



District of Columbia WORKFORCE INVESTMENT ACT Annual Report

Program Year

July 1, 2011 Through June 30, 2012



Vincent C. Gray, Mayor, District of Columbia
Lisa María Mallory, Director, Department of Employment Services
Michael N. Harreld, Chair, DC Workforce Investment Council

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A Message from the Director of DOES



Frances Hesselbein, CEO of Leader to Leader Institute and former CEO of the Girl Scouts of the USA, astutely stated, "Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day." Throughout Program Year 2011, the Department of Employment Services has undergone a major transformation, not only in its leadership and programming, but in its organizational culture and the way we do business to serve the residents of the District of Columbia.

When Mayor Gray pledged to reform DC's workforce development system by making job creation and economic development one of his top priorities, I knew that, as Director of the District's lead workforce development and labor agency, the agency itself and the hundreds of dedicated public servants who make it run had to lead the change.



One City • One Hire, Mayor Gray's signature hiring initiative that was launched in September 2011 to help address the staggering unemployment plaguing the District, has been an overwhelming success. We created strong partnerships between government and the Metropolitan Washington business sector to match the unemployed with existing vacancies in the District. And since its launch, roughly 5,000 unemployed District residents, primarily from undeserved Wards, have been employed by over 700 businesses in the past year. One City • One Hire also has established a new standard on how DOES conducts hiring events, engages with our employer partners, and works with residents to ensure that individuals who attend actually leave with sustainable employment.

In December 2011, DOES implemented the UI Benefits Debit Card Program in an effort to provide our claimants with a faster, safer, and more cost efficient means to receive and access their unemployment benefits. Not only did this help to reduce costs and inefficiencies in the paper check system—estimated to save the District approximately \$1.3 million dollars annually—but the UI Benefits Debit Card Program allows our claimants to save both time and the fees associated with check cashing establishments. The Debit Card Program was also initiated for the Year-Round Youth Programs, SCSEP, Project Empowerment, and the 2012 Summer Youth Employment Program (SYEP) to produce cost-savings measures by in-sourcing all of our IT payroll functions, which has saved the agency over \$1 million dollars while improving the payroll process for our customers.

In addition, DOES strengthened its partnerships with various training providers throughout the area to ensure that the residents we serve have access to essential training and development opportunities to keep them moving forward in their careers. The Mayor's goal is to carefully place District residents on career paths to ensure success in the workplace. We have accomplished more in the past year by reaching the chronically unemployed in the most underserved Wards in the District than DOES has done in recent memory.

These are just a few of the major accomplishments that occurred throughout Program Year 2011, which coincided with the organizational and cultural transformation of the agency and execution of our mission to put people to work and serve the residents of the District of Columbia with integrity and markedly improved programs and services.

Lisa María Mallory
Director
DC Department of Employment Services

Board Members

The WIC board is private-sector led and comprised of the following top-level representatives from the private sector, organized labor, government, education, and community-based organizations with extensive workforce investment experience:

CHAIR

Michael Harreld, PNC Bank

VICE CHAIR

Jos Williams, AFL-CIO

BOARD MEMBERS

Joseph Andronaco, Access Green

David Berns, Department of Human Services

Robert Brandon, Brandon & Associates

Honorable Councilmember Michael A. Brown

Tony Cancelosi, Columbia Lighthouse for the Blind

Lyles Carr, The McCormick Group

Bill Dean, M.C. Dean, Inc.

Emily Durso, Office of the State Superintendent of Education

Bill Hanbury, United Way National Capital Area

Cedric Hendricks, Court Services and Offender Supervision Agency

Victor Hoskins, Deputy Mayor for Planning and Economic Development

Lori Kaplan, Latin American Youth Center

Solomon Keene, Hotel Association of Washington, DC

Barbara Lang, DC Chamber of Commerce

Charlene Drew Jarvis, The Jarvis Companies

Lisa Mallory, Department of Employment Services

Honorable Councilmember Kenyan McDuffie

Kathleen McKirchy, Community Services Agency, Metro Washington Council, AFL-CIO

Catherine Meloy, Goodwill Industries

Laura Nuss, Department on Disabilities Services

Thomas Penny, Courtyard by Marriott

Tynesia Boyea-Robinson, Reliance Methods

Carl Rowan, Admiral Security Services

Chris Smith, William C. Smith + Co.

Neil Stanley, Department of Youth Rehabilitation Services

Nicola Whiteman, Apartment and Office Building Association of Metropolitan Washington

Calvin Woodland, UDC Community College

Marullus Williams, Limbic Systems

Sarah Oldmixon, Community Foundation for the National Capital Region

De'Shawn Wright, Deputy Mayor for Education

EXECUTIVE DIRECTOR

Allison Gerber, Workforce Investment Council



When Mayor Vincent Gray appointed me to serve as Chair of the revitalized DC Workforce Investment Council in July 2011, he stressed that the WIC must take a leadership role in ensuring that investments in job training and education are aligned with the needs of the city's jobseekers and businesses. While we still have much work to do, I believe we have taken important steps over the last year toward meeting the Mayor's vision of *"a city where all residents can participate fully in the region's economy, all businesses can find the skilled workforce they need to compete, and all communities are contributing to, and benefitting from, economic prosperity."*

Along with the Department of Employment Service and other key stakeholders, the WIC was responsible for developing and submitting the District's state integrated workforce plan, as required under the Workforce Investment Act. The new five-year plan establishes ambitious but achievable goals that will guide the District's workforce investments over the next five years, and identifies specific strategies that will be implemented to modernize the District's one-stop services, improve services for businesses, and make sure that DC residents at all skill levels have access to the training and support they need to find and keep well-paying jobs.

