

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



**Responses to FY2022-2023
Performance Oversight Questions**

Ahna Smith, Executive Director

Submission to:

**Committee on Executive Administration & Labor
Performance Hearing**

**Council of the District of Columbia
The Honorable Anita Bond, Chairperson**

February 15, 2023

John A. Wilson Building
1350 Pennsylvania Ave. NW
Suite 404
Washington, DC 20004

2023 WIC PERFORMANCE OVERSIGHT QUESTIONS

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
 - a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel's tenure in that division.
 - b. Please provide an explanation of the roles and responsibilities of each division and subdivision.
 - c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Response: 1.a: Please see the attached WIC Organizational Chart. "Q1 FY23 Org Chart."

Response 1.b: The WIC is organized into two functional teams—Operations and Program. The Program team is responsible for developing and implementing strategies related to delivery of the agency's role and responsibilities, namely developing, strengthening, and delivering a cohesive workforce development system in the District. The Operations team is responsible for ensuring delivery of the WIC's work, providing capacity to manage and monitor the agency's budget, procurement, grantmaking, human capital, and other core functions that may be required.

Response 1.c: Please note that the Grants Management Specialist position grade 13 was reclassified to Resource Allocation Analyst grade 13 in fiscal year 2023.

2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing, term, temporary, or contract; or, if the position is vacant or frozen. Please separate salary and fringe benefits and indicate whether the position must be filled to comply with federal or local law.

Response: Please see the attached Schedule A "Q2 FY23 Schedule A."

3. Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to, or from; the reason for the detail; the date of the detail; and the employee's projected date of return.

Response: No employees have been detailed to or from the WIC.

4. Please provide the Committee with:
 - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY22 and FY23 to-date;
 - b. A list of monthly costs for cell phones, tablets, and laptops.
 - c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned, as well as a description of all vehicle accidents involving the agency’s vehicles in FY22 and FY23 to-date;
 - d. A list of travel expenses, arranged by employee for FY22 and FY23 to-date, including the justification for travel; and
 - e. A list of the total workers’ compensation payments paid in FY22 and FY23 to-date, including the number of employees who received workers’ compensation payments, in what amounts, and for what reasons.

Response: The WIC does not own, lease, or have any vehicles assigned within the agency, nor has the WIC had workers’ compensation payments in FY22 or FY23 to date. For information about devices, please see attachments “Q4a FY22 Wireless Account” and “Q4b FY23 Wireless Account.” For information about travel expenses in FY22 and FY23 to date, please see attachment “Q4d WIC Travel Expenses.”

5. An intra-District transfer is an accounting mechanism to track payments for services provided by one District agency to another District agency.¹ For FY22 and FY23 to-date, please list all intra-District transfers to and from the agency.

Response: The following chart lists all intra-District transfers to and from the agency for FY22 and FY23 to-date.

Transfer Type	Other District Agency	FY	Amount
To WIC	From DOES	FY2022	\$1,520,740.96
From WIC	To OSSE	FY2022	\$1,650,000.00
To WIC	From OSSE	FY2022	\$150,000.00
From WIC	To DHCR	FY2022	\$17,928.56
From WIC	To DCHR	FY2022	\$12,500.00
From WIC	To OCTO	FY2022	\$30,000.00
From WIC	To OCTO	FY2022	\$47,460.00
From WIC	To UDC	FY2022	\$2,125,000.00
To WIC	From DOES	FY2023	\$1,520,740.96
From WIC	To OSSE	FY2023	\$1,650,000.00

6. Because the District has shifted from intra-District transfers to Interagency funds in FY23, please express any challenges or opportunities borne from the new accounting mechanism.

¹ Government of the District of Columbia, FY2023 Approved Budget and Financial, Appendix L-9 (2022).

Response: It is unclear at this time what the opportunities from the new accounting system might be when it comes to the shift in how funds are transferred. Challenges that were encountered were mostly training and start-up related. The WIC continues to work closely with the OCFO team to ensure we are well-positioned to complete all necessary transactions.

7. For FY22, and FY23 to-date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
 - a. The revenue source name and code;
 - b. The source of funding;
 - c. A description of the program that generates the funds;
 - d. The amount of funds generated by each source or program;
 - e. Expenditures of funds, including the purpose of each expenditure; and
 - f. The current fund balance.

Response: The WIC does not maintain, use, or have available any special purpose revenue funds.

8. Please list all memoranda of understanding (“MOU”) entered into by your agency during FY22, and FY23 to-date, as well as any MOU currently in force. For each, please indicate:
 - a. Whether or not there have been any changes to this MOU from FY21;
 - b. If applicable, a description of any changes from FY21;
 - c. The date on which the MOU was entered; and
 - d. The termination date of the MOU.
 - e. Please attach copies of any MOU that have been changed since FY21.

Response 8a-d: Please see attachment “Q8.1 MOU Summary”

Response 8e: Please see attachments of MOUs that are new and/or have been changed since FY21:

- “Q8.2 MOU with DOES for WIOA Pass Through (FY2022)”
- “Q8.3 MOU with DOES for WIOA Pass Through (FY2023)”

9. Please list the ways, other than MOU, in which the agency collaborated with analogous agencies in other jurisdictions (such as other State and Local Workforce Development Boards), with federal agencies, or with non-governmental organizations in FY22 and FY23 to-date.

Response: The WIC has ongoing conversations and has held calls and meetings with neighboring workforce development boards and agencies, including those in Montgomery County, Maryland; Prince George’s County, Maryland; and Arlington/Alexandria, Virginia. Additionally, the WIC actively participates in the US Conference of Mayor’s Workforce Development Council and the National Governor’s

Association Workforce Development convenings. These meetings and engagements ensure the WIC is able to share and learn from best practices from across the country.

10. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings,² etc.), and actual spending, by program and activity, for FY20, FY21, FY22, and FY23 to-date.
 - a. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
 - b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY22 and FY23 for each program and activity code.
 - c. Attach the cost allocation plans for FY22 and FY23.
 - d. In FY22 or FY23, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Response: Please see attachment "Q10 WIC Budget."

11. Please provide as an attachment a chart showing the agency's overall funding by source and program for FY22 and FY23 to-date. Please breakdown into the following:
 - a. Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$).
 - b. Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$).
 - c. Identify whether each funding source is recurring or one-time.
 - d. Identify whether recurring funds fluctuates in its amount, the range of fluctuations, and why.

Response: Please see attachment "Q11 Funding Source and Program."

12. Please provide the following information regarding capital projects:
 - a. A list of all capital projects in the financial plan.
 - b. For FY20, FY21, FY22, and FY23 an update on all capital projects under the agency's purview, including a status report on each project, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
 - c. An update on all capital projects planned for FY23, FY24, FY25, FY26, and FY27.
 - d. A description of whether the capital projects begun, in progress, or concluded in FY20, FY21, FY22, or FY23 to-date, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

² Any budget modification for purposes other than those originally planned, which results in an offsetting reallocation of budget authority from one budget category to another (Government of the District of Columbia, FY2023 Approved Budget and Financial, Appendix L-9 (2022)).

Response: The WIC does not have any previous, current, or future capital projects.

13. Please provide a list of all budget enhancement requests (including capital improvement needs) for FY21, FY22, FY23 to-date. For each, include a description of the need and the amount of funding requested.

Response: The WIC works with the Office of the City Administrator to develop its annual budget. The annual budget submitted by the Mayor reflects those efforts.

14. Please list, in chronological order, each reprogramming in FY22 and FY23 to-date, that impacted the agency, including those that moved funds into the agency, out of the agency, and within the agency. Include the revised, final budget for your agency after the reprogrammings for FY22 and FY23 to-date. For each reprogramming, list the date, amount, rationale, and reprogramming number, and indicate whether the reprogramming moved funds into, out of, or within the agency.

- **Response:** Please see attachment “Q14 Reprogramming FY22 and FY23 YTD.”

15. Please list each grant or sub-grant (i.e. an award made by a grantee to an eligible sub-grantee) received by your agency in FY22 and FY23 to-date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.

Response: The WIC receives federal Workforce Investment and Opportunity Act (WIOA) state grant funds as a pass through from DOES and Coronavirus State and Local Fiscal Recovery Funds (SLFRF). Please refer to the response to Question 10 for full details regarding this funding.

- a. How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?

Response 15a: Currently WIC has 6 FTEs that are funded by the Coronavirus State and Local Fiscal Recovery Funds (SLFRF). WIC’s receipt of SLFRF funding is through FY23.

16. Please list each contract, procurement, and lease, entered into, extended, and option years exercised by your agency during FY22 and FY23 to-date. For each contract, please provide the following information, where applicable:
- a. The name of the contracting party;
 - b. The nature of the contract, including the end product or service;
 - c. The dollar amount of the contract, including amount budgeted and amount actually spent;
 - d. The term of the contract;
 - e. Whether the contract was competitively bid;
 - f. The name of the agency’s contract monitor and the results of any monitoring activity; and
 - g. The funding source.

Response: Please see attached spreadsheet. “Q16 FY22-23 Contracts & Procurement.”

17. Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to significant financial liability or will result in a change in agency practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success. For those identified, please include an explanation about the issues involved in each case.

Response: Not applicable.

18. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY22 or FY23 to-date, and provide the parties’ names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint, etc.).

Response: Not applicable.

19. Please list the administrative complaints or grievances that the agency received in FY22 and FY23 to-date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY22 or FY23 to-date, describe the resolution. For any complaints or grievances that were unresolved in FY22 or FY23 to-date, articulate the status of the complaint or grievance.

Response: Not applicable.

20. Please describe the agency’s procedures for reporting and investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY22 and FY23 to-date, whether or not those allegations were resolved. For any allegations of sexual harassment or misconduct that were unresolved in FY22 or FY23 to-date, articulate the status of the investigation.

Response: The WIC has not had any allegations of sexual assault or misconduct reported in fiscal year 2022-2023. The WIC adheres to the DCHR policy and guidelines when investigating any allegations of sexual assault. Please see the attached policy. “Q20 Sexual Harassment & Misconduct Policy.”

21. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any investigations, studies, audits, or reports on the agency or any employee of the agency that were completed during FY22 and FY23 to-date.

Response: Not applicable.

22. Please describe any FY22 spending that, but for the potential absence of allocation in the following fiscal year, could have been deemed superfluous for the agency. Please also describe any FY23 spending that, but for the potential absence of allocation in the following fiscal year, could have been deemed superfluous for the agency. Include a description of the superfluous spending and the estimated amount. If the superfluous spending was in FY22, describe how it was resolved, and if the superfluous spending is in FY23, describe any proposed solutions.

Response: Not applicable.

23. Please provide a copy of the agency's FY22 performance plan, and the FY22 performance accountability report. Please explain which performance plan objectives are completed in FY22 and whether they were completed on time and within budget. If they were not, please provide an explanation.

Response: Please see attachment "Q23 WIC FY22 Performance Accountability Report." All objectives were met and completed by September 30, 2022, and within budget.

24. Please provide a copy of your agency's FY23 performance plan as submitted to the Office of the City Administrator. Please explain any changes to outcome measurements.

Response: Please see attachment "Q24 WIC FY2023 Performance Plan."

No Key Performance Indicators (KPI) or Workload Measures (WM) were dropped or added Strategic Initiatives were updated to reflect the FY2023 initiatives.

