



# DISTRICT OF COLUMBIA

## WORKFORCE INVESTMENT ACT ANNUAL REPORT

PROGRAM YEAR 2010

JULY 1, 2010 THROUGH JUNE 30, 2011



# **PARTNERS IN PROGRESS**



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## A MESSAGE FROM THE DIRECTOR OF DOES



The District of Columbia's Department of Employment Services (DOES) plays a vital role in responding to the economic crisis facing our city's workers and employers. It is the responsibility of DOES to execute Mayor Vincent C. Gray's vision to reform the Agency and make workforce development DOES' top priority, focusing on adult job training, job creation, and economic development to meet the essential needs of the District's job-seeking residents and employers. Our work is more important than ever – as we face the most difficult economic situation in our lifetime.

Our workforce development system is integral to the economic health of the District. Although DOES has experienced several challenges in the past, we have been able to focus on transforming the way we operate to ensure that we are integrating the best technology; implementing standard operating procedures within every unit; identifying cost-saving measures; ensuring that every federal and local dollar is spent wisely; and, most importantly, improving the level of service provided to job seekers, employers, and key stakeholders.

In addition, DOES is expanding its partnerships and enhancing many of its training offerings to reflect the changing workforce landscape in order to help develop a skilled workforce that is essential to the city's economic recovery. We are also partnering more strategically with most District agencies to maximize our resources and strengthen our service delivery model. While transforming the Agency's operations, DOES has been able to continue to improve upon current services, while implementing new initiatives.

The Gray administration is strongly committed to workforce development. An additional \$2.5 million in local job training dollars was added to DOES's budget this year to provide District job seekers with a pathway into high demand occupations in energy efficiency, health care, and information technology even while the city faces city-wide budget pressures. The District also invested an additional \$1.29 million in community-based organizations to help District residents overcome barriers and achieve self-sufficiency by providing job readiness training and reemployment support services.

The Summer Youth Employment Program underwent a dramatic overhaul to streamline enrollment, better manage resources, and make thoughtful worksite placements in order to bring about a more substantive and mutually beneficial work experience for both youth and host employers. Fourteen thousand District youth were provided with summer work opportunities for a six-week period. For the first time in several years, SYEP came in below its budget by several million dollars. The program is also undergoing a study to measure the long-term effect of summer jobs for youth.

Thousands of residents benefited from \$2.6 million in ARRA grants and other funding that the District received, including a federal Trade Adjustment Act (TAA) grant, an additional Senior Community Service Employment Program (SCSEP) funding grant, and an On-the-Job Training national emergency grant, to allow DOES to enter into partnerships with a number of local organizations and workforce groups to help District residents obtain training in vocational areas and high-growth fields, as well as to provide training in work readiness and life skills and job placement services.

The District also developed the nation's first Step-Up Apprenticeship initiative, providing disadvantaged residents with the chance to be employed as pre-apprentices while taking the steps necessary to meet eligibility requirements for other available apprenticeship opportunities.

Education is an integral component of job development. Besides providing literacy, numeracy, and soft skills to our city's most underserved populations as well as helping District residents obtain high school equivalency diplomas and certifications or degrees needed in high-demand occupations, DOES established a partnership with Bank on DC to offer financial literacy classes to District residents.

In addition to opening a satellite DC Works! Career & Information Center at our new headquarters, we have opened three new full-service DC Works! Career Centers, moving two from out-dated buildings in poor condition to state-of-the-art, government-owned facilities. These relocations are easily accessible by public transportation and in neighborhoods where our services are needed the most.

Joblessness is not just about not having a job. Lack of access to essential resources goes beyond financial hardship and affects people's health, education, and sense of security. With strong private and public sector partnerships, we have been able to offer support and services beyond job placement that makes prosperity possible for everyone. In PY 2010, we have served more employers, conducted more on-site training of employed workers, and helped more job seekers find work than we have in previous years, all while working to steadily improve on the annual performance scorecards from our city and federal leaders. This "One City" has many hearts, and we can point to dozens of examples where the efforts were hard-fought, the programs innovative, and the results inspiring. Ultimately, we want to ensure that District residents become and remain competitive in the job market.

**Lisa M. Mallory**

**Director**

**Department of Employment Services**

## FROM THE WORKFORCE INVESTMENT COUNCIL



Like the rest of the country, the District of Columbia is experiencing a stagnant economic situation which has become the city's most pressing issue of the day with regard to the impact it is having on the District's workforce. Therefore, there is no question that the work to ensure a strong workforce development system in this city is important now more than ever.

I am delighted that Mayor Vincent C. Gray has asked me to lead the District's Workforce Investment Council as Chairman to support innovative education and training programs to meet the needs of job seekers and employers as we face these difficult economic times.

Job creation and economic development are key components of Mayor Gray's vision for workforce development in the District. The new Workforce Investment Council will build on this vision to include partners in government including the Deputy Mayor for Planning and Economic Development (DMPED), the Deputy Mayor for Education, the State Superintendent for Education, the Community College of the District of Columbia, and the University of the District of Columbia as well as the many private sector businesses that keep the city's economic engine running.

Activities such as those of the Workforce Investment Council work well only as a part of a public-private partnership. We will be creative in our efforts to transform the District's workforce development system in order to implement competitive workforce development policies that meet the needs of both District employers and DC residents.

I look forward to working and partnering with all stakeholders in the workforce investment system in the District of Columbia!

**Michael N. Harreld**

*Regional President, PNC Bank*

**Chairman, District of Columbia Workforce Investment Council**

## INTRODUCTION

In Program Year 2010, the District met or exceeded all WIA performance standards, continuing to achieve better results despite the troubled economy. The District's workforce investments focused on the following key areas: using technology to achieve efficiencies and enhance services to clients; leveraging funds from multiple sources to support our comprehensive workforce development system; preparing the District's workforce to take advantage of emerging opportunities in the green renewable energy and energy efficiency, health care, and information technology sectors; a commitment to assisting individuals from populations facing greater barriers and challenges; using labor market information to drive strategies, make decisions and develop programming; and ensuring transparency and accountability in investing and spending funds, including ARRA resources.

