



District of Columbia



Government of the District of Columbia

**PRELIMINARY WORKFORCE INVESTMENT ACT
ANNUAL REPORT**

Program Year 2001

December 2002

**Government of the District of Columbia
Department of Employment Services
Workforce Development Bureau**

Corrective Action Remarks for WIA Annual Report

DATA CLEAN UP FOR PROGRAM YEAR 2001

D.C. Department of Employment Services (DOES) staff dedicated this year to “cleaning up” their WIA records. Our current data system contained many old records which had been brought in under the conversion of our former JTPA system to the new Virtual One-Stop system, as well as records where the physical case had been lost either in the move of our headquarters building, in the fire which closed down one of our major One-Stop Centers (Petworth), or in the closing of two other Centers this year. In many cases the WIA record was old, no services had been reported for more than a year, and the staff person/center responsible for the record could no longer be determined. Our data system allowed us to clearly identify those individuals that had not received recent services and to take corrective action.

An effort was made to contact as many of these customers as possible, but many could not be located. It was therefore decided to Exit all of the “old” records with no recent activity, so that our data system would be clean and would only reflect current, active cases providing a manageable cohort for Program Year 2002.

The volume of Exits performed in order to accomplish this major cleanup (nearly 1,400) has seriously skewed our performance figures for this year, as the numbers in the “denominator” for many of our performance measures are artificially large because of the large volume of Exits, and the positive outcome percentages therefore somewhat less than they would be if our caseload figures had been more realistic.

We consider this a painful but necessary step in order to go into Program Year 2002 with current cases, current data, and a much improved system for monitoring WIA activities. DOES has put into place such recent innovations as a weekly report, distributed to all One-Stop Centers, listing all their active WIA cases, by Case Manager, and flagging those who have not had any services reported within a designated timeframe. Later this year, we will implement the “soft exits” where, if an individual has not received services and there is not case note for the last 90 days, the system will exit the individual.

In addition, staff at the Centers have been receiving training in Customer Service and Case Management. The emphasis is on the need for staff to keep in touch with their WIA individuals and work with them to improve the individual's employment outlook.

CUSTOMER SATISFACTION

The time constraints of the Customer Satisfaction have made it impossible to go back and perform surveys on the individuals who were administratively exited. The administrative exits were dated as closely as possible in Program Year 2001 to the last date of service. Therefore, the customer survey dates were long expired. In computing the customer satisfaction performance standards, we used only those individual that had an exit actually created during the Program Year where customer follow up was possible.

The ability to complete Customer Satisfaction and WIA Followup Surveys online was not available until July of this year; for all of Program 2001 this was a manual process which made it harder to accomplish and harder to validate. It is our hope that automating this function will enable us

both to ensure that we are completing all the surveys we should, and to more easily review survey responses so as to pinpoint any common areas of dissatisfaction and attempt to correct them.

CREDENTIALS

This year has also been spent fine-tuning our WIA Training Provider system, with many new processes put in place to improve and streamline the process of matching eligible customers with appropriate training providers. The training providers last year were nearly all "grandfathered in" from JTPA; educating them as to the changes in WIA and the importance of providing credentials to their completers has been a gradual process although one into which we have put great effort. We are encouraging our Training Provider to provide certificates of completion to the trainees and to provide DOES with that information so we can document it. We very much expect our performance in this area to improve in the coming Program Year.

YOUTH

As of date all of the youth data is not in the system, which has affected program outcomes. However, all of the data will be in the system as of January 1, 2003 and we feel comfortable saying that we will meet all of the younger youth outcomes. In regards to older youth we should meet Enter Employment and Retention, and we are still analyzing Earning Wage Gain and Credentials.

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Tables Copied From EMIS

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	70	69.8	25	108	108	23.1
Employers	68	63.2	409	610	610	67

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Table B: Adult Program Results At-A-Glance

	Negotiated Performance level	Actual Performance Level	
Entered Employment Rate (%)	64	50.7	204
			402
Employment Retention Rate (%)	73	75.5	209
			277
Earnings Change in Six Months	3500	3339	921559
			276
Employment and Credential Rate (%)	61	33.3	85
			255

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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 (%)	52.8	38	60	6	37.5	9	44.6	29
		72		10		24		65
Employment Retention Rate (%)	70	28	100	6	80	8	66.7	24
		40		6		10		36
Earnings Change in Six Months	5354	214146	2391	14347	3093	30932	1407	50669
		40		6		10		36
Employment and Credential Rate (%)	35.9	23	33.3	2	18.8	3	24.1	7
		64		6		16		29

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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 (%)	59.5	125	41.1	79
		210		192
Employment Retention Rate (%)	73.1	114	78.5	95
		156		121
Earnings Change in Six Months	4,164	649,558	2,267	272,001
		156		120

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Table E: Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	77.0	60.9	538
			883
Employment Retention Rate	82.0	82.7	445
			538
Earnings Replacement in Six Months	92.0	164.3	6,581,424
			4,004,864
Employment and Credential Rate	65.0	49.6	251
			506

