

**GOVERNMENT OF THE DISTRICT OF COLUMBIA  
Workforce Investment Council**



**Responses to FY2019-2020  
Performance Oversight Questions**

**Ahna Smith  
Director**

**Submission to**

**Committee on Labor and Workforce Development  
Council of the District of Columbia  
The Honorable Elissa Silverman, Chairperson**

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John A. Wilson Building  
1350 Pennsylvania Ave. NW  
Washington, DC 20004

**WORKFORCE INVESTMENT COUNCIL (WIC)  
FY2019-2020 Performance Oversight Questions  
Committee on Labor and Workforce Development  
Councilmember Elissa Silverman (At-Large), Chair**

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**I. Agency Priorities, Performance, and Evaluation**

1. Please discuss the WIC’s **top five priorities**.

- a. How did the agency address its top five priorities in FY2019?
- b. What are the agency’s top five priorities in FY2020? Please explain how the agency expects to address these priorities in FY2020.

**Response:** The WIC continues to lead the development, implementation, and continuous improvement of the workforce system. Top priorities in FY2019 are included in the table below. Additionally, please see attachment WIC Priorities and Staff Updates to Board.

Priorities	FY 19 Progress
WIC Staff and Organizational Structure	<p>The WIC is required to carry out a number of functions, mandated federally and locally, and in this past year the staff and Board have focused on developing a vision for an organizational structure and staffing that will support strong implementation and delivery of its required and needed functions in the workforce system. The WIC hired or created the following positions in FY2019, bringing the total staff to ten:</p> <ul style="list-style-type: none"> <li>• Deputy Director,</li> <li>• Chief of Staff,</li> <li>• Administrative Officer,</li> <li>• Program Analyst, and</li> <li>• Capital City Fellow.</li> </ul> <p>In addition to bringing on and supporting great talent, the team has focused on building a strong culture and strengthening internal management and operations. A key function of the WIC staff is to engage and leverage the WIC Board and other external partners to support the local workforce system. With greater internal capacity, the Director will be able to further prioritize engagement of the WIC Board. In 2019, WIC staff began sending quarterly staff updates to the Board ahead of each quarterly meeting, and held a day-long board retreat.</p>
American Job Centers (AJC) and the One Stop Operator (OSO)	<p>The WIC oversees the One-Stop-Operator contract that was awarded in 2017. The contractors are responsible for, at a minimum, coordinating the service delivery among partner agencies at the American Job Centers. In FY2019, the OSO delivered the following:</p> <ul style="list-style-type: none"> <li>• <i>Outreach Campaign:</i> Developed AJC partner video; created and ran bus advertisements; and produced “User Guide” toolkits that were disseminated across the AJCs to customers and staff.</li> <li>• <i>Partner Coordination:</i> Coordination and engagement increased at all levels, including increased attendance at AJC partner and leadership meetings. The OSO supports partners’ required reporting of time and services, and maintains a master schedule of collocated partner staffing.</li> <li>• <i>Frontline Staff Training:</i> The OSO delivered the T.R.A.I.N series (Training, Resource, Alignment, Information &amp; Networking) Workshops between June – August 2019.</li> </ul>
Workforce Development System Expenditure Guide	<p>In September 2019, the first ever Workforce Development System Expenditure Guide was submitted to Council and published on the WIC’s website. This report provided financial data and performance outcomes for training programs and providers. The data reported included six agencies, 18 different workforce</p>

	programs, and represented data regarding hundreds of training providers. The WIC met with agencies, developed a QuickBase application in collaboration with OCTO, and collected and scrubbed data for final reporting.
Career Pathways Task Force Strategic Plan	The Career Pathways Task Force was established by DC legislation to better align adult basic education programs with workforce development to ensure all District residents can access career pathways in high-demand fields. In FY2019, the WIC convened this multi-agency and community stakeholder group to develop actionable ideas aimed at improving adult career pathways. The Task Force reviewed progress to date and led the development of an updated Strategic Plan, completed in late 2019.
District’s 2020-2024 Workforce Innovation and Opportunity Act (WIOA) State Plan	The WIC launched the development of the District’s four-year WIOA State Plan, in partnership with the Department of Employment Services (DOES), Department of Disability Services (DDS), Office of the State Superintendent of Education (OSSE), Department of Human Services (DHS), and the University of the District of Columbia (UDC). WIC staff led engagement with the WIC Board, other District agencies, and held seven stakeholder meetings throughout the District. At each meeting, data was shared on the economy, workforce needs, and demographics. In addition, the WIOA strategic planning process was reviewed and feedback was collected regarding how to improve the workforce system and benchmark the District’s progress. The feedback collected will be used to drive development of the updated plan due to the Department of Labor in March 2020.

In FY2020, the WIC will continue to strengthen and expand its role in not only delivering on its required compliance and oversight roles, but it will also build on its role in leading coordination within government and across sectors in support of a coherent workforce development system. The top five priorities for FY2020 are listed below:

Priorities	Description of FY2020 Work
Delivery and Implementation of the District’s 2020-2024 WIOA State Plan	<p>The plan will focus on:</p> <ul style="list-style-type: none"> <li>• Aligning education and workforce development;</li> <li>• Increasing access for all DC residents to the training and supports they need to enter the workforce and progress in their careers;</li> <li>• Ensuring businesses have access to the talent pipelines they need to grow and thrive; and</li> <li>• Strengthening systems to monitor performance and accountability.</li> </ul> <p>This priority also includes continuing to clarify the WIC’s role within the workforce development system, and articulating a clear vision of how the system can work better for residents and businesses. Several projects will contribute to this work, including continued delivery of the Workforce Development System Expenditure Guide and support for data system alignment and improvement across key workforce agencies. This focus area intersects with all other priorities in FY2020.</p>
Career Pathways, Sector Strategies,	A key function of the WIC is to lead and coordinate alignment between education and workforce training providers, employers, government

and Coordinated Business Engagement	agencies, and residents. Building upon the work done in FY2018 and FY2019 to develop career pathway maps in the District’s high-demand sectors, WIC will continue to build out its capacity to develop and support implementation of common resources that can be used by stakeholders throughout the system to organize and invest in their work in an aligned way and towards greater impact for residents and businesses. This will be done through convenings, regular coordination meetings, and investing in strategic initiatives to support gaps in training and talent pipelines.
American Job Centers (AJC) and the One Stop Operator (OSO)	In addition to soliciting a One Stop Operator in FY2020, and further strengthening the role and coordination of the OSO and required AJC partners, the WIC will continue to support the development of a workforce system that makes finding training opportunities and hiring District residents easier and more streamlined. This coordination will happen within and beyond the AJC, through greater coordination between the AJC partners, the private sector, and community based organizations—through inclusive training opportunities and robust marketing and informational resources.
Access to High-Quality Training that Meets Individuals’ Needs	The WIC will focus in FY2020 on supporting improved quality of adult education and workforce training programs, and ensuring residents are connected with the education and training that meets their goals and needs. Through the State Plan engagement and in meetings with providers on the Eligible Training Provider List (ETPL), we heard repeatedly about challenges residents face connecting to and completing training that will support their entrance or progression in the workforce. This focus will include improving the quality of providers and expanding the ETPL, including pursuing recognition of neighboring workforce boards’ ETPLs, as well as engagement with the education and training provider community to identify how the WIC and workforce system can best support their increased capacity and performance.
WIC Organization and Operations, Including WIC Board Engagement	In FY2020, WIC will continue to develop and build out the policies, standard operating procedures, systems, and tools needed to operationalize the organization as a highly-functioning and sustainable entity, with capacity to deliver its’ required mandates at the highest-level, and to serve at times as the leader, coordinator, and convener that the workforce system seeks in the District. Additionally, a focus will continue to be on increasing the productivity and contributions of the highly capable WIC Board members, particularly in support of developing and implementing sector strategies and innovative approaches to meeting training and employment gaps.

