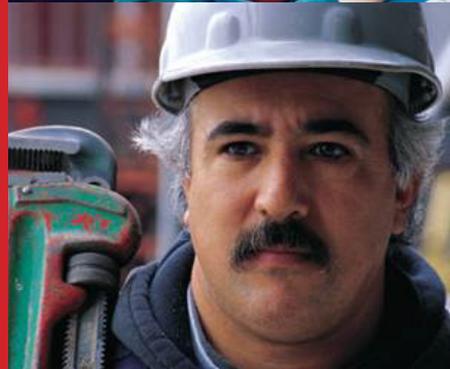


Government of the District of Columbia

**WORKFORCE INVESTMENT
ANNUAL REPORT**

Program Year 2005



Anthony A. Williams, *Mayor*

Gregory P. Irish, *State Director*

Barbara Lang, *Chairperson, Workforce Investment Council*

September 2006

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MESSAGE FROM THE WORKFORCE INVESTMENT COUNCIL CHAIRPERSON

The District of Columbia has one of the highest unemployment rates in the United States according to the 2005 U.S. Bureau of Labor Statistics study. Our neglected school system and crumbling family structure has left young people unprepared to enter the workforce. Unless we provide them with the right skills and training, the District of Columbia's employers will have no choice but to continue hiring more qualified workers from Virginia, Maryland and other jurisdictions.

Our strategy is simple: develop programs that emphasize the "Three E's – Education, Employment and Economic Development." We must integrate all three to build a workforce comprised of a majority, rather than minority, of District of Columbia residents. With this strategy, we are turning the tide on the District's high unemployment and underemployment. Our economy is thriving and we all deserve a stake in it. Once residents have the necessary skills for gaining access to high wage/high demand jobs, they will become vital parts of the District's thriving economy, and all boats will rise together

MESSAGE FROM THE DIRECTOR OF THE DEPARTMENT OF EMPLOYMENT SERVICES

This has been a year of immeasurable growth for the Department of Employment Services. As the entity designated to administer employment and training programs in the District of Columbia, we have accomplished a great deal, exceeding expectations with our programs and services to our customers. We continue to empower businesses and job seekers with information that is up-to-date and readily accessible. We continue to forge relationships and capitalize on our existing partnerships to ensure a strong investment in the economic and social progress of all of our citizens.

In 2005, for example, we constructed a multi-dimensional programmatic framework to assist persistently unemployed residents enter and remain in the workforce through our innovative Way-to-Work Initiative. We met the human resources needs created by the return of Major League Baseball to Washington through Project Grand Slam. We leveraged funding from the federal government to help our fellow Washingtonians who face dislocation due to the realignment or closure of local military installations. We improved DCNetworks, our web-based system that allows customers access to our services 24 hours-a-day, seven days-a-week.

The progress we made in 2005 bodes well for continued improvement in service delivery in 2006 and beyond. We will continue to invest time and resources in staff development, technological upgrades, and new program development. We strongly believe that these investments will help us build a competitive workforce, ensure economic stability, and provide a better quality of life for the citizens of the District. They deserve no less.

EXECUTIVE SUMMARY

The District of Columbia continues to move forward with its strategic implementation and continuous improvement of its workforce investment system. During the summer of 2005, Mayor Anthony A. Williams appointed the Way to Work Task Force, co-chaired by City Administrator and the President and CEO, DC Chamber of Commerce. The purpose of this task force was to convene various stakeholders – leaders in the private sector, labor, community organizations and public sector officials to review his legislative proposals under the Way to Work Act of 2005. The Way to Work Act of 2005 proposed over \$20.4 million in local investment in the District’s workforce development programs and services to District residents.

During those deliberations it was determined that the Mayor’s Workforce Investment Council (WIC) along with key government policy makers who collectively established the mission, vision and strategic goals for the District’s workforce investment programs and services must be expanded and serve a much more robust mission than envisioned under the federal Workforce Investment Act of 1998. While these WIC members have been actively engaged in discussions and data collection and analysis over the past years to accomplish their goal of building a new comprehensive workforce investment system that will sustain and encourage economic growth in future years; the conclusion of the Way to Work Task Force was that the WIC need to be redesigned, reenergized and reinvigorated to address the serious workforce and economic development issues being faced by District employers and residents.

Hence, in January, 2006, Mayor Williams appointed the President and CEO of the DC Chamber of Commerce as WIC Chairperson. Shortly after being appointed, the WIC Chairperson actively recruited new CEO level business representatives to serve and sent letters to all inactive members. At this juncture, the Mayor has appointed thirteen new WIC members to the thirty-nine member Council. In March, the WIC Chairperson, along with staff, initiated its new campaign to redesign, reenergize and reinvigorate the WIC through a facilitated strategic planning retreat.

As a result of the recent strategic planning efforts, the WIC has recognized the need to focus the District’s workforce investment system on recognizing the need for a more integrated and holistic approach involving the 3 E’s - Education, Employment and Economic Development. In order to be successful, the WIC and the entire workforce investment system must be able to provide employers with skilled workers in our key high growth/high demand industries and occupations that drive the District’s economy. This requires a system that is more engaged with private sector employers and coordinates Education, Employment and Economic Development opportunities for regional employers and residents. In order to better accomplish its work, the WIC adopted a new committee structure: Executive, Education, Employment and Economic Development and a Youth Council, which will work on developing new and innovative training and employment opportunities for youth to ensure that the District remains a leader in the provision of youth services under WIA.

To guide the District of Columbia in the implementation of the Workforce Investment Act, the WIC’s mission, vision and goals are integral to the Two-Year Strategic Plan.

Mission

Increase access to a well informed, integrated workforce investment system that is closely aligned with the education and workforce needs of employers and better prepare citizens for high growth jobs that pay living wages.

Vision

To develop a more prepared and competitive workforce that meets employer needs and strengthens our communities and families.

Guiding Principles

The WIC, in collaboration with the Mayor, will seek to improve connecting services, integrating programs, advocating on behalf of employers and job seekers, and informing all citizens to the Education, Employment and Economic Development priorities of the City.

Strategic Goals

- Education – Coordinate an operational career and technical education program that combines academic achievement with applied skills proficiency that lead to employment for adults and youth.
- Employment – Increase DC jobs held by DC residents by 5% over the next 3 years incorporating a focus on universal access, self-sufficiency, one-stop oversight and certification.
- Economic Development – Establish a stronger connection between our Economic Development strategies and projects and the development of job opportunities for DC residents through enhanced workforce education and training initiatives within the priority high growth sectors identified by WIC incorporating a focus on incumbent worker training and self-sufficiency.

