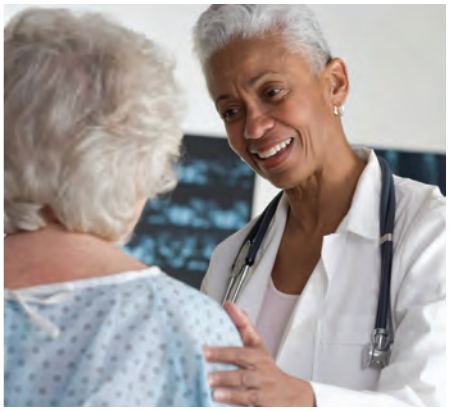
District of Columbia
State Integrated Workforce Plan



For Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Programs

Program Years 2012-2016

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

MIKE HARRELD, CHAIR

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SECTION I: STATE WORKFORCE STRATEGIC PLAN

A. STATE VISION

When District of Columbia Mayor Vincent C. Gray took office in January 2011, he made it clear that job creation and economic development would be a top priority for his administration. And he has delivered on this commitment. In his first year, Mayor Gray has helped to advance private sector- funded development of more than $2 billion, resulting in the creation of more than 3,350 temporary construction jobs and almost 6,000 permanent jobs. An additional $11 billion in projects, creating as many as 56,000 construction jobs and 50,000 permanent jobs, are in the pipeline for 2012-2014. A total of 17,100 private-sector jobs were created in the District in 2011; and despite continued sluggishness in the overall economy, the District remains a destination of choice for dynamic and innovative businesses across a range of sectors.

The District is building on these early successes. In June 2012, Mayor Gray announced the launch of a new economic development strategy designed to help the District identify projects and investments that will support job creation and growth in seven key industry sectors: Federal Government (including federal contracting), Higher Education and Health Care, Hospitality, Professional Services, Real Estate and Construction, Retail, and Technology. The strategy will result in the development of an economic impact model that can be used evaluate the returns on investment for the District for various economic development projects, as well as a set of specific actions that the District can take to catalyze job growth in the targeted sectors.

The District's workforce investment system must be prepared to respond to these new opportunities, ensuring that District businesses have the skilled workforce they need to compete in today's economy, while also making sure that District residents have access to the training and work supports they need to take advantage of emerging jobs and career pathways. And, it must implement these strategies and reforms in a labor market that presents unique challenges:

- More than half of all DC residents have at least a bachelor's degree or above, helping to make the Washington metropolitan area the most highly-educated region in the country – and one of the wealthiest in terms of per capita income. At the same time, more than 232,000 residents – 40 percent of the total population – are on some form of public assistance (including Temporary Assistance for Needy Families (TANF) assistance, Supplemental Nutrition Assistance Program (SNAP) benefits, and Medicaid).

- As of March 2012, there were more than 735,500 jobs in the District, while the resident labor force totaled only 347,800 – reflecting the influx of hundreds of thousands of workers from neighboring jurisdictions on a daily basis. While this underscores the attractiveness of the District as a place to do business, it also speaks to the high levels of competition District residents – especially lower-skilled residents – face in seeking meaningful employment close to home.

- While there will be significant job growth over the next five years in certain key sectors, these sectors do not always offer easy entry points for lower-skilled individuals. For example, it is expected that fewer than 10 percent of annual job openings in science, technology, engineering, and math (STEM) fields between 2011 and 2015 will be available to individuals with an associate's degree or below.

Fortunately, the District is well-positioned to meet these challenges. This state integrated workforce plan describes how the DC Workforce Investment Council (WIC) and Department of Employment Services (DOES) are working together with the District's business community to identify occupations and industries with meaningful entry-level opportunities for unemployed and underemployed residents, while also working to establish career ladders which provide the education, training, and work experience necessary for individuals to advance their careers over time. The plan identifies a number of key strategies that have been implemented, or will soon be implemented, through DOES and the WIC to

meet the skill needs of job seekers and businesses alike.

The state integrated plan also recognizes that, while DOES and the WIC have primary responsibility for administering job training and employment services programs under the Workforce Investment Act, these programs and services are only a part of the overall workforce delivery system. To create a true system in the District, we must ensure the coordination and collaboration between the full range of American Job Center (formerly DC Works! One-Stop Career Centers) partner programs and other stakeholders in support of the Mayor's overall vision for investing in the skills of the District workforce. The plan describes some of the key partnerships and joint initiatives that have been formed, or will be formed, to support this vision, and the outcomes that those partnerships seek to achieve over the next five years.

Mayor Gray has initiated critical reforms at District agencies with responsibility for workforce development and related programming. The Mayor has appointed new leadership at DOES and charged that agency with instituting new policies and procedures to ensure high-quality services through programs supported under Title I of the Workforce Investment Act, the Wagner-Peyser Act, and the District's Unemployment Insurance system. DOES has also taken the lead role in managing critical new initiatives such as "One City • One Hire" that connects unemployed residents with employment opportunities. The Mayor has instituted workforce reforms through the Department of Human Services, driving efforts to rethink the delivery of employment and work readiness services through the Temporary Assistance for Needy Families (TANF) program, and he has spearheaded efforts to make the University of the District of Columbia Community College (UDC-CC) an independent institution.

Finally, the Mayor has taken steps to reinvigorate the WIC, the private sector-led board that serves as both the state and local Workforce Investment Board for the District of Columbia. In 2011, the Mayor appointed a new chair and vice chair to lead the WIC and appointed a new Executive Director for the WIC, who serves under 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 American Job Center delivery system and federally-supported workforce programs, while also ensuring that such programs and investments are more closely aligned with the city's economic development initiatives. As discussed below, the WIC has launched efforts to better connect workforce development activities with the skill needs of key industries, while also guiding efforts to improve oversight and quality control in both the administration of the District's American Job Centers) and in assessing and monitoring the performance of training providers in the District to ensure that participants are receiving high quality training and related services that result in jobs and career success.

The state five-year integrated workforce plan required under the Workforce Investment Act represents a unique opportunity for the District to build on these critical reforms and chart a course for the District's workforce investment system that will lead to improved results for the city's job seekers, businesses, and communities over the next five years.

Strategic Planning Process

In order to ensure that all stakeholders connected with the District's workforce investment system have a meaningful and continued voice in the development of the District's workforce strategy, and to ensure that key partnership opportunities were identified, the Mayor established a 21-member "Strategic Planning Advisory Group" (Advisory Group) as an ad hoc committee of the WIC.

Comprised of representatives of key District agencies and other organizations representing District businesses and residents – a majority of whom also serve as WIC members – the Advisory Group met three times in May and June of 2012 to review current and future labor market opportunities in the District, identify skills gaps and other barriers to success for both job seekers and businesses, and provide recommendations for consideration and approval by the WIC and the Mayor before being incorporated in the State Plan.

Over the course of the planning process, the Advisory Group reached agreement and provided recommendations to the Mayor and the WIC on:

- A vision statement expressing the outcomes that the District's workforce investment system will seek to achieve during the five-year period covered by the State Plan, and beyond;
- A mission statement that defines the role of the workforce system in achieving that vision;
- Four key goals that will serve as benchmarks for assessing whether the District is making progress toward the vision; and
- A set of current and planned workforce development strategies that will allow the District to meet its workforce goals.

The vision, mission, goals, and strategies identified by the Advisory Group are discussed in greater detail in Section C – State Strategies.

In addition to the work of the Advisory Group, on June 19, 2012, Mayor Gray convened a conference on "Creating a Conceptual and Practical Framework for Workforce Development in the District." The conference brought together more than 100 stakeholders from across the city to learn about promising local and national workforce practices and offer recommendations for the State Plan through a series of facilitated roundtable discussions on the following topics:

- Promoting Career Readiness Through the K-12 System
- Innovative Approaches to Reconnecting Out-of-School and Disconnected Youth with Jobs and Education
- Increasing Access to Post-Secondary Education: Partnerships Between Community Colleges & Community-Based Organizations
- Packaging Resources & Strategies to Better Support Job Seekers
- Promoting Retention: Innovative Approaches to Providing Post-Placement Support Services and Case Management

A short summary of the conference proceedings and participant recommendations is included in the State Plan as Attachment A.

Workforce System Vision Statement and Mission Statement

Vision Statement

One of the most important components of the District's planning process was establishing an overall vision statement for the workforce system, providing a framework by which the District can identify key workforce investment goals and strategies and measure our progress in achieving those goals. Based on the recommendations of the Advisory Group and the WIC, Mayor Gray has adopted the following vision statement for the District of Columbia's workforce system:

> *"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 vision reflects a range of considerations and factors that were identified by the Advisory Group and the WIC during the planning process. These recommendations included:

- The vision statement must recognize the "dual customer" function of the District's workforce system, with a focus on addressing the unique needs of both job seekers and businesses;
- The vision statement must focus specifically on the needs of District residents and employers, while at the same time recognizing that the District is an integral part of a diverse and dynamic regional labor market and that residents should be competitive for employment opportunities within this broader landscape;
- The vision statement must reflect the critical role that the workforce system can play in helping job seekers tap into their unique talents and potential; and
- The vision statement must be consistent with, and supportive of, the Mayor's policy priorities, with respect to workforce and economic development, and should also be a sustainable and enduring vision that can guide transformation of the system even beyond the five-year planning period covered by the State Plan.

Mayor Gray has authorized the WIC, DOES, and other key stakeholders to implement the bold reforms and innovative strategies necessary to achieve this vision.

Mission Statement

While this vision statement is intended to describe the outcome the workforce system will seek to achieve over the next five years and beyond, Advisory Group and WIC members also expressed the importance of developing a mission statement to clarify and describe the specific role the workforce system will play in achieving the overall vision.

Based on recommendations provided by the Advisory Group and the WIC, Mayor Gray has adopted the following mission statement for the District of Columbia's workforce system:

> *"We will build and sustain an integrated workforce investment system of skilled staff and partners delivering high-quality services that help District residents gain the skills to meet business needs and connect to career pathways."*

The mission statement is designed to reflect a number of considerations and factors identified by Advisory Group and WIC members, including:

- The mission statement should recognize that while the workforce system serves the needs of both job seekers and businesses, the primary way the system addresses those needs is through targeted workforce and supportive services to individuals;
- The mission statement should recognize that individuals enter the workforce system with varying levels of needs and skills and that the role of the workforce system should be to connect participants to training and supportive services that address their requirements while also creating pathways to future success; and
- The mission statement should reflect ongoing and planned transformational efforts being undertaken by key District agencies to improve service coordination and quality within the workforce system, including through enhanced professional development opportunities for American Job Center partner program staff and the development of updated policies and procedures for service delivery.

Mayor Gray has charged the WIC, DOES, and other key stakeholders with ensuring that all necessary steps are being taken to support this mission.

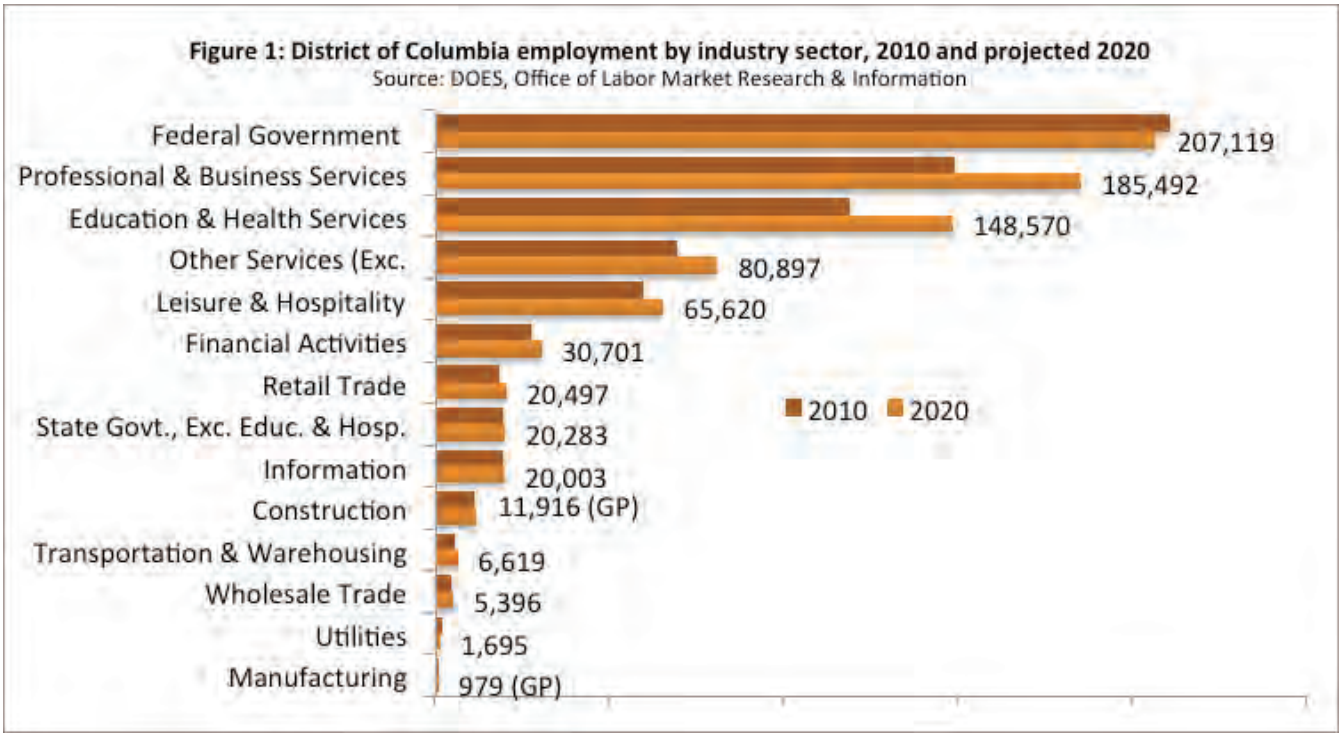
B. ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

Assessment of the current situation and projected trends of the state's economy, industries, and occupations, including major economic regions and industrial and occupational sectors.

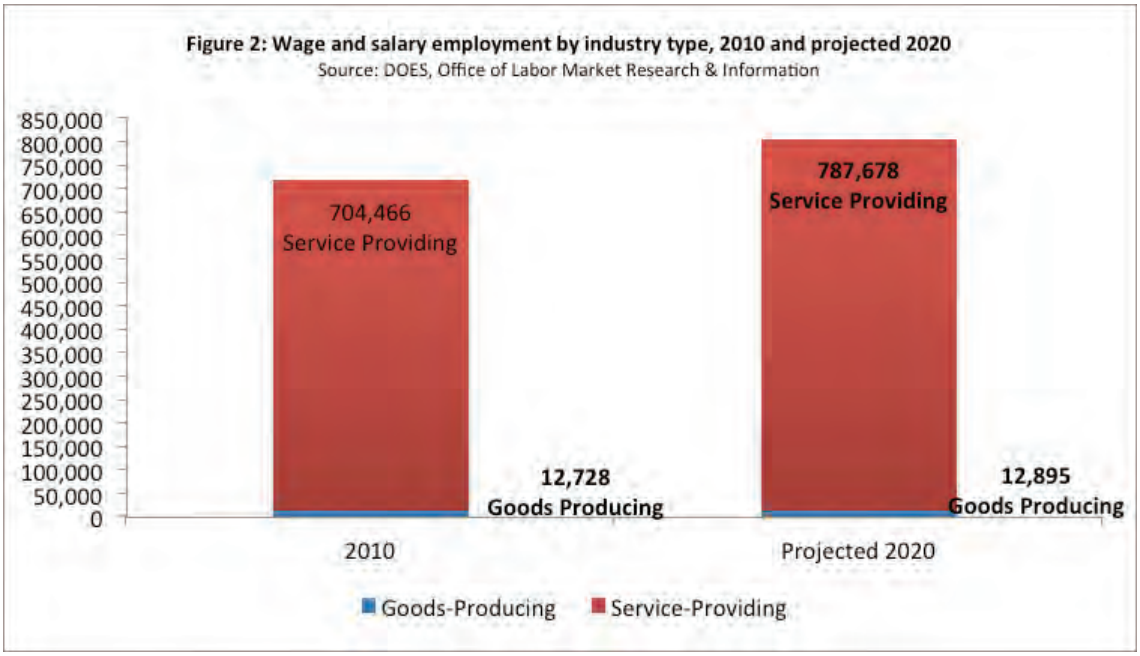
The District of Columbia's economy is predominantly service-oriented, with approximately 98 percent of all DC jobs in service-providing industries and only two percent in goods-producing industries. The five largest industry sectors – federal government, professional and businesses services, education and health services, other services (excluding public administration), and leisure and hospitality – accounted for more than 77 percent of total employment in 2010 and are expected to account for nearly 79 percent of all jobs in 2020. (See Fig. 1)

For the broader Metropolitan Statistical Area (MSA), which covers the District and parts of Maryland, Virginia, and West Virginia, the overall orientation toward the service economy is similar, although there are some key differences. The top five industries – professional and business services, education and health services, federal government, trade, transportation, and utilities, and leisure and hospitality - largely track with the top industries in the District (with the exception of "trade, transportation and utilities" replacing "other services"), but they account for only 66 percent of the labor market overall, declining to 65.9 percent of all jobs in 2010. The greater diversity in the regional labor market – and the higher percentage of jobs in the trade, transportation, and utilities sector, suggest that lower-skilled District

residents may benefit from considering employment opportunities outside of the city limits. The WIC and DOES intend to explore closer relationships with local workforce systems in neighboring jurisdictions to identify partnership opportunities that can enhance the success of DC residents in the regional economy.

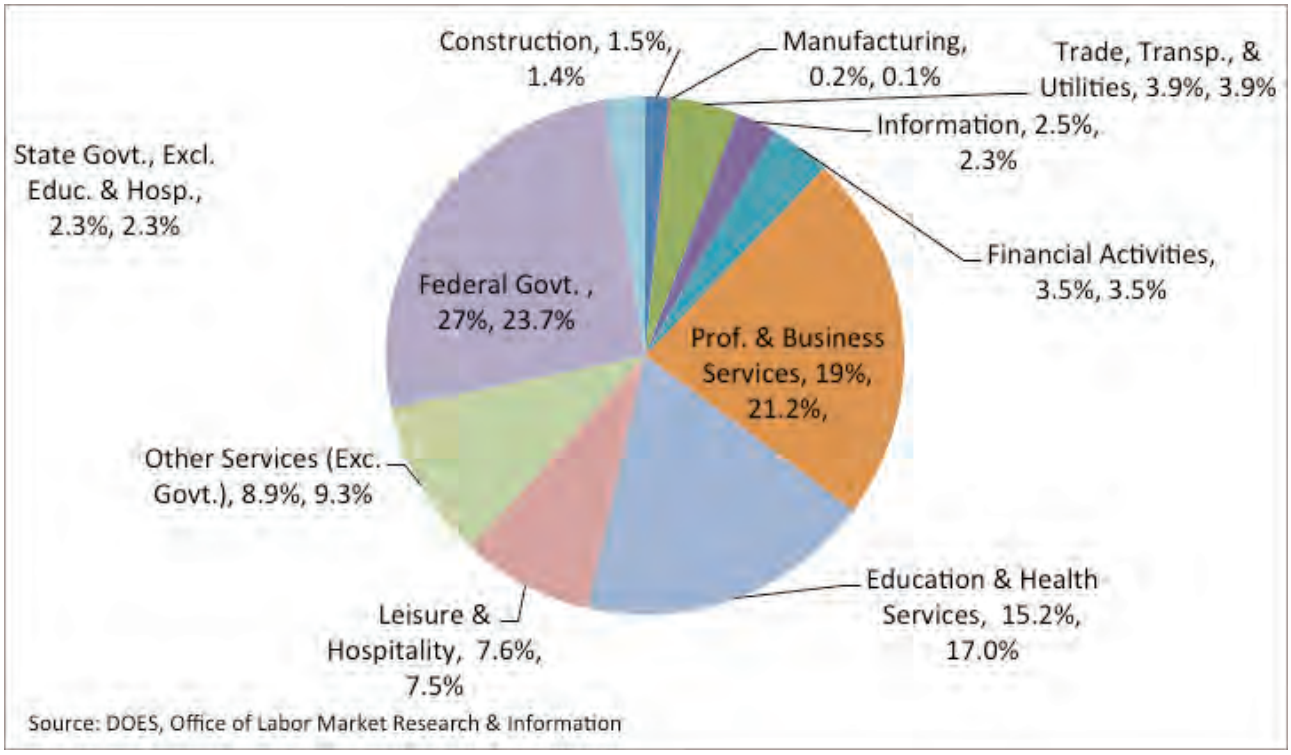


Overall employment between 2010 and 2020 for all wage and salary workers is projected to increase by 11 percent – from 785,351 jobs to 874,211 jobs. Virtually all growth is expected to occur within service-producing industries, with employment in those sectors increasing from 704,466 jobs in 2010 to a projected 787,678 in 2020. Employment in goods-producing sectors is projected to remain relatively flat between 2010 and 2020. (See Fig. 2)

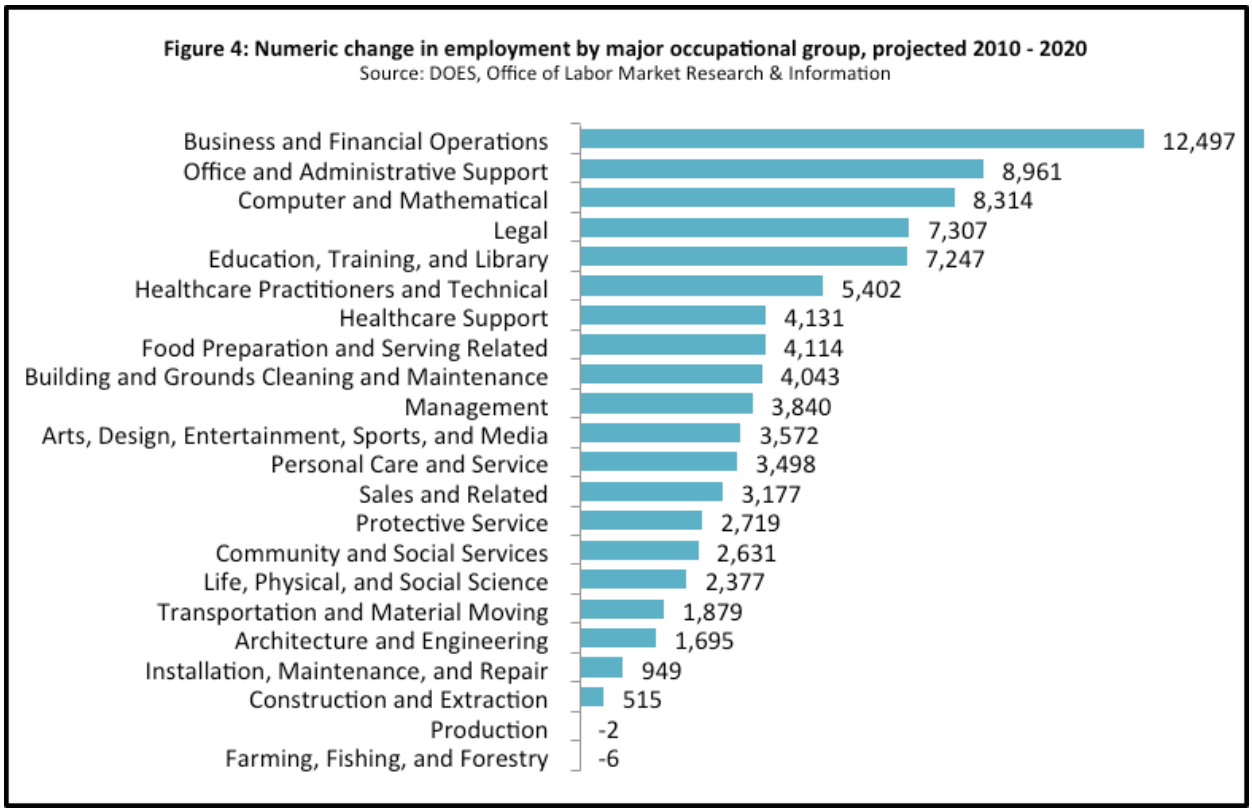


The majority of all employment growth in the District between 2010 and 2020 is expected to come from two sectors: professional and business services, which will add approximately 36,587 jobs over that timeframe, and education and health services, which will add 29,409 jobs. Federal government employment is expected to decline slightly between 2010 and 2020, but it will remain the single largest industry sector in the District. (See Fig. 3)
For the broader Washington MSA, the two largest sectors in terms of numeric growth between 2010 and 2020 will be professional and business services, which will add 117,639 jobs, and the construction, natural resources, and mining sector, which will add an estimated 46,828 jobs during that period. Education and health services (35, 102 jobs), other services (33,594 jobs) and leisure and hospitality (26,978) will also see relatively strong numeric growth between 2010 and 2020.

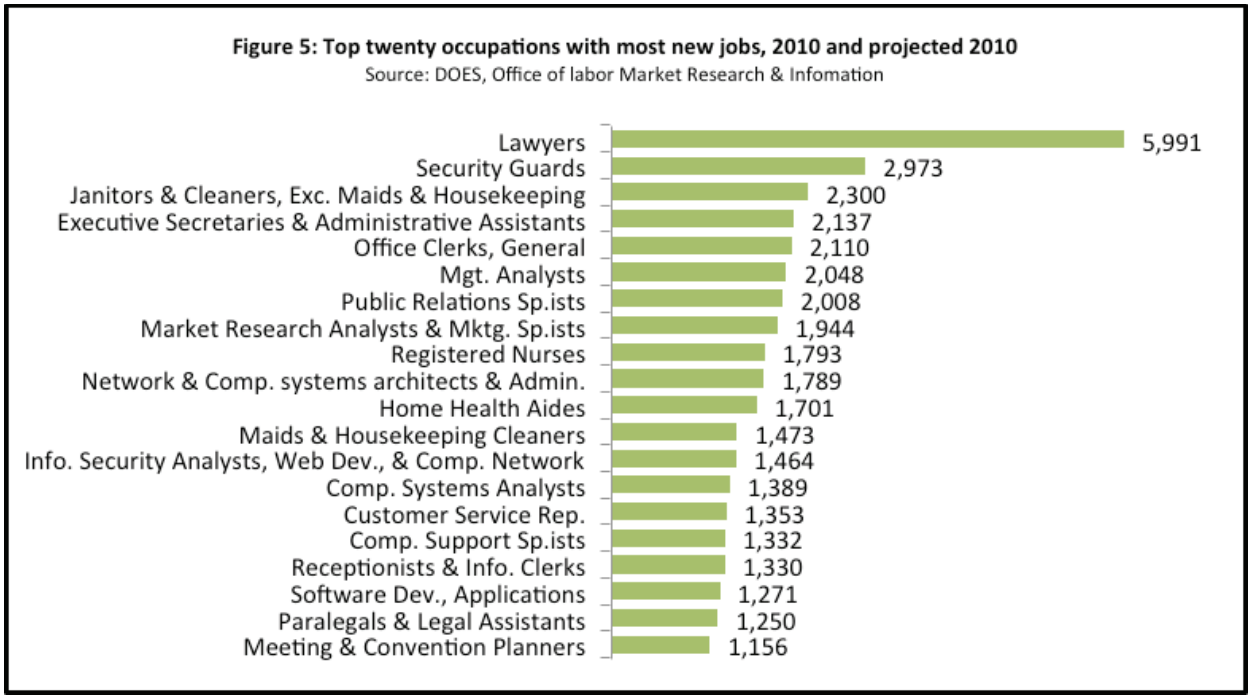
Figure 3: Percent distribution of employment by industry sector, 2010 & 2020



Goods-producing sectors will account for less than one percent of all jobs in the District by 2020. The importance of service-providing industries in the District is also reflected in projections of occupations likely to see the greatest growth between 2010 and 2020. As demonstrated in Fig. 4 , about half of all employment growth during that time period (44,326 jobs) will fall into one of five major occupational categories: business and financial operations; office and administrative support; computer and mathematical; legal; and education, training, and library services.



Of the top 20 occupations with the highest growth in new jobs between 2010 and 2020 in the District, all will be in service-providing sectors. (See Fig. 5)

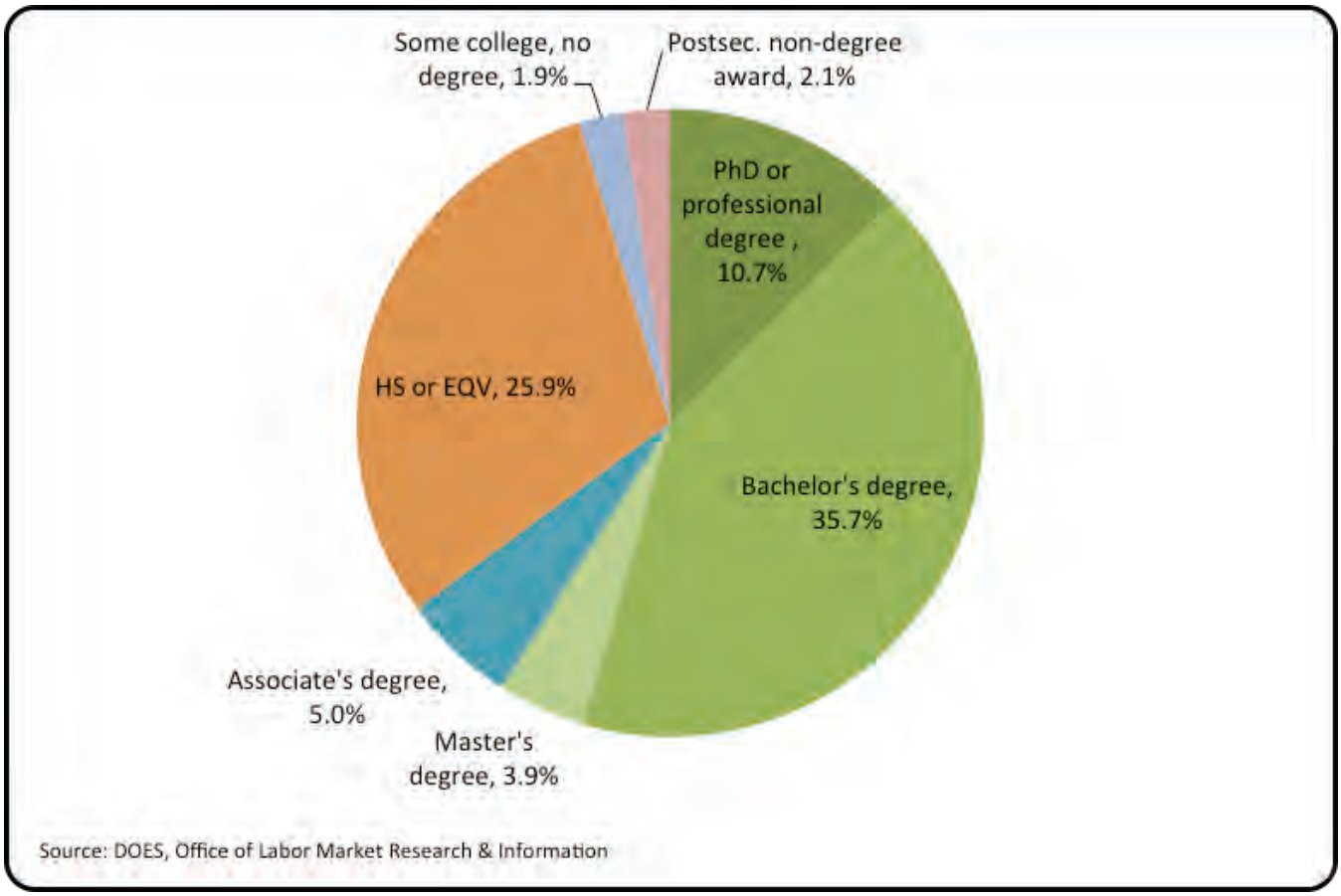


Assessment of the workforce skills and knowledge individuals need to find current and future employment in the District, particularly those skills and knowledge identified by employers as necessary for economic growth in the District.

The composition of the District's labor market creates unique opportunities – and unique challenges – for the workforce system.