The Workforce Investment Act (WIA) is a federal program administered on behalf of the District of Columbia (District) by the Workforce Investment Council (WIC) and the Department of Employment Service (DOES). The District is a single local area under WIA, and the WIC serves as both the state and local Workforce Investment Board as outlined in WIA. In the District, DOES oversees a network of three full-service DC Works! Career Centers that provide free job training and other employment services to Washingtonians looking for work. The Career Centers also match job seekers with businesses looking to hire workers and assist laid-off workers to obtain new skills and find new jobs.

More specifically, DOES provides:

- Businesses with skilled workers, making hiring and training as simple as possible for employers.
- Job seekers with assistance finding jobs through skill matching, job search assistance, skills assessments, training, and support services.
- Collaboratively leveraged resources to align initiatives in the education, workforce, and economic development arenas.
- Leadership to shape workforce services that benefit individuals, businesses, and the District of Columbia.
- Public access to labor market information.

In 2009, the District received \$10,870,490 from the U.S. Department of Labor (US DOL) under the American Recovery and Reinvestment Act (ARRA) to provide workforce services to District residents. ARRA continued to play a major role in providing much needed resources during Program Year 2010.

The annual report provides a summary of WIA fiscal and performance information, programs, and state and local accomplishments for the period of July 1, 2010 through June 30, 2011. These initiatives demonstrate how the District's workforce system has successfully responded to the need for innovative and collaborative solutions to help workers succeed by meeting industry-specific demands for a skilled workforce.

# WORKFORCE INVESTMENT ACT – TITLE IB PROGRAMS

## WIA Adult Program

The WIA Adult Program helps thousands of adult workers receive workforce preparation assistance. These programs help employers find skilled workers and assist workers to obtain employment and training activities. The Adult Program serves the broadest range of individuals, including Unemployment Insurance claimants, people with disabilities, public assistance recipients, and veterans.

WIA adult customer participation increased to 21,211, and the District's average unemployment rate mirrored the national average throughout the year, ranging from 8.9 % to 9.8%. The District met all three of the negotiated levels of performance for the Adult measures. Adult customer participation totals in PY 2010 were reflected in the cost-per-participant rate of \$103.00 per participant served. For dislocated workers, the participation level increased from 591 in PY 2009 to 675 in PY 2010. The cost per dislocated worker served in PY 2010 is \$4,425.00.

## Dislocated Worker Services

The WIA Dislocated Worker Program's intent is to quickly re-employ laid-off workers and increase their earnings by enhancing their occupational skills. The program also aims to increase the employment and retention of dislocated workers by increasing their work readiness, educational attainment, and occupational skills and by connecting them to jobs in demand. The District's One-Stop system delivers core and intensive services to dislocated workers, including delivering staff-assisted services to hundreds of customers at DC Works! Career & Information Centers, while thousands more benefited from self-service offerings using DCNetworks.org.

With a rate of 52.4%, the District met the negotiated performance standards for the Dislocated Worker entered employment rate, while exceeding the standard for the employment retention rate and average earnings. In PY 2010, WIA dislocated workers retention rate was 82.6 percent, and the average yearly earnings for this worker category was \$20,075.50. In addition, 103 dislocated workers were enrolled in Individual Training Account (ITA) programs.

The District's enhancement efforts centered on increasing the number of individuals placed in occupational skills training through WIA referrals, improving customer satisfaction and repositioning and expanding Career Center operations to improve service delivery. All UI claimants are considered dislocated workers and may be co-enrolled in Wagner-Peyser and WIA services.

## Youth Services

The WIA Youth Program provides employment and education services to eligible low-income youth, ages 14 to 21, who face barriers to employment. The District met two and exceeded one of the three youth common measures.

Service strategies, developed by DOES' Office of Youth Programs (OYP), prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning. With new and determined leadership, DOES embarked on a robust campaign to improve operations, expand program offerings, and deliver an optimum level of service to our young customers. Throughout PY 2010, the Agency developed new requests for proposals (RFPs) from youth service providers, with an emphasis on program quality, accountability, national performance standards, and meeting federal requirements.

OYP operates four major programs:

- Year-Round In-School Youth Program;
- Year-Round Out-of-School Youth Program;
- Summer Youth Employment Program (SYEP); and,
- The Mayor's Youth Leadership Institute (MYLI).

## **WIA Funded Year-Round Programs**

Year-round Programs provide work opportunities, academic enrichment, and pre-employment work maturity training for District youths between the ages of 14 and 21 for the majority of the year. The program combines youth development activities with traditional workforce development principles to help the young person obtain and sustain employment and/or make a smooth transition to vocational and higher education.

Participants are placed with local service providers and given the opportunity to learn new skills and become responsible workers, while gaining valuable insights and exploring various career options. The Year-round Program has two components:

### ***Year-Round In-School Youth Program***

The DOES In-school Program offers District youth, ages 14 to 18 who are enrolled in a learning institution, comprehensive, year-round academic enrichment and workforce development training. It is designed to provide youth with the opportunity to enhance their basic academic/work readiness skills and explore career interests.

The objectives of the In-school Program are to provide:

- An objective assessment of the academic levels, skills levels, and social needs.
- An Individual Service Strategy that identifies achievements, goals, employment, and appropriate service referral.
- Preparation for post-secondary education.
- Tutoring, study skills, and instructions leading to the completion of secondary school, including dropout prevent strategies.

### ***Year-Round Out-of-School Youth Program***

The DOES Out-of-school Program offers District youth, ages 16 to 21 who have dropped out of school or have graduated, employment and training opportunities that foster the development of marketable skills. The services are geared toward enhancing youth abilities via academic enrichment, employability and occupational skills training, leadership development, life skills, and career awareness, through paid and non-paid work experience.