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Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	57.1	4	60.0	24	42.6	26	100.0	2
		7		40		61		2
Employment Retention Rate	100.0	4	83.3	20	84.6	22	50.0	1
		4		24		26		2
Earnings Replacement Rate	29.5	15,218	178.9	341,270	102.1	287,022	297.7	11,623
		51,555		190,750		281,051		3,904
Employment And Credential Rate	50.0	1	52.2	12	30.0	9	0.0	0
		2		23		30		1

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**Table G:
Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate (%)	61.1	309	60.7	229
		506		377
Employment Retention Rate (%)	84.8	262	79.9	183
		309		229
Earnings Replacement Rate (%)	207.6	3,894,966	126.2	2,686,458
		1,875,884		2,128,980

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Table H: Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65.0	27.3	6
			22
Employment Retention Rate	70.0	87.5	7
			8
Earnings Change in Six Months	3,300	3,225	25,800
			8
Credential Rate	52.0	21.7	5
			23

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Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients	Veterans	Individuals With Disabilities	Out-of-School Youth				
Entered Employment Rate	20.0	1	0.0	0	0.0	0	33.3	6
		5		1		1		18
Employment Retention Rate	100.0	1	0.0	0	0.0	0	87.5	7
		1		1		1		8
Earnings Change in Six Months	1,796	1,796	0	0	0	0	3,225	25,800
		1		1		1		8
Credential Rate	20.0	1	0.0	0	0.0	0	25.0	5
		5		1		1		20

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Table J: Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	74	99.3	901
			907
Diploma or Equivalent attainment Rate	58	12.8	5
			39
Retention Rate	55	23.1	15
			65

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Table K: Outcomes for Younger Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out - of - School Youth	
Skill Attainment Rate	98.5	194	97.1	34	99.3	296
		197		35		298
Diploma or Equivalent attainment Rate	11.1	1	0.0	0	9.1	1
		9		3		11
Retention Rate	26.7	4	0.0	0	11.8	2
		15		2		17

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Table L: Other Reported Information

	12 Months Employment Retention Rate		12 Mo. Earnings Change(Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	69.7	389	4065	2268182	1	2	3684	747837	73	27
		558		558		204		203		37
Dislocated Workers	79.3	361	149.3	5512798	0	0	6920	3723009	70.4	19
		455		3691386		538		538		27
Older Youth	67.9	38	3895	218115	0	0	1483	8897		
		56		56		8		6		

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Table M: Participation Levels

	Total Participants Served	Total Exiters
Adults	1016	913
Dislocated Workers	920	859
Older Youth	15	15
Younger Youth	1181	1179

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Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		2762236
Local Dislocated Workers		4,393,278
Local Youth		3,357,843
Rapid Response (up to 25%) 134 (a) (2) (A)		66,618
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		2,219,618
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
Total of All Federal Spending Listed Above		12,799,593

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Table O: Summary of Participants

Local Area Name D.C. Workforce Investment Council 1	Total Participants Served	Adults	1,016
		Dislocated Workers	920
		Older Youth	15
		Younger Youth	1181
ETA Assigned Number	Total Exiters	Adults	913
		Dislocated Workers	859
		Older Youth	15
		Younger Youth	1179

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70	69.8
	Employers	68	63.2
Entered Employment Rate	Adults	64	50.7
	Dislocated Workers	77	60.9
	Older Youth	65	27.3
Retention Rate	Adults	73	75.5
	Dislocated Workers	82	82.7
	Older Youth	70	87.5
	Younger Youth	55	23.1
Earnings Change/Earnings Replacement in Six Months	Adults(\$)	3500	3339
	Dislocated Workers	92	164.3
	Older Youth(\$)	3300	3225

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Credential/ Diploma Rate	Adults	61	33.3
	Dislocated Workers	65	49.6
	Older Youth	52	20.8
	Younger Youth	58	12.8
Skill Attainment Rate	Younger Youth	74	99.3
Skill Description of Other State Indicators of Performance			
Overall Status of Local Performance	Not Met	Met	Exceeded
	12	1	4

EXECUTIVE SUMMARY

Just a short while ago we were excited about entering a new millennium and within that same year, our local businesses, residents and agencies are faced with challenges as never before in the history of our nation. We had planned for changes in new technologies, widespread organizational restructuring and the globalization of labor, capital and goods, but no one could have foreseen the tragedies of this past year. Nevertheless, our primary asset continues to be, as it always has been, our District citizens and communities. To meet these challenges the District will implement workforce development strategies that will enable us to be a national and international leader. The goal of the strategy will be to develop a highly skilled, knowledgeable and informed workforce that will effectively compete in the global marketplace.

In order to achieve this goal Mayor Anthony Williams, October 1999 created the District of Columbia Workforce Investment Council (DC WIC). The DC WIC is a public-private partnership consisting of business and community leaders, along with key government policy makers who collectively established the vision and goals for the District's workforce investment programs and services. DC WIC members have been actively engaged in discussions and initiatives over the past year to accomplish their goal of building a new comprehensive workforce investment system that will sustain and encourage economic growth in future years.