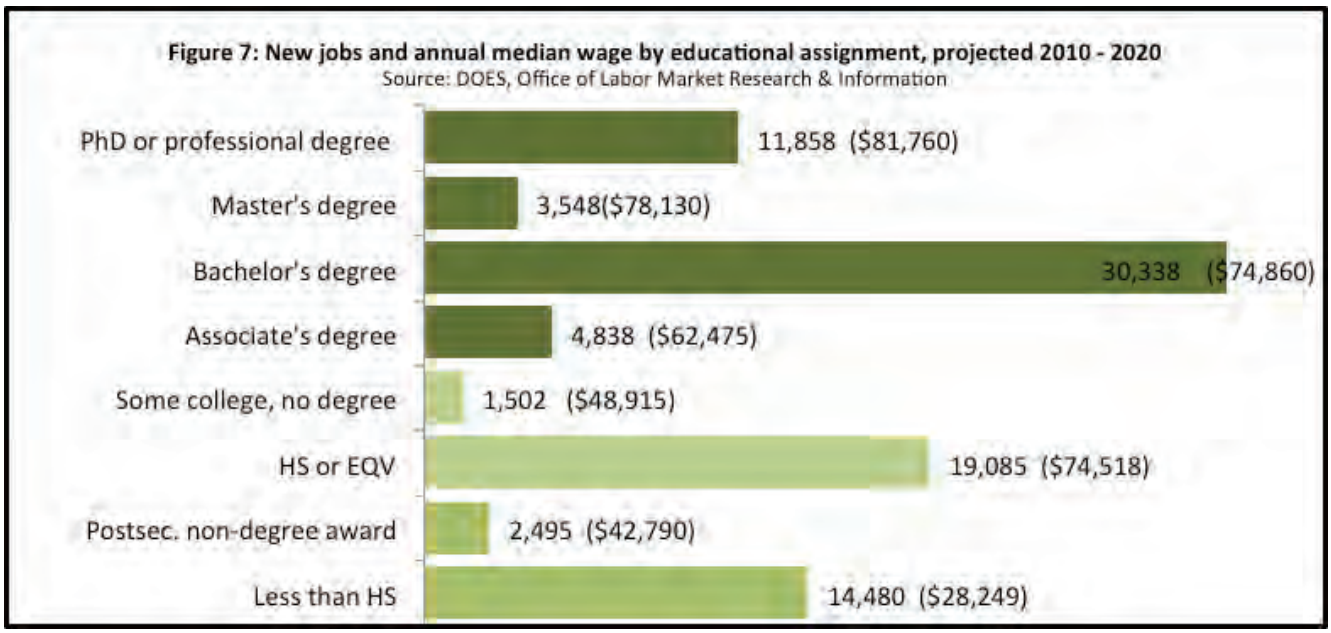
More than half of all new jobs that will be created in the District between 2010 and 2020 will require at least a bachelor's degree or above, and nearly 60 percent will require at least some form of education and training beyond the high school level, including education and training leading to associate's degrees and post-secondary certificates and other credentials. (See Fig. 6)

Figure 6: Percent distribution of new jobs by education assignment, projected 2020



Jobs requiring higher levels of education generally pay wages that are well above the 2010 median household income for the District ($58,526) and the nation as a whole ($51,914) . (See Fig.7)

[1] http://quickfacts.census.gov/qfd/states/11000.html



Analysis of the skill and education gaps for all individuals within the District, particularly for those individuals targeted by the programs in the Integrated Workforce Plan.

In some respects, the District is well-positioned to respond to the educational demands of the labor market. More than 51 percent of the District's population in 2012 had at least a bachelor's degree, compared to a national rate of just 28 percent. (See Fig.8)

Fig. 8 2012 Educational Attainment – Washington, DC and National Population

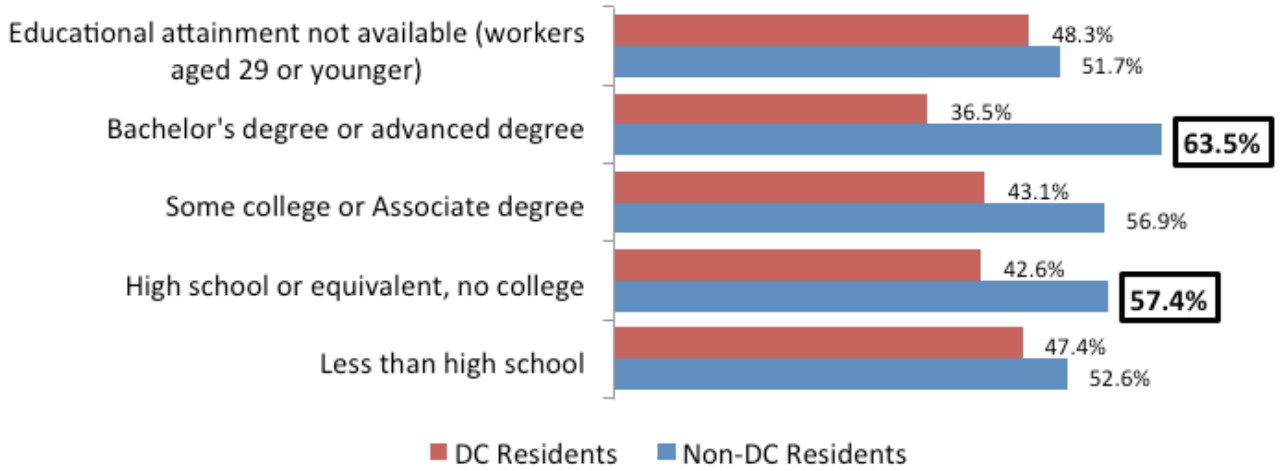
Education Level	2012 Population	% of Population	Nat. % Population
Less Than 9th Grade	27,617	7%	9%
9th Grade to 12th Grade	23,317	6%	7%
High School Diploma	79,513	19%	28%
Some College	60,902	15%	21%
Associate's Degree	11,159	3%	7%
Bachelor's Degree	90,496	22%	18%
Graduate Degree and Higher	122,345	29%	10%
Total	415,348	100%	100%
Source: EMSI			

However, two important caveats must be kept in mind when evaluating educational attainment data.

First, it must be acknowledged that there are considerable gaps in basic literacy and numeracy skills within the District population. According to one 2007 estimate, more than one-third of adult DC residents functioned at the lowest level of literacy; and in five of eight wards in the city, more than 40 percent of the adult population fell into the lowest literacy levels. Given the increasing skill and credential demands in the District's labor market, it is likely that individuals at lower levels of literacy (both in terms of basic literacy and language proficiency) will be increasingly marginalized from employment, or stuck in low-paying jobs, unless steps are taken to increase access to adult education and related services.

Second, it is important to recognize that District employers draw their workforce from a broader labor shed that includes significant percentages of highly-skilled (and not-so-highly skilled) workers from Virginia, Maryland, and other neighboring jurisdictions. The availability of a ready supply of workers from outside the District creates significant competition for job opportunities across the skills spectrum; even for jobs requiring a high school diploma or below, non-District residents comprise the majority of the workforce in the District. (See Fig. 9)

Figure 9: Share of workforce employment by education attainment and residency, 2010
Source: US Census Bureau, Local Employment Dynamics (LED)



These factors contribute to a difficult employment outlook for lower-skilled District residents. In the first quarter of 2012, District residents with a bachelor's degree or above experienced an unemployment rate of just 4.4 percent, while individuals with only a high school diploma had an unemployment rate of 19.9 percent, and residents with less than a high school diploma were unemployed at a rate of 22.1 percent.

Educational attainment will only become more important for entry and advancement into many of the highest-growth career clusters in the District, especially in some career clusters that have been identified as targets for the District's economic development strategy. As shown in Figures 10 and 11, many career clusters with significant projected job growth over the period 2010 to 2020 will create relatively few jobs available to workers with an associate's degree or below. For example, there will be over 82,000 job openings in business, management, and administration career cluster between 2010 and 2020 – the single largest career cluster in terms of job growth – and a half of those jobs will be available to individuals with an associate's degree or below. The numbers are even starker in other clusters: only two percent of job openings in information technology, and 11 percent of job openings in science, technology, engineering, and math (STEM) fields, will require an associate's degree or below.

[2] University of the District of Columbia, "The State of Adult Literacy Report: Investing in Human Capital," March 2007.
[3] DC Fiscal Policy Institute, "Unemployment Rates Improving in the District," May 21, 2012.

Fig. 10 Career Clusters Ranked by Growth (All Education Levels)

		Employment		Net	Total	Annual	2011 Hourly
Cluster Code	Cluster name	2010	2020	Change	Openings	Openings	Earnings
00	**Total, All clusters**	**785,351**	**874,211**	**88,860**	**252,495**	**27,540**	**$35.84**
04	Business Management & Administration	291,009	308,290	17,270	82,540	8,254	$36.17
12	Law, Public Safety & Security	78,131	90,163	12,017	27,270	2,727	$51.70
08	Health Science	43,916	54,195	10,279	18,660	1,866	$38.47
05	Education & Training	43,758	52,940	9,182	1,800	1,800	$32.87
11	Information Technology	41,428	50,566	9,138	17,320	1,732	$42.00
09	Hospitality & Tourism	66,175	73,704	7,529	27,790	2,779	$29.56
14	Marketing, Sales & Service	44,729	50,481	5,752	18,770	1,877	$23.37
10	Human Services	20,206	25,469	5,263	9,940	994	$29.87
03	Arts, A/V Technology & Communication	41,720	44,768	3,074	15,220	1,522	$42.33
06	Finance	24,693	27,445	2,752	7,730	773	$34.96
15	Science, Technology, Engineering & Mathematics	27,816	29,860	2,044	11,570	1,157	$47.01
16	Transportation, Distribution & Logistics	21,336	23,172	1,836	745	745	$35.22
02	Architecture & Construction	19,957	21,292	1,335	7,270	727	$39.17
13	Manufacturing	12,819	13,428	609	3,730	373	$39.86
01	Agriculture, Food, & Natural Resources	4,279	4,800	521	1,430	143	$43.58
07	Government & Public Administration	3,379	3,638	259	710	71	$48.53

Source: DOES, Office of Labor Market Research & Information

Fig. 11 Career Clusters Ranked by Growth (Associate's Degree or Below)

		Employment		Net	Total	Annual	2011 Hourly
Cluster Code	Cluster name	2010	2020	Change	Openings	Openings	Earnings
04	**Business Management & Administration**	**141,047**	**147,777**	**6,730**	**41,280**	**4,053**	**$36.17**
09	Hospitality & Tourism	63,789	70,162	6,373	26,170	2,617	$29.56
08	Health Science	19,257	25,110	5,853	9,070	907	$38.47
12	Law, Public Safety & Security	35,557	39,611	4,054	11,250	1,125	$51.70
10	Human Services	11,325	14,607	3,282	5,870	587	$29.87
14	Marketing, Sales & Service	32,792	35,980	3,188	13,010	1,301	$23.37
05	Education & Training	8,037	9,918	1,881	3,840	384	$32.87
16	Transportation, Distribution & Logistics	19,872	21,403	1,531	6,820	682	$35.22
06	Finance	11,135	12,272	1,137	3,310	331	$34.96
13	Manufacturing	12,819	13,428	609	3,730	373	$39.86
02	Architecture & Construction	14,210	14,804	594	5,330	523	$39.17
01	Agriculture, Food, & Natural Resources	2,742	3,187	445	980	98	$43.58
15	Science, Technology, Engineering & Mathematics	2,344	2,723	379	1,320	132	$47.01
07	Government & Public Administration	3,154	3,387	233	620	60	$48.53
11	Information Technology	1,148	1,327	179	380	38	$42.00
03	Arts, A/V Technology & Communication	12,173	12,135	-38	3,790	317	$42.33

Source: DOES, Office of Labor Market Research & Information

For the District's workforce investment system, these labor market dynamics require a dual focus. On the one hand, we must pursue strategies that can support rapid labor market attachment for lower-skilled individuals – particularly unemployed and underemployed workers – targeting industries and occupations with relatively high rates of job openings that are available to individuals with lower educational attainment rates, such as hospitality, health sciences, and office administration. As discussed in Section I.C (State Strategies), the District has implemented or will explore implementing a number of strategies designed to address immediate employment needs, including on-the-job training, expansion of sector-focused training through a workforce intermediary strategy, and refocusing of WIA youth programs to focus on increasing employment outcomes for youth seeking employment.

On the other hand, we must work to establish longer-term pathways to help job seekers at all levels obtain the skills, credentials, and work experience to advance into higher-skill, higher-wage occupations and industries that will drive economic development in the District over the next five years and beyond. In Section I.C, the District describes strate-

gies that will be implemented or considered over the next five years, including the expansion of career pathways models and contextualized learning strategies for adult jobseekers, and the refocusing of WIA youth programs to enhance post-secondary enrollment and retention for participants seeking academic outcomes.

We must also be conscious of the fact that while lower-skilled District residents face competition from neighboring jurisdictions for occupations at all skill and wage levels, there are potential economic opportunities within the broader regional labor market that may align more closely with their skill levels and career interests. While the primary focus of the District's workforce system must be on preparing unemployed and underemployed residents for jobs with District businesses, we must also ensure that training and educational opportunities are available to prepare residents for employment throughout the region.

Characteristics and employment-related needs of the District's population, and diverse subpopulations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities.

Educational Attainment and Gaps by Race

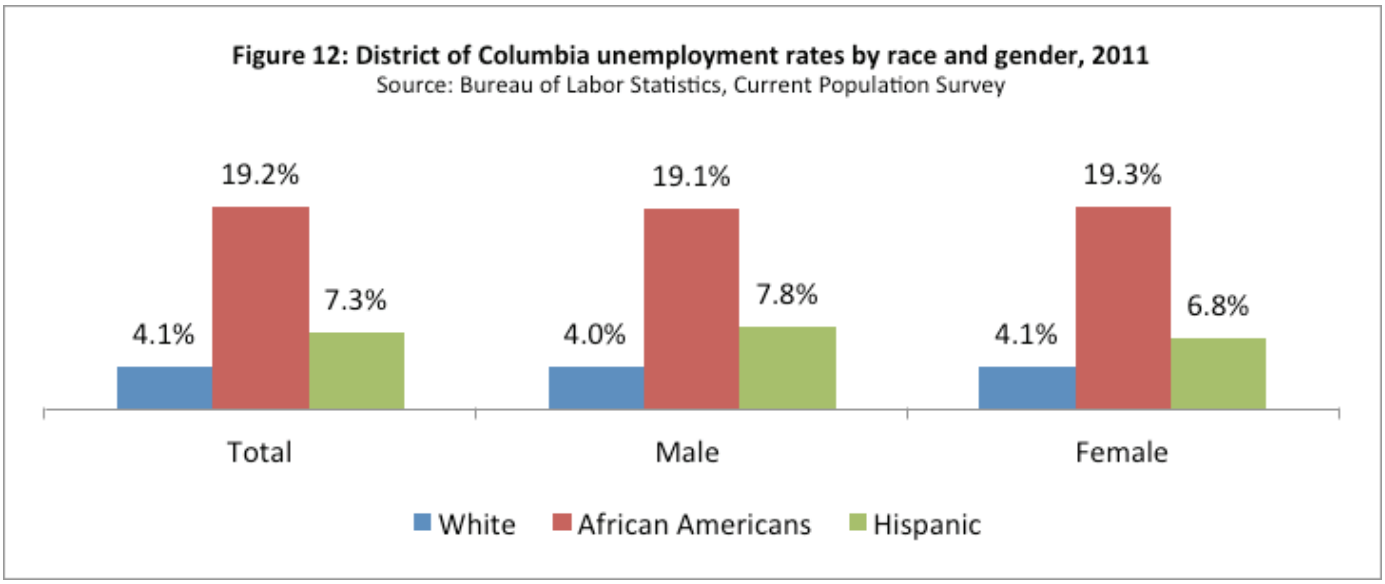


Figure 12 shows the significant disparities in unemployment rates along racial lines in the District's labor market. Overall, non-Hispanic whites experienced an unemployment rate of just 4.1 percent, and Hispanic workers saw unemployment rates of 7.3 percent. By contrast, African-American residents experienced unemployment rates of 19.2 percent – nearly five times the rate of non-Hispanic whites and more than twice the rate of Hispanic workers.

It seems likely that at least some of the discrepancy in unemployment rates between racial groups can be attributed to disparities in educational attainment. In 2011, approximately 87 percent of all non-Hispanic white residents had a bachelor's degree or above, including nearly 53 percent with a graduate degree or higher. Thirty-six percent of Hispanic residents had at least a bachelor's degree, and 22 percent had a graduate degree or above. Overall, 22 percent of African-American residents had a bachelor's degree or above, with just over 10 percent having attained a graduate degree or above.

Expanding access to education and training – including through career pathways strategies that enable individuals with lower levels of educational attainment to prepare for, and succeed in, programs leading to post-secondary degrees and other credentials – will help to reduce unemployment by creating broader opportunities for all lower-skilled District residents. The District will work to expand access to career pathways programs for District residents as part of the overall state workforce strategy, including through the use of contextualized learning models that combine adult education and occupational skills training to accelerate time to completion.

Employment and Skills Gaps for District Youth

The District's youth population has been particularly hard hit by the recent economic downturn and the sluggish recovery. As illustrated in Fig. 13, individuals between the ages of 20-24 experienced an unemployment rate of 17.7 percent in 2011, while a staggering 48.2 percent of District residents between the ages of 16-19 were out of work.

Younger workers face a number of challenges entering into the labor market, as they generally lack the educational credentials and the work experience of older workers. In the District, these obstacles are compounded by the relatively low high school graduation rates – according to at least one analysis, the District ranked 51st in the nation in on-time graduation in 2009 – and limited coordination between existing programs and services for out-of-school and disconnected youth. Mayor Gray has made it a priority to significantly improve education and employment rates for District youth as part of his Raise DC initiative, and the State Plan describes a range of strategies the District has undertaken or will undertake to help younger workers reconnect with school or the labor market.

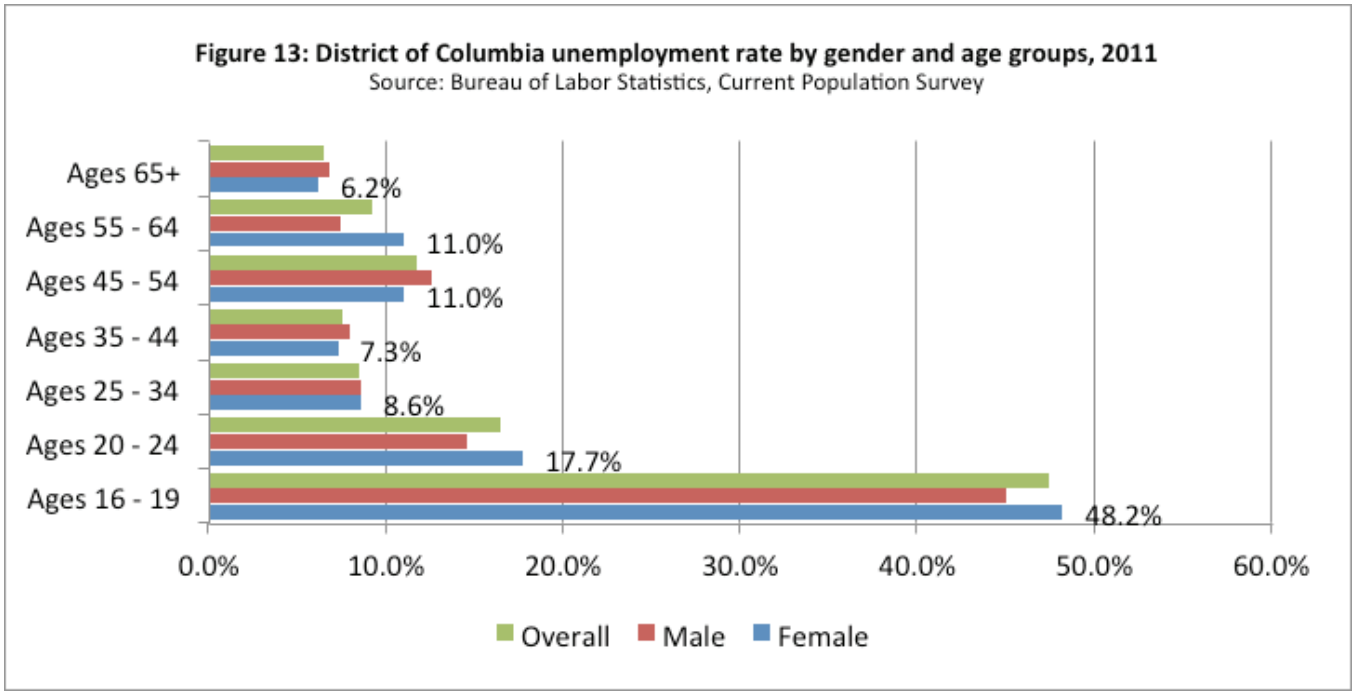


Figure 13: District of Columbia unemployment rate by gender and age groups, 2011
Source: Bureau of Labor Statistics, Current Population Survey

Employment and Skills Gaps for Older Workers

In 2010, workers over the age of 55 represented 21.4 percent of total employment in the District, accounting for 133,191 jobs. Of these individuals, 61.8 percent held jobs that required at least some post-secondary education. The top four industry sectors for senior workers – employing more than three quarters of all workers in this subgroup – were public administration, professional and business services, educational and health services, and other services (excluding public administration), in line with overall employment patterns in the District. (See Fig. 14)

[4] Data drawn from Economic Modeling Specialists, Inc., "Educational Attainment Data Report," District of Columbia. Report run June 26, 2012.

Figure 14: Workforce jobs held by ages 55 and over by industry and residency, 2010

Jobs by NAICS Industry Sector			NON-DC	DC	Percent	
	Count	Share	Residents	Residents	Non-DC Residents	DC Residents
Total All Jobs	133,191	100.0%	80,232	52,959	60.2%	39.8%
Construction	1,817	1.4%	733	1,084	40.3%	59.7%
Manufacturing	1,461	1.1%	849	612	58.1%	41.9%
Trade, Transp. & Utilities	6,148	4.6%	1,295	4,853	16.6%	83.4%
Information	3,997	3.0%	2,542	1,455	63.6%	36.4%
Financial Activities	5,696	4.3%	3,073	2,623	54.0%	46.0%
Prof. & Business Services	29,611	22.2%	16,955	12,656	57.3%	42.7%
Educational & Health Services	24,003	18.0%	12,355	11,648	51.5%	48.5%
Leisure & Hospitality	11,884	8.9%	6,640	5,244	55.9%	44.1%
Other Services (Excl. Public Admin.)	13,700	10.3%	8,496	5,204	62.0%	38.0%
Public Admin.	34,874	26.2%	27,336	7,538	78.4%	21.6%
Source: U.S. Bureau of Census, Longitudinal Employer House-Hold Dynamics (LEHD)						

The primary program for addressing the needs of low-income unemployed individuals age 55 or above is the Senior Community Service Employment Program (SCSEP), which provides job training and supportive services to help mature job seekers transition to unsubsidized employment. The District is submitting its plan for the SCSEP program as part of the District's state integrated workforce plan.

Individuals with Limited English Proficiency

In 2010, a total of 23,730 District residents over the age of 5 spoke English less than "very well," representing roughly 4.2 percent of city residents. Roughly 60 percent of this total reflects individuals whose primary language is Spanish, although there are also sizable groups of individuals within this group for whom African languages, Chinese, or other languages are the primary language.

While the number and percentage of individuals with limited English proficiency (LEP) in the District has declined from 2000, when 38,236 residents (7.1 percent) were classified as LEP , these individuals are still an important component of the District's workforce, and it will be important to ensure that LEP job seekers are able to access training and other services that will allow them to take advantage of emerging opportunities. The Office of Latino Affairs (OLA) was represented on the Advisory Group for the District's integrated state workforce plan, and DOES and the WIC will continue to work with OLA to reach out to this community and connect them to needed services. In addition, the District will work to ensure that contextualized learning programs, which have proven particularly effective in meeting the needs of LEP job seekers, are designed to include English as a Second Language (ESL) components, where appropriate.

Individuals with Disabilities

According to data provided by the Department of Disability Services, Rehabilitation Services Administration (DDS/RSA), 43,850 District residents between the ages of 16-64 (roughly 11.1 percent) are estimated to have a disability. Of those individuals, it is estimated that 32.4 percent are employed on a full-time or part-time basis, and 21,608 are

estimated to have an employment disability.

DDS/RSA is the District agency with primary responsibility for provision of workforce and employment services for individuals with disabilities, including services funded under Title I and Title VI of the Rehabilitation Act. DDS/RSA works in collaboration with the WIC, DOES, and other American Job Center partners to ensure that individuals with disabilities are being adequately served through the workforce investment system, including through referrals from American Job Center partner programs. The Director of DDS/RSA serves as a member of the DC WIC as well as a member of the District's State Rehabilitation Council. DDS/RSA was also represented on the Advisory Group for the District's state integrated workforce plan, and the DC WIC is participating in the development of the DDS/RSA State Plan. DDS/RSA is a signatory to the new umbrella MOU signed by all American Job Center partners, and vocational rehabilitation services are accessible at all American Job Centers in the District. The WIC, DOES, DDS/RSA and other American Job Center partners are committed to continuing to improve the availability of workforce services for individuals, both through the American Job Center network and through partner programs.

Ability of Integrated Workforce Plan programs to meet the skill needs of employers in the District and close any skill gaps.

As noted in the Vision and Mission Statements in Section I.A (State Vision), a primary element of the District's vision for the workforce investment system is ensuring that all businesses can find the skilled workforce they need to compete. To achieve this, the District has adopted or will soon implement a set of strategies designed to increase business engagement and ensure that training programs are aligned with the specific skill needs of DC employers. These include:

- The continued operation of the Mayor's signature "One City • One Hire" initiative, which provides District businesses with a range of services and incentives – including tax benefits, wage reimbursements, job development and recruitment services, and on-the-job training (OJT) placements – that enable those businesses to tap into the pool of skilled but unemployed workers in the city. The District may seek to expand OJT placements based on employer input and demand.
- The implementation of a new "workforce intermediary" in late 2012 that will work with businesses in the hospitality/retail and construction industries to improve the quality of existing training programs and expand capacity for new training programs in the District, increasing the number of skilled District workers that can enter into, and succeed in, these critical industry sectors.
- Ongoing validation and assessment of employer skill requirements, based on labor market information generated through the District's LMI system and recommendations from businesses representatives on the WIC and employers engaged through the workforce intermediary strategy.
- The development of updated certification and performance standards for eligible training providers (ETPs), with a particular focus on ensuring that providers receiving individual training accounts (ITAs) are providing training that is aligned with occupations that have been verified as high-demand and lead to certificates or credentials that are recognized by District employers when making hiring determinations.

The WIC, DOES, and other American Job Center partners will also work to strengthen the coordination of services to support well-defined career pathways for adults and youth at all skill levels, establishing pipelines of skilled workers that can support business needs both today and tomorrow.

[5] U.S. Census Bureau, American Community Survey, "LANGUAGE SPOKEN AT HOME BY ABILITY TO SPEAK ENGLISH FOR THE POPULATION 5 YEARS AND OVER," 2008-2010 3-Year Estimates for District of Columbia.

[6] Migration Policy Institute, "District of Columbia: Language and Education," 2012.

C. STATE STRATEGIES

1. Cross-Program strategies and key partnerships

To achieve the vision for the workforce system articulated above, it is critical that the District of Columbia set clear and concrete goals and identify key current or potential workforce strategies that can help the District achieve these goals.

Mayor Gray has prioritized the following four goals to guide workforce activities and investments over the next five years:

1. *Promoting systems improvement and integration to create a seamless network of services for job seekers and businesses.*
2. *Ensuring District businesses can access a skilled workforce to meet current and future needs.*
3. *Promoting the development of workforce skills and credentials to ensure DC residents can succeed in the labor market.*
4. *Providing job seeker supports needed to ensure all DC residents have the opportunity to succeed.*

For each of the four goals, the Mayor has identified key current or potential workforce strategies that the District will pursue to support his overall vision for the workforce system. These strategies are detailed below, including analysis of cross-agency or cross-program partnerships that have been formed or may be formed to support the strategies, and non-federal resources that have been or may be leveraged to carry out activities under each strategy.

1. Promoting systems improvement and integration to create a seamless network of services for job seekers and businesses.

The District of Columbia has more than 30 programs and services across a dozen agencies that are intended to help residents obtain job skills and employment, including programs targeting the service needs of specific subpopulations. However, these programs and services have often operated in isolation, with little effort to coordinate activities or share data across systems to ensure that workforce resources are being allocated in the most efficient and effective manner. This disconnected approach limits opportunities to leverage the strengths of various stakeholders to more fully support the needs of job seekers and businesses and inhibits the shared communication and learning between programs and providers that can help to drive workforce innovation and improvements.

Mayor Gray has already taken bold steps to transform and revitalize key agencies that are engaged in the delivery of workforce services. However, these are only the preliminary stages toward a longer-term goal of systems integration to ensure that the District is maximizing workforce resources meet the needs of jobseekers and employers. To support this longer-term goal over the next five years, the District of Columbia proposes to maintain or implement the following strategies:

Improving DC American Job Center Operations (formerly One-Stop Operations). The WIC, DOES, and other American Job Center partner programs and agencies are collaborating on the development of a range of policies and procedures intended to standardize operations and quality control for services within the American Job Center network. This includes:

- Developing a new umbrella memorandum of agreement (MOA) between the WIC and American Job Center partner programs to govern American Job Center operations, including descriptions of how services will be delivered through both comprehensive American Job Centers and affiliated sites, common referral processes between partner programs, and how operational costs for the American Job Center network will be met. A copy of the new MOU is included with the State Plan, and will be made publicly accessible online at the WIC website upon submission. [Attachment B]

[7] District of Columbia Fiscal Policy Institute. "Workforce Development in the District of Columbia: A Resource Map." January 2012.

- Developing performance benchmarks and certification standards for American Job Centers. The WIC and DOES are currently analyzing performance data for each of the current American Job Centers and will use the findings from this process as a baseline for evaluating the effectiveness of individual centers in meeting the needs of job seekers and businesses. The District has requested technical assistance from DOLETA to facilitate review of current one-stop operations, and to develop recommendations for certification standards. It is expected that these standards will be completed in 2013, and will lead to significant service improvements within American Job Centers while enabling the District to identify appropriate locations and service levels for American Job Centers throughout the city.
- Investing in professional development for DC American Job Center front-line staff, including training on the use of data systems, services available under American Job Center partner programs, and common intake and referral procedures through the DC American Job Center network.

Promoting High Quality Training. In a labor market where nearly three-quarters of all job openings will require some form of post-secondary education or training, it is critical to invest workforce resources in programs that help address job seeker skills gaps and result in degrees, certificates, and other credentials that meet the needs of District employers. And, in an era of declining workforce funding, it is particularly important to utilize outcomes and performance data to identify and reward those training providers that are providing real value to participants. The WIC, DOES, and other DC American Job Center partner programs are currently collaborating on a set of strategies that will enhance the quality of training offered through the workforce system, including:

- The development of updated certification and performance standards for providers on the eligible training providers list (ETPL). 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 seeking to 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.
- The development of new contracting processes for the provision of WIA Youth-funded services, including services for both in-school and out-of-school youth. The District has historically struggled to demonstrate positive outcomes for youth served through these programs; the revamped contracting process for in-school and out-of-school youth will draw on best practices from other jurisdictions, to help ensure service providers have the capacity to assist targeted youth in meeting desired employment and education outcomes.
- As these new standards and procedures are implemented, it is expected that the WIC and DOES will be able to identify gaps in services and will use that information to engage in capacity-building efforts through training and technical assistance for both new and existing service providers.
- The WIC and DOES will also work with the University of the District of Columbia Community College (UDC-CC) and other partners, including community-based organizations, to strengthen the quality and accessibility of community college programs that result in post-secondary degrees, certificates, and credentials for District residents.

Using Data to Assess System Performance and Drive Decision Making. Given the barriers facing many unemployed and underemployed District residents, it is likely that a significant number are accessing services across multiple agencies and funding streams. Finding ways to more readily share participant and service provider data across agencies and programs would create significant opportunities for coordinated service delivery to ensure that residents are receiving the broadest possible range of services in the most efficient manner. It would also allow agencies and other stakeholders to identify areas for improvement and innovation. As an initial step, the WIC and DOES will commit to sharing outcomes data across key DOES programs with partner agencies and the general public, to examine potential gaps in data collection and ensure greater accountability among providers. Once data sharing procedures between the WIC and DOES have been fully established, other American Job Center partner agencies will be invited to enter into data-sharing agreements to help facilitate case management and cross-program decision-making. The District will also work to establish stronger linkages between education and workforce data systems under a Fiscal Year (FY) 2012 State Longitudinal Data Systems (SLDS) grant received from the U.S. Department of Education.

Strengthening Services to Employers. The DC American Job Center network can provide a range of recruitment, assessment, and job development services to District employers, particularly for small businesses and entrepreneurs who might otherwise lack the resources and expertise to perform these functions internally. However, for the network to be effective at meeting the needs of the business customer, the services offered must add real value and must be easily navigable. The WIC, DOES and other American Job Center partners will evaluate current policies and procedures relating to employer services and work to strengthen both the quality and availability of service offered through the American Job Centers, including through the development of internal performance measures that track employer outcomes.

In September 2011, Mayor Gray launched his One City • One Hire (OCOH) initiative, a locally-funded, employer-driven program designed to help place unemployed District residents in jobs with city and Washington Metropolitan area businesses. The initiative is managed by DOES and provides a range of business incentives and services including tax credits, wage reimbursements, applicant screening and assessments, job development and recruitment services, and other activities. The WIC and DOES will evaluate OCOH outcomes in PY 2012, and utilize lessons learned about successful recruitment, assessment, and referral processes to help inform general employer services in the DCAJC system.