WIC members agreed that the workforce investment programs and services must be tailored to meet the needs of District employers to be successful. Based on the WIC's Sector Study, the region's high growth industries are as follows:

- Health Care
- Business Services and Entrepreneurship (including Federal and Local government)
- Hospitality and Tourism
- Information Technology
- Construction
- Transportation
- Retail

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

The development of the District's *DC NetWorks* system began before the enactment of the Workforce Investment Act (WIA) with the opening of the Naylor Road One-Stop Career Center in 1998. Since July 2000, the District has enhanced its network by opening new centers with on-site partners such as CVS Pharmacy and Manpower Staffing Services. Our centers continue to be destinations of interest for Department of Labor delegations, foreign dignitaries, and congressional leaders. One core element of the District's vision for the District's One-Stop Career system are effective centers that will provide residents and non-residents with the necessary and appropriate services and programs to assist them to increase their skills, basic and employability, and connect with training opportunities in high growth/high demand occupational skills that meet the needs of regional employers.

A second core element of the *DC Networks* is the Virtual One Stop system (DCVOS) is Internet-based one-stop operating system, which continues to evolve to meet the technological reporting challenges and opportunities. DCVOS provides access to a comprehensive array of services for all customers. Employers, job seekers, training providers and other stakeholders have access to an integrated, user-friendly, Web site that provides information on available programs and services, training programs, providers, career and occupational data, financial assistance, job listings, unemployment benefit information and social services. Anyone with access to the Internet can access the District's Virtual OneStop system.

The District continues to exceed performance federally negotiated outcomes for Workforce Investment Act and Wagner Peyser programs. For Program Year 2005, wage records record that over 9,228 registered job seekers obtained employment and 61% remained employed six months after exit. All customer groups experienced an increase in their average earnings after their participation in the programs. Overall, the District was successful in meeting or exceeding performance goals negotiated with the U.S. Department of Labor on all 17 core performance indicators. The Virtual One-Stop system has been instrumental in our effort to collect and report performance and provides managers and policy makers the data necessary to develop new strategies and program goals.

This annual report provides information on initiatives of the District of Columbia, their costs and performance outcomes from July 1, 2005 through June 30, 2006.

THE WAY-TO-WORK INITIATIVE

To counter the unacceptably high rates of crime, poverty, long-term unemployment, substance abuse, family dissolution, educational underachievement, substandard housing, and other social and economic pathologies plaguing many of the District's neighborhoods, the Williams Administration launched, in 2004, an innovative and aggressive program called the "Hot Spot Initiative." This effort brought together the police, a range of other District government agencies, and the private and non-profit sectors to focus on crime and the underlying conditions that breed crime in the 14 identified "Hot Spots." The "Hot Spot Initiative" produced impressive results in a very short period of time. During the initiative's first ten months, overall crime in the "Hot Spot" neighborhoods declined by 23 percent, while violent crime declined by 34 percent.

As efforts moved forward, it became clear that chronic unemployment within "Hot Spot" neighborhoods was a major contributing factor to crime and poverty in those neighborhoods. Accordingly, Mayor Williams tasked Director Irish with the development of a comprehensive programmatic approach to address the workforce development needs of the persistently unemployed.

The result was an innovative "Way-to-Work" legislative package designed to put hard-to-employ District residents back to work and to improve the economic health of "Hot Spot" neighborhoods. In the spring of 2005, Director Irish submitted a "Way-to-Work" package to the Mayor which proposed nine discrete strategies to meet the Mayor's objectives. The strategies were to establish a "Living Wage" in the District for specified workers; create a Job Opportunity Bank to fund additional job training; enhance the First Source Program; create an expanded reemployment program for Unemployment Insurance claimants; fund and implement a year-round Youth Employment Initiative; create a Transitional Employment Program for persistently unemployed District residents; expand the Pre-Apprenticeship Program; and expand the Mayor's Youth Leadership Institute and the Summer Youth Employment Program.

In July 2005, the Council enacted and the Mayor signed the Fiscal Year 2006 Budget Support Act of 2005 that formally authorized four important segments of the "Way-to-Work" initiative: the Transitional Employment Program; the Pre-Apprenticeship Program; the Youth Employment Service Initiative; and the Mayor's Youth Leadership Institute. The Williams Administration continued to work with the Council to develop other legislative vehicles to enact the remainder of the "Way-to-Work" package into law.

PROJECT EMPOWERMENT TO TRANSITIONAL EMPLOYMENT

Faced with the imperative of providing effective workforce development services to District residents transitioning from welfare to work, DOES staff designed, developed, and implemented the Project Empowerment Program in 2000. The core element of Project Empowerment was "transitional employment," time-limited, wage-paying jobs through which participants gained much needed work experience, marketable job skills, an interim source of income, and the opportunity to demonstrate to employers that they are dependable workers. In addition to the subsidized work experience component, Project Empowerment provided participants with

intensive job readiness and life skills training, counseling, job coaching, vocational training, unsubsidized job placement assistance, and a broad array of supportive services. During its five years of operation, Project Empowerment served more than 2,600 Temporary Assistance to Needy Families (TANF) recipients and placed 1,040 of them into unsubsidized employment.

In 2003, the department partnered with the U.S. Department of Justice (USDOJ), the Court Services and Offender Supervision Agency (CSOSA), several District government agencies, and other organizations to adapt the Project Empowerment program model to help District ex-offenders to reintegrate into their communities and find employment. This initiative, Project Empowerment II, served 400 ex-offenders, 171 of whom successfully transitioned into the workforce. Based on this success, the USDOJ awarded a Serious and Violent Reentry Initiative grant of more than \$2 million to the District in 2004. The department took the lead in providing services under this grant through the enhanced Project Empowerment Plus program. In 2005, the Project Empowerment Plus program served 258 “serious and violent” offenders, 157 of whom were placed into unsubsidized employment.

With the enactment of the FY 2006 Budget Support Act of 2005, the Project Empowerment program model was further adapted to serve persistently unemployed District residents living in designated “Hot Spot” neighborhoods. The Transitional Employment Program (TEP) was launched on October 1, 2005, with a FY 2006 appropriation of nearly \$8.5 million. During the final three months of 2005, 150 persistently unemployed individuals were enrolled in TEP. Eighty-Eight Project Empowerment Plus participants were transferred to TEP due to Project Empowerment Plus budget restrictions.

