

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



**Responses to Fiscal Year 2018-2019
Performance Oversight Questions**

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Director**

Submission to

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

February 19, 2019

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

WORKFORCE INVESTMENT COUNCIL
FY18-19 Performance Oversight Questions
Committee on Labor and Workforce Development
Councilmember Elissa Silverman (At-Large), Chair

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I. Agency Priorities, Performance, and Evaluation

1. Please discuss the WIC’s **top five priorities**.
 - a. How did the agency address its top five priorities in FY2018?
 - b. What are the agency’s top five priorities in FY2019? Please explain how the agency expects to address these priorities in FY2019.

Response:

On January 28, 2019, at the Workforce Investment Council’s (WIC) Quarterly Board meeting, the WIC Executive Director outlined developing organizational priorities for WIC, including a focus on people, priorities, and purpose. This focus and the final FY2019 priorities for the WIC staff and Board will continue to develop in the next month as feedback and input is collected from Board members and partners in the community.

Additionally, WIC will focus on delivering several deliverables required by federal or local statute, including:

- Support of the American Job Center (AJC) by the One Stop Operator (OSO);
- Delivery of the Workforce Development Expenditure Guide;
- Updating the Career Pathways Task Force Strategic Plan; and
- Development of the District’s next WIOA State Plan.

The following table below includes FY18 priorities and our work to address each:

Priority	FY18 Work
Business Engagement	WIC engaged businesses in the development of Career Pathways maps, to support case managers and customers to identify high-demand occupations and the necessary credentials and skills needed to successfully compete for those occupations. Additionally, through the Workforce Intermediary work and the recently released Strategic Industry Partnership grant opportunity, WIC continues to support articulation and growth of pathways for residents to training and employment.
Credentialing/Access to Training	WIC continued to expand the Eligible Training Provider (ETP) List, expanding access to high-demand credentials to District residents. WIC will continue to evaluate effectiveness of these providers through oversight, using this information to refine and inform effective management of this process.
Career Pathways	Through the Career Pathways Task Force, WIC has

	engaged business leaders and training providers to develop career pathway maps for the District’s identified high-demand industries, informed by employer needs. These maps will be finalized in early 2019 and will be deployed across the American Job Centers and to other relevant parties, to assist job seekers and training providers in understanding and accessing existing pathways.
Guidance/Oversight	<p>WIC, in partnership with agency and system partners, worked to review and amend the WIOA State Plan. Additionally, the WIC, with leadership from members of its Board, has developed prototypes for a workforce development system dashboard. WIC will continue to work towards completing and delivering the dashboard in FY19.</p> <p>Coordination and alignment efforts included convenings of partner front line staff for information sharing and dissemination; coordination of MOUs outlining the roles and responsibilities of each AJC partner; and identifying opportunities for improved coordination and alignment of partners and services. This work will continue into FY19 through the One Stop Operator contract as well as convening efforts that will be led by WIC.</p>
Serving our Youth	WIC engaged more than 40 youth in FY18, to ensure its work was informed by and aligned with their needs; WIC anticipates implementing a process to include youth participants on the Youth Committee, as well as additional outreach and engagement with them in FY19.

2. Please list each **program** or body of work operated or administered by the WIC during FY2018 and FY2019, to date. Highlight any programs new in FY2018 or FY2019. For each program, please provide:

a. A description of the program;

Response: Under the Workforce Intermediary Program, WIC and the Department of General Services’ (DC DGS) partnership funded a total of five contracts related to the DC United Stadium project in September 2018. The contracts provide eligible District residents (unemployed and underemployed) with the skills and experience that significantly increase their employability and success in hospitality, construction, environmental services, and other relevant occupations .

b. The name of the program manager;

Response: Michael Shannon was the project manager for this program during FY18.

- c. Total expenditures in each fiscal year;

Response: The total expenditures for the FY18 fiscal year \$606,600.00.

- d. The program and activity codes in the budget; and

Response: The Workforce Intermediary program code and the activity code are the following:

Program Code: 3030

Activity Code: 3030

- e. Any documented results of the program.

Response: Results of the program are included in Attachment Question 2.

3. Please provide a copy of the WIC's FY2018 **performance accountability report**.

See Attachment Question 3.

- a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY18 and which were not.
- b. For any met or completed objective, also note whether they were completed by the project completion date of the objective and/or KPI and within budget. If they were not on time or within budget, please provide an explanation.

Response: All met and completed objectives were completed by September 30, 2018 and within budget.

- c. For any objective not met or completed, please provide an explanation.

Response: See Attachment Question 3.

4. Regarding the WIC's FY2019 **performance plan**:

- a. Please provide a copy of the WIC's FY2019 performance plan as submitted to the Office of the City Administrator.

Response: See Attachment Question 4.

- b. Discuss any changes to any outcomes measurements in FY2018 or FY2019, including the outcomes to be measured or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.

Response: No material changes were made to WIC’s FY19 outcome measurements. WIC has changed how the KPIs will be measured, so that in FY19 we will report on total numbers instead of percentages.

5. Please describe any **initiatives** that the WIC implemented in FY2018 or FY2019, to date, to improve the internal operations of the agency or the interaction of the agency with external parties. Please describe the results, or expected results, of each initiative.

Response: In FY18, WIC engaged a contractor to identify ways to strengthen Board governance and operations. The Executive Director and Board Chair are identifying priorities to implement based on the report. For additional details on this project, see response to Question 6.

6. Please provide a list of all **studies, research papers, reports, evaluations, and analyses**, including those provided by contractors or consultants, that the WIC prepared or contracted for during FY2018 and FY2019, to date.
 - a. For each study, paper, report, or analysis, please include:
 1. Report name;
 2. Author name, whether the agency or an outside party;
 3. Status, including actual or expected completion date;
 4. Purpose and description of contents; and
 5. Contract number or grant name if the report was produced by a contractor or grantee.

Response:

- a. Kairos Management, by contract, conducted a WIC Governance Board “pulse” survey.

1. WIC Governance Survey results
2. Kairos Management (outside party)
3. Completed August 20, 2018
4. The purpose of this work was to engage and gather feedback from the WIC Board members to identify opportunities to strengthen and improve the governance and function of the Board. The results will be used to inform and improve Board engagement, management, and support.

5. The Contract number for Kairos Management is: DCEB-2016-C-1001.

- b. Please attach a copy if the study, research paper, report, or analysis is complete.

Response: See Attachment Question 6.

7. Please list and describe any **investigations, audits, or reports by outside entities** that involve the WIC or any employee that were conducted during FY2018 and FY2019, to date, or that are ongoing. *Attach copies* of any such document. Include any routine or ad hoc monitoring, site reviews, desk audits, or other reviews or audits by federal agencies, the District Inspector General, the DC Auditor, or *any other* local or federal governmental entity.