25. Please provide the number of FOIA requests for FY22 and FY23 to-date, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Response: The WIC did not receive any FIOA requests in FY22 and FY23 to date.

26. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY22 and FY23 to-date. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

Response: Please see attachments folder "Q26 Reports."

- "Q26a LMI CBO Presentation"

- “Q26b CIRTE Report”
 - “Q26c WIOA State Plan Modification 2022”
27. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY22 and FY23 to-date.

Response: Please see attachments:

- “Q27 Career Coach DC Promotional Flyer”
 - “Q27 Healthcare Occupations Report”
 - “Q27 DC Networks Handout”
28. Please separately list each employee whose salary was \$100,000 or more in FY22 and FY23 to-date. Provide the name, position number, position title, program, activity, salary, and fringe benefits. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

Response: Please see the attached spreadsheet. “Q28 WIC FY2022-2023 Salaries over \$100K.”

29. Please list in descending order the top 20 overtime earners in your agency in FY22 and FY23 to-date, if applicable. For each, state the employee’s name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned.

Response: Not applicable.

30. For FY22 and FY23 to-date, please provide a list of employee bonuses or special pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

Response: Not applicable.

31. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Response: Not applicable.

32. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY22 or FY23 to-date if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Response: Please see attachments:

- Q32A - WIC Board Members
- Q32B - WIC Board Meetings FY22-FY23 Meeting Agenda
- Q32C – WIC Board FY22-23 Board Presentations
- Q32D – WIC Board FY22-23 Staff Updates

33. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Provide a description of whether the agency is in compliance with these requirements, and if not, why not (e.g., the purpose behind the requirement is moot, etc.).

Response: Please see the list below of required reporting and status.

Required Reporting	Status
§ 32–1603. Workforce Investment Council. the District’s annual report as required under section 136(d) of the Federal Workforce Innovation and Opportunity Act	The WIC has not historically produced this report; we are seeking procurement of a vendor to support development of a report in 2023.
§ 32–1607. Training services criteria and performance accountability. 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.	In development; information about training providers is available on the WIC’s website and to registered users that log-in to DC Networks.
§ 32–1622. Workforce Development System Expenditure Guide.	Will be submitted to Council in February 2023.
§ 32–1686. Monitoring and evaluation. Healthcare Occupations Report - By August 1, 2021, and annually thereafter, the WIC shall transmit to the Mayor and the Council the Healthcare Occupation Report developed by the Partnership pursuant to <u>§ 32-1684(e)</u> .	Will be submitted to Council in July 2023.
§ 32–1691.07. Program performance and reporting. Beginning no later than September 30, 2022, and by September 30 annually thereafter, the WIC shall furnish to the Mayor and the Council of the District of Columbia copies of the IT Advisory Report issued pursuant to <u>§ 32-1691.10</u> and a report	These requirements are related to the partnership between UDC and the WIC, in support of healthcare and IT training funding that is provided to UDC by the WIC. The first report will be submitted to Council in September 2023.
§ 32–1693.07. Program performance and reporting. No later than September 30, 2022, and by September 30 annually, thereafter, furnish a report to the Mayor and the	

Council of the District of Columbia. (Nurse Education Enhancement Program)	
§ 32–1691.10. IT Advisory Report. No later than September 30, 2022, the WIC shall submit to the Mayor, Council, UDC-CC, WDLL, and community training providers, an IT Advisory Report.	IT Advisory launched in late 2022; the first report will be submitted to Council in September 2023.

34. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Response: In FY22 the WIC partnered with DCHR to support organizational training for the entire staff, and the Deputy Executive Director participated in the George Washington University Executive Leaders Program. In FY223, the WIC has partnered with The Management Center to provide organizational and operational management training to the full staff, and all managers (5) are working with executive coaches from the George Washington University Center for Excellence in Public Leadership.

35. Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

Response: WIC conducts both mid-year and annual performance evaluations of all its employees. The evaluations are conducted by the direct supervisor of the employees. Supervisors set annual performance goals for each employee to ensure that employees are meeting individual job requirements.

Agency Specific Questions

I. Agency Priorities, Performance, and Evaluation

36. Please discuss the WIC’s top five priorities.
- How did the agency address its top five priorities in FY22?
 - What are the agency’s top five priorities for FY23? Please explain how the WIC plans to address these priorities.

Response 36a: In FY2022, the WIC continued to lead the development and improvement of the District’s workforce system. The WIC was able to deliver on its core work and responsibilities as mandated by federal and local statute, and support COVID-19 recovery efforts. Top priorities in FY2022 and progress in these areas are captured in the table below.

FY2022 Priorities	Progress and Impact of COVID-19
WIC Staff and Organizational Systems	In FY2022 and to date, the WIC continued to build out its two primary functions within the organization, Operations and Program, and established two teams—Performance and Impact and Business Engagement—within the Program function.
COVID-19 Recovery Priorities	<p>As part of Mayor Bowser’s COVID-19 economic recovery strategy, WIC is focused on getting residents back to work. This includes driving an inclusive jobs recovery that gets residents into stable careers, responds to the immediate needs of residents, and re-imagines workforce development to cater and align education, training, and access with employer demand.</p> <p>Through this work, we are strengthening and prioritizing pathways into family-sustaining jobs in current and future high-demand occupations for residents hardest-hit by the pandemic. Our strategies around an inclusive jobs recovery include but are not limited to: strengthening job-seeker-employer connections; driving a surge in credentialing in high-demand, high-wage industries; and prioritizing employer-driven trainings.</p> <p>In support of the recovery efforts, the WIC will deliver new grant programs and partner with the University of the District of Columbia (UDC) to expand access to high-quality workforce training, and help connect DC residents with education, training, and employment.</p> <p>These new grant programs and partnerships include:</p> <ul style="list-style-type: none"> • Employer Partnership Training Grant WIC has awarded more than \$6 million in grants to employers to deliver training to incumbent and/or new workers in high-demand industries and occupations. • Career Coach DC - launched in summer 2022. The WIC awarded one grantee \$3.4 million to develop, hire and train career coaches that provide assessment, coaching, and assistance to DC residents seeking connection with education, training, or employment, and advancement in their careers. • UDC Partnership – WIC transferred \$2.125 million to UDC to enable them to provide no-cost educational opportunities to residents seeking credentials or degrees in the fields of healthcare and Information Technology (IT), through their Workforce Development and Lifelong Learning programs, community college, and their four-year degree programs. • Workforce Training Grants – WIC has awarded nearly \$3 million to educational institutions and workforce training providers to scale no-cost workforce training opportunities

	<p>for DC residents seeking industry recognized credentials to work in the healthcare and IT sectors.</p>
<p>Data Modernization</p>	<p>The WIC continues to support the public workforce system’s ability to collect and report on services delivered to DC residents and employers, as we seek to:</p> <ul style="list-style-type: none"> • Identify and better understand the needs of customers; • Inform continuous improvement at the program and system-level; and • Inform strategic investments designed to ensure that the District’s most vulnerable residents achieve workforce-related goals. <p>There are four primary areas that have been identified by the WIOA Steering Committee and WIC as areas for continued focus in FY2022, including:</p> <ul style="list-style-type: none"> • Data Governance — Establishing a structure and operating practices across public workforce agencies to better support our sharing and reporting practices. The WIC received a grant from Jobs for the Future (JFF) to participate in the Outcomes for Opportunity Initiative which will provide support for strengthening the District workforce system’s data governance. Additional details can be found in response to Question 52. • Identify a Data and Reporting Analytics Tool — Since there is no one data system through which customer information is tracked and reported, program and customer data are siloed, and system-wide reporting is difficult. With AJC partners and support from the Office of the Chief Technology Officer (OCTO), the WIC is exploring tools that will enable us to aggregate and report customer and program outcomes more seamlessly. • Strengthen Customer Referral System — For the last several years, DC has worked to implement the Data Vault platform. Under new ownership and with expanded functionality, the WIC and AJC partners will work to increase use of this tool for referring customers for services across agencies and programs. • Improve Customer Access — while DC has rich resources across numerous portals, systems, and websites, the WIC and AJC partners are working to identify ways to better connect and streamline this information for residents and make it easier for them to look across all education, workforce, and employment resources available to them in one place.

	<p>The WIC continue to work with DC Department of Employment Services (DOES) and other AJC agency partners to identify challenges and develop improvements and solutions that will enable delivery of streamlined and coordinated services through the public workforce system. These efforts included shifting the Data Vault to a broader platform, titled My Journey.</p>
<p>Workforce System Coordination, Including External Engagement, Marketing, and Communications</p>	<p>A key function of the WIC is to lead and coordinate alignment between education and workforce training providers, employers, government agencies, and residents. The WIC does this through system-level work including AJC partner coordination and through management of the OSO; through oversight and management of the WIOA State Plan; and through numerous discrete projects and initiatives, including grants and working groups. This also includes WIC participation and support for other Bowser Administration priorities and initiatives, including Tech Together (led by OCTO); supporting upward mobility and racial equity work led by the Office of Planning (OP); partnering with the Department of Human Services (DHS) to support the Career MAP initiative; and working with the Deputy Mayor for Education (DME) and K-12 partners to build the District’s capacity to support pathways to high-demand jobs for youth.</p> <p>In FY2022 the WIC continued to build capacity and structure for partnership and alignment of programs and initiatives, including supporting the marketing and communications efforts of COVID-19 recovery investments in education and workforce. Additionally, the WIC has continued to develop its Business Engagement function, building deeper connections between the public workforce system and the business community.</p>
<p>Training and Skills Development</p>	<p>The COVID-19 public health emergency caused significant disruption to education and workforce training programs due to public health mandates that halted in-person learning, and subsequent adjustments that have been required to enable enrollment of individuals in new or continuing training delivered virtually. In FY2022, the WIC worked to expand access to high-quality training and skills development opportunities that align with the needs of employers and support residents moving into or along in high-demand occupations.</p>

Response 36b: In FY2023, in addition to supporting recovery from the COVID-19 public health emergency, the WIC will continue its required compliance and oversight roles and expand its role in delivering coordination of the public workforce system. The top five priorities for FY2023 are listed below:

FY2023 Priorities	Description of FY2023 Work
WIC Staff and Organizational Systems	<p>Between October 2021 and January 2022, the WIC has grown nearly threefold and recently onboarded its 16th staff member. In addition to hiring, onboarding, and supporting the professional development of the team, the WIC will continue to have regular organizational retreats and planning meetings, and all staff trainings on topics including Diversity, Equity, and Inclusion (begun in 2021 with DCHR).</p> <p>Additionally, as the WIC grows larger than it has ever been as an agency, an important focus of our efforts will be to develop and implement strong systems and operations that can sustain our work.</p>
COVID-19 Recovery Priorities	<p>As part of Mayor Bowser’s COVID-19 economic recovery strategy, WIC is focused on getting residents back to work. This includes driving an inclusive jobs recovery that gets residents into stable careers, responds to the immediate needs of residents, and re-imagines workforce development to cater and align education, training, and access with employer demand.</p> <p>Through this work, we are strengthening and prioritizing pathways into family-sustaining jobs in current and future high-demand occupations for residents hardest-hit by the pandemic. Our strategies around an inclusive jobs recovery include but are not limited to: strengthening job-seeker-employer connections; driving a surge in credentialing in high-demand, high-wage industries; and prioritizing employer-driven trainings.</p> <p>In support of the recovery efforts, the WIC will deliver new grant programs and partner with the University of the District of Columbia (UDC) to expand access to high-quality workforce training, and help connect DC residents with education, training, and employment.</p> <p>These new grant programs and partnerships include:</p> <ul style="list-style-type: none"> • Employer Partnership Training Grant (released December 2021) – WIC will award nearly \$6 million in grants to employers to deliver training to incumbent and/or new workers in high-demand industries and occupations. • Talent Development Technical Assistance Grant – awarded February 2023. • Career Coach DC (released in January 2022) – WIC will award one grant of \$3.4 million to a partner that will help hire and train career coaches that will provide assessment, coaching, and assistance to DC residents seeking connection with education, training, or employment, and advancement in their careers.