2. Please list each **program** or body of work operated or administered by the WIC during FY2019 and FY2020. Highlight any programs new in FY2019 or FY2020. For each program, please provide a description of the program, the office that carries out the program, activities in FY2019 and FY2020, and any documented results of the program.

**Response:** The WIC leads all of the initiatives listed below.

Program/Body of Work	Description
State Workforce Plan	The District of Columbia must submit a four-year state plan to the Department of Labor in 2020. In developing the plan, the WIC conducted an economic and workforce development analysis and more than a dozen stakeholder meetings throughout the District with partners, individuals, and organizations on behalf of individuals experiencing homelessness, returning citizens, individuals with disabilities, low literacy and limited English language skills, organized labor, and providers of youth services and supportive services. With this information and the help of an official Steering Committee, the WIC will develop the District's plan, approved by the Board and signed by the Mayor that will be submitted to US DOL for approval no later than March 31, 2020.
District of Columbia Nondiscrimination Plan	WIOA Section 188 requires the District (and all recipients of WIOA funds) to have a plan and system in place to reduce or eliminate discrimination in the delivery of workforce system services; this plan is required in addition to existing DC requirements and regulations regarding non-discrimination. WIC staff worked with a Section 188 specialist to develop and submit a plan to US DOL that meets the regulatory requirements (see attachment for Q6). WIC staff will coordinate training on WIOA Section 188 requirements throughout FY20 and on an ongoing basis, as reasonably necessary, thereafter.
Workforce Development System Expenditure Guide	The Workforce Development System Expenditure Guide is a tool used to track performance outcomes and financial data across all DC agencies that manage, administer, oversee, or fund workforce development and adult education programs. To collect data, the WIC will use a Quickbase application, which has been updated to more accurately collect WIOA common measures, and to collect agency specific performance outcomes. The WIC has collaborated with agency identified contacts to determine participating agencies and assess agency specific current data collection processes. Data collection will begin in January and will be completed by agency identified contacts alongside WIC staff.
Strategic Industry Partnership Grant	The WIC awarded four recipients the FY2019 Strategic Industry Partnership grant. The grant supports workforce training in a high-demand industry sector in order to advance the skills of District workers and increase

	<p>sustainable employment for working families. The recipients in FY2019 include:</p> <ol style="list-style-type: none"> <li>1. AOBA Educational Foundation/Construction,</li> <li>2. Byte Back/Information Technology,</li> <li>3. DC Central Kitchen/Hospitality, and</li> <li>4. Goodwill of Greater Washington/Security and Law.</li> </ol>
Eligible Training Provider List	<p>WIOA requires states to maintain a list of providers approved to offer training to residents eligible to receive WIOA funds. The WIC is responsible for maintaining, evaluating, and providing technical assistance to the providers on an on-going basis to ensure compliance with federal regulations.</p>
One-Stop Operator	<p>In FY2020, the WIC will designate or certify a one-stop operator(s) through a competitive process as set forth in sec. 121(d)(2)(A) of WIOA as the current contract is set to expire in September 2020. This contract will play a critical role in the management and coordination of services in the AJC system.</p>
Career Pathways and Sector Strategies	<p>Through the Career Pathways Task Force, the WIC engaged with business leaders and training providers to finalize the career pathway maps for the District’s six high-demand industries and develop actionable ideas for improving adult career pathways. The report issued by the Task Force contained over 30 recommendations within four thematic sections:</p> <ol style="list-style-type: none"> <li>1. Sector Partnership Implementation;</li> <li>2. Pathway Performance Monitoring and Continuous Improvement;</li> <li>3. Partner Alignment and Capacity Building; and</li> <li>4. Improving access to employment along sector pathways.</li> </ol> <p>Moving forward, the WIC will prioritize strategic planning and implementation of recommendations to ensure alignment with district-wide workforce policies, including the State Plan.</p>
Workforce System Innovation and Alignment	<p>As part of existing and new work streams, the WIC has convened workforce stakeholders with the goal of creating a more aligned workforce system, in the following areas:</p> <ul style="list-style-type: none"> <li>• Development of the WIOA State Plan;</li> <li>• Career Pathway Task Force;</li> <li>• Identifying industry-specific challenges and opportunities;</li> <li>• Enhancing data collection and reporting, including the development of common workforce system metrics; and</li> <li>• American Job Center operations.</li> </ul>

	<p>Additionally, WIC staff has supported efforts across the District that support, are related to, or directly seek to address development of an improved and more aligned workforce development system. These initiatives/projects include:</p> <ul style="list-style-type: none"> <li>• Supporting the Hospitality sector at The Wharf;</li> <li>• Building Bridges Across the River, 11<sup>th</sup> Street Bridge Project;</li> <li>• Talent Ready (PK-16 grant funded by JP Morgan, led by DCPS);</li> <li>• Development of the District’s Career and Technical Education State Plan;</li> <li>• The Living Wage Certification Program; and</li> <li>• DC Career Advisory Network.</li> </ul>
<p>Landscape Assessment of District Agencies’ Business Engagement and Outreach</p>	<p>Based on feedback from the private sector and WIC Board, the WIC began undertaking a landscape assessment in late 2019 aimed at understanding how government agencies engage with business to improve the employability skills of residents. The process included agencies completing a data collection tool, followed by an in-person interview to confirm results. Data was collected and interviews performed for over ten agencies. This information be gathered into a report and will be used to:</p> <ul style="list-style-type: none"> <li>• Gain an understanding of the business services landscape;</li> <li>• Identify areas of connection;</li> <li>• Identify areas for enhanced collaboration; and</li> <li>• Identify gaps and resource leveraging among partners.</li> </ul>
<p>Results for America</p>	<p>In partnership with DME and DOES, the WIC is participating in a state and local government workforce fellowship through Results for America, an organization that helps government use evidence and data to improve the outcomes for citizens. DC is one of seven states participating and the opportunity provides the ability to leverage a larger network for experts in workforce development. The fellows have identified two potential proposals listed below and will spend much of FY2020 trying to move their projects forward:</p> <ul style="list-style-type: none"> <li>• Creating a standard evaluation process for performance based contracts, and</li> <li>• Determining a strategy for better alignment of career pathway work.</li> </ul>



3. Please describe any **initiatives** that the WIC implemented in FY2019 or FY2020, to date, to improve the internal operations of the agency or the interaction of the agency with external parties. Please describe the results, or expected results, of each initiative.