APPRENTICESHIP AND PRE-APPRENTICESHIP

Apprenticeship is one of the most effective training models in today’s workforce development arena. Apprenticeship links trainees directly with skilled, experienced journey workers who provide hands-on, one-on-one skills training that is coupled with intensive classroom instruction. In 2005, the department’s Office of Apprenticeship Information and Training (OAIT) focused on increasing the percentage of District residents working in registered apprenticeship programs, increasing the number of registered apprenticeship programs, strengthening the recruitment of new apprentices, and continuing to build an effective pre-apprenticeship program to expand opportunities for individuals needing extra help to qualify for apprenticeships.

Additionally, the District of Columbia Apprenticeship Council approved 31 new apprenticeship sponsors in 2005. All of the new apprenticeship programs were in the construction trades area. Most of the new sponsors sought registration of their programs in order to comply with D.C. Law 2-156, the District’s mandatory apprenticeship law. In brief, this legislation requires that employers receiving contract awards on projects that receive District government financial assistance must establish registered apprenticeship programs. As a result, OAIT enrolled more than 1,300 new apprentices in the District in 2005. More than 260 of the new apprentices were District residents, a 43% increase from 2004.

OAIT continued to take concrete steps to bolster outreach efforts and effectively promote apprenticeship as an attractive career development path for District residents, particularly young

people. OAIT formed partnerships with both union and non-union apprenticeship sponsors to host four major Apprenticeship Recruitment Fairs during the year. The fairs, many held at the Naylor Road One-Stop Career Center, were “trade-specific” to occupations such as plumber, carpenter, sheet metal worker, electrician, and bricklayer. More than 1,100 individuals attended the fairs to investigate apprenticeship as a career option. OAIT’s partnership with the Washington Building and Construction Trades Council, Associated Builders and Contractors, individual unions and employers helped to ensure each fair’s success.

Our community outreach efforts in 2005 included working closely with the D.C. Public Schools and D.C. Charter Schools representatives to bring the apprenticeship message to District high school students. The OAIT staff made visits to local high schools and worked with various community-based organizations to promote apprenticeship opportunities. In total, OAIT staff conducted 120 outreach sessions last year.

Pre Apprenticeship

For years, the department has faced a stubborn problem that has often hindered our ability to enroll District residents in apprenticeship programs: too many District youth and adults lack the educational foundation and workplace skills needed to qualify for registered apprenticeship programs. One way the District has tackled this program is through its pre-apprenticeship program. Pre-apprenticeship programs provide remedial educational services and job readiness instruction to eligible District residents interested in qualifying for formal apprenticeship training. In 2005, OAIT negotiated pre-apprenticeship agreements with five sponsors: Sheet Metal Workers Union Local No. 100, Plumbers Union Local No. 5, Electricians Union Local No. 26, the Laborers Union Joint Training Fund, and the Washington Area New Automobile Dealers Association. Through these partnerships, more than 60 District residents were accepted in registered apprenticeship programs. Further, the enactment of the FY 2006 Budget Support Act of 2005, which provides support to the pre-apprenticeship program in Title II, Subtitle H, will enable OAIT to improve and enhance the program in 2006.

VIRTUAL ONE-STOP

The department’s DCNetworks Virtual One-Stop (VOS) system provides the electronic framework that links the individual One-Stop Career Centers into an integrated structure. It has been designed to provide a web-based tracking, reporting, and case management system for use by staff as well as customers. Implemented on March 1, 2001, VOS has been continually expanded, enhanced, and improved based on feedback from users and available technological upgrades.

VOS allows individuals seeking job search and training assistance to self-register; prepare resumes and list skills online which can be printed, downloaded, or e-mailed to employers; search for vocational training by provider or by program; obtain labor market information; research individual employers; and much more. Employers are able to post job vacancies, review resumes and skills online, and schedule job interviews without staff intervention or assistance.

In 2005, the department implemented a major upgrade of the DCVOS system (Version 7) which included several important enhancements that greatly improve our ability to serve our customers. Among the enhancements added last year were:

- A fully-automated component for the Summer Youth Employment Program. All program tracking is now done in a secure client-server environment using DCVOS records. Time and attendance and payroll records are processed on DOES-developed software systems.
- An expanded job “spider” function that brings job opening information to the DCVOS user from major online resources including private employer websites, hospital websites, newspaper websites, and most major commercial job boards. In any given quarter, DCVOS now presents job seekers with an average of 300,000 job openings.
- An expanded tracking system that reports program costs and support services. This feature allows DOES to capture and report on funds spent on each individual in training. Last year, the department began integrating Individual Training Account information into DCVOS with the eventual goal of reducing paperwork and transforming it to electronic activity.
- An online Training Application which allows individuals, interested in training, to provide extensive personal information that provides an eligibility predictor. Applicants are also able to access information on available training courses and training providers. This allows for greater efficiency in providing timely direct services.
- An automatic registration of all Unemployment Insurance claimants in Wagner-Peyser, which enhances the claimants’ capability to conduct job searches.
- An improved matching process which allows individuals, employers, and staff to search for jobs or job seekers using a much more detailed and flexible set of criteria. This functionality also has facilitated the generation of automated follow-up e-mail messages to check on the status of referrals.
- Development of a DCVOS based Apprenticeship module, which replaces a stand-alone system, and integrates all data in DCVOS to assure consistent reporting.
- A Generic Application, allowing all locally-funded programs to be case managed and tracked through DCVOS.

UNEMPLOYMENT COMPENSATION

The Unemployment Compensation Program, an important element of the District’s financial safety net, provides temporary income support to workers who lose their jobs through no fault of their own. In 2005, the District’s Unemployment Compensation Program paid out a total of \$89,120,268 in benefits to 23,680 recipients. These totals represent a decrease of 5.2% in

benefits paid and a decrease of 13.9% in recipients compared to the previous year. The average benefit amount paid to each recipient in 2005 was \$3,763 as compared to \$3,448 in 2004.

The department also continued its ambitious plan to modernize the Unemployment Compensation Program through automation during 2005. The ultimate goal is to develop a system that allows customers to access Unemployment Compensation services 24 hours-a-day, seven-days-a-week. Claimants are now able to file both their initial and their bi-weekly claims over the internet. Additionally, an Interactive Voice Response (IVR) system has been implemented that allows claimants to file their bi-weekly claims over the telephone. Claimants are also able to check on the status of their claims, access income tax information, and have their benefit checks deposited directly into their checking or savings accounts.