Response:

Activity	Additional Information
Department of Labor Monitoring Report Issuance	<p>In fall 2018, WIC submitted MOUs outlining roles, responsibilities, and funding contributions for all AJC partners. This is the first time these MOUs, with all required information, have been developed and submitted to the U.S. Department of Labor (DOL). DOL identified missing information in the MOUs in a Monitoring Report Issuance dated November 30, 2018. WIC continues to work with DOL to receive guidance regarding how to implement corrective actions. WIC anticipates corrected, finalized MOUs being transmitted to DOL as soon as final guidance has been provided by DOL staff.</p> <p>See Attachment Question 7.</p>

8. Please list all **recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities** during FY2017, FY2018, or FY2019, to date about the WIC or District’s implementation of WIOA or use of WIOA funds. Please provide an update on what actions have been taken to address each recommendation. If the recommendation has not been implemented, please explain why.

Response: WIC has not received any recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities in FY18 or FY19 to date.

9. The following **reports or reporting are currently required** of the WIC in federal law, the District of Columbia Code, Municipal Regulations, or other local law:

Response:

Reports

<i>Report Name</i>	<i>Frequency (e.g. annual)</i>	<i>Statutory or regulatory citation</i>	<i>Submission dates in FY18 or FY19</i>	<i>Reason for any report not submitted</i>
Workforce Development System Expenditure Guide	Annual	DC Code §32-1622.	FY18 N/A FY19 TBD March	N/A
Annual report cards for each eligible training provider that includes performance data and cost information in a	Annual	DC Code §32-1607(f)		We continue to work with agency partners to develop

manner that helps enhance customer choice in selecting training services.				customer scorecards.
WIC annual report describing the progress of the District government and its partners in achieving the WIC's goals, initiatives, and action items.	Annual	Mayor's Order 2016-086 Sec. VIII D		The WIC supports the annual progress report conducted by DOES.
Annual WIOA report	Annual	DC Code §32-1603(f)(c)	<p>The PY17 Annual Reports were submitted to DOL 10/1/2018</p> <p>The PY17 Annual Report Narrative was submitted to DOL on 12/14/2018</p> <p>PY18 Quarterly Reports continue to be submitted to DOL.</p>	

- a. For each report in the table above,
 1. Fill in the column to provide all date(s) of submission for any report submitted in FY2018 or FY2019, to date.
 2. Fill the in the column to explain why any report not was submitted.
- b. Please add rows for any additional reports or reporting which do not appear in the table above that are currently required of the agency in federal law, the District of Columbia Code, or Municipal Regulations. For each, complete all columns with the frequency, legal citation, submission date, and reason for any report not submitted.
- c. For any report not previously submitted to the Council, please attach a copy.

Response: DOES submits WIOA reports to DOL via a web-based portal. The most recent submissions can be found in Attachment Response to Number 9.

10. Regarding **FOIA requests** for FY2018 and FY2019, to date, that were submitted to your agency:
 - a. Please attach a copy the agency's FOIA disclosure report for FY2017 and FY2018.
 - b. For each year, specify the number of requests granted, partially granted, denied, or pending.

- c. For each year, specify the number of requests for which the agency identified no responsive documents or records.
- d. Please attach a log of all FOIA requests in FY2017, FY2018, and FY2019 with the request number and a brief description of the information requests.
- e. Please explain why the WIC does not post all FOIA requests and responses on the DC Government FOIA Reading Room, at <https://foia-dc.gov/App/ReadingRoom.aspx>.

Response: During FY17, FY18, and FY19, to date, WIC has not received any FOIA requests requiring the agency to provide any records.

II. Budget and Expenditures

Budget

11. **Budget.** Please *complete the attached table* in Excel showing your agency’s budget, including Council-approved original budget, revised budget (after reprogramming, etc.), and actual expenditures, by program and activity, for fiscal years 2018, and the first quarter of 2019. For each activity, please include total amount budgeted and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds). Include any over- or under-spending. Explain any variances between the revised budget and actual expenditures for fiscal year 2018 for each program and activity code.

Response: See Budget and Expenditure Spreadsheet Attachment Tab Q11, which contains the WIC Budget for fiscal years 2018 and 2019, as of February 1, 2019.

12. Please provide the following information for all **intra-District memoranda of understanding (MOUs)** for FY2018 and FY2019 to date, *including anticipated MOUs* for the remainder of FY2019.
- a. *Attach copies* of all intra-district MOUs.
 - b. For each MOU, including anticipated MOUs, *complete the attached table* in Excel.

Response: See Budget and Expenditure Spreadsheet Attachment Tab Q12, which lists all interagency MOUs in place for Fiscal Year 2018 and 2019, to date. Also see Attachment Response to Number 12.

13. Please provide the following information for all **intra-District memoranda of agreement (MOAs)** for FY2018 and FY2019 to date, including anticipated MOAs for the remainder of FY2019.
- a. *Attach copies* of all intra-district MOAs, other than those for overhead or logistical services, such as routine IT services or security.
 - b. For each MOU, including anticipated MOUs, complete the table below; add rows as necessary.

Response:

Memoranda of Agreement, FY18 and FY19, including anticipated MOAs

<i>Description of MOA services or purpose, including name of project or initiative</i>	<i>Names of all agencies party to the agreement</i>	<i>Service period (dates)</i>
Workforce System Expenditure Guide	Workforce Investment Council (WIC) and DC office of the Chief Technology Officer (OCTO)	Duration of the MOA shall be for Fiscal Year 2019
DC Central Kitchen	Workforce Investment Council (WIC) and DC Central Kitchen	Duration of the MOA shall be for Fiscal Year 2019

See Attachment Response to Number 13.

14. Please provide the following information for each **interagency reprogramming** of funds into and out of the agency for FY2018 and FY2019, to date, including anticipated inter-agency reprogrammings for the remainder of FY2019.
- Please *attach copies* of the reprogramming documents, including the Agency Fiscal Officer’s request memo and the attached reprogramming chart.
 - For each reprogramming, including anticipated reprogrammings, complete the attached chart in Excel

Response: See Budget and Expenditure Spreadsheet Attachment Tab Q14, which contains all interagency reprogramming activity for fiscal year 2018 and 2019, to date.

15. Please provide the following for each **intra-agency reprogramming** *within* your agency during FY2018 and FY2019, to date, as well as any anticipated intra-agency reprogrammings for the remainder of FY2019.
- Please *attach copies* of any reprogramming documents.
 - For each reprogramming, including anticipated reprogrammings, *complete the attached chart* in Excel

Response: See Budget and Expenditure Spreadsheet Attachment Tab Q15, which contains all interagency reprogramming within the agency for fiscal year 2018 and 2019, to date. Also see Response to Number 15.

16. Please attach all **budget enhancement requests** submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for previous fiscal years of FY2017, FY2018, and FY2019.

Response: The WIC works with the Mayor’s Office of Budget and Performance to develop its annual budget. The annual budget submitted by the Mayor reflects those efforts.

Expenditures

17. Please *complete the attached table* in Excel with the following information on each **contract, procurement, and lease** leveraged in FY2018 and FY2019 as of Feb. 1, 2019, with a value amount of \$10,000 or more. “Leveraged” includes any contract, procurement, or lease used by the agency as a new procurement, contract extension, or contract option year execution. This also includes direct payments, if applicable. Treat Human Care Agreements as a contract—aggregating information by vendor for all task orders under the HCA, where relevant.