2. *Ensuring District businesses can access a skilled workforce to meet current and future needs.*

Employer engagement is critical to ensuring that training services, and the credentials earned by participants through such training, are aligned with the specific needs of area business. It is also important to ensure that training is targeted to occupations and industries that have current or soon-to-be available job opportunities to ensure that training participants are able to quickly transition into employment following program completion. With the right strategies in place, businesses can also successfully partner with the workforce system to address longer-term retention and talent development needs, ensuring that human capital is a competitive advantage and a driving force for attracting and keeping business in the District and regional labor market. There are number of current or planned strategies in DC that are designed specifically to address the skill needs of businesses:

Assessing and Validating Employer Skill Requirements. One critical first step in serving the business community is properly assessing and validating employer skill and credential requirements and regularly updating this information to ensure that workforce investments are linked to real and current demands in the labor market. The WIC and DOES will work together to conduct ongoing assessments of employer requirements through the collection and analysis of labor market information under the Wagner-Peyser Act and will supplement this analysis through other channels, including through recommendations from employer representatives on the WIC and focused efforts at business outreach through a new workforce intermediary initiative targeting particular industry sectors. Among other things, this data will help inform certification standards for eligible training providers and the types of programs that can be supported through individual training accounts or other funding sources.

Addressing Sector-Specific Industry Needs Through a Workforce Intermediary. Workforce intermediaries bring together multiple stakeholders connected to a specific local or regional industry – including employers, education and training providers, labor unions, and community-based organizations – to support employment and training strategies that ensure businesses within that industry have access to a skilled workforce. Workforce intermediaries generally do not provide direct services but instead work to connect existing programs and service – and develop new ones – that can meet the needs of targeted job seeker populations and industry sectors.

In 2011, the District of Columbia 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 relating to the implementation of a workforce intermediary strategy, including core activities to be provided by the workforce intermediary, industries to be targeted, and metrics to be used in measuring the success of the intermediary. The task force met four times between November 2011 and January 2012 and released its final recommendations before disbanding in February 2012.

The task force urged the District to adopt the workforce intermediary strategy, which will complement other workforce investments in the District while enabling the WIC to expand training capacity and strengthen employer relations in key industries. The task force recommended that the workforce intermediary program focus on engaging employers

to identify current and future skills gaps within the target industries, and building a cohesive network of training and related services for jobseekers seeking employment in those industries, using existing providers and new capacity developed in response to business needs.

The task force recommended that the workforce intermediary focus its initial efforts in two key industries: Hospitality/Retail and Construction.

The Hospitality/Retail sector was selected because it is a major source of employment in the District: nearly 11 percent of all DC jobs are in either retail or hospitality, and it is estimated that nearly 11,000 new jobs will be created in the sector by 2015. The sector also has a relatively large number of entry-level job openings that are available to individuals with limited educational attainment, making it easier to find job placements for such participants. The workforce intermediary will work with employers and training providers to implement strategies that will help connect job seekers to entry-level occupations while also enabling current employees to advance to higher-level occupations.

While not a major source of employment in the District – representing less than two percent of the District's economy – construction is a sector that offers well-paying jobs for individuals without a college degree and is likely to experience some growth as the economy continues to recover. The construction sector also accounts for a significant percentage of contracts covered by the District's "First Source" law, which imposes certain hiring and training requirements for projects receiving District funds. The workforce intermediary will work to strengthen connections between training providers and employers to help ensure more District residents are moving into apprenticeship and employment opportunities in the construction sector. The workforce intermediary will also work with existing apprenticeship programs to improve program quality and ensure that participants are receiving meaningful opportunities to learn skills and advance within their chosen occupation or industry sector.

The District will invest local funding of approximately $1.6 million in FY 2013 to support the implementation of the workforce intermediary, with a goal to serve 300 individuals (210 in hospitality/retail, 90 in construction) in the first year of the program. If the workforce intermediary is successful in meeting initial targets, it is expected the program will be expanded in FY 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.

Expanding On-the-Job Training. On-the-job training (OJT) can be a particularly effective strategy for addressing business needs, because employers are able to offset the extraordinary costs of training and ensure that training activities are aligned to the specific skill needs of that employer. The District of Columbia has not historically used WIA formula funds to support OJT activities. However, two recent initiatives have led to greater emphasis on OJT as a potential strategy for enhancing employment engagement and placing unemployed District residents in well-paying jobs.

One key feature of the Mayor's One City • One Hire approach is the development of OJT placements. Under the One City OJT initiative, employers agree to hire unemployed DC residents into jobs paying no less than $8.25 per hour (the District's minimum wage), provide up to six months of training, and retain OJT participants for at least six months following completion of the training process. In exchange, participating employers may receive monthly reimbursements to cover the costs of training, supervision, and lost productivity during the OJT period, equal to 90 percent of the employee's wages.

The District also received a 2010 National Emergency Grant of about $630,000 to support up to 75 OJT slots; that grant has been extended through September 2012. The program has been relatively successful – at least 41 participants had been placed in OJT slots through June 2012, and an additional 29 were slated to begin placements pending eligibility clearance.

While it is difficult to evaluate the success of these two OJT initiatives at this early stage of implementation, it is likely

that the WIC, DOES, and other American Job Center partners will explore opportunities to expand the OJT model in coming years. The District will work with employer partners to identify occupations (including non-traditional occupations) that are conducive to successful OJT placement, and will seek to ensure that OJT placements are implemented as part of broader career pathways strategies so that workers have meaningful opportunities for career advancement.

Exploring opportunities to expand incumbent worker training. Incumbent worker training is another strategy that the District may consider utilizing to better address the skill requirements of businesses. While the District has done very little incumbent worker training in the past, a waiver request has been submitted as part of this plan, allowing the District to utilize a limited amount of WIA formula funding to support incumbent worker training. It is expected that any incumbent worker training would be targeted to help low-skilled, low-wage workers obtain skills and credentials necessary to advance along career pathways. The District will particularly focus on the use of incumbent worker training as a layoff aversion strategy within the broader context of rapid response services.

3. *Promoting the development of workforce skills and credentials to ensure DC residents can succeed in the labor market.*

According to one recent estimate, by the year 2018 as many as 71 percent of all jobs in the District will require at least some form of post-secondary education, including education leading to bachelor and advanced degrees, associate degrees, occupational certificates, or other industry-recognized credentials. This demand for highly-skilled workers presents unique opportunities - and unique challenges - for the District.

For lower-skilled District residents, the reality is that many of our high-growth, high-demand industries – including those industries being targeted through the District's economic development strategy – have relatively few job openings for individuals who lack at least a bachelor's degree. The District's workforce system must therefore work to identify occupations and industries where there are existing career opportunities for unemployed and underemployed District residents, while at the same time establishing a framework of programs and services that can help create new career opportunities by ensuring that District residents at all skill levels can access the education and training they need to earn industry-recognized post-secondary credentials. In pursuing these goals, we must focus both on the needs of adult residents seeking to connect or reconnect to the labor market and the needs of District youth who will be entering the labor market in the near future.

The District intends to pursue the following strategies to address the skill and credential needs of adults and youth:

Adult-Focused Strategies

Building Career Pathways, Including Bridge Programs. Career pathways strategies align adult education, occupational training, and post-secondary education systems to help lower-skilled workers enter into and advance in target occupations and industries. Career pathways models can include a range of different approaches, depending on the needs of targeted job seeker populations, including "bridge" programs that combine basic education or ESL instruction with occupational training; efforts to align curricula and entrance standards between adult education and post-secondary education systems; and the development of "stackable" credential sequences where post-secondary education is offered in short-term modules combined with ongoing work experience.

The WIC and DOES intend to begin discussions with the Office of the State Superintendent of Education (OSSE), the University of the District of Columbia Community College (UDC-CC), and other partners to identify opportunities to establish career pathways strategies in key sectors. As the District agency responsible for administration of WIA Title II adult education funds, it is anticipated that OSSE could provide resources to support basic education or ESL components of broader career pathways models. UDC-CC would work with the WIC, DOES, OSSE, and other partners to ensure that adult education and training components supported by partner agencies are aligned with entrance requirements for UDC-CC courses of study leading to industry-recognized degrees and credentials. It is expected that potential partner agencies will begin preliminary exploration of career pathways strategies in FY 2013.

[8] Georgetown University Center on Education and the Workforce, "Help Wanted: Projections of Jobs and Education Requirements through 2018." June 2010.

The District is particularly interested in examining whether career pathways can be effectively embedded as part of the new workforce intermediary strategy, including identifying sequences of education and work experience in the target industries that can move lower-skilled entry-level workers into higher-skilled positions, such as hotel management (in the hospitality/retail sector) or skilled trades positions in the construction sector.

Expanding Contextualized Learning Programs. Contextualized learning programs – such as Washington State's I-Best program – combine basic adult education with technical instruction, allowing individuals with lower levels of literacy to learn literacy and math skills in an occupational context (such as learning to read medical charts or calculating the precise dimensions to be entered in a CNC machine tool). Contextualized learning challenges the traditional model that requires completion of adult or remedial instruction prior to entry into occupational training, accelerating basic skills attainment while reducing time to completion of a post-secondary credential. The WIC and DOES will work with OSSE, UDC-CC, and other stakeholders (including community-based organizations) to evaluate ways to implement and expand contextualized learning models as part of a broader career pathways strategy. We will particularly focus on developing contextualized learning programs as a way to connect job seekers with low literacy to the sector-specific training initiatives carried out under the workforce intermediary strategy.

Youth-Focused Strategies

Raise DC. 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 is bringing 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:

- Having baseline data that will tell us what percentage of our children enter kindergarten meeting expected educational and developmental benchmarks by the fall of 2013;
- Increasing the percentage of students who graduate from high school in four years from 59 percent to 70 percent by 2017;
- Reconnecting 3,000 youth (ages 16-24) who are currently not working or in school to education, training, or job opportunities by 2014;
- Increasing the percentage of students who graduate with a college degree within six years from 30 percent to 40 percent by 2017;
- Increasing the percentage of students who earn an industry-recognized license/certification through the Community College of the District of Columbia from 36 percent to 60 percent by 2017; and
- Increasing the percentage of youth ages 20-24 who are employed from 56 percent to 66 percent by 2017.

The WIC will be responsible for convening and helping staff the youth employment change network created through Raise DC, which will be aligned with the traditional membership and work of the WIC's youth subcommittee. The youth employment change network will work to identify strategies to support key employment and credential attainment goals under the Raise DC initiative and the Workforce Investment Act and will work to ensure that these strategies are connected with, and complementary to, other workforce development strategies targeting youth and young adults in the District.

Year-Round Services for Youth. The WIC and DOES are in the process of significantly restructuring the program models that will be supported under WIA . The WIC and DOES issued a new Request for Applications (RFA) for out-of-school youth services in August 2012, and is on schedule to have new grantees begin operations under these grants no later than October 2012. A new RFA for in-school youth services is anticipated in fall 2012, with grantees expected to begin operations in early 2013. (see additional descriptions under section II.C.3, "Services to Eligible Youth") The WIC and DOES will also work together in 2012 to identify appropriate opportunities to engage in technical assistance and capacity-building efforts designed to enhance the work of its youth service providers, once selected.

[9] http://mayor.dc.gov/release/mayor-vincent-c-gray-and-community-partners-announce-new-collaborative-cradle-career

Summer Youth Employment Program. In 2012, the District will continue to operate its successful Summer Youth Employment Program, which provides short-term summer job placements with local employers for youth ages 14-21. While the SYEP is entirely locally-funded, many of the youth served through the program are also co-enrolled under WIA, which allows those participants to benefit from additional employment and career readiness experiences. The WIC and DOES will work together to increase the number of SYEP participants who are co-enrolled in WIA programs.

Career and Technical Education. The District has established a time-limited Career and Technical Education (CTE) task force that will be responsible for evaluating the current status of secondary and post-secondary CTE programs in the city and developing a strategic plan by January 2013 for improving the quality and availability of CTE opportunities, particularly those provided under the Perkins Act. The Office of the State Superintendent of Education (OSSE) will convene and facilitate the task force, which is expected to include a number of American Job Center partner agencies. OSSE, DOES, the WIC, and other partners will work together to ensure that CTE task force members are familiar with the strategies and resources available through the District's workforce system and, to the extent practicable, align the CTE strategic plan with the Mayor's overall vision for investing in the skills of District residents.

4. Providing job seeker supports needed to ensure all DC residents have the opportunity to succeed.

While low educational attainment can be a significant barrier to employment for many District residents, there are other barriers that the workforce system must address if all job seekers are to unlock their full potential. In some cases, this involves cross-agency or cross-program coordination to ensure the fullest possible range of services are available for hard-to-serve populations and to ensure that individuals seeking our assistance are not lost in the bureaucratic shuffle. For some target populations, it can also mean finding strategies that help connect individuals to work in the short term while ensuring that they have pathways into higher-wage jobs in the future.

There are several strategies that the District has implemented or will consider implementing to address the needs of low-skilled and other hard-to-serve populations, including:

Moving Toward Better Coordination of Case Management Across American Job Center Partners. Substantial research has shown that investing in pre- and post-employment work supports such as transportation, child and dependent care, and income support can increase job retention for low-income workers and reduce the likelihood of returning to public assistance. While numerous federal and local funding streams – including WIA, TANF, SNAP E&T, and others – can pay for these services, decreased federal funding will likely require greater coordination between programs serving similar populations to ensure that all participants are receiving the fullest possible range of services and supports. The WIC, DOES, and other American Job Center partner programs will establish a working group to explore opportunities for coordinated case management and co-enrollment strategies to address service gaps for program participants and will particularly explore the feasibility of expanding post-employment supportive services to increase retention across programs. It is expected that the case management working group will be informed by findings from the one-stop certification process to be developed by the WIC and DOES in early 2013, and should begin preliminary discussions by late-2013.

Expanding Contextualized Learning Opportunities. As outlined above, the WIC, DOES, OSSE, UDC-CC, and other key stakeholders will explore opportunities for implementing or expanding contextualized learning programs to assist individuals with low literacy and numeracy levels. One area of particular interest in developing such programs is connecting to the needs of individuals with limited English proficiency (LEP). Research has indicated that contextualized learning programs that combine English as a Second Language (ESL) and adult basic education with occupational skills training may be an effective model for accelerating the development of language proficiency while also enabling participants to earn industry-recognized credentials or credit toward further post-secondary education. As noted above, the WIC, DOES, OSSE, and UDC-CC will collaborate on the development and expansion of contextualized learning programs to meet the needs of low-literacy and LEP populations, with an immediate focus on embedding such programs within the framework of the workforce intermediary strategy that will be implemented in early 2013.

[10] Mills, Compton, Golden. Assessing the Evidence About Work Support Benefits and Low-Income Families. The Urban Institute, February 2011.

Exploring Expansion of Subsidized Employment Programs. Subsidized employment strategies and transitional employment strategies have emerged as a best practice for addressing the immediate employment needs of hard-to-serve populations, including low-income parents, disconnected youth, and returning citizen.

As discussed in Section II – C. "Services to State Target Populations," the District has operated a Transitional Employment Program since 2001, providing thousands of District residents with subsidized and unsubsidized employment opportunities, job search assistance, and other workforce services. These services have helped returning citizens, and other unemployed District residents with multiple barriers, connect or reconnect to the labor market.
The WIC and DOES intend to work together in 2013-2014 to evaluate the effectiveness of TEP and identify any programmatic improvements that may be necessary to ensure that services are aligned with national best practices for transitional or subsidized employment programs. In addition, the WIC, DOES, DHS, and other agencies may consider opportunities to expand TEP or establish similar programs designed to meet the specific needs of other populations with barriers to employment, including subsidized employment programs aimed at individuals who have exhausted – or will soon exhaust – unemployment insurance eligibility.

Addressing the Needs of Returning Citizens. One subpopulation of considerable concern in the District is returning citizens, individuals seeking to reenter the labor market after a period of incarceration. Roughly 60,000 District residents have criminal records – almost 10 percent of the total population – and approximately 8,000 returning citizens come back to the District each year. Such individuals face significant barriers to employment – in one survey of more than 500 returning citizens, nearly half (46 percent) were unemployed following their release.
The WIC, DOES, the Office of Returning Citizens Affairs (ORCA), and other key partners will work together to identify policies and strategies that will make it easier for returning citizens to reenter the labor market and achieve self-sufficiency. The WIC is currently participating in a learning group led by the Criminal Justice Coordinating Council that is exploring these issues and will use information gained through that process to help inform discussions in the District. Relevant agencies will ensure that District policies are aligned with the non-discrimination requirements set forth in Training and Employment Guidance Letter 31-11 and will continue to work with District employers to encourage them to provide employment opportunities for returning citizens, including through the use of the federal bonding program, the Work Opportunity Tax Credit, and other incentives. In addition, the District will continue to support Project Empowerment as a transitional strategy for returning citizens, and the American Job Centers will continue to support staff development designed to help staff connect returning citizens to employment.

2. Leveraging Resources

In today's fiscal environment, it is more important than ever to leverage the fullest possible range of federal and non-federal resources to support critical workforce services for job seekers and businesses.

In Program Year (PY) 2012, the District received combined funding of $9,243,256 in federal allotments for adult, dislocated worker, and youth programs under Title I-B of WIA and for Employment Services authorized under the Wagner-Peyser Act. This represented a reduction compared to PY 2011 levels. Recognizing the importance of maintaining workforce service levels as the District recovered from the recent economic downturn, Mayor Gray recommended increasing local funding for workforce development activities by $6.6 million in his FY 2013 budget to offset further federal reductions expected in PY 2013. The DC Council approved this increase in June 2012; these additional funds will help to sustain American Job Center operations and ensure that American Job Centers remain fully staffed.

The District has also received several federal discretionary grants that are supporting workforce development activities:

- The District has received funding under the Department of Labor Employment and Training Administration (DOLETA) Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program, as part of a Health Professions Pathways Consortium led by Cincinnati State (OH) Technical and Community College. The District anticipates another award in FY 2012, which will be used to support training. The WIC and DOES will work with UDC-CC to ensure coordination between training activities supported under the TAACCCT grants and activities funded under other federal and non-federal sources.

[11] Council for Court Excellence. "Unlocking Employment Opportunity for Previously Incarcerated Persons in the District of Columbia." 2011.

- The District also received an On-the-Job Training National Emergency Grant (NEG) from DOLETA in 2010. This funding has been used to support the development of up to 75 OJT slots for unemployed District residents. While this grant is set to expire in September 2012, it has helped the District identify job seeker and business requirements with regards to OJT program design and has helped to inform the development of OJT activities under the Mayor's locally-funded One City • One Hire initiative.

In addition to federal resources, the District contributes substantial local funding to support workforce development activities. Major projects that are supported through local funding include:

- The new workforce intermediary initiative will bring together employers connected to targeted District industries and other stakeholders to develop and improve job training within those industries. The initiative will initially focus on the hospitality/retail and construction sectors, and is expected to support training for up to 300 residents in the first year of implementation. The District will provide $1.6 million in local funding in FY 2013 to support this effort.
- The Transitional Employment Program, which supports subsidized and unsubsidized employment, job search activities, and other supportive service for hard-to-serve populations. The District has provided $10 million to support Project Empowerment in FY 2012.
- The Summer Youth Employment Program, which provides short-term summer job placements for youth ages 14-21 with local employers. The District will invest $13.4 million in this program in 2012, with a goal of serving a little over 14 thousand youth.

The WIC and DOES will continue to work with other American Job Center partners to identify additional opportunities to coordinate and combine resources to ensure that all District residents can access needed job training and supportive services. In particular, the WIC and DOES are interested in working with the Department of Human Services (DHS) to examine how WIA-funded activities can be more closely aligned with investments in workforce development and employment services under the TANF program. There is relatively limited overlap between WIA and TANF populations in the District – according to internal analysis of DOES data, only about five percent of WIA participants in the third quarter of Program Year (PY) 2011 were co-enrolled in TANF – and it is likely that increased coordination between the programs would result in stronger workforce outcomes for participants under both programs.

3. Policy Alignment

The District of Columbia is committed to increasing the alignment of policies, procedures, and operations across workforce agencies and programs to ensure the effective and efficient use of both federal and non-federal resources.

The primary entity for coordinating the District's workforce investments is the DC Workforce Investment Council (WIC). The WIC is currently a 33-member board that serves as both the state and local workforce investment board for the District, and is responsible for the administration and oversight of the American Job Center network. As required by the Workforce Investment Act, the WIC includes a majority of representative from the District's business community, as well as representatives from each of the mandatory American Job Center partners. The business representatives on the WIC help to ensure that workforce investments are aligned with the specific needs of District employers and industries. The American Job Center partners help to identify key areas for cooperation and coordination among partner agencies and other service providers, including through the coordination of services offered through the American Job Centers and through cross-program partnerships.

The WIC meets on a quarterly basis to review current and proposed policies relating to the workforce system. In addition, an Executive Committee comprised of key WIC members meets on a monthly basis to address policy questions and advise WIC staff on strategic direction; and the recently formed "youth employment change network," created as part of the Mayor's Raise DC initiative, fulfills the role of the Youth Investment Council as required under WIA.
The WIC has undertaken or anticipates undertaking a number of initiatives that are intended to improve coordination among workforce programs in the District, including:

- Developing a new umbrella Memorandum of Agreement (MOA) between the WIC and all mandatory American Job Center partner programs, describing the expected roles and responsibilities of each partner within the American Job Center network;
- Developing updated certification and performance standards for eligible training providers (ETPs). The WIC and DOES have instituted new policies and procedures to evaluate performance data relating to training providers receiving Individual Training Account funding and will begin sharing this data with other American Job Center partners to help identify gaps in service and support capacity-building with new and existing workforce service providers across agencies;
- Aligning the WIC's youth subcommittee with the youth employment "change network" under the Mayor's "Raise DC" initiative, helping to coordinate investments in a range of programs leading to improved employment and educational outcomes for in-school, out-of-school, and disconnected youth; and
- Participating in the development of Mayor Gray's economic development strategy, particularly through the identification of workforce development strategies and initiatives (such as the new workforce intermediary) that can help connect District residents to job and career opportunities in the seven targeted industry sectors.

In addition to the steps outlined above, the WIC will develop new performance benchmarks and certification standards for the DC American Job Centers (DCAJC). The WIC has requested technical assistance from the U.S. Department of Labor to evaluate the effectiveness of current DCAJC operations, and identify key policies and procedures that can strengthen performance accountability within the DCAJC network. This process is expected to involve a review of existing standard operating procedures (SOPs) relating to one-stop operations, and determining whether these SOPs are consistent with current best practices . The process is also likely to involve a review of services provided by mandatory partner programs through the DCAJC network, and the development of new agreements between the WIC and partner agencies on co-location and referral processes between programs to ensure that all DCAJC participants are receiving required services.

Assuming the request for technical assistance is granted, it is expected that primary evaluation will occur in late 2012 and early 2013, and the WIC will be in a position to issue new DCAJC certification standards by fall of 2013.

The WIC also anticipates working with DOES, DHS, and other DC American Job Center partners in PY 2012 to expand data sharing across workforce programs, with a longer-term goal of identifying opportunities for integrated case management to ensure that District residents are receiving the fullest possible range of training and supportive services without duplication or overlapping between programs.

[12] It should be noted that DOES engaged in significant revisions of the DCAJC Operations Policies Manual in PY 2011, based on evaluation of best practices in other jurisdictions and recommendations provided by the U.S. Department of Labor. The WIC and DOES will work together to ensure that any changes to existing SOPs are carried out in a manner that minimizes disruption in DCAJC operations and customer services.

D. DESIRED OUTCOMES

The District of Columbia is committed to providing high-quality workforce development services to all jobseekers and businesses through DC American Job Center partner programs, consistent with the Mayor's overall vision and the performance requirements of individual programs. To support this goal, the District intends to achieve the following outcomes for the WIA Adult, Youth, and Dislocated Worker programs, and Wagner-Peyser Employment Services:

WIA Requirement at Section 136(b)	Previous Year Performance	Previous Year Performance Goal	Projected Performance Goal
Adults:			
Entered Employment Rate	61.5%	72%	64%
Employment Retention Rate	71.7%	75%	74%
Average Six-Months Earnings	11,526	11,750	11,500
Dislocated Workers:			
Entered Employment Rate	66.9%	80%	75%
Employment Retention Rate	85.7%	84%	82%
Average Six-Months Earnings	23,344	15,000	16,000
Youth Common Measures:			
Place in Employment or Education	59.4%	62%	60%
Attainment of a Degree or Certificate	64.9%	56%	54%
Literacy and Numeracy Gains	43.8%	51%	45%
W-P Requirement at Section 13(a)	**Previous Year Performance**	**Previous Year Performance Goal**	**Projected Performance Goal**
Entered Employment Rate	46%	54%	58%
Employment Retention Rate	76%	74%	73%
Average Six-Months Earnings	18,455	11,000	12,000

SECTION II: STATE OPERATIONAL PLAN

A. OVERVIEW OF THE WORKFORCE SYSTEM

1. Organization

The WIC provides oversight of the DC American Job Center delivery system and federally-supported workforce programs, while also ensuring that such programs and investments are more closely aligned with the city's economic development initiatives.

The Department of Employment Services (DOES), as a public entity within the District of Columbia, is designated as the administrative authority for implementation of WIA and is currently the designated operator of the DC American Job Center network for the District. The Director of DOES is a Mayoral appointee and confirmed by the District's City Council. A member of the DC Council is assigned as a direct oversight officer for DOES's performance as a public agency. This creates a workforce system of checks and balances for the citizens of the District of Columbia to ensure job seeker and business needs are heard and met at the state and local level.

Under the leadership of the agency director, DOES administers a range of programs and services designed to assist DC jobseekers and businesses. Key offices and functions under DOES include:

- Unemployment Compensation – the Office of Unemployment Compensation (OUC) is responsible for administering unemployment benefits to qualifying District residents and supporting reemployment activities for UC claimants to help such individuals return to the labor market.

- Labor Standards – the Labor Standards Bureau is responsible for administration of key programs designed to protect District workers at their place of employment, including programs relating to workers' compensation, wage and hour protections, and occupational safety and health.

- Youth Programs – The Office of Youth Programs has primary responsibility for administration and oversight of grants awarded under the WIA Youth program, as well as administering key local programs for youth such as the Summer Youth Employment Program (SYEP) and the Mayor's Youth Leadership Institute (MYLI).

- Apprenticeship – The Office of Apprenticeship Information and Training is responsible for registering apprentices and apprenticeship programs in the District. The OAIT also staffs the DC Apprenticeship Council, which has responsibility for setting apprenticeship standards and approving programs.

- Policy, Performance, and Economics – The Office of Policy, Performance, and Economics (OPPE) is responsible for evaluating DOES performance and developing policies and research priorities that help improve administration of workforce programs.

- Special Programs – The Special Programs department is responsible for administration of a subset of key workforce programs targeted at specific subpopulations, including the Base Realignment and Closure (BRAC) program, rapid response activities, and the Senior Community Service Employment Program (SCSEP).

- Labor Market Research and Analysis – the Labor Market Research and Analysis department, housed under OPPE, is responsible for the production and dissemination of economic information related to employment occupational projections, unemployment, mass layoff statistics, quarterly census of employment and wages, and other data for the District and the Washington Metropolitan Area

- Program Performance Monitoring – the Office of Program Performance Monitoring is responsible for providing technical assistance and oversight for workforce programs administered by the WIC and DOES, including eligible training providers providing services under WIA.

- American Job Center Operations – This office is responsible for direct oversight and administration of the DCAJC network, including the provision of professional development and training for DCAJC staff.

These departments work collaboratively to provide seamless, integrated services to District residents. A current organizational chart for DOES is provided as Attachment C.

The District currently operates four comprehensive DCAJC sites and two affiliated sites. At a minimum, all comprehensive DCAJC sites offer services under Title I-B of WIA (Adult, Dislocated Worker, and Youth programs); employment services funded under the Wagner-Peyser Act; and unemployment insurance (UI) activities, including reemployment activities. Comprehensive sites also provide access to a range of other DOES-administered programs and partner programs to expand DC residents' access to employment and other services. Affiliate sites – including one center that targets services exclusively to veterans – offer a more limited range of direct services, but also provide participants with access to information on mandatory partner programs. As noted above, the WIC and DOES expect to issue new certification standards for the DCAJC network in 2013.

As described in Section I, the DCAJC system is intended to serve the needs of both jobseekers and employers. The WIC and DOES will work together with other DCAJC partners to ensure that training and related services are delivered in a manner that ensures DC residents are prepared for jobs that DC businesses need to fill.

2. State Board

The DC Workforce Investment Council (WIC) is a private sector-led board that serves as both the state and local Workforce Investment Board for the District of Columbia.

Organizational Structure and Membership

The WIC has undergone significant changes over the past year. In July 2011, Mayor Gray issued an executive order (Mayor's Order 2011-114) that transferred organizational management and authority for the WIC from the Department of Employment Services to the management and authority of the Deputy Mayor for Planning and Economic Development (DMPED). This transfer was carried out to ensure that the WIC was fully capable of fulfilling oversight and planning responsibilities with respect to the American Job Center delivery system and workforce programs and services under its jurisdiction, while facilitating greater alignment and coordination with the Mayor's broader economic development strategies.

In August 2011, the Mayor appointed Mike Harreld, Regional President for the PNC Financial Services Group, to serve as Chairman of the revitalized WIC and appointed Joslyn Williams, President of the Metropolitan Washington Council of the AFL-CIO, as Vice Chair. The Chair and Vice Chair are responsible for ensuring that the WIC is fulfilling its statutory oversight and administrative requirements under the Workforce Investment Act and providing guidance and recommendations to the WIC Executive Director and staff to assist them in their duties.

The Mayor's Order set forth requirements for composition of the WIC that are both consistent with statutory requirements under WIA and aligned with the specific needs of the District. The Order requires that a majority of members of the WIC be representatives of the local business community and specifies that among those business representatives, there must be at least one representative from each of the following industry sectors: construction; higher education; federal government; health care; hospitality; and retail. A membership roster of the WIC is included. [Attachment D]

Under the Mayor's Order, the WIC has two standing committees:

- An **Executive Committee** which provides strategic guidance to the Executive Director and staff in carrying out their duties and which is responsible for developing and approving key policies and priorities before referral to the full WIC. The Executive Committee is led by the Chair and Vice Chair of the WIC, and includes 1) no fewer than six (6) representatives of the business community; 2) the Deputy Mayor for Planning and Economic

Development or his/her designee; 3) the Deputy Mayor for Education or his/her designee; the Director of the Department of Employment Services or his/her designee; and a representative of a labor organization. The Executive Committee meets on a monthly basis.

- A **Youth Investment Council,** which is responsible for advising the WIC on matters affecting youth employment and youth employment preparation. As part of the District's "Raise DC" Initiative aimed at ensuring that all youth in the city are college- or career-ready by the age of 24, the District has established a "Youth Employment Change Network" that fulfills the membership requirements and responsibilities of the Youth Investment Council set forth under WIA. The WIC approved the Youth Employment Change Network as the Youth Investment Council in July 2012. A membership roster of the Youth Employment Change Network is included as Attachment E]

WIC Role in the Development of the Integrated State Workforce Plan

The WIC has played an important role in the development of the integrated workforce development plan. In May 2012, the Mayor appointed the Strategic Planning Advisory Committee (Advisory Committee) as an ad hoc committee of the WIC. The Advisory Group met in May and June of 2012 and developed recommendations on the District's vision, mission, and strategies for the workforce system for the five-year period covered by the plan. The Executive Committee of the WIC reviewed and approved the recommendations of the Advisory Group for inclusion in the integrated workforce development plan in June 2012, and the full WIC approved the State Plan for public posting in July 2012.

WIC Role in Carrying Out Activities under WIA Section 111(d)

The WIC will carry out all relevant functions of a state board as described in Section 111(d) of WIA, including development of the State Plan, the development and continuous improvement of the workforce development system, and the development and continuous improvement of comprehensive state performance measures for employment and training programs, including the District's adjusted levels of performance for such programs. As a single state local workforce area, the District does not designate local areas under Section 111(d)(4) or develop local allocation formulas under Section 111(d)(5)

Coordination of Vocational Rehabilitation (VR) Activities.

Vocational rehabilitation programs in the District are administered through the Department of Disability Services (DDS). The Director of DDS is a member of the WIC, which helps to ensure the effective representation of the interests, needs, and priorities of the VR program through the District's workforce system.

3. Local Area

The District of Columbia has been designated a single state local workforce area for purposes of WIA Title I programs. The District does not have a process for designating local areas, and does not currently have a process for designation of intrastate or interstate regions.

Additional WIA Title I requirements relating to WIA Single-Area states, including public comments received on the District's integrated workforce plan, are discussed in Section II – F. WIA Single Area States.