	<ul style="list-style-type: none"> • UDC Partnership (launching January 2022) – WIC transferred \$2.125 million to UDC to enable them to provide no-cost educational opportunities to residents seeking credentials or degrees in the fields of healthcare and Information Technology (IT), through their Workforce Development and Lifelong Learning programs, community college, and their four-year degree programs. • Workforce Training Grants (solicitation to be released January 2022) – WIC will award nearly \$3 million in grants to educational institutions and workforce training providers to scale no-cost workforce training opportunities for DC residents seeking industry recognized credentials to work in the healthcare and IT sectors.
Data Modernization	<p>The WIC will continue to support the public workforce system’s ability to collect and report on services delivered to DC residents and employers, as we seek to:</p> <ul style="list-style-type: none"> • Identify and better understand the needs of customers; • Inform continuous improvement at the program and system-level; and • Inform strategic investments designed to ensure that the District’s most vulnerable residents achieve workforce-related goals. <p>There are four primary areas that have been identified by the WIOA Steering Committee and WIC as areas for continued focus in FY2023, including:</p> <ul style="list-style-type: none"> • Data Governance — Establishing a structure and operating practices across public workforce agencies to better support our sharing and reporting practices. The WIC received a grant from Jobs for the Future (JFF) to participate in the Outcomes for Opportunity Initiative which will provide support for strengthening the District workforce system’s data governance. Additional details can be found in response to Question 52. • Identify a Data and Reporting Analytics Tool — Since there is no one data system through which customer information is tracked and reported, program and customer data are siloed, and system-wide reporting is difficult. With AJC partners and support from the Office of the Chief Technology Officer (OCTO), the WIC is exploring tools that will enable us to aggregate and report customer and program outcomes more seamlessly. • Strengthen Customer Referral System — For the last several years, DC has worked to implement the Data Vault

	<p>platform. Under new ownership and with expanded functionality, the WIC and AJC partners will work to increase use of this tool for referring customers for services across agencies and programs.</p> <ul style="list-style-type: none"> • Improve Customer Access — while DC has rich resources across numerous portals, systems, and websites, the WIC and AJC partners are working to identify ways to better connect and streamline this information for residents and make it easier for them to look across all education, workforce, and employment resources available to them in one place.
Business Engagement	<p>A key function of the WIC is to lead and coordinate alignment between education and workforce training providers, employers, government agencies, and residents. The WIC does this through system-level work including AJC partner coordination and through management of the OSO; through oversight and management of the WIOA State Plan; and through numerous discrete projects and initiatives, including grants and working groups. This also includes WIC participation and support for other Bowser Administration priorities and initiatives, including Tech Together (led by OCTO); supporting upward mobility and racial equity work led by the Office of Planning (OP); partnering with the Department of Human Services (DHS) to support the Career MAP initiative; and working with the Deputy Mayor for Education (DME) and K-12 partners to build the District’s capacity to support pathways to high-demand jobs for youth.</p> <p>In FY2023 the WIC will continue to build capacity and structure for partnership and alignment of programs and initiatives, including supporting the marketing and communications efforts of COVID-19 recovery investments in education and workforce. Additionally, the WIC will continue to develop its Business Engagement function, building deeper connections between the public workforce system and the business community.</p>
Training and Skills Development	<p>The COVID-19 public health emergency caused significant disruption to education and workforce training programs due to public health mandates that halted in-person learning, and subsequent adjustments that have been required to enable enrollment of individuals in new or continuing training delivered virtually. In FY2023, the WIC will work to expand access to high-quality training and skills development opportunities that align with the needs of employers and support residents moving into or along in high-demand occupations.</p>

37. Please list each program or body of work operated or administered by the WIC during FY22 and FY23 to-date, and note which programs are new in FY22 or FY23. For each program, please include:
- A description of the program and its purpose;
 - Which office carries out the program;
 - A summary of program activities in FY22 and FY23;
 - Any documented results of the program;
 - Whether the program operates using local or federal funds (and the dollar amount of any local funds budgeted for FY23); and
 - If applicable, the WIC subcommittee that oversees the program.

Response: The table below includes initiatives led by the WIC in FY2022 and FY2023. Results from these programs can be found in response to Question 36 and questions related to specific programs. Programs funded exclusively by federal or local funds are indicated in the table below. The WIC Board supports the oversight of all WIC work; while Board subcommittees may focus on specific areas of work, they don't directly oversee programs.

Program/Body of Work	Description
WIC Operations Team	The Operations team, led by the Chief of Staff, oversees all internal processes and procedures in support of the goals and priorities of the WIC. This includes management of professional development; dashboards and tools to support implementation and tracking of projects; budget and procurement for the organization; Board management and logistics; and other special projects.
Grantmaking	Supported by the Operations and Program team, the WIC oversees 5 grant programs (both federally and locally-funded) in FY23, including one that is new this fiscal year—the Talent Development Technical Assistance grant. The WIC uses an online tool to assist grantmaking and add capacity to the organization to more than 20 grantees.
WIC Program Team	The Program Team, led by the Deputy Executive Director, oversees strategy, program development, execution, performance management and continuous improvement for WIC core and enhancement initiatives. The Program Team is organized into two main functional areas: Business Engagement and Performance and Impact.
Business Engagement	This team oversees business engagement, sector-specific initiatives, labor market and economic analyses, and training and skills development. This includes oversight and management of the Eligible Training Provider List (ETPL); outreach, coordination and engagement with employers; the Healthcare Workforce Partnership; and the development and delivery of other tools and resources to advance implementation of career pathways and sector strategies in service of the needs of jobseekers and employers.

	<p>Additionally, through federal SLRF funds in FY22 and FY23, the WIC awarded grants through the Employer Partnership Training Grant program to support employers upskilling or expanding pipelines of talent into their business. In FY23, the WIC launched a Talent Development Technical Assistance grant that will expand engagement with employers, particularly those seeking to implement inclusive and skills-based hiring best practices.</p> <p>In FY2023, the WIC will continue to partner with the Hire Local DC coalition and will build upon its work to support local employers through the Employer Partnership Training Grant and the Talent Development Technical Assistance grant, to expand skills-based and inclusive hiring among DC employers.</p>
Performance and Impact	<p>This team leads work to establish a coordinated and cohesive workforce development system and oversees the One Stop Operator contract, AJC System Partner Coordination and Certification, WIOA State Plan Development, the Expenditure Guide, policy, compliance, Equal Opportunity, data modernization, performance reporting and continuous improvement.</p>
Career Coach DC	<p>Funded through the federal SLRF funds, in FY22 the WIC launched a District-wide Career Coaching initiative that will continue through the end of FY23. Managed by the Career Coach DC Program Manager, this program includes outreach, intake, assessment, and provision of coaching services and support referrals to residents negatively impacted by COVID-19 and the economic downturn.</p>
Sector Strategies and Career Pathways	<p>Funded locally and through the federal SLRF funds, in FY2023, the WIC will deepen and expand its sector strategy work in healthcare to also include a focus on technology, with targeted grantmaking and capacity building to those training providers. The WIC is also exploring opportunities to partner with the Deputy Mayor for Planning and Economic Development (DMPED) to support investments in downtown revitalization and the hospitality sector. This body of work supports the IT and Healthcare workforce training grants and partnership with UDC to provide no cost IT and Healthcare training to DC residents. This work also includes convening of an IT Advisory Board, made up of business leaders and partners focused on expanding career pathways into the IT sector.</p> <p>This work also includes development and updating of career pathway maps (available on the WIC website) for the District’s high-demand sectors. These maps are tools that support residents, employers, and partners in understanding areas of need and opportunities to move into and along in one’s career.</p>

<p>WIOA State Plan Implementation</p>	<p>The WIC has established working groups with representatives from core workforce agencies and other agency partners from across the government that will be responsible for ensuring the District advances the work and priorities set forth in the current WIOA State Plan. Through these working groups and a publicly posted dashboard on State Plan implementation, partners and other members of the community will have the opportunity to be updated and inform our progress on implementation of State Plan.</p>
<p>District of Columbia Nondiscrimination Plan</p>	<p>WIOA requires 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 in addition to existing DC requirements and regulations regarding non-discrimination. The WIC led training for workforce system partners on non-discrimination efforts in FY2021 and will lead additional training, as needed.</p>
<p>Workforce Development System Expenditure Guide</p>	<p>Supported by local funds, 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. This work is housed within the Performance and Impact Team. The WIC will continue to work with agency partners to develop this report and identify opportunities to make the data actionable in support of continuous improvement of the workforce system. The FY2021 Expenditure Guide can be found at dcworks.dc.gov.</p>
<p>Healthcare Workforce Partnership</p>	<p>In January 2021, the WIC awarded a one-year, \$250,000 grant (local funds), renewable up to four years, to support the establishment of a healthcare sector intermediary. This work is under the Business Engagement team and will be supported by efforts to further deepen coordination and engagement of government and external partners. The work of the Partnership will complement other investments in healthcare in DC. The Partnership released its annual sector report in July 2021, which can be found at dcworks.dc.gov. The grant has been continued into FY2022 and the work of the Partnership will inform a healthcare training grant solicitation that will be published in January 2022.</p>
<p>Training and Skills Development</p>	<p>In addition to managing the ETPL and program, in partnership with DOES, the WIC, via the Business Engagement Team, leads a working group that supports education and workforce training and skills development coordination across government partners. Through this work, the WIC staff and other agencies will work to conduct a landscape analysis of training capacity to inform the development of a workforce training plan that meets the needs of District residents and employers. In FY2023, the WIC will also work with K-12 partners as the District builds out its ability to report on early career outcomes for youth.</p>

Data Modernization	Overseen by the Performance and Impact team, this work, also elaborated in response to Question 62, includes work to strengthen and align the District's public workforce system's ability to monitor, report, and continuously improve services to customers. This work is supported by local and federal funds.
One-Stop Operator (OSO)	<p>This work is managed by the Performance and Impact team and supports service delivery across the eight required partners of the AJC: DOES, DHS, DC Housing Authority (DCHA), Department of Disability Services (DDS), National Center for Black Aging, Office of the State Superintendent of Education (OSSE), Potomac Job Corps, and UDC. The OSO is an external contractor (supported by federal WIOA funds) that supports coordination and alignment, training and development, and service delivery through regular meetings and initiatives outlined in their contract. In FY2023, the One Stop Operator will continue to play a critical role in support of COVID-19 recovery efforts including the coordination of hiring events and marketing and engagement campaigns directed to employers and jobseekers.</p> <p>In FY2022, the OSO supported regular coordination of AJC partners through weekly calls and helped lead the delivery of system-wide training for frontline staff and development of new print and video advertising for the AJC system.</p>

38. Please describe any initiatives that the WIC implemented in FY22 or FY23 to-date to improve the internal operations of the agency or the interaction of the agency with external parties. Please also describe any documented results of these initiatives.