Unemployment Compensation staff continued to work on other future system enhancements in 2005. Development of a Spanish version of the IVR system proceeded as did projects to allow employers to submit quarterly contribution reports and to pay taxes over the internet, to allow employers to register over the internet, and to allow the payment of benefits through the use of debit cards. Many of these new features are scheduled to be implemented in 2006.

In continuing our efforts to address persistent problems with timely first payments to claimants, a "Fix-It Team" (FIT) was established, in 2005, to conduct an intensive, case-by-case review of staff performance with Unemployment Compensation and One-Stop Operations managers. The review led to a restructuring of Unemployment Compensation operations, intensive training for staff, implementation of a revised workflow process, and the adoption of a comprehensive monitoring process. These innovative and effective corrective action measures resulted in the program meeting the U.S. Department of Labor timeliness standard in the final quarter of 2005, with nearly 88% of all first payments being made within the specified timeframe.

THE FIRST SOURCE PROGRAM

The First Source Employment Program, established in the early 1980's by Mayor's Order 83-265 issued in 1983 and D.C. Law 5-93, the First Source Employment Act of 1984, has played a vital role in the economic growth of the District by expanding employment opportunities for residents. The program covers businesses receiving District financing, including contracts and Industrial Revenue Bonds, above a pre-determined amount. As such, these businesses are required to hire a minimum of 51% District residents for new jobs created as a result of District government-funded projects.

FY 2005 saw an increase in the number of projects covered by the First Source Program. Throughout the year, the department executed more than 750 First Source Employment Agreements, and employers hired 2,925 District residents on First Source projects. Further, more than 4,200 First Source job openings were listed with the department in 2005. At the end of the year, there were more than 3,600 active First Source agreements.

In the future, we anticipate that hundreds of new jobs will be created through economic development projects covered by First Source legislation. Such examples include the new

baseball stadium; the DC USA Project, which will consist of approximately 500,000 square feet of retail space, anchored by a Target store; the Skyland Project, another major retail complex located in Southeast Washington; and the former Camp Simms Project, which will include both residential and commercial space and anchored by Giant Foods. We further anticipate that, as a result of the Way-to-Work Initiative, additional funding will be available to build a professional First Source Compliance Unit that will assure that the First Source Program works effectively for District job seekers.

PROJECT GRAND SLAM

The decision by Major League Baseball to relocate the Montreal Expos to Washington in 2004 presented both enormous economic development opportunities and daunting workforce development challenges. In 2005, the first season of the new Washington Nationals Baseball Club, the renovation of Robert F. Kennedy Stadium and the staffing needs of the Nationals and their associated contractors and concessionaires created a significant demand for qualified workers in a wide range of occupations. The majority of these new jobs were in the leisure and hospitality industry, one of the highest-demand industries in the Washington-area labor market.

The local government moved quickly to address the human resources needs created by baseball's return to the District. Mayor Anthony Williams designated DOES to lead the collaborative effort to meet these workforce needs. Recognizing early that a "business-as-usual" approach would not suffice, Director Gregg Irish and his team built on the successes achieved and lessons learned from previous large recruitment, placement, and pre-apprenticeship initiatives and led the effort that resulted in the design and implementation of Project Grand Slam.

The Nationals Baseball Club, the D.C. Sports and Entertainment Commission, the general contractor for the new baseball stadium, and the Washington Building and Trades Council, were integral participants in Project Grand Slam to help ensure a unified approach to workforce development issues. An innovative Project Labor Agreement (PLA) for the construction of the new baseball stadium was created from this partnership. The PLA required that 50% of all incumbent apprentices and 100% of all new apprentices be District residents and authorized DOES to establish a "Step-Up" pre-apprenticeship program, a groundbreaking concept that gives economically disadvantaged District residents the opportunity to receive skilled trades and crafts training, educational remediation, and a path to entering formal apprenticeships.

During 2005, more than twenty baseball-related contractors signed First Source Employment Agreements. Through Project Grand Slam, more than 2,300 individuals were hired in baseball-related employment, almost 2,000 of whom were District residents. Project Grand Slam has an important role to play in the future too, as construction on the new baseball stadium begins in 2006.

YOUTH SERVICES

Mayor Anthony A. Williams has established the expansion and improvement of services to District youth as one of his highest priorities. The Department of Employment Services is a key member of the public-private partnership Mayor Williams formed to help District youth make

progress towards fulfilling and rewarding lives. Accordingly, the department has reorganized and revitalized its youth services system to deliver year round employment, training, and mentoring programs under the Passport-to-Work umbrella.

Passport-to-Work

The Office of Youth Programs (OYP) offers District youth, 14 to 21 years of age, a myriad of programs designed to assist the youth develop work-related skills and attitudes needed to compete in today's dynamic economy as well as to provide meaningful work experience and career exposure.

The Passport-to-Work program prepares District youth for successful entry into the 21st century labor market through the delivery of a continuum of innovative, year round services. These services are delivered through four major Passport-to-Work components administered by OYP.

Summer Youth Employment Program

The Summer Youth Employment Program engages District youth, 14 to 21 years of age, in enriching and constructive work experiences through a subsidized program supported with District funds and an unsubsidized program that provides jobs in the private and federal sectors. For several decades, this award-winning program has demonstrated what can be accomplished when the entire community mobilizes its resources to provide rewarding summer opportunities for its young people.

In 2005, 13,271 District youth registered for summer jobs; 11,956 were referred to employers; and 10,775 were confirmed as working. In the subsidized component of this five-week program, youth were placed with government agencies and community and faith-based organizations where they earned \$5.15 hourly, working 20 to 30 hours weekly, depending on their age. In the unsubsidized component, youth competed for positions, earning up to \$12.00 hourly, and worked between 20 to 40 hours weekly.

Year Round Program

The Year Round Program, authorized by the Workforce Investment Act (WIA), provides youth who are 14 to 18 years of age with employability training, academic enrichment activities, and leadership development during the school year. To be eligible youth must be economically disadvantaged and face one or more of the following barriers: deficient in basic literacy skills; school dropout; homeless, runaway, or foster child; pregnant or parenting; offender; or require additional assistance to complete an educational program or secure and hold employment.

In 2005, the District's Year Round Program served 310 youth. During the school year, participants were engaged in academic enrichment activities, work readiness preparation, occupational skills training, and leadership and development projects. These services were provided by nine community-based organizations. In the summer, year round program participants were enrolled in the five-week Summer Youth Employment Program.

During 2005, the District's Year Round Program ranked 4th in the nation in the Diploma Rate category, 1st in the Skills Attainment category, and 3rd in the Retention category according to the U.S. Department of Labor's nationwide WIA Negotiated Performance Standards scorecard.