B. OPERATING SYSTEMS AND POLICIES SUPPORTING THE DISTRICT'S STRATEGIES

State operating systems that support coordinated implementation of state strategies (e.g., labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)

The District's service delivery system is designed to meet the needs of employers, dislocated workers, displaced homemakers, low-income individuals, public assistance recipients, women, minorities, individuals trained for non-traditional

employment, veterans, ex-offenders, the homeless, and individuals with multiple barriers to employment, including individuals with disabilities. The hub of this system is the DC American Job Center (DCAJC) network. The DCAJC network creates a focus as a Single-Point of Entry for all customers utilizing any component of service that DOES may offer.

The District currently operates four comprehensive DCAJC sites and two affiliated sites. At a minimum, all comprehensive DCAJC sites offer services under Title I-B of WIA (Adult, Dislocated Worker, and Youth programs); employment services funded under the Wagner-Peyser Act; and unemployment insurance (UI) activities, including reemployment activities. Comprehensive sites also provide access to a range of other DOES-administered programs and partner programs to expand DC residents' access to employment and other services. Affiliate sites – including one center that targets services exclusively to veterans – offer a more limited range of direct services, but also provide participants with access to information on mandatory partner programs. As noted above, the WIC and DOES expect to issue new certification standards for the DCAJC network in 2013.

In accordance with the recommendations in the Department of Labor's Training and Employment Guidance Letter (TEGL) 36-11, the District has adopted the "American Job Center" name and brand to help strengthen jobseeker and employer awareness of workforce services offered in the District. The District is currently rebranding all one-stop centers with the new DC American Jobs Centers" logo, and has revised customer service policies to reflect the new name. The District will seek to complete the transition to the DC American Jobs Center – including updating all signage in DCAJC centers and all DCAJC written and online materials – by the end of PY 2012.

DOES, as the operator of the DCAJC sites, utilizes a virtual operating system, which is a web-based system that meets the requirements of WIA, the Trade Act of 1974 (Trade Adjustment Assistance programs), Wagner-Peyser, and veterans' programs. It is a comprehensive case management system for workforce professionals who work with employers and job seekers. Its case management capabilities include tracking the services for both job seekers and employers. The virtual operating system also maintains a job matching/job referral database, which houses both staff-entered job orders and employer-entered job orders. In addition, it provides federally mandated performance reports for DOLETA employment and training programs.

The District ensures the delivery of labor exchange services via the DCAJC network. Each DC American Job Center provides a wide range of employment, training, and career education services to District of Columbia employers and job seekers and is universally accessible to all in the multi-tiered approach below:

Tier I. Core Services – Serves the universal population

- Eligibility determination
- Outreach, intake, profiling, information on services available
- Initial assessments, including support needs
- Provision of labor market statistics
- Job vacancy listings
- Information on skill requirements for occupations
- Local occupations in demand, earnings, and skills requirements for jobs
- Performance and cost information on eligible training providers on DOES's Eligible Training Provider List
- Information on the availability of support services
- Customer follow-up

Tier II. Intensive Services – Serves adults 18 and older who do not find sustainable employment with Tier I core services alone

- Comprehensive assessments
- Specialized assessments
- Diagnostic testing
- In depth interviewing and evaluation to identify employment barriers
- Development of Individual Employment Plans (IEPs)

- Client-centered case management
- Job and career counseling
- Life skills training/coaching
- Job-readiness training
- Job referrals

Tier III. Training Services – Provides training to those who do not find substantial employment through Tier I and Tier II core and intensive services and who meet eligibility criteria

- Occupational skills training
- On-the-Job Training
- Skills upgrading

Self-service resource rooms, which are available at each DCAJC site, include computers with Internet access and short-cuts to other web-based job search and recruitment tools, labor market information, and career exploration.

DOES is currently redesigning its website. When complete, the new agency website will promote the use of USDOL's suite of electronic tools designed to provide on-line Workforce Information. The website will provide comprehensive career information with links for job seekers to workforce tools of the trade.

Additional social media tools, such as Facebook, Twitter, and YouTube, are being implemented through the DOES's redesigned website in order to reach additional audiences through mechanisms that are low-cost and that provide greater immediacy of information.

Services for job seekers will include:

- The ability to receive job skills assessment
- The ability to research training providers
- The ability to research local and regional labor market information

Services for employers will include:

- The ability to search resumes
- The ability to research labor market information
- The ability to assess current trends in the job market
- The ability to advertise job openings

The new system will allow for continuous improvement through tracking service and wait times with the purpose of improving customer service and customer service delivery flow; and it will replace the current individual program reporting systems with a comprehensive system able to report common measures for all DOES programs.

State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

In order to address the challenges of our customers being served by other workforce partners outside of the DCAJC network , the WIC and DOES will continue to engage in collaborative efforts with District agencies and community-based organizations who deliver similar programs and services. Through enhanced collaboration and greater alignment, the District will promote a well-coordinated system that is ready to assist workers, employers, and other key stakeholders.

The District has implemented a number of policies, strategies and initiatives that are intended to strengthen coordination of state strategies, including:

- The Mayor's Executive Order of July 1, 2011, transferring the DC Workforce Investment Council to the Office of the Deputy Mayor for Planning and Economic Development. This action has allowed the WIC to more fully exercise oversight and advisory responsibilities under WIA, and ensured that District agencies engaged in the delivery of workforce services and other stakeholders are able to better cooperate and align programs and activities, including through the development of the state integrated workforce plan.
- The creation of the new workforce intermediary initiative, which will help to align multiple training programs and other services for jobseekers and businesses within target industries in the District.
- The establishment of a new career and technical education task force, which will bring together multiple agencies and other stakeholders to identify areas for improvement in the delivery of CTE services to youth and adults throughout the District.

How the delivery of services to District jobseekers and businesses, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA sections 111(d)(2), 112(b)(8))

The DC American Jobs Center system is designed to ensure universal access to employment, training, and related services for all DC jobseekers and employer customers. A new umbrella MOA between the WIC and mandatory American Job Center partners is in place to define partner commitment to a collaborative, integrated system, the type, and level of services to be supported within the system, and the standards by which the system will operate.

Registered apprenticeships will continue to play an important role in the District's workforce system.
The DOES Office of Apprenticeship Information and Training (OAIT) is responsible for the registration and oversight of apprenticeship programs in the District. Registered apprenticeship programs are sponsored by employers, labor groups, and employer associations. OAIT safeguards the well-being of apprentices, guarantees the quality of programs, ensures equal access to apprentices, and provides integrated employment and training information to sponsors, employers, and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction.

OAIT is in the process of enhancing its Step-Up Apprenticeship initiative. This program targets residents who lack the basic literacy and numeracy skills to immediately enroll in apprenticeship programs. It will allow residents to be employed on commercial construction projects, including projects subject to Davis-Bacon requirements, as registered Step-Up apprentices for up to 12 months while obtaining eligibility requirements for regular apprenticeships. Individuals receive credit toward regular apprenticeship. 116residents have been hired and indentured as Step-Up apprentices since Program Year 2011.

The Apprenticeship Office will work with other DC American Job Center partner programs to expand access to apprenticeship opportunities, including in sectors beyond construction, and will collaborate with American Job Centers through establishment of an outreach liaison to support stronger linkages between apprenticeship sponsors and other partner programs.

How the District will provide WIA rapid response activities to dislocated workers (WIA Sections 112(b)(17(A)(ii), 133(a)(2), 134(a)(2)(A)

DOES is the District's designated state Rapid Response Center (RRC), and as such is responsible for coordinating rapid response activities associated with mass layoffs, including layoff aversion activities.

Recognizing the tremendous economic challenges associated with layoffs, the District is committed to working with employers to identify strategies, including workforce strategies, which can help businesses remain competitive in the today's global market. The District has requested a prospective waiver for PY 2012 that would allow the use of up to ten percent of local WIA Adult and Dislocated Worker funds to support incumbent worker training, which has proven to be an effective layoff aversion strategy in other jurisdictions. The WIC and DOES will work together in PY 2012 to

whether incumbent worker training is an appropriate strategy for the District, and will work to develop policies and procedures regarding the use of incumbent worker training where it can limit economic disruption and enhance competitiveness of local businesses and industries.

However, there will be circumstances in which layoff aversion strategies will be unable to forestall layoffs or plant closings, and rapid response (RR) activities are appropriate. The District's RR unit responds to Worker Adjustment and Retraining Notifications (WARN) of layoffs and plant closings within 48 hours of receipt of the notice. The delivery of services is timed to take place before the workers are dispersed. The unit works with employers and employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss. The RR services are tailored to meet the needs of the employer; services are delivered on-site while accommodating work schedules and workers through transitions associated with job loss.

The District integrates services to dislocated workers by co-enrolling them in WIA and Trade Adjustment Assistance (TAA) programs when applicable. Core, intensive, and training services are available to assist dislocated workers transition from layoff to work in the least amount of time possible. If workers have skills that are in demand in the labor market, simply accessing the core services of job search and placement assistance and useful labor market information may be sufficient to help them get back into the workforce quickly. However, intensive and training services may be provided when a determination is made that the individual is in need of services beyond core.

Upon receipt of the WARN notice, the RR Coordinator contacts the employer to schedule a site visit to determine logistical requirements for a presentation and to schedule the RR event. The RR Coordinator will inquire if employees will be receiving severance pay and the details of the closure or layoff plan. A Rapid Response Initial Meeting Checklist is completed at his meeting to record details of the layoff plan.

The RR Coordinator then notifies other members of the RR unit: an American Job Center representative, a Business Services Group representative; an Unemployment Insurance representative; the Trade Adjustment Assistance (TAA) and the Trade Readjustment Allowance (TRA) representatives; and supporting stakeholders of logistical information, including date and time of the impending event.

Informational packets are prepared for distribution to the affected workers. The packets include information on locations and workshop schedules, a listing of American Job Centers in nearby Maryland and Virginia for those workers who choose the access services in the jurisdiction in which they live, a brochure on unemployment insurance compensation, a virtual operating system registration form, a copy of the presentation to be presented during the event, and information on TAA and how to directly access to TAA petition information.

An overview of services and benefits available at the American Job Centers are discussed in detail with the workers. These services include reemployment activities and resources and information on health providers, housing and nutrition assistance, financial counseling, child support needs, and other special needs for workers and families to continue with a self-sustaining life style. Details on the process of filing for unemployment insurance compensation is thoroughly presented and a questions and answer session follows to clarify any issues, problems, or reservations presented by the workers. Representatives from local resource agencies are present to provide information on coping with a layoff and financial management and health care coverage, and tax credits

Information collected from workers includes contact information, work history, demographic information, skills sets, work history, educational level, long/short term goals and training needs.

Workers complete the virtual operating system registration form and the registration information is entered into the system within 72 hours, with the Rapid Response service code, by Rapid Response unit staff. Workers are informed that early intervention and job search assistance are immediately available following the registration process. Copies of the registration forms are created and forwarded to the American Job Center Associate Director to disseminate amongst the case managers for follow-up as well as to the Business Services Group Manager for job placement and matching and the Office of Program Performance Monitoring for performance monitoring.

The RRC is responsible for completing and submitting the following reports:

- On- site RR visit report is completed after a WARN notice is received and an on-site visit is conducted
- Expeditious Response Report is completed after RR makes a visit without receiving a WARN notice
- A monthly report to comply with the agency reporting requirement
- The monthly report will be forwarded to the Business Services Group Manager and to the Office of Performance, Planning and Economics.

Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

The District's virtual operating system provides a common database, case management, labor exchange, and participant reporting system for WIA, Wagner-Peyser, and Veterans Programs. The participant data and reporting for Trade Adjustment Act is also incorporated into the system. The virtual operating system provides participant and performance information to help manage DOES programs, and also tracks services provided to businesses. Its use is required for all American Job Center and Business Services Group staff. The number of customers who register and receive services is collected and reported to DOES management on a weekly basis. Monthly Employment and Training Administration (ETA) reports are provided to DOL for participants in WIA Adult and Dislocated Worker, & National Emergency Grant (NEG) (ETA-9148 Report), and WIA Youth (ETA-9149) programs. There is also a quarterly report submitted to DOL reporting all WIA deliverables. The Financial Accounting and Reporting System (FARS) and System of Accounting and Reporting (SOAR) are used to create fiscal reports. These operating systems report monthly the current expenditures on an accrual basis, as well as unliquidated obligations and leveraged funds. WIA administrative costs are reported separately. Formula grants for adult and dislocated workers show training and supportive service costs separately from core and intensive services. The FARS and SOAR data are rolled up into the quarterly reports submitted to DOL.

State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

DOES uses a virtual operating system developed by Geographic Solutions as the common data system necessary to collect participation and performance information and to report and track outcome data. Data collected within the system includes descriptions of participants' needs assessments, descriptions of employment and job readiness plans, descriptions of education and employment history, and descriptions of job placements.

DOES staff update a WIA Standardized Record Data (WIASRD) format file on a quarterly basis and prepare two sets of quarterly reports every quarter–a report based on the due dates specified in the DOL reporting schedule and a preview of the quarterly report that will be due in the subsequent three months. Quarterly reports and previews supply numerators and denominators.

The District's proposed performance outcomes with respect to WIA and Wagner-Peyser-funded activities are included in Section I.D, "Desired Outcomes." The District has requested a waiver to implement and report only the "common measures" with respect to the WIA Adult, Dislocated Worker, and Youth programs. The District is not proposing any additional indicators of performance for PY 2012, but may consider such indicators in later years in order to determine the effectiveness of the workforce system in meeting jobseeker and employer needs.

The WIC and DOES will work together in PY 2012 to develop consistent reporting mechanisms that will allow for real-time analysis and evaluation of the DCAJC system, and allow the WIC to provide guidance to DOES on ways to improve performance to ensure that the District remains on target to meet the desired outcomes. It is anticipated that this reporting system will be in place by October 2012, and will allow for reports on at least a monthly basis that can be shared with WIC staff and executive committee members.

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

The District's Virtual One Stop (VOS) serves as the system for all Wagner/Peyser, Workforce Investment Act (WIA) and Trade Act participants for the required federal reports and Workforce Investment Act Standardized Record Data (WIASRD) which includes unemployment insurance wage records from all states participating in the Wage Record Interchange System (WRIS). Staff can enter case notes, activities, assessments, exclusion exits and follow-ups. VOS provides online, case management reports, demographic data and labor market information, activity tracking reports, soft exit process and case management information.

The Office of Information and Technology (OIT) have staff that has signed the necessary forms to pull/access the WRIS data in compliance with the WRIS agreement. OIT has taken the required measures to secure the WRIS data is only used for the performance measures in accordance with the agreement.

OIT staff runs reports on a continuous basis and pulls wage data from the Unemployment Compensation Department to determine interim performance, needed follow-up and to implement corrective action in advance of receiving WRIS data.

A select group of OIT staff are responsible for importing the data extract through the current Data Validation Report System (DRVS) for the federal reports. DOL is converting to a new E-DRVS for PY12 Reporting. OIT will continue to provide training and technical assistance to WIA, Wagner-Peyser, Veterans, TAA and locally funded programs to support increased co-enrollments and better usage of scarce resources and funding.

C. SERVICES TO STATE TARGET POPULATIONS

Despite a recovering economy, there are District job seekers who, due to unique employment challenges, continue to find it difficult to enter the labor market. These "hard-to-serve" customers often require intensive services designed to address their specific barriers to employment.

1. DC American Job Centers

The DC American Job Center network serves the following target populations:

i. Unemployment Compensation Claimants

DOES Reemployment Services are designed to lead job seekers, especially Unemployment Insurance claimants, to rapid reemployment. Research has proven that job seekers who receive clear reemployment information and who choose a specific reemployment path soon after losing their jobs are the most likely to become reemployed quickly and to get jobs that best suit their lifestyles. DOES's goal is to provide UI claimants comprehensive information that enables them to make informed choices immediately upon becoming unemployed. DOES now uses WorkKeys, a self-assessment tool that identifies which work readiness skills a UI claimant may need to improve upon.

DOES requires all workers filing for UI benefits to register for employment services unless the nature of their employment presents a valid reason for deferring registration (e.g., seasonal employment, union membership, short-term layoff, etc.). With the exception of those deferred, all UI claimants must register in our virtual operating system and post an online resume to maintain eligibility for UI benefits.

After their intake and initial orientation and assessment, UI claimants are placed on one of three tracks:

1. **Job Ready:** This track focuses on the key elements of a successful job search or career plan. Comprehensive reemployment information includes skill and interest assessment resources, job search techniques, and labor market information. Effective resume writing and interviewing are also covered.
1. **Training**: This track discusses soft-skills and occupational training as a means to a better career. It covers how training may be funded, what labor market factors job seekers need to take into consideration before choosing a training program, and how training may impact a UI claim.
1. **General Educational Development/Adult Basic Assistance (GED/ABE)**: UI claimants are referred to adult basic education training.

ii. Long-Term Unemployed

The District's unemployment rate has reached historic levels since the economic downturn began in 2007, and Mayor Gray pledged to tackle the District's high unemployment as one of his top priorities. The One City • One Hire (OCOH) initiative, launched in September 2011, was developed to address the urgent need to put people back to work during these difficult economic times. By offering employers incentives, including wage reimbursements, training subsidies, and pre-screening services under the OCOH initiative, local employers are more willing to take a chance on hiring unemployed DC residents. However, because competition is great in the labor market, these same employers can be particular with regard to whom they hire, and most want qualified job candidates.

Because most long-term unemployed have been out of the workforce for more than six months, and in some cases nearly two or more years, many need work readiness and occupational skills training, as well as career counseling, in order to re-enter the changing labor force. In addition, those who do possess basic job readiness skills may not have had a sufficient skills upgrade since leaving the workforce. Many long-term unemployed have given up hope.

DC American Job Centers are able to provide the long-term unemployed with a wide range of reemployment services and skills assessments to identify their work readiness level, followed by core and intensive services and referrals to training programs in high demand industries to prepare them for successful outcomes when they return to work. DOES is also leveraging local resources to provide long-term unemployed District residents with work readiness training at the University of the District of Columbia Community College (UDC-CC).

iii. Underemployed Individuals

DOES has focused its efforts on securing employment for the unemployed residents of the District of Columbia. As the District's high unemployment rate continues to decline and the unemployed are able to find sustainable employment, DOES will increase its efforts to help the underemployed find full-time, long-term employment by referring them to high-growth, high-skill fields through training aimed at filling employers' critical vacancies.

iv. Dislocated Workers

Dislocated workers in the District of Columbia are tremendously diverse in terms of their skills, previous occupations and industries, and wages. In the midst of these differences, there are certain characteristics shared by dislocated workers. They often include one or more of the following attributes:

- Little information or understanding about current labor market opportunities
- Poor work search skills
- Significant work experience and work maturity
- Strong work skills that may be outdated and or not in demand
- Financially stressed
- Psychologically stressed (including possible depression)

These characteristics distinguish dislocated workers from other job seekers, including those seeking training. To be responsive both to the diversity of experiences and to the common characteristics of dislocated workers, DOES will utilize multiple strategies over the next five years to serve the District's dislocated worker population.

Dislocated workers will be served as close to the time of dislocation as possible. DOES will provide orientation to affected workers that includes updated labor market information and an overview of occupational training opportunities, as well as identification of hiring employers and upcoming hiring events.

DOES also works with dislocated workers to develop individual employment plans (IEPs). The IEPs will include:

- Assessment of vocational skills and interests along with transferrable skills and barriers to employment
- Development of career goals with comparable wages
- Development of a comprehensive supportive service strategy involving other partner agencies
- Crisis adjustment services (including stress management and financial management services) to help dislocated workers cope with being laid off
- Job readiness services to help dislocated workers acquire the skills needed in today's workplace
- Job search training and assistance in finding appropriate jobs, including assistance in finding jobs out of the local area, when necessary

These services should be sensitive to the distinct needs of dislocated workers, particularly their work maturity and need for reemployment often at relatively higher than entry- and mid-level wages. In addition, basic readjustment services should be available to those interested in immediate employment as well as to those who need retraining.

Recognizing the retraining needs for dislocated workers, DOES will provide a wide range of training options that will include:

- Training to assist workers with limited basic skills to gain the skills needed in today's labor market, either provided directly or through coordination with other programs
- Training in occupational skills for new careers, as well as training that builds on existing skills, to prepare dislocated workers for available jobs with high wages
- Training content and methods that are appropriate for adults with substantial work experience
- DOES's On-the-Job Training program will match dislocated workers' aptitudes and interests and provide training in skills needed for stable employment at wages as high as possible
- These services may be provided either directly, through DOES, or through coordination with other partner agencies non-profit partners

v. Low-income Individuals

With approximately 40 percent of the District population receiving some form of public assistance, it is critical for the workforce system to deliver services that enable such individuals to maintain family and employment obligations while also pursuing education and training that can support career advancement.

DOES has partnered with the District's Department of Human Services to provide targeted services to recipients of Supplemental Nutrition Assistance Program (SNAP) benefits. DOES has set aside $2 million in Program Year 2012 to provide job training and supportive services to these low-income individuals, with DHS providing up to a 50 percent reimbursement to DOES for costs associated with these services. The WIC and DOES intend to evaluate the effectiveness of this partnership in PY 2013, and determine whether there are additional opportunities for partnership between the WIC, DOES, and DHS in serving the employment and training needs of DC's SNAP and TANF recipients

The District provides transportation subsidies to qualifying low-income participants who need assistance in getting to and from training or employment sites, and partners with a number of community-based organizations to address child care needs so that low-income custodial parents are able to participate in the workforce.

Going forward, the District will seek to implement and expand job training strategies, such as career pathways and contextualized learning models, that are better designed to address the skill needs of low-income and low-skilled participants.

vi. Veterans

Targeted veteran populations include disabled veterans, post 9/11 veterans (Gold Card), homeless veterans, VR & E participants, Special Disabled Veterans, Transitioning Service Members, Service-Connected Veterans, and Other Eligible Persons (including eligible spouses).

Providing appropriate services for veterans will often require diagnostic testing and in-depth evaluation to identify employment barriers and appropriate employment goals. Once the staff makes the determination that intensive services are needed, the Veterans/other eligible persons will be referred to the American Job Center career advisors which includes Disabled Veterans' Outreach Program Specialists (DVOPs) and Local Veteran's Employment Representatives (LVERs) and non-veteran staff or other partners, as necessary.

Staff providing intensive services will help veteran job seekers develop an Individual Employment Plan (IEP) to identify the employment goals, appropriate objectives, and services needed for the veteran to achieve those goals. The staff will also work with participants in doing one-on-one individual counseling and career planning. Many customers will require short-term prevocational services, including communication skills, interviewing skills, punctuality, and professional conduct.

As required by law, veterans receive priority of service through the American Job Center system for the following programs:

(1) WIA Adult;
(2) WIA Dislocated Worker;
(3) National Emergency Grants;
(4) Wagner-Peyser State Grants;
(5) Trade Adjustment Assistance (TAA); and
(6) Senior Community Service Employment Program (SCSEP).

DVOP Specialists and LVER staff target services to special disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment. DOES is able to provide this priority service from the point of entry. At entry, veterans and eligible spouses are made aware of (1) their entitlement to priority of service, (2) the full array of employment, training, and placement services available under priority of service, and (3) any applicable eligibility requirements for those programs and/or services.

In addition to the priority of service provisions covering services at all American Job Center centers, the District also operates a veterans-only American Job Center. The District's virtual operating system also allows registered Veteran job seekers the opportunity to have priority of job postings before they are made available to the public.

The District of Columbia was among the first areas to assist eligible veterans applying for the Veterans Retraining Assistance Program (VRAP). The program will pay GI Bill benefits to veterans aged 35 to 60 who are unemployed. The monthly payment will be approximately $1,500 but will not include tuition or book stipends. In this unique partnership, program participants are referred to DOES by USDOL, and veterans will be allowed to enter a program leading to a certificate or degree within one year. Applications will be submitted through USDOL and benefits paid by the Veterans Administration (VA). Participants must be enrolled in a VA-approved program of education offered by a community college or technical school. The program must lead to an associate degree, non-college degree, or a certification, and train the veteran for a high demand occupation.

To qualify, a veteran must:

- Be at least 35 but no more than 60 years old;
- Be unemployed (as determined by USDOL);
- Have an other-than dishonorable discharge;
- Not be eligible for any other VA education benefit program (e.g., the Post-9/11 GI Bill, Montgomery GI Bill, Vocational Rehabilitation and Employment Assistance);
- Not be in receipt of VA compensation due to un-employability, and;
- Not be enrolled in a federal or state job training program.

The program is limited to 45,000 participants throughout the country during Fiscal Year 2012, and to 54,000 participants from October 1, 2012, through March 31, 2014. Participants may receive up to 12 months of assistance at the full-time payment rate under the Montgomery GI Bill–Active Duty program (currently $1,473 per month). USDOL will provide employment assistance upon completion of their program to every Veteran who participates in VRAP.

American Job Center staff is responsible for advising interested veterans about the VRAP Program. This includes one-on-one counseling regarding eligibility requirements, a thorough review of area LMI data, and identification of high-demand occupations. Staff will also help veterans identify appropriate educational opportunities. Upon exit from the training, staff is also required to contact veterans within 30 days to provide placement assistance and ensure outcomes tracking.

vii. Homeless Individuals

The WIC and DOES are committed to identifying effective strategies for addressing work readiness and other needs for homeless residents. In the short term, the WIC and DOES will seek to establish relationships with shelters and other service providers to help increase awareness of service available through the DCAJC system. In the longer term, the WIC and DOES may seek to establish formal partnerships with such entities that will enable homeless individuals to receive training or employment services in addition to housing assistance and other work supports. DOES will also explore how the locally-funded Transitional Employment Program can better address the needs of homeless participants.

viii. Limited English Proficient (LEP) Individuals

According to the 2010 Census, the District has observed an influx of immigrant populations over the past decade with 13.5 percent of District residents being foreign born. The 2010 Census also indicates that 14.5 percent of residents age five and over speak a language other than English, making language access a major priority for the District.

As described in Section I.C. above ("State Strategies"), the WIC and DOES intend to work with the Office of the State Superintendent of Education (OSSE) and the University of the District of Columbia Community College (UDC-CC) to explore the development of career pathways strategies that would include adult education or English as a Second Language (ESL) instruction as part of a contextualized learning model to move lower-skilled individuals into well-paying jobs. The WIC and DOES will also work with OSSE in PY 2012 and later years to evaluate the availability of Title II-funded ESL instruction for WIA participants, and explore ways to expand capacity for these services as needed, including through the recruitment of community-based organizations with experience serving LEP populations.

As required under the DC Language Access Act of 2004, the WIC and DOES will continue to work with the DC Office of Human Rights to provide greater access and participation in public services, programs, and activities for residents of the District of Columbia with limited or no English proficiency through the DC Language Access program.

DOES has a designated liaison to the Office of Human Rights participating in the Language Access Program for the District. The DOES Liaison ensures that staff are trained to identify those in need of additional language resources to understand all relevant information in their job search activities across all DOES programs . Training is especially

geared to those staff members that are customer –facing in the service delivery system such as the DCAJC centers.

Outreach and customer tracking is documented in a quarterly report that is submitted to the Office of Human Rights.

DOES staff are required to:

- Document the language requested by phone or at sign-in for services at a DC American Job Center
- Access language helpline for translation services
- Provide translation of vital documents in the top six languages identified for this demographic area
- Attend training sessions to review the language access outreach process for major District agencies
- Complete service reports and submit to DC Office of Human Rights each quarter
- Outreach participation at community centers and special programs for specific language demographics

The DOES's Public Affairs Office and the DOES Office of Equal Employment Opportunity are currently collaborating to ensure vital documents are translated into identified languages across all affected programs, including the Office of Unemployment Compensation and DC American Job Centers. DOES is on target to meet translation updates through FY 2013. Additionally, outreach tools from the DC Office of Human Rights are provided for posting in the DC American Job Centers to promote interactive communication between front line staff and walk-in customers requiring service.

ix. Ex-Offenders/Individuals with Multiple Challenges to Employment

The District's primary program for addressing the needs of jobseekers with multiple barriers is the Transitional Employment Program (TEP), which is a locally-funded program administered by DOES. From homelessness to lack of work history to lack of education to substance abuse to mental health issues and those additional barriers faced by returning citizens, TEP serves to support individuals through life-skills training, employment-related services, and robust support mechanisms.
Reentry to the labor market is particularly difficult for returning citizens as low employment rates, recidivism, poor work skills, and limited work experience negatively affect their ability to enter and maintain the workforce and their quality of life. As noted earlier, approximately 8,000 returning citizens come back to the District each year. In the last few years, TEP has noted that over 70% of TEP participants have had a criminal history.

TEP has three key features to assist in the development of work-ready individuals and to ensure quality service to this population. The three-week job readiness component offers life skills training and an opportunity to learn more about the workplace through employer presentations. Successful completion of the Work Experience (WEX) provides up to six months of subsidized work experience for participants at federal, local, private sector, and community-based organizations, Finally, TEP participants who graduate from subsidized work then seek to transition to full-time, unsubsidized work.

While TEP has been historically successful in securing subsidized employment for thousands of District residents with multiple barriers to employment, securing unsubsidized work has proven to be more difficult because of employer's reluctance to hire returning citizens as well as lack of full-range support for participants once unsubsidized employment is secured.

Starting no later than PY 2013, the WIC and DOES will evaluate the effectiveness of the TEP program, and seek to identify potential reforms that will better align the program with the broader workforce vision articulated by the Mayor.

2. Serving the Needs of Individuals with Disabilities (Wagner-Peyser Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).

According to data provided by the Department of Disability Services, Rehabilitation Services Administration (DDS/RSA), 43,850 District residents between the ages of 16-64 (roughly 11.1 percent) are estimated to have a disability. Of those individuals, it is estimated that 32.4 percent are employed on a full-time or part-time basis, and 21,608 are

estimated to have an employment disability.
The Department of Employment Services currently enjoys a strong partnership with the Office of Disability Rights (ODR). This cooperative relationship means that DOES is able to register customers with disabilities for employment services while they are at ODR. In the future, the District hopes to expand this partnership into collaborative programming, and coordination with employer-partners who are interested in hiring District residents with disabilities. DOES and the Department of Disability Services (DDS) will exchange customer data and ensure comprehensive service through dual onsite access for DOES and DDS staff. The District is also working to ensure that employment-related services are being provided to citizens with special needs at DC American Job Centers, as opposed to relying heavily on referrals. While partnerships strengthen DOES's ability to provide employment support to all residents, it is imperative that the District be prepared to meet the needs of these customers at the American Job Centers.

In addition to providing customers with disabilities the same high quality service afforded all job-seeking customers, DOES works with the Department of Disability Services/ Rehabilitative Services Administration (DDS/RSA) to tap into their rich experience of assisting persons with disabilities find employment.

The two agencies coordinate to determine whether customers with certain disabilities are ready for employment. They also leverage resources—for example, DDS/RSA may have the employer relationship and DOES may cover the costs of occupational skills training preparing the customer with the required skills ensuring workplace success.

To improve the placement rate of customers with disabilities DOES will continue to offer high levels of service to this population which include:

- DDS/RSA staff training to DOES Business Services Group staff on customized employment approaches to carving out jobs and tasks that employers need completed;
- Inviting DDS/RSA to sit in on initial assessments with job seekers with disabilities to begin a dual approach from the beginning of a customer's experience with DOES;
- Raise awareness and reduce anxiety among employers when it comes to hiring individuals with disabilities.

DOES also serves as an Employment Network (EN) for the Ticket to Work and Self-Sufficiency Program. This program provides Social Security beneficiaries with disabilities more choices for receiving employment services. Under this program, the Social Security Administration (SSA) issues "Tickets" to eligible beneficiaries who, in turn, may assign those Tickets to an EN of their choice to obtain employment services, vocational rehabilitation services, or other support services necessary to maximize their economic self-sufficiency through work opportunities. As an EN, DOES will provide the following services and receive performance incentive payments once the customers is placed and experiences employment retention:

- Career counseling
- Job development
- Ongoing post-employment support (job coaching)

3. Delivering Comprehensive Services for Eligible Youth (WIA Section 112(b)(18(A)

The District has long supported a range of workforce and employment activities aimed at youth populations, including both WIA Youth-funded year-round services and locally-funded programs such as the Summer Youth Employment Program.

WIA Youth Programs. The District's year-round WIA youth workforce development programs provide workforce development supports and services to both in-school and out-of-school youth. The year-round out-of-school program prepares young adults, ages 16 to 21, who are unemployed and/or no longer in school, to meet their long-term employment and post-secondary education goals. The year-round youth employment programs are funded with federal resources and places special emphasis on serving youth who are:

- Involved in the juvenile or criminal justice system;
- In foster care, or aging out of foster care;
- Pregnant or parenting;
- Persons with a disability;
- Residents of public housing;
- Homeless or runaways;
- Children of incarcerated parents; and/or
- Residents of high-need communities.