**Response:** Please see chart below.

Initiative	Description
Organizational Structure	Based on Board, partner, and team feedback, WIC has made shifts to the organization’s structure and to some roles within the team. This was done to better align capacity with the organization’s priorities, and to support greater collaboration and work flow across the WIC’s priorities and portfolio.
Strengthening Team Culture	There has been an added focus on team culture in the last year, including greater communication, stronger cross-collaboration among projects, and encouraging continued professional development for staff.
Developing Standard Operating Procedures	Given the change in tasks and structure referenced above, the WIC is working to codify standard operating procedures for the agency’s operations, including budget, procurement, human resources, program management, and convenings. This is being done to increase uniformity in tasks; support better project management; to set clear expectations for roles and responsibilities; and to strengthen the organization’s ability to operate through potential transitions in the future.
Increased Collaboration with Agencies	The WIC is committed to fostering increased inter-agency collaboration, in part out of necessity as most of the projects require agency collaboration, but more importantly to serve as a value add and continuously receive and share workforce information. The goal is to understand the various initiatives throughout the district to connect partners and highlight the great work taking place across the District.
Participation with National and Regional Organizations	To increase the visibility of the District’s workforce System, expand access to partners, and share and receive information to better provide strategic recommendations, the team has attended and participated in external workforce events with the: <ul style="list-style-type: none"> <li>• National Association of Workforce Boards,</li> <li>• US Conference of Mayors,</li> <li>• Results for America,</li> <li>• Talent Ready Pipeline, and</li> <li>• DC Chamber of Commerce.</li> </ul>

4. Please provide a copy of the WIC’s FY2019 **performance accountability report**.
  - a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY2019 and which were not.
  - b. For any met or completed objective, also note whether they were completed by the project completion date of the objective and/or KPI and within budget. If they were not on time or within budget, please provide an explanation.
  - c. For any objective not met or completed, please provide an explanation.

**Response:** Please see attachment “Q4 WIC FY19 Performance Accountability Report.” All met and completed objectives were completed by September 30, 2019, and within budget.

5. Regarding the WIC’s FY2020 **performance plan**:
  - a. Please provide a copy of the WIC’s FY2020 performance plan as submitted to the Office of the City Administrator.
  - b. Discuss any changes to any outcomes measurements in FY2019 or FY2020, including the outcomes to be measured or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.

**Response:** Please see attachment “Q5 WIC FY20 Performance Plan.” All of the Key Performance Indicators provided in the plan are pre-existing from FY19 with similar per quarter targets.

6. For all studies, research papers, reports, evaluations, and analyses, including those provided by contractors or consultants, that the WIC prepared or contracted for during FY2019 and FY2020:
  - a. For any study, paper, report, or analysis that is complete, please attach a copy.
  - b. For any study, paper, report, or analysis still underway, please provide Report name, author(s), and purpose; expected completion date; purpose and description of contents; and contract number or grant name if the report was produced by a contractor or grantee.

**Response:** Please see attachment “Q6. Non Discrimination Plan.”

7. Please list and describe any **reviews, investigations, audits, or reports by outside entities**—including the Office of the Inspector General, D.C. Auditor, U.S. Department of Labor, U.S. Department of Education or other federal or local oversight entities—that were conducted during FY2019 or FY2020 (or are ongoing) and that involve the WIC or any WIC employees. Include any routine or ad hoc monitoring, site reviews, desk audits, or other reviews or audits.
  - a. *Attach copies* of any such document.
  - b. List any recommendations for the WIC in such report and provide an update on what actions have been taken to address each recommendation.

**Response:** Documentation related to monitoring by the US Department of Labor should be requested through the grantee. Beyond the US Department of Labor’s oversight of WIOA

funds received by DOES, no reviews, investigations, audits, or reports have been conducted in FY2019 or FY2020 to date that involve the WIC or any WIC employees.

8. Please attach a copy of the agency's FOIA disclosure report(s) for FY2018 and FY2019.

**Response:** The WIC did not receive any FOIA requests in FY2018 or FY2019.

9. Please attach a **log of all FOIA requests** received in FY2019 and FY2020 with the request number, the name of the requestor, the request date, and a brief description of the information requested.

**Response:** The WIC has not received any FOIA requests in FY2019 or FY2020 to date.

## **II. Budget and Expenditures**

### ***Budget***

10. **Budget.** Please *complete the attached table* in Excel showing your agency’s budget, including Council-approved original budget, revised budget (after reprogrammings, etc.), and actual expenditures, by program and activity, for fiscal years 2019 and the first quarter of 2020. For each activity, please include total amount budgeted and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds). For intra-district funds, note whether the originating funds were federal or local. Include any over- or under-spending. Explain the reason for any variation between the revised budget and actual expenditures for FY2019 for each activity code.

**Response:** Please see attachment “Q10 FY19 and FY20 Budget.”

11. Please provide a copy of the detailed FY2020 NPS **spending plan** for each activity or other budget level in WIC’s budget.

**Response:** Please see attachment “Q11 FY20 NPS Spending Plan.”

12. Please provide the following information for all **intra-District memoranda of understanding (MOUs)** for FY2019 and FY2020 to date, including anticipated MOUs for the remainder of FY2020.

a. *Attach copies* of all intra-district MOUs.

**Response:** Please see attachments:

- “Q12.1 MOU with OCTO for Support Services (FY2019)”
- “Q12.2 MOU with AAO for Support Services (FY2019)”
- “Q12.3 MOU with DOES for WIOA Pass Through (FY2019)”
- “Q12.4 MOU with OSSE for Career Pathway Grants (FY2019)”
- “Q12.5 MOU with DOES WIOA Pass Through (FY2020)”
- “Q12.6 MOU with OSSE for Career Pathway Grants (FY2020)”
- “Q12.7 MOU with DCHR for Capital City Fellow (FY2020)”

b. For each MOU, including anticipated MOUs, *complete the attached table* in Excel.

**Response:** Please see attachment “Q12 MOU Summary.”

13. Please provide the following information for all **intra-District memoranda of agreement (MOAs)** for FY2019 and FY2020 to date, including anticipated MOAs for the remainder of FY2020.

a. *Attach copies* of all intra-district MOAs, other than those for overhead or logistical services, such as routine IT services or security.

b. For each MOA, including anticipated MOAs, complete the table below; add rows as necessary.

**Response:** There have been no Memoranda of Agreements executed in FY2018, FY2019, or FY 2020 to date.

14. Please provide the following information for each **interagency reprogramming** of funds into and out of the agency for FY2019 and FY2020, as of Jan. 15, 2020, including anticipated inter-agency reprogrammings for the remainder of FY2020.
- a. Please *attach copies* of the reprogramming documents, including the Agency Fiscal Officer’s request memos and the attached reprogramming chart.

**Response:** Please see attachments:

- “Q14.1 Reprogramming (October 2019)”
  - “Q14.2 Reprogramming (October 2019 – II)”
- b. For each reprogramming, including anticipated reprogrammings, complete the attached chart in Excel.
  - c. Please include in the chart a detailed rationale for the reprogramming: why the funds were available and what they will be used for.

**Response:** Please see attachment “Q14 Interagency Reprogramming” for parts (b) and (c).

15. Please provide the following for each intra-agency reprogramming within your agency during FY2019 and FY2020, as of Jan. 15, 2020, as well as any anticipated intra-agency reprogrammings for the remainder of FY2020.
- a. Please *attach copies* of any reprogramming documents.