Response: See Attachment Question 17, which contains all WIC contracts and procurements for fiscal year 2018 and 2019, as of February 1, 2019.

18. Please *complete the attached table* in Excel with information on each **grant** awarded by your agency during FY2018 and FY2019, as of Feb. 1, 2019.

Response: The WIC did not award any grants during FY2018 or FY2019 to date.

19. Please complete the following table with information on all **credit card, p-card, or purchase card purchases and expenditures** for FY2018 and 2019, to date; add rows as necessary. Alternatively, you may attach monthly statements with this same information; however, please name the ultimate vendor and specific purpose of the purchase for any Pay Pal or other transaction with an indirect payment service like Pay Pal.

Response: All credit and or p-card charges for FY18 and FY19 were made under the Deputy Mayor for Greater Economic Opportunity (DMGEO), not the WIC agency.

20. The CFO’s financial system provides data on the following **select contractors and payments** made in FY18. For each contractor, please provide a detailed explanation of the services they provided, delineated by project or contract. Also include all relevant contract numbers for each vendor on which payments were made in FY18 and an itemization of expenditures by contract. Finally, attach copies of any materials the contractors submitted to the WIC and a copy of all relevant contract(s).

- Maher and Maher \$261,280 (\$200,890 in Local Funds; \$60,390 in intra-district funds)
- Kairos Management Inc. (\$330,608 in Intra-District Funds)
- Jeffrey C. Marcella, \$31,603 (\$22,308 in Local Funds; \$9,295 in intra-district funds)
- Bald Cypress Media LLC (\$6,549 in Local Funds)
- Strong Production LLC (\$15,120 in Local Funds)
- Vtech Solutions Inc. (\$6,253 in Local Funds)
- Seaberry Design and Communications (\$9,600 in Intra-District Funds)

Response:

Career Pathways Community of Practice (CoP) – Maher & Maher (Growth Transitions)

The elements of the CoP contract in option year two is to provide the infrastructure support to internal and external key stakeholders for collaboration and professional development training in

the following areas: labor market information, business engagement, implementing WIOA, career pathways model, and career pathways work. Typical activities of the CoP include:

- o Workshops;
- o Trainings and webinars;
- o Developing a shared repertoire of resources (tools, stories ways of addressing issues);
- o Mapping knowledge;
- o Learning new solutions, approaches and practices; and
- o Building the participants toolbox of knowledge.

The CoP contract number (DCEB 2017-C-001) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Kairos Management, Inc.

In option year two, the key contract tasks included preparing a communications strategy related to the delivery of technical assistance (WIOA activities); developing survey tools; further developing a dashboard by connecting to real data; providing technical assistance with WIC Stage Plan (Modification); and facilitating team development retreat.

Kairos Management's contract number (DCEB-2016-C-1001) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Jeffrey C. Marcella, Consulting

This is option year two for this contract, which provides workforce development grant and technical assistance writing services to assist with grant applications and evaluations.

Jeffrey Marcella's contract number (MO2-DCEB-2016-C-2015) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Bald Cypress Media, LLC –

This contract belongs to the Office of the Deputy Mayor for Greater Economic Opportunity.

Strong Production

This contract secured a marketing specialist for the Workforce Investment Council to support various marketing related projects.

The Strong Production's contract number (CW63462) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Vtech Solutions, Inc.

This contract secured a program coordinator for the Workforce Investment Council to support the Workforce Intermediary program.

Vtech Solutions' contract number (CW63509) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Seaberry Design and Communications

This contract task agreement provides graphic design support services to develop or enhance various collateral materials for the Workforce Investment Council.

Seaberry's contract number (CW59964) and the actual expenditures are listed on the attached Budget and Expenditure Spreadsheet Attachment tab Q20.

Also see Attachment Response to Number 20.

21. The CFO's financial system indicates the following **expenditures in FY18 with no vendor name listed**. Please provide an itemized accounting of each expenditure, including the recipients' names, amount of funding per recipient, and detailed reason for the expenditure.

- a. \$200,000 in Activity 3030, Index Code 3030L, CSG Contractual Services, Invoice Description is "Sept ID Billing."
- b. \$307,861 total from Activity 3030, Index Code 3030L, CSG Subsidies and Transfers. Specific invoice descriptions and amounts as follows:
 - INTRA-DIST BILLING \$141,044.77
 - FM12 INTRA-DIST BILLING \$129,304.42
 - 1ST FM11 INTRA-DIST BILLING \$13,488
 - FM10 INTRA-DIST BILLING \$24,024
- a. These expenditures were grants to support the Clean DC Jump Team Residential Program
- b. These expenditures were grants to support Miller & Long's pre-apprenticeship program and DC Central Kitchen's hospitality training program. Each program was given a total of \$150,000. Of the monies provided, the invoices and amounts below went to:
 - INTRA-DIST BILLING \$141,044.77 – Miller & Long
 - FM12 INTRA-DIST BILLING \$129,304.42 – DC Central Kitchen
 - 1ST FM11 INTRA-DIST BILLING \$13,488 – DC Central Kitchen
 - FM10 INTRA-DIST BILLING \$24,024 – DC Central Kitchen

Response: See Budget and Expenditure Spreadsheet Attachment Q21.

22. Were any complaints filed with the **Contract Appeals Board** in FY2018 or 2019 to date, against or involving your agency or any employee of the agency? If so, please complete the following table with information on each complaint; add rows as necessary.

Response: The WIC did not have any complaints filed with the Contract Appeals Board in FY 2018 or 2019, to date.

III. Workforce Development System Coordination and Oversight

23. In FY19, Does the WIC plan to research whether the **list of high-demand sectors** needs to be updated? When will the WIC next update the list of **high-demand occupations**?

Response: WIC updated its previous Demand Occupation List in September 2017 to be consistent with new WIOA requirements, which directs that state and local workforce systems identify in-demand industry sectors and occupations. Through the process of developing the District's next WIOA State Plan, tentatively due first quarter 2020, WIC will identify the process and timeline for updating the Demand Occupation List; the earliest this would occur would be in 2020.

24. Please describe the District's strategies for **sector-based workforce development plans** in *each* of the District's six high-demand sectors. Provide a narrative for each section with the information requested in (a)-(g)

- a. For each sector, please list the *specific occupations* for which the District either offers training currently or has a strategy to provide training or other skills development to prepare District residents for those specific occupations.

Response: WIC, in partnership with business leaders and workforce development partners, establish criteria for high quality, work-relevant training, career pathways, and development in high-demand sectors and emerging occupations. Through this approach, the District is working with employer leaders to identify and validate occupations along a promising career path, with the support of labor market information. The goal of this effort is to ensure that DC residents are able to gain the necessary skills through training, coaching, and other services based on individual needs and customer choice. The District's six high-demand sectors are:

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

DC Networks provides an overview of programs by occupation in the District [here](#).