Out-of-School Program

The Out-of-School Program, another WIA-authorized youth program, is designed to help young people, who are no longer in school, achieve both educational and employment goals and enhance their potential for long-term employment. To be eligible for this program, an individual must be 16 to 21 years of age; a school dropout, high school graduate, or GED holder; and basic-skills deficient, unemployed, or underemployed.

In 2005, the District's Out-of-School Program served 199 youth through contracted service providers who delivered employability skills and career awareness workshops, work readiness modules, basic education and GED preparation services, and vocational skills training.

During 2005, the District's Out-of-School Program ranked 5th nationally in the Entered Employment Rate and Employment Retention Rate categories, 6th in the Earnings Change category, and 10th in the Credentials Attained category according to the U.S. Department of Labor's nationwide WIA Negotiated Performance Standards scorecard.

Mayor's Youth Leadership Institute

The Mayor's Youth Leadership Institute (MYLI) is a year round program designed to train District youth in the concepts of leadership and self-development. In 2005, 237 young people participated in the summer component of this innovative four-level program and 119 participated in the school year component. Shared training areas among these levels are communications skills, public speaking, community service, conflict resolution, and teambuilding. The particular focus of each level is as follows:

- Alpha Level – Personal growth and development skills
- Beta Level – Community development
- Delta Level – Work readiness, life skills, and career exploration
- Omega Level – Practicum and internships

In 2005, the MYLI Summer Intensive Training module operated concurrently with the Passport-to-Work Summer Youth Employment Program. Youth leaders earned \$5.15 for each hour of active engagement in training. The classroom-based instruction was conducted at the University of the District of Columbia, the three-day/two-night camp experience took place at the Department of Parks and Recreation's Camp Riverview, and the college residential training experience and the summer module's culminating activities were held at George Washington University's Marvin Center.

The program is often mentioned by alumni and parents of alumni for providing opportunities for District youth to acquire leadership skills and increase personal development. During 2005, MYLI members demonstrated what can be achieved through the Institute at the following venues:

- The MYLI Youth Mayor was selected to serve as a Delegate to the YMCA Conference on National Affairs in North Carolina. The Conference brought together youth leaders from across the country to approve legislation passed by state YMCA conferences in a mock congressional setting.
- MYLI members provided 30 food baskets to needy families in the District during the Institute's annual Thanksgiving basket drive.
- MYLI members participated in local community activities during the 22nd Annual National Night Out. National Night Out is a campaign designed to bring together citizens in their neighborhoods to combat crime.
- MYLI members helped launch the District's 2005 observance of National Youth Service Day (DC-NYSD) which focused on community involvement. The MYLI Youth Mayor, who served as youth spokesperson for DC-NYSD, and 76 MYLI youth leaders participated in NYSD service projects.
- Seventy-two MYLI members participated in the District of Columbia Citizens Summit in September 2005. The participants joined other District residents in making recommendations to the Mayor on what the District's service and spending priorities should be.

SERVICES TO VETERANS

One of the department's fundamental priorities is to help those who have selflessly protected the nation's freedom and security by serving in the military. Through federally-funded initiatives including the Disabled Veterans' Outreach Program, the Local Veterans' Employment Representative Program, and the Transition Assistance Program, we provided staff-assisted services to 619 veterans in 2005. Of this total, 545 received Career Guidance services, 502 received Job Search Assistance services, and 237 received Case Management services.

Through the efforts of our staff, 415 veteran job seekers successfully secured long-term employment last year. Further, 22 Transition Assistance workshops were held serving 512 veterans who had recently returned from combat theaters. Perhaps most indicative of the success of the department's Veterans' Programs was our record on the federal performance measures that we negotiated with the U.S. Department of Labor. In 2005, we exceeded our Entered Employment Rate (EER) goal by 16%, our Employment Retention Rate goal by 8%, our EER (Staff Assisted) goal by 16%, and our EER (Case Management) goal by 7%.

SERVICES TO SENIORS

The department operates two Senior Community Service Employment Programs (SCSEPs) to provide meaningful part-time paid work experience and assistance in finding unsubsidized employment to eligible, low-income District seniors, aged 55 and older. SCSEP participants are placed with local government agencies and community-based organizations that act as "Host Agencies" providing valuable services to the community as whole and to the senior community in particular. In 2005, these programs, one funded directly by the U.S. Department of Labor and

the other through an agreement with Senior Services America, Inc., a national SCSEP sponsor, enrolled 80 new participants. A total of 48 seniors were placed into unsubsidized employment, an achievement of 178% of the program's unsubsidized placement goal.

BASE REALIGNMENT AND CLOSURE TRANSITION INITIATIVE

In May of 2005, the Secretary of Defense announced the recommendations of the Base Realignment and Closure (BRAC) Commission for the realignment or closure of military bases and other defense installations across the nation. The Washington metropolitan area, and the District of Columbia in particular, were significantly impacted by this round of BRAC recommendations. It is anticipated that approximately 6,000 workers in the National Capitol Region will be dislocated due to BRAC actions. Thousands of civilian positions in installations such as the Walter Reed Army Medical Center, Potomac Annex, the Naval District of Washington, Bolling Air Force Base, and leased space in the District will be eliminated or relocated.

Soon after the BRAC announcement, the department applied for a National Emergency Grant (NEG) from the U.S. Department of Labor (USDOL) to fund the District's BRAC Transition Initiative. On June 30, 2005, USDOL awarded the District a NEG grant in the amount of \$950,000 to fund transitional workforce development services through the end of 2006. These funds allowed the department to develop a plan and begin implementing transitional employment services for workers dislocated by BRAC actions.

In order to assure effective implementation of the BRAC Initiative and to coordinate human resource management activities, the department established close ties with the U.S. Department of Defense, Office of Economic Adjustment and Assistance, and the Personnel Advisory Centers of Walter Reed Army Medical Center, the Naval District of Washington, and Bolling Air Force Base.. DOES partnership were also developed with the D.C. Chamber of Commerce, the Healthcare Industry Taskforce, the D.C. Workforce Investment Council, the Enhanced Business Information Center, and the Gateway Georgia Avenue Revitalization Corporation to help ensure employment opportunities for dislocated defense workers.

Another primary partner in the BRAC Initiative is the D.C. Office of Planning which provides technical leadership, project management, and procurement services. Internally, the Dislocated Worker Program, the Office of One-Stop Operations, the Virtual One-Stop (VOS) System, the Business Services Group, and other offices also provide support to the BRAC Initiative.