The objectives of the Out-of-school Program are to:

- Identify skills gaps and employment opportunities.
- Identify desired skill and competency levels.
- Identify job rotations and structured learning opportunities that meet learning objectives.
- Assist with development of training that focus on employability skills.

In PY 2010, OYP served 393 youth participants in the In-school and Out-of-school Programs. The average cost per WIA youth participant was \$4,035. In PY 2010, DOES served 66 more youth than in PY 2009.

## **Locally Funded Youth Programs**

### ***Summer Youth Employment Program***

The Summer Youth Employment Program (SYEP) provided unique and meaningful work experiences to approximately 14,000 District youths, ages 14 to 21. Through this six week program, young people earned a stipend while learning and developing the skills and work ethic necessary to succeed in the workplace. SYEP participants gain exposure to various exciting careers and interact with dynamic working professionals in both the private and public sector. All preliminary work and preparation for SYEP 2011, which commenced on June 27, 2011, occurred in PY 2010.

SYEP 2011 highlights include:

- Advanced online registration and youth services portal that featured a step-by-step resume builder and the ability for employers to view and download resumes.

- SYEP youth attended a private screening of the major motion picture *Transformers 3* hosted by Mayor Vincent C. Gray and the Office of Motion Pictures and Television during which they were able to speak with the movie director and production staff to learn more about careers in the film production industry.
- Participation in *Bank on DC* which offered bank accounts and financial literacy training to youth ages 18 and over.
- A collaboration with Byte Back to provide computer training for up to 180 Child and Family Services Administration and Department of Youth Rehabilitation Services committed youth, which resulted in all youth who successfully completed the trainings receiving a free, refurbished computer and a year of free Internet.

### ***Mayor's Youth Leadership Institute***

The Mayor's Youth Leadership Institute (MYLI) delivers year-round activities to youths in personal and leadership development, teamwork, and employability enhancements. It is the mission of the Institute to engage, equip, and empower District youth to be active leaders in their communities and to ensure the city's future through its capacity to produce indigenous and enlightened leadership.

Achievements this past year included:

- Fifty-eight out of 63 MYLI seniors graduated from high school, and 50 were accepted into post-secondary education programs.
- MYLI served as the lead organization for youth/student engagement for the 2010 Census in the District of Columbia.

## **AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)**

On February 17, 2009, the President signed into law the American Recovery and Reinvestment Act (ARRA) of 2009. ARRA made significant investments in the District's workforce programs. ARRA provided WIA programs with \$9.3 million to provide job training, job search assistance, and employment opportunities to adults, dislocated workers, and youth.

The District, like other cities and states, struggles to meet the challenges of providing more and better services during tough economic conditions and tightening budgets. Funds provided through ARRA have helped support programs across the city that are bringing new skills training and job opportunities to more Washingtonians as local offices continue to receive high volumes of customers.

### **American Recovery and Reinvestment Act Initiatives**

In Program Year 2010, the city used ARRA WIA funds to support new citywide initiatives designed to put District residents back to work. Thousands of residents benefited from \$2.6 million in ARRA grants and other funding for workforce development. These critical resources allowed the District to provide training in high-growth/high demand industries, including green jobs, health care, and information technology. DOES also partnered with 15 community-based organizations to provide job readiness and job placement services to unemployed and underemployed District residents.

- High Demand Job Training in Green Jobs, Health Care and IT: DOES awarded \$700,000 to five community partners to train 134 District residents in weatherization, energy conservation, and solar installation, as well as computer refurbishing (recycling) and maintenance. An additional \$570,934 was awarded to train 112 individuals in health care, including home health aides, medical administrative assistant skills, and health information technology.
- Work Readiness Reemployment Service Grant: \$689,111 in grants was awarded to several community-based organizations to provide intensive reemployment services, including training in work readiness, life skills, mentoring, and job search and placement, to 151 underemployed and unemployed adults.

- Work Readiness Workforce Partnership Grant Pilot Program: \$600,000 in grants was awarded to fund a pilot program to provide life skills, GED/EDP, soft skills, and vocational training in construction to 110 District residents.

The District also continued several regional efforts supported by ARRA National Competitive Grants. The District is a partner in three of those awards totaling \$14.1 million from the U.S. Department of Labor. These include:

- The Energy Partnership Grant – DOES received \$4.6 million in grant funding and partnered with H-Cap, Inc. for adult training in environmental jobs. The project will train more than 500 area unemployed and incumbent environmental service workers in hospitals to incorporate more green practices into their jobs.
- Health Care Sector and Other High Growth and Emerging Industries Job Training Grant – DOES received \$4.9 million in grant funding. The partnership with Providence Hospital is to provide training to more than 500 individuals in health care related occupations with the goal of placing 280 into health care jobs over the next 3 years.
- State Labor Market Information Grant - \$4 million award to the Mid-Atlantic Regional Collaborative (the MARC) Green Consortium, comprised of the District, MD and VA. With this funding, the MARC conducted a survey of the region's green businesses.

The MARC Green Consortium initiative resulted in the release of a groundbreaking survey: *Green Data for a Growing Green Economy*, published on a new, state-of-the-art green jobs portal available at [www.marccgreenworks.com](http://www.marccgreenworks.com). The MARC *Green Data* report gives individuals and organizations an unprecedented look at the state of the region's green workforce.

The top 10 findings of the survey include:

1. The green economy represents an estimated \$34.8 billion in terms of the District, Maryland, and Virginia's gross regional product or GRP;
2. Eight to 9% of the region's employers with more than one employee have green jobs;
3. There are approximately 235,600 green jobs in the region and that number is expected to grow by 12% in the next two years;
4. Fifty percent of green jobs were concentrated in the construction, technical services, and education/policy sectors, although green jobs were found in 300+ industries;
5. The greatest number of green jobs are in energy efficiency and energy conservation;
6. Green growth is projected in construction, professional, scientific, technical services and support, and waste management services;
7. Seventy-five percent of the region's green employers offered on-the-job training (OJT) for workers;
8. More than 6,500 green jobs were available at the time of the mid-2010 survey, and most openings did not require a degree;
9. Jobs requiring a BA degree or above accounted for 69% of green employment in the District, 23% in Maryland, and 26% in Virginia; and
10. In the District, the largest gaps (shortages of trained applicants for green jobs) are in the life, physical and social science, architecture and engineering, and business and financial operations occupations, while in Maryland and Virginia, the business and financial operations and computer and mathematical occupations are more heavily impacted.

