program Results			
Reported Information	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate	61.6%	69.0%	258
			374
Employment Retention Rate	79.0%	86.9%	186
			214
Six Months Average Earnings	\$13,550	\$12,557	\$2,210,073
			176

Table C - Outcomes for Adult Special Populations								
Reported Information	Public Assistance Recipients Receiving Intensive Or Training Services		Veterans	Individuals With Disabilities		Older Individuals		
Entered Employment Rate	60.7%	71	72.7%	16	35.7%	5	51.2%	21
		117		22		14		41
Employment Retention Rate	91.4%	53	100.0%	5	0.0%	0	100.0%	10
		58		5		0		10.0
Six Months Average Earnings	\$12,894	\$657,614	\$8,736	\$43,682	\$0	\$0	\$13,879	\$111,028
		51		5		0		8

Table D - Outcome Information by Service Level for the Adult Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	68.2%	15	65.9%	120	72.4%	123
		22		182		170
Employment Retention Rate	86.7%	13	80.8%	63	90.9%	110
		15		78		121
Six-Months Average Earnings	\$8,561	\$111,289	\$12,059	\$711,457	\$13,340	\$1,387,326
		13		59		104

Table E - Dislocated Worker Program Results			
	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate	63.0%	69.2%	126
			182
Employment Retention Rate	84.0%	90.5%	19
			21
Six Months Average Earnings	\$17,750	\$18,286	\$310,860
			17

Table F - Outcomes for Dislocated Worker Special Populations								
Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	55.6%	5	50.0%	1	44.7%	17	100.0%	1
		9		2		38		1
Employment Retention Rate	100.0%	2	0.0%	0	100.0%	5	0.0%	0
		2		0		5		0
Six Months Average Earnings	\$18,071	\$36,142	\$0	\$0	\$18,475	\$92,374	\$0	\$0
		2		0		5		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	
Entered Employment Rate	100.0%	15	63.9%	92	82.6%	19
		15		144		23
Employment Retention Rate	75.0%	3	100.0%	8	88.9%	8
		4		8		9
Six-Months Average Earnings	\$14,944	\$44,831	\$14,977	\$89,860	\$22,021	\$176,170
		3		6		8

Table H.1 - Youth (14-21) Program Results			
	Negotiated Performance level	Actual Performance Level	
Placement in Employment or Education Rate	63.8	64.4	56
			87
Attainment of Degree or Certificate Rate	33.6	74.2	66
			89

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

Reported Information	Public Assistance Recipients	Veterans		Individuals With Disabilities		Out-of-School Youth		
Placement in Employment or Education Rate	66.0%	31	0.0%	0	0.0%	0	50.0%	12
		47		0		0		24
Attainment of Degree or Certificate Rate	70.8%	34	0.0%	0	0.0%	0	33.3%	8
		48		0		0		24

Table L - Other Reported Information

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	
Adults	83.6%	183	\$6,567	\$1,405,337	4.3%	11	\$5,938	\$1,496,320	42.3%	52
		219		214		258		252		123
Dislocated Workers	64.3%	9	\$89	\$176,318	4.0%	5	\$8,482	\$ 1,017,791	36.8%	7
		14		198,438		126		120		19

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adults	1,776	902
Total Adults (self)	34	34
WIA Adults	1,397	665
WIA Dislocated Workers	513	300
Total Youth (14-21)	231	69
Younger Youth (14-18)	158	55
Older Youth (19-21)	73	14
Out-of-School Youth	77	11
In-school Youth	154	58

Table N: Entered based on the data provided by OCFO 09/09/16. Numbers are rounded by EBSS.

Table N - Cost of Program Activities		
Program Activity	Total Federal Spending	
Local Adults	\$ 1,821,981	
Local Dislocated Workers1	\$ 1,938,545	
Local Youth	\$ 2,024,935	
Rapid Response (up to 25percent) WIA Section 134(a)(2)(B)	\$ 710,976	
Statewide Required Activities (up to 15percent) WIA Section 134(a)(2)(B)	\$ 289,688	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
	<input type="text"/>	\$ 0
Total of All Federal Spending Listed Above	\$ 6,786,125	

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

Local Area Name 11005	Total Participants Served	Adults	1,397
		Dislocated Workers	513
		Older Youth (19 - 21)	73
		Younger Youth (14 - 18)	158
ETA Assigned Number	Total Exiters	Adults	665
		Dislocated Workers	300
		Older Youth (19 -21)	14
		Younger Youth (14 - 18)	55
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rates	Adults	61.60	69
	Dislocated Workers	63.00	69
Retention Rates	Adults	79.00	87
	Dislocated Workers	84.00	90
Six-Months Average Earnings	Adults	13550.00	12,557
	Dislocated Workers	17750.00	18,286
Placement in Employment or Education	Youth (14 - 21)	63.80	64
Attainment of Degree or Certificate	Youth (14 - 21)	33.60	74
Literacy or Numeracy Gains	Youth (14 - 21)	58.00	0
Description of Other State Indicators of Performance (WIA Section 136 (d)(1))			
Overall Status of Local Performance		<input type="radio"/> Not Met <input checked="" type="radio"/> Met <input type="radio"/> Exceeded	

Table P - Veteran Priority of Service		
	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	82	
Covered Entrants Who Received a Service During the Entry Period	82	100%
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	80	97.6%

Table Q - Veterans' Outcomes by Special Populations						
Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop Veterans	
Entered Employment Rate	57.1%	8	61.5%	8	0.0%	0
		14		13		1
Employment Retention Rate	100%	2	100%	2	0.0%	0
		2		2		0
Six Months Average Earnings	\$17,219	\$34,437	\$17,219	\$34,437	\$0	\$0
		2		2		0