Response: Please see the table below for WIC initiatives to improve internal operations of the agency and interaction with external parties.

Initiative	Description
Strengthening Team Culture and Performance	In FY2022 and FY2023 to date, the WIC held several all-staff retreats and trainings, including sessions focused on deepening knowledge and capacity as relates to our role and functions as the District's WIOA state and local board and those facilitated by DCHR on culture and Diversity, Equity, and Inclusion. In FY2023, the WIC has worked with The Management Center to provide all-staff training on culture and organizational development, and all managers (5) are working with executive coaches from the George Washington University Center for Excellence in Public Leadership.
Development and Continuous Improvement of	As the WIC continues to grow in staff and responsibility, the need to develop, update, and codify standard operating procedures for the agency's operations also continues. This

Standard Operating Procedures	includes 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 continues to build capacity to serve as a partner with other agencies tackling workforce-related issues, including violence reduction, environmental sustainability, economic development and upward mobility, and transportation. The goal is to understand the various initiatives throughout the District to connect partners and ensure alignment with core workforce development priorities.
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"> • Markle Foundation’s Skillful State Network, • National Association of Workforce Boards, • US Conference of Mayors, • Results for America, • Jobs for the Future (JFF) Outcomes for Opportunities Initiative, • Talent Ready Pipeline, and • Hire Local DC Coalition.

II. Budget and Expenditures

39. Please provide a copy of the detailed FY23 Non-Personnel Services (NPS) spending plan for each activity or other budget level in WIC’s budget.

Response: Please see attachment “Q39 FY23 NPS Spending Plan.”

40. Please provide a list of all credit card, procurement card (p-card), or purchase card expenditures in FY22 and FY23 to-date. Please include:

- a. The name of the employee;
- b. The date of purchase;
- c. The vendor name;
- d. The purpose; and
- e. The dollar amount.

Response: Please see attachment “Q40 FY22 and FY23 Purchase Card Expenditures.”

III. Workforce Development System Coordination and Oversight

41. Please give a narrative explanation of the WIC's oversight and coordination role. Additionally, please provide a list of all the programs/expenditures that the WIC oversees. For each program/expenditure, please include which agency administers the program, how much funding the program/expenditure receives, and how many FTE's are involved.

Response: The WIC has a formal oversight role as delegated to it by the Mayor and in line with requirements of the federal Workforce Innovation and Opportunity Act (WIOA). The WIC most directly has oversight over coordination of services delivered through the American Job Center (AJC) by 8 federally required partners. Please see responses to Questions 58-61 for more details regarding AJC implementation and services. The funding and administration of the 8 AJC partners is not directly overseen by the WIC, other than the core WIOA funds that are provided to DOES, DDS, and OSSE (please see response to Question 71 for more details on WIOA funding). Through the development of the Workforce Development Expenditure Guide, the WIC seeks to create greater transparency and understanding of the District's locally- and federally-funded workforce investments, more broadly—beyond the core WIOA funding—though the WIC does not have direct authority over those programs and expenditures. Please see the response to Question 72 for more details on the Expenditure Guide.

42. Please describe all the WIC's activities and initiatives in FY22 and FY23 to-date related to economic and jobs recovery due to the COVID-19 pandemic and labor shortages (please exclude the Career Coach initiative from this response). For each activity/initiative, outcome please describe any documented results. Please also describe any planned activities and initiatives for the remainder of FY23 and for FY24.

Response: The WIC supports COVID-19 pandemic impacted all sectors, including DC's high-demand sectors. The WIC—through the staff and the WIC Board—have developed grant opportunities and supporting the expansion of high-quality education and workforce training opportunities. The WIC continues to partner with Hire Local DC, the DC Chamber of Commerce, and community organizations and training providers to ensure residents have access to supports to move into or transition.

43. Please describe the Career Coaching initiative and provide a detailed update on its activities during FY22 and FY23 to-date. Please include information about outreach, the number of participants, and any documented results. Please also provide a description of, and updates on activity within, the Career Coach DC grant.

Response: Career Coach DC (CCDC) is a WIC-led, mayoral initiative that provides human-centered career coaching services which seeks to empower DC residents to develop and advance their professional development and career advancement goals – at no cost. CCDC also supports DC residents to successfully navigate the wealth of employment and educational resources available in the District.

CCDC's goals focus on impact in three areas:

- Assisting residents in both professional advancement and increased self-agency to identify and access resources and supports.
- Skills gain for Career Coaches in using an equity-focused, human-centered approach to serving residents.
- Sustaining the impact of CCDC by sharing resources, highlighting best practices and providing access to skills development opportunities to the broader workforce development community in the District.

For residents, Career Coach DC supports goal attainment in one or more focus areas:

- Ready to Work – helps residents ensure their job search efforts are effective, and they are prepared for new employment and promotion opportunities.
- Ready to Learn – helps residents identify educational and training opportunities that best fit their needs and support them through registration or enrollment.
- Ready to Discover – helps residents gain clarity and direction in their career planning, job search and educational pursuits.
- Ready to Engage – helps residents address and overcome barriers and challenges while providing them with the tools and strategies for an effective job search.

CCDC is staffed by a program operations and management team of ten between the Grantee and the WIC, and funds 30 coaches deployed throughout the city. Career coaching engagements typically last from 30 to 90 days. Services are currently available either virtually and or in-person at 12 locations across all eight wards.

Since the launch of coaching services in July of 2022, a total of 1360 DC residents have been referred to CCDC and 625 have been or are currently being served. The others were either ineligible or declined to continue.

In FY23, CCDC will launch a community of practice to provide an opportunity for other agencies and workforce development professionals to learn about the model, receive coaching-focused training and share best practices and learnings.

44. Please describe all the WIC's activities and initiatives in FY22 and FY23 to-date related to DC government cross-agency coordination on business outreach and engagement.

Response: As part of the implementation of the District's WIOA State plan, the WIC currently staffs five working groups, including one focused on Business Engagement (BE.) The BE working group includes both core WIOA and other District agency partners and meets monthly to track and coordinate cross-agency, business-focused activities. Please see attachment "Q21- WIOA All Working Groups Launch 10-12-22" for an outline of the BE working group goals.

As part of the BE work group partner engagement, the WIC conducted quarterly listening sessions for partners to provide feedback and maximize opportunities for

coordination and impact. Over the course of the program year, the WIC amplified partner events and provided outreach to a broader audience. For example, the WIC utilized newsletters to facilitate partners' abilities to actively provide information and updates, and market job seeker resource fairs and grant-funded opportunities.

The WIC and partners also held a Back to Work DC event in June of 2022 to create business awareness of resource available for hiring, training and best practices in the District of Columbia. Additional information about activities can be found in response to Question 45.

45. Please provide a detailed update on the activities of the Business Engagement team during FY22 and FY23 to-date. Please also provide an update on the business engagement working group.

Response: Please see response to Question 44.

The WIC's Business Engagement (BE) team is focused on increasing coordination of District workforce system business engagement and industry-facing activities and efforts. Current priorities include continued and expanded focus on sector-specific initiatives in Healthcare and IT, further analysis and refinement of labor market and career pathway information, provision of technical assistance and investment in occupational skills development, support for business in addressing hiring and upskilling needs, developing resources and tools to promote use of inclusive and skills-based hiring practices, and highlighting opportunities to improve job quality. It is also focused on ensuring that feedback and needs identified by workforce system partners inform current and future investments and prioritization.

Based on the feedback from the Business Engagement working group, the WIC developed the Employer Partnership Grant Opportunity, which provided funds to businesses to train new and existing employees in the five high-demand industries highlighted in the District's WIOA State Plan.

The WIC will continue to conduct outreach to determine the needs of occupational training providers and use this information to develop resources to provide technical assistance and support to organizations seeking to serve District residents, whether on the ETPL or via other opportunities. This WIC also continues to convene District agency partners to review processes for provider approval and to streamline provision of services.

In FY22 and FY23 to date, DC WIC deepened our investments in sector-specific partnerships. The WIC continued to fund the DC Health Care Workforce Partnership initiative. The DC Health Care Workforce Partnership is an industry-driven, community-supported, sector-based alliance, consisting of healthcare businesses from three subsectors — acute care; ambulatory and behavioral health; and nursing, residential, and long-term care services — and core partners and network supporters. The Partnership is entering its third year, has over 40 industry and workforce system

members, and has successfully delivered a Healthcare Occupations Report each year, which has informed the WIC's investments in Healthcare occupational training and sectoral talent development. It serves as a model for additional sector partnerships launching in the District, as the WIC staff have provided consultancy and shared learnings with new initiatives such as the Federal City Council's Construction Sector Partnership.

In 2022, DC WIC launched the IT Sector Advisory Board with the goal to convene leaders within the IT sector, help to coordinate efforts across disparate IT-related initiatives and focus on addressing racial talent gaps and other inequities faced by District residents seeking access to employment in this sector.

In the fall of 2022, the DC WIC leveraged its partnership with the Markle Foundation's Rework America Alliance Partners (including Indeed, Glassdoor, Lyft, Care.com, Goodwill, and more) to support a national "Ready to Work" event series and host three days of events in the District. Ready to Work is a coalition of civic leaders, community-based organizations, and brand partners dedicated to empowering all job seekers—especially those facing barriers to employment—with the support, tools, and opportunities they need to find better work.

In coordination with the Ready to Work event, the DC WIC hosted a Workforce Champions Roundtable on September 22, 2022, to share insights about local economic and workforce trends and lessons learned from Rework America Alliance's national efforts. As part of that event, the WIC highlighted the efforts by local DC businesses to implement inclusive talent development approaches.

Building off of the increasing recognition of extreme disparities faced by some District residents lacking a college degree or facing other barriers to economic opportunity, the WIC developed and funded the Talent Development Technical Assistance (TDTA) Grant. The TDTA grant will create District-specific inclusive hiring resources, tools, and trainings and provide direct individual and cohort based technical assistance to DC businesses seeking to implement equity-centered talent development practices. It will also seek to connect businesses and residents participating in other WIC grant programs to related resources and opportunities. The TDTA grantee was recently awarded, and work will begin this spring.

46. Please describe the WIC's participation in the Department of Human Services Career MAP initiative.

Response: The WIC Board has worked closely with the Department of Human Services (DHS) to support the development and implementation of the Career MAP Initiative, providing insights and best practices from existing workforce development best practices. This initiative supports several hundred DHS clients as they connect to and progress in their careers, with a goal of gaining economic independence. A key component of this initiative is to connect residents to meaningful work opportunities, and the WIC and WIC Board have served as thought partners and will work with DHS

staff to identify and connect employers to this initiative. Further, resources developed by the WIC are shared with DHS to complement and inform the development and implementation of Career MAP.