## **WAGNER-PEYSER PROGRAMS**

### **Business Services**

The Business Services Group (BSG) serves as liaisons between DOES and the District business community. The BSG manages employer relationships, connects them to the DC Works! Career Centers, and brokers products and services provided by DOES. BSG encourages local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs.

In PY 2010, BSG activities included:

- A three-day job fair for TJMAXX Companies, March 1– 3, 2011. The event was hailed as a huge success but was a dramatic illustration of the area's state of joblessness, with more than 700 people appearing for approximately 40 available positions. Of the candidates that were subsequently interviewed, 58 were hired for Maryland store locations.
- A partnership with Marathon Staffing, a Boston-based temp agency, to fill 135 registration clerk positions during a pharmaceutical conference with an expected attendance of over 20,000. The employer reported that more than 350 District residents were interviewed, and as a result, BSG was hailed by Marathon Staffing as being talented and resourceful in the success of meeting their goal.
- A DOES-sponsored job fair on April 21, 2011 for Guest Services Inc. Guest Services staff recognized BSG for their outstanding assistance with the recruitment effort that ultimately resulted in 80 persons hired.
- "The most successful hiring event ever conducted for Nationals Park," according to the Executive Director of the Nationals Guests Services Department. The 2011 Opportunity Recruitment Fair in February drew more than 1,000 pre-screened job seekers through DOES, competing for 800 part-time and seasonal jobs. All vacancies were filled, 73% of which were filled by District residents.

### **Reemployment Eligibility Assessment**

WIA dislocated workers will also benefit from the Reemployment Eligibility Assessment (REA) and Worker Profiling grant. The Profiling Program provides intensive, career-related services to unemployment claimants who are least likely to immediately return to work and most likely to exhaust UI benefits. In all, 30 claimants are randomly selected per week for a total of approximately 1,500 claimants selected annually. Program participants undergo a two-day comprehensive program which offers the following:

- Labor market information
- Eligibility review of UI benefits
- Development of an individual employment plan
- Review of work search activities
- Orientation of Wagner-Peyser and WIA services
- Resume development
- Introduction of all virtual self-services through enrollment in the VOS network
- Interviewing techniques
- Identification of skills and abilities
- Overview of training opportunities

Claimants are given 30- and 60-day follow-up appointments, at which time they are required to report back to a designated Career Center to provide documentation of their work search efforts. Claimants may be provided with specialized services to ensure their compliance with the program, also focusing on their re-entry into the workforce, which would ultimately reduce their need to receive unemployment compensation benefits. Additionally, program participants meet with a case manager for a one-on-one assessment, which includes developing an individual employment plan (IEP) and reviewing their work search activities. The IEP identifies the customer's goals, appropriate educational and employment objectives, and the most effective methods for securing employment.

Program claimants are assigned a case manager who will ensure their information is accurately captured in DCNetworks via the Skills Builder, Resume Builder, and the Virtual Recruiter systems. Customer follow-up is scheduled at 20-, 30-, and 60-day intervals for additional services through WIA. Additional services, such as resume preparation, employment and training services, individual counseling, workshop facilitation, and referrals are offered as needed, based on individual circumstances.

Once a REA customer returns to work full-time, a return-to-work form is completed, and the information is entered in the database. The completed form will provide employment verification information. Additionally, staff will perform wage bumps and follow-up telephone calls to ascertain the employment status of participants.

Reemployment program attendance reports are shared with the UI staff on a weekly basis. Customers who complete the required programs are submitted on a weekly completers report. Customers who are non-compliant are subject to interruption of benefits. All services are documented in the database through a series of activity codes reflecting all services provided.

### **Rapid Response**

Rapid Response is a federal strategy designed to avert potential layoffs and to provide readjustment services to workers impacted by plant closures and mass layoffs. Readjustment services are also provided as a result of natural disasters resulting in mass dislocation. The goal of Rapid Response is to work in collaboration with other workforce development agencies to reduce the length of time that dislocated workers would normally draw unemployment insurance benefits. The District's Rapid Response team conducts on-site presentations to affected employees regarding the job loss process and reentry in the workforce. Throughout PY 2010, the District delivered customized, on-site services to 1,514 individuals at 16 Rapid Response events.

The Rapid Response team is comprised of a Rapid Response Coordinator, an Employment Services Representative, an Unemployment Insurance Representative, a Trade Adjustment Assistance (TAA) Representative, and a Trade Readjustment Allowance (TRA) Representative. The DOES Rapid Response team receives support from appropriate divisions within the Agency, such as the Business Services Group (BSG), which can provide referrals to employers that are hiring and to outside entities that provide mental health and counseling services to District government employees, as well as from the Benefits and Security Administration of US DOL.

Rapid Response offers informational packets that include information on DC Works! Career Center locations and workshop schedules, a listing of Career Centers in nearby Maryland and Virginia for those workers who choose to access services in the jurisdiction in which they live, a booklet on unemployment insurance compensation, and a DC Networks registration form. Details on the process of filing for unemployment insurance compensation is thoroughly presented and a question and answer session follows to clarify any issues, problems, or reservations presented by the workers. Representatives from local resource agencies are present to provide information on coping with a layoff, financial management, and health care coverage and tax credits.