**Response:** Please see attachments:

- “Q15.1 Reprogramming (May 2019)”
  - “Q15.2 Reprogramming (September 2019)”
- b. For each reprogramming, including anticipated reprogrammings, *complete the attached chart* in Excel
  - c. Please include in the chart a detailed rationale for the reprogramming: why the funds were available and what they will be used for.

**Response:** Please see attachment “Q15 Intra-Agency Reprogrammings for SY2019 and FY2020” for parts (b) and (c).

16. Please attach all **budget enhancement requests** submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for previous fiscal years of FY2018, FY2019, and FY2020.

**Response:** The WIC, in collaboration with the Mayor’s Office of Budget and Performance, develops the annual budget. The annual budget submitted by the Mayor reflects those efforts.

### *Expenditures*

17. Please *complete the attached table* in Excel with the following information on each **contract, procurement, and lease** leveraged in FY2019 and FY2020 as of Jan. 15, 2020, with a value amount of \$10,000 or more. “Leveraged” includes any contract, procurement, or lease used by the agency as a new procurement, contract extension, or contract option year execution. This also includes direct payments, if applicable. Treat Human Care Agreements as a contract—aggregating information by vendor for all task orders under the HCA, where relevant.

**Response:** Please see attachment “Q17 WIC Contracts and Procurements.”

18. Please *complete the attached table* in Excel with information on each **grant** awarded by your agency during FY2019 and FY2020, as of Jan. 15, 2020.

**Response:** Please see attachment “Q18 Grant Awards.”

19. Please complete the following table with information on all **credit card, p-card, or purchase card purchases and expenditures** for FY2019 and FY2020, as of Jan. 15, 2020; add rows as necessary. Alternatively, you may attach monthly statements with this same information; however, please name the ultimate vendor and specific purpose of the purchase for any Pay Pal or other transaction with an indirect payment service like Pay Pal.

**Response:** Please see attachment “Q19 Credit and Purchase Card Expenditures FY2019 and FY2020.”

20. The CFO’s financial system provides data on the following **select contractors and payments** made in FY2019. For each contractor, please provide an explanation of the services they provided, delineated by project or contract. Also include all relevant contract numbers for each vendor on which payments were made in FY2019 and an itemization of expenditures by contract. Finally, attach copies of any materials the contractors submitted to the WIC.

- Brustein and Manasevit (\$11,963)
- KBEC Group (\$10,000)

**Response:** Brustein and Manasevit, under task order CW66734-T02, provided consulting services to support implementation of the District’s Non-Discrimination Plan required by Section 188 of WIOA included in attachment Q6.

KBEC Group, under task order CW63135-TO1, provided three weeks of work-readiness training for eligible District residents seeking employment at the DC United Stadium.

### **III. Workforce Development System Coordination and Oversight**

21. In FY2020, does the WIC plan to research whether the **list of high-demand sectors** needs to be updated? When will the WIC next update the list of **high-demand occupations**?

**Response:** The WIC continuously reviews labor market data to affirm that the current sectors continue to be high-priority (high wage, high growth, and high demand). This will constantly be a top focus for the team.

22. Please describe the District's strategies (i.e. across government, not just at the WIC) for **sector-based workforce development plans** in *each* of the District's six high-demand sectors. Provide a narrative for each sector with the information requested in (a)-(e)

1. Business and Information Technology
2. Construction
3. Healthcare
4. Hospitality
5. Security and Law
6. Infrastructure

- a. For each sector, please list the *specific occupations* for which the District either offers training currently or has a strategy to provide training or other skills development to prepare District residents for those specific occupations.
- b. For each sector, summarize goals and activities in FY2019.
- c. For each sector, describe the planned activities and any goals for the remainder of FY2020.
- d. The WIOA state plan (see Table 6, Business Alignment) requires in Phase 2 expansion of business advisory committees to include all identified high-demand sectors and convening of regular meetings through the WIC. Please provide the following: for each sector, list all relevant working groups, committees, or other meetings; list members of each group or committee; list the dates of all meetings in FY18 and FY19, to date.
- e. The WIOA state plan in Phase 2 (see Table 6, Business Alignment) requires leveraging of business advisory committees to *inform training investments* in all high-demand sectors. What specific steps has the WIC taken to accomplish this in each sector?

**Response:** A priority for the WIC in FY2020, and moving forward, will be to lead the development and coordinated delivery of sector-based workforce development plans across District agencies and alongside private and nonprofit sector partners. District agencies, the private sector, and the nonprofit sectors have in recent years developed and led many efforts to support the development of industry-advised and supported career pipelines, and historically the WIC has supported the funding of intermediaries, in two sectors most recently—hospitality and construction—through the Workforce Intermediary program.

With the conclusion of that grant program and the transition to the Strategic Industry Partnerships grant in FY2019, WIC has shifted its approach to focus on developing the infrastructure—data, tools, and coordination—needed to more sustainably bring together training partners and businesses in high demand sectors. The work of the Career Pathways

Task Force and the development of career pathway maps, including the convening of industry advisory committees as reported in WIC's FY2018 performance oversight hearing, has built a foundation upon which to build further coordination and engagement in each of the District's high-demand sectors. In late 2019 and into early 2020, WIC undertook a landscape assessment of business and sector engagement and outreach across District agencies. The data and findings from that assessment will inform the development of recommendations for enhancing WIC's role in leading and supporting the sector-based workforce development initiatives in 2020 and beyond.



## **IV. Workforce Innovation and Opportunity Act (“WIOA”)**

### ***WIOA State Plan***

23. The District’s **WIOA state plan** (2018 modification)<sup>1</sup> contains a table with “implementation phases by goal area” (pp. 59-62) It lays out activities to be done in several phases. For each goal area, based on the activities that are complete or in process, please indicate in which phase (1, 2, or 3), the state plan implementation is currently. The goal areas follow:

- a. System Alignment. Phase \_\_\_\_
- b. Business alignment. Phase \_\_\_\_
- c. Performance. Phase \_\_\_\_
- d. Youth. Phase \_\_\_\_

**Response:** Through the development of the updated WIOA State Plan, the WIC and agency partners have been assessing progress against the current State Plan. While significant progress has been made in some areas of the State Plan, the vision for implementation and tracking of progress as detailed in the current State Plan is in need of reconfiguration. Therefore, in the solicitation of the contractor supporting the development of the next State Plan, and in coordination and planning with agency partners, the WIC will build in greater resources, structure, and supports for tracking and monitoring delivery of the State Plan.

24. Please provide a copy of any materials prepared or drafted by **Kairos, the WIOA state plan contractor**, including summaries of public engagement sessions, data presentations, or other materials.

**Response:** Please see the following attachments:

- “Q24.1 WIOA State Plan Data”
- “Q24.2 Community Engagement Summary”

### ***Youth Services***

Background: WIOA section 122 (29 USC §3122(10)(B) and §3153<sup>2</sup> require that **local workforce development boards “shall identify eligible providers”** and “shall award grants or contracts on

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<sup>1</sup> Available at

<https://dcworks.dc.gov/sites/default/files/dc/sites/dcworks/publication/attachments/WIOA%20DC%202018%20State%20Plan%20Modification112.pdf>.