The goal of the Year-Round WIA program is to equip program participants with the necessary skills to transition into the next phase of their personal development (such as earning their GED or High School Diploma, obtaining an industry-recognized certificate, securing permanent unsubsidized employment, or enrolling in a post-secondary institution, advanced training, or the military) while providing them with the resources to become self-sufficient adults. This goal is achieved by offering academic services, basic and vocational skills training, leadership development, life skills, career awareness, and subsidized work experience.

Enrolled youth participants are placed with contracted service providers who provide the aforementioned training, conduct regular assessments to measure progress, and provide on-going case management and wrap-around support that is documented through an Individual Service Strategy (ISS).

In PY 2011, there were a total of nine (9) contracted service providers: seven (7) of which providing services to out-of-school youth and two (2) providing services to in-school youth. A total of 403 slots were available under the two programs, including 323 slots for out-of-school youth and 80 in-school youth slots. This represents an increase of 62% from 2009.

All of the District's existing WIA Youth contracts expired on August 15, 2012. 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 have collaborated to revamp the awards process for in-school and out-of-school youth programs in PY 2012

As part of this new process, the District released a Request for Applications (RFA) for out-of-school youth in August 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 2015.

The WIC and DOES are developing a new RFA for in-school WIA youth grants, which is currently scheduled for release in late 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.

It is important to note that the WIC and DOES have been carefully collaborating to ensure that youth being served under the contracts that expired in August 2012 are placed in alternative DOES-administered youth programming to ensure continuity of services.

Summer Youth Employment Program. The District intends to continue to operate its successful Summer Youth Employment Program, which provides short-term summer job placements with local employers for youth ages 14-21. While the SYEP is entirely locally-funded, many of the youth served through the program are also co-enrolled under WIA, which allows those participants to benefit from additional employment and career readiness experiences. The WIC and DOES will work together to increase the number of SYEP participants who are co-enrolled in WIA programs.

Raise DC. As part of the Mayor's "Raise DC" cradle-to-career initiative (see Section I.C), the Office of the Deputy Mayor for Education (DME) has convened a Disconnected Youth Working Group that is comprised of representatives from several key youth service and education agencies. This working group is distinct from, but will coordinate with, the Youth Employment Change Network that functions as the Youth Investment Council for the WIC. The Disconnected Youth Working Group will be involved in developing a locally-funded pilot program for young adults that will be launched during FY 2012. This pilot program, called Pathways for Young Adults Program (PYAP) is designed to assist out-of-school and out-of-work District residents aged 18-24 by merging work readiness instruction, life skills development, and occupational training with an on-the-job experience. Participants will go through a rigorous mandatory work readiness training course that will focus primarily on life-skills development, interview etiquette, resume writing, job search assistance, conflict-resolution, financial independence, customer service skills, etc. Through this experience, youth will be able to earn a nationally-recognized credential in Customer Service.

Once the work-readiness component is completed, youth are provided with specific occupational training within one of the four emerging, high-growth industry areas: Administrative Technical/ Information Technology; Hospitality, Culinary & Tourism; Construction and Property Management; and Allied Health Professions. OYP will partner with the UDC-CC to co-enroll youth in their workforce development certificate programs in these aforementioned areas. This will allow youth to receive training in high-yield, in-demand career areas and provide them with an opportunity to earn an industry-recognized certificate. This training can last anywhere from six to nine weeks depending on the area of focus and the skill level of the youth participant.

Once the participants have successfully completed their UDC-CC Training, their next step is the "on-the-job" experience. At this point, employers will act as hosts to these young people, providing them with a work experience closely related to their chosen career paths. The training can last up to 12 weeks and will include wage subsidies.

Given the proper tools, close guidance of progress by their case coaches, follow-up services provided by the Office of Youth Programs, and both the work readiness and occupation training, the District can ensure that the participants will be able to connect back to the labor market successfully. Additionally, OYP will leverage existing partnerships with other District government agencies such as the Department of Health to provide free health information, the Department of Mental Health to provide counseling services, and the Deputy Mayor for Planning and Economic Development to provide financial literacy training and access to free bank accounts through the Bank On DC program.

The District will engage in a citywide recruitment effort that will engage many community-based organizations, other District government agencies, and city leaders encouraging referrals to the program.

OYP enrolled its first cohort of participants in July 2012 and will continue to enroll youth through FY12 and beyond.

Additional Youth Strategies. In order to further improve services available to youth, the District intends to promote inter-agency collaboration to ensure that older youth are appropriately served by the Office of Youth Programs and are also able to take advantage of resources available for adults.

One of the primary ways the District intends to do this is by strengthening the relationship between the DC American Job Centers and the Office of Youth Programs. Currently, there are customers who could benefit from adult training opportunities and services available through the DC American Job Centers. However, many of these younger customers are not being connected to the full complement of services that are potentially available to them. The District intends to target youth who are 18 years of age or older and are suitable candidates for training so that they can be connected to these resources.

Additionally, the Office of Youth Programs has already started collaborating more closely with the Office of Apprenticeship Information and Training to identify additional apprenticeship opportunities for youth. They will also be working to develop Step-Up apprenticeship programs that will provide paid training opportunities to youth as they prepare to take the entrance examination for various apprenticeships.

Expanding access to youth services through the DCAJC network. The District has assigned dedicated OYP staff members to provide direct access to services through comprehensive DCAJC sites. OYP staff members are trained to use DCAJC data management system so that they can appropriately record information about youth participants and make referrals to services. The District is also working on developing the youth programs data system through the MIS system that will allow for a more streamlined flow of information from the virtual operating system to the youth program databases to ensure youth are receiving the appropriate services and are being monitored effectively.

The District has been working with the National League of Cities as part of a working group session with other jurisdictions that have expressed interest in developing youth-specific American Job Centers. The WIC, DOES, and other partner agencies will continue to explore the feasibility of this concept in the District.

D. WAGNER-PEYSER AGRICULTURAL OUTREACH

The District of Columbia does not currently offer a Wagner-Peyser agricultural outreach program.

E. SERVICES TO EMPLOYERS

The District of Columbia recognizes the critical importance of engaging business customers in the workforce system to ensure that training and other services are aligned with current and future employment needs. As noted in Section I, the District has launched a number of initiatives specifically designed to address the skill needs of target industries, including the development of the new workforce intermediary initiative.

The workforce intermediary initiative, which will be staffed and managed by the WIC, will seek to expand training capacity in target industries to help meet current and future workforce requirements within those industries. The WIC will work closely with employers to identify and validate skills gaps, expand existing training capacity to address those gaps, and coordinate additional services – including recruitment, outreach, and supportive services – that can enable District residents to enter into and succeed in occupations in target industries. It is expected that lessons learned through the initial implementation of the workforce intermediary strategy in FY 2013 will help to reorient the way the District's workforce systems engages employers across key sectors.

While the workforce intermediary will allow for the development of greater capacity within targeted industries, the District is still committed to providing universal access to high-quality services for all business customers through the DCAJC system. These services will be managed and overseen by the Business Services Group (BSG), in consultation with the WIC.

Specifically, the BSG is responsible for:

- Ongoing implementation of the Mayor's "One City • One Hire" (OCOH) initiative, which has connected more than 3,500 unemployed DC residents to employment opportunities with area businesses since its launch in September 2011, The BSG offers a range of value-added services to participating OCOH employers, including providing funding for on-the-job training (OJT) placements, assistance with applicable tax credits, and recruitment and screening services to ensure that prospective employees are well-matched with business needs.
- Assisting employers in complying with the District's "First Source" requirements, which establishes hiring and apprenticeship requirements for certain District-administered contracts over $100,000, and requires participating employers to utilize DOES as the first source for recruitment, referral, and placement of DC residents.
- Developing and administering OJT contracts funded under WIA, where appropriate.

- Assisting other DOES departments and programs, including DCAJC Operations and Rapid Response Unit, by ensuring that services and activities offered are preparing jobseekers to meet the needs of local businesses with employment opportunities.
- Offering other business services, including job development services and job fairs.

The WIC will assist the BSG by providing guidance on employer needs, including sharing information and best practices identified through the implementation of the workforce intermediary. The WIC will work to ensure that performance data relating to employer engagement and satisfaction will be captured and evaluated as part of efforts to improve American Job Center operations, including the development of certification standards for DCAJC centers.

DOES is also in the process of developing a new website, which among other services will provide employers and businesses with information on recruitment and retention strategies, labor market information, including national and state-specific wage trends, access to hiring incentives and tax credits, labor law information, and a link to other city services for businesses.

F. WIA SINGLE-AREA STATES

Comments from the public comment period that represent disagreement with the Plan. (WIA Sections 118(c)(3), 112(b)(9), 20 CFR 661.220(d), 20 CFR 661.350(a)(8)

In compliance with the requirements of WIA section 118, the District posted the draft state plan for a 30-day public comment period commencing on July 11, 2012 and ending on August 10, 2012. One organization submitted public comments; a copy of these comments is provided as Attachment F.

Entity responsible for the disbursal of grant funds. (WIA Section 118(b)(8). 20 CFR 661.350(a)(9).

The entity responsible for the disbursal of state and local WIA grant funds is the District's Office of the Chief Financial Officer.

Type and availability of WIA Title I Youth Activities, including an identification of successful providers of such activities. (WIA Section 118(b)(6), 20 CFR 661.350(a)(7).

As described in Section II.C.3 (Services to Eligible Youth), the District has redesigned the grant process for year-round WIA Youth services for Program Year 2012 in an effort to spur innovation in service delivery and identify effective youth providers. The District released a new Request for Applications (RFA) for out-of-school youth services in August 2012, and anticipates that grantees will be able to begin operations in October 2012. The RFA for in-school youth services is planned for release in October 2012, with operations scheduled to begin in January 2013. The District anticipates that it will be able to provide the Department of Labor with information on successful providers of youth activities in subsequent annual plan updates.

G. WIA WAIVER REQUESTS

The District of Columbia is renewing four waiver requests for Program Year (PY) 2012. These waivers were previously approved for PY 2011, and include:

- A waiver of the 20 percent funds transfer limit between the WIA Adult and Dislocated Worker Programs, to allow the District to transfer up to 50 percent of such funds between programs;
- A waiver authorizing the District to utilize up to 15 percent of WIA Adult and Dislocated worker formula funds to support incumbent worker training;
- A waiver to permit the District to implement and report only the common measures for WIA Title I-B programs

(WIA Adult, Dislocated Worker, and Youth);

- A waiver to permit the District to extend initial eligibility for eligible training providers from 18 months to 24 months before implementing the subsequent eligibility determination process.

The waiver requests are attached to the state integrated workforce plan as Attachment G.

H. TRADE ADJUSTMENT ASSISTANCE

The Trade Adjustment Assistance (TAA) Program provides aid to U.S. workers who have lost their jobs as a result of foreign trade. The TAA Program, through federal funding, attempts to provide these trade-affected workers with opportunities to obtain the skills, resources, and support needed for reemployment. Program benefits and services to individual workers are administered by the states, while technical assistance and oversight are provided by the US Department of Labor Employment and Training Administration, Office of Trade Adjustment Assistance.

The DOES TAA team intakes and processes the Trade Readjustment Assistance (TRA) application; provides reemployment services; provides information for liable state determinations; and procures and pays for the approved training, including subsistence and transportation. Similar to the assessments used for WIA dislocated workers, TAA-affected workers create an individual employment plan and training plan that will follow the same guidelines and interpretations used in developing goals, needs, and skills identification of WIA dislocated workers. The District coordinates TAA services and benefits to qualifying states, through the WIA/Wagner-Peyser service delivery systems, to provide seamless services to participants seeking services in the states where they reside. Staff will begin providing information and guidance at the initial Rapid Response presentation. The Rapid Response unit responds to layoffs and plant closings within 48 hours of receipt of the impending closure or layoff, and the initial delivery of services is scheduled to take place before the workers are dispersed.

As with all Rapid Response events, the initial meeting is scheduled by the Rapid Response Coordinator to determine the logistical requirements of the Rapid Response event. The event is attended by the Rapid Response Coordinator, an American Job Center representative, an Unemployment Insurance (UI) representative, a Trade Adjustment Assistance (TAA) and a Trade Readjustment Allowance (TRA) representative. This presence improves awareness and knowledge of the TAA program and increases the program's focus on achieving suitable long-term employment for adversely affected workers. TAA resource materials are distributed at Rapid Response events, which include a TAA quick reference guide, brochure, and handbook. Affected workers also receive an application for benefits and services.

To provide successful outcomes for TAA workers and to meet the deadlines associated with the Trade program, trade-affected workers are immediately co-enrolled in Trade/Dislocated Worker Programs. Workers are eligible to take advantage of these services immediately following the announcement of the pending layoff or closure. Each participant is assigned a Workforce Investment Act Counselor/ TAA specialist who accepts the application for Trade Benefits and Services. The counselor initiates the service delivery components of WIA and TAA by providing career planning and counseling, skills assessment, job search assistance, enrollment in training, referrals to supportive services, and information regarding financial aid.

The District will ensure all team members have received detailed instructions on how to effectively utilize assessments to identify participant needs, including the need for training according to the six criteria for TAA approved training (20 CFR 617.21(c) and 617.22(a)). The integrated delivery of these services means that resources are aligned, allowing the District to provide an enhanced service model.

In-depth interviewing and evaluation will identify employment barriers and result in the development of individual employment plans at the completion of the assessment process. It is through this evaluation that case managers are able to work with customers to recognize and classify employment goals, recognize transferable skills, and identify possible training opportunities. In order to determine eligibility for occupational skills training, diagnostic testing and assessment of current skill levels and abilities are conducted by case management staff at the District's American Job Centers. Qualified workers must be unable to find suitable work, be able to benefit from reasonably available, appropriate training that will produce a reasonable expectation of employment, and be offered at a reasonable cost. Career coun-

selors assist workers in identifying suitable training that is a reasonable cost and available in local and regional areas. Approved training provider information is also stored in our virtual operating system, giving workers direct access to industry/occupation information to support the job search assistance component of TAA and WIA. Affected workers are provided with information on how to apply for such training.

Additionally, gainful long- and short-term employment opportunities are generated in the virtual operating system Job Bank and are easily accessible through direct searches or with staff assistance. The DOES TAA team assumes the responsibility of case management services and certifies training attendance. State partners also assume the responsibility of satisfying the federal reporting requirements for the Trade Act Participant Report (TAPR) and WIA Standardized Record Data (WIASRD). Data for TAPR and WIZARD are automatically populated when workers are co-enrolled in TAA and WIA, which allows for report consistency and timeliness.

I. SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

The Senior Community Service Employment Program (SCSEP) is authorized by the Older Americans Act (OAA) to provide subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. Program participants have access to both SCSEP services and other training and employment assistance through the DC American Job Center (DCAJC) network.

The mission of SCSEP is to provide both community services and work-based training. Participants work an average of 20 hours a week, and are paid the highest of federal, state or local minimum wage. They are placed in a wide variety of community service activities at non-profit and public facilities, including government agencies, day-care centers, senior centers, schools, and hospitals. It is intended that community service training serves as a bridge to unsubsidized employment opportunities.

Long-term projections for jobs in industries and occupations in the state that may provide employment opportunities for older workers. (20 CFR 641.302(d))(May alternatively be discussed in the economic analysis section of strategic plan.)

In 2010, approximately 70 percent of all DC residents age 55 or older who were in the District workforce were employed in one of five sectors: professional and business services, educational and health services, public administration (including both federal and state government), leisure and hospitality, and other services (excluding public administration) (see Fig. 1S). These sectors are also the top five sectors for the overall DC workforce, although the distribution across sectors differs somewhat between older workers and the overall workforce. Professional and business services is the largest sector of employment for older workers, while public administration is the largest sector for all DC workers.

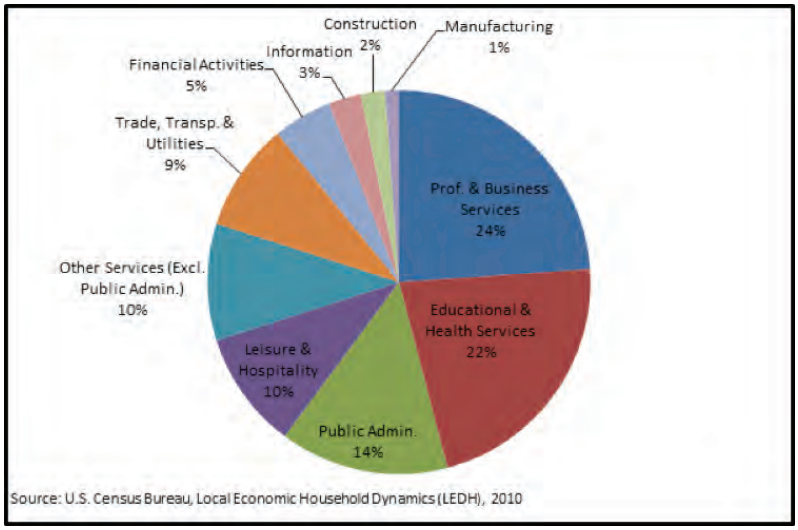


Fig. 1S District of Columbia resident workforce jobs by industry sector for workers aged 55 or older, 2010

A discussion of how the long-term job projections discussed in the economic analysis section of strategic plan relate to the types of unsubsidized jobs for which SCSEP participants will be trained and the types of skill training to be provided. (20 CFR 641.302(d))

As noted in the economic and workforce information analysis in Section I.B, the majority of all employment growth in the District between 2010 and 2020 will occur in the professional and business services, and education and health services sectors. Given that these are the two sectors with the highest concentration of employment for workers over the age of 55, this suggests that higher-skilled older workers will continue to have access to employment opportunities in these sectors.

Because SCSEP participants generally have lower levels of education attainment – approximately 29 percent of SCSEP participants in PY 2011 had less than a high school diploma or equivalent, and an additional 40 percent had only a high school diploma or equivalent - SCSEP employment and training services are largely focused on connecting participants to unsubsidized employment in occupations within high-growth sectors that do not require postsecondary education for entry. The professional and business services and education and health services sectors offer a range of positions that meet these criteria (see Figs. 2S and 3S) and may also offer opportunities to connect older workers to career pathways that could lead to higher-paying positions.

Top twenty occupations within professional and business services by total openings, education and training, 2010 and projected 2020					
	Total	Annual Median	Educational	Work	
Occupations	Openings	Wage	Requirement	Experience	Job Training
General & Operations Managers	601	$127,790	Associate's degree	1 to 5 yrs	None
Management Analysts	588	$87,470	Bachelor's degree	1 to 5 yrs	None
Janitors & Cleaners, Exc. Maids & Hskpg Cleaners	487	$25,800	Less than HS	None	ST OJT
Waiters and Waitresses	474	$19,390	Less than HS	None	ST OJT
Public Relations Specialists	449	$72,860	Bachelor's degree	None	MT OJT
Office Clerks, General	425	$36,420	HS diploma or EQ	None	ST OJT
Security Guards	399	$36,600	HS diploma or EQ	None	ST OJT
Exec. Secretaries & Administrative Assistants	399	$49,540	HS diploma or EQ	1 to 5 yrs	None
Registered Nurses	389	$73,330	Associate's degree	None	None
Accountants and Auditors	362	$80,120	Bachelor's degree	None	None
Customer Service Representatives	355	$39,080	HS diploma or EQ	None	ST OJT
Receptionists and Information Clerks	349	$33,200	HS diploma or EQ	None	ST OJT
Maids and Housekeeping Cleaners	313	$30,830	Less than HS	None	ST OJT
Mkt. Research Analysts & Mktg Specialists	312	$62,370	Bachelor's degree	None	None
Cashiers	311	$20,780	Less than HS	None	ST OJT
Retail Salespersons	304	$22,870	Less than HS	None	ST OJT
Comb. Food Prep. & Serving Workers, Incl. Fast Food	273	$20,920	Less than HS	None	ST OJT
Paralegals and Legal Assistants	233	$64,550	Associate's degree	None	None
Computer Support Specialists	231	$60,080	Some college, no degree	None	MT OJT
Network & comp. systems architects & admin.	220	$82,600	Bachelor's degree	None	None

Fig. 3S. Top twenty occupations within education and health services by total openings, education and training, 2010 and projected 2020

Top twenty occupations within education and health services by total openings, education and training, 2010 and projected 2020					
	Total	Annual Median	Educational	Work	
Occupations	Openings	Wage	Requirement	Experience	Job Training
General & Operations Managers	601	$127,790	Associate's degree	1 to 5 yrs	None
Management Analysts	588	$87,470	Bachelor's degree	1 to 5 yrs	None
Janitors & Cleaners, Exc. Maids & Hskpg Cleaners	487	$25,800	Less than HS	None	ST OJT
Public Relations Specialists	449	$72,860	Bachelor's degree	None	MT OJT
Office Clerks, General	425	$36,420	HS diploma or EQ	None	ST OJT
Security Guards	399	$36,600	HS diploma or EQ	None	ST OJT
Exec. Secretaries & Administrative Assistants	399	$49,540	HS diploma or EQ	1 to 5 yrs	None
Registered Nurses	389	$73,330	Associate's degree	None	None
Accountants & Auditors	362	$80,120	Bachelor's degree	None	None
Customer Service Representatives	355	$39,080	HS diploma or EQ	None	ST OJT
Receptionists & Information Clerks	349	$33,200	HS diploma or EQ	None	ST OJT
Maids & Housekeeping Cleaners	313	$30,830	Less than HS	None	ST OJT
Mkt. Research Analysts & Mktg Specialists	312	$62,370	Bachelor's degree	None	None
Cashiers	311	$20,780	Less than HS	None	ST OJT
Home Health Aides	304	$22,500	Less than HS	None	ST OJT
Retail Salespersons	304	$22,870	Less than HS	None	ST OJT
Comb. Food Prep. & Serving Workers, Incl. Fast Food	273	$20,920	Less than HS	None	ST OJT
Paralegals & Legal Assistants	233	$64,550	Associate's degree	None	None
Computer Support Specialists	231	$60,080	Some college, no degree	None	MT OJT
Network & comp. systems architects & admin.	220	$82,600	Bachelor's degree	None	None

Current and projected employment opportunities in the State (such as by providing information available under §15 of the Wagner-Peyser Act (29 U.S.C. 491-2) by occupation), and the types of skills possessed by eligible individuals. (20 CFR 641.325(c).)

In 2010, the top four industries where skilled seniors were employed in the District were public administration, professional and business services, educational and health services, and other services. Three of these industries are projected to add over 77,000 new jobs – professional and business services (+36,587 jobs), educational and health services (+29,409 jobs), and other services, except public administration (+11,255 jobs) - over the ten year projection period 2010 – 2020. Public administration is projected to lose jobs, mainly from the cutbacks from the federal government. As noted above, SCSEP participants generally have lower levels of educational attainment than the overall worker population in DC, and so SCSEP services will be generally geared toward connecting participants to employment opportunities in high-growth industries that do not necessarily require postsecondary education for entry, but may offer opportunities to connect individuals to career pathways leading to higher-paying occupations.

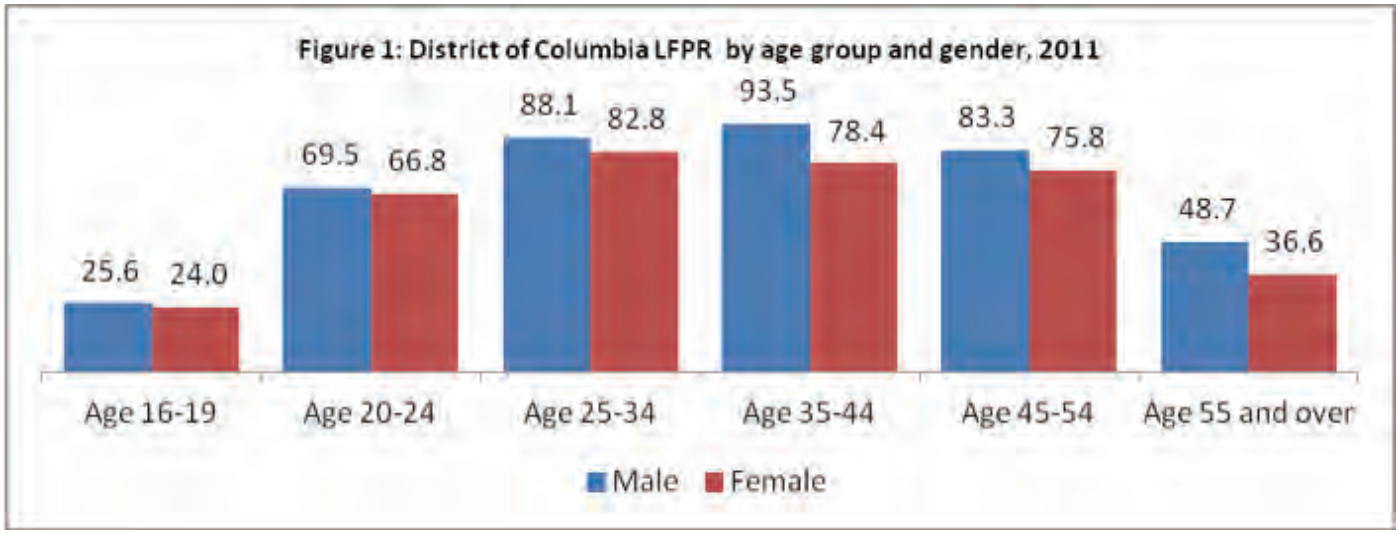
A description of the localities and populations for which projects of the type authorized by title V are most needed (20 CFR 641.325 (d).)

District of Columbia Population Age 55 and Over Labor Force and Work Force Profile

Labor Force Dynamics in 2011

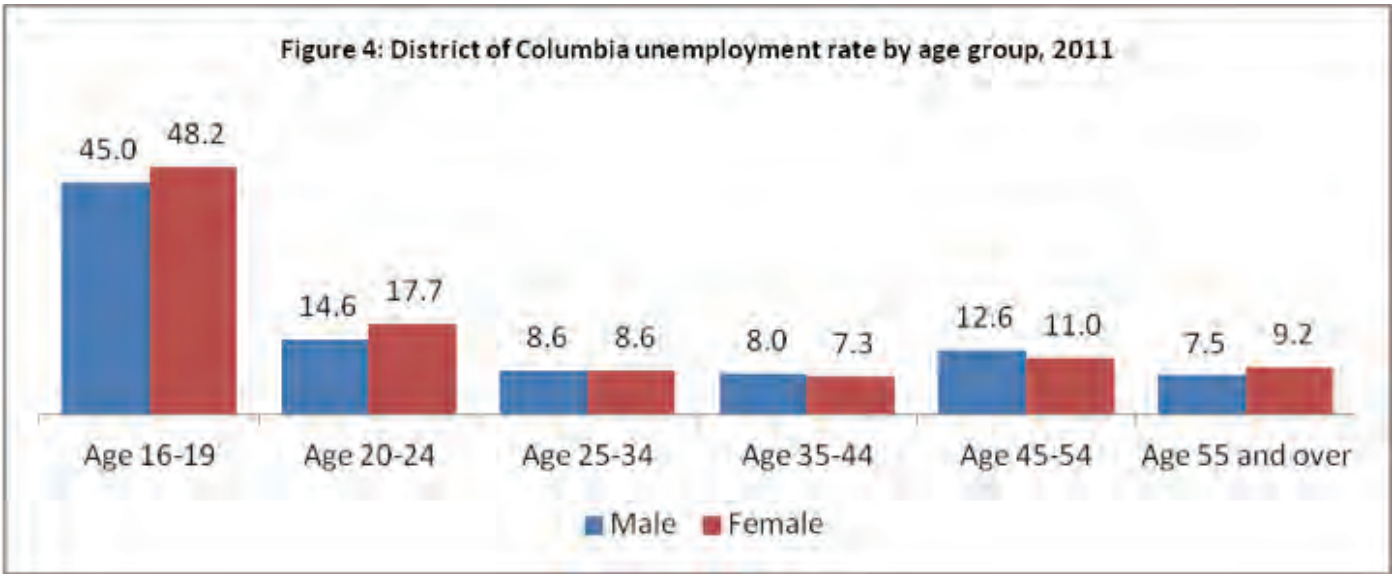
In 2011, the labor force participation rate for the civilian population for age 55 and over was 36.6 percent, well below the District's average of 67.7 percent for all populations. Men had a participation rate of 48.7 percent compared to a rate of 36.6 percent for women. (Fig. 4S)

Fig. 4S District of Columbia Labor Force Participation Rates by Age Group and Gender, 2011



In 2011, workers over the age of 55 had an unemployment rate of 8.3 percent, which was below the District's average unemployment rate of 10.4 percent. (Fig. 5S).

Fig. 5S District of Columbia unemployment rate by age group, 2011

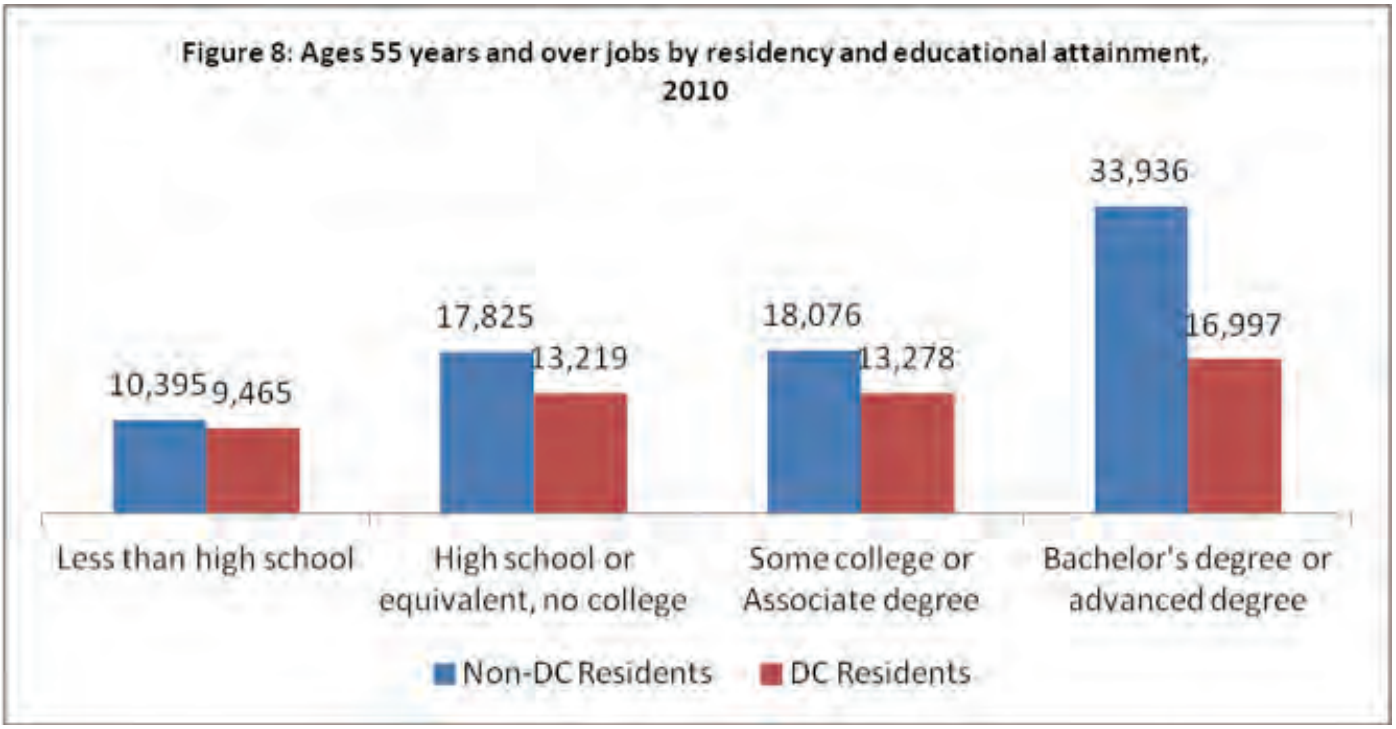


Workforce Characteristics for ages 55 and over, 2010

In 2010, there were 133,191 workers over the age of 55 in the District workforce, which represented 21.4 percent of total employment in the District. District residents accounted for 52,959 jobs or 40 percent of employment and non-District residents accounted for 80,232 jobs or 60 percent.

Of the jobs held by seniors in the District, 38.2 percent required at least a bachelor's degree, 23.5 percent required some college or associate degree, 23.3 percent required a high school diploma or equivalent, and 15 percent required less than high school educational attainment (Fig. 6S).

Fig. 6S: District of Columbia, ages 55 and over jobs by residency and educational attainment, 2010.



Planned actions to coordinate activities of SCSEP grantees with WIA title I programs, including plans for using the WIA One-Stop delivery system and its partners to serve individuals aged 55 and older. (20 CFR 641.302(g), 641.325(e)

The SCSEP program is a required WIA partner, and is included (through DOES) as a partner in the District's new DCAJC Memorandum of Agreement.