- b. The WIOA state plan (see Table 6, Business Alignment) requires in Phase 2 expansion of business advisory committees to include all identified high-demand sectors and convening of regular meetings through the WIC. Please provide the following: for each sector, list all relevant working groups, committees, or other meetings; list members of each group or committee; list the dates of all meetings in FY18 and FY19, to date.

Response:

Career Pathways Planning Meeting

On June 27, 2018, WIC Convened District employers in high-demand sectors, with an emphasis on security and law, infrastructure and transportation, business administration, and information

technology to discuss the importance and goals of career pathways development, propose a process for developing pathways and strategies, and establish employer champions. During this meeting, roles and responsibilities of “employer champions” were discussed, including: identifying and engaging additional employers in the three industries that were willing to be involved in the career pathways development efforts; providing information and insights about the respective industries, growing or demand occupations, and typical career progressions; and validating data and drafts of career pathways through a systematic and transformational framework.

Employer Meetings

WIC facilitated meetings with employers and business representatives from three targeted industries to identify their highest-priority career pathways for development. Based on initial meetings, WIC began to map the key occupations at all levels of the pathways and define the associated requirements for each occupation (e.g., educational attainment level and credentials). Subsequent meetings were used to validate and refine this information. The dates of those meetings were the following:

- Business Administration & Information Technology:
 - Wednesday, August 22, 2018
 - Friday, November 2, 2018
 - Tuesday, December 11, 2018
- Infrastructure & Transportation:
 - Thursday, September 13, 2018
 - Thursday, October 31, 2018
 - Thursday, December 13, 2018
- Security & Law:
 - Tuesday, August 28, 2018
 - Wednesday, December 5, 2018
 - Friday, February 22, 2019

Sector Partners Forum

On September 20, 2018, WIC facilitated a day-long forum of District sectors with the goal of hearing from key industry representatives about workforce trends, needs, and progress on efforts to develop career pathways in key District industry sectors. The forum also aimed to identify characteristics of successful partnership efforts and explore strategies for further developing partnerships to address industry workforce needs, and help partners prepare for upcoming work (e.g., using career pathway maps with students and job seekers and aligning education and training programming to support identified pathways). Facilitators led participants through a series of short discussion sessions to identify specific ideas for how District partners can coordinate and integrate their services for job seekers and workers; align their efforts around business outreach, engagement, and service delivery; and build and maintain partnerships and systems.

Employer Working Group List is found in Attachment Question 24.

- c. For each sector, summarize goals and activities in FY18.

Response: In FY18, WIC identified existing career pathways assets and resources in the District, reviewed labor market information to inform the development of data-driven pathways in high-demand sectors and collaborated with stakeholders to develop career pathway maps in high demand sectors.

- d. For each sector, describe the planned activities and any goals for the remainder of FY19.

Response: In FY19, WIC will establish employer-led sector partnerships in the construction, healthcare, and hospitality industries and continue to build upon and implement the sector partnerships in business administration and information technology, infrastructure and transportation, and security and law.

- e. The WIOA state plan in Phase 2 (see Table 6, Business Alignment, in the plan) requires leveraging of business advisory committees to *inform training investments* in all high-demand sectors. What specific steps has the WIC taken to accomplish this in each sector?

Response: WIC identified employer champions and convened employer working groups that inform training investments in business administration and information technology, infrastructure and transportation, and security and law. These three working groups will continue coordination of this effort in FY19. The WIC is establishing employer champions and working groups for construction, Healthcare, and Hospitality in FY19.

25. Please discuss how the District meets **employer needs for job candidates**.

- a. When an employer approaches the WIC in need of workers trained in a particular occupation, what steps does the WIC take to make appropriate referrals of individual candidates to the employer?

Response: WIC connects employers to the District's American Job Centers Business Services team who conduct activities that prepare people for employment, helps workers advance in their careers, and ensures a skilled workforce exists to support local industry and the local economy. As the state Administrative Entity, the Department of Employment Services leads the District's business services initiatives (including employer services) as they are outlined in the State Plan and guided by WIC.

- b. If an employer needs multiple workers trained in a particular occupation, but there are not enough District workers currently trained in that occupation and the District does not currently offer training in those occupations, what is the process to analyze whether the District should fund training in that occupation? What is the process for creation of such training programs? Who is charged with researching, analyzing, and recommending such programs?

Response: WIC will work with the local community college, American Job Centers, and private companies to provide and recommend the training. Training services could include occupational

skills training, on-the-job training, programs that combine workplace training, and related instruction, including registered apprenticeship, training programs operated by the private sector, skill upgrade and retraining, entrepreneurship training, job readiness training, adult education and literacy training, and customized training.

- c. What written resources (for example, flyers or booklets) are available to employers who would like to reach out directly to relevant training programs to find individuals trained in a particular occupation?

Response: The DC Career Pathways Community of Practice created a Provider Directory that provides an overview of workforce, training, education, and wrap-around services organizations and offerings across the District. This resource is intended to strengthen awareness of opportunities for District residents, support high-quality referrals and partnership development among District providers, and to provide District employers with a landscape of workforce and support services in the region.

26. WIOA allows a local board (i.e. the District’s WIC) to provide for “**cohort**” training; that is, training provided by contract for a group of people, rather than on an individual basis through Individual Training Accounts. US DOL’s March 1, 2017 [TEGL 19-16](#) discusses this in section 8, Training Contracts. However, the process must be described in the local plan, among other requirements. The allowable circumstances include “If the Local WDB determines that the most appropriate training could be provided by an institution of higher education or other provider of training services in order to facilitate the training of a cohort of multiple individuals for jobs in-demand sectors or occupations, provided that the contract does not limit consumer choice.”

Response: WIC is the State Workforce Development Board for the District of Columbia. Like a small number of other states and territories, DC consists of a single local workforce area. Special designation provisions for single area states are outlined in 20 CFR Part 679.270, including conducting the functions of the local workforce board, but may do so in a manner that reduces unnecessary burden and duplication of processes. In addition, as a single area state, the District is not required to develop or submit a local plan.

- a. Did the WIC consider including a process to provide cohort-based training in the 2018 update to the District’s WIOA plan? If not, why not?

Response: No major changes were made to the District’s workforce strategy via the 2018 State Plan Modification. WIC and workforce system partners reviewed and made minor modifications to the plan in order to meet the plan’s stated goals. However, the update did reflect the training conducted through the WIC-led Quick Path to Energy program and the multiple cohort training programs being conducted by DOES through the DC Infrastructure Academy, such as the Solar Works DC and Quick Path to Transportation programs.

- b. What steps may be taken now for the board to consider offering cohort-based training in the District?

Response: The District will engage stakeholders (including the board) to develop the District’s four-year strategic plan due to the U.S. Department of Labor in 2020.