The WIC has spearheaded efforts to strengthen youth services funded WIA, establishing new performance-based grants designed to encourage innovation and accountability for providers. We've also revitalized the long-dormant Youth Council, which will ensure that the right voices are at the table as we work to further improve services and outcomes for at-risk youth across the city.

The WIC moved to promote better alignment between the District's workforce programs through the development of a new Memorandum of Agreement for the DC American Job Center network. And we've initiated an innovative "workforce intermediary" program that will help support training investments and capacity-building in targeted industries with employment opportunities and well-defined career pathways.

Over the next year, the WIC will continue to work with DOES and other partners to improve performance and accountability through the workforce system, including through new certification standards for DC American Job Centers and the development of new eligibility and outcomes requirements for training providers receiving WIA Adult and Dislocated Worker funds.

It has been an honor and a privilege to be a part of these exciting developments over the past year, and I look forward to working with my fellow WIC members and other stakeholders over the coming year to ensure that we have a workforce system **worthy** of the nation's capital.

Sincerely,

Michael N. Harreld
Regional President, PNC Bank
Chair, District of Columbia Workforce Investment Council

Section A. Program Year 2011 – Overview and Major Accomplishments

Program Year (PY) 2011 was a transformative period for the economy in the District of Columbia. In July 2011 – fully two years after the end of the “Great Recession” – the District was still struggling with the aftereffects of the downturn, with an unemployment rate of 10.8 percent and an estimated 38,100 District residents out of work. By the end of July 2012, the District’s unemployment rate had declined to 8.9 percent, and the number of unemployed District residents had declined to 32,650.

While there are many factors driving the improved employment situation, at least part of the progress is attributed to Mayor Vincent Gray’s decision to prioritize job creation and economic development. Since taking office in January 2011, the Mayor helped advance billions of dollars of private sector investments in the city, creating new job opportunities for thousands of District residents and changing the city’s image as a difficult place to do business into a magnet for further investments. Recognizing that District residents won’t benefit from these emerging opportunities if they don’t have the skills needed by local employers, the Mayor has also undertaken a number of critical reforms at District agencies with responsibility for education and workforce development programs.

Mayor Gray appointed new leadership at the District of Columbia Department of Employment Services (DOES), and charged his workforce administrators with making the necessary changes to ensure that DOES could meet the needs of both residents and businesses. The new leadership team at DOES has undertaken a number of internal reforms designed to strengthen accountability and performance across the Agency, while also ensuring that District residents and businesses continue to receive high-quality services. To that end, in PY 2011 DOES:

- Received more than 41,200 new unemployment insurance (UI) claims filed between July 1, 2011 and June 30, 2012. Of those claims, more than 27,400 claimants were approved for and received UI benefits.
- Provided reemployment eligibility assessment (REA) services to 6,200 participants.
- Served more than 16,600 adult and youth participants through WIA-and Wagner-Peyser- funded programs and activities, and met or exceeded all WIA performance requirements.
- Successfully launched the Mayor’s “One City • One Hire” (OCOH) program, a locally-funded initiative that connects unemployed District residents to jobs with participating businesses throughout the Washington metropolitan area.
- DOES provides a range of value-added services to both job seekers and business clients to support OCOH goals, including:
 - On-the-job training (OJT) programs to support skill development for entry-level workers;
 - Pre-screening events, trainings, and workshops to ensure unemployed residents are better prepared to apply and interview for full-time sustainable employment opportunities and employers get the qualified candidates they seek; and
 - Tax credits, wage reimbursements, wage and training subsidies, and other incentives to help facilitate hiring matches between employer partners and job seekers.

Nearly 5,000 District residents found employment with more than 700 participating businesses in the first year of OCOH; the District will seek to improve on these results in PY 2012 while working to more closely integrate OCOH activities with programs and services funded under WIA and Wagner-Peyser.

- Through the Summer Youth Employment Program (SYEP), provided summer employment opportunities to more than 14,000 District youth between the ages of 14 and 21. More than 480 employers participated in the program.
- Began rebranding efforts for the District’s Career Center delivery system, changing from the former DC Works! One-Stop Career Center brand to the new American Job Center (AJC) brand, a unifying name and brand that identifies virtual and in-person publicly-funded workforce development services across the country as part of a single network.

Detailed outcomes and accomplishments for DOES-administered programs are provided in section B.

In addition to critical leadership changes at DOES, Mayor Gray also revitalized the District's Workforce Investment Council (WIC), the private sector-led board that serves as the state and local workforce investment board for the District. In August 2011, the Mayor appointed a new chair and vice chair to lead the WIC and in September 2011 appointed a new Executive Director for the WIC under the authority of the Deputy Mayor for Planning and Economic Development (DMPED). These actions have ensured that the WIC can more fully execute its responsibilities for oversight of the AJC delivery network and Workforce Investment Act (WIA)-funded programs, while also ensuring that key workforce investments are aligned with the city's economic development efforts.

In PY 2011, the WIC launched a range of efforts to improve the District's workforce system, including:

- Implementing a new "workforce intermediary" strategy. In 2011, the District passed legislation requiring the establishment of a workforce intermediary pilot program and establishing a time-limited, 17-member "Workforce Intermediary Task Force" charged with making recommendations to the Mayor and the DC Council on a range of key issues related to the implementation of a workforce intermediary strategy, including core activities to be provided, industries to be targeted, and metrics to be used in measuring the success of the intermediary. Led by the WIC, the task force met four times between November 2011 and January 2012 and released its final recommendations in February 2012.

The task force recommended that the workforce intermediary program focus initial efforts on the retail/hospitality and construction sectors, both of which offer entry-level employment opportunities and career advancement prospects for District job seekers without a college degree. It is expected that the District will serve as many as 300 individuals (210 in hospitality/retail, 90 in construction) during the first year of implementation. In addition, it is expected the program will be expanded in PY 2014 to focus on other occupations and industry sectors such as office services and information technology.