47. Please list and describe any WIC activities or initiatives that partner with the Office of the State Superintendent of Education or DC Public Schools/DC Public Charter Schools. Please also describe the WIC's efforts to align, strengthen, and reduce duplication of youth workforce investment activities provided by DOES, OSSE, and DCPS.

Response: The WIC provides funding for OSSE's Adult Education and Family Literacy Act (AFE) programming which served approximately 1,122 participants in FY22 and grantees continue to serve residents in FY23. For more information, please see response to Question 73. OSSE AFE works in collaboration with the WIC to co-fund eligible providers to offer Integrated Education and Training Programs to DC residents via WIC Career Pathways funding. Additionally, OSSE awards Gateway to Careers funding to eligible providers to offer integrated adult education and literacy and workforce preparation services aligned to the WIC's high demand industries to DC residents with literacy or numeracy skills at or below the 5th grade level.

The WIC convenes partners across the District for the Youth Working Group and participates in other working groups and board related to K-12 and workforce development alignment, including Talent Ready (a DCPS-led initiative), Youth Talent Pipeline (led by CityWorks DC), and the DC Career Advising Network. The WIC has aggregated information about programs and events, sharing with partners, and facilitating opportunities to strengthen collaboration among partners. Challenges aligning efforts include different eligibility and programming requirements, and different timelines for implementation or contexts for programming—much of this is informed by the local or federal funding requirements.

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

WIOA State Plan

48. Please provide a copy of the FY22 WIOA Annual Implementation Report.

Response: See attachment “Q48 WIOA Working Group Accomplishments 2022.”

49. Please provide a detailed update on the process of developing the District's next 4-year WIOA State Plan, including anticipated timelines.

Response: The next WIOA State Plan will be due in March of 2024. The WIC is in the process of procuring a vendor to support the development, with plans to start convening partners and developing the plan in July 2023. U.S. DOL will issue specific guidance for the submission of the next state plan prior to the submission deadline.

Generally, State Workforce Development Boards (State Boards) are responsible for assisting the Governor, or the chief elected official of the jurisdiction, in the development, implementation, and modification of the plan and for convening all relevant programs, required partners, and stakeholders to contribute to the State Plan. U.S. DOL encourages inclusion of the state labor market information (LMI) and evaluation offices (or their equivalent) during plan development and modification to obtain assistance with labor market data, evidence, and analysis. The State Plan must be developed with the assistance of the State Board, as required by Section 101(d) of WIOA, and in coordination with administrators that have optimal policymaking authority for the core programs and required one-stop partner programs. For Combined State Plans, the portions of the plan that cover partner programs other than the core programs are subject to any public comment requirements applicable to those partner programs. States must provide the opportunity for public comment and input which allows interested stakeholders to participate actively, effectively, and transparently in the development of the plan and the modification, including via accessible means for individuals with disabilities. The Governor must ensure that the State Plan modification is developed with an opportunity for public comment from representatives of:

- Local Workforce Development Boards and chief elected officials;
- Businesses
- Labor organizations
- CBOs
- Adult education providers
- Institutions of higher education
- The general public and other stakeholders with an interest in the services provided by the six core programs

The State Board also must make information regarding the development of the State Plan and planning process available to the public through electronic and accessible means and by holding regularly occurring open meetings in accordance with state law prior to the submission of the State Plan. As the District is a single state entity, the WIC serves as both the State and Local Workforce Development Board.

By DC law, the process also requires a 10-day passive approval by the DC Council.

50. Please provide an update on the WIC's five implementation working groups aligned with the WIOA state plan.

Response: Please see attachment "Q50 WIOA Implementation Groups" for a list of the working groups and their members.

After two years of WIOA implementation efforts following the submission of the FY20 Plan, the working groups made modifications to the meeting format to include quarterly All Working Group Meetings to present and discuss cross-working group issues and topics that inform the work of all working groups. The revised work plans, including

the timeline for implementation, were shared with all members of the working groups during an October 2022 meeting with all members of all working groups.

Working Group	Goals	2023 Plans
System Integration	Enhance System Alignment: District workforce development, education and social services providers will collaborate to deliver coordinated and effective services.	<ul style="list-style-type: none"> • Increase awareness of the service and programs available to residents through the American Job Centers. • Ensure that residents are connected to the services they need to support their career and education goals. • Identify opportunities to braid program funding and co-enroll residents in programs that maximize their career and education goals. • Connect the Workforce Development community in order to solve challenges residents face in seeking services that remove barriers to employment and education.
Training and Skills Development	Improve Community Access to Workforce and Education Services: All District residents—including people with disabilities, individuals with multiple barriers to employment and those who are underemployed—will have improved access to jobs, education, training, career information and support services necessary to advance in their career pathway.	<ul style="list-style-type: none"> • Standardized the District’s definition for quality training metrics to ensure proper alignment with the business community. • Refine sector strategies and career pathways to support high growth and emerging industries to identify and address skills gaps. • Build capacity of the vendors through technical assistance to align culturally and operationally by implementing transformative relationship with employers and improve the training landscape.
Business Services	Expand the Talent Pool for Businesses: The District’s business community, particularly those in critical sectors, will be able to access a broader pool of District talent with the skills necessary to meet businesses’ needs, and workers will be able to advance in a career pathway at businesses that hire them.	<ul style="list-style-type: none"> • Define a business vs. an employer within the District. • Create meaningful engagement amongst District partners and businesses. • Create a strong and healthy business engagement model in the District to service businesses in the DMV for increased upward mobility for job seekers. • Build the capacity of the business engagement teams that align throughout the District, with a regional focus to model the one door access approach.
Data and Performance	Increase Performance and Accountability: The DCWIC will establish, measure and regularly report progress in meeting realistic quantitative and qualitative performance	<ul style="list-style-type: none"> • Expand My Journey DC Community Catalog to address gaps in services. • Implement Data Sharing agreements allowing for better tracking of resident referrals.

	goals for the District’s workforce and education system.	<ul style="list-style-type: none"> • Improve system customer performance analysis and reporting through developing common performance measures and creating a common data dictionary. • Create common data that tells the story about the District's demand and supply.
Youth	<p>Improve Youth Services: Youth will have increased access to a coordinated education and workforce system that provides the services and support needed to prepare them for postsecondary educational success, employment, and long-term career advancement.</p>	<ul style="list-style-type: none"> • Develop an inventory of events and activities for youth and share publicly with the group and on the WIC's website. • Identify training curriculum that include employability skills to better prepare youth for the workplace. • Include the benefits of businesses hiring youth in business-facing forums and presentations. • Build solicitation requirements that include foundational employability skills training as part of job-readiness. • Organize or support an all-youth hiring event.

51. Please provide a copy of the work plan and timeline for the implementation of the WIOA State Plan.

Response: Please see response to Question 48 for the status and future implementation of the WIOA State Plan.

Youth Services

52. Please list the eligible providers of youth workforce investment activities.

Response: Please see attachment “Q52 Youth Training Providers.”

53. Please attach a copy of the WIC’s policy for the procurement of WIOA Youth Service Providers. Please also list any Youth Services for which DOES established a procurement to select a provider in FY22 and FY23 to-date and note whether the WIC concurred with the selection.

Response: DOES sent the WIC the youth services procurement for review in January 2022 for their 2022 and 2023 youth providers and provided opportunity for input. DOES and the Office of Contracting and Procurement conduct selection of providers once the solicitation has closed, in alignment with local procurement regulations. Please also see the WIC’s policy for procuring youth services, attachment “Q53 WIC Youth Program Services.”

54. Please describe the activities of the WIOA Youth Working Group in FY22 and FY23 to-date.

Response: In FY22 and FY23 to date, the WIOA Youth Working Group continued to convene partners and collect information about youth programming and events and began compiling in this information in an online survey platform. The Youth Working Group also identified a plan of activities for FY23 including developing a list of solicitation requirements for vendors to provide employability training; a training for employers on the benefits of hiring youth; developing a shared calendar of youth programming throughout the District; and hosting/organizing a youth hiring event.

Performance Management and Oversight

55. For each WIOA title and program, please provide the following information for each quarter of FY21, each quarter of FY22, and for Q1 of FY23:

- a. The number of participants served;
- b. The employment rate 2nd quarter after exit;
- c. The employment rate 4th quarter after exit;
- d. The median earnings 2nd quarter after exit;
- e. The credential attainment rate; and
- f. Measurable skills gain.

Response: Please see attachments for “Q55 WIOA Outcomes”

- Q55a WIOA Outcomes_DDS_PY2020
- Q55b WIOA Outcomes_DDS_PY2021
- Q55c WIOA Outcomes DOES
- Q55d WIOA Outcomes OSSE

56. Please list and attach copies of any WIOA implementation policies or guidance that the WIC developed in FY22 and FY23 to-date.

Response: The WIC developed two policies in FY2022:

- Please refer to response to Question 53 for the Youth Policy.
- Please see Attachment “Q56 New WIOA ETPL Application Process”

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 law.

57. Please list all reports that the WIC receives as part of its oversight over Title I programs and the One-Stop delivery system. For each report, please include:

- a. The name / subject of the report;
- b. How frequently the WIC is required to receive the report (i.e., quarterly, annually, etc.);
- c. The date of the most recent report; and

- d. If applicable, the third party to which the WIC has delegated its oversight function.

Response: The WIC receives:

- Combined AJC Partner Performance Report
 - This report is produced by the One Stop Operator and reflects data provided by AJC partners.
 - This report is produced quarterly; the last report was for the period of October 2022-December 2022.
 - The WIC delegates development of this report but maintains oversight of service delivery by partners.
- My Journey DC Referral Report
 - This report is produced by the One Stop Operator and reflects data from the My Journey portal t, of all individuals referred to and from AJC partner agencies and community-based organizations.
 - This report is produced weekly; the last report was for the period of January 1 – 31, 2023
 - The WIC delegates delivery of this report and manages the One Stop Operator to provide support and guidance to AJC partners for ensuring referred individuals are received by partner agencies.

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

58. Please attach a copy of the One-Stop Operator 2021-2022 Annual Performance Report.

Response: Please see the table below for a summary of reporting provided by the One Stop Operator to the WIC. Additionally, please see attachment “Q58 One Stop Operator Annual Performance Report.”

Item	Deliverable	Due Date
1	Monthly Referral report and analysis in My Journey DC, as described in C.5.5(e)	Monthly
2	Raw data file for aggregate report mentioned in item 1 that includes data on: number of referrals, number of enrollments, and length of time from referral to enrollment, as described in C.5.5(e)	Monthly; contingent upon receipt of data from partners
3	Quarterly report containing: 2. Partner performance report for customers to help inform their selection of training programs or services that they are qualified to receive, as described in C.5.5(c) and C.5.5(e) 3. MOU adherence report detailing whether agreements are being honored, gaps in adherence, and recommendations for enhancing MOU adherence, as described in C.5.2(d)	Quarterly
4	Proposed standard operating procedures as described in C.5.2(c)	Annually
5	Meeting materials as described in C.5.2. (g-h)	As needed

59. Have there been any changes to the One-Stop Operator Standard Operating Procedures in FY22 or FY23 to-date? If so, please attach a copy.