<sup>2</sup> 29 USC §3122 Functions of Local Board states:

“(10)(B) Selection of Youth Providers.—Consistent with section 123, *the local board— (i) shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123(b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under subsection (b)(4); and (ii) may terminate for cause the eligibility of such providers*” [emphasis added].

a competitive basis to providers” of youth workforce investment activities. As the Workforce Investment Council (WIC) serves as the District’s local workforce development board, please explain the process for identification and awarding of grants or contracts to the District’s youth workforce investment providers. Specifically:

25. List all providers of youth workforce investment activities identified as eligible and all that were funded under WIOA in FY2018, FY2019, and FY2020.

**Response:** The WIC is the State Workforce Development Board for the District of Columbia. Like a small number of other states and territories, DC consists of a single local workforce area. Special designation provisions for single area states are outlined in 20 CFR Part 679.270, including conducting the functions of the local workforce board, but may do so in a manner that reduces unnecessary burden and duplication of processes. Under those parameters, DOES procures services as necessary. Additionally, WIOA requires that procurement occurs under the procurement processes of the state and the regulations defer to that process.

Please see the chart below for lists of providers by fiscal year:

FY2018	FY2019	FY2020
Toni Thomas and Associates	Can I Live Inc	Toni Thomas
Community College Preparatory Academy (CC-Prep)	Community College Preparatory Academy	Community College Preparatory Academy
Nai Xander	Greater Washington Urban League	Center for Innovation, research and technology
Contemporary Family Services	KBEC Group Inc.	Youth Entrepreneur Institute
Westlink Career Institute.	Center for Innovation, research and technology	Dramatic Solutions
Opportunities Industrial Center (OIC)	Youth Entrepreneur Institute	Dance Institute of Washington
KBEC Group Inc.	Dramatic Solutions	Associates for Renewal in Education

**29 USC §3153.** Eligible providers of youth workforce investment activities

“(a) In general. From the funds allocated under section 3163(b) of this title to a local area, the local board for such area shall award grants or contracts on a competitive basis to providers of youth workforce investment activities identified based on the criteria in the State plan (including such quality criteria as the Governor shall establish for a training program that leads to a recognized postsecondary credential), and taking into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in section 3141(b)(2)(A)(ii) of this title, as described in section 3112(b)(2)(D)(i)(V) of this title, and shall conduct oversight with respect to such providers.

“(b) Exceptions. A local board may award grants or contracts on a sole-source basis if such board determines there is an insufficient number of eligible providers of youth workforce investment activities in the local area involved (such as a rural area) for grants and contracts to be awarded on a competitive basis under subsection (a).”

United Planning Organization	Dance Institute of Washington	Nai Xander
Dramatic Solutions	Associates for Renewal in Education	HealthWrite Training Academy
KBEC Group Inc	Toni Thomas	
Community Tech	Nai Xander	
Education Services of Greater Washington	HealthWrite Training Academy	
Greater Washington Urban League	Contemporary Family Services	
Washington Literacy Center	Community College Preparatory Academy	
ARE- Associate for Renewal in Education	Opportunities Industrialization Center	
Dance Institute of Washington	KBEC Group Inc.	
National Black MBA Association		
On Ramps to Careers		
See Forever Foundation		
Southeast Welding Center		
Youth Entrepreneur Institute		
IBG Consulting Firm		
Fair Chance Consulting		

26. Were all providers selected by DOES (either through OCP or directly)?

**Response:** Yes, all of the providers were selected by DOES.

27. For providers selected by an entity other than the WIC board, please explain how this process is in compliance with the referenced sections of WIOA, which require the Board to identify providers.

**Response:** The WIC is the State Workforce Development Board for the District of Columbia. Like a small number of other States and territories, DC consists of a single local workforce area. Special designation provisions for single area states are outlined in 20 CFR Part 679.270, including conducting the functions of the local workforce board, but may do so in a manner that reduces unnecessary burden and duplication of processes. Under those parameters, DOES procures services as necessary. Additionally, WIOA requires that procurement occurs under the procurement processes of the state and the regulations defer to that process.

28. What specific plans does the WIC have in order to come into compliance with these requirements of WIOA, i.e. to identify providers?

**Response:** The WIC is not out of compliance with the requirements of WIOA. See answer to question 27.

29. Does the WIC intend to begin identifying and selecting youth providers in FY2020? If not, why not?

**Response:** Please see response to question 27.

### ***Performance Management and Oversight***

30. Please *complete the attached table* in Excel with the **outcomes of each WIOA title and program** for each quarter in PY2018 and PY2019 Q1 and Q2, operated by all 3 administering agencies. Please include this information even if it has not been required by or reported to the federal government.

**Response:** Please see attachment “Q30 – WIOA Performance.” PY19 Q2 data is forthcoming. Customers are still in programming. Final data will be available by the end of April 2020.

31. Please provide a list of **policies or guidance to implement WIOA** that the WIC plans to develop and draft in FY2020 or FY2021. Please include citations to the relevant provisions of DC Code or of WIOA.

**Response:** While the WIC cannot project what federal guidance will be released in the future, the WIC is committed to developing policies or guidance as needed and as required to maintain compliance with federal statute.

32. Please provide updates on the following **performance elements** from the WIOA State plan (see “Table 6: WIOA Implementation Phases by Goal Area” in the plan):
- a. In Phase 1, development of **vendor scorecards**. Please provide an update on the status of developing these scorecards, the timeline for completion, and explain why they have not yet been completed.
  - b. In Phase 1, creation of the **common data dictionary** and methods for measurement. Please provide a full status update and timeline for completion.
  - c. In Phase 2, development of an Adult Education and Workforce System Performance **Dashboard**. Please provide an update on the status of developing this dashboard, the timeline for completion, as well as the metrics and data it will contain. Please explain why the Data Dashboard has not yet been completed and describe any plans under way.
  - d. In Phase 3, “Ensure performance data from core program providers and sub grantees is **available and accessible to the public** through the Dashboard, ensuring District funding supports programs and services offered by high quality providers and participants can make informed choices on programs.” Please provide a full status update and timeline for completion.

**Response:** Through the process of developing the 2020-2024 WIOA State Plan, WIC, agency partners, and other stakeholders have reviewed progress to date from the last State

Plan. From that review, recommendations were made for priorities and strategies to continue to support WIOA implementation in the upcoming State Plan. The WIC plans to build upon its data collection, aggregation, and reporting efforts for the development of the Workforce Development System Expenditure Guide and the Data Vault to support the development of vendor scorecards. Through Vendor STATs held in recent years, the WIC and agency partners have worked with the Office of the City Administrator and the Office of Budget and Performance Management to further our efforts in reviewing and analyzing data from across agencies and programs.

The District faces the unique challenge of funding significant workforce development programs through local and non-WIOA funding streams, while many of these programs do not utilize the WIOA common measures. The challenge and opportunity that WIC and agency partners seek to address is moving towards common data definitions, measures, and standardized ways of measuring and reporting on programs that operate very differently, with very different purposes, and for different types of clients. Information about workforce development system programs is currently reported and shared by the individual agencies implementing programs via their websites and other methods of performance reporting. The WIC recognizes the importance of aggregating and sharing this data in an even more user-friendly manner, and it will continue to support the data alignment, collection, and coordination efforts to reach this goal.