The workforce intermediary will be staffed and implemented by the WIC and will coordinate with DOES and other key partners to ensure that the full range of education, training, and supportive services are available to help participants enter into and advance along career ladders in targeted industries. The WIC expects to hire a project director by fall 2012, and to begin operations by early 2013.

- Reestablishing the WIC Youth Council. In April 2012, Mayor Gray unveiled "Raise DC," a comprehensive cradle-to-career initiative that is intended to ensure that all District youth are career-ready by the age of 24. Aligned with an overall vision for "Prepared Youth, Productive Residents, and Thriving Communities," the Raise DC initiative brings together leaders from government, the business community, philanthropic organizations, and non-profits into "change networks" charged with identifying current and future strategies that will help the District achieve a set of ambitious education and career goals for District youth.

The WIC is responsible for convening the Raise DC Youth Employment Change Network, which will support key employment and credential attainment goals under both Raise DC and WIA. The Youth Employment Change Network was specifically designed to comply with youth council membership requirements under section 117 of WIA and was approved by the full WIC as the youth council subcommittee in July 2012.

- Developing a new AJC Memorandum of Agreement. Because the WIC was not fully operational prior to October 2011, the District was not in compliance with WIA section 121, which requires a memorandum of understanding between the WIC and all agencies and organizations responsible for administering mandatory partner programs through the AJC system. The WIC developed a new umbrella memorandum of agreement (MOA) including descriptions of how services will be delivered through both comprehensive AJCs and affiliated sites, common referral processes between partner programs, and how operational costs for the AJC system will be addressed. This MOA has been signed by all mandatory partners and was submitted as part of the District's state five-year integrated workforce plan in September 2012.

- Revamping the WIA Youth grant-making process. To ensure that the District's year-round services for youth are aligned with nationally-recognized best practices and are serving the educational and career goals of participants, the WIC and DOES began work during PY 2011 to redesign the awards process for in-school and out-of-school youth programs in PY 2012.

Under this new process, the District released a Request for Applications (RFA) for out-of-school youth in July 2012. The out-of-school RFA requires providers to deliver services under one of two program models: Occupational Skills Training, which assists youth participants in obtaining the skills necessary to transition quickly into well-paying jobs in the regional economy; and GED to College, which focuses on enabling participants to earn a high school diploma or GED while preparing for entry into post-secondary education or training. Grantees are required to deliver services through strategic partnerships with employers or similar entities (under the Occupational Skills Training model) or post-secondary institutions (under the GED to College model).

The out-of-school youth grants will be awarded on a one-year basis, renewable for up to three years at the option of the District. The grants utilize a hybrid performance-based payment model that allows providers to earn full payment only upon the achievement of defined outcomes, including placement and literacy/numeracy gains. It is expected that funded programs will be able to start operations in October 2012, with a goal of serving up to 300 out-of-school youth participants in the first year.

The WIC and DOES are developing a new RFA for in-school WIA youth grants, which is currently scheduled for release in autumn of 2012. The new in-school grants will build on best practices identified in other local areas, as well as feedback received from program providers and participants. Providers receiving funds under this RFA would likely begin operations in January 2013.

PY 2012 – Building for the Future

In PY 2012, the District will seek to build upon our PY 2011 accomplishments, furthering the transformation to a world-class workforce system befitting our nation's capital. The District's workforce investments and policies will be guided by the vision and strategies set forth in the District's five-year state integrated workforce plan, as submitted to the U.S. Department of Labor in September 2012.

The state integrated workforce plan required under WIA represented a unique opportunity for the District to chart a new course for the city's workforce system and ensure that District's job seekers and businesses have access to the high-quality services necessary to compete in today's economy.

To support the development of an inclusive and cohesive workforce vision, Mayor Gray established a Strategic Planning Advisory Group as an ad hoc committee of the WIC in May 2012. The advisory group reviewed current and future labor market opportunities in the District, identified skills gaps and other barriers to success for both jobseekers and businesses, and recommended strategies for the District to pursue over the next five years to strengthen the workforce system. The Mayor also hosted a workforce development conference on June 19, 2012, for approximately 90 stakeholders connected to the District's workforce and education systems, which resulted in further recommendations for inclusion in the state plan.

Based on these recommendations, as well as comments received during the public comment period, the District's state plan articulates a new vision to guide the workforce system for PY 2012-2016:

"A city where all residents can participate fully in the region's economy, all businesses can find the skilled workforce they need to compete, and all communities are contributing to, and benefitting from, economic prosperity."

The state integrated workforce plan identifies four overarching goals to support the Mayor's vision, as well as concrete and specific strategies under each goal that will support improved performance and greater alignment across workforce programs:

1. *Promoting systems improvement and integration to create a seamless network of services for job seekers and businesses.*
This goal includes specific strategies to: improve AJC operations; promote high-quality training; use labor market and other data to assess system performance and drive decision making; and strengthen services to employers.
2. *Ensuring District businesses can access a skilled workforce to meet current and future needs.*
This goal includes specific strategies to assess and validate employer skill requirements; address sector-specific industry needs through the workforce intermediary initiative (see below); expand on-the-job training (including through the One City • One Hire initiative); and explore opportunities to expand incumbent worker training, particularly as part of layoff aversion strategies.
3. *Promoting the development of workforce skills and credentials to ensure DC residents can succeed in the labor market.*
This goal includes both adult- and youth-focused strategies. Adult-focused strategies include building career pathways programs (including "bridge programs" that combine adult basic education with job training) and expanding contextualized learning opportunities. Youth-focused strategies include the Raise DC initiative, the recently revamped year-round youth services grants under WIA, the Summer Youth Employment Program, and career and technical education (CTE) opportunities.
4. *Providing job seeker supports needed to ensure all District residents have the opportunity to succeed.*
This goal includes specific strategies to increase coordination of case management across AJC partner programs, explore subsidized employment programs, and address the needs of returning citizens.