STAFF DEVELOPMENT

Staff development has also been a high priority of at the department. The agency has taken proactive steps to assure that all departmental managers and staff acquire the skills, knowledge, and abilities to individually and collectively provide high quality services that our customers both expect and deserve. 2005 was no exception.

Workforce Development Bureau (WDB) Training

Staff received ongoing, skill-based classroom instruction and hands-on, practical training in employment eligibility, job counseling, labor market information, unemployment insurance, technological upgrades, and specialized skill development, as needed. In 2005, training highlights included:

- Ongoing instruction on the Virtual One-Stop (VOS) system, an automated case management system used to document employment-related service activity for Workforce Investment Act (WIA) and Wagner-Peyser customers. GeoSolutions, the developer of the system, provided updated information on system applications. All WDB staff were required to attend this training.
- The Case Managers Institute, an in-house school for One-Stop Career Center frontline staff, provided instruction on “best practices” and sought to develop the staff skill sets needed to improve direct services to customers. The Institute also endeavored to strengthen the linkages between workforce development policies, effective case management procedures, and customer satisfaction outcomes. All WDB staff were required to attend this training.
- Forty-one One-Stop Career Center staff completed National Workforce Professional Tier 1 training, a web-based career development professional certification program. The 13- module course provided instruction in benchmarked public service delivery competencies.

Agency-Wide Training

A wide range of critical training modules were offered to staff throughout the agency. These offerings included instruction in such areas as workplace essentials, organizational issues, customer service, professional development, computer technology, management and leadership development, personal enrichment, and administrative services modernization applications. More than 75% of front-line staff received at least eight hours of classroom or online training.

DEPARTMENT OF EMPLOYMENT SERVICES PROGRAMS AND EVENTS

In 2005, the department spearheaded or coordinated the following events and programs:

Teen Show, “Keeping It Real”

This half-hour cable show, produced by the department’s Youth Opportunity Program (YO!), completed its last six episodes in 2005 with shows featuring District teens talking with Congresswoman Eleanor Holmes Norton about the District’s College Access Act, University of the District of Columbia admissions administrators, and the recently crowned Ms. Teen DC. The final show was a special one-hour feature with the “Keeping It Real” teen hosts on location in South Africa, examining the current AIDS epidemic that is leaving thousands of African children orphaned.

Apprenticeship Career Fair

The Career Fair provided a venue for 18 trade unions to provide information on apprenticeship career opportunities in the building trades to approximately 150 District residents. The career fair was the first of many planned opportunities for union representatives to recruit for current and future construction projects in the city and the surrounding metropolitan area. The fair was held at St. Matthews Lutheran Church, in southwest Washington.

“Project Grand Slam” Job Fair

This event enabled the ARAMARK Corporation, the D.C. Sports and Entertainment Commission, and Contemporary Services Corporation to fill more than 1,000 job openings at the newly refurbished RFK Stadium, home of the Washington Nationals and D.C. United. The fair, held, at the D.C. National Guard Armory, was co-sponsored by Mayor Anthony A. Williams, Councilmember Vincent Orange, Sr. of Ward 5, and the Department of Employment Services.

5th Annual Labor-2-Youth Fair

The department joined the Community Services Agency of the Metropolitan Washington Council, AFL-CIO, to introduce hundreds of District youth, both in and out of school, to unionized employment opportunities.

Passport-to-Work Private Sector Outreach Campaign

To supplement the approximately 10,000 subsidized jobs for youth, the department sponsored an outreach initiative, asking local businesses to hire or sponsor summer jobs for District youth. A press conference was held at the headquarters of Verizon, Washington, with Mayor Anthony A. Williams, Verizon Chief Executive Anthony Lewis, and D.C. Emergency Management Agency Director Barbara Childs-Pair announcing and promoting this important initiative.

TEAM DC Summer Youth Employment Program

For the fourth consecutive year, approximately 40 young adults, aged 16-21, were trained by emergency management professionals to prepare for natural disasters and other catastrophic events. TEAM DC was a six-week component of the Passport-to-Work Summer Youth Employment Program. Participants successfully completed emergency preparedness presentations to some of the District’s most vulnerable populations, including children and the elderly.

Union Trades Apprenticeship and Employment Recruitment Fair

Co-sponsored by DOES and the Community Services Agency of the Metropolitan Washington Labor Council, AFL-CIO, in partnership with local trade unions and the department’s Office of Employer Services and the Office of One-Stop Operations, this fair provided a venue for local unions to recruit apprentices in all trade areas. More than 1,000 individuals, most of whom were District residents, attended the fair which was held at the D.C. Convention Center.

Retail Job Fair Extravaganza

The department sponsored the “Retail Job Fair Extravaganza” with 40 retail employers including Urban Outfitters, Joseph A. Bank, Victoria’s Secret, H & M, and Toys R Us participating. District residents interested in pursuing careers in retail sales had an opportunity to meet hiring managers from these local retailers. More than 800 job seekers attended the fair, and approximately 175 individuals were hired as a result of the fair.

2005 Walk for Literacy

Literacy affects every aspect of our lives, especially our ability to get employed and become self sufficient. As such, the department supports any sound initiative to fight against illiteracy in the District of Columbia. For the fourth year, the department partnered with W*USA-9 and the State Education Agency to co-sponsor the “9Booking for Literacy Campaign 2005.”

WORKFORCE INVESTMENT COUNCIL INITIATIVES

The Mission, Vision, Guiding Principles and Strategic Goals established by the WIC are reflected in the activities and initiatives of the Workforce Investment Act implementation. They reflect commitments of the WIC to make its impact on the local workforce programs, services and partners, and to convene and facilitate meetings and work groups that respond to key workforce needs. The following are examples of such activities and initiatives:

Grants Management

The District of Columbia has been successfully developed strategic partnerships with various stakeholders throughout the community, which have been instrumental in securing several competitive grants through the U.S. Department of Labor. The following grants have been awarded with the support and technical assistance of the DCWIC:

- Trinity College—Information Technology (H1-B Grant)
- Howard University—Health Care Industry Partnership (H1-B Grant)
- Metropolitan Washington Council of Governments—Sector Employment Demonstration Planning Grant
- University of the District of Columbia—Information Technology (H1-B Grant)
- Catholic University of America—H1-B Grant

Sector Analysis and Evaluation

The DCWIC served as the advisory board to the Department of Labor Sector Employment Demonstration. The committee members were engaged in review and decision-making with regard to the sector analysis, development of the focus groups with employers, training providers and target populations for training consideration and review of the final strategic implementation plan filed with the Department of Labor. In addition, in preparation to implement its sector-based

approach, the DCWIC commissioned its Sector Study to identify local growth industry sectors within the District and Greater Metropolitan Area.