Response: Q – 59 a, b, c: The One Stop Operator developed the following standard operating procedures in 2022:

- Bookings Partner Management
- Communications SOP
- Partner Referral Policy

Please also see attachment “Q59 One Stop Operator Standard Operating Procedures.” Additionally, the WIC and DOES developed publicly available information to ensure that the WIC’s ETPL directory includes information about cost and performance of programs—this information is also currently available on DC Networks. The WIC also updated information on programs and services available to internal workforce staff who are coaching and supporting jobseekers and to residents seeking support in their job search activities via My Journey DC.

60. Please attach a copy of the most recent One-Stop Operator Report on New Services, Service Organizations, and Development of Functional Clusters.

Response: The One-Stop Operator does not produce a report on new services, organizations, or functional clusters within the AJC, as DOES has been certified by the WIC to manage the American Job Centers.

61. Please attach a copy of the AJC Partner Meeting Monthly Agendas for FY22 and FY23 to-date.

Response: AJC Partners meet weekly to discuss system integration-related issues, strategies, and solutions. See attachment folder “Q61 AJC Partner Meeting Agendas.”

62. Please provide a detailed update on the My Journey DC implementation and enhancement (not including training – see next question). Please include information about:

- a. The WIC’s goals for My Journey DC enhancement, and progress made on these goals in FY22 and FY23 to-date;
- b. Changes made to the My Journey DC platform in FY22 and FY23 to-date;
- c. Changes made to the process for intake, user agreements, referrals, systems integration, customer tracking, and oversight (as well as other significant process changes) in FY22 and FY23 to-date;
- d. Unresolved functionality issues; and
- e. Documented results such as usage and referral rates.

Response: Effective October 21, 2021, the WIC assumed the contract for the management of My Journey DC, (formerly known as Data Vault). Significant enhancements have been made to the platform, including a name change to My Journey

DC and the establishment of a participant portal. The WIC established three main objectives for My Journey DC enhancement:

1) Connect District residents to needed services:

- a. Establishment of My Journey DC Participant Portal in June 2022;
- b. Updated and increased services in Community Catalog (where information about programs and services are aggregated for the purpose of facilitating referrals and ease of access)

2) Facilitate cross-agency communication, case management, and collaboration of services for District residents:

- a. One Stop Operator provides weekly internal referral reports for agency partners to ensure all residents receive timely responses.
- b. One Stop Operator and WIC analyze referral data to determine trends, identify additional service needs and inform continuous improvement opportunities. This analysis is shared with agency partners on a monthly basis.
- c. Agency partners are required to provide One Stop Operator and WIC a quarterly report on referral outcomes (example: successful enrollment; successful service attainment).
- d. Career Coach DC, an ARPA-funded program managed by the WIC, requires that all 30 career coaches use the platform for case management and customer tracking and reporting.
- e. DCHA currently uses My Journey DC as their customer tracking platform of record.

3) Improve quality of efficiencies by improving data sharing and systems integration amongst DC agencies and partners including reducing redundant data entry for workforce professionals in the District.

- a. Provide access to customer information and notification to key staff in each relevant partner agencies.
- b. Allow participating staff to upload and maintain eligibility documents.
- c. Serve as a resource for the newly launching Career Coach initiative to support and track customer service needs and referrals and provide access to programs and resources available across the District workforce landscape.
- d. Engage three District agencies in a data integration process, including OSSE, UDC and DHS.

Progress to Date:

- July – October total referrals – 1050
- Total referrals to AJC Partner-related services – 149
- Total referrals to Career Coach DC – 1308 (as of 1/26/2023)
- Services requested include access to occupational training and job-readiness assistance

The WIC has worked with PAIRIN, the firm responsible for supporting the platform, to:

- Update the desired fields for the My Journey DC Intake Form;
- Update the Staff Agreement, an agreement that each user must sign upon first logging into My Journey DC, and the Customer Release of Information Agreement, an agreement the customer must sign before they can be referred to another agency;
- Revise the workflow to include an identification verification step; and
- Use ACCESS DC! A Guide to Navigation of Programming and Services in the District of Columbia and the Combined WIOA Partner Guide.

Additionally, the Data and Performance Working Group has encouraged the participation of their staff in My Journey DC, including attending ongoing training sessions. Monthly “office hours” have been offered monthly for the past year allowing for more customized discussions on functionality issues or opportunities for continuous improvement for both professionals and residents accessing the Participant Portal.

63. Please provide a detailed update on DC Data Vault training sessions. Please describe how the training sessions are organized and marketed, and include the following information:
- a. How many training sessions have been offered in FY22 and FY23 to-date;
 - b. Whether the training sessions have been virtual, in-person, or hybrid;
 - c. Which agencies have participated in the training sessions; and
 - d. How many employees have participated in the training sessions.

Response: The WIC worked with PAIRIN to set up monthly “clinics” for My Journey DC users. During these clinics, participants can ask customized questions to assist with the way in which they are using the platform (i.e., case management, referral navigation, functionality issues).

- a. WIC, in partnership with PAIRIN, hosted clinics for 7 months.
- b. Trainings were offered virtually.
- c. Agencies participating included: DHS, UDC, OSSE, DCHA, UPO.
- d. Approximately 60 agency staff were trained.

Eligible Training Providers (ETPs)

64. Please provide a copy of the most recent Eligible Training Providers Performance Report submitted by DOES to the U.S. Department of Labor (or the raw data, if applicable).

Response: Please see attachment “Q64 PY2021 ETP Annual Extract.”

65. Are any ETPs currently on probation (as of January 2023)? Were any ETPs on probation at any point during FY22 and FY23 to-date? Please list them and explain why they are/were on probation, and why they were taken off probation (if applicable).

Response: The Workforce Investment Council has 21 training providers on the Eligible Training Providers List. Currently, no training providers are on probation based on the quarterly performance review completed on 10/20/22. Please note that all providers approved on the ETPL may not have an active Human Care Agreement (HCA) with the Department of Employment Services to participate in the Individual Training Account process. Questions regarding the Providers’ contract status should be directed to the Office of Contracting and Procurement and DOES.

66. Please provide an update on the WIC’s efforts to include UDC Community College programs, Registered Apprenticeship programs, and reciprocity agreements with nearby jurisdictions in the Eligible Training Providers List (ETPL) policy.

Response: The Workforce Investment Council has approved ten new training programs for the University of the District of Columbia division of Continuing Education. UDC-CE is currently awaiting a solicitation to be released by the Department of Employment Services and the Office of Contracting and Procurement to qualify for a Human Care Agreement and to begin training District residents in 2023.

In FY22 and FY23 to date, the Workforce Investment Council has added a total of three apprenticeships with six programs to the Eligible Training Provider List in partnership with the Department of Employment Services’ Office of Apprenticeship, Information and Training (OAIT). Current apprenticeship offerings include:

- Apprenticeship Work Process Medical Assistant
- Apprenticeship Work Process Medical Billing
- Apprenticeship Work Process Medical Coding
- Advanced CNA Apprenticeship Program
- Four-Year Electrical Apprenticeship Program
- Three-Year Telecommunications Technician Apprenticeship Program

In January 2023, the Workforce Investment Council revised the Eligible Training Provider policy to include a reciprocity clause to allow providers from other jurisdictions to be added to the DC Eligibility Training Provider List; the WIC is currently working with the Office of State Superintendent’s Office of Higher Education

Licensure Commission and Department of Employment Services' Office of Workforce and Federal Programs to establish a process to allow training providers from other jurisdictions to expand their offerings to District residents.

67. Please list all Individual Training Account providers currently on the ETPL and note any ITA providers that were added to the ETPL in FY22 or FY23 to-date.

Response: In FY22 and FY23 to date, the Workforce Investment Council has a total of 21 training providers and 94 training programs on the ETPL. In FY 22 the WIC added four training providers, with twelve training programs. Provider and program breakdown can be found in Attachment “Q67 ETPL Providers and Programs.”

68. Please describe any efforts made or planned in FY22 and FY23 to improve the performance of Eligible Training Providers. Please also describe any technical assistance that the WIC has provided to Eligible Training Providers in FY22 and FY23 to-date.

Response: The WIC has developed topics for technical assistance to address issues affecting program operation, management, and performance, provide information or specialized training to support and increase capacity, discuss areas of concern, and evaluate program efficiency. The WIC conducted 127 individual TA offerings to current and prospective ETPs as well as grantees in FY22 and 32 individual TA offerings to current and prospective ETPs as well as grantees in FY23 to date. The WIC is developing training quality standards that it hopes to finalize in calendar year 2023. These standards will serve as a guidance document for training providers and be used to inform continuous improvement activities. These standards will also inform the development of technical assistance resources and a plan for continuous improvements for training providers. Finally, the standards will help inform funding and resource investments to maximize the impact and benefit of District resources.

69. Please attach a copy of the WIC’s Eligible Training Provider List (ETPL).

Response: Please see attachment “Q69 Eligible Training Provider List 01-01-23.”

70. Please attach a copy of the WIC’s WIOA ETPL policy, and a copy of the ETP application. Please also provide links to any pages on the DC Works website with information about ETP eligibility criteria.

Response: Please see attachment “Q70 ETPL Application Process.”

WIOA Funding

71. For each WIOA funding stream, please provide the following information:
- The funding amount for DOES in FY21, FY22, and FY23 (this should be the final amount retained by DOES);
 - The funding amount for the WIC in FY21, FY22, and FY23 (this should be the final amount received via MOU or Intra-district transfer);
 - The funding amount for any other District agency in FY21, FY22, and FY23; and
 - The total funding amount for the District in FY21, FY22, and FY23.
 - Please also provide the total amount of WIOA funding for the District (across all funding streams) in FY21, FY22, and FY23.

Response: Please see attachment folder “Q71 WIOA Funding FY21-FY23.” The Department of Disability Services’ WIOA funding can be found in their annual reports, found in response to Question 55. For additional information about spending and transfers of WIOA funds, please direct questions to the relevant agencies.

V. WIC Programs, Contracts, and Grants

Workforce Development System Expenditure Guide

72. 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 an updated copy of the blank data template, and any instructions given to the agencies.
 - Please describe any efforts made in FY22 and FY23 to improve the report and facilitate data collection and reporting.

Response: Please see attachment “Q72 Expenditure Guide Template.” As preparation for the FY22 Expenditure Guide, the WIC met with select agencies to review the process of data collection and understand the challenges with data reporting. From this meeting, the WIC developed a new approach to collecting the data and developed new resources to help partner agencies. For example, this year, we included a data dictionary and table of contents embedded in the data collection template and mandated at least one meeting between agencies and the WIC to review data.

Career Pathways

73. Please provide a detailed update on the Career Pathways Innovation Fund in FY22 and FY23 to-date. Please include a description of the program (including, any documented results (such as participation, the number of certifications earned, and the type of certifications earned), and any changes made to the program in FY22 and FY23 to-date.

Response: Please see attachment “Q73 Career Pathways FY22 and FY23.” Please note that OSSE collects fiscal, demographic, and outcome data by grantee, not by individual training program. The attached report reflects participant data by grantee; individual

training programs are listed to provide greater transparency and understanding of grantees' offerings.

In FY22, OSSE Adult and Family Education, in collaboration with the WIC, awarded continuation funding to 12 sub-grantees to implement the new Integrated Education and Training service models introduced in the FY17 grant competition.