### **WARN Notices**

Advance notification from employers of imminent layoffs is an important part of planning an effective Rapid Response, as it provides an opportunity for early intervention. When there is an impending layoff in the District, DOES receives a WARN notice. The employer is immediately contacted to schedule an onsite visit to provide services to the impacted workers.

### **Early Intervention**

Because 90 percent of the District's layoffs occur within the federal and District government, DOES' Rapid Response team works with government human resource departments to employ various layoff aversion strategies. These include:

- Identifying vacant positions and reassigning impacted employees into these positions;
- Using furloughs to reduce budget gaps and to avoid employee separation;
- Job sharing, which allows two employees to work on a part-time basis perform the work of one full time employee.

### **Job Bank**

Job Bank is a component of the city's DCNetworks system, a computerized national labor exchange network. The system is designed to match employers with qualified job seekers. Any employer can use the Job Bank to place job orders and search for applicants by skill-set or position. The system provides guidance, training, and technical assistance to employers seeking to post job openings, identify potential employees, research current and local job market data, and effect hiring incentives.

Mayor's Order 2009-126 requires all District businesses, government agencies, and vendors who enter into ARRA-funded contracts or create opportunities for employment to post such job openings on the District's Web site, [dcnetworks.org](http://dcnetworks.org). The District had a 70% negotiated performance standard for employers to enter their own job vacancies. By July 2011 (the first month of Program Year 2011), the District had exceeded this goal by 24%.

## **WORKFORCE DEVELOPMENT SERVICES AND INITIATIVES**

### **Facility Modernization**

The District opened three new full-service DC Works! Career Centers to provide a wealth of career services for both job seekers and employers, including skills assessment, job training, and job placement. Two of these three full-service Career Centers were moved from out-dated buildings and relocated to state-of-the-art government facilities. The mission of the One-Stop Career Center is to provide targeted work search and quality training for residents seeking employment and to help local business grow by enhancing the pool of qualified candidates for jobs.

Most notably, DOES opened a new satellite DC Works! Career & Information Center in its headquarters facility. This location will enable District residents in one of the most economically distressed areas of the city to have better access to career and employment information and resources close to home.

One of the full-service Career Centers relocated to the campus of the Community College of the District of Columbia (CCDC). CCDC has become one of DOES' premier training providers and partners, offering customers an expanded training and course curriculum. This partnership increases the opportunity for customized training along with approved training programs that are informed by employers and industry demand.

Through the DC Works! Career Centers, the District helped place more than 734 individuals in jobs last Program Year, and the Center processed nearly 22,000 customers.

### **Inter-District Collaborations**

DOES has strengthened its partnerships with the other District agencies, such as the Office of the State Superintendent of Education, the Department of Corrections, the Office of Disability Rights, the Department of Human Services, the Department of Youth and Rehabilitative Services, the Office of Ex-Offender Affairs, and CCDC, to ensure that graduates of District-approved training programs are not only prepared for high demand fields but provided with coaching and other supportive services once they secure unsubsidized employment.

### **Bank on DC**

An exciting new partnership with *Bank on DC* offers financial literacy classes to District residents at DC Works! Career Centers throughout the city. *Bank on DC* is a collaboration between DMPED, financial institutions, and non-profit organizations to provide access to safe and affordable financial services and products to the District's unbanked and under-banked households.

It is estimated that more than 100,000 residents in the District spend roughly \$800 a year cashing checks and money orders at check cashing and money order establishments. These households are disproportionately concentrated in Wards 1, 4, 7, and 8. Through the "Bank on Your Money" classes, District residents will learn how to save money and avoid these exorbitant fees while receiving enhanced access to financial products and services with a purpose to gain economic mobility and build their financial future. Classes are free and open to all District residents on a space available, first-come/first serve basis. In addition, "Bank on Your Money" classes will be offered four times a month on a rotating basis at one of each of the city's three full-service DC Works! Career Centers and one satellite center.

## **Work Opportunity Tax Credit**

The Work Opportunity Tax Credit (WOTC) is a federal incentive program that provides a tax credit to private sector businesses for hiring qualified District residents from 12 target groups who face significant barriers to employment, including: homeless veterans, ex-offenders, high-risk youths, individuals with physical and mental disabilities, food stamp recipients, and social service assistance recipients. WOTC is another tool in the District's diverse toolbox of flexible strategies designed to help move people into gainful employment while obtaining on-the-job experience. It joins other tax credits and education and job training programs that help District residents overcome barriers to find employment.

Efforts to streamline the WOTC Program to expedite customer requests included hiring an additional staff member; implementing procedural changes in the receipt and processing of the applications submitted to the WOTC Office; extensive system training for staff; and the purchase of a new, secure, Web-based WOTC system, which meets the standard requirements defined by federal legislation regarding access, security, performance, reliability, and support.

## **DCNetworks**

DCNetworks.org is the virtual Career Center system which provides the electronic framework that links individual Career Centers to an integrated structure. The system is designed to provide a web-based tracking, reporting, and case management system for use by staff as well as customers. In addition to unique visits (i.e., customers perform one or more functions on the site), the DCNetworks.org site experienced a marked surge in user "hits" (i.e., customers viewing the site). In PY 2009, there were 116,398,347 total customer hits. In PY 2010, the number increased to 124,616,150 – approximately a six percent rise in use over last year.

## **Trade Adjustment Assistance (TAA)**

Trade Adjustment Assistance (TAA) is a federal program that provides a variety of 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, Reemployment Trade Adjustment Assistance (RTAA), Alternate Trade Adjustment Assistance (ATAA), job search assistance, relocation allowance, Trade Readjustment Assistance (TRA), and Health Coverage Tax Credit (HCTC). 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.

During Program Year 2010, DOES received \$678,900 in TAA funding. One petition has been filed on behalf of 18 dislocated workers, which resulted in the certification of four petitions for TAA/ATAA/RTAA services and benefits through DOL.