It is worth highlighting several strategies that the WIC and DOES will pursue in PY 2012 that are intended to strengthen accountability and improve performance within the AJC system, to ensure that all jobseekers and business customers are receiving high-quality services that meet their skill needs. Specifically, the WIC and DOES will work together to:

- Develop performance benchmarks and certification standards for career centers in the AJC system. The WIC and DOES are currently analyzing performance data for each of the existing AJC sites in the city and will use the findings from this process as a baseline for evaluating the effectiveness of individual centers in meeting the needs of jobseekers and businesses. It is expected that these standards will be completed in 2013 and will lead to significant service improvements within AJCs while enabling the District to identify appropriate locations and service levels for centers throughout the city.
- Establish updated certification and performance standards for providers on the District's eligible training providers list (ETPL) for WIA adult and dislocated worker participants by early 2013. The WIC and DOES have instituted new policies and procedures to evaluate labor market information and current performance data to set meaningful requirements for training providers that receive Individual Training Account (ITA) funding. The WIC and DOES will continue to refine these policies and procedures to ensure that training providers are meeting the needs of the District's labor market and will explore the most effective ways to share eligible training provider performance data with jobseekers, employers, partner agencies, and the general public.

- In conjunction with other AJC partner programs, explore opportunities for improving and streamlining cross-program referral processes, with a longer-term goal of moving toward greater integration of case management. These discussions would likely be informed by the findings from the AJC benchmarking process.
- Invest in professional development for AJC front-line staff, including training on the use of data systems, services available under AJC partner programs, and common intake and referral procedures through the AJC network. The District will draw upon lessons learned from successful implementation of the One City • One Hire initiative to strengthen employer engagement through the AJC system.

Section B. Program Specific Outcomes and Accomplishments

1. FEDERAL PROGRAMS

WIA TITLE I-B PROGRAMS

Adult

The WIA adult program is designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to compete and succeed in business.

The majority of services are provided at AJCs. There are three levels of service:

- Core services - Includes outreach, job search and placement assistance, and labor market information available to all job seekers;
- Intensive services - Includes more comprehensive assessments, development of individual employment plans, and counseling and career planning; and
- Training services - Customers are linked to job opportunities in their communities, including both occupational training and training in basic skills. Participants select an appropriate training program from among qualified training providers. In PY 2011, Program Year 2011, there were 291 customers enrolled in Individual Training Account programs, with 137 program completers tracked through DCNetworks records.

The District met or exceeded all three of the negotiated levels of performance for WIA Adult measures in PY 2011, achieving an entered employment rate of nearly 60 percent, an employment retention rate of 77.6 percent, and an average earnings rate of \$13,013. The employment retention and earnings outcomes both exceeded negotiated levels of performance.

A total of 15,781 individuals received WIA adult services in PY 2011, with a per participant cost of \$82. Of this total, 1,056 adult participants received staff-assisted intensive and/or training services. The remaining participants engaged in self-assisted employment activities. A total of 17,093 participants were exited from the program.

The District notes that while overall performance targets were met for PY 2011, DOL has expressed concerns about relatively low entered employment rates in both the WIA adult and dislocated worker programs during the second and third quarters of the program year. The District has determined that these lower levels were due in part to internal delays in transitioning participants into training services. We have taken steps to improve processing time for training customers, enabling the District to meet training targets and resulting in improved performance measures between the third and fourth quarters of PY 2011. As noted above, the WIC and DOES will work together in PY 2012 to evaluate training policies and procedures to ensure that the District

is meeting or exceeding all performance measures and providing high quality training services for District job seekers.

Dislocated Workers

The intent of the WIA dislocated worker program is to help laid off workers return to the workforce as quickly as possible. The program also aims to support the retention of dislocated workers by improving their work readiness, education level, and occupational skills and by connecting them to jobs in demand. The District's AJC system delivers core services to hundreds of customers, while thousands more benefited from self-service offerings using DCNetworks.org.

In PY 2011, the District met or exceeded the negotiated performance standards for the dislocated worker program, achieving an entered employment rate of 67.2 percent, an employment retention rate of 85 percent, and average earnings of \$21,064. The employment retention and earnings outcomes exceeded negotiated levels.

A total of 526 individuals received WIA dislocated worker services in PY 2011, at a per-participant cost of \$3,445. A total of 426 participants were exited under this program during the program year.

Youth

The WIA youth program provides employment and education services to eligible low-income youths, ages 14 to 21, who need substantial help or preparation to become employed.

In PY 2011, the District's WIA youth program met or exceeded the negotiated performance levels for the WIA youth program, achieving a 60.3 percent rate for placement in employment or education, a 55.4 percent rate for attainment of a degree or certificate, and a 64.3 percent rate for literacy and numeracy gains.

A total of 523 youth participated in the program in PY 2011, with a per-participant cost of \$658. A total of 167 youth participants were exited from the program.

Because the District has historically struggled to exit youth participants with positive outcomes, the District has redesigned the WIA Youth awards process for both in-school and out-of-school youth for PY 2012. The new grants process will focus on incorporating nationally-recognized best practices in youth service delivery and a performance-based payment system that reward providers for achieving targeted outcomes. The District anticipates that the redesigned process will result in improved performance levels in PY 2012 and beyond.

OTHER FEDERALLY FUNDED PROGRAMS

Rapid Response

Rapid Response is a federal strategy for providing readjustment services to workers impacted by plant closures, mass layoffs, and natural disasters resulting in mass dislocation. The District's Rapid Response team conducts on-site presentations to affected employees regarding the job loss process and reentry in the workforce. The team works in collaboration with other workforce development entities to reduce the length of time that dislocated workers would normally draw unemployment insurance benefits.