27. The District’s WIOA state plan requires a **Unified Business Services plan**. Table 6 of the District’s state plan “WIOA Implementation Phases by Goal Area” lists the following steps: Phase 2 requires establishment of a unified business services strategy and the start of implementation steps. Phase 3 requires continued unified business services strategy implementation, including “streamlined communication tools and inter-agency operating procedures.” Please discuss the status of implementation.
- a. What steps have been taken so far to develop the UBS plan, and what are the WIC’s FY19 plans for development of such a strategy?
 - b. Is there a unified business service strategy? Please attach a copy. Has implementation of the strategy started?
 - c. What is envisioned by “streamlined communications”? Are they occurring? Have inter-agency operating procedures been developed?

The WIC began convening business services and employer engagement representatives from core partners to discuss best practices, collaboration, and the ways that the WIC can support system efforts, including the development of a comprehensive strategy. This work has not yet been completed, but the WIC expects that coordination and improvement of business services will be a priority it will work to address in the remainder of FY19.

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

28. **WIOA state plan.**
- a. Does the WIC have an operational plan to implement WIOA, with specific timelines and milestones? If so, please attach it. If not, please discuss how the WIC—both the staff and the board—has tracked implementation and measured progress and success at implementation of the state plan thus far.
 - b. Will the WIC develop a timeline for the remainder of the plan’s implementation?

Response: WIOA implementation requirements are provided in the law and implementing regulations. In addition, WIOA requires that states review their State Plans every two years and update strategies based on changes in the labor market, economic conditions, or other factors affecting the implementation of the State Plan. The U.S. Departments of Labor and Education also expect states to update plans to reflect implementation of WIOA and to improve areas of the plan impacted by the publication of jointly-administered regulations and guidance, or changes in circumstances in the State, since the initial State Plan submission in March 2016. Accordingly, in 2018, WIC led the required State Plan modification process and submitted the District’s updated plan which was approved by the U.S. Department of Labor.

Youth Services

Background: WIOA section 122 (29 USC §3122(10)(B) and §3153¹ require that **local workforce development boards “shall identify eligible providers”** and “shall award grants or contracts on a competitive basis to providers” of youth workforce investment activities. As the Workforce Investment Council (WIC) serves as the District’s local workforce development board, please explain the process for identification and awarding of grants or contracts to the District’s youth workforce investment providers. Specifically:

29. List all providers of youth workforce investment activities identified as eligible and all that were funded under WIOA in FY17, FY18, and FY19.

- National Speech
- Toni Thomas and Associates
- Community College Preparatory Academy (CC Prep)
- Opportunities Industrial Center (OIC)
- Nai Xander
- Run Hope Work
- Amala Lives- Destined for Greatness
- Latin American Youth Center (LAYC)
- Dramatic Solutions
- Greenscape
- Associates for Renewal in Education Inc. (ARE)
- Dance Institute of Washington
- Fair Chance
- National Black MBA Association, Inc.
- National Housing Trust

¹ 29 USC §3122 Functions of Local Board states:

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

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

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

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

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

Response: Yes.

31. For providers selected by an entity other than the WIC board, please explain how this process is in compliance with the referenced sections of WIOA.

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

32. What specific plans does the WIC have in order to come into compliance with these requirements of WIOA?

Response: The WIC is not out of compliance with the requirements of WIOA. See answer to question 31.

33. Does the WIC intend to begin identifying and selecting youth providers in FY19? If not, why not?

Response: The WIC does not have plans to begin identifying and selecting youth providers in FY19. See answer to question 31.

34. Is the US Department of Labor aware that the District's local board, i.e. the WIC, has not identified or selected youth providers as required by WIOA? Please attach any correspondence between DOL and any District entity regarding this matter.

DOL is aware of all the youth providers in the District. All youth programs are operated in accordance with federal guidelines.

35. The WIOA state plan includes the following steps regarding **Youth Services** in "Table 6: WIOA Implementation Phases by Goal Area." Please provide a full status update on each element.

- a. In Phase 1, "Referrals from locally funded youth programs (such as SYEP, Career Connections, and the Reengagement Center) to Title I Youth programs occur to increase enrollment, with a focus on Out-of-School Youth." Does the WIC track the number of referrals? Please provide data for FY17, FY18, and FY19 to date. What procedures or policies are in place to ensure this element is implemented? Are such policies and procedures fully operational?
- b. In Phase 1, "Coordinate referrals between DOES youth programming and the Reengagement Center and postsecondary support programming." Please explain what steps have been taken to implement this element, particularly regarding postsecondary support programming. Is it fully operational?

- c. In Phase 2, “Coordination between DOES, OSSE, DCPS and relevant DC Public Charter schools to ensure work experiences are aligned, where appropriate, with a student’s CTE program of study.” Please explain what steps have been taken to implement this element. Is it fully operational?
- d. In Phase 2, “Ensure the availability of pre-employment transition services for all students with disabilities in DCPS, DC Public Charter and non-public placements. These include, career counseling, counseling on post-secondary options, work readiness training, work-based learning experiences and peer mentoring.” Please discuss current programming, including relevant schools, number of students served, services provided, and other information.
- e. In Phase 2, “Coordination between RSA, DOES, DCPS and all DC Public Charter and non-public schools to ensure that all youth with disabilities have opportunities for paid work experience prior to graduation.” Please discuss current programs, including number of youth served, employers involved, and other information, that provide youth with disabilities with access to paid work experience.

Response:

- a. The Office of Youth Programs does not track referrals in this manner, however, all youth are tracked once they have attended an intake session for title I Year-Round Programs. The District recognizes that there is not a singular entry point for youth, and the WIC coordinates the District stakeholders and NGO partners to ensure that every youth seeking assistance is provided access to programs that appropriately fit their needs. As a part of their contract, the One-Stop Operator’s role is to help improve system performance, including the referral process.
- b. OYP works closely with the Reengagement Center to receive youth referrals for Post-Secondary programming such as the PYAP – IG Post-Secondary Training offered in PY18. Again, the District recognizes importance of a “no-wrong-door” policy for youth services and the WIC coordinates the District stakeholders and NGO partners to ensure that every youth seeking assistance is provided access to programs that appropriately fit their needs.
- c. WIC will work with and support collaborative efforts underway, led by OSSE, in the development of a CTE state plan. Through this process, the WIC, agency, and school partners will review and form CTE programs of study, including opportunities to connect those programs to employment.
- d. DOES works closely with RSA/DDS to ensure that a pre-employment transition specialist is available during monthly intake sessions.
- e. RSA/DDS representatives are made available onsite during monthly intake sessions.

36. What is the status of the **WIC Youth Committee’s** work to determine how to best serve District Youth in the workforce development system?

- a. The WIOA state plan includes establishment of a Youth one-stop by Phase 3 of the plan (see Table 6 in the plan). What is the status of developing a youth one-stop?
- b. What other options have been explored? What was the outcome of those explorations?
- c. What is the timeline for deciding on which option(s) to implement? If it is not yet complete, please provide an anticipated completion date.
- d. What is the timeline to implement such decision?

- e. Last year, the WIC reported that two case managers that serve older youth had been added to the American Job Center headquarters. What improvements have been attributed to this additional staffing?