The development of the District's network of One-Stop Career Centers began before the enactment of the Workforce Investment Act (WIA) with the opening of the Naylor Road One-Stop Career Center in 1998, which is visited regularly by foreign delegations and congressional leaders. Since July 2000, the District has enhanced its network by opening five new centers. Our vision for the District's One-Stop Career system is ten centers that will provide all residents with access no more than 15 minutes from their home.

It has been a little over one year since the District unveiled its most ambitious technological addition to the One Stop system—*DC Virtual One Stop*. DCVOS provides access to a comprehensive array of services for all customers—via the Internet. Now, residents can access employment and training services via 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.

Performance outcomes for the second year of the one stop system implementation reflect the success of the program in placing adults, dislocated workers and older youth into employment with increased earnings and helping them to remain employed on a long-term basis. In 2001-2002, over 12,000 individuals were placed in jobs. All customer groups experienced an increase in their average earnings after their participation in the programs.

The District is continuing its ongoing effort to better educate and inform workforce investment partners, customers and staff on these data collection activities required to improve performance. In that regard, the use of the District's Virtual One-Stop system to collect and report performance has provided managers and policy makers the data necessary to develop new strategies and program goals.

INTRODUCTION

The District of Columbia implemented the Workforce Investment Act (WIA) on July 1, 2000. This annual report provides information on initiatives of the District of Columbia Workforce Investment Council (State Board), program costs, and performance outcomes for the second year of implementation (July 1, 2001 through June 30, 2002).

Immediately following the passage of the Workforce Investment Act in August 1998, the District began discussions with its Federal partners to identify implementation requirements and build a work plan for transitioning from the Job Training Partnership Act (JTPA). Workgroups were formed to formulate recommendations on a number of implementation issues. In addition, Federal representatives assisted in outlining implementation issues and strategies. This collaboration resulted in the compilation of the first draft of the District's comprehensive Five-Year Strategic Plan.

Mayor Anthony Williams established the State Board through an Executive Order in October 1999. The Mayor appointed 39 members to serve on the District of Columbia Workforce Investment Council (DC WIC) who represent the full range of private and public interests in workforce investment, including private sector members from key industries in the District of Columbia. At one of their first meetings, the DC WIC approved a draft of the Vision and Goals of the Five-Year Strategic Plan. Subsequently, approving a draft of the entire Five-Year Strategic Plan, this began the public comment process. Members of the DC WIC participated in public forums to hear first hand from stakeholders on issues and concerns related to the Workforce Investment Act.

In order to rally all of the public agencies involved in workforce investment programs and services, the District chose the unified planning option permitted in Section 501 of the Workforce Investment Act. The DC WIC felt it was an excellent opportunity for agencies to come together around common workforce investment goals and to strengthen their internal collaboration. The District used the unified plan as a vehicle for agencies to work more closely with each other and to strengthen their collective ability to serve District businesses and residents.

The District of Columbia began the work to implement the Workforce Investment Act recognizing the need for a more integrated approach involving education, workforce preparation and economic development. In order to be successful, the workforce investment system must be able to provide employers with skilled workers in key industries that drive the District's economy. This requires a system that engages the

private sector and coordinates education, workforce preparation and economic development.

VISION AND GOALS

To guide the District of Columbia in the implementation of the Workforce Investment Act, the DC WIC incorporated the vision and goals in the Five-Year Strategic Plan.

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 DC WIC 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 DC WIC members unanimously agree on the importance of preparing youth for the workforce in order to sustain future economic growth and their employment opportunities.

STATE BOARD INITIATIVES

The vision and goals established by the DC WIC are reflected in the activities and initiatives undertaken during the first year of the Workforce Investment Act implementation. They reflect commitments of the DC 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:

District Unified Plan

The District of Columbia is using the unified plan as an opportunity for agencies involved in workforce development to come together around common workforce investment goals and to strengthen their internal collaboration. While this is a beginning, each agency is committed to working more closely with each other and strengthen their collective ability to serve District employers and residents needs.

Each agency has a myriad of separate goals and performance measures that drive each of their programs. These are typically requirements dictated by their Federal funding resources and must be met in order for funds to continue to flow. Within the context of the unified plan, each agency has been asked, in addition to their ongoing goals, to address how it will support the crosscutting goals set by the DC WIC.

The two goals and related strategies for the unified plan are:

- Increase literacy rates of non-school District residents seeking workforce investment services from all agencies. The strategies are to:
 - a.) Promote education programs that develop literacy skills of adults in the District;
 - b.) Establish a tracking and measurement system to determine the impact of workforce investment partners on literacy levels of customers served by those partners;
 - c.) Use the One-Stop Career Centers as a focal point for assessment and referral to literacy providers, insuring there is a link between workforce funding and pre-vocational preparation.

- Increase employer utilization of the workforce investment system. The strategies are to:
 - a.) Promote the District One-Stop Career Center system by increasing business awareness of the benefits of the system;
 - b.) Promote the utilization of the system by encouraging collaboration and information sharing across agencies;
 - c.) Promote stronger linkages with employers within the region by helping to form new employer groups, providing useful labor market information and genuinely tapping into employers as customers.