SCSEP enrollment is coordinated through the DCAJC system. To enroll in SCSEP, eligible jobseekers must register at a DCAJC site, where an employment specialist conducts the SCSEP intake and assessment processes. The participant is then referred to SCSEP program staff, who are responsible for final program eligibility determinations. This co-enrollment process expands the range of services available to SCSEP participants both during and after SCSEP employment and training assignments. Upon completion of the SCSEP training assignments and other training, SCSEP participants are job ready and may return to DCAJC centers and partner organizations for additional job search assistance.

It is essential that DCAJC centers have well-trained staff who are able to assess and refer prospective SCSEP participants appropriately. To this end, the SCSEP management team will coordinate with the DCAJC system to provide staff development training to DCAJC customer service, case managers, and placement staff. The staff development will focus on familiarizing DCAJC staff with the SCSEP mission, goals, and enrollment requirements and criteria. The training will be augmented by periodic technical assistance as appropriate. To ensure the successful integration of SCSEP services in the DCAJC network, DCAJC and SCSEP staff will conduct regular planning and coordination meetings.

Planned actions to coordinate activities of SCSEP grantees with the activities being carried out in the State under the other titles of the Older Americans Act (OAA). (20 CFR 641.302(h))

SCSEP intends to renew a Memorandum of Understanding with the DC Office on Aging (DCOA). The DCOA provides a range of training and supportive services for older workers and their families, including transportation assistance, senior wellness centers, meals and nutrition education, adult day care centers, and senior-focused events and activities.

SCSEP partners with approximately thirty other community-based, education, government, and private organizations that make up the DCOA Senior Service Network. The Senior Service Network helps to coordinate legal, nutrition, social, and health services to support older workers and their families throughout all eight wards of the District of Columbia. The agencies accomplish this goal through widespread distribution of information about the variety of services and programs offered seniors throughout the city and ways to access them.

Planned actions to coordinate SCSEP with other private and public entities and programs that provide services to older Americans, such as community and faith-based organizations, transportation programs, and programs for those with special needs or disabilities. (20 CFR 641.302(i))

In 2012, DC SCSEP partnered with more than twenty national and community and faith-based organizations that provide services to seniors, to plan and host the District's first One City • One Hire Mature Workers Path2Career Recruitment Event. Based on a survey of mature workers skills and abilities, DOES successfully recruited more than 25 employers who are committed to hiring older workers. The employers represented various high demand industries including education, health care, information technology, hospitality, and other sectors. More than 260 older job seekers attended the event. It is anticipated that the Path2Career event will be offered on an annual basis.

The SCSEP staff coordinates a broad range of services with other private and public entities when developing SCSEP participants' individual exit plans (IEP). The purpose of the Individual Exit Plan is to provide a "safety net" that focuses on the individual needs of the participant to remain self-sufficient after exiting the Senior Community Service Employment Program. For SCSEP participants who require social services as a part of their exit plans, SCSEP will enter into memoranda of agreement with social service agencies to assist with timely access to the associated services. The following transitional services may be coordinated:

- Healthcare Assistance - Participants who do not have healthcare coverage may be eligible for the Healthcare Alliance program if they meet the necessary guidelines.
- Emergency Rental Assistance - Participants facing housing emergencies may be eligible for the Emergency Rental Assistance Program (ERAP).
- Subsidized Housing - Subsidized housing is available for low-income families, seniors and people living with disabilities at over 56 public housing properties located throughout the District.
- Energy Assistance & Utility Discount - Participants may be eligible to receive financial assistance with utility bills if a notice of disconnection or a current cancellation of electric or gas service is issued.
- Nutrition Assistance - Low-income participants may apply for the Supplemental Nutrition Assistance Program (SNAP) if they meet the necessary requirements.
- Supplemental Security Income - Participants 65 and older, as well as for blind or disabled people of any age, including children are able to gain monthly cash payments if they are in need.
- Safelink Wireless - Provides free a cell phone and airtime monthly service for low-income individuals.

The SCSEP office has developed partnerships with the following organizations to insure that SCSEP participants have access to a universe of community, education, and job seeker services:

Ward	Senior Community Service Providers
1	Barney Neighborhood House Senior Program
2	Emmaus Services for the Aging & IONA Senior Services
3	IONA Senior Services
4	Barney Neighborhood House Senior Program
5	Seabury Aging Services
6	Family Matters Senior Services
7	East River Family Strengthening Collaborative
8	Access Housing Inc.

Planned actions to coordinate SCSEP with other labor market and job training initiatives. (20 CFR 641.302(j).)

As part of the District's five-year strategic plan for the workforce investment system, the District has implemented or intends to implement a range of innovative training and employment strategies, including ongoing support for the One City • One Hire (OCOH) program and implementation of a new workforce intermediary initiative to expand training capacity in targeted industries. The WIC, DOES, and other partner programs will work together to ensure that the employment and training needs of older workers will be addressed through these initiatives, and will seek opportunities to include SCSEP training and employment placements within broader workforce strategies.

Actions to ensure that SCSEP is an active partner in the One-Stop delivery system and the steps the state will take to encourage and improve coordination with the One-Stop delivery system. (20 CFR 641.335)

As noted above, SCSEP is a mandatory partner program for the DCAJC system, and is a signatory (through DOES) to the District's new Memorandum of Agreement relating to DCAJC funding and operations. SCSEP will also provide training and technical assistance to DCAJC staff to facilitate intake, assessment, and referral of potential SCSEP participants, and SCSEP and DOES management will convene regular planning meetings to ensure effective integration of SCSEP as part of the DCAJC system.

The state's long-term strategy for engaging employers to develop and promote opportunities for the placement of SCSEP participants in unsubsidized employment. (20 CFR 641.302(e)) (May alternatively be discussed in the state strategies section of strategic plan.)

The overall goal of the SCSEP is to place participants in unsubsidized employment for the purpose of sustained self-sufficiency. This will be achieved through engaging and developing partnerships with employers; identifying employment opportunities with established career ladders; placing individuals in high growth industries and occupations as well as other industries and occupations that provide substantial employment opportunities for participants; and retention activities once participants enter the workforce. Staff will work with its network of employers to identify and cultivate appropriate employment opportunities for participants, taking into account the needs of mature job-seekers. Staff will provide the link between the job-ready participant's interests, goals, abilities, and career pathways and the needs and skill requirements of local employers.

Unsubsidized placement will be informed by the nature of local industry growth and availability of positions that meet individual criteria in terms of physical requirements, access to transportation, and even social needs. Staff will help clients develop their IEP to prepare them for opportunities in high growth fields such as healthcare and various customer-service opportunities. These opportunities will primarily be shaped by the participants IEP objectives and their expressed desires concerning their work environments. Staff will secure opportunities for participants to gain critical skills for in-demand industries through training with community-service providers and other workforce partners. Staff will also promote USDOL's on-the-job –experience initiative to its network of employers to secure opportunities that will provide participants with the skills needed to secure unsubsidized employment.

To develop and maintain close relationships with employers, SCSEP staff will offer work to provide value-added workforce services to businesses that will include placement services, labor-market information, assistance with tax credits, American for Disabilities Act (ADA) compliance, customized training programs and a commitment to work with SCSEP to link them to available, qualified job candidates. Staff will work with employers, chambers of commerce, municipal leaders, industry professionals, training providers, and labor unions to discuss opportunities and to outline career paths to assist in preparing participants to help meet the workforce challenges of businesses in each region.

The state's long-term strategy for achieving an equitable distribution of SCSEP positions within the state that:

1. Moves positions from over-served to underserved locations within the state in compliance with 20 CFR 641.365.

Due to the geographic nature of the District of Columbia, there are no equitable distribution issues to be addressed. All SCSEP positions supported by Title V grantees, service providers and partners are located in the District of Columbia. The current enrollment of participants covers all eight wards in the District.

2. Equitably serves rural and urban areas.

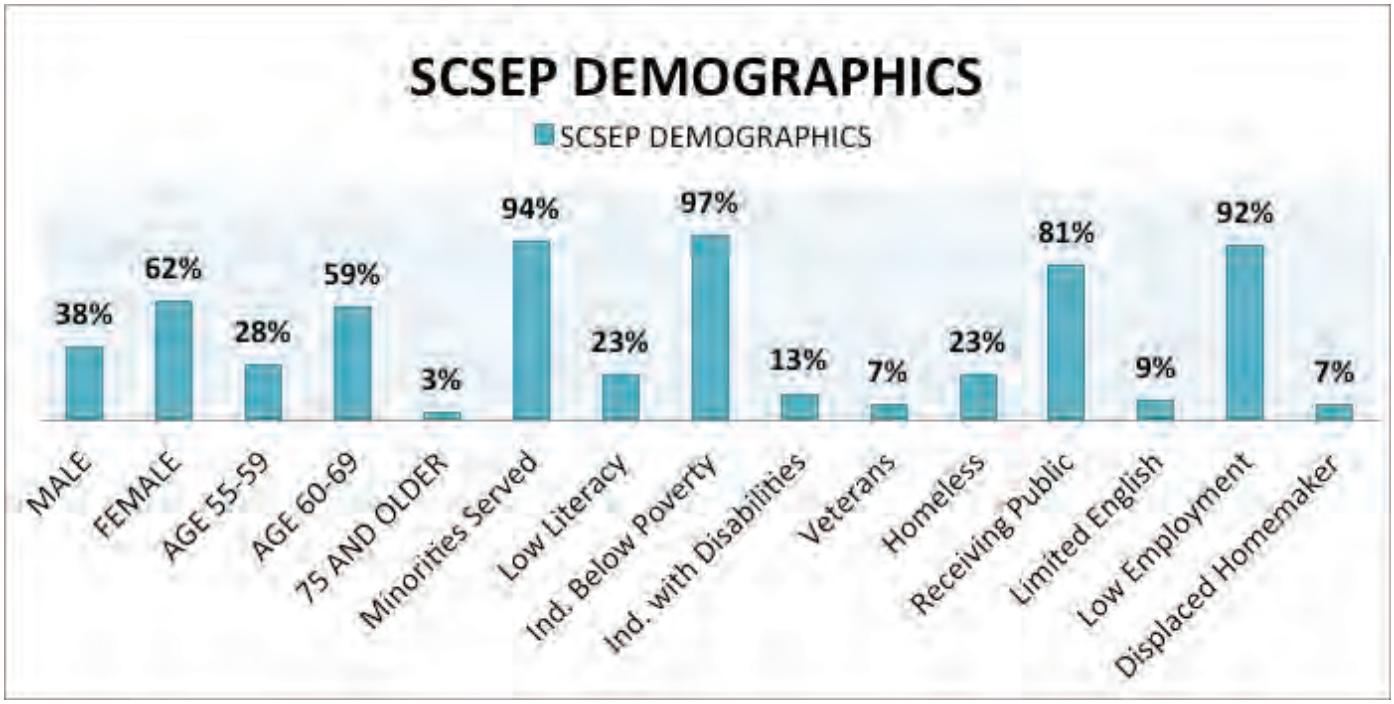
The District of Columbia is solely an urban area. There are no requirements to equitably serve rural areas.

3. Serves individuals afforded priority for service under 20 CFR 641.520. (20 CFR 641.302(a), 641.365, 641.520)

The amended Older Americans Act describes characteristics of eligible individuals to whom priority of service must be provided. Priority individuals are based on the following criteria:

- Aged 65 or older
- Disabled
- Limited English proficiency or low literacy skills
- Reside in rural area
- Veterans or veterans' spouses who meet requirements of Veterans Act
- Low employment prospects
- Failed to find employment after using WIA Title I services
- Homeless or at risk for homelessness

Other populations identified in the statute are eligible individuals with the greatest economic need, greatest social need, and minority individuals. Fig. 7S depicts the District of Columbia's SCSEP service to minority individuals, individuals with the "greatest economic need,' individuals with greatest social need and to participants who met the "priority of service" definitions. Data is for the period July 1, 2011 – May 31, 2012.



In order to ensure the participation of special populations, the SCSEP is required to recruit, serve and formally determine if individuals meet the Priority of Service criteria established by USDOL. Individual intakes are conducted with all potential applicants and eligibility information is recorded on the SCSEP Participant Form. Appropriate documentation is required to support income eligibility determinations and SCSEP program coordinators review all intake applications to ensure requirements are met. The participant form and eligibility documentation are maintained in the applicant's file and each year all eligible participants must be recertified in order to remain in the program. Based upon this supporting data, the SCSEP program has made enrolling residents who meet the "special population" an overall priority in recruitment and service delivery.

SCSEP uses a variety of locally driven methods to recruit eligible participants who are minorities, have the greatest economic and social need, and individuals having priority-of-service characteristics. Recruitment methods include, but are not limited to, use of mass media, word-of-mouth, distribution of marketing materials, contact with veterans groups, networking, speaking engagements, and participating in job fairs. DCAJC Centers provide referrals based upon these characteristics, and SCSEP receives additional referrals from social service agencies, the DC Rehabilitative Services Administration, Veterans programs, and senior centers located throughout the District.

The ratio of eligible individuals in each service area to the total eligible population in the state. (20 CFR 641.325(a)

Due to the geographic nature of the District, there are no equitable distribution issues to be addressed. All DC SCSEP authorized slots are placed in an urban area within the geographic boundaries of the District of Columbia.

The relative distribution of eligible individuals who:

1. Reside in urban and rural areas within the state

There are no rural areas in the District. 100% of all DC SCSEP authorized slots are placed in an urban area within the geographic boundaries of the District.

2. Have the greatest economic need

The Older Americans Act defines those with the greatest need as persons who are at or below the Federal Poverty Guidelines as established by the Department of Health and Human Services.

For the fourth quarter of Fiscal Year 2012, more than 95 percent of DC SCSEP participants were at or below the poverty level. Of the current enrollment, 70% are below the age of 65 and therefore are not yet eligible for Social Security benefits. The SCSEP program will continue to focus efforts on serving older individuals at or below the poverty level.

3. Minorities

The District has made great efforts to ensure the SCSEP program is reaching and serving the most vulnerable populations in our city. According to the most recent SCSEP Minority Report (PY 2009), the DC SCSEP program minority participation rate was 98.3%.

DC SCSEP will continue to work with local partners who provide services to minority populations, such as the DC Department of Aging (DCOA), DC Department of Human Services (DHS), National Association of Hispanic Elderly (NAHE), National Capital Housing Authority (NCHA), EUFOLA, Columbia Heights Educational Center, and minority organizations, as well as community leaders to identify minority individuals in need of SCSEP services, such as DC Office of Latino Affairs (DC OLA). DC SCSEP will also continue to work with the DCAJC network to identify potential SCSEP participants and refer them for SCSEP services.

4. Are Limited English proficient

Nine percent (9%) of the individuals served by DC SCSEP in the fourth quarter of Fiscal Year 2012 were individuals with limited English proficiency. The SCSEP program intends to increase access for the limited English proficiency population by visiting local community services organizations that serve this population to educate them about the services of SCSEP on a quarterly basis. Interested seniors will be advised to complete the initial application and will be contacted to schedule an interview and completion of the application. In addition, all SCSEP office aides have been trained on how to utilize the Language Line service and we utilize the services routinely. The Language Line service provides interpretative services to enable DC government employees to communicate with residents in over 189 languages.

5. Have Greatest Social Need (20 CFR 641.325(b))

The U.S. Department of Labor defines the "greatest social need" as needs based on non-economic factors. It includes eligible persons with disabilities. It also includes cultural, social, or geographic isolation, including isolation brought about by racial or ethnic status.

- **Eligible persons with disabilities** – The SCSEP service delivery to individuals with disabilities performance measure 13% exceeds the Districts' percentage of individuals with disabilities (12.3%) based upon data retrieved from the 4th Quarter Quality Performance and Report generated by SPARQ. The SCSEP has partnered with the Districts' Rehabilitation Services Administration in prescreening SCSEP participants for employment opportunities. We will continue to work in furthering this partnership to assist more seniors in securing permanent unsubsidized employment.

- **Geographic Isolation** –This classification refers to individuals living in rural and urban communities that often place them at a distinct disadvantage when trying to access basic human and economic services. Because of the District's size, there are limited issues with geographic isolation; however, the SCSEP programs does work to ensure that SCSEP participants have access to transportation assistance where necessary and appropriate to support program participation.

- **Living Alone** - The majority of DC SCSEP participants live alone. DC SCSEP works with community partners and other organizations to connect our participants to community service opportunities and socialization activities in order to increase the quality of life for our independent and at times isolated seniors.

A description of the steps taken to avoid disruptions to the greatest extent possible, when positions are redistributed, as provided in 20 CFR 641.365; when new Census or other reliable data become available; or when there is over-enrollment for any other reason.. (20 CFR 641.325(i), 641.302(b))

Given the District's geographic nature, the SCSEP program does not anticipate disruptions due to redistribution.

The DC SCSEP program has incorporated recommendations from the Department of Labor to address over-enrollment issues. To comply, we have implemented the Individual Durational Policy and will continue to exit participants accordingly. We will also contact other local grantees to identify where program participants can be transferred to when necessary. Additionally, OJE contracts will be developed with employers and expanded partnerships with our Business Services Group and America Job Centers staffs will be engaged to actively assist with identifying permanent unsubsidized employment opportunities. At no time will DOES SCSEP terminate a participant from the program based solely on a need to eliminate due to over-enrollment issues. The goal shall be to maintain the authorized slot levels through targeted recruitment and job placement activities, resulting in minimal disruption to services to active participants.

In order to avoid disruptions to participants in the event of redistribution or over-enrollment, seniors will be hired on a short-term basis to provide for the maximum utilization of funds and will be afforded priority in placement in permanent slots as vacancies occur. Additionally, they will be notified of their short-term status in writing at the time of their enrollment. An official notification of short-term status will be provided to the participant and a copy maintained in the participant folder. As of now, 46 is the maximum allowable Participants DC SCSEP may have at one time. Any disruption in Service is always followed with a formal Letter signed by the Program Coordinator and a copy of the letter will be in the Participants folder. On an on- going basis, participants will be encouraged to move into unsubsidized employment as they become job-ready, thereby, making positions available for other eligible individuals within the District.

The State's long-term strategy for serving minority older individuals under SCSEP. (20 CFR 641.302 (c))

As noted above, the DC SCSEP service population has a very high minority representation. While the District does not anticipate any obstacles to continued outreach and service to minority participants, . SCSEP will continue to work with local partners who provide services to minority populations, such as DCOA, the DC Department of Human Services (DHS), National Association of Hispanic Elderly (NAHE), National Capital Housing Authority (NCHA), and other agencies and community-based organizations. SCSEP will also continue to work with the DCAJC system in identifying potential SCSEP participants from minority populations and ensuring they are referred for SCSEP services

As the District's Latino population grows, the District is particularly interested in increasing outreach to this community to increase participation of eligible individuals in SCSEP. The Mayor's office of Latino Affairs provides referrals specifically to increase SCSEP participation within the Latino population. Other strategies to engage Hispanic participants include increased utilization of the Districts' Language Access interpretation resource Language Line, which allows SCSEP staff to communicate more effectively with SCSEP participants with limited or no English proficiency.

SCSEP will explore Host Agency agreements with more diverse agencies that directly service Hispanic residents. SCSEP will also seek to provide training and information to community counselors who are located in non-traditional sites –such as health clinics, community centers, senior care centers, senior citizen organizations and DC government

agencies - that provide services to diverse communities.

A list of community services that are needed and the places where these services are most needed. Specifically, the plan must address the needs and location of those individuals most in need of community services and the groups working to meet their needs. (20 CFR 641.330)

The DC SCSEP population faces a range of barriers to employment and self-sufficiency: 97 percent are living below the poverty guidelines; 78 percent receive some form of public assistance; 25 percent are homeless or at risk of homelessness; and nearly 70 percent have educational attainment at only the high school level or below/

SCSEP works with participants to address these barriers through the coordination or provision of supportive services, such as assisting participants in obtaining clothing for interviews, providing transportation stipends to and from interviews and assistance in maintaining housing and nutritional assistance benefits.

The lack of formal education and literacy skills, including basic computer skills can serve as a primary barrier for SCSEP participants in achieving job readiness and finding employment. The DC SCSEP staff assists participants with resume development, online employment searches, and orientation to new workplace practices and regulations. These customized services are an integral component to the successful development of SCSEP participants.

The work of collecting, monitoring, and analyzing community service needs is an ongoing process. Currently, DC SCSEP service to the community is based primarily on the social and economic needs of the participants entering the program; the demand for service within the community, as determined by outreach efforts; and, through meetings with current and potential non-profit host training sites. Also, the acceptance of a host training site is based on the agency's ability and willingness to ensure a safe work environment; and, to provide the supervision and training necessary to develop the job skills of its assigned SCSEP participants.

Identification of new training site candidates is accomplished through community outreach efforts to determine where the greatest needs for services exist. The program's focus is on the social and economic needs - and job skill requirements - of new participants; the needs of current trainees who require assignment changes; and, on the demand for services within the community. The DC SCSEP initiates and maintains contact with area non-profit agencies providing diverse services, such as adult day programs, child day care, food services, recreational facilities, health care, and social services. Marketing materials, such as brochures and fliers are also disseminated to attract potential host training sites. Efforts in this area also include coordination with the DCAJC Centers to identify community service needs and training sites.

The state's long-term strategy to improve SCSEP services, including planned longer-term changes to the design of the program within the state, and planned changes in the use of SCSEP grantees and program operators to better achieve the goals of the program. This may include recommendations to the Department as appropriate. (20 CFR 641.302(k))

With decreases in funding to the USDOL SCSEP employment and training program, leveraging of resources becomes increasingly critical. In order to maximize funding levels, the DC SCSEP will work to strengthen community workforce-related linkages. DC SCSEP will continue to work with the DCAJC system to ensure there is a SCSEP presence within DCAJC centers and that SCSEP participants are afforded all of the benefits provided to the general population.

Currently, DC SCSEP does not have a Job Developer, which limits the amount of job search assistance provided to participants. This is an extremely critical position and in the interim the job development responsibilities have been assumed by the Program Coordinator. The SCSEP Program Coordinator is also responsible for the overall coordination of the program and responding to the day-to-day demands of its participants. When the Job Developer vacancy is filled, the SCSEP Job Developer will (1) serve as a lead and point of contact for identifying appropriate employment opportunities for mature jobseekers, (2) prepare submissions for available positions with participants and coordinate all job readiness and development activities in an effort to streamline the internal communication process and provide a designated and dedicated support for our mature job seekers.

The SCSEP Job Developer will increase efforts to promote host agency hires in unsubsidized placement when participants are determined to be job ready and utilization of the option to rotate participants from host agencies who do not hire more frequently. The Job Developer will increase the marketing of the On the Job Experience (OJE) program to employers, train American Job Centers and Business Services Group who work directly with employers, and participate in activities targeted at developing formal relationships with employers.

Other strategies that SCSEP will explore to increase program effectiveness include:

Improve Job-Readiness Training. DC SCSEP will provide training that will assist participants in gaining necessary certifications for in-demand industries, such as hospitality, home health, and office and administrative support occupations. It is our expectation that the newly learned competencies, skills and supportive services will enable us show an increase in job ready participants at the end of each program year, which will result in an increased unsubsidized placement rate.

Expand Outreach to Employers. DC SCSEP will increase and the number of community events and promotional activities to give the SCSEP program more visibility. This will ensure that more hiring employers are aware of the value of hiring older workers, from not only a community building standpoint, but also a financial one. The development and dissemination of marketing materials, presentations to community partners and participating in community activities are integral to SCSEP's goal of expanded outreach. In addition, the DC SCSEP will plan, coordinate and host employer's symposiums targeting Certified Business Enterprises (CBEs), non-profits, start-up companies, etc. to educate, recruit and enroll them into the SCSEP On-The-Job Experience (OJE) training and employment program.

Enhance the Service Delivery System. In order to leverage the human resources of the American Job Centers System, the DC SCSEP will coordinate with the system to fully integrate the SCSEP participant assessment and placement processes. DOES SCSEP will train and educate staff on the program goals and needs of mature job seekers and specifically the SCSEP population. DOES SCSEP will meet, on an as-needed basis, with the DOES American Job Center Associate Director to: clarify eligibility issues related to older worker referrals to SCSEP; expand methods of delivering WIA services to active participants, and to engage in further goal setting as the service delivery system evolves.

Increase Advocacy. The DOES SCSEP will increase efforts to educate partners on the special needs of mature job seekers and the SCSEP population. DC SCSEP leadership will increase advocacy efforts with our governmental partners, such as the WIC and DC Chamber of Commerce (DCC) and others, on behalf of the SCSEP population. We will formalize agreements to jointly serve and provide employment opportunities to SCSEP participants and other mature job seekers.

Encourage Host Agency Efficacy. The DC SCSEP will recruit, select, and maintain diverse host agency work sites that offer a variety of skills training and employment in high demand industries and that actively support SCSEP participants' IEP goals. DOES SCSEP will strengthen partnerships with host agency staff to ensure participants' Individual Employment Plan (IEP) goals are achieved.

Continue to use Data to Drive Program Decisions. DC SCSEP will evaluate current host agency work sites to determine if participants receive the type of training and work experience needed to be competitive in the local or regional job market. We will utilize regional skills and industry-based data available by DOES LMI or other sources to determine demand occupation and we will eliminate work sites that are unwilling or unable to provide appropriate training and/or hire participants.

The state's strategy for continuous improvement in the level of performance for SCSEP participants' entry into unsubsidized employment, and to achieve, at a minimum, the levels specified in OAA Section 513(a)(2)(E)(ii). (20 CFR 641.302(f))

In the current economic climate, securing unsubsidized employment has become more competitive, especially for mature job seekers who must learn new skills to be competitive. To overcome these challenges, SCSEP must implement

new programs and activities to market the value in hiring mature job seekers. SCSEP staff is working with the Mayor's One City • One Hire (OCOH) program to ensure that SCSEP participants are registered with OCOH and participate in hiring events offered through that initiative.

During PY2011, DOES SCSEP showed a 100% increase over the DOL allocated participant slot level of 47. SCSEP enrolled more than 80 older workers from the waiting list in high demand occupational fields, such as Food Service, Home Health and Microsoft Application training. It is our expectation that these participants will be employable and able to compete for unsubsidized job opportunities in these respective fields.

Other strategies for continuous improvement of unsubsidized placement possibilities may include:

- Hosting employer meetings especially with the District's small and local certified business enterprises to market the skills and abilities of SCSEP participants and discuss the benefits of hiring.
- Advocating for greater employer appreciation of mature job seekers and a willingness to hire them and contribute to decreasing the unemployment rate among the mature job seeker.
- Setting high and clear expectations for host agencies, including commitments to train and hire SCSEP participants, and to assist participants with job search activities if a permanent position with the host agency is unlikely.

SECTION III. INTEGRATED WORKFORCE PLAN ASSURANCES AND ATTACHMENTS

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1. ☒	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections • 112(b)(9), 111(g) • 20 CFR 661.207 • 20 CFR 661.220(d) • 20 CFR 641.325(f), (g), (h), • 20 CFR 641.335	Include a link or copy of a summary of the public comments received. The District's process for obtaining stakeholder input is detailed in Section I of the integrated workforce plan. The plan will be posted for public review and comment between July 11 and August 10, 2012. All public comments expressing disagreement with the plan will be addressed and included with the plan submission.
2. ☒	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections • 112(b)(9), 111(g) • 20 CFR 661.207 • 20 CFR 661.220(d)	The District's process for obtaining stakeholder input is detailed in Section I of the integrated workforce plan
3. ☒	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The District will post the final integrated workforce plan as submitted to the US Department of Labor in September 2012. The final plan will available on the WIC and DOES websites at http://www.does.dc.gov and http://dcwic.dc.gov
4. ☒	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections • 112(b)(9), 111(g) • 20 CFR 661.207 • 20CFR 661.220(d) • 20 CFR 653.107 (d) • 20 CFR 653.108(f)	Include a link or copy of comments received. Not applicable. The District does not operate a Migrant and Seasonal Farmworker (MSFW) program.

5. ☒	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	WIA Sections • 20 CFR 653.108(t)	Not applicable. The District does not operate a Migrant and Seasonal Farmworker (MSFW) program.
6. ☒	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections • 111(g), 112(b)(9), 117(e) • 20 CFR 661.207	Include a link or copy of the policy. The WIC complies with the District's Sunshine Act under D.C. Code § 1-207.42(a) and the Federal "Electronic and Information Technology Accessibility Standards", as mandated by the Rehabilitation Act Amendments of 1998 - Section 508
7. ☒	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	WIA Sections • 20 CFR 641.315(a)(1-10), • 641.325 (f), (g), (h)	Include a link or copy of a summary of the public comments received. The District assures that the SCSEP component was prepared in accordance with a written policy and procedure and that relevant stakeholders were provided an opportunity to provide advice and recommendations.

ASSURANCES AND ATTACHMENTS - REQUIRED POLICIES AND PROCEDURES

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
8. ☒	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections • 112(b)(2) • 129 • 134 • 20 CFR 665.100	Include links or copies of the policies. All current state-imposed policies are available at http://www.does.in.dc.gov/does/cwp/view.asp?a=1199&q=502526.
9. ☒	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections • 112(b)(13), 111(f), 117(g)	Include a link or copy of the policy. Conflict of interest policies are addressed in WIC Policy 2012.002, which is included as Attachment H.
10. ☒	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections • 112(b)(15), 116(a)(5) • 20 CFR 661.280 • 20 CFR 667.700	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area (SDA) for purposes of WIA.
11. ☒	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	• 20 CFR 667.640 • 20 CFR 662.280	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.
12. ☒	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections • 112(b)(6), 117(b) • 20 CFR 661.300(a), 20 CFR 661.325	Include a link or copy of the policy. The District is defined as a Single Delivery Area (SDA); therefore, the WIC has been operates as both state and local WIB for the District. Mayor's Order 2011-114 sets forth the policies and procedures for the appointment of WIC board members. http://www.dcregs.dc.gov/gateway/NoticeHome.aspx?NoticeID=1292833
13. ☒	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sections • 117(c) • 20 CFR 661.325	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area (SDA) for purposes of WIA.

14. ☒	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections • 111(e), (b) • 20 CFR 661.210	Include a link or copy of the policy. Not applicable. The DC WIC has been designated as the SWIB for the District.
15. ☒	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections • 111(b), (e) • 20 CFR 661.210(c)	Include a link or copy of the policy. Not applicable. The DC WIC has been designated as the SWIB for the District.
16. ☒	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections • 112(b)(14), 134(c) • W-P Section 8(c)	Include link or copy of the policy Not applicable. The District has been designated as a Single Delivery Area (SDA) for purposes of WIA.
17. ☒	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections • 112(b)(17)(A)(iii), 122, 134(d)(4) • 20 CFR 663.515, 663.535	Include a link or copy of the policy. The current District policy for initial and subsequent eligibility of training providers is available at to http://does.dc.gov/page/training-provider-eligibility-requirements. The WIC is in the process of revising these policies and procedures, and anticipates releasing new policies by early 2013.
18. ☒	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	• WIA Section 188 • W-P Section 8(b) • 29 CFR part 37 • 20 CFR 652.8(j)	The District is in compliance with the Americans with Disabilities Act [Revised policy will be available September 2012.]
19. ☒	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section • 188 • 29 CFR 37	The District assures that outreach will be provided to key subpopulations in the manner outlined in the state integrated workforce plan.

20. ☒	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section • 188 • 29 CFR 37.42	The District assures that universal access is provided to workforce programs and activities offered through the workforce system. http://does.in.dc.gov/does/lib/does/nt_sop_career_center_operations_4-5-12.pdf
21. ☒	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Sections • 188 • 29 CFR 37.20	The District's Office of Human Rights enforces all applicable laws and policies on nondiscrimination through the investigation and issuance of administrative determinations on claims of discrimination against District agencies and businesses. Additional details are available at http://ohr.dc.gov/
22. ☒	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Sections • 185)	The District's Office of Human Rights collects, maintains, and reports on relevant data.
23. ☒	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections • 112(b)(5) • 116(b) • 118(b)(2)(B) • 20 CFR • 661.350(a)(3)(ii	Include a link or copy of the MOUs. The WIC and all mandatory partner programs have signed a new umbrella Memorandum of Agreement (MOA) governing the operations of the DC American Job Center (DCA-JC) network. The MOA has been submitted as an attachment to the state integrated workforce plan.

ASSURANCES AND ATTACHMENTS - ADMINISTRATION OF FUNDS

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24. ☒	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections • 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) • 20 CFR 661.205(e)	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area (SGA) for purposes of WIA.
24a. ☒	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Sections • 133(b)(2)(B) • 20 CFR • 667.130(e)(2)(i)-(ii)	Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.
25. ☒	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections • 111(d)(5) • 112(b)(12)(A), 128(b)(3)(B) • 133(b)(3)(B), • 20 CFR 661.205(e)	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.
26. ☒	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections • 133(a)(2), 134(a)(2)(A) • 20 CFR 667.130(b)(2), (e)(4), 665.340	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.