- Academy of Hope Public Charter School
- Briya Public Charter School
- Catholic Charities
- Congress Heights Community Training and Development Corporation
- Four Walls Career and Technical Education Center
- Latin American Youth Center Career Academy Public Charter School
- Opportunities Industrialization Center – DC
- So Others Might Eat (SOME)
- Southeast Welding
- The Family Place Public Charter School
- YouthBuild Public Charter School
- YWCA – NCA

The models include providing adult education and literacy, workforce preparation, and training services for a specific occupation or occupational cluster to 1,000 District residents for education and career advancement. In total, 1,122 adult learners received services in OSSE AFE-funded programs in FY22. Of this number, 1,080 learners met the National Reporting System for Adult Education (NRS) guidelines of having a valid assessment and twelve or more instructional hours in the program year to be reportable to the US Department of Education per NRS Table 4. The remaining 42 adult learners engaged in one to 11 instructional hours per NRS Table 2A.

Measurable Skill Gains - For FY22, OSSE AFE negotiated a measurable skill gains performance target of 47 percent for all Educational Functioning Levels (EFLs). This target represents the proposed percentage of adult learners making a measurable skill gain (e.g., achieving an educational functioning level gain, acquiring a secondary school diploma or its equivalent, exiting a program below the postsecondary level and enrolling in postsecondary education and training during the program year, attaining a postsecondary or secondary transcript, making progress towards milestones, or passing a technical/occupational skills exam). OSSE AFE exceeded its target of 47 percent, with 58.46 percent of students enrolled in an OSSE AFE-funded program achieving a gain.

For FY22, OSSE AFE negotiated targets for the core follow-up outcome measures on NRS Table 5 as follows:

Employment (2nd quarter after exit) – OSSE AFE’s federally negotiated target for this metric during this reporting period was 21 percent. OSSE exceeded this target in FY22. The state’s performance was 38.36 percent, which reflects an increase of 23.24 percentage points in FY22 compared to 15.12 percent in FY21.

Employment (4th quarter after exit) – OSSE AFE’s federally negotiated target for this metric during this reporting period was 23.0 percent. OSSE exceeded this target in FY22. The state’s performance was 26.65 percent, which reflects an increase of 14.63 percentage points in FY22 compared to 12.02 percent in FY21.

Median Earnings (2nd quarter after exit) – OSSE AFE’s federally negotiated target for this metric during this reporting period was \$8,000. OSSE achieved 98 percent of this target in FY22. The state’s performance was \$7,800, which reflects an increase of \$910 in FY22 compared to \$6,890 in FY21.

All employment and wage data are collected through follow-up surveys with program exiters. Where possible, data is matched with DOES’s Unemployment Insurance wage data and the State Wage Interchange System (SWIS). However, matching against the DOES UI wage data and SWIS wage data requires a social security number, which we do not require for enrollment in AFE programming and which only a fraction of our learners voluntarily provide. We know that this leads to an under-representation of our learners’ employment and wage data.

Credential Attainment (Unduplicated – Exited Students) – OSSE AFE’s federally negotiated target for this metric during this reporting period was 48 percent. OSSE AFE achieved 69 percent of this target. The state’s performance was 33.08 percent, which reflects a decrease of 11.79 percentage points compared to 44.87 percent in FY21.

Of the 654 students who exited IE&T programs during the reporting period of 1/1/20 – 12/31/20), 217 reported having earned a certification, including those for industries such as business administration & information technology, construction, early childhood education, healthcare, hospitality, and law & security.

Because the credential attainment rate is a lagging post-exit measure based on survey responses, the FY22 outcome data for credential attainment rate focuses on students who exited the program during Jan. 1, 2020, through Dec. 31, 2020, which was the first year of the pandemic when much of the city had shut down. This had a direct impact on a student’s ability to test or get their practicum hours associated with their certifications. Therefore, the drop in FY21-22 for credential attainment was significantly impacted by the effects of the pandemic.

Credential Attainment (Current Student Enrollees) – OSSE AFE also tracks certifications earned by students during their enrollment in an IE&T program. However, the outcomes aren't reportable to the US Department of Education until these students exit the IE&T program for which they are currently enrolled.

For FY22, 374 students earned 569 credentials, including 285 entry-level certifications and 284 industry-recognized certifications.

Of the 285 entry-level credentials, the most earned include:

- Cardiopulmonary Resuscitation (CPR) - Adult/Pediatric /First Aid/AED/BLS (162);
- Occupational Safety and Health Administration (OSHA) 10-Hour Construction Safety and Health (47); and
- Flaggers (31).

Of the 284 industry-recognized credentials, the most earned include:

- Construction – 92 credentials.
 - Top 4 – EPA Section 608, CFC, Type A, I, II, III, R-410, and Universal (29); Occupational Safety and Health Administration (OSHA) 30-Hour Construction Safety and Health (25); NCCER Core Curriculum, Electrical Level One, HVAC Level One (20); and Home Builders Institute (HBI) CORE, Landscaping, Painting and Finishing (15).
- Hospitality – 65 credentials.
 - Top 3 – ServSafe Food Safety Manager (28); ServSafe Food Handlers (26); and American Hotel and Lodging Association (AHLA) Certified Maintenance (8).
- Business Administration and Information Technology – 59 credentials.
 - Top 3 – Customer Service & Sales (20); Internet and Computing Core (IC3) (G5) Digital Literacy Certification (19); and Unidos US, Latinos in Finance Certification (Bank Teller) (10).
- Healthcare – 44 credentials.
 - Top 3 – Certified Medical Administrative Assistant (CMAA) (16); Certified Clinical Medical Assistant (CCMA) (15); and Certified Nursing Assistant (CNA) (8).
- Education – 14 credentials.
 - Mandatory Reporters of Child Abuse & Neglect (10) and Child Development Associate (4).
- Law and Security – 10 credentials.
 - Armed Special Police Officer (SPO) Firearms Certificate (10)

The 12 sub-grantees are eligible to receive continuation funding in FYs 2023-25. To receive continuation funding, OSSE expects grant recipients to 1) maintain compliance with the grant's terms and conditions, 2) meet the state's performance targets, and 3)

score a minimum of 80 points on the final monitoring review. OSSE may provide continuation funding if these requirements are not met, however, the grant recipient will be required to develop and implement a corrective action plan or continuous improvement plan, as applicable, approved by OSSE, and participate in technical assistance and monitoring follow-up activities. Further, OSSE may require a corrective action or continuous improvement plan at any point during the grant term based on demonstrated non-compliance. If the grant recipient does not improve its performance and continues to fail to meet the state's performance requirements metrics, the grant award may be terminated or temporarily withheld, reduced, or suspended.

74. Please list each Career Pathways Innovation Fund sub-grantee, and include
- a. The specific services provided by the sub-grantee (such as literacy training, or a specific occupation/occupational cluster);
 - b. The amount of funding received in FY21, FY22, and FY23; and
 - c. The number of District residents served.

Response: Please see response to Question 73; attachment “Q73 Career Pathways FY22 and FY23.”

75. Please explain any changes made to the Career Pathway Maps in FY22 and FY23 to-date. Please also provide copies of the Career Pathway Maps and provide links to any other related online content.

Response: The Workforce Investment Council provides access to the Career Pathway Maps on the WIC website. Labor Market data used in the development of the Career Pathways Maps are reviewed on a quarterly basis and are updated, should there be a substantial change. No substantial changes have been made in FY23 to date.

The Career Pathway Maps are available here: [WIC Publishes Updated Career Pathway Maps for High-Demand Industries \(January 2022\) | dcworks](#)

Please also see attachment “Q75 Career Pathway Maps.”

Healthcare Workforce Partnership (HWP)

76. Please provide a current list of the Healthcare Workforce Partnership members, committees (including members of the committees), subcommittees (including members of the subcommittees), and meeting dates. Please also attach copies of all meeting minutes (or provide a link to where the meeting minutes may be accessed online).

Response: Please see attachment folder “Q76 Healthcare Workforce Partnership” and specific documents as referenced below in the table below.

Information	Attachment File Name
Healthcare Worker Partnership Members	“Q76 HCWP Members FY21” “Q76 HCWPMembersFY22”
Healthcare Action Team Members	HCWP ActionTeamsMbrs-December 2021”
Healthcare Association Meeting Agendas	“Q76 HCWP Agenda October 2021” “Q76 HCWP Agenda March 2022” “Q76 HCWP Agenda June 2022” “Q76 HCWP Agenda September 2022”
<p>Meeting Dates: October 19, 2021, March 30, 2022, June 29, 2022, and September 27, 2022</p> <p>Minutes/Recordings: Recordings of the meetings are kept for record keeping purposes and are available to members that may have missed a meeting.</p>	

77. Please provide a copy of the FY23 Healthcare Workforce Partnership Action Plan and discuss how the HWP achieved its goals in FY22.

Response: See attachment “Q77 FY23 HWP Action Plan.”

78. Please list the Healthcare Training Program grantees for FY22, and include:

- a. The name of the grantee, and any sub-grantees;
- b. The dollar amount of the grant;
- c. The occupational credential(s) that participants can earn;
- d. The number of enrolled participants;
- e. The number of participants who completed the program; and
- f. The number of participants who received an occupational credential.

Response: Please see attachment “Q78 IT and Healthcare Grant Detailed Update.”

The Health Care Workforce Partnership is committed to supporting the number of District residents employed in the healthcare sector and meeting the staffing needs of District healthcare employers through programs such as the Health Care Summer Youth Immersion Program and the Pathway to Progress program.

The Health Care Summer Immersion Program provides rising high school juniors from DC public schools with an immersive experience designed to expose them to the diversity of opportunities within health care for good-paying jobs and career growth. This is achieved by offering meaningful paid internships with DC Health Care

employers to provide real-world exposure for students interested in healthcare careers. This project was launched in the Summer of 2022, with three students completing the six-week program. This year DCHA is currently gearing up to support year two of the program to serve six to eight participants.

The Pathways to Progress program aims to empower District residents from diverse and underserved communities to train and get hired for in-demand health care jobs with career pathways. This program is being executed through collaboration between community-based organizations and employers to identify and recruit District residents for education and training. The program coalesces a continuum of skills training and supportive services to achieve industry-validated certifications. Residents receive healthcare facility training and readiness for employment. Through this grant, DCHA partnered with healthcare employers to support facility-based training, hiring and developing District residents, and cultivating relationships to support job retention and career development.

This pilot program through the Workforce Partnership Occupational Training (H-WPOT) grant focuses on four of the initial five high- demand, high- growth health occupations Certified Nursing Assistant (CNA), Certified Medical Assistant (CMA), Home Health Aide (HHA), and Pharmacy Technician) and is yielding great success through the completion of the first group of graduates who are already employed.

Workforce Partnership Occupational Training Program (H-WPOT)		
Program of Study	Graduates	Employed
Certified Nursing Assistant /Home Health Aide (CNA/HHA)	7	7
Certified Medical Assistant (CMA)	6	5
Pharmacy Technician	2	0
Total	15	12

DCHA Program Services Company Inc has established partnerships with six sub-grantees to provide direct training services for 96 residents over the 15-month grant cycle. The subgrantees include:

- Academy of Hope (AOH)
- So Others Might Eat (SOME)
- Captivate Perspective LLC
- Latin American Youth Center –Career Academy (LAYC-CA)
- University of the District of Columbia (MOU for FY23 under review)
- Trinity Washington University (coaching)

The occupational credential(s) that participants can earn: Certified Medical Assistant, Certified Nursing Assistant, Home Health Aide, Pharmacy Tech.