Comprehensive Youth Development System

The DC WIC has endorsed this goal by creating its Youth Investment Council, formerly the School-To-Careers Governing Board. The Youth Investment Council has developed its ideas and concepts in collaboration with community leaders and Youth Opportunity Grant contractors by sponsoring a Youth Development Institute. The Youth Investment Council will adopt comprehensive youth development strategies for approval by the Mayor. Though not mandated under the Workforce Investment Act, 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 Investment Council has been meeting since the beginning of the Workforce Investment Act and the required members were appointed to insure compliance. The Youth Investment 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 Investment 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.

Employer Involvement Workgroup

The success of the District of Columbia's Workforce Investment system is largely dependent upon greater participation from the private sector in all related activities. Private sector customers and partners must see some benefit from their involvement or they will not continue to participate on a long-term basis. Recognizing the need to continuously engage, identify and collaboratively resolve private sector needs, the DC WIC has convened as one of its standing committees a workgroup to develop and market strategies that will promote the involvement of business leaders in workforce investment activities on an ongoing basis. The workgroup has issued a report that identifies the needs of small to medium business in the District and how they can be more effectively addressed through the workforce investment system. This workgroup, in collaboration with the District of Columbia Chamber of Commerce and the Greater Washington Board of Trade will continue to sponsor business forums and focus groups to ascertain needs and discuss strategies. In addition, the workgroup has commissioned a "real time" labor market survey to provide the WIC, as well as members of the business community more current labor market data. The survey will commence in early 2003.

ONE-STOP SERVICE DELIVERY SYSTEM

The Workforce Investment Act of 1998 (Public Law 105-220) significantly reformed the nationwide employability development system. The Act laid the groundwork for the creation of a state-based "One-Stop" service delivery system built on the principles of universality, accountability, flexibility, streamlined services, and individual empowerment. The One-Stop system provides the framework for accessing a wide range of employment-related services including the labor exchange function which enables job seekers to find employment and employers to identify qualified and willing workers; job training; targeted programs to enhance the employment prospects of special groups such as youth, older workers, and welfare recipients; labor market information; and unemployment compensation for workers who have lost jobs through no fault of their own.

From 1998 on, the Department of Employment Services has been fully committed to developing an integrated One-Stop service delivery system that is customer-focused, market-driven, and links workforce development and economic development efforts. The District's One-Stop Career Center system has been carefully planned and expanded since 1998. It currently consists of seven Centers, many of which are operated in partnerships with business, labor, and other organizations including CVS/pharmacy, the AFL-CIO, and the U.S. Department of Veteran Affairs.

The department's DC Networks/Virtual One-Stop system provides the electronic network that links the seven Centers into an integrated structure. All customers, including job seekers, employers, and Unemployment Insurance claimants, are served through a state-of-the-art delivery system that capitalizes on the efficient use of the latest technology and effective services provided by trained, responsive customer service teams.

WORKFORCE INVESTMENT ACT (WIA)

The Workforce Investment Act (WIA) provides a framework for a unique national workforce preparation and employment system designed to meet both the needs of the business community and the needs of the job seekers and those who want to further their careers. The purpose of the Act is to provide workforce investment activities that increase the employment, retention, earnings, and occupational skills attainment of participants. The Act establishes the "One-Stop" service delivery system discussed above. Federal resources for WIA programs and activities encompass several discreet funding streams designed to serve distinct customer groups, as follows:

- **WIA Adult Training Programs** prepare unskilled adults, aged 18 and older, for participation in the labor force by increasing their occupational and educational skills, resulting in improved long-term employability and increased employment, earnings, and retention rates.
- **WIA Dislocated Worker Training Programs** assist eligible dislocated workers to obtain employment through a mix of services such as assessment, counseling, specialized occupational training, and job placement assistance.
- **WIA Youth Programs** improve the long-term employability of low-income youth, aged 14 to 21, who have significant barriers to employment by providing services to enhance educational, occupational, and citizenship skills and capabilities.

EMPLOYMENT SERVICES (WAGNER-PEYSER)

The Employment Service is the second key partner in the DC Networks/Virtual One-Stop system. Established by the New Deal-era Wagner-Peyser Act, the Employment Services program has been modernized to operate effectively within the One-Stop Career Center system established by WIA. This program establishes an employment system that provides labor exchange services without a fee to individuals seeking employment and to employers seeking qualified workers. To facilitate this mutually advantageous labor exchange, the program offers job matching, career counseling, testing, job search workshops, and referrals to WIA job training and supportive services. In addition to local WIA funds, Wagner-Peyser funding is also used to provide core and intensive services for job seekers and employers. In addition, Wagner-Peyser resources fund efforts to enhance workforce and economic development initiatives, as well as communications and technology, training, and performance incentives.