Comprehensive Youth Development System

The Youth Council has committed to adopting through its “youth visioning” session a comprehensive youth development strategies for approval by the Mayor. The District will join states observing the need for proactive strategies for facilitating the integration of numerous youth programs and services funded from a multitude of funding streams and entities. The Youth Council has been meeting since the beginning of the Workforce Investment Act and the required members were appointed to insure compliance. The Youth Council is intended to provide a broader forum for local youth issues, concerns, and recommendation on greater youth development issues. Specific goals and objectives of the Youth Council include, but are not limited to the following:

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

Education, Employment and Economic Development Initiatives

Beginning in PY 2006, the initiatives will be clearly aligned with the DCWIC’s Strategic Goals. Since the DCWIC is prohibited from operating programs, these initiatives will be designed to enhance collaboration with employers and strategic partners to increase access to and improve opportunities for employers and citizens. These initiatives may include:

- Expansion of existing adult education/literacy programs, tools and learning centers
- Adoption of a work readiness credential
- Development of high performance partnerships/workforce intermediaries
- Development of customized job training opportunities with employers
- Development of “planning grants” to encourage development of employer-driven job training models
- Development of a “Bridge Model” to better prepare residents with basic and employability skills required by employers
- Development of a “Comprehensive Workforce Strategic Plan Model” that clearly identifies and aligns the workforce and economic development strategies of the City.

LEGISLATIVE INITIATIVES

In 2005, the department focused its legislative efforts on the enactment of the major elements of the Way-to-Work Initiative. D.C. Law 16-33, the “Fiscal Year 2006 Budget Support Act of 2005,” was signed by Mayor Williams on July 26, 2005, and became effective on October 20, 2005. This important bill provided legislative authority for four critical Way-to-Work programs: the Transitional Employment Program, the Pre-Apprenticeship Program, the Youth Employment Service Initiative, and the Mayor’s Youth Leadership Institute. Bill 16-286, the “Way-to-Work Amendment Act of 2006,” was introduced in the City Council on May 10, 2005. This legislation, which had not been enacted by the end of the year, incorporated the Living Wage, Job Opportunity Bank, and First Source Program enhancement elements of the Way-to-Work Initiative.

Other important legislation that was enacted in 2005 included:

- Bill 15-526, the “Unemployment Compensation Pension Offset Reduction Act of 2004,” was permanently enacted as D.C. Law 15-282 on April 5, 2005. It significantly reduces the offset of pension payments from weekly benefit amounts.
- Bill 15-288, the “Minimum Wage Amendment Act of 2004,” was permanently enacted as D.C. Law 15-296 on April 8, 2005. It increased the District’s minimum wage to \$6.60 per hour in 2005 and to \$7.00 per hour in 2006.
- Bill 15-578, the “Unemployment Compensation Weekly Benefit Amount Amendment Act of 2004,” was permanently enacted as D.C. Law 15-235 on April 12, 2005. It increased the maximum weekly benefit amount for unemployment compensation claims to \$359 per week.
- Bill 15-276, the “Unemployment Compensation Funds Appropriation Authorization Act of 2004,” was permanently enacted as D.C. Law 15-280 on April 12, 2005. It provided permanent authorization to appropriate \$7.6 million in Reed Act funds to improve the administration of the Unemployment Compensation Program.
- Bill 15-884, the “Apprenticeship Requirements Amendment Act of 2004,” was permanently enacted as D.C. Law 15-295 on April 12, 2005. It required certain contractors and beneficiaries of government projects to both register apprenticeship programs with the D.C. Apprenticeship Council and to employ District residents for 35% of the apprenticeship hours worked on a covered project.

NATIONAL HONORS FOR DISTRICT OF COLUMBIA PROGRAMS

District's Re-Entry Program Receives Top National Honor

Project Empowerment Plus (PE+), the District's ex-offender re-entry program, on June 13, 2006, was awarded the U.S. Department of Labor's top Recognition of Excellence (ROE) award in the "Recognizing Special Populations in the Workforce" category. The award was presented at the third Workforce Innovations Conference in Anaheim, California, where more than 3,000 workforce development professionals from around the country were in attendance.

The ROE award honors educational and job training programs that have met and exceeded the needs of local and regional economies and can be replicated throughout the country. In an official statement issued by the U.S. Department of Labor, Assistant Secretary of Labor for Employment and Training Emily Stover DeRocco said, "Recognition of Excellence honorees are proof of the workforce system's capacity to develop new and innovative approaches for preparing workers to compete in the global economy."

The Employment and Training Administration awards honorees in five categories. The "Recognizing Special Populations in the Workforce" category focuses on innovative ways to effectively integrate every available worker in the labor force.

Project Empowerment Plus (PE+), a U.S. Department of Justice funded workforce development re-entry program coordinated through the Department of Employment Services, served high risk and violent juvenile offenders and adult felons who were released from prison within the past 12 months. The program exceeded its planned enrollment of 250 beneficiaries by 22 percent. More than 57 percent of the participants who started in subsidized employment were moved into jobs unsubsidized by the program with an average hourly wage that is 62 percent higher than the District's minimum wage.

District's Veterans' One-Stop Career Center Receives NASWA's Mark Sanders Award for Exceptional Service to Disabled Veterans

The Veterans Assistance One-Stop Career Center was selected as the 2006 winner of the National Association of State Workforce Agencies (NASWA) Mark Sanders Award for Exceptional Service to Disabled Veterans. The award was presented to the Director Gregg Irish at the NASWA Annual Conference in Boise, Idaho on September 6, 2006.

The Mark Sanders Award recognizes a local office/one stop center that has demonstrated exceptional service to disabled veteran seeking employment assistance. The award was named in honor of Mark Sanders, for his distinguished career with the California Employment Development Department and NASWA. According to the award notification sent to DOES, the Veterans One-Stop Career Center was selected because it is a "dedicated establishment" solely for veterans – the first and only one of its kind in the United States, and for its "innovative services to disabled veterans" in the District, and for "its performance statistics" throughout the award year.

In 2005, approximately 3,000 veterans received employment-related services through the Veterans One-Stop Career Center. Of that number, sixty-five percent (65%) of the disabled veterans seeking assistance obtained employment, exceeding the federal performance goals. More than sixty percent (60.5%) entered employment after receiving intensive services from the center and sixty-four percent (64%) retained employment after staff assistance or intervention. In total, eighty-five percent (85%) of the disabled veterans retained employment beyond six months.