33. Please describe the specific **oversight or monitoring that the US Department of Labor or the US Department of Education conducted** in FY2018, FY2019, or FY2020 of WIOA implementation (any title) or use of WIOA funds by any agency in the District, including the WIC, Department of Employment Services (DOES), Department of Disability Services (DDS), Office of the State Superintendent of Education (OSSE), or any other agency or office.
- a. Please describe any ad hoc or routine desk audits, desk reviews, site audits, site reviews, or other monitoring conducted *by* a federal agency; meetings held between a federal agency and District agency; reports submitted by a District agency *to* a federal agency; etc.;
  - b. *Attach copies* of *any* document produced as a result of this monitoring;
  - c. Include copies of the “quarterly letters” sent quarterly by USDOL and US Department of Education to DOES, DDS, and OSSE; and
  - d. List any recommendations for the WIC in such report and provide an update on what actions have been taken to address each recommendation.

**Response:** Documentation related to monitoring by the US Department of Labor should be requested through the grantee. As a result, this request should be addressed to DOES.

As for US Department of Education (USDE) funded implementation, the following information has been made available:

The Office of Career, Technical, and Adult Education (OCTAE) at USDE conducted a monitoring visit at OSSE from April 2 through April 6, 2018. The purpose of this monitoring

visit was to ensure compliance with, and improved performance under, the Adult Education and Family Literacy Act (AEFLA). The following documents are included in the attachments:

- “Q33.1 FY18 Final Transmittal Report Submitted to OSSE from USDE”
- “Q33.2 FY18 OSSE Corrective action Plan”
- “Q33.3 FY18 USDA Acceptance Letter of Corrective Action Plan 1.19.2019”

No recommendations for the WIC were listed in the transmittal letter. However, as part of the action plan, the WIC has participated in the review of the request for proposal to ensure alignment with workforce system needs.

In addition, OSSE submits annual performance and statistical reports to USDE. There are no reports for FY20 as the fiscal year is not complete. The following documents are included in the attachments:

- “Q33.4 FY 18 DC OSSE AFE Annual Performance Report”
- “Q33.5 FY 18 DC OSSE AFE Statistical Report”
- “Q33.6 FY 19 DC OSSE AFE Annual Performance Report”
- “Q33.7 FY 19 DC OSSE AFE Statistical Report”

Rehabilitation Services Administration under USDE conducted a monitoring visit on DC RSA during April 17-23, 2019. The purpose of the monitoring visit was to ensure compliance with, and improve performance for, State Vocational Rehabilitation Services and State Supported Employment Services Program. The review covered the period of performance from July 1, 2017 – September 30, 2018. As of yet, USDE has not produced a final report and have indicated a 16-month delay.

34. Please provide the dates and summarize the discussion of any **calls or meetings between US DOL and WIC staff or WIC board members** (in their capacity as a WIC Board member) since January 2019. If there have been none, please state so.

**Response:** DOL has a formal process for requesting this information and the WIC defers to that process.

### ***American Job Centers (AJCs) and the One-Stop System***

35. For the contract with DB Grant Associates as the **One-Stop Operator (OSO)**, *please attach copies* of the following required deliverables (section F of the contract) during FY2019 or FY2020, as of Jan. 15, 2020; or if any deliverables are not available, explain why, providing a reason for each deliverable. The list of deliverables follows:
- a. Monthly performance reports: “Performance report for one-stop partners that includes data on: number of referrals, number of enrollments length of time from referral to enrollment.”
  - b. Bi-monthly performance report: “Performance report presented to WIC that includes verified data on: number of referrals, number of enrollments, and length of time from referral to enrollment”

- c. Quarterly provider performance: “Partner service provider performance report including data on: percent of referrals successfully enrolled, percent of enrollees who complete program, percent of enrollees who obtain employment, percent of enrollees who maintain employment for at least three months.”
- d. Quarterly meetings: “Coordination meeting with all one-stop partners to review referral and hand-off process and identify strengths and opportunities for improvement; follow up on next steps to further research or implement agreed upon changes.” For this item, please provide a list of meeting dates, copies of agendas, copies of minutes, list of agencies with presentation at each meeting.
- e. Quarterly provider reports for customers. “Partner service performance report for customers to help inform their selection of training programs or services that they are qualified to receive.”

**Response:** As mentioned in Q23, the WIC recognizes that additional work is needed to align and track progress across the workforce system, which has created challenges in meeting deliverables requested above. Moving forward, through several work streams, including the solicitation of the next One-Stop-Operator, the WIC will build in greater resources, structure, and supports for tracking and monitoring progress. Please see below the following attachments, including a report from the contractor detailing progress on deliverables:

- “Q35.1 Leadership Partner Meeting Presentation - March 21 2019”
- “Q35.2 Leadership Partner Meeting Presentation - June 26 2019”
- “Q35.3 Partner Meeting Presentation - May 14 2019”
- “Q35.4 Partner Meeting Presentation - July 9 2019”
- “Q35.5 Partner Meeting Presentation - August 27 2019”
- “Q35.6 WIC OSO Report”

36. Please provide a copy of any **other materials or documents produced or drafted by the One-Stop Operator**, DB Grant Associates, including project plan, status updates of project plan, interagency meeting agendas, meeting minutes, desk manuals, reference materials, intake forms (whether draft or final), referral forms (draft or final), monitoring reports, data reports, recommendations to the WIC or DOES, or any other materials.

**Response:** Please see the following attachments:

- “Q36.1 One-Stop Operator Updates and Accomplishments”
- “Q36.2 Summer TRAIN Summary Report”
- “Q36.3 American Job Center Toolkit”

37. Please provide a copy of the **AJC referral process** (or draft if it is not yet final) being developed by the One-Stop Operator. Please also summarize what the process is and how it will work.

**Response:** The WIC, One Stop Operator (OSO), and AJC partners continue to work toward full implementation of the Data Vault platform that is currently being used by OSSE and DOES, with DDS and DHS planning for full implementation in early 2020. This web-based platform allows referrals, and access to information about customers, to be shared among

AJC partners when a service or support is needed from another AJC partner. The OSO has continued to work with partners to develop an intermediate solution to cross-referrals, that can be implemented by partners not yet leveraging the Data Vault, and until the Data Vault can be fully implemented. A paper form has been signed-off on by partners, see attachment “Q37.1 Universal Partner Referral Form.”

38. How does the WIC **monitor** the quality of provision of services at the AJCs as per WIOA Section 122 (29 USC §31(d)(8) Program Oversight)? Please list any specific policy documents or related reports.

**Response:** In the District, DOES as the state agency, coordinates monitoring of WIOA programs and provides updates to the WIC. Through the corrective action process, the District has established monitoring operations, and DOES reports findings and relevant information as required. The District, as a state, is monitored by the US Department of Labor.

The WIC WIOA Policy Manual provides the District’s policy on monitoring (<https://dcworks.dc.gov/sites/default/files/dc/sites/dcworks/publication/attachments/WIC-WIOA-Policy-Manual-May22.pdf>). References to the One-Stop Operator relate to DOES, which was the One-Stop Operator at the time that the policy was drafted.