The number of enrolled participants: 38 during FY22, with a target of 96 participants by the end of the 15-month grant period. FY23 outcomes will be available later in this calendar year.

79. Please describe the plan for issuing Healthcare Training Program grants for FY23, including the anticipated timeline, number of grants, funding amount, targeted occupations, and anticipated number of participants who will be served. Please also discuss any barriers to implementation from previous years, and how the WIC will address these barriers.

Response: Healthcare Training Program grants were awarded on a 15-month grant period in FY22; no new grants will be awarded in FY23.

The barriers to success of occupation credential attainment are at least two-fold.

Training providers are reporting that life challenges are impacting the ability of participants to complete the educational programs. The incentive funds of \$1,500 do not seem to be enough in some cases to address these life challenges, causing a decrease in student participation. This leads to educational providers having to extend additional resources to reengage those who failed to complete the program for inclusion in future cohorts. Currently, the WIC is working with grantees to identify and support implementation of best practices in stipend dissemination, with a goal of increasing participant outcomes.

In addition, licensure testing is a barrier to credentialing. The WIC is working with DCHA and the Board of Nursing to resolve testing issues for the CNA and HHA certifications, including coordination of testing locations and education providers to maximize opportunities. Additionally, there is currently a shortage of proctors for the examinations; Credentia, the testing contractor, is also working to address the shortage issue in the District.

80. How does the WIC evaluate the performance of Healthcare Training Program training providers?

Response: All grantees are evaluated on the approved proposals and performance targets codified in their grant agreements, including targets for recruitment, enrollment, program completion, certifications earned, and employment outcomes. Each training provider provides monthly and quarterly reports for performance outcomes and enters participants in the data vault as the primary system of record for tracking and engagement. For more information, please see the response to Question 83.

New Grants and Partnerships

81. Please provide a detailed update on the WIC's partnership with UDC to support IT and Nursing training programs. Please attach a copy of the MOU, and include information about expenditures, participation, and outcomes in FY22 and FY23 to-date.

Response: The WIC and UDC will finalize the FY23 MOU in February 2023. Please see attachments for the FY22 MOU and the FY22 Final Report on programmatic implementation:

- “Q81 UDC-WIC FY22 Executed MOU”
- “Q81 UDC FY22 Final Report”

82. Please provide a detailed update on the development of an Information Technology Sector Partnership.

Response: To strengthen the Information Technology talent pipeline here in the District of Columbia, the DC Workforce Investment Council formulated the IT Occupational Advisory Board (ITOAB). The Information Technology Occupational Advisory Board aims to create strategic partnerships with community partners, employers, and educational partners to inform priorities that address the gaps in the Information Technology Sector. The ITOAB is an industry-driven board consisting of twenty members (20 members) – twelve (12) business members, and eight (8) members representing education, training, and community-based organizations. The ITOAB is Co-chaired by Antwayne Ford, CEO of Enlightened Incorporated, and Darryl Wiggins, CEO of Public Sector Solutions Group.

The role of the advisory board members is to recommend ways to strengthen and increase the talent pipeline into careers in the IT sector, particularly increasing representation from underrepresented DC residents, namely those without an associate’s or bachelor’s degree.

The Information Technology Advisory Board has adopted areas of focus it hopes to pursue, including:

- Developing new ways to connect IT employers and skilled talent;
- Identifying best practices to upskill workers, such as ensuring access to high-quality, foundational, and technical training; and
- Developing solutions to address the challenges with finding, hiring, and retaining talent in the District of Columbia.

In addition, the DC Workforce Investment Council has invested \$2.9 million for District Residents to receive training in high-demand IT occupations that will lead to industry-recognized certifications. These trainings will lead to residents becoming certified and skilled as entry level, Computer Support Digital Support Specialists, Web Developers, and Computer Programmers. Coupling the IT Occupational Advisory Board with the DC WIC IT Grant program ensures that the WIC is fulfilling its mission of strengthening the Information Technology talent pipeline in the District of Columbia.

83. Please provide a detailed update on the Employer Partnership Training Grant (including an explanation of where the budget authority for this grant comes from). Please also list each grantee in FY22 and FY23 to-date, and include:

- a. The amount awarded;
- b. The industry or occupation;
- c. The occupational credential(s) that participants can earn;
- d. The number of participants enrolled;
- e. The number of participants who completed the program;
- f. The number of participants who received a credential; and
- g. Any other documented results (such as the number of participants who received unsubsidized employment after completion).

Response: Please see attachment “Q83 Employer Partnership Training Grant detailed update.” Budget authority for these grants came from the FY2022 and FY2023 Budget.

84. Please provide a detailed update about the Talent Development Technical Assistance Grant (TDTA) (including an explanation of where the budget authority for this grant comes from) and explain how it complements the Employer Partnership Training Grants.

Response: The TDTA grant was awarded in January of 2023, and will support the provision of technical assistance and development of resources and tools for District businesses to promote inclusive hiring in the District. Individual and cohort-based services will be available, with a subset (to be determined as engagement launches) serving as a pilot cohort to provide an early use case and inform program and content development. TDTA related outreach and marketing will be conducted to grantees of the Employer Training Partnership Grant, healthcare and IT sector employers to provide information about services and resources in development and facilitate participation in the pilot cohort.

85. Please provide a detailed update on the Workforce Training Grants (including an explanation of where the budget authority for this grant comes from) and attach a copy of the solicitation. Have any grants been awarded in FY22 or FY23 to-date? If not, when does the WIC expect to award grants?

Response: In accordance with budget authority granted in the FY22 and FY23 budgets, the WIC issued the IT and Healthcare Sector Training Grant in FY22, with awards made through the end of FY23. Please see attachment “Q78 IT and Health Grant Detailed Update” for a list of the WIC’s Workforce Training Grants. Please see attachment “Q85 IT and Healthcare Sector Training Grant RFA” for more information on the IT and Healthcare Sector Training Grant specifically.

Outcomes for Opportunity Initiative

86. In FY21/FY22, the WIC was awarded a \$75,000 grant from Jobs for the Future as part of their Outcomes for Opportunity Initiative (O4OI), to make workforce development and outcomes data more readily available. Please discuss the activities and results of this project, and whether there will be opportunities to continue this work going forward.

Response: The WIC was invited by JFF to participate in the Outcomes for Opportunity Initiative (O4OI). This two-year pilot program sought to enable workforce development boards and nonprofit job training providers to make better use of outcomes data. The goal of O4OI is to increase the availability, accessibility, aggregation, and analysis of data and information as a means of improving economic opportunity for workers nationwide.

This partnership helped to support the WIC's planning and early implementation of efforts related to strengthening data coordination and establishing data governance within the workforce system. To help ensure our programs and services are best meeting the needs of residents and businesses and maximize our impact, the WIC and the District's workforce system have a critical need to incorporate disparate data sets into a set of common workforce measures, integrate data systems, improve reporting, and apply advanced analytics to workforce programming both internally at the agency and externally with DC agencies and partners. Learnings and recommendations from this work informed the development of our recent data infrastructure development and modernization efforts and continue to be advanced in the activities of our WIOA performance and reporting working group. Additional information about this work can be found in response to Questions 62 and 49, respectively.

VI. Workforce Investment Council Board

87. Please discuss any changes made to WIC board in FY22 and FY23 to-date and provide an update on any discussions with the Mayor's office and the Deputy Mayor for Education about changes to the WIC board going forward. Please also discuss any changes to the WIC board's committees in FY22 and FY23 to-date.

Response: No changes to the WIC Board have been made in FY22 and FY23 to date. The WIC continues to work with the Deputy Mayor for Education and Mayor's Office to ensure the WIC is best positioned to support alignment and coordination across the District's workforce development investments, and fulfill its required role as outlined by WIOA.

In FY22 the WIC Executive Committee approved the development of modified WIC Board Committees, in support of greater alignment with priorities of the agency and to maximize the impact of the appointed Board members. The new committees launched in early FY23 and the WIC will work with the Mayor's Office to update the WIC's establishing Mayor's Order to ensure the new committees are reflected.

88. Please list all the WIC board's committees and include their membership and the dates of any meetings held in FY22 and FY23 to-date.

Response: The WIC Board currently includes four committees:

- Executive Committee
- Policy Committee
- Education and Workforce Alignment Committee
- Equity and Inclusive Hiring Committee

The WIC’s current committee structure launched in late 2022. The Education and Workforce Alignment and Executive Committee met in FY22, and all committees will hold regular quarterly meetings in FY23. Please see attachment folder “Q88 WIC Board Committees.”

89. Please list any other committees (such as the WIOA Steering Committee), interagency working groups, or task forces that the WIC convenes/leads. For each, please include:
- a. The name of the committee/group;
 - b. The goals of the committee/group;
 - c. The members of the committee/group (either individuals or agencies, as appropriate);
 - d. How frequently the committee/group meets; and
 - e. A summary of the committee/group’s accomplishments in FY22 and FY23 to-date.

Response: The WIC convenes the WIOA Steering Committee to support the development and implementation of the WIOA State Plan. This committee provides close guidance and direction—in addition to the full WIC Board—and plays an even more active role in reviewing, advising, and providing feedback on the development of the WIOA State Plan’s priorities and implementation. The Steering Committee is made up of: the Deputy Mayor for Education; the Director of the Department of Human Services; the Deputy Director of the Department of Disability Services; the Assistant Superintendent of Postsecondary and Career Education at the Office of the State Superintendent of Education; the Executive Director of the WIC; and Steve Boney, a member of the WIC Board and WIC Executive Committee. The Steering Committee meets roughly quarterly, though more frequently in the year leading up to the submission of the WIOA State Plan. In FY22 the committee successfully supported the development and submission of the WIOA State Plan 2-year update; in FY22 and FY23 to date, the Steering Committee has been informed of WIOA implementation progress and will review accomplishments of WIOA implementation and provide guidance and direction for the development of the District’s next 4-year WIOA State Plan.

90. **Please provide job descriptions for any new positions added in FY22 and FY23 to-date. Please also provide an update on the hiring status for any vacant positions.**

Response: The WIC added the following new positions in FY22-23. See “Q90. Position Descriptions FY 22-23.”

Positions	Grade	Status Vacant/Filled
Grants Management Specialist reclassified to Resource Allocation Analyst	13	This position is currently vacant. It was posted on the DCHR website on 1/27/23
Workforce Investment Specialist	13	Filled
Career Coach Manager (position is a Workforce Investment Specialist)	13	Filled
Program Analyst	12	Filled
Grants Management Specialist	12	Filled
Grants Management Specialist	12	Filled
Data Analyst	13	Filled

91. Please describe how WIC worked with DOES to fill vacant positions, if applicable. If WIC did not work with DOES to fill its vacancies, please articulate why.

Response: WIC leverages multiple strategies to publicize, recruit, and fill its vacant positions, including sharing openings with DOES and other workforce development system partners in and outside of government during weekly American Job Center coordination meetings and via email outreach. Further, WIC follows best practices recommended by DCHR including sharing roles with networks and posting on job boards.

92. Please indicate how many and what percentage of the WIC's employees (as of January 2023) are District residents.

Response: Seventy six percent (76%) of WIC employees live in the District of Columbia.