The DOES Veterans One-Stop Career Center, a U.S. Department of Labor-funded workforce development program, has realized several accomplishments since its inception in 2003. Most notably, the U.S. Department of Labor, the Department of Veterans Affairs, and the Department of Defense donned the center's ReaLifeline Initiative, an intensive employment assistance program offering support to seriously disabled service members and their families who are transitioning to the civilian workforce. A national program model, ReaLifeline has been replicated in five military hospitals throughout the United States.

Partnership with Minority Business Enterprise Center Receives National Honor

The National Community Reinvestment Coalition's Minority Business Enterprise Center (MBEC) received an award at the Minority Business Agency (MBDC) National Conference for its outstanding service and high achievement in providing services to high potential minority businesses in the Capital region. A partner in the District's one stop system, offices for MBEC's one stop operation are provided by the Department of Employment Services (DOES). This allows MBEC to reach more customers while operating at a fraction of the cost incurred by private firms. The MBEC has created more than 140 jobs in the metropolitan area.

STATE ACTIVITIES

- **Labor Market Information Forum**--The Department of Employment Services, in collaboration with the DCWIC, will sponsor its annual Labor Market Information Forum on to inform private and public partners with job trends and projections.
- **Adoption of USDOL Common Measures** --in 2006, the District of Columbia will adopt the USDOL Common Measures.
- **Data Validation and Documentation Policy Review**—the Department of Employment Services is reviewing policy decisions in New York and Oklahoma regarding the use of automated systems to comply with data collection and validation issues, i.e., eliminating the need for paper files and documentation.
- **One-Stop Credentialing**—the DCWIC has developed One-Stop Center Credentialing Criteria that was used by the District's full service One-Stop centers to ensure a consistent level of quality services to customers. The full service one stop centers will undergo a second review using the approved One-Stop Credentialing criteria in order for the centers to be certified in 2007-2008.

STATE OUTCOMES

As the following chart depict, in Program Year 2005, the District of Columbia met or exceeded all 17 WIA goals negotiated with the U.S. Department of Labor. The District's performance reflects a third consecutive year of successful Workforce Investment Act/Wagner Peyser implementation. More important, the results reflect a third consecutive year of continuous improvement in the negotiated areas. In PY 2006, the District will adopt the federally approved "common measures."

| District of Columbia Performance Summary Report | | | |
|---|----------------|-------------------|----------------------|
| WIA Core Performance Measures | Annual Results | Program Year 2005 | |
| | | Negotiated Goal | % of Negotiated Goal |
| WIA Adults | | | |
| Entered Employment | 75.9% | 67.5% | 112.4% |
| Retention | 71.0% | 81.0% | 87.7% |
| Earnings Change | \$4,907.3 | \$3,257 | 150.7% |
| Credentials | 57.2% | 59.0% | 96.9% |
| WIA Dislocated Workers | | | |
| Entered Employment | 80.8% | 79.0% | 102.3% |
| Retention | 84.1% | 85.0% | 98.9% |
| Earnings Change | \$2,912.7 | -\$689 | 422.7% |
| Credentials | 61.8% | 65.0% | 95.1% |
| WIA Older Youth | | | |
| Entered Employment | 100.0% | 87.0% | 114.9% |
| Retention | 91.2% | 93.0% | 98.1% |
| Earnings Change | \$4,966.5 | \$3,167 | 156.8% |
| Credentials | 91.7% | 52.0% | 176.3% |
| WIA Younger Youth | | | |
| Skill Attainment | 98.7% | 83.0% | 118.9% |
| Diploma Attainment | 91.1% | 63.0% | 144.6% |
| Retention | 85.4% | 60.0% | 142.3% |
| Exceeded Negotiated Goal | | | |
| Above the 85% threshold | | | |
| Above the 80%, but less than 85% threshold | | | |
| Below 80% of negotiated goal | | | |

Government Performance Results Act Goals

In addition, to meeting the WIA performance standards that each state negotiates with the Department of Labor, DOES demonstrated continued improvement in meeting the Government Performance Results Act (GPR) goals imposed on programs by the Office of Management and Budget. By working to achieve these goals the District contributes to the Department of Labor's strategic goals for creating a prepared and secure workforce. Our results in these areas demonstrate that DOES programs continue to provide effective job training and employment assistance in a difficult economic and educational environment. Performance improved in 3 of 5 GPR measures with both retention goals falling short of last year's performance.

| GPR Measures | GPR Goal | Actual | % of GPR |
|--------------------------|----------|---------|----------|
| Adult Entered Employment | 76% | 75.3% | 99% |
| Adult Retention Rate | 81% | 70.8% | 87% |
| Adult Earnings Change | \$3,400 | \$4,925 | 144% |
| DW Entered Employment | 83% | 80.8% | 97% |
| DW Retention Rate | 89% | 84.1% | 94% |

| |
|--|
| Exceeded GPR |
| Less than GPR but above the 80% threshold |
| Below 80% of negotiated goal |

Wagner-Peyser performance also continued to exceed federal performance and GPR standards.

| Labor Exchange (LEX) | Goal | Actual | % of GPR |
|----------------------|------|--------|----------|
| Entered Employment | 60% | 60% | 100% |
| Retention | 76% | 77% | 101% |

| |
|--|
| Exceeded GPR |
| Less than GPR but above the 80% threshold |
| Below 80% of negotiated goal |

Overall customer satisfaction with program services improved from PY 2004, with participant satisfaction at 75.3% (up 5.3%) and employer satisfaction at 82.3% (up 10.2%).

| Customer Satisfaction | Negotiated Goal | Annual Results | % of Negotiated Goal |
|--|-----------------|----------------|----------------------|
| Participant Satisfaction | 70% | 75.3% | 107% |
| Employer Satisfaction | 70% | 82.3% | 117% |
| Exceeded Negotiated Goal | | | |
| Above the 85% threshold | | | |
| Above the 80%, but less than 85% threshold | | | |
| Below 80% of negotiated goal | | | |

The Department of Employment Services believes that the increase in employer satisfaction is directly attributed to the implementation of its Business Services Group (BSG). The BSG is comprised of a professional staff of Account Executives trained with the knowledge and skills to market the services of the department to the business community. The BSG facilitates employer access to a variety of services including access to: America's Talent Bank, Virtual One Stop Recruiter, the Internet, and local economic development and labor market information.