Throughout PY 2011, the District delivered customized services to more than 1,000 individuals at 12 Rapid Response events. Six of the sessions were conducted with Base Realignment and Closure (BRAC)-impacted workers at Walter Reed Army Medical Center and the Joint Base Anacostia-Bolling installations.

A Rapid Response informational packet includes information on AJC locations and workshop schedules in the District, as well as a listing of career centers in suburban 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 DCNetworks registration form. The process of filing for unemployment insurance compensation is thoroughly presented, including a question and answer session. Representatives from local agencies are present to provide information on coping with a layoff, financial management, health care coverage, and tax credits.

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 DOES receives a WARN notice, DOES immediately contacts the employer to schedule an on-site visit to provide services to impacted workers.

The majority of the District's layoffs occur within the federal and District government. DOES routinely works with government human resource departments to conduct various layoff aversion activities. These include:

- Identifying vacant positions and reassigning impacted employees into these positions;
- Using furloughs to reduce budget gaps and to avoid employee separation; and
- Job sharing, which allows two employees to work on a part-time basis to perform the work of one full-time employee. The Agency will encourage employers to increase their use of this layoff aversion strategy in coming program years and will work with employers to track worker participation to determine how successful the strategy is in averting job losses.

Trade Adjustment Assistance

Trade Adjustment Assistance (TAA) is a federally funded 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.

To date, DOES has received a total of \$678,900 in TAA funding. The District currently has only one certified TAA petition, which is set to expire in November 2012. Of the eighteen workers covered by the original petition, four have applied for and received TAA services and benefits under this petition.

The District continues to make a good faith effort to reach affected workers employed by the District's single TAA petitioner – PricewaterhouseCoopers (PwC). The Agency periodically sends outreach documents, through certified and regular mail and by telephone, advising workers of our TAA services and benefits. In addition, the District conducted an outreach survey in March 2012. We sought to determine workers' current employment status, interest in TAA services, and reasons for not seeking the services. The survey results of 18 respondents are as follows:

- 17 of the employees are Virginia residents and one is a Maryland resident
- 9 of the employees never filed a UI claim
- 4 workers attended the TAA Benefits Rights Interview
- 10 workers are reemployed
- 2 workers remain in the employ of PwC
- 2 workers are enrolled in training - through the State of Rhode Island (residing in Korea and enrolled in online training) and in Maryland
- 1 worker has a retirement waiver
- 1 worker is now is disabled and unable to work or seek services
- 2 workers acknowledged receipt of the survey but were unresponsive
- 1 survey was returned as undeliverable and no contact information can be found
- The average salary of PwC TAA workers is \$216,500 per year

Senior Community Service Employment Program

The Senior Community Service Employment Program (SCSEP) is a community service and work-based training program, funded by DOL, which provides meaningful, part-time, paid work experience and training to low-income seniors, ages 55 and older, residing in the District. 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. Upon completion of training assignments, the Agency helps participants seek placement in part-time and full-time unsubsidized employment.

During PY 2011, the SCSEP operating budget totaled \$577,818 to fill 47 slots by matching seniors with host agency employers. The following accomplishments occurred during the program year:

- SCSEP served 71 participants who provided 48,387 hours of community service to District non-profit and government organizations.
- Twenty-one participants passed an intensive food handlers test and received a ServSafe® certification to handle food in the District, Maryland, and Virginia; received licenses from the District's Department of Health (DOH); and participated in a four-week job readiness and job search program.
- Thirty-six completed computer training and received certificates. Those individuals are continuing with the vendor with job placement.
- SCSEP increased participant enrollment and service delivery by 30 percent.
- Host agency participation increased by 10 percent.
- Four SCSEP participants are over the age of 69, with the eldest being 85 years of age. The seniors are stationed at different host agencies in the city and are actively seeking permanent positions.

Veterans' Services

In PY 2011, the DOES Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) Program provided comprehensive services to meet the employment and training needs of eligible veterans, including those with disabilities and combat-related injuries. Funded by the Jobs for Veterans State Grant, these programs helped 47 percent of veterans served by DOES career centers become employed during the program year, while 71 percent retained employment. The average annual earnings rate was \$12,349.

The District is committed to ensuring "priority of service" to veterans who enter any of its six AJCs. To this end, all DOES career center staff are trained to assist veterans seeking services, so these customers do not await an available DVOP or LVER representative.

Gold Card

One notable example of a successful priority of service initiative is the federal Gold Card program. In PY 2011, this program provided intensive and follow-up services to 63 unemployed post-9/11 era veterans in the District. Veterans can also visit <http://www.dol.gov/vets/goldcard/revisedgoldcard5.pdf> to find out more about Gold Cards.

An eligible veteran can present the Gold Card at his/her local AJC to receive enhanced intensive services, including up to six months of follow-up. Enhanced, in-person services may include:

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;

- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third-party service providers; and
- Monthly follow-up by an assigned case manager for up to six months.

Ancillary Services

The Veterans' Services program included the Transition Assistance Program (TAP) which in PY 2011 provided employability skills training and other benefits information to 12 participants due to their "transitioning service member" status. 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. During the last program year, the VR&E served approximately 25 veteran customers.

National Emergency Grant On-the-Job Training

Through a National Emergency Grant (NEG), funds were made available to DOES to partner with District and regional employers to offer an on-the-job training (OJT) program. The NEG OJT is intended to encourage hiring of long-term, unemployed dislocated workers and help offset the cost of training these new hires. The program addresses employer needs for skilled workers and supports 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 for the OJT initiative. By the close of the grant period (June 30, 2012) DOES had helped find placements for 41 OJT hires.