Several programs associated with Employment Services provide services targeted to specific groups, as follows:

- The **Local Veterans Employment Representative Program** provides counseling, career guidance, job development, and job placement services to eligible local veterans so that they can access appropriate training opportunities or find meaningful employment.
- The **Disabled Veterans Outreach Program** provides counseling, career guidance, job development, and job placement services to eligible disabled veterans so that they can access appropriate training opportunities or find meaningful employment.
- The **Work Opportunity (WOTC) and Welfare-to-Work (WtW) Tax Credit Programs** provide federal tax incentives that allow businesses to claim a federal tax credit for wages paid in the first year of employment to targeted groups of job seekers. In FY 2002, the department issued 1,214 WOTC tax credit certificates and 381 WtW tax credit certificates, facilitating the employment of 1,595 eligible individuals.
- The **Alien Labor Certification Program**, established under the Immigration and Nationality Act of 1965, allows certain aliens in high-demand occupations to obtain visas and enter the United States to engage in permanent employment. In FY 2002, the department forwarded 691 applications for alien employment to the U.S. Department of Labor for approval.
- The **Washington Regional Job Access and Reverse Commute Program** is a partnership of five local jurisdictions using federal funds to assist welfare recipients and other low-income individuals to get transportation to outlying job sites. To date, more than 500 District residents have been assisted under this program.

SPECIAL NEEDS WORKFORCE DEVELOPMENT PROGRAMS

- The **Welfare-to-Work Program** provides a comprehensive mix of employability development services to long-term Temporary Assistance to Needy Families (TANF) recipients and eligible non-custodial parents. Operated through Project Empowerment, this program also receives TANF block grant funds through an intra-District transfer from the Department of Human Services. Its purpose is to transition eligible individuals from welfare dependency to unsubsidized employment and economic self-sufficiency. In FY 2002, 1,030 individuals enrolled in Project Empowerment, 678 were placed in subsidized employment, and 390 were successfully transitioned into unsubsidized employment.

- The **Apprenticeship Information and Training Program** establishes formal apprenticeship standards in coordination with unions and employers. The program links apprentices directly with skilled, experienced journey workers who teach occupational skills through hands-on, one-to-one instruction. The **Pre-Apprenticeship Program** and other special apprenticeship initiatives such as the Step-Up Program prepare District residents to enter union apprenticeships through intensive remedial services. During FY 2002, 1,201 new apprentices were registered through the department, and 213 District residents enrolled in pre-apprenticeship programs, a 54% increase in District resident enrollment from FY 2001
 - Developed the first ever Step-Up initiative for commercial construction projects. The Apprenticeship Office partnered with the Washington D.C. Construction and Building Trades Council and Clark/Smoot Construction Company to train 140 residents under this initiative. Forty-three District residents have transitioned to union apprenticeship programs, earning an average starting wages of \$12.00 per hour.
 - The District of Columbia was among ten states receiving the first Childcare Apprenticeship grants from the Department of Labor. The grant was used to jump-start apprenticeship training at licensed childcare centers. Twenty Welfare-to-Work participants have been enrolled in the program. They will receive related instruction at UDC, earning college credits toward an Associate Degree.
 - The Apprenticeship Office negotiated eight pre-apprenticeship projects preparing residents to qualify for formal registered apprenticeship programs. Six were partnerships with the construction building trade unions. All completers of the projects have been guaranteed placement as registered apprentices in the participating union apprenticeship programs. A special pre-apprenticeship project for ex-offenders was also established in FY 2002. Twenty-five ex-offenders participated, and nineteen have successfully completed the training.
 - The Apprenticeship Office negotiated a pre-apprenticeship project for automobile technicians in partnership with the Washington Area New Automobile Dealers Association (WANADA). Thirty District residents participated in this training at several major automobile dealerships in the metropolitan area.
 - The department's Apprenticeship and Youth Offices partnered with the Metropolitan Washington AFL-CIO Community Service Agency to establish a pre-apprenticeship program to establish 60 youth internships with the Washington D.C. Building and Construction Trades Council. The purpose of this initiative is to expose the youths to the apprenticeship training system as a viable career alternative and to

increase the number of District residents in registered apprenticeship programs.

- The **Senior Community Service Employment Program** and the **Senior Services America Program** provide subsidized employment and a range of complementary services to low-income District residents, aged 55 and over, so that they can obtain or enhance job skills and transition into unsubsidized employment. Because the department recognized the District's senior citizens and the benefits of returning older workers to the workplace, these programs provided paid work experience opportunities to 190 seniors in FY 2002. Further, 41 seniors successfully transitioned from work experience to unsubsidized employment during the year.
- The **Metro Tech Project** is designed to help meet the needs of employers who are experiencing shortages of qualified information and high technology workers by assisting individuals to acquire the skills needed to succeed in these high-growth occupational areas.

LOCAL INITIATIVES

- The **First Source Employment Agreement Program** is mandated by Mayor's Order 83-265 and D.C Laws 5-93 and 14-24. This program ensures that District residents are given priority for new jobs created as a result of municipal financing and development programs. Employers covered by this program must enter into an agreement with the department and utilize the department as a first source for recruitment, referral, and placement for candidates for positions covered by the agreement. In FY 2002, 2,307 District residents were placed in employment through the First Source Program. A complete list of First Source Program placements is attached.