39. Please provide a copy of the most recent **AJC MOUs**.

**Response:** Please see the following attachments:

- “Q39.1 FY2020 MOU Potomac Job Corps”
- “Q39.2 FY2020 MOU OSSE”
- “Q39.3 FY2020 MOU DDS”
- “Q39.4 FY2020 MOU UDC”
- “Q39.5 FY2020 MOU DHS”
- “Q39.6 FY2020 MOU DCHA”
- “Q39.7 FY2020 MOU DOES”

40. Please describe how the WIC has met its requirement under 29 USC 3152(d) and 20 CFR § 679.380(a)(3) requiring **dissemination through the one-stop system of information on each eligible training provider to support consumer choice** in individuals’ selection of training providers and under DC Code §32-1607(f)(2) which states: “The *WIC shall publish annual report cards* for each eligible training provider that includes performance data and cost information in a manner that helps enhance customer choice in selecting training services” [emphasis added].

- a. Given that the WIC has not published annual report cards, how may customers find out the specific past performance results and cost of *each* eligible training provider? Also provide a copy of such information.

**Response:** WIC policies on ETPs and ITAs and the ETPL are found online at [dcworks.dc.gov](https://dcworks.dc.gov). Information about ETPs is provided to AJC customers by staff at the AJC,



and comprehensive information about each ETPL provider, including cost, is accessible to the public on the DC Networks website.

### ***Eligible Training Providers***

41. Please provide a **copy of the ETP performance report** that was due to the US Department of Labor on Oct. 1, 2019 ([see TEGL 3-18](#)). If the report does not have the following information, please provide it separately: the performance results for each eligible training provider in PY2018 and in PY2019, including these measures for *each* provider:

- Participants Served (N only)
- Employment rate (2d quarter after exit)
- Employment rate (4th quarter after exit)
- Median earnings (2d quarter after exit)
- Credential attainment
- Measurable skills gain

**Response:** DOES does not provide a formal ETP performance report to the US Department of Labor (US DOL). Rather, raw data is submitted and US DOL certifies the submission. In addition, DOES does not have the requested performance information by ETP. DOES only has this information for WIOA-enrolled participants.

Based on data from DC Networks, and shared with ETPL providers in November 2019, data regarding WIOA-enrolled participants can be found in Attachment “Q 41. ETPL Performance P16-P18.”

42. Were any eligible training providers on probation in FY2019 or FY2020 as of Jan. 15, 2020? Please list them and explain why they were or are on probation.

**Response:** The following ETPL providers are not currently receiving ITA referrals due to not achieving acceptable performance outcomes. We are working with these providers to identify supports and plans for improvement:

- Healthwrite,
- Intellectual Point,
- OIC,
- Westlink, and
- Vets Group.

43. Identify any new ITA providers added to the Eligible Training Provider list in 2019 or 2020.

**Response:** Three providers were approved and added to the Eligible Training Provider list in 2019:

- TrainACE,
- DC Central Kitchen (Culinary Job Training (CJT@Café) program added), and

- University of the Potomac.

44. What is the WIC’s plan to expand the ETPL in FY2020? Please also specifically address plans to recruit and add apprenticeships, which may be added upon request (not through the usual process).

**Response:** The WIC continues to work with DOES to identify and add approved apprenticeship programs to the Eligible Training Provider program. In 2020, WIC, through its work to analyze gaps and needs in training programs aligned with career pathway maps in the District’s high-demand occupations, will identify and conduct outreach to providers with proven records of success in those areas. Additionally, WIC will continue to focus on increasing performance and outcomes of providers on the Eligible Training Provider List.

45. Please complete the following table with information on each Eligible Training Provider that was on the District’s ETPL in FY18 and FY19; add rows as necessary.

**Response:** Please see attachment “Q45 Eligible Training Providers.”

### ***WIOA Funding***

46. **WIOA funding District-wide.** Please complete the following table with the dollar amount for all WIOA funding received by the District for each year of FY2018-2020. If there are any other funding streams under WIOA, please add rows as appropriate so that the table shows all available WIOA funding provided to the District. (Note that the WIC funds shown should be the final amount received via MOU or Intra-district transfer; the DOES amount should be the final amount retained by DOES. The two agencies’ budgets should equal the total for each funding stream.)

**Response:** Please see attachment “Q46 WIOA Allocations.”

47. **Disbursal of funds at the direction of the WIC.**

- a. Please explain why the WIC board has not provided direction to the local grant recipient (DOES) for disbursal of funds (to grant or contract recipients) in accordance with the following sections of federal and local law.
- b. Does the WIC intend to create and start a process to provide such direction? Please explain why or why not.

WIOA section 107(d)(12)(B) states: “(III) DISBURSAL.—The local grant recipient or an entity designated under subclause (II) shall disburse the grant funds for workforce investment activities *at the direction of the local board*, pursuant to the requirements of this title. The local grant recipient or entity designated under subclause (II) shall disburse the funds *immediately on receiving* such direction from the local board” [emphasis added].

DC Code §32-1603(i) states: “(1)The WIC shall direct the WIA administrative entity to disburse funds received pursuant to sections 127 and 132 of the Federal Act to support the activities described in subsections (d) and (e) of this section, consistent with WIC policies. (2) The WIA administrative entity shall disburse the funds described in paragraph (1) of this subsection immediately upon the direction of the local workforce investment board; provided, that the direction does not violate a provision of the Federal Act or District law.”

**Response:** Washington, DC, like a small number of States and territories, consists of a single local workforce area. In these jurisdictions, the local chief elected official and Governor is the same individual, in this case Mayor Bowser, serves as the Chief Elected Official.

State Workforce Board functions are outlined in 20 CFR Part 679.130; Local Workforce Board functions are outlined in 20 CFR Part 679.370; Special designation provisions for single area states are outlined in 20 CFR Part 679.270, including conducting the functions of the local workforce board, but may do so in a manner that reduces unnecessary burden and duplication of processes.

The State Workforce Development Board in the District is the WIC. The WIC performs both state and local workforce board functions. WIOA and the implementing final rules provide the Chief Local Elected Official/Governor chief responsibility over the system. Here, the Mayor: (1) appoints the WIC; (2) chooses the fiscal agent; (3) assigns key duties such as monitoring and procurement actions; and (4) approves the annual operating budget. The Mayor may delegate administrative responsibilities to DOES or another department as she sees fit. State Workforce Development Boards make strategic recommendations to the Mayor. The Mayor may assign implementation of the recommendations to the public employment service (DOES). This is the most common WIOA administrative model in single local workforce area states nationwide.

As a result, the allocation of costs between the WIC and DOES is done based on the owners of the required activities for state funds with the approval of the Mayor or her designee.

## **V. WIC Programs, Contracts, and Grants**

48. The WIC is responsible for implementing **the Workforce Development System Transparency Act**, which requires the development of an annual Workforce Development System Expenditure Guide. Please provide a copy of the blank data template and any instructions from the WIC to the agencies that must provide information and data for the version of the Expenditure Guide due Feb. 1, 2020.

**Response:** The WIC has hosted two kick-off meetings, where agencies have been asked to review the Workforce Development System Transparency Act and the first iteration of the expenditure guide.

Please refer to attachment “Q48 Expenditure Guide Guidance Document.”

49. The WIC is responsible for implementing the **Career Pathways Innovation Fund (CPIF)**, authorized by D.C. Code §32-1605.01 and funded via §51-114. The WIC has collaborated with the Office of the Superintendent for Education (OSSE) to provide grants to adult education providers using an integrated education and training (IET) model. Please provide a narrative and data to explain the participation and performance outcomes of this program in FY2019 and FY2020.