Base Realignment and Closure

Since April 2011, the DOES Base Realignment and Closure (BRAC) Career Transition Center has operated at its new location, the American Job Center—Northeast at 5171 South Dakota Avenue, NE on the Bertie Backus campus of the Community College of the District of Columbia. Staff members have been vigorous in their outreach to BRAC-impacted employees seeking education and career counseling. Hundreds of customers sought one or more services through e-mail, telephone, walk-in, or by an appointment with BRAC Career Center staff.

The District also continued its three-year collaboration with the state of Maryland under a \$2.6 million NEG grant from the DOL. 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 partly to a \$7.6 million DOL grant awarded to Maryland in March 2011.

The District, as a project operator and partner under the Regional Training Agreement, works closely with Maryland and the DOL Regional Office to execute the District's project plan. In meeting its performance goal to serve 900 BRAC participants with grant funds, the BRAC Career Transition Center has successfully provided one or more services since November 2011 to 667 BRAC-impacted employees of the Walter Reed Army Medical and Joint Based Anacostia Bolling. In addition, 269 participants received intensive services. As of July 2012, more than 100 impacted employees submitted WIA applications. Center personnel enrolled employees in training in various college, universities and proprietary schools for short term, high-demand, low-cost occupational training. As of June 2012, many have completed training with a certificate of completion or the award of two- and four-year college degrees in broad fields of study including paralegal, phlebotomy, information technology, nursing, health care, project management, among others.

The added knowledge and education has also had positive impacts on the lives of these dislocated workers. They are equipped with new skills, abilities, and tool of their trades. BRAC support has helped motivate these workers to move forward in pursuing new careers or competing for new positions in their existing work places. Forty-one (41) workers have entered employment as a direct result of career counseling, job search assistance, or education services received.

One-Stop Rebranding

The District has rebranded its DC Works! One-Stop Career Centers as American Job Centers in accordance with the U.S. Department of Labor's (DOL) commitment to create a unified, streamlined workforce development system of all states and local jurisdictions across the country that will help employers and job seekers identify in-person and virtual employment resources as part of a single network.

As more employers add jobs to the economy, more and more unemployed or underemployed Americans who may need to enhance or upgrade their skills to meet the demands of the new economy are returning to work. Many rely on the services of their local Career Centers to help them better prepare for a smooth return and transition back into the workforce, particularly those who have been out of work for an extended period of time.

Because different states and jurisdictions use various names to identify their One-Stop Career Centers, employers and job seekers may not be aware that a One-Stop Career Center in one state or locality can offer them the same services as a One-Stop in a different state or locality, but under a different name. The AJC network of services under a unified brand will increase job seeker and employer awareness of workforce development resources available across the country and facilitate better connections between employers and job seekers who are familiar with American Job Centers and their services.

2. LOCAL PROGRAMS

Office of Apprenticeship Information and Training

During PY 2011, 1,384 new apprentices were accepted by union and non-union apprenticeship sponsors, including 523 or 38 percent, who were city residents.

The DOES Office of Apprenticeship Information and Training (apprenticeship office) coordinated more than 40 apprenticeship recruitment events with current and new apprenticeship sponsors, which created employment and career opportunities for District residents. The DC Apprenticeship Council approved 35 new apprenticeship programs. Thirty-three of the new programs were in the construction trade areas and were based on the District's mandatory apprenticeship law: DC Law 2-156 for construction and renovation work. In addition, the Apprenticeship Office monitored construction activities at District government-assisted projects and enforced the apprenticeship law, resulting in a number of new apprenticeships being registered and an increase in the number of District residents employed as apprentices.

Other apprenticeship programs approved during the program year included automotive service and electronics facilities. In addition, the Metropolitan Washington Airports Authority established an apprenticeship program for its engineer and maintenance divisions as well as First Vehicle Services, which contracts with the city to service police vehicles.

To ensure compliance with local requirements and employment opportunities for residents on all District government-assisted projects, the Apprenticeship Office staff made 129 site visits to construction projects during the program year. Findings from monitoring these projects included that between 64 and 88 percent of the District

residents employed were apprentices. The percentages of District residents employed and hours worked on these projects continues to exceed the city's apprenticeship law, which requires that a minimum of 35 percent apprenticeship hours must be performed by District residents. Three contractors were found non-compliant with the requirements of the law and were subject to monetary fines totaling approximately \$10,000. We were pleased to find the number of non-compliant businesses decreased during this program year.

Increased hiring of District residents as apprentices at city-funded projects was also based on successful collaborations with other District government agencies, such as the Department of General Services, Department of Real Estate Services, the DC Public Libraries, and the Office of the Deputy Mayor for Planning and Economic Development that worked to ensure compliance with the city's mandatory apprenticeship law.

The Apprenticeship Office took on additional responsibilities in monitoring construction and renovation projects subject to Davis-Bacon federal laws. As a result, staff reviewed prime contractors' and subcontractors' certified payroll records to find more than \$141,157 paid to construction workers, including apprentices, in restitution payments. Apprenticeship staff also discovered that several contractors failed to pay workers the required prevailing hourly wage rates, including benefits. The total monetary restitution paid to workers since 2008 is more than \$2 million.

One City•One Hire

One City•One Hire (OCOH) is an employer-driven hiring initiative aimed at putting District residents back to work. OCOH was launched in September 2011 as a catalyst to jump-start Mayor Gray's pledge to put all unemployed District residents—in every ward of the city—back to work. While this initiative is not limited to District employers, if every business in the District of Columbia and Washington metropolitan area with a job opening hired just ONE unemployed District resident, the boost to the District and regional economy would be felt almost immediately.