## **Apprenticeship**

The Apprenticeship Division is responsible for providing oversight, technical assistance and monitoring of Registered Apprenticeship Program sponsors and employers throughout the District of Columbia to ensure compliance with federal and state laws. The specific responsibilities of the division are to:

- Develop materials and conduct programs of public awareness to secure the adoption of training in skilled occupations and related training policies and practices used by employers, unions, and other organizations;
- Develop policies and plans to enhance opportunities for job seekers to participate in skilled training, both on-the-job and through related theory instruction;
- Monitor registered Apprenticeship Program sponsors for compliance with state and federal apprenticeship laws and regulations by conducting periodic program quality and Equal Employment Opportunity compliance reviews;
- Provide technical assistance to program sponsors to strengthen their programs to increase overall effectiveness;
- Coordinate the effective use of federal, state, and workforce development resources to create a clear training-to-employment corridor for customers of the workforce development system in the most integrated, effective way possible; and

- Engage in partnership activities with other state programs, organizations, and employers to ensure quality service and customer satisfaction.

This past Program Year was another stellar year for the District in terms of engaging new apprenticeship sponsors and ensuring compliance with city mandates. In all, 878 new apprentices were accepted by union and non-union apprenticeship sponsors, and 37% of the new apprentices were city residents. The DOES Office of Apprenticeship coordinated over 30 apprenticeship recruitment events with current and new apprenticeship sponsors. The DC Apprenticeship Council approved 38 new Apprenticeship Programs in the construction trades. In addition, the Apprenticeship Office's efforts to enforce the law resulted in the number of new Apprenticeship Program registrations.

The Apprenticeship Office coordinated five pre-apprenticeship projects, in partnership with current apprenticeship sponsors. These projects provided 90 disadvantaged residents with preparatory training to help them meet apprenticeship eligibility requirements. Fifty-six participants successfully completed the training and were accepted as apprentices.

The District developed the nation's first *Step-Up* apprenticeship initiative approved for commercial construction projects under the federal Davis-Bacon Act. During PY 2010, 56 District residents were hired and designated *Step-Up* apprentices. Davis-Bacon construction and renovation projects require specific classification of workers to be employed, which can limit employment opportunities for disadvantaged residents. Therefore, the *Step-Up* apprenticeship component allows residents who are ineligible for apprenticeship and/or do not have the required skills as journey-workers in the trade areas to be employed as "indentured" apprentices up to 12 months while taking steps to meet eligibility requirements for available apprenticeship opportunities. *Step-Up* apprentices also earn above living wages plus benefits and receive credit for the time spent employed in their trade area, provided they succeed in transitioning to regular apprenticeship.

## **SPECIAL ADULT POPULATION PROGRAMS**

### **Senior Community Service Employment Program**

The Senior Community Service Employment Program (SCSEP) is a community service and work-based training program, funded by the U.S. Department of Labor, which provides meaningful, part-time, paid work experience and training to low-income District seniors ages 55 and older. The program's mission is to promote pathways to economic self-sufficiency for older individuals, enhance employment opportunities, and provide businesses with trained, qualified, and reliable workers. The goal is to prepare SCSEP participants for the new economy and workplace practices to improve the quality of life for older Washingtonians. SCSEP participants are initially placed in subsidized employment with local government agencies and community-based organizations that serve as host agencies for senior workers. Placing older individuals in community service positions strengthens the ability of the individuals to become self-sufficient, provides much needed support to organizations that benefit from increased civic engagement, and strengthens the communities that are served by such organizations. Upon completion of training assignments, participants seek placement in part-time and full-time unsubsidized employment.

During Program Year 2010, the SCSEP operated two grants totaling \$978,378. In addition, the District was one of 21 jurisdictions awarded an Additional Funding grant of \$286,431. The following initiatives were accomplished during this time frame:

- SCSEP served 134 participants, who provided 72,672 hours of community service to District of Columbia non-profit or government organizations.
- Twelve participants passed an intense food handlers test and received a *ServSafe*© certification to handle food in the District of Columbia, Maryland, and Virginia; received licenses from the District of Columbia Department of Health (DOH); and participated in an eight-week job readiness training program.
- SCSEP increased participant enrollment and service delivery by 30%.
- Host agency participation increased by 15%.

## **Veterans' Services**

In PY 2010, the DOES Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) staff continued to provide comprehensive services to meet the employment and training needs of eligible veterans, especially those with disabilities and combat-related injuries. Funded by the federal "Jobs for Veterans State Grant," the DVOP and LVER staff delivers intensive case management services to veterans and promotes the hiring of veterans through outreach activities with employers.

During Program Year 2010, an analysis of performance outcomes revealed the following findings: DVOP staff placed 77% of disabled veterans served in viable jobs with a retention rate at six months of 76%. LVER staff placed 96% of recently separated veterans served in viable jobs with a retention rate at six months of 80%.

Another notable example of exemplary service is the program's partnership with the U.S. Department of Veterans' Affairs (VA) to provide services to homeless veterans via "Winterhaven/ Stand Down" activities. Stand downs are typically one-day events providing services to homeless veterans such as food, shelter, clothing, health screenings, VA and Social Security benefits counseling, and referrals to a variety of other essential services that include housing, employment, and substance abuse treatment. This year's "Winterhaven/Stand Down" served 512 homeless veterans.

During the first quarter of PY 2010, the Agency hired a full-time DVOP Specialist with \$92,000 in additional funds awarded to DOES to coordinate a "Homeless Veteran's Initiative" aimed at alleviating homelessness among veterans in the Nation's Capital. This effort resulted in 74 homeless veterans being placed in viable employment and housing.

The District reinforced its commitment to ensuring that all qualified veterans receive priority of service for training or other assistance offered through the DC Works! Career Center services. This requirement applies to services funded in whole or in part by DOL, including job referral, referral to training and supportive services, case management, labor market information, résumé assistance, employability skills workshops, and other career development assistance.