Response: the U.S. Department of Labor strongly encourages local workforce development boards to establish Youth Committees to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth. Since its inception, the WIC Board Youth Committee’s primary goal has been to improve the quality of and access to services. One major development as a result of the Committee’s work has been connecting youth services to the American Job Center (AJC).

The system is on target to meet the Youth one-stop goal in Phase 3 of the WIOA state plan. Youth have access to one stop services through their local AJCs, the Reengagement Center, DCIA, and through various school career counselors. The benefit of this increased exposure is that the youth have a strong knowledge and interest in the District workforce programs. By creating this exposure to DOES services, the government has created a more engaged pool of workers that can continue to seek support while educating others about the large suite of workforce services available to all District workers. The Committee will continue to cultivate more youth friendly spaces and gauge the need to establish or the benefit of establishing separate youth centers in order to increase access and participation.

Performance Management and Oversight

- 37. Please *complete the attached table* in Excel with the **outcomes of each WIOA title and program** for each quarter in PY16, PY17, and PY18 Q1 and Q2, operated by all 3 administering agencies. Please include this information even if it has not been required by or reported to the federal government.

Response: See Attachment Question 37.

- 38. The WIC’s FY17 performance responses noted that the WIC’s board meetings include **performance management** and are an “opportunity to assess results to make policy-related changes.” Referencing the data provided in the previous question, please assess performance in each WIOA Title and subprogram.
 - a. Has the WIC conducted analyses of workforce development programs’ performance? Which programs? What were the results of the analyses?

Response: The Workforce Investment Council conducts analyses of the performance outcomes for the Workforce Intermediary and Eligible Training Provider (ETP) programs, annually. The analyses are used to inform re-certification and status of training providers on the ETP list. This information is reviewed annually by the Education and Workforce Alignment Committee and is shared with the Board. Results from the ETPs during the 2018 program year will be shared at the April 2019 Board meeting. The list of ETPs can be found dcworks.dc.gov.

- b. Where have there been performance metric deficiencies? For those, have any policy changes been made?

Response: Training providers seeking eligibility to receive WIOA Title 1 funds are evaluated based on several categories of WIOA performance data. One metric that is deficient is in the area of placements related to the program. No policy changes have been made to date. WIC is reviewing best practices and procedures from other states to implement and consider policy changes.

c. Where has the District met performance metrics or seen improvement?

Response: The District has seen improvement in the performance of the training providers, since the Workforce Investment Council put measures in place to include providers of a higher quality and to put providers on probation to prepare these providers for compliance under WIOA performance metrics.

d. Has the WIC (board or staff, please specify) reviewed performance information of WIOA eligible training providers? Please provide detail on what information was reviewed and what steps were taken for any providers that did not have adequate performance outcomes; specify which providers were affected. Attach copies of any data reviewed.

Response: Training providers must apply for continued eligibility by November 30 of each year and must provide key elements to WIC to make determinations for subsequent eligibility based on the following criteria:

- Information on any additions or modifications to programs and services offered, including course summary, breakdown of costs, credentials to be attained, and class schedule;
- Currently published course catalog with student cost information;
- Current copies of the provider’s refund, grievance, drug testing (if applicable), equal employment opportunity, and ADA accessibility policies, if changes have occurred since the initial eligibility period;
- Current proof of commercial liability insurance coverage;
- Most recent program accreditation and/or provider educational license;
- Updated information pertaining to alignment of training program with DC High Demand Sectors and Occupations List;
- Performance Data Report for each approved training program that includes data on all program participants that shows: (Completion rate, employment and employment retention, credential attainment rate, and median wage earnings);
- Student roster information for all training participants for each approved program;
- A current academic calendar; and
- Any additional information required by the WIC.

WIC is in the process of reviewing and analyzing ETP data for PY19 and will share once it is completed.

39. Please provide updates on the following **performance elements** from the WIOA State plan (see “Table 6: WIOA Implementation Phases by Goal Area” in the plan):

- a. In Phase 1, development of **vendor scorecards**. Please provide an update on the status of developing these scorecards, the timeline for completion, and explain why they have not yet been completed.

Response: We continue to work with agency partners to develop customer scorecards.

- b. In Phase 1, creation of the **common data dictionary** and methods for measurement. Please provide a full status update and timeline for completion.

Response: The WIC has worked with agency partners to develop a common data collection tools in connection with the development of the Data Vault, which have been captured in a SOP and will be included in data sharing MOUs with partners.

- c. In Phase 2, development of an Adult Education and Workforce System Performance **Dashboard**. Please provide an update on the status of developing this dashboard, the timeline for completion, as well as the metrics and data it will contain. Please explain why the Data Dashboard has not yet been completed and describe any plans under way.

Response: In FY18, WIC engaged a contractor to support the development of a workforce system performance dashboard. Prototypes have been developed, and the WIC anticipates completion of a dashboard that reports on data that will also be available in the Expenditure Guide, in FY19.

- d. In Phase 3, “Ensure performance data from core program providers and sub grantees is **available and accessible to the public** through the Dashboard, ensuring District funding supports programs and services offered by high quality providers and participants can make informed choices on programs.” Please provide a full status update and timeline for completion.

Response: Data regarding performance of providers will be included in both the Expenditure Guide and the performance dashboard with anticipated delivery in FY19.

40. **Program oversight.** Please review the following sections of WIOA and D.C. Code.

WIOA section 107(d)(8) states: “Program Oversight.—The *local board*, in partnership with the chief elected official for the local area, shall— (A)(i) *conduct oversight for local youth workforce investment activities* authorized under section 129(c), *local employment and training activities* authorized under subsections (c) and (d) of section 134 [required and permitted local activities], *and the one-stop delivery system* in the local area; and (ii) *ensure the appropriate use and management of the funds* provided under subtitle B [workforce investment activities: one-stop system, youth, adult and dislocated workers] for the activities and system described in clause (i); and (B) for workforce development activities, *ensure the appropriate use, management, and investment of funds to maximize performance outcomes* under section 116 [emphasis added].”

DC Code §32-1603(h)(8) states: “(h) The Mayor shall designate WIC to: ... (8) Develop and implement a policy for the selection of providers of youth employment and training services consistent with section 123 of the Federal Act.” [WIA “SEC. 123. Identification of Eligible Providers of Youth Activities. From funds allocated under paragraph (2)(A) or (3) of section 128(b) to a local area, the local board for such area shall

identify eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council and on the criteria contained in the State plan, to the providers to carry out the activities, and shall *conduct oversight with respect to the providers, in the local area*” [emphasis added].

Questions

- a. Please explain in detail how the WIC has conducted oversight to “*ensure the appropriate use, management, and investment of funds to maximize performance outcomes*” of youth workforce investment activities. Provide examples.
- b. Please explain in detail how the WIC has conducted oversight to “*ensure the appropriate use, management, and investment of funds to maximize performance outcomes*” of local employment and training activities.
- c. Please explain in detail how the WIC has conducted oversight to “*ensure the appropriate use, management, and investment of funds to maximize performance outcomes*” of the one-stop delivery system.