OCOH was a significant contributor to the District's improved employment picture. Approximately 5,000 people have been hired as a result of OCOH job placement activities. Those individuals were among more than 6,000 job seekers served by the program. And of those, nearly 2,200 people attended OCOH "Path2Work" recruitment events. DOES is also proud to partner with over 700 employers who participated in OCOH employment activities. Other notable achievements of the program include:

- A feature in Bloomberg Businessweek
- Was nominated for the Harvard University Bright Ideas on Innovative Government Programs 2012 Award
- Registered 765 Employment Partners & 3994 employed job seekers as of 8/29/2012

Combating Unemployment

In July 2011, the unemployment rate for the District of Columbia stood at 10.8 percent, compared to the national unemployment rate of 9.1 percent and the Washington Metropolitan Division unemployment rate of 6.2 percent. However, some wards in the District have unemployment levels that are more than twice the regional and national averages. The OCOH hiring initiative is a major vehicle to address the urgent need to put people back to work during these difficult economic times.

A Value Added Investment

The expense to businesses to hire new employees can be a costly investment in both time and money. DOES can help employers defray some of these costs by facilitating training, recruitment, and screening processes for potential hires to prepare and identify qualified candidates. DOES is also partnering with local corporations to offer job coaching and mentoring services at no charge to hiring employers. By taking advantage of these programs, services, and incentives, employers can reap the rewards of an adequately trained workforce that meets their needs.

A new strategy for improved customer service delivery in preparing job seekers and assisting employers with their employment needs is underway city-wide at every American Job Center. Additional DOES programs, services, and tax-based employer incentives include the following:

Locally Funded OJT Program

The District's locally-funded OJT program is designed to provide unemployed city residents with on-the-job training opportunities. This program, which is expected to serve up to 400 city residents, became effective on April 1, 2012. It represents one tool, among others, to fight the city's high unemployment rate by enabling employers to create training and job opportunities. The initiative is designed to encourage employers to hire new workers while subsidizing the cost of retraining workers in new skills that are needed in today's work place.

OJT is used to train employees under the supervision of more experienced employees, preferably in high-demand occupations. Employers enter into agreements to hire and train new employees and receive a temporary subsidy of 90 percent for approved training hours. The training period can be up to six months; the retention period is six months. The minimum hourly rate is \$8.75 (the District's current minimum wage), the maximum is limited to \$34 an hour and to \$8,000 per employee up to six months.

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 2012, which commenced on June 27, 2011, occurred in PY 2010.

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

Microsoft Digital Alliance

The District formed a strategic alliance with Microsoft in January 2012 to increase technology access and computer-skills training for District residents. During the program year, the District's program has trained and certified approximately 150 residents. Digital Alliance also bolsters professional development for teachers and broadens access to science, technology, engineering, and math opportunities for students. Microsoft also will provide significant partner support and engagement as well as \$100,000 in business-development resources to 10 local Certified Business Enterprises.

The District initiated the Digital Alliance initiative throughout the American Job Center system, which offers in-house training to customers interested in learning basic Microsoft Office computer schools. Classes are run for 3 consecutive weeks with students receiving a certificate of completion once they have completed all of the program modules.

District-based companies received access to Microsoft product groups, technical training, sales-pipeline support, marketing strategy, and material development services. As part of the Digital Alliance, DOES provided training on basic technology tools to help participating residents develop digital skills required for many entry-level jobs. The Agency will identify candidates with gaps in digital literacy and work to close those gaps by exposing residents to digital basics through Microsoft's Digital Literacy Curriculum.

Adult Learning

Adults in the District are furthering their education and earning high school diplomas through a DOES partnership with the Office of the State Superintendent of Education (OSSE) Adult and Family Education Program. Under an MOU that was in effect until May 2012, the initiative allowed adult learners to take classes hosted by the Booker T. Washington Public Charter School and earn diplomas through the National External Diploma Program. Adults over age 22 and testing above a 9th grade reading and math level can participate in the program.

More than 468 students completed the program, during which they had the opportunity to participate in graduation activities, allowing them to wear their caps and gowns and invite family and friends to participate and witness their accomplishments.

Project Empowerment

Project Empowerment is a local program that helps chronically unemployed and underemployed District residents with significant barriers to employment. The program provides critical work experience through subsidized employment, leading to future unsubsidized positions. Participants are characterized by low levels of education and literacy and inadequate occupational skills. The program serves District residents only.

Currently, Project Empowerment has 718 participants. Of those, 613 have enrolled in and completed job readiness training, with approximately 89 percent placed into subsidized or unsubsidized employment.

Beginning in FY 2012, customers were primarily referred to Project Empowerment by American Job Centers. Most participants have poor work histories and lack the capacity to overcome the significant barriers to employment. Moreover, the majority of Project Empowerment participants are "returning citizens" who have experienced incarceration, and many others are homeless - another significant obstacle to employment.

Project Empowerment partners with the District's Court Services and Offender Supervision Agency (CSOSA) to provide case management, training, work experience, and job placement to residents under their jurisdiction. In an effort to strengthen customer skills and employment marketability, we provide structured basic computer

training courses for all customers. Project Empowerment sponsored a special cohort in October 2011 and March 2012 for the transgender community and graduated 35 participants. This effort proved to be extremely successful and linked participants to valuable employment, training, and education opportunities.

This fiscal year, Project Empowerment launched a new Business Development initiative to provide entrepreneurial and economic development services to residents. These services are needed to provide participants with training in the area of entrepreneurial and economic development. Under the initiative, the D.C. Department of Transportation/DOES Pre-Apprenticeship Highway Construction Program graduated 34 participants, and each received a nationally recognized credential (OSHA 30, Flagger certifications, Cardiopulmonary resuscitation (CPR) /First Aid, blue print reading, basic Spanish, construction math, and workplace safety).

Project Empowerment also has a partnership with Capital Area Asset Builders (CAAB) to provide monetary resources and small business training to customers interested in entrepreneurship. Customers participate in CAAB's Jobs and Entrepreneurship Stimulus Account Program, which matches participant's savings 8 to 1 for future business and educational goal and expenses. Through a partnership with StreetWise Partners, Project Empowerment customers are offered a year-long professional mentoring relationship with local business leaders and managers. Participants work with two mentors and attend ongoing professional development seminars and career building workshops.