**Response:** Please refer to Q33 attachments for annual performance reports.

50. In FY2019, the WIC provided **Strategic Industry Partnership Grants**.

- a. Please provide a narrative description of the purpose, goals, and types of services funded by this grant; a list of grantees; and each grantee’s outcomes.
- b. Please provide a narrative description of the purpose, goals, and types of services funded by this grant; a list of grantees; and each grantee’s outcomes.
- c. Please attach copies of any monitoring reports by the WIC or other entity; and
- d. Attach copies of any interim or final reports by the grantees.

**Response:** The WIC launched FY2019 Strategic Industry Partnership to fund four applicants with local Workforce Intermediary Program funds during March 1, 2019-September 30, 2019. The grants were designed to support Strategic Industry Partnerships in workforce training to meet employers’ workforce needs, advance the skills of District workers, grow DC’s economy, and increase sustainable employment for working families. Applicants were asked to design and implement a program to provide skills training tailored to demand occupations in one of the following industries: healthcare, hospitality, information technology (IT), or infrastructure (which includes energy, utilities, and transportation). In February 2019, the grants were awarded to the following:

1. ***AOBA Educational Foundation*** focused on the critical need to promote careers in building operations, engineering, and maintenance. AOBA conducted a 12-week paid internship to help DC residents gain access to high-demand careers in

building operations and the skilled trades. The outcome resulted in nine DC residents receiving industry-recognized certificates.

2. **Byte Back** trains low-income, low-tech adults with long-term unemployment by helping them build technical skills through industry-recognized certifications in IT workforce. Byte Back proposed to train 24 low-income DC adults in CompTIA A+ or Microsoft Office Specialist (MOS) Excel. Upon completion, 70 percent will enter careers in IT.
3. **DC Central Kitchen** provided a 14-week intensive training program designed to help District residents pursue careers in the hospitality industry sector. As a result, 20 participants graduated and 15 were placed in jobs during the grant award period.
4. **Goodwill of Greater Washington** offered technical skills in security and law to residents of the District of Columbia. During the award period, 20 residents enrolled in the Security and Protective Services Training Program and seventeen students graduated and twelve were placed in jobs.

Please see the following attachments:

- “Q50.1 AOBA Monitoring Report”
- “Q50.2 Byte Back Monitoring Report”
- “Q50.3 DC Central Kitchen Monitoring Report”
- “Q50.4 Goodwill Monitoring Report”
- “Q50.5 AOBA Final Report”
- “Q50.6 Byte Back Final Report”
- “Q50.7 DC Central Kitchen Final Report”
- “Q50.8 Goodwill Final Report”

51. Please attach a copy of the updated **Career Pathways Strategic Plan**. If it is not yet final, attach the draft and please explain what steps remain to make it final.

**Response:** Please see attachment “Q51 Career Pathways Strategic Plan.”

## **VI. Agency Organization and Personnel**

52. Please provide a current **organizational chart** for the agency, arranged by division and subdivision, as of Jan. 15, 2020.

- a. Show for each division and subdivision:
  1. The names and titles of all personnel;
  2. Include on the chart and denote as vacant or frozen any such positions;
- b. Note on the chart the date of the information.

**Response:** Please see attachment “Q52. WIC Organizational Chart.”

53. Please *complete the attached table* in Excel with a **chart of all positions (i.e. Schedule A)** at the agency, as of Jan. 15, 2020.

**Response:** Please see attachment “Q53. Schedule A.”

54. Regarding **term and temp employees:**

- a. For each term employee included in the Schedule A who started in the position in FY2019 or FY2020, please provide a brief narrative to specify why the hire was done on a term or basis and not on a continuing basis.
- b. For each term or temp employee included in the schedule A, indicate the start date of the position and the expected end date; and
- c. For each term employee employed during FY2019 or FY2020 whose hire date is before FY2016, please explain why the employee is term and has not been converted to a permanent employee.

**Response:** There are no term or temp positions in FY2020.

55. How many and what percentage of employees at the agency as of Jan. 15, 2020, were **District residents?**

**Response:** As of January 15, 2020, eight out of ten employees are district residents (80 percent).

56. Please list all **settlements** entered into by the WIC or by the District on behalf of the agency in FY2017, FY2018, FY2019, or FY2020, to date, including those authorized by D.C. Code § 2-402(a)(3), which requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or results from an incident or allegation within two years of the filing date. For each settlement, provide:

- a. The parties’ names;
- b. The date the underlying claim was filed with the agency/District government;
- c. The date the settlement was executed;
- d. The amount of the settlement and time period over which it was/will be paid;
- e. Non-financial terms required of the agency, such as rescission of discipline, waiver of future claims, etc.;

- f. If related to litigation, court where claim was initially filed, case docket number, and a description of the allegations; or
- g. If unrelated to litigation, please describe the underlying dispute (e.g. administrative complaint related to sexual harassment, etc.).

**Response:** During FY2017, FY2018, FY2019, and FY2020, to date, the WIC did not, nor did the District on behalf of the agency, pay any sort of settlement from the operating budget.

## **VII. Workforce Investment Council Board**

57. Please provide the status, timeline, and process for developing a new **Mayor's Order** regarding the WIC Board. If it is drafted, please attach a copy. If it is not yet available, please describe what changes are anticipated from the current order.

**Response:** The FY2020 move of the Workforce Investment Council to the Office of the Deputy Mayor for Education necessitates an update of the 2016 Mayor's Order establishing the WIC within the Office of the Deputy Mayor for Greater Economic Opportunity. The Executive Committee of the WIC will support the Deputy Mayor for Education and Mayor's Office of Talent and Appointments in revising the current Mayor's Order in 2020. The full WIC Board will be engaged in recommendations to the Deputy Mayor for Education once a process and timeline have been established.

58. For the Workforce Investment Council board, how many members and how many vacancies are there as of Jan. 15, 2020? Please also complete the chart below with member information; add rows as necessary.

**Response:** Please see attachment "Q58. WIC Board Members."

59. Please provide information on the **WIOA interagency working groups, WIC committees and sub-committees**, or any other groups managed or convened by the WIC, including for each group:

- a. A list of member names;
- b. The number of vacancies;

**Response:** Please see attachment "Q59.1 Career Pathway Taskforce" for parts (a) and (b).

- c. Attach any meeting minutes prepared in FY2019 or FY2020;

**Response:** Please see the following attachments:

- "Q59.2 Career Pathways Task Force Meeting Minutes (10-19-2018)"
- "Q59.3 Career Pathways Task Force Meeting Minutes (1-25-2019)"

- d. A description of the group's role and responsibilities, and a summary of activities they undertook or oversaw in FY2019 and FY2020;

**Response:** The Task Force was established by DC legislation (Mayor's Order 2014-232) to better align adult basic education programs with workforce development to ensure all District residents can access career pathways in high-demand fields. The primary focus for the task force in FY2019 and FY2020 was to develop the strategic plan provided in Q51.

- e. A summary of any deliverables or recommendations made to the full WIC or WIC executive committee in FY2019 and FY2020.



**Response:** The strategic plan provided in Q51 has a list of recommendations for the workforce system.