NEW PROJECTS

- The **Faith-Based Initiative Program** conducts comprehensive, systematic outreach to faith-based organizations (FBOs) in the District in order to: increase the number of FBOs serving as partners in the District One-Stop Career Center system; expand the access of FBO customers to the One-Stop delivery system; and replicate successful, innovative projects established under this initiative.

UNEMPLOYMENT INSURANCE PROGRAM

The third major partner in the District's DC Networks/Virtual One-Stop system is the Unemployment Insurance (UI) Program which is composed of three major activity areas: Tax Collections, Benefits, and Appeals. The program is responsible for the administration of the District's Unemployment Compensation program that provides

temporary weekly benefits to workers who are unemployed without fault and physically able and available for work. To be eligible, an individual must have earned a minimum amount of wages, be actively seeking employment, and register for work through one of the full-service DC Networks One-Stop Career Centers.

The program develops policies and procedures related to eligibility for and disqualification from receipt of benefits, adjudicates first-level appeals filed by either claimants or employers, collects taxes from employers for deposit in the Unemployment Compensation Trust Fund, and maintains and safeguards the integrity and solvency of this fund.

In FY 2002, more than 30,000 walk-in UI customers were served at one of the three full-service Centers (Franklin Street, Naylor Road, and South Capitol Street). Also during this fiscal year, the department was awarded a one-time automation grant of \$500,000 by the U.S. Department of Labor to support the filing of initial claims through the Internet. In addition, the program successfully implemented the Temporary Emergency Unemployment Compensation (TEUC) legislation that addressed the effects of the recent economic downturn and the District's legislation that responded to the economic effects of September 11th.

PROJECT EMPOWERMENT

In April 2001, after months of careful planning and design, the Department of Employment Services launched Project Empowerment, reforming and reinvigorating the District's Welfare-to-Work program. From the beginning, Project Empowerment built a foundation for success on several key principles: put customer needs first; develop a comprehensive program model emphasizing an intensive and innovative case management system; develop a wide range of private and public partnerships to maximize resources; put the concept of "continuous improvement" into practice, always striving to add and refine program elements.

After 18 months of operation, Project Empowerment has demonstrated its effectiveness and value by any measurement. Among the innovations and initiatives that have marked Project Empowerment's short history are:

- Established an innovative case management system that features a Job Coach teaming with a Case Manager to provide intensive workforce preparation services.
- Imposed a philosophy of strict accountability throughout all components of the program. Customers understand from orientation on that they are in a serious program with high expectations.
- Designed and implemented an intensive and extended Job Readiness component. This component demands an early commitment from participants, greatly reduces program attrition, and ensures that participants are prepared to move to follow-on activities.

- Designed and implemented an effective Job Club module that has enabled the program to significantly exceed unsubsidized placement goals.
- Instituted an Incentive Bonus program to reward participants who find unsubsidized employment and to bolster job retention.
- Entered into effective partnerships with organizations that complement and support the Project Empowerment mission, including the Department of Human Services (DHS), the Sylvan Learning Center, Vehicles for Change, the Virginia Employment Commission, the Court Services and Offender Supervision Agency, STRIVE, DC, the Coalition for the Homeless, and the Department of Health's Addiction Prevention and Recovery Administration.
- Operated an efficient and effective work experience program in which 97.5% of participating employer partners have renewed their agreements to serve as worksites.
- Commissioned a customer satisfaction survey conducted by Reingold, Incorporated, which showed that 99% of the program's customers believe that Project Empowerment has placed them on a track to achieve their career goals.
- Experienced a significantly higher volume of walk-in traffic than anticipated, which can be attributed to Project Empowerment's overwhelmingly positive reputation in the community. Further, most walk-in participants have been previously enrolled in other DHS-funded programs, but have not experienced successful outcomes.

This list of achievements can be attributed to a well-planned, comprehensive program model, forward-looking management, a dedicated staff, and a group of participants who have worked hard to escape welfare dependency and successfully enter the world-of-work. As a result, Project Empowerment has exceeded all of its FY 2002 program goals, achieving 110% of its enrollment goal, 135% of its subsidized employment goal, and 111% of its unsubsidized placement goal. This last achievement is particularly remarkable in light of the economic downturn resulting from September 11th. The table below further demonstrates Project Empowerment accomplishments:

Program Indicator	FY 2001 (April 2001 – September 2001)		FY 2002	
	Goal	Actual	Goal	Actual
Participant Enrollments	500	611	1,000	1,099
Participants Enrolled in Subsidized Employment (Work Experience)	500	561	500	676
Participants Placed in Unsubsidized Employment	167	309	350	390
Participants Enrolled in Adult Basic Education or GED Preparation	N/A	61	N/A	499
Child Care slots Funded with Welfare-to-Work Funding	N/A	0	N/A	419