### **REALifelines**

The District continued to operate its award-winning REALifelines Program, conducted in collaboration with DOL, Department of Defense (DOD), and the VA. This program creates a seamless, personalized assistance network to help seriously wounded and injured service members and their spouses become trained for and employed in rewarding careers in the civilian labor force. A REALifelines DVOP professional meets personally with each severely wounded or injured service member at the Walter Reed Army Medical Center to assist his/her transition into the civilian workforce.

### **Supportive Services**

The Veterans' Services Program included the following supplementary services: Transition Assistance Program (TAP), which provides employability skills training and other benefits information to military members and their spouses in their transition from military to civilian society. This is conducted at the Walter Reed Army Medical Center and Bolling Air Force Base. Another program is the Vocational Rehabilitation and Employment (VR&E) Program, which is an employment and training program facilitated by DVOP/LVER staff to assist disabled veterans who are being trained/retrained and rehabilitated for new careers by the U.S. Department of Veterans' Affairs.

### **Transitional Employment Program**

The Transitional Employment Program (TEP) is a local program to help chronically unemployed and underemployed District residents secure stable, long-term employment. TEP provides critical work experience through subsidized employment, leading to future unsubsidized positions. TEP participants are characterized by having significant barriers to employment, including low levels of education and literacy and inadequate occupational skills. A majority of TEP participants are ex-offenders, adding another significant obstacle to employment.

In October 2010, TEP partnered with the District of Columbia's Department of Transportation (DDOT) to establish a "Pre-Apprenticeship Highway Construction Program" for D.C. residents who were interested in highway construction. The 19

individuals enrolled completed a six-week life skills and job readiness curriculum along with earning construction certifications, e.g., OSHA, blue print reading, CPR, etc. All individuals were placed in an unsubsidized job.

TEP enrolled more than 500 new participants over the past year. Of those, 480 have enrolled in and completed Job Readiness Training, with approximately 90% placed into subsidized or unsubsidized employment.

## **NATIONAL EMERGENCY GRANTS**

National Emergency Grants (NEGs) are discretionary awards by the U.S. Department of Labor (US DOL), and are intended to complement already existing resources and service capacity on both the state and local-area levels. NEGs provide supplemental workforce development and employment services funds, in addition to other adjustment assistance for dislocated workers, in response to a significant dislocation event. Significant events are those that create a sudden need for assistance that cannot be reasonably accommodated by the ongoing operations of the formula-funded Dislocated Worker Program. NEGs are typically awarded for mass layoffs, plant closures and declared emergencies.

In June 2007, the District was awarded a \$1 million NEG as part of a \$10 million US DOL regional investment with the District of Columbia, Maryland, and Virginia. The regional funding resulted in the establishment of the Mid-Atlantic Regional Collaborative (MARC) and a memorandum of understanding between Maryland, Virginia, and the District of Columbia. With six major military installations located in the District, the District's workforce was expected to be heavily impacted by Base Realignment and Closure (BRAC) actions.

Since the establishment of the MARC agreement, the District has provided workforce development and transitional assistance to more than 4,900 BRAC-impacted personnel. We interface with civilian personnel, installation commanders, civilian personnel officials, community representatives, and strategic partners at Bolling Air Force Base, Anacostia Annex, Naval District Washington, Potomac Annex, Walter Reed Army Medical Center (WRAMC), and leased space in Washington, D.C. These collaborations resulted in the implementation of a number of ventures, including:

- A Memorandum of Understanding (MOU) was executed with WRAMC to open a BRAC Career Transition Center on the medical center installation to serve the unique needs of BRAC customers and staff. The center was a full service operation and included a counselor, case manager, and staff assistant.
- As a part of the MARC, DOES developed an inter-jurisdictional approval process which allowed the Agency to expand the approved training providers list to include Maryland and Virginia providers. Online courses, computer-based, self-paced and dedicated classroom-based training programs were funded to accommodate the needs of this unique customer base.
- The development and execution of a Regional Training Agreement for shared financial resources and workforce development training services between the District and Maryland to meet the education and training needs of BRAC-impacted personnel.
- Participation in the MARC Higher Education Consortium, which was designed to build a regional consortium of higher education institutions offering specific training for BRAC-affected workers.
- The MARC Green Consortium utilized DOES data regarding regional labor market information to provide the necessary groundwork for the development of region-wide green workforce programs in the District, Maryland, and Virginia.
- DOES hosted recruitment and job fairs that met the needs of specific industry groups such as the Military's Intelligence Community.

## **On-the Job Training Grant**

Through a National Emergency Grant, funds were made available to DOES to partner with District and regional employers to encourage hiring of long-term unemployed dislocated workers and help offset the cost of training these new hires. The purpose of the OJT National Emergency Grant is to effectively close skills and employment gaps for workers who have experienced prolonged unemployment. It will address employer needs for skilled workers and support the extraordinary costs associated with training a new employee in skills that are otherwise difficult to find in the labor force. DOES received \$627,000 to place 95 individuals.

## **BASE REALIGNMENT AND CLOSURE (BRAC)**

From October 2009 to May 2011, DOES operated the BRAC Career Transition Center on the WRAMC campus, and has since then relocated to the DOES headquarters at 4058 Minnesota Avenue, NE. Vigorous outreach activities contributed to the tremendous interest among employees and highlighted the need for significant education and career counseling among this key group of customers. Nearly 5,000 customers sought one or more services offered in the center through e-mail, telephone, walk-in, or by an appointment with the BRAC Career Center staff. In addition, under a Regional Training Agreement with Maryland, DOES processed and approved 130 Individual Training Accounts for individuals at WRAMC.

Agency personnel helped applicants identify and select institutions of higher learning that offered low-cost, certificate programs in high-demand occupational fields. Other activities included enrolling participants in training and guiding them through the wide network of career development resources. Personal success stories ranged from completion of certifications in information technology and attainment of degrees in nursing, human resources, and health care administration at two- and four-year colleges and universities. The skills our customers acquired allowed them to pursue a variety of entrepreneurial endeavors and to transition to jobs in fields such as hospitality and business services.