27. ☒	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section • 112(b)(16)	Include a link or copy of the policy. For the District, the primary agency responsible for procurement is the Office of Contract & Procurement. The following are laws, policies, and procedures ensuring fair contracts and grants: Procurement Practices Reform Act of 2010, effective April 8, 2011, D.C. Law 18-371, D.C. Official Code §§ 2-351.01, et seq. , The District of Columbia Municipal Regulations (27 DCMR), & D.C. Law 15-353; D.C. Official Code § 4-1501.01 et seq.) – Requirements for contractors that provide direct services to children or youth. Main website - http://ocp.dc.gov
28. ☒	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections • 112(b)(18)(B) • 123 • 129	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area (SDA) for purposes of WIA.
29. ☒	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections • 123, 129(c)(2)(C) • 20 CFR 664.610	Include a link or copy of the policy. Not applicable. The District does not utilize federal WIA funds to support the Summer Youth Employment Program.
30. ☒	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Sections • 112(b)(12)(B)	Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.
31. ☒	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections • 112(b)(11) • 127 • 132 • 184 W-P Sections 9(a), (c) • 20 CFR 652.8(b), (c)	Fiscal controls and fund-accounting procedures governed by the D. C. Financial Responsibility & Management Assistance Act. (P.L. 104-8)
32. ☒	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections • 184(a)(3), (4) • 20 CFR 667.200, 400(c)(2) • 667.410	Include a link or copy of the policy. Not applicable. The District has been designated as a Single Delivery Area for purposes of WIA.

33. ☒	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Section • 136(f)(2), (f)(3), 122 • 185(a)(4)(B) • 20 USC 1232g • 20 CFR 666.150 • 20 CFR part 603	Include a link or copy of the policy, if available in the state. Documentation not required. Umbrella MOA requires all mandatory partners to comply with Federal and District rules regarding collection and use of participant data. Current confidentiality procedures for DOES-administered programs are addressed at: http://does.in.dc.gov/does/lib/does/nt_sop_identity_protection_4-5-12.pdf
34. ☒	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Sections • 181(b)(7) • 20 CFR 663.730	The department assures the State shall not advocate nor discourage any union activity.

ASSURANCES AND ATTACHMENTS - ELIGIBILITY

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
35. ☒	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections • 101(13)(C)(i) • CFR 664.205(b)	Include a link or copy of the policy. http://www.does.in.dc.gov/does/cwp/view.asp?a=1199&q=502526. Revised policy will be posted by September 2012.
36. ☒	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections • 101(13)(C)(iv) • 20 CFR 664.200(c)(6), 664.210	Include a link or copy of the policy. The District has elected not to establish such definitions at this time.
37. ☒	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Sections • 134(d)(4)(E) • 20 CFR 663.600	Include a link or copy of the policy. http://does.in.dc.gov/does/lib/does/nt_sop_career_center_operations_4-5-12.pdf
38. ☒	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: • Their entitlement to priority of service; • The full array of employment, training, and placement services available under priority of service; and • Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections • 112(b)(17)(B), 322 • 38 USC Chapter 41 • 20 CFR 1001.120-.125 • Jobs for Veterans Act, P.L. 107-288 • 38 USC 4215 • 20 CFR 1010.230, 1010.300-.310	Include a link or copy of the policy. http://does.in.dc.gov/does/lib/does/nt_sop_veterans_priority_service_4-5-12.pdf

ASSURANCES AND ATTACHMENTS - PERSONNEL AND REPRESENTATION

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39. ☒	The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity. If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.	WIA Sections • 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) • W-P Sections 3(a), (c)(1)-(2) • 20 CFR 653.107(a), 107(i), 653.112(a), • 653.108(d)(1)	Attach plan for part-time Monitor Advocate, if applicable. Not applicable. The District does not provide a Migrant and Seasonal Farmworker (MSFW) Program.
40. ☒	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	W-P Sections • 3(a) • 5(b) • 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	The department assures all services, functions, and activities provided by Employment Services staff are funded by the Wagner-Peyser Act & are employees of the District Government.
41. ☒	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) • 20 CFR 652.211	The District assures that services for individuals with disabilities are available at all comprehensive DCAJC centers.
42. ☒	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) • 20 CFR 652.211	The Department on Disability Services/ Rehabilitation Services Administration is responsible for administration of vocational rehabilitation programs, and is a signatory under the umbrella Memorandum of Agreement.

STATEMENT OF ASSURANCES CERTIFICATION

The State, Commonwealth, or Territory of the District of Columbia certifies on the 17th day of September month in 2012 year that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and the Workforce Investment Implementation Act of 2000 (D.C. Law 13-50). The District of Columbia also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Vincent C. Gray
Governor

9/17/12
Date

ATTACHMENTS

ATTACHMENT A - SUMMARY OF MAYOR'S WORKFORCE DEVELOPMENT CONFERENCE, JUNE 2012

District of Columbia
Mayor's Workforce Development Conference
"Creating a Conceptual and Practical Framework for Workforce Development in the District"
June 19, 2012

CONFERENCE SUMMARY

On June 19, 2012, Mayor Vincent Gray hosted his first-ever workforce development conference, providing a forum for city officials, business leaders and academic experts to discuss best practices in workforce development and to identify strategies that could serve the District in developing short- and long-range strategic employment plans. Approximately 90 District leaders participated in the conference, learning about workforce challenges and opportunities facing the District's jobseekers and businesses, and engaging in a series of roundtable discussion on critical issues affecting workforce readiness for District residents, including unemployed workers and out-of-school and disconnected youth.

Participant recommendations provided during the conference will be used to help inform the District in the development of a strategic five-year plan to modernize and strengthen the workforce investment system. The strategic plan, which is currently being developed by the DC Workforce Investment Council (WIC) and the Department of Employment Services (DOES), will establish an overall vision for the workforce system and identify the goals and strategies the District will prioritize to achieve that vision in the coming years.

In accordance with District and federal law, a draft of the strategic five-year plan will be posted for public comment in July 2012. Conference participants and all other interested parties are invited to submit additional comments on the strategic plan during the 30-day public comment period; any comments received will be addressed as part of the final plan submitted to the U.S. Department of Labor in September 2012.

Mayor's Remarks & Opening Panel Presentations
Mayor Gray opened the conference by welcoming attendees and thanking them for their participation in this important conversation on job creation and training delivery in the District. The mayor highlighted key economic and workforce development initiatives undertaken by his administration, including:

- The launch of a new five-year economic development strategy that will draw on the expertise of District-based business schools and stakeholder advisory groups to identify high-value investments and policies in seven target industries: federal government/contractors, professional services, "eds & meds," hospitality, technology, retail, and real estate/construction;
- The One City – One Hire program, which connects unemployed District residents in well-paying jobs with District employers; since the program began in September 2011, more than 3,000 DC residents have been placed in jobs;
- The appointment of new leadership at DOES and the WIC to drive systems reform and ensure that DC residents and businesses receive high-quality employment and supportive services

Following his opening remarks, the Mayor facilitated an introductory panel of national workforce expert setting the framework for the day's discussion:

- Jeff Strohl from Georgetown University's Center on Education and the Workforce provided an overview of labor market trends in the District and metropolitan region, with a particular focus on the importance of identifying career and utilizing data to make informed choices about workforce investment;
- Maureen Conway from the Aspen Institute's Economic Opportunities Program, offered insights into successful

employer-driven training partnerships, and how lessons learned from those projects could be implemented in the District to ensure that training and services were aligned with jobseeker and business needs;
- Neil Ridley from the Center for Law and Social Policy (CLASP) discussed proven strategies for connecting individuals with low literacy and other barriers to jobs and sustainable career pathways, and how policies and procedures can be aligned to integrate programs and services

Participants then heard from a panel of dynamic business leaders representing industries with significant employment opportunities for District residents:

- Thomas Penny, General Manager for the Marriott Courtyard Convention Center;
- Ethel Roy, Director of HR Client Services for the Washington Metropolitan Area Transit Authority; and
- Jeff Li, Senior Business Developer for Metrodata Networks

Each employer panelist described employment trends and skill requirements for their businesses, with a particular emphasis on entry points for workers with differing levels of education and work experience, and opportunities for career advancement. The panelists stressed the need for prospective employees to develop both occupational skill sets and soft skills such as punctuality and interpersonal communications.

Roundtable Discussions
Conference participants were asked to participate in one of five roundtable discussion on the following topics:

- Promoting Career Readiness Through the K-12 System
- Innovative Approaches to Reconnecting Out-of-School and Disconnected Youth with Jobs and Education
- Increasing Access to Post-Secondary Education: Partnerships Between Community Colleges and Community-Based Organizations
- Packaging Resources & Strategies to Better Support Job Seekers
- Promoting Retention: Innovative Approaches to Providing Post-Placement Support Services and Case Management

Each roundtable featured short presentations from relevant District agencies and other leaders on promising practices and potential next steps for each topic. The presentations were followed by facilitated conversations in which participants were asked to share their thoughts on how the District could improve services in each area.

Across all groups, there appeared to be consensus around the need for improved case management and data sharing across workforce, education, and human service programs administered in the District to ensure that residents are receiving the fullest possible range of services in a cost-effective and efficient manner. Another common theme was the need for District agencies and other stakeholders to combine and leverage multiple funding sources and other workforce assets to support successful outcomes for both jobseekers and businesses.

Other key issues and recommendations discussed in the individual roundtable discussions included:

Promoting Career Readiness through the K-12 System
(Facilitator: Dan Gordon, District of Columbia Public Schools)

- Participants learned about ongoing efforts in the District to better prepare youth for entry into careers, including:
  - Efforts to increase the number of schools focusing on science, technology, engineering, and math (STEM) instruction, including the new STEM curriculum at HD Woodson;
  - Improving career and technical education (CTE) offerings, such as those offered through McKinley Tech, which provide students with industry-recognized certificates that can lead to careers or postsecondary education; and
  - The implementation of the new web-based Individual Graduation Portfolios (IGPs) that allow students and parents in grades 6-12 to map out college and career tracks, including helping with test preparation and

the college application process.

- Participants learned about the District's Raise DC cradle-to-career initiative, which will bring together business leaders, government agencies, and others to create change networks that will drive improved education and employment outcomes for District youth. In addition, the District is launching a Career and Technical Education task force to review DC's CTE programs and suggest improvements.
- Participants discussed how to ensure that career readiness was given equal importance to college preparation in the K-12 system, and in particular how DCPS can introduce students to career pathways early enough to help them pursue their goals.
- Participants noted that we need to shift away from the "Carnegie unit" that measures student performance in terms of time spent in the classroom. Instead, we must emphasize the development of skills and competencies that let us know students are ready to move on to the next step in education. We must also focus on improving non-cognitive competencies, such as curiosity and perseverance, which contribute to college and career success.
- Participants stressed that, in addition to stronger academic supports, District youth should have greater portunities for exposure to employment experiences to better understand what skills are required in the working world. Participants suggested that community-based organizations could play a key role in connecting youth with meaningful work experiences.
- Participants cautioned that students with disabilities and other educational barriers often are disconnected from the system, and urged the District to ensure that all students were able to access the full range of college and career readiness resources offered through DCPSD and other partners

Innovative Approaches to Reconnecting Out-of-School and Disconnected Youth with Jobs and Education
(Facilitators: Gerren Price, Department of Employment Services; Eshauna Smith, Office of the Deputy Mayor for Education; Ronda Thompson, YEAR Up)

- Participants learned about the Mayor's "Raise DC" cradle-to-career initiative, which among other goals seeks to reconnect 3,000 disconnected or out-of-school youth to work or education by 2014, and increase the number of academic slots for disconnected youth by 2,500.
- The District will pursue a number of multiagency efforts to connect older out-of-school and disconnected youth with employment and educational opportunities:
  - The Deputy Mayor for Education (DME), Office of the State Superintendent for Education (OSSE), Division of Youth Rehabilitation Services (DYRS), Child and Family Services Agency (CFSA), the WIC, and DOES will partner to increase the number of year-round job training and workforce development slots for youth;
  - The UDC Community College (UDC-CC), OSSE, DCPS, DOES, and the WIC will work together to enhance the District's career and technical education (CTE) system;
  - The District will explore the development of a new "reengagement center" at a centralized location that will assist youth in reconnecting with school or work;
  - Sustaining the Summer Youth Employment Program (SYEP), and launching a new Pathways for Young Adults Program (PYAP) pilot that will provide youth with work readiness, training, and work experience in target industries; and
  - Expanding apprenticeship and pre-apprenticeship opportunities.
- Participants also learned about training programs offered by community-based organizations that provide young adults with the skills, experience, and support to succeed in professional careers and higher education.
- Participants noted that reconnecting youth often have difficulty figuring out the right steps to take toward returning to school or work, and that the development of strong, well-defined career pathways programs would help guide youth more effectively while they determine their career or academic goals.
- Participants pointed out that there are multiple agencies – and multiple funding streams – with similar goals relating to disconnected and out-of-school youth, and suggested that agencies and other partners work together to identify how those resources could be blended more effectively.
- Participants suggested that some youth have low literacy levels, and might require development assistance to prepare them to succeed in job training or postsecondary education. Some strategies that could be considered to help individuals increase literacy and numeracy skills are contextualized learning models – which combine occupational and academic instruction – and bridge programs that help youth overcome educational and

other barriers to transition into employment or educational opportunities.

Increasing Access to Post-Secondary Education: Partnerships Between Community Colleges and Community-Based Organizations

(Facilitators: Emily Durso, Office of the State Superintendent of Education; Connie Spinner, Community College of the District of Columbia; Herb Tillery, District of Columbia College Success Foundation)

- Participants began by discussing the changing nature of work and education in today's economy. To an increasing degree, participants seeking to advance along career pathways must engage in ongoing education and training while continuing to work full-time. Community-based organizations can play an important role in this process, helping individuals understand how to "learn while they earn."
- Community-based organizations can serve as a critical "on-ramp" to postsecondary education, providing training and credentials that help prepare individuals to succeed in college. CBOs also play an important role for working learners, providing supports (such as child care assistance) that allow individuals to balance work, family, and academic responsibilities.
- Participants stressed the importance of developing a continuum of education and training interventions for both adults and youth, and noted the importance of improving career and technical education options in the secondary education system to help prepare individuals for the transition to postsecondary education or the workplace.
- Participants noted that CBOs are often serving individuals with multiple barriers, and that these populations often require more services, over a longer period of time, than is possible under traditional grants cycles. Participants suggested that the District look at restructuring or blending funding streams more effectively to support educational pathways that extend beyond traditional grant cycles.
- Participants also emphasized that community colleges and CBOs must treat each other as partners, so they do not find themselves competing for resources, especially in an environment of declining funding.
- Participants agreed that the conversation started at the Mayor's conference was an important one, and agreed to schedule a follow-up meeting to continue the dialogue to identify ways that community colleges and community-based organizations can work together more effectively

Packaging Resources and Strategies to Better Support Jobseekers

(Facilitators: Cedric Hendricks, Court Services and Offender Supervision Agency; Lisa Mallory, Department of Employment Services; Colleen Paletta, Goodwill of Greater Washington)

- Participants learned about the challenges facing agencies in meeting the needs of individuals with multiple barriers to employment, including returning citizens, individuals with mental health and substance abuse issues, and single parents. While connecting individuals to employment can help address many issues, it is critical to connect jobseekers with the right mix of both pre- and post-employment services to ensure that they are ready to enter into and succeed in the labor market. This means building strategic partnerships across multiple agencies and organizations, and working together to ensure a holistic approach to jobseeker needs.
- Participants also learned about how community-based organizations are aligning various resources and strategies to support jobseekers with barriers to employment, including offering career coaching and designing training programs to more closely reflect the work environment that individuals are seeking to enter.
- Participants discussed a range of barriers facing many individuals in DC - including the lack of reliable transportation and child care options – and exchanged ideas on how their organizations are designing programs in ways that address these obstacles. One major challenge is helping jobseekers develop "soft skills" such as punctuality, customer service skills, and accountability – participants shared thoughts on how they work with jobseekers to develop these skills, including through the use of stipends that are linked to attendance or other milestones. Another challenge is transportation – some participants suggested working with WMATA and other transportation providers to obtain assistance, while others suggested that local philanthropic organizations might be willing to support discrete transportation needs if it helped improve outcomes.
- Participants also discussed the importance of engaging employers to ensure that they continue to hire and retain jobseekers being served through the workforce system. Strategies for better employer engagement include everything from handwritten "thank you" card to let businesses know they are valued partners, to working

with employers to improve program design.
- Participants agreed that the workforce system should help to facilitate the coordination resources and services among stakeholders, with a particular focus on aligning organizational strengths to ensure participants received a broad range of services necessary to succeed in employment.

Promoting Retention: Innovative Approaches to Providing Post-Placement Support Services and Case Management
(Facilitators: David Berns, Department of Human Services; Ivan Laney, So Others Might Eat (SOME))

- Participants learned that about the importance of post-employment retention services, which help ensure that jobseekers remain on the job even after they have been placed in a job. Many policies and programs promote a "work-first" approach that emphasizes rapid reemployment and stops providing support for jobseekers once they're employed. This can be particularly challenging for individuals as they transition into the workforce and wait for the first paycheck. Participants learned about key District initiatives and policies intended to help DC residents stay on the job, including:
  - The use of "income disregards" to enable to temporarily maintain benefits while they transition to employment;
  - The implementation of integrated case management strategies to facilitate data sharing and service coordination across DHS programs;
  - Post-employment mentoring programs that provide newly-employed individuals with guidance and encouragement; and
  - Strategies aimed at ensuring continued access to child care, health care and housing.
- Participants also learned about how community-based organizations address retention issues, including the use of "career developers" who focus on holistic responses to client needs, externships as a model to transition into employment, and building partnerships with employers and other organizations.
- Participants discussed the specific barriers facing returning citizens, and helping to ensure that policies and programs are in place to help these individuals get and keep jobs, such as policies discouraging employers from inquiring about offender status early in the hiring process. Participants also learned about cross-agency partnerships in this area, such as a recent training program that helped connect returning citizens to employment in the hospitality industry.
- Participants agreed that workforce agencies and other partners should work together to ensure integrated case management and service delivery in support of retention goals, and should look beyond simply focus on skills and credentials where individuals have barriers to employment
- Participants suggested looking at recent policy changes relating to returning citizens to understand how those could facilitate employment and retention.
- Participants also recommended looking at the availability of employer incentives to promote retention.

Luncheon Presentation and Closing
Following the roundtable discussions, participants heard a lunchtime presentation from author and columnist Thomas Friedman, who discussed some of the lessons drawn from his new book, "That Used to be Us," including how accelerating technology and increased global connectivity present new challenges even for highly-skilled workers.

Allison Gerber, Executive Director of the WIC, offered a brief report on major points raised during the roundtable discussions, and the importance of participant comments in the development of the District's strategic workforce plan. Mayor Gray then offered closing remarks thanking participants for attending the conference and offering their expertise through the roundtable discussions.

ATTACHMENT B - MEMORANDUM OF AGREEMENT FOR DC AMERICAN JOB CENTERS

Memorandum of Agreement
District of Columbia Workforce Investment Council
And
District of Columbia One-Stop Partners
August 1, 2012 to July 30, 2017

Section 1. Introduction

The purpose of this Memorandum of Understanding (MOU) is to establish an atmosphere of cooperation and collaboration among partners. By working together, partners can identify current and future workforce skills, promote post-secondary education, develop lifelong learning strategies, and foster the entrepreneurial spirit of citizens of the District of Columbia. A highly educated, skilled, and talented population will enable the District of Columbia to compete in the global economy. This MOU between the District of Columbia's Workforce Investment Council (WIC), and the One-Stop Delivery System signatory partners, hereafter referred to as the One Stop Partners, is a requirement of the Workforce Investment Act of 1998.

This MOU will establish guidelines for the One-Stop Operator and One-Stop Partners in creating and maintaining cooperative working relationships. It describes how the various funding streams and resources will be utilized to better serve mutual customers, both job seekers and employers through an integrated one stop system (System) of service delivery operated through a network of comprehensive and affiliate sites called the District of Columbia American Jobs Centers (DCAJC) and augmented by the District of Columbia DCNetworks interactive website.

Section II. Vision and Mission Statement

The vision of the District of Columbia's workforce development system is 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. To support this vision, the mission of the District of Columbia's one-stop partners is to provide a System of skilled staff and partners delivering high-quality services that help District residents gain the skills to meet business needs and connect to career pathways.

One-Stop Partners will work to prevent duplication of services, reduce administrative costs, enhance participation and performance of customers served through the system and improve customer satisfaction. Achievement of this goal will allow the District of Columbia to continue building a System that prepares individuals for high demand, high growth employment in industry sectors that are vital for continued economic growth and that are essential for District of Columbia and the nation to compete in the global market.

III. District of Columbia's One Stop Partners Programs and Activities

To the extent practicable, the following One-Stop Partner Programs and Activities shall be offered or accessible through the DCAJC System:

District of Columbia Department of Employment Services

- Workforce Investment Act Adults
- Workforce Investment Act Youth
- Workforce Investment Act Dislocated Workers
- Wagner-Peyser Act Programs and Activities
- Local Veterans Outreach Program
- Disabled Veterans Outreach Program
- Trade Adjustment Assistance
- Senior Community Service Employment Program (SCSEP) as authorized under title V of the Older Americans Act of 1965 (42 USC 3056)
- Unemployment Insurance Programs Authorized under District of Columbia Unemployment Compensation Laws (In accordance with Federal Law)

District of Columbia Department on Disability Services

Vocational Rehabilitation Programs as authorized under Parts A and B of the Title I of the Rehabilitation Act (29 USC 720)

District of Columbia Office of the State Superintendent of Education

- Any postsecondary career and technical education activities authorized under the Carl D. Perkins Career and Technical Education Act (20 USC 2301)
- Adult Education and Literacy activities authorized under Title II of the Workforce Investment Act

Department of Human Services

Employment and training activities carried out under the Community Services Block Grant (42 USC 9901)

District of Columbia Housing Authority

Employment and training activities carried out by the Department of Housing and Urban Development

Job Corps Washington, DC Outreach and Admissions

Job Corps outreach activities

IV. Services to be provided through the One-Stop Delivery System

The District of Columbia Department of Employment Services (DOES) has been designated by the Mayor to be the One-Stop Operator and the primary provider of services in the DCAJC. The WIC, DOES, and other One-Stop Partners shall work together to establish the programs and activities to be offered through each DCAJC, and any policies or procedures affecting programs or activities offered by two or more One-Stop Partners. Currently, there are four comprehensive DCAJCs strategically located throughout the District of Columbia, as well two affiliates.

Core, Intensive, and Training Services. Access or referral to core, intensive, and training services for each One-Stop Partner program will be made available through the System in accordance with the Workforce Investment Act and the terms of this memorandum of understanding. The following One-Stop partner programs will offer services at each of the comprehensive DCAJCs: services authorized under Title I-B of the Workforce Investment Act (WIA Adult, Dislocated Worker, and Youth programs); services under the Wagner-Peyser Act; and unemployment insurance (UI) services. All other One-Stop Partners shall, to the extent practicable, provide access to core services and other services authorized under such programs through each comprehensive DCAJC, and at a minimum will make available information on services under each program at each DCAJC. In addition to the DCAJC, job seekers and employers can access required core services on-line through www.dcnetworks.org. One-Stop Partners will support co-location of staff and activities at DCAJCs, as appropriate. DCAJC affiliates will provide one or more of the programs, services, and activities of the One-Stop Partners, and all One-Stop Partners will be permitted to provide information on programs and services operated by such partners through affiliates.

One-Stop Partners will be primarily responsible for providing those core services which they are authorized to deliver and for which they are provided funding. The applicable core services for each partner are identified in section 134(d)(2) of the WIA. DOES will provide labor market information (LMI) services as required under the Wagner-Peyser Act. It is expected that the appropriate One-Stop Operator and One-Stop Partner staff will be knowledgeable about all services provided at the DCAJC. One-Stop Partners will be responsible for providing technical assistance and training to local DCAJC staff as well to other One-Stop Partner staff not located in the DCAJC on referral processes and services related specifically to the respective One-Stop Partner.

One-Stop Partners will retain eligibility determination for their respective services, whether co-located or connected through another method. Costs for core, intensive, and training services for customers who are determined to be best served by, and eligible for, a One-Stop Partner's services or programs will be borne by the One-Stop Partner that is authorized to deliver the service and for which they are funded. If eligible, customers may receive non-duplicated services from multiple partners.

Data Management/Labor Market Information. DOES has developed the DCNetworks case management system to track core, intensive, and training services provided to customers and gather common measures data. DOES staff agree to provide access to information and training on the appropriate DCNetworks functions. All One-Stop partners, staff, supervisors, and administrators will adhere to all Federal and District confidentiality rules regarding the collection and use of participant data. One-Stop Partners choosing to connect to the data system will be responsible for costs relating to purchasing and maintaining equipment and collecting data. Any costs incurred due to One-Stop Partner's request for additional development of DCNetworks, will be borne by the requesting One Stop Partner.

DOES will provide labor market information (economic, wage, unemployment and employment statistics) in the DCAJC, as well as, through the DCNetworks website. All One-Stop Partners and the public will have access to the information. One-Stop Partners who request customized labor market information and reports will bear the cost of developing such information and reports.

This Agreement may be executed in counterparts such that the signature may appear on separate signature pages. A copy of an original with all signature pages appended together shall be deemed a fully executed Agreement.

SIGNATURE PAGE

MEMORANDUM OF AGREEMENT

DISTRICT OF COLUMBIA WORKFORCE INVESTMENT COUNCIL

AND

DISTRICT OF COLUMBIA ONE-STOP PARTNERS

August 1, 2012 to July 30, 2017

This agreement shall become effective as of the date of signing and shall terminate on July 30, 2017, unless the parties agree to modify or terminate the agreement at an earlier date. Any party may withdraw from this agreement, without cause, by providing 30 days written notice to the other parties; such withdrawal shall not terminate the agreement with respect to the other parties.

The parties to the agreement may request in writing an amendment to the MOU through the WIC. The WIC may amend the MOU whenever the WIC determines it is appropriate or necessary. Any modifications to this agreement, to be valid, must be in writing, signed and dated by all the parties, and attached to the original agreement. If any provision of the agreement is held invalid, the remainder of the agreement shall not be affected.

Department of Employment Services partner programs covered by this agreement:

- Workforce Investment Act Adults
- Workforce Investment Act Youth
- Workforce Investment Act Dislocated Workers
- Wagner-Peyser Act Programs and Activities
- Local Veterans Outreach Program
- Disabled Veterans Outreach Program
- Trade Adjustment Assistance
- Senior Community Service Employment Program (SCSEP) as authorized under title V of the Older Americans Act of 1965 (42 USC 3056)
- Unemployment Insurance Programs Authorized under District of Columbia Unemployment Compensation Laws (In accordance with Federal Law)

District of Columbia Department on Disability Services

Vocational Rehabilitation Programs as authorized under Parts A and B of the Title I of the Rehabilitation Act (29 USC 720)

District of Columbia Office of the State Superintendent of Education

- Postsecondary career and technical education activities authorized under the Carl D. Perkins Career and Technical Education Act (20 USC 2301) (as available)
- Adult Education and Literacy activities authorized under Title II of the Workforce Investment Act

Department of Human Services

Employment and training activities carried out under the Community Services Block Grant (42 USC 9901)

District of Columbia Housing Authority

Employment and training activities carried out by the Department of Housing and Urban Development

Job Corps Washington, DC Outreach and Admissions

Job Corps outreach activities

Signatures

	Executive Director	8/14/12
District of Columbia WIC	Title	Date
	Director	8/14/12
Department of Employment Services	Title	Date
Department of Human Services	Title	Date

Office of State Superintendant	Title	Date
DC Housing Authority	Title	Date
Job Corps Washington, DC Outreach and Admissions	Title	Date
Vincent C. Gray Chief Elected Official or Designee	Mayor Title	9/17/12 Date

District of Columbia Office of the State Superintendent of Education

- Postsecondary career and technical education activities authorized under the Carl D. Perkins Career and Technical Education Act (20 USC 2301) (as available)
- Adult Education and Literacy activities authorized under Title II of the Workforce Investment Act

Department of Human Services

Employment and training activities carried out under the Community Services Block Grant (42 USC 9901)

District of Columbia Housing Authority

Job readiness training and employment placement assistance under Section 3 of the HUD Act of 1968.

Job Corps Washington, DC Outreach and Admissions

Job Corps outreach activities

Signatures

District of Columbia WIC	Title	Date
Department of Employment Services	Title	Date
Department of Human Services	Title	8/20/12 Date

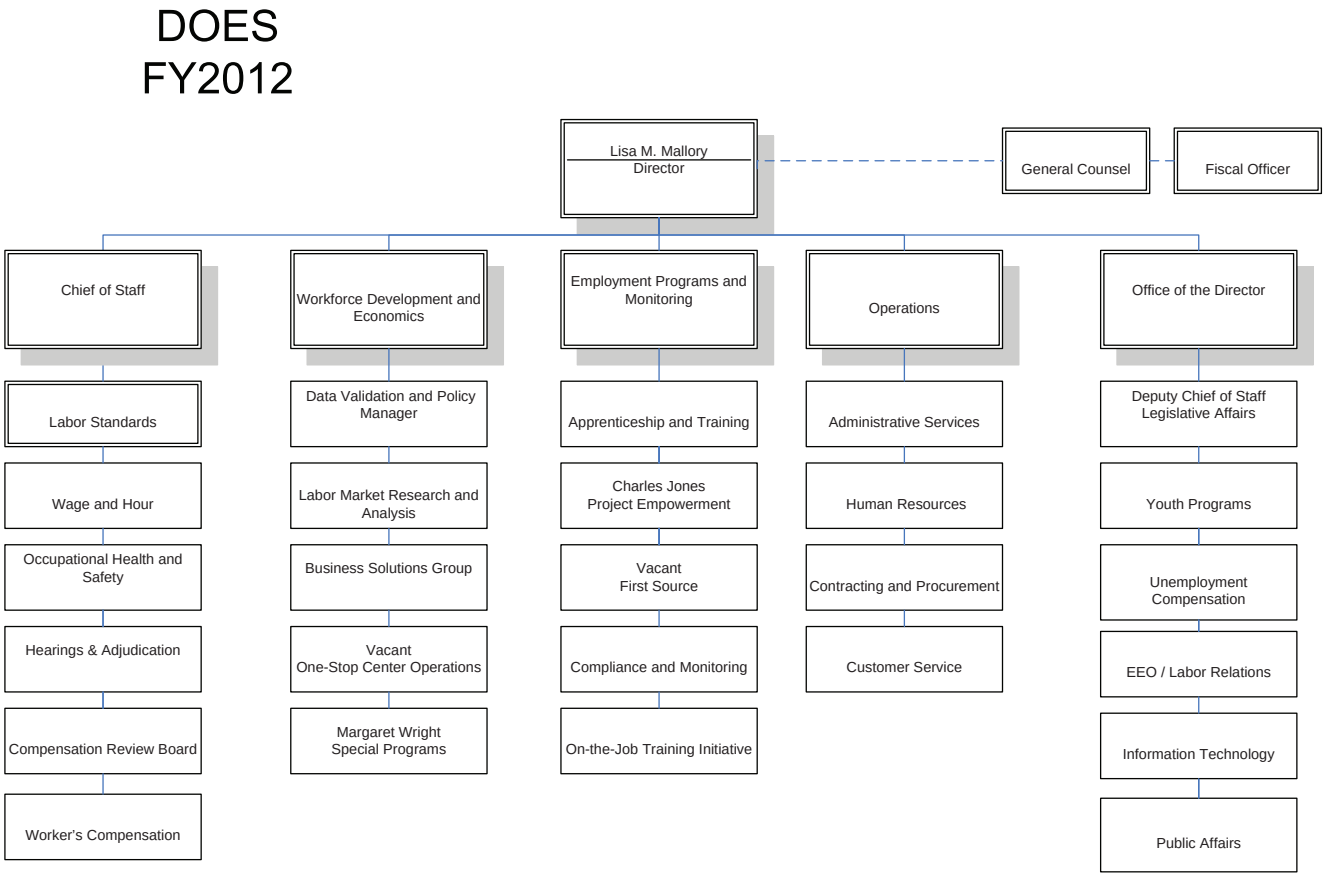
Hosana Mahaley	State Superintendent	08.23.12
Office of State Superintendent	Title	Date
DC Housing Authority	Title	Date
Job Corps Washington, DC Outreach and Admissions	Title	Date
Chief Elected Official or Designee	Title	Date
Department on Disability Services	Title	Date

Office of State Superintendent	Title	Date
DC Housing Authority	Executive Director	8/21/12
Job Corps Washington, DC Outreach and Admissions	Title	Date
Chief Elected Official or Designee	Title	Date
Department on Disability Services	Title	Date

Office of State Superintendent	Title	Date
DC Housing Authority	Title	Date
Job Corps Washington, DC Outreach and Admissions	Project Director	Aug 20, 2012
Chief Elected Official or Designee	Title	Date
Department on Disability Services	Title	Date

Office of State Superintendent	Title	Date
DC Housing Authority	Title	Date
Job Corps Washington, DC Outreach and Admissions	Title	Date
Chief Elected Official or Designee	Title	Date
Department on Disability Services	DIRECTOR Title	8/16/2012 Date

ATTACHMENT C - DEPARTMENT OF EMPLOYMENT SERVICES ORGANIZATIONAL CHART



Updated 08-22-2012

ATTACHMENT D - WORKFORCE INVESTMENT COUNCIL MEMBERSHIP ROSTER

WORKFORCE INVESTMENT COUNCIL
CONFIRMED Board Members
8/16/2012

CHAIR
Michael N. Harreld
Regional President
The PNC Financial Services Group

VICE CHAIR
Joslyn N. Williams
President
Metropolitan Washington Council, AFL-CIO

BOARD MEMBERS
Joseph L. Andronaco
President
Access Green

David Berns
Director
Department of Human Services

Tynesia Boyea-Robinson
Chief Executive Officer
Reliance Methods

Robert M. Brandon
President
Brandon & Associates

Honorable Councilmember Michael A. Brown, At-Large
Council of the District of Columbia

Anthony J. Cancelosi
President and Chief Executive Officer
Columbia Lighthouse for the Blind

Lyles Carr
Senior Vice President
The McCormick Group

Bill Dean
President and Chief Executive Officer
M.C. Dean, Inc.