2002 WORKFORCE DEVELOPMENT PROGRAMS

Program (FY 2002)	Job Placement	Training	Paid Work Experience	Benefits	Support Services
Office of Apprenticeship					
▪ Registered Apprentices		1,201			
▪ Pre-Apprenticeship Trainees		213			
First Source	*6,627				
One Stop System/Centers					
▪ WIA Adult/Dislocated Workers	**497	914			
○ <i>DC General</i>	110	188			
○ <i>CVS One Stop</i>	426				
▪ UI Initial Claims @ One Stop Centers				23,427	
▪ Employment Services	2,282				
○ WOTC/W2W Placements	1,595				
▪ Veterans Services	363				2,026
▪ Senior Services	41	149			
▪ Major WIA Services					
○ <i>Orientation</i>					5,433
○ <i>Assessment</i>					2,134
○ <i>Counseling</i>					2,162
○ <i>Resume Assistance</i>					2,369
○ <i>Workshops/Seminars</i>					340
Welfare-to-Work	390		678		
Youth Programs			***7,193		

* Of the 6,627 placements, 2,307 were District residents.

*** Of this total, 4,874 were enrolled in local and federal summer activities, 1,032 were enrolled in the WIA Year-round Program, 99 were enrolled in the Year-round Older Youth Program, and 1,188 were enrolled in the Youth Opportunities Program.

DISCUSSION OF STATE OUTCOMES

Once all data entry is completed, the District of Columbia will exceed negotiated goals or meet minimum standards on all of the performance measures that were achieved in PY 2000.

Our commitment to achieving negotiated outcomes notwithstanding, D.C. Department of Employment Services staff dedicated this year to “cleaning up” WIA records. Our current data system contained more than one thousand old records which had been brought in under the conversion of the former JTPA system to the new Virtual One-Stop

system, as well as records where the physical case had been lost either in the move of our headquarters building, in the fire which closed down one of our major One-Stop Centers (Petworth), or in the closing of two other small satellite centers this year. In some cases, the WIA record was old, no services had been reported in some time, and the staff person/center responsible for the record could no longer be determined. Our data system allowed us to clearly identify those individuals that had not received recent services and to take corrective action.

An effort was made to contact, as many of these customers as possible, but many could not be located. It was therefore decided to exit all of the "old" records with no recent activity, so that our data system would be clean and would only reflect current, active cases providing a manageable cohort for Program Year 2002.

The volume of exits performed in order to accomplish this major cleanup has seriously skewed our performance figures for this year, as the numbers in the "denominator" for many of our performance measures are artificially large because of the large volume of exits, and the positive outcome percentages therefore somewhat less than they would be if our caseload figures had been more realistic.

We consider this a painful but necessary step in order to enter Program Year 2002 with current cases, current data, and a much improved system for monitoring WIA activities. DOES has put into place such recent innovations as a weekly report, distributed to all One-Stop Centers, listing all their active WIA cases, by Case Manager, and flagging those who have not had any services reported within a designated timeframe. Later this year, we will implement the "soft exits" where, if an individual has not received services and there is not case note for the last 90 days, the system will exit the individual.

Similarly, this year, an extraordinary amount of time has been spent fine-tuning our WIA Training Provider system, with many new processes put in place to improve and streamline the process of matching eligible customers with appropriate training providers.

In PY 2000, training providers were nearly all "grandfathered in" from JTPA; educating them as to the changes in WIA and the importance of providing credentials to their completers has been a gradual process although one into which we have put great effort. We are encouraging our training providers to provide certificates of completion to the trainees and to provide DOES with that information promptly. We very much expect our performance in this area to improve in the coming Program Year. However, at this juncture, we are not sure that when all credential information has been entered that the District will demonstrate the same level of credentials attainment as was the case last year. Throughout the year, efforts have been underway to educate staff on the data collection requirements for this measure. Additionally, the DC WIC through its Youth Investment Council will encourage training providers to increase the number of programs that issue certificates of completion to youth, where appropriate. These efforts should have a positive impact on the outcomes achieved in the future.

The time constraints of the Customer Satisfaction model have made it impossible to go back and perform surveys on the individuals who were administratively exited. The administrative exits were dated as closely as possible in Program Year 2001 to the last date of service. Therefore, the customer survey dates were long expired. In computing the customer satisfaction performance standards, we used only those individuals that had an exit actually created during the Program Year where customer follow up was possible.

The ability to complete Customer Satisfaction and WIA Follow up Surveys online was not available until July of this year. For all of Program Year 2001 this was a manual process which made it harder to accomplish and harder to validate. It is our hope that automating this function will enable us both to ensure that we are completing all the surveys we should, and to easily review survey responses to pinpoint any common areas of dissatisfaction and attempt to correct them.

While this initial submission appears to reflect the District's performance for Youth may need improvement, much of the year round youth program data has yet to be entered and we anticipate a significant improvement once all data is entered. Moreover, the Youth Investment Council and its development of comprehensive youth development strategies represent first steps toward making additional program improvements. We expect these actions to have a positive impact on youth performance outcomes in the future.