Response: WIC is the State Workforce Development Board for the District of Columbia. Like a small number of other States and territories, DC consists of a single local workforce area. Special designation provisions for single area states are outlined in 20 CFR Part 679.270, including conducting the functions of the local workforce board, but may do so in a manner that reduces unnecessary burden and duplication of processes.

WIOA and the implementing final rules provide the CLEO/Governor chief responsibility over the system. The Governor or Mayor: (1) appoints members of the WIC; (2) chooses the fiscal agent; (3) assigns key duties, such as monitoring and procurement actions; and (4) approves the annual operating budget. State Workforce Development Boards make strategic recommendations to the Governor or Mayor. The Governor or Mayor may assign implementation of the recommendations as she sees fit.

In the District, DOES as the state agency, coordinates monitoring of WIOA programs and provides updates to WIC. Through the corrective action process the District has established monitoring operations, and DOES will report findings and relevant information as required. The District, as a state, is monitored by the U.S. Department of Labor. This is the most common WIOA administrative model in single local workforce area states nationwide.

41. What specific **oversight have US DOL or the US Department of Education conducted** of WIOA grants (any title) to the District in FY17, FY18, and FY19, to date? Please specify any reports required to be submitted to a federal agency, audits or monitoring conducted, meetings held, etc. Attach copies of any documentation produced as a result of this monitoring.

Response: **The Department on Disability Service** Rehabilitation Services Administration has not had any specific monitoring activities from the U.S. Department of Education during FY17, FY18, and to date in FY19. However, RSA is scheduled for formal monitoring from the US Department of Education beginning on April 8, 2019. Even though no formal monitoring has taken place, RSA has submitted quarterly and annual reports to the U.S. Department of Education. These reports include the RSA-911, which is a quarterly report on agency performance on WIOA measures; the

ETA-9169, which is the annual APR WIOA performance data for FY17 and FY18; and the RSA-2, which is the annual financial data report that details expenditures for the year. Finally, RSA worked closely with the U.S. Department of Education for FY18 to engage in Technical Assistance for the development of MOAs and MOUs for the delivery of Pre-Employment Transition Services (Pre-ETS).

The U.S. Department of Education, Office of Career, Technical and Adult Education (US DoE OCTAE) conducted an onsite monitoring visit for DC's Title II, Adult Education and Family Literacy Act grant in April 2018 (DC was the first jurisdiction in the nation to be monitored for Title II of WIOA). The monitoring resulted in several noted areas of strengths and recommendations as well as four official findings. In response, OSSE's Adult and Family Education unit developed a corrective action plan with actions steps to address the findings. The plan was reviewed by the US DoE and accepted on January 29, 2019. For more details, please see Attachment Question 41a (DC Transmittal Letter and Final Report); Attachment Question 41b (Revised DC CAP); and Attachment Question 41c (Final DC CAP Acceptance Letter).

42. DC Code §32-1603(h)(7) requires the WIC to: "Establish and implement eligibility and performance requirements for providers of training services other than those provided through ITAs, including on-the-job training and customized training services." Has the WIC established performance requirements for any providers other than ITAs? Which providers? What are the performance metrics?

Response: The Workforce Innovation and Opportunity Act of 2014 passed by council defined the accountability and performance responsibilities to WIC. WIC establishes goals, tracks performance, and reports outcomes for every Workforce Intermediary pathway program. The Workforce Intermediary program has promising practices for District residents and can be replicated.

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

43. The contract with **DB Grant Associates** as the one-stop operator of the District's American Jobs Centers was signed Sept. 18, 2017; it was for one base year with two option years.
- a. Please provide an updated contract number for this contract, which moved from the purview of DMPED to OCP.

Response: DCEB-2017-C-0004

- b. Please state the current status of this contract. Is it in option year one?

Response: Yes.

- c. Attach any modification or extension documents for this contract made since the initial Jan. 2017 contract was signed.

Response: See Attachment Question 43.

- d. Discuss the plan or process to determine whether additional option years will be exercised or if a new solicitation will be issued in FY19. Specify who is to be involved in such a decision, the individual or body that is the ultimate decision-maker, and the parameters on which the decision will be based.

Response: Staff of the WIC and the One Stop Operator contractor will provide the Board and AJC partners with information regarding the One Stop Operator’s performance against the revised goals and project deliverables currently being established based on input from AJC partners and the Board. The process to determine whether option years will be exercised or if a new solicitation will be issued in FY19 has not been determined and will be informed through engagement with members of the Board in the first and second quarters of FY19.

44. For the contract with DB Grant Associates as the **One-Stop Operator (OSO)**, *please attach copies* of the following required deliverables (section F of the contract) for the entirety of the contract so far; or if any deliverables are not available, explain why, providing a reason for each deliverable. The list of deliverables follows:

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

Response:

<i>Deliverables</i>	<i>Attachment</i>
Monthly partner meetings geared towards streamlining and integrating partner services; reviewing referral and hand-off processes and identifying strengths and opportunities for improvement	See Attachment Response to Number 44
Quarterly recommendations for continuously improving performance of the one-stop system	See Attachment Response to Number 44

Customer satisfaction	See Attachment Response to Number 44
Progress Report	See Attachment Response to Number 44

45. **DB Grant Associates issued a report** dated December 10, 2017, “DC One-Stop Operator Recommendations Presented to the DC Workforce Investment Council” with recommendations for the AJCs. Please provide a status update on the implementation of each recommendation, including who is responsible for implementing each recommendation and the steps that have been taken for each recommendation.

a. Recommendation 1 Branding and Messaging

Response: Using U.S. DOL-required branding with ongoing marketing campaign.

b. Recommendation 2 Coordinating and Enhancing Partner Collaboration

Response: The OSO coordinates partner activities as established via partner MOUs, hosts monthly partner meetings, and communicates regular information and updates.

c. Recommendation 3 Develop a Standardized System for Inbound and Outbound Referrals

Response: Partners have worked together to create a unified referral form. The OSO will continue to help make improvements in the referral process.

d. Recommendation 4 Develop a Platform for Information Sharing

Response: The OSO is currently using email for regular partner communications.

e. Recommendation 5 Increasing Traffic at the American Job Centers

Response: Marketing campaign ongoing.

f. Recommendation 6 Utilizing an Employer Demand Driven Model

Response: Organized employer led working groups to guide the development of career pathways and sector strategies in IT/Business, Security/Law, and Infrastructure/Transportation.

g. Recommendation 7 Enhancing Business Engagement

Response: The new vision will be to combine the Business Services Group (BSG) and Rapid Response Team, Workforce Opportunity Tax Credit and services into a new office called "Talent and Client Services." By narrowing the focus, the new version of BSG will achieve its mission of

being the one-stop business solution for workforce services while emulating best practices of head hunting firms. A new Associate Director was recently hired to help lead this charge, and we are actively recruiting individuals with sales, client services and human capital experience.