The District also continued its three-year collaboration with the state of Maryland under a \$2.6 million NEG grant from the U.S. Department of Labor. This grant funds a broad effort to help more than 900 civilian employees, contractors, and military spouses impacted by BRAC navigate the federal hiring process and compete for federal jobs in the region. The District's award also was party to a \$7.6 million US DOL grant awarded to the state of Maryland.

## **WAIVERS**

1. Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between adult and dislocated worker funding streams allocated to a local areal: 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: The 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: The 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.

## **PLANNED PROGRAM EVALUATIONS FOR PROGRAM YEAR 2011**

DOES will conduct rigorous evaluations of the WIA and Wagner-Peyser funded programs and its services to determine the impact those services have on individuals who take them up. The evaluations will examine how these programs function and identify potential barriers to program success in terms of program implementation, management strategies and program costs. The findings will aid DOES in setting performance standards and measurements for program success.

The goals are to provide insight to the effectiveness of the services provided, and to better understand the opportunities and challenges created by WIA and Wagner-Peyser for public and private stakeholders throughout the workforce development system. The evaluations will use a combination of implementation and outcomes analysis:

- to better understand the various ways in which particular local actors have interpreted WIA and Wagner-Peyser guidelines and principles,
- to encourage honest learning and disciplined reflection about the strengths and weaknesses of the evolving system, and,
- to inform policy and programmatic decisions.

The evaluation period will be from July 1, 2011 to June 30, 2012.

State Name: DC

Date Submitted: 09/27/11

**WIA Title IB**  
**Annual Report Form (ETA 9091)**  
**Program Year 2010**  
**Revised for Common Measures**

**II. Table Section****Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	72.0%	61.5%	512
			832
Employment Retention Rate	75.0%	71.6%	278
			388
Average Earnings	\$11,750.00	\$11,525.7	\$3,204,142
			278

**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	42.0%	71 169	47.7%	21 44	37.5%	9 24	46.2%
Employment Retention Rate	64.7%	44 68	87.5%	14 16	50.0%	5 10	91.7%	11 12
Average Earnings	\$12,276.3	\$540,156 44	\$9,597.6	\$134,367 14	\$7,093.4	\$35,467 5	\$9,231.7	\$101,549 11

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

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	52.5%	250	73.6%	262
		476		356
Employment Retention Rate	70.0%	142	73.5%	136
		203		185
Average Earnings	\$13,018.1	\$1,848,576	\$9,967.4	\$1,355,566
		142		136

**Table E - Dislocated Worker Program Results**

<b>Reported Information</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	80.0%	66.9%	220
			329
Employment Retention Rate	84.0%	85.7%	60
			70
Average Earnings	\$15,000.00	\$23,343.8	\$1,400,627
			60

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

<b>Reported Information</b>	<b>Veterans</b>		<b>Individuals With Disabilities</b>		<b>Older Individuals</b>		<b>Displaced Homemakers</b>	
Entered Employment Rate	72.0%	18	33.3%	1	34.8%	24	0.0%	0
		25		3		69		1
Employment Retention Rate	100.0%	9	100.0%	1	100.0%	6	100.0%	1
		9		1		6		1
Average Earnings	32,210.4	\$289,894	4,847.0	\$4,847	\$20,197.7	\$121,186	\$5,554.0	\$5,554
		9		1		6		1

**Table G- Other Outcome Information for the Dislocated Workers Program**

<b>Reported Information</b>	<b>Individuals Who Received Training Services</b>		<b>Individuals Who Received Only Core and Intensive Services</b>	
Entered Employment Rate	76.4%	97	60.9%	123
		127		202
Employment Retention Rate	88.9%	24	83.7%	36
		27		43
Average Earnings	\$18,557.9	\$445,389	\$26,534.4	\$955,238
		24		36

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	62.0%	59.5%	91
			153
Attainment of Degree or Certificate	56.0%	64.9%	100
			154
Literacy or Numeracy Gains	51.0%	43.8%	7
			16

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	76.9%	249	\$2,916.1	\$944,821	6.8%	35	\$4,781.9	\$2,448,341	4.8%	12
		324		324		512		512		250
Dislocated Workers	88.2%	45	100.9%	\$1,109,085	0.0%	0	\$9,876.7	\$2,172,873	5.2%	5
		51		\$1,099,410		220		220		97

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	21,705	19,688
Total Adult self-service only	19,219	18,255
WIA Adult	21,211	19,362
WIA Dislocated Worker	675	447
Total Youth (14-21)	393	152
Younger Youth (14-18)	334	136
Older Youth (19-21)	59	16
Out-of-School Youth	99	27
In-School Youth	294	125

**Table N Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
Local Adults		\$1,616,138.00
Local Dislocated Workers		\$2,056,797.00
Local Youth		\$2,353,151.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$431,795.00
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$912,466.00
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
Total of All Federal Funding Listed Above		\$7,370,347.00

**Table O - Local Performance**

Local Area Name District of Columbia	Total Participants Served	Adults	21,211	
		Dislocated Workers	675	
		Older Youth (19-21)	59	
		Younger Youth (14 - 18)	334	
ETA Assigned # 11005	Total Exiters	Adults	19,362	
		Dislocated Workers	447	
		Older Youth (19-21)	16	
		Younger Youth (14 - 18)	136	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rates	Adults	72.0%	61.5%	
	Dislocated Workers	80.0%	66.9%	
Retention Rates	Adults	75.0%	71.6%	
	Dislocated Workers	84.0%	85.7%	
Average Earnings	Adults	\$11,750.00	\$11,525.7	
	Dislocated Workers	\$15,000.00	\$23,343.8	
Placement in Employment or Education	Youth (14-21)	62.0%	59.5%	
Attainment of Degree or Certificate	Youth (14-21)	56.0%	64.9%	
Literacy or Numeracy Gains	Youth (14-21)	51.00%	43.8%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>6</b>	<b>3</b>