WIA Annual Report Data

State Name: DC

Program Year: 2001

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance - Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	70	69.8	25	108	108	23.1
Employers	68	63.2	409	610	610	67

Table B: Adult Program Results At-A-Glan

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	64	57.9	238
			411
Employment Retention Rate	73	75.5	200
			265
Earnings Change in Six Month	3,500	3,367	855,231
			254
Employment and Credential Rate	61	52.4	143
			273

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	60.8	48	70	7	41.7	10	50	33
		79		10		24		66
Employment Retention Rate	74	37	100	8	80	8	67.6	23
		50		8		10		34
Earnings Change in Six Months	5,474	273,693	3,160	22,118	4,099	40,994	1,975	65,190
		50		7		10		33
Employment and Credential Rate	50.7	38	66.7	4	23.5	4	41.4	12
		75		24		17		29

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	68.1	162	43.9	76
		238		173
Employment Retention Rate	75.1	136	76.2	64
		181		84
Earnings Change in Six Months	4,235	724,129	1,580	131,102
		171		83

Table E: Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	77	67.8	634
			935
Employment Retention Rate	82	84.5	536
			634
Earnings Replacement in Six Months	92	162.1	7,715,904
			4,761,008
Employment and Credential Rate	65	57.7	315
			546

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	57.1	4	64.3	27	50.8	33	100	2
		7		42		65		2
Employment Retention Rate	100	4	85.2	23	84.8	28	50	1
		4		27		33		2
Earnings Replacement Rate	29.5	15,218	184.3	363,569	103.5	371,938	297.7	11,623
		51,555		197,302		359,205		3,904
Employment And Credential Rate	50	1	54.2	13	37.5	12	0	0
		2		24		32		1

Table G: Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Core and Intensive Services	
	Entered Employment Rate	67.4	368	68.4
546			389	
Employment Retention Rate	87	320	81.2	216
		368		266
Earnings Replacement Rate	203.7	4,575,696	124.9	3,140,208
		2,246,535		2,514,473

Table H: Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	65
Employment Retention Rate	70	93.1	31
			27
Earnings Change in Six Months	3,300	5,301	29
			143,118
Credential Rate	52	34.3	27
			12
			35

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	80	4	0	0	100	1	92
	5		1		1		25	
Employment Retention Rate	100	4	0	0	100	1	92	23
		4		1		1		25
Earnings Change in Six Months	7,066	28,262	0	0	3,833	3,833	5,055	116,275
		4		1		1		23
Credential Rate	20	1	100	1	100	1	29.6	8
		5		1		1		27

Table J: Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
		Skill Attainment Rate	74
			953
Diploma or Equivalent Attainment Rate	58	82.7	67
			81
Retention Rate	55	61.8	55
			89

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals Disabilities		Out-of-School Youth	
Skill Attainment Rate	95.7	201	94.6	35	87.5	7
		210		37		8
Diploma or Equivalent Attainment Rate	55.6	5	33.3	1	0	0
		9		3		3
Retention Rate	58.3	7	0	0	44.4	4
		12		2		9

Table L: Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	68.7	402	4,048	2,368,188	0.8	2	3,477	813,602	65.2	30
		585		585		238		234		46
Dislocated Workers	76.9	370	148.6	5,710,975	0	0	6,751	4,273,254	68.2	30
		481		3,842,271		634		633		44
Older Youth	67.8	40	3,786	223,358	0	0	2,614	65,358		
		59		59		27		25		

Table M: Participation Levels

	Total Participants Served	Total Exiters
Adults	1,282	861
Dislocated Workers	1,425	950
Older Youth	139	28
Younger Youth	2,026	1,180

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$3,317,762.00
Local Dislocated Workers		\$2,597,225.00
Local Youth		\$1,925,745.00
Rapid Response (up to 25%) 134 (a) (2) (A)		\$66,816.00
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$2,219,618.00
Statewide Allowable Activities 134 (a) (3)	Program Activity Description	
Total of All Federal Spending Listed Above		\$10,127,166.00

WIA Annual Report Data

State Name: DC

Program Year: 2001

Table O: Summary of Participants

Local Area Name: D.C. Workforce Investment Council 1	Total Participants Served	Adults	1,282
		Dislocated Workers	1,425
		Older Youth	139
		Younger Youth	2,026
	Total Exiters	Adults	861
		Dislocated Workers	950
		Older Youth	28
		Younger Youth	1,180

		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	70	69.8	
	Employers	68	63.2	
Entered Employment Rate	Adults	64	57.9	
	Dislocated Workers	77	67.8	
	Older Youth	65	87.1	
Retention Rate	Adults	73	75.5	
	Dislocated Workers	82	84.5	
	Older Youth	70	93.1	
	Younger Youth	55	61.8	
Earnings Change / Earnings Replacement in Six Months	Adults(\$)	3,500	3,367	
	Dislocated Workers	92	162.1	
	Older Youth (\$)	3,300	5,301	
Credential / Diploma Rate	Adults	61	52.4	
	Dislocated Workers	65	57.7	
	Older Youth	52	34.3	
	Younger Youth	58	82.7	
Skill Attainment Rate	Younger Youth	74	96.6	
Description of Other State Indicators of Performance				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	7	9