Emily Durso
Assistant Superintendant
Office of the State Superintendent for Education

William A. Hanbury
Chief Executive Officer
United Way of National Capital Area

Cedric R. Hendricks
Associate Director
Court Services and Offender Supervision Agency

Victor L. Hoskins
Deputy Mayor for Planning & Economic Development

Charlene Drew Jarvis
Senior Advisor
The Jarvis Company, LLC

Lori Kaplan
Executive Director
Latin American Youth Center

Solomon Keene
President
Hotel Association of Washington, D.C.

Barbara Lang
President and Chief Executive Officer
D.C. Chamber of Commerce

Lisa M. Mallory
Director
Department of Employment Services

Kathleen McKirchy
Executive Director
Community Services Agency
Metropolitan Washington Council, AFL-CIO

Catherine Meloy
President and Chief Executive Officer
Goodwill of Greater Washington

Laura Nuss
Director
Department of Disability Services

Sarah Looney Oldmixon
Director of Workforce Initiatives
Community Foundation National Capital Region

Thomas Penny
General Manager
Courtyard by Marriott Convention Center

Carl Rowan
Director of Special Services
Admiral Security Services, Datawatch Systems

W. Christopher Smith, Jr.
Chairman and Chief Executive Officer
William C. Smith + Co.

Neil Stanley
Director
Department of Youth Rehabilitative Services

Nicola Whiteman
Vice President of Government Affairs
Apartment and Office Building Association of Metropolitan Washington

Marullus Williams
President and Chief Executive Officer
Limbic Systems

De'Shawn Wright
Deputy Mayor for Education

ATTACHMENT E - YOUTH EMPLOYMENT CHANGE NETWORK MEMBERSHIP ROSTER

Workforce Investment Council
Youth Employment Change Network Members

The Youth Employment Change Network Membership aligns with the membership composition outlined in the Workforce Investment Act of 1998 and the Mayor's Order 2011-114, Establishment – Workforce Investment Council (WIC).

WIA Membership Requirements for Youth Council	Current Youth Employment Change Network Members
Members of the local board described in subparagraph (A) or (B) of subsection (b)(2) with special interest or expertise in youth policy	Lori Kaplan, Latin American Youth Center * Thomas Penny, Thomas Penny, Courtyard by Marriott Convention Center*
Representatives of youth service agencies, including juvenile justice and local law enforcement agencies	Gerren Price, Department of Employment Services * Neil Stanley, Department of Youth Rehabilitative Services (designee) * Celine Fejeran, Office of the Deputy Mayor for Education *
Representatives of local public housing authorities	Adrianne Todman, District of Columbia Housing Authority
Parents of eligible youth seeking assistance under this subtitle	Danielle Ouzts
Former participants, or eligible youth	Dashara Lyons, Department of Employment Services (former participant)
Representatives of organizations, that have experience relating to youth activities	Anne Abbott, DC Alliance of Youth Advocates Sean Segal, Urban Alliance Meredith Potempa, Year Up Joy Russell, United Way of National Capital Area Connie Spinner, Community College of the District of Columbia * Emma Tucker, Sasha Bruce Youthwork
Representatives of the Job Corps, as appropriate	Lisa S. Henig, Job Corps Outreach and Admissions

* Workforce Investment Council board member or designee, which fulfills the Mayor's Order 2011-114, Establishment – Workforce Investment Council requiring that five members of the WIC with an interest in youth-related issues serve on the Youth Committee.

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1111 Fourteenth Street, NW
Suite 510
Washington, DC 20005

Phone 202.289.8007
Fax 202.289.8009
www.dcappleseed.org

WALTER SMITH
Executive Director

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Hogan Lovells

VICE CHAIR: JON BOUKER
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VICE CHAIR: MARGARET SINGLETON
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WILLIAM STEIN
Hughes, Hubbard & Reed LLP

TED TRABUE
DC Sustainable Energy Utility

STEPHANIE TSACOUMIS
Georgetown University

MATTHEW YEO
Steptoe & Johnson LLP

August 10, 2012

Kermit Kaleba
DC Workforce Investment Council
4058 Minnesota Avenue, NE
Suite 3700
Washington, DC 20019
Via Email: Kermit.kaleba@dc.gov

Re: Comments on the State Integrated Workforce Plan for WIA Title I/Wagner-Peyser Act

Dear Mr. Kaleba:

This letter includes DC Appleseed's written comments on the DC State Integrated Workforce Plan for Workforce Investment Act Title I/Wagner-Peyser Act (the Workforce Plan). DC Appleseed is an independent nonprofit research and advocacy organization committed to solving some of the toughest public policy problems facing the National Capital area. Although the District of Columbia sits at the center of a prosperous region, its poverty and unemployment rates are much higher than any of its surrounding jurisdictions. To improve economic opportunity for DC residents, we advocate for the District government to adopt innovative workforce development strategies.

We appreciated the opportunity to serve on Strategic Planning Advisory Group that provided input on the development of the Workforce Plan. The comments herein are intended to highlight strategies included in the Workforce Plan that we believe are critical to developing a robust workforce development system in the District, including some that we believe warrant further development.

1) Section I.B on Economic and Workforce Information Analysis (pgs. 6-21)

We appreciate that this section of the Workforce Plan uses available data to assess the District's labor market and the challenges facing residents in need of workforce development. We strongly support the Workforce Plan's proposed two-pronged approach to addressing the District's unemployment crisis through strategies that: 1) provide rapid labor market attachment for lower-skilled individuals by targeting industries with less-skilled job opportunities and high turnover like hospitality, health sciences, and office/administrative; and 2) establishing longer-term career pathways to help low-skilled job seekers obtain skills, credentials, and work experience, including programs leading to post-secondary degrees and other credentials (p. 16).

We believe that this two-pronged strategy is responsive to the Workforce Plan's findings that: 1) the District has a dynamic, competitive, and highly-skilled labor

Affiliations listed only for purposes of identification

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market; and 2) the workforce system must address low educational attainment and literacy levels in order to help unemployed and underemployed DC residents access our labor market while not ignoring the pressing financial needs of low-income individuals.

2) Section I.C on State Strategies of the Plan (pgs. 22-31)

We believe that this section of the plan outlines strategies that are critical to a successful workforce development system in the District of Columbia. These include, but are not limited to:

a. Improving American Job Center operations, (p.22-23) including standardizing operations, quality control through performance benchmarks and certification, and better coordination of case management across American Job Center Partners (p. 29). We urge the Workforce Investment Council (WIC) and the Department of Employment Services (DOES) to make the new umbrella MOU between the WIC and American Job Center partner programs and guidance on Standard Operating Procedures at one-stops publicly accessible so that researchers, advocates, and service providers working directly with one-stops can gain a better understanding of how the American Job Centers work.

b. Promoting High Quality Training (p. 23-24) through certification and performance standards for eligible training providers. Again, we urge the WIC to provide performance data on eligible training providers to the public per WIA law.

c. Using Data to Assess System Performance and Drive Decision Making (p.24) We strongly support this recommendation and believe that the WIC and DOES' commitment to share outcomes data with key programs, agencies, and the public is a good initial first step.

d. Addressing Sector-Specific Industry Needs Through a Workforce Intermediary (p.25-26). We believe the workforce intermediary will be a key vehicle for improving employment and business needs in the fields of hospitality and construction. We are eager to see it implemented in late 2012.

e. Providing Career Pathways, Bridge Programs, and Contextualized Learning Programs (p. 28). As the plan notes, it is critical that our workforce development system help lower-skilled residents gain post-secondary credentials and improve their literacy levels so they can succeed in our high-skilled labor market. Programs that combine basic adult education or English instruction with occupational skills training, as well as programs that help participants gain credits toward earning a credential while training or working, have proven employment outcomes. We very much support the proposal to focus these efforts initially on the sector-specific programs offered through the workforce intermediary.

While we strongly support the strategies discussed above, their implementation will require a high level of commitment, collaboration, and creativity from several of the city's agencies

represented on the WIC. While it may not be appropriate to include in the Workforce Plan, we are eager to learn more about implementation plans for these key strategies and to provide support where appropriate. We appreciate Mayor Gray's leadership in revitalizing the WIC, and urge him to continue to make the strategies outlined above a key priority for his administration and city agencies.

3) Section II.A.1 Overview of the Workforce System, Organization

Section II.A.1 explains that DOES, the administrative authority for implementation of WIA and the operator of the American Job Center network, has key personnel to provide oversight and responsibility for the following areas: Workforce Development Programs; Unemployment Insurance; Labor Standards; Youth Programs; Apprenticeship; Policy and Performance; Special Programs; Labor Market Information; Program Performance Monitoring; and American Job Center Operations. While some of these areas are self-explanatory, others are not. We believe the Workforce Plan would benefit from a description of the functions and responsibilities of each of these categories.

4) Section II.B on the State Performance Accountability System

We very much support the use of data to assess system performance and drive decision making and were pleased to see this strategy highlighted in the plan. However, it is unclear how the "state performance accountability system for workforce investment activities" as described in the Plan (p. 43-44) will help achieve this goal. In particular, it is not clear what the "Key Services and Performance Indicators" listed (initial assessment, job order, individual training account, etc) mean, how they are being measured, and how information collected will be used to effectively manage resources and improve results. It also appears that the response to "State Strategies for Using Quarterly Wage Record Information to Measure the Progress on State and Local Performance Measures" describes the wage record system and information sharing within DOES, but does not fully address how the data will be used to measure progress on performance measures, or whether other state partners will have access to the information.

5) Section II.C on Services to State Target Populations:

The Workforce Plan includes a lengthy section on state services to target populations, including: unemployment compensation claimants; long-term unemployed; underemployed individuals; dislocated workers; low-income individuals; veterans; homeless individuals; limited English proficiency individuals; ex-offenders/individuals with multiple challenges to employment; and individuals with disabilities (p. 45-53). Various initiatives, programs, and partnerships are mentioned throughout the narrative, including but not limited to: adult basic education programs in construction, carpentry, and hospitality in partnership with the Community College of the District of Columbia; a partnership between DOES and the Department of Human Services to provide targeted services to recipients of Supplemental Nutrition Assistance Program benefits; partnerships with halfway houses and shelters to help homeless individuals; and Career and Technical Education programs.

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While it is encouraging that DOES is pursuing a variety of strategies to meet the needs of different target populations, it is unclear how these "target population" programs operate, what their performance goals and outcomes are, and how they relate to the State Strategies identified in the previous Section I.C of the Workforce Plan. We believe it would be useful to provide more details on these programs.

6) Section II.C.ix on Ex-Offenders/Individuals with Multiple Challenges to Employment

We agree with the Workforce Plan's finding that subsidized and transitional employment strategies are a best practice for addressing the immediate employment needs of hard-to-serve populations. However, we are concerned by the recommendation to expand such programs without first evaluating the existing Transitional Employment Program (TEP)/Project Empowerment. Data recently reported to the District Council by DOES indicate that TEP experienced only a 19 percent success rate in placing participants in unsubsidized employment in Fiscal Year 2011.

There is now a body of research on subsidized and transitional employment, and we urge DOES to use that information to make improvements to the existing TEP program and to inform any expansion of it or new subsidized employment programs.

Many thanks for your consideration of these comments.

Sincerely,

Walter Smith
Executive Director

4

ATTACHMENT G - CONSOLIDATED WAIVER REQUESTS UNDER WIA

Workforce Investment Act Waiver Request #1

Date: **July 1, 2012**

State: **District of Columbia**

Agency: DC Workforce Investment Council/Department of Employment Services

Introduction

The District of Columbia Department of Employment Services (DOES), which is designated by the Mayor of the District of Columbia as the administrative entity for the Workforce Investment Act of 1998 (WIA), and the District of Columbia Workforce Investment Council (DCWIC) are requesting a general waiver of the legal requirement that limits the transfer of funds between the Adult and Dislocated Worker programs to no more than 20% of a program year allocation. The waiver would grant the transfer of funds up to 50% of a program year allocation between the Adult and Dislocated Worker funding streams. The granting of this waiver would continue to ensure that the critical workforce requirements of the District of Columbia are met and that residents are better prepared for the demands of the local labor market.

Statutory and/or regulatory requirements to be waived

WIA Section 133(b)(4), (29 USCA Section 2939(i)(4)(B)) and WIA Final Regulations at 20 CFR Section 667.140 provide that with the approval of the Governor, Local Workforce Investment Boards may transfer up to 20% of a program year allocation for adult employment and training activities, and up to 20% of a program year allocation for dislocated worker employment and training activities between the two programs.

Actions undertaken to remove state or local barriers

There are no current or proposed state statutory or regulatory barriers to impede the extension of this waiver.

Goals and expected programmatic outcomes of waiver

A summary of goals is as follows:

- Apply funds more strategically within the One-Stop System
- Allow for increased responsiveness to changes in the area's labor market
- Increase accountability of American Job Center service providers
- Increase employer-WIC collaboration to address industry skill requirements and worker training/re-training
- Provide greater flexibility in designing and implementing WIA programs for our customers
- Increase the overall number industry-recognized credentials

The District is requesting to exercise the option under WIA to continue to transfer up to 50% of funds. This action will allow for increased services to low-skilled adult residents most in need of training and other supports.

Individuals impacted by the waiver

The waiver will continue to benefit employers, job seekers, and service providers. The following are expected to be additional impacts to continue this proposed waiver:

- Program participants will benefit from the resulting flexibility that will allow for more innovation in program design better aligned to the District's economic desires and priorities to maintain a growing economy;
- More workforce customers will have access to core, intensive and training services leading to greater employment opportunities;
- More flexibility in funding of One-Stop System programs toward those customers requiring greater services.

Process for monitoring progress in implementation

The District has in place a monitoring and performance accountability system that measures and evaluates the result for employers and job seekers accessing the District's One-Stop Career Centers. On a monthly and quarterly basis, the District analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, program monitors conduct onsite quarterly technical assistance reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive monitoring is conducted onsite utilizing outcome reports generated from the department's case management database. Should this waiver request be continued, the District will ensure regular review of the Adult and Dislocated Worker programs to monitor outcomes and service impact resulting from the additional fund transfer authority.

Notice to affected local boards

Since the District is a Single Delivery Area, there is no affect to local boards.

Public Comment

Consistent with the general waiver request, the District is adhering to publication requirements to insure the broadest participation possible, including informing appropriate partners and interested parties, such as: citizens, labor groups, businesses and community based organizations. In addition, the District will provided opportunities for public comment and input on the waiver request, which will be posted on the DOES and D.C. Workforce Investment Council websites.

Workforce Investment Act Waiver Request #2

Date: July 1, 2012

State: District of Columbia

Agency: DC Workforce Investment Council/Department of Employment Services

Introduction

The District of Columbia Department of Employment Services (DOES), which is designated by the Mayor of the District of Columbia as the administrative entity for the Workforce Investment Act (WIA) and the District of Columbia Workforce Investment Council (DCWIC), submits this request for a waiver of WIA sections 134(a)(3). This "pro-active" waiver will allow the District to employ, on an "as needed basis," up to 10 percent of the Adult and Dislocated local area formula allocation funds to support local incumbent worker training programs. The granting of this waiver would ensure that the critical workforce needs of underemployed residents and residents who skills require upgrading in order to maintain employment are met, as well as strengthening the District's workforce investment system by addressing the needs for more skilled workers and facilitating business retention in the District.

Statutory and/or regulatory requirements to be waived

The District is seeking a waiver of restrictions on the use of WIA formula funds in order to operate an incumbent worker program. The waiver would allow the District to use up to 15% of the funds allocated under section 133 (b)(4) of the WIA, to operate an Incumbent Worker program as described under Section 134 (a) (3)(A)(iv)(I) and consistent with 20 CFR Sections 665.210 and 665.220.

Actions undertaken to remove state or local barriers

There are no current or proposed state or local statutory or regulatory barriers to implementing the proposed waiver.

Goals and expected programmatic outcomes of waiver

The goals and program expectations of the waiver's outcomes are the following:

- Supports projects that further job retention and career development for improved economic self-sufficiency for employed workers including those most vulnerable to job loss
- Increases capacity of the workforce development system to support incumbent worker training by increase credential attainment to remain competitive within the regional labor force
- Provides for an increased understanding on "return of investment" particularly through outcome measures by offering these "pro-active" services
- Provides support to projects that increase the capability of companies to access and retain skilled workers
- Improves the economic and business climate in the District by increasing the interaction between government and business.
- Decreases the need for other employment and training services – i.e. Rapid Response and Unemployment Compensation

Individuals impacted by the waiver

This waiver will benefit employers, employed workers, and service providers. The following are expected to be additional impacts of the proposed waiver:

- Program participants will benefit from the resulting flexibility that will allow for more expansion in program design and implementation which will help meet the requirements and priorities of District residents.
- More District residents will have access to training enabling them to upgrade their skills resulting in a workforce that is able to keep up with the demands of the ever-changing marketplace
- DCWIC and DOES will have added flexibility to move funds where they are required to provide the best possible services for this participates.

Process for monitoring progress in implementation

The District has in place a monitoring and performance accountability system that can measure and evaluate results for employers and employees participating in the Incumbent Worker Training Program. On a monthly and quarterly basis, the department will analyze employer and participant enrollments, service levels, program expenditures, and performance outcomes. In addition, the department will continue to utilize the DOL/ETA's DVRS system with our VOS Case Management System. Should this waiver request be continued, the department will ensure regular review of the Incumbent Worker Training programs and monitor outcomes and service impact resulting from the additional fund transfer authority.

Notice to affected local boards

Since the District is a Single Delivery Area, there is no affect to local boards.

Public Comment

Consistent with the general waiver request, the District is adhering to publication requirements to insure the broadest participation possible, including informing appropriate partners and interested parties, such as: citizens, labor groups, businesses and community based organizations. In addition, the District will provided opportunities for public comment and input on the waiver request, which will be posted on the department and D.C. Workforce Investment Council websites.

Workforce Investment Act Waiver Request #3

Date: **July 1, 2012**

State: **District of Columbia**

Agency: **DC Workforce Investment Council/Department of Employment Services**

Introduction

The District of Columbia Department of Employment Services (DOES), which is designated by the Mayor of the District of Columbia as the administrative entity for the Workforce Investment Act (WIA) and the District of Columbia Workforce Investment Council (DCWIC), resubmits this request for a waiver of WIA sections 136(b) and 20 CFR Part 666.100 discussing the Workforce Investment Act. This waiver request will continue the Distract to implement and track the nine WIA Title IB performance measures presented within the following list:

Common Measures

Adult

Adult Entered Employment
Adult Retention
Adult Average Earnings

Dislocated Worker

Dislocated Worker Entered Employment
Dislocated Worker Retention
Dislocated Worker Average Earnings

Youth

Youth Placement in Employment or Education
Youth Attainment of a Degree or Certificate
Youth Literacy and Numeracy Gains

Statutory and/or regulatory requirements to be waived

The continuation of this waiver permits the District to report WIA performance outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). Accordingly, the District no longer has to report to DOL/ETA on the following WIA measures: WIA Adult and Dislocated Worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. This waiver allows the District to continue to remove the inconsistencies and complexities inherent in the current WIA performance reporting requirements. Furthermore, this wavier shall enable the District to continue to effectively align accountability across all programs within its One-Stop System. The common measures more effectively support the state's plan of promoting on-the-job training and customized training for adult workers - including employed workers. The common measures also more clearly target Out-of-School youth and youth most in need as identified by the USDOL's Youth Vision.

Actions undertaken to remove state or local barriers

No additional requirements have been added to impede or prohibit implementing the common measures. Upon notification of approval of this waiver request, State rules, policies and procedures will be developed and issued to comply with the terms of this waiver.

Goals and expected programmatic outcomes of waiver

With the continuation of this waiver, the District's performance measurement system has evolved into a simplified and streamlined process for the following:

- Utilization of a single set of measures for youth, thus eliminating the need to track younger versus older youth;
- Utilization of the common measures definition of certificate, thereby eliminating confusion between that definition of certificate and the WIA definition of credential;
- Reduction of paperwork and labor costs associated with performance data collection;
- Providing a more useful program management tool;
- Alignment of federal performance standards towards the city's overall performance within workforce and economic development;
- Providing for customer-driven - instead of program-driven – outcomes;
- greater degree of efficiency in program delivery;
- Provides clear and understandable information to stakeholders

Individuals impacted by the waiver

The waiver will have a positive impact, either directly or indirectly, on all statewide participant training customers by providing accountability while improving program management and performance.

Process for monitoring progress in implementation

The District, will monitor the implementation and impact of the waiver, as well as progress toward expected outcomes, through a combination of performance reporting, monitoring, and discussions with stakeholders. State oversight and evaluation will make effective use of these means to identify obstacles and address them within these time periods – monthly, quarterly, and annually. Moreover, the District shall continue to will review applicable policies and procedures and modify them accordingly for seamless and integrated services.

Notice to affected local boards

Since the District is a Single Delivery Area, is no affect to local boards.

Public Comment

Consistent with the general waiver request, the District is adhering to publication requirements to insure the broadest participation possible, including informing appropriate partners and interested parties, such as: citizens, labor groups, businesses and community based organizations. In addition, the District will provided opportunities for public comment and input on the waiver request, which will be posted on the department and D.C. Workforce Investment Council websites.

Workforce Investment Act Waiver Request #4

Date: July 1, 2012

State: District of Columbia

Agency: DC Workforce Investment Council/Department of Employment Services

The Department of Employment Services (DOES), which has been designated by the Mayor of the District of Columbia as the administrative entity for the Workforce Investment Act (WIA), and the District of Columbia Workforce Investment Council (DCWIC), are requesting a continuation of a general waiver that will extend the period of initial eligibility of training providers which addresses the Eligible Training Provider List (ETPL) requirement for subsequent eligibility determinations. This waiver will contribute towards increased performance outcomes for training services and will allow the District to continue to enhance systems that facilitate the provision of informed training choices for all District customers based on the availability of up to date and thorough performance data on providers of training services.

Statutory and/or regulatory requirements to be waived

The District is requesting a wavier extension in reference to WIA Section 122(c)(5) and Title 20 CFR Part 663.530, which require time limit observance for initial eligibility of providers of training services before being considered for subsequent eligibility for inclusion on the State List of Eligible Training Providers. The District is requesting that it be allowed to waive the federal time limit and extend initial eligibility for training providers from eighteen (18) months to twenty-four (24) months before fully implementing the subsequent eligibility determination process.

Actions undertaken to remove state or local barriers

No additional requirements have been added to impede or prohibit implementing the common measures. Upon notification of approval of this waiver request, State rules, policies and procedures will be developed and issued to comply with the terms of this waiver.

Goals and expected programmatic outcomes of waiver

The goal to be achieved by the granting of the waiver extension shall be to increase the training options for job seekers and to insure that District residents are informed consumers of training services that are most likely to successfully prepare them for the pursuit and obtainment of self-sufficient careers.

The District is committed to the collection and accessible dissemination of relevant performance information that upholds the spirit and intent of the WIA principles of consumer choice and improved program accountability. Increasing the quality, quantity, and accessibility of performance information to training providers will ultimately provide baseline benchmarks of service expectations by establishing a performance outcome matrix that provides a more defined set of criteria for subsequent eligibility determinations for training providers.

The District shall continue with its efforts to collect, organize and reflect comprehensive performance information required for training providers to remain on the State Eligibility List annually without being overly burdensome to training providers. Currently the District's automated workforce investment delivery system, Virtual One Stop (VOS) contains a Consumer Reports System (CRS) and an Individual Tracking Fund Module (ITF). The combining of these two informational systems has expanded the performance matrix platform and assisted in eligibility determination.

All WIA requirements for initial and subsequent eligibility determinations will continue to be upheld. The DCWIC will

insure compliance by, at a minimum, continuing to review Completions and Credentials (self-attestations) of the Individual Training Accounts (ITA) training providers while creating performance standards for training subsequently becoming eligible to provide training services for the citizens of the District.

Individuals impacted by the waiver

The waiver will have a positive impact, either directly or indirectly, on all statewide participant training customers by providing accountability while improving program management and performance.

Process for monitoring progress in implementation

The District has in place a monitoring and performance accountability system that measures and evaluates result for employers and jobseekers accessing the District's network of One-Stop Career Centers. On a monthly and quarterly basis, DOES will analyze customer enrollment and training provider service levels, program expenditures, and performance outcomes. In addition, program monitors conduct onsite quarterly technical assistance reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive monitoring is conducted onsite utilizing outcome reports generated from DOES' District wide database. Should this waiver request be extended, DOES will ensure regular review of the impact of waiving the time limit observed for initial eligibility of providers of training services before being considered for subsequent eligibility determinations with the DCWIC.

Notice to affected local boards

Since the District is a Single Delivery Area, is no affect to local boards.

Public Comment

-Consistent with the general waiver request, the District is adhering to publication requirements to insure the broadest participation possible, including informing appropriate partners and interested parties, such as: citizens, labor, community based organizations and D.C. Workforce Investment Council. In addition, the District will provided opportunities for public comment and input on the waiver request, which will be posted on the department and D.C. Workforce Investment Council websites.

ATTACHMENT H - DC WIC CONFLICT OF INTEREST AND RECUSAL POLICY

WORKFORCE INVESTMENT COUNCIL
DISTRICT OF COLUMBIA

WIC Policy No.	Subject	Date
2012.002	CONFLICT OF INTEREST & RECUSAL POLICY	January, 10, 2012

Purpose: This policy provides the Workforce Investment Council (WIC) board members policy and procedure for Conflict of Interest and Recusal. The purpose of this conflict of interest policy is to protect the District of Columbia's Workforce Investment Council (WIC) and Department of Employment Services (DOES) interests when they are contemplating entering into a transaction or arrangement that might benefit the private interests of a board member of the WIC.

This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to government entities.

Applicability: This policy applies to all WIC board members.

Authorities: TITLE I OF THE WORKFORCE INVESTMENT ACT. Subpart B - Administrative Rules, Costs and Limitations.

Definitions:

A. **Interested person** -- Any board member, who has a direct or indirect financial interest, as defined below, is an interested person.

B. **Financial interest** -- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

   a. An ownership or investment interest in any entity with which the WIC or DOES has a transaction or arrangement,
   b. A compensation arrangement with any entity or individual with which the WIC or DOES has a transaction or arrangement, or
   c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the WIC or DOES is negotiating a transaction or arrangement.

   Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board Executive Committee decides that a conflict of interest exists, in accordance with this policy.

Policy and Procedures:

A. **Duty to Disclose** -- In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board or Executive Committee.

WORKFORCE INVESTMENT COUNCIL
DISTRICT OF COLUMBIA

B. **Recusal of Self –** Any director may recuse himself or herself at any time from involvement in any decision or discussion in which the director believes he or she has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

C. **Determining Whether a Conflict of Interest Exists --** After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board or Executive Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or Executive Committee members shall decide if a conflict of interest exists.

D. **Procedures for Addressing the Conflict of Interest**

a. An interested person may make a presentation at the Board or Executive Committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

b. The Chair of the Board or Executive Committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

c. After exercising due diligence, the Board or Executive Committee shall determine whether the WIC or DOES can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or Executive Committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the WIC or DOES's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

E. **Violations of the Conflicts of Interest Policy**

a. If the Board or Executive Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board or Executive Committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

WORKFORCE INVESTMENT COUNCIL
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Records of Proceedings The minutes of the Board and all committees with board delegated powers shall contain:

A. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or Executive Committee's decision as to whether a conflict of interest in fact existed.

B. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Attachment(s):

A. Code of Federal Regulations - Section 667.200 - What general fiscal and administrative rules apply to the use of WIA title I funds?

Effective Date and Implementation: This policy is effective immediately upon signature.

APPROVAL:

Michael N. Harreld
Chair, Workforce Investment Council
Regional President, PNC Financial Services Group

Date 5/1/12

WORKFORCE INVESTMENT COUNCIL
DISTRICT OF COLUMBIA

Board Member Conflict of Interest Disclosure Form

Date: _____

Name: _____

A conflict of interest, or an appearance of a conflict, can arise whenever a transaction, or an action, of the District of Columbia's Workforce Investment Council (WIC) or Department of Employment Services (DOES) conflicts with the personal interests, financial or otherwise, of that of a board member, or an immediate family member of a board member, or that the board member's employer (collectively "your personal interests").

Please describe below any relationships, transactions, or positions you hold (volunteer or otherwise), or circumstances that you believe could create a conflict of interest , now or in the future, between the WIC and/or DOES and your personal interests, financial or otherwise:

_____ I have no conflict of interests to report.

I have the following conflict of interests, or potential conflicts of interests, to report:

1._____

2._____

3._____

I have reviewed Workforce Investment Council's conflict of interests of policy and I understand that it is my obligation to disclose a conflict of interests, or appearance of a conflict, to the chair of the board when a conflict, or appearance of a conflict, arises, and that for transactions in which I have a conflict, I will abstain from any vote on the matter involving the conflict.

The acknowledgement and agreement herein is in addition to any ethical obligations that I may have pursuant to applicable federal and District of Columbia laws.

Signature: _____Date: _____

Printed Name: _____

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Department of Employment Services, Lisa M. Mallory, Director
Address: 4058 Minnesota Avenue, NE, Washington, DC 20019
Telephone Number: 202-671-1900
Fax: 202-673-6993
E-mail Address: lmm@dc.gov

Name of State WIA Title I Administrative Agency:

Department of Employment Services, Lisa M. Mallory, Director
Address: 4058 Minnesota Avenue, NE, Washington, DC 20019
Telephone Number: 202-671-1900
Fax: 202-673-6993
E-mail Address: lmm@dc.gov

Name of WIA Title I Signatory Official:

The Honorable Vincent C. Gray, Mayor
Address: 1350 Pennsylvania Avenue NW, 316, Washington, DC 20004
Telephone Number: 202-727-6300
Fax: 202-727-0505
E-mail Address: eom@dc.gov

Name of WIA Title I Liaison:

DC Workforce Investment Council, Allison A. Gerber, Executive Director
Address: 4058 Minnesota Avenue, NE, Suite 3700, Washington, DC 20019
Telephone Number: 202-724-5133
Fax: 202-673-6993
E-mail Address: allison.gerber@dc.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

Department of Employment Services, Lisa M. Mallory, Director
Address: 4058 Minnesota Avenue, NE, Washington, DC 20019
Telephone Number: 202-671-1900
Fax: 202-673-6993
E-mail Address: lmm@dc.gov

Name and Title of State Employment Security Administrator (Signatory Official):

Department of Employment Services, Lisa M. Mallory, Director
Address: 4058 Minnesota Avenue, NE, Washington, DC 20019
Telephone Number: 202-671-1900
Fax: 202-673-6993
E-mail Address: lmm@dc.gov

Name and Title of the State Labor Market, Workforce Information, or Research Director:

Department of Employment Services, Dr. James Moore, Deputy Director, Office of Policy, Performance, and Economics
Address: 4058 Minnesota Avenue, NE Washington, DC 20019
Telephone Number: 202-698-4215
Fax: 202-673-6993
E-mail Address: james.moore4@dc.gov

As the governor, I certify that for the District of Columbia, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Later changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor The Honorable Vincent C. Gray

Signature of Governor Vincent C Gray Date 9/17/12

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

Mike Harreld, Chair