Section C. Additional Information and Assurances

The program year was a busy one for DOES outreach team members. The District conducted more than 40 One City • One Hire registrations, to ensure that District residents receive priority consideration for jobs with OCOH participating employers. We sponsored or participated in nine, major recruitment events in conjunction with other community organizations, including the annual Eleanor Holmes Norton Job Fair, which drew 4,100 District residents, and the annual DC Government Veterans Job Fair which was attended by more than 200 veterans. Our DOES Mobile Unit took employment services directly to neighborhoods throughout the city, including the Office of Disability Rights' annual fair, and the Office on Latino Affairs' Information Fair, as well as a number of festivals and/or employment fairs conducted by city leaders. DOES also conducted a number of special workshops for workers and initiated the "Cracking the Code" workshop to help job seekers master the federal job application process.

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 area: The 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: The 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.

Assurance Regarding Uniform Reporting of Required Elements

The District of Columbia assures that all required elements reported in ETA Form 9091 and elsewhere in the PY 2011 annual report are reported uniformly so that a state-by-state comparison can be made.

Attachment A - WIA Annual Report (ETA Form 9091)

OMB Approval No.: 1205-0420

Expires: 02/28/2009

State Name: DC

Date Submitted: 09/26/12

WIA Title IB Annual Report Form (ETA 9091) Program Year 2011 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%	59.9%	633
			1056
Employment Retention Rate	75.0%	77.6%	550
			709
Average Earnings	\$11,750.00	\$13,013.1	\$7,157,222
			550

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	52.9%	157	47.0%	31	26.3%	5	36.2%	38
		297		66		19		105
Employment Retention Rate	75.2%	106	71.4%	25	71.4%	5	87.8%	36
		141		35		7		41
Average Earnings	\$10,863.5	\$1,151,530	\$12,349.3	\$308,732	\$19,385.2	\$96,926	\$11,261.4	\$405,409
		106		25		5		36

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	57.4%	263	61.9%	370
		458		598
Employment Retention Rate	81.0%	281	74.3%	269
		347		362
Average Earnings	\$13,384.5	\$3,761,046	\$12,625.2	\$3,396,176
		281		269

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.0 %	67.2 %	238
			354
Employment Retention Rate	84.0 %	85.0 %	243
			286
Average Earnings	\$15,000.00	\$21,064.3	\$5,118,623
			243

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	37.5 %	6	75.0 %	3	54.5 %	30	100.0 %	4
		16		4		55		4
Employment Retention Rate	100.0 %	18	83.3 %	5	88.6 %	31	100.0 %	3
		18		6		35		3
Average Earnings	30,170.2	\$543,064	29,573.2	\$147,866	\$17,178.3	\$532,526	\$21,212.0	\$63,636
		18		5		31		3

Table G- Other Outcome Information for the Dislocated Workers Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	68.0 %	87	66.8 %	151
		128		226
Employment Retention Rate	90.0 %	126	80.1 %	117
		140		146
Average Earnings	\$25,072.0	\$3,159,070	\$16,748.3	\$1,959,553
		126		117

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	62.0%	60.3%	88
			146
Attainment of Degree or Certificate	56.0%	55.4%	82
			148
Literacy or Numeracy Gains	51.0%	64.3%	36
			56

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	78.3%	520 664	\$3,458.9	\$2,296,735 664	3.0%	19 633	\$4,420.5	\$2,784,940 630	1.5%	4 263
Dislocated Workers	83.2%	227 273	96.4%	\$5,164,495 \$5,359,685	0.4%	1 238	\$6,040.0	\$1,437,531 238	1.1%	1 87

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	16,163	17,420
Total Adult self-service only	14,299	15,899
WIA Adult	15,781	17,093
WIA Dislocated Worker	526	426
Total Youth (14-21)	523	167
Younger Youth (14-18)	296	120
Older Youth (19-21)	227	47
Out-of-School Youth	311	76
In-School Youth	212	91

Table N Cost of Program Activities

Program Activity			Total Federal Spending
Local Adults			\$1,293,879.00
Local Dislocated Workers			\$1,812,172.00
Local Youth			\$343,940.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)			\$123,998.00
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)			\$119,258.00
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description		
Total of All Federal Funding Listed Above			\$3,693,274.00

Table O - Local Performance

Local Area Name District of Columbia	Total Participants Served	Adults	15,781	
		Dislocated Workers	526	
		Older Youth (19-21)	227	
		Younger Youth (14 - 18)	296	
ETA Assigned # 11005	Total Exiters	Adults	17,093	
		Dislocated Workers	426	
		Older Youth (19-21)	47	
		Younger Youth (14 - 18)	120	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rates	Adults	72.0%	59.9%	
	Dislocated Workers	80.0%	67.2%	
Retention Rates	Adults	75.0%	77.6%	
	Dislocated Workers	84.0%	85.0%	
Average Earnings	Adults	\$11,750.00	\$13,013.1	
	Dislocated Workers	\$15,000.00	\$21,064.3	
Placement in Employment or Education	Youth (14-21)	62.0%	60.3%	
Attainment of Degree or Certificate	Youth (14-21)	56.0%	55.4%	
Literacy or Numeracy Gains	Youth (14-21)	51.0%	64.3%	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))		NA		
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	4	5



THE DISTRICT OF COLUMBIA

"One City, One Government, One Voice"

VINCENT C. GRAY, MAYOR

DEPARTMENT OF EMPLOYMENT SERVICES

LISA MARÍA MALLORY, DIRECTOR

DC WORKFORCE INVESTMENT COUNCIL

MICHAEL N. HARRELD, CHAIR