As a part of the new direction, a focus on First Source is one of the departments major priorities. Within "Talent and Client Services" Department there will be a designated liaison who will chart a robust strategy to connect the district's human capital to employment opportunities. This individual will work with internal customers and other agency partners like DMPED, DGS, DSLBD to provide guidance, track performance, compliance, employment opportunities, and number of residents hired.

h. Recommendation 8 Job Seeker Survey

Response: Completed.

i. Recommendation 9 Business Surveys

Response: Completed.

46. Has the WIC considered competitive bidding of the entity to provide **career services**? If not, why not?

Response: Yes, in 2016 the WIC produced and delivered a memorandum to the WIC Board describing various OSO models, including considerations regarding the OSO providing career services. The Board ultimately selected the "Mall Manager" model, which does not include the provision of career services by the OSO.

47. How does the WIC **monitor** the quality of provision of services at the AJCs as per WIOA Section 122 (29 USC §31(d)(8) Program Oversight)?

Response: See answer to question 40.

48. Please describe how the WIC has met its requirement under 29 USC 3152(d) and 20 CFR § 679.380(a)(3) requiring **dissemination through the one-stop system of information on each eligible training provider to support consumer choice** in individuals' selection of training providers and under DC Code §32-1607(f)(2) which states: "The *WIC shall publish annual report cards* for each eligible training provider that includes performance data and cost information in a manner that helps enhance customer choice in selecting training services" [emphasis added]. Such information is to include program cost and performance results. Please describe and *attach copies* of relevant WIC or DOES policies and also *attach copies* of the information distributed with the required performance and cost information for each provider on the ETPL.

Response: WIC policies on ETPs and ITAs and the ETPL are found online at dcworks.dc.gov.

49. WIOA requires that the following groups receive **priority for WIOA-funded career services and training** for Title I adult programs: “recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient” (29 USC §3174 (c)(3)(E); see also TEGL 19-16).
- a. Please discuss how the District implements this requirement and attach any relevant policies. Specify the role of the WIC in ensuring that this requirement is met.

Response: Priority of Service requirements are outlined in the WIOA regulations and additional guidance is provided in the WIC policy (See Attachment Question 49). Technical assistance has been provided that aligns with Department of Labor’s WIOA regulations and WIC policy guidance.

- b. Basic skills deficient is defined for adults as “unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society” (29 USC §3102(5)). Please discuss how the District ensures that basic skills deficient individuals receive priority of service. How does the District determine if an adult client meets this definition? Is there a threshold score on CASAS or other skills tests?

Response: See Attachment Question 49.

WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities and additional guidance is provided in the WIC policy. Technical assistance has been provided that aligns with Department of Labor’s WIOA regulations and WIC policy guidance.

Accordingly, American Job Center (AJC) staff, when using WIOA Adult funds to provide individualized career services, training services, or both, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient or who is a youth or adult, that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

The Department of Employment Services (DOES) uses the CASAS exam to determine if an adult is skills deficient. Customers who test under an 8th-grade math and reading level are determined as basic skills deficient. Subsequently, remediation services are offered to program participants once it has been determined by the Workforce Development Specialist (WDS) the customer did not meet the minimum literacy and numeracy score requirements for a specific training the participant may be interested in.

Working collaboratively with the AFE Provider and Customer, recommendations are made based on the customer's individual educational needs. For customers who require remediation services, the AFE Provider will provide remediation off-site to enhance and increase their Educational Functioning Level (EFL) and Grade Level Equivalencies (GLE). For customers who demonstrate they can study independently, information and educational materials are provided to help support and enhance the customer’s deficient area(s).

For customers who may require more intensive academic services, a comprehensive assessment is conducted by the AFE Provider (in partnership with the WDS) along with the next steps for the customer. For participants who appear no longer interested in pursuing training as a result of not

meeting the grade level requirements on the CASAS or due to a personal choice; WDS staff work to address their employment goals while continuing to encourage participants to study independently and reconsider retaking the CASAS Assessment when they deem themselves ready.

Eligible Training Providers

50. For eligible training providers that were on probation in 2018—ASM Educational Center and Vets Group Training Academy—indicate if their probation continues.

Response: Beginning in 2017, the Workforce Investment Council began putting Eligible Training Providers on probation to prepare providers for compliance under WIOA performance outcomes. If an eligible training provider fails to meet or exceed performance levels for at least two of the WIOA performance indicators and fails to achieve at least 80 percent of the required levels for each performance indicator, the provider will be placed on probation and be eligible to apply for a period of one year. ASM Education Center and Vets Group Training Academy continue to be on probation.

51. For groups that were removed from probation between 2017 and 2018, please provide the specific **performance results** for each that demonstrate they met the requirements as laid out in WIC’s WIOA Eligible Training Provider Policy (WIGL 2017-10). The relevant providers include: Career Technical Institute, Healthwrite Training Academy, Opportunities Industrialization Center, Paralegal Institute of Washington DC, Toni Thomas Associates VMT Education Center, and Westlink Career Institute.

Response: Based on the FY18 annual performance evaluation, these providers failed to meet performance levels for at least two of the performance indicators and are therefore still on probation. The Workforce Investment Council will enter an improvement plan that describes how the provider will meet the performance levels for the subsequent year.

52. Were any **providers removed** from the list in FY18? If so, which ones? Please explain why.

Response: In FY18, no provider was removed from the eligible training provider list.

53. Identify any **new ITA providers** for FY18 or FY19 that did not provide services in FY17.

Response: WIC established eligibility for two new Eligible Training providers: Served Academy and Catholic University of America.

54. What is the WIC’s plan to **expand the ETPL** in FY19? Please specifically address plans to add apprenticeships.

Response: The Office of Apprenticeship, Information and Training, which is part of the Department of Employment Services, and has oversight of the apprenticeship system, provides the Workforce Investment Council with a list of new apprenticeship providers to add to the eligible training provider list.

55. What is the WIC’s plan and timeline to work on **reciprocity** with Virginia and Maryland?

Response: WIC has begun exploring reciprocity with our regional areas in order to increase training opportunities for DC residents. At this stage, there is no finalized timeline available.

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

Response: See Attachment Question 56.

WIOA Funding

57. **WIOA funding District-wide.** Please complete the following table with the dollar amount for all WIOA funding received by the District for each year of FY16-19. If there are any other funding streams under WIOA, please add rows as appropriate so that the table shows all available WIOA funding provided to the District. (Note that the WIC funds shown should be the final amount received via MOU or Intra-district transfer; the DOES amount should be the final amount retained by DOES. The two agencies’ budgets should equal the total for each funding stream.)

Response: See Attachment Question 57.

58. Please discuss the **WIOA funding received by the WIC**. Please explain the process for allocating the WIC’s WIOA funding. Include details on the decision- making process, allocation strategies, any formulas used and the basis of the formula, parties involved, and the final decision-maker. Specify the roles of DMGEO and DOES.

Response: The Department of Employment Services is the fiscal agent for the District of Columbia. DOES initially receives all federal funds and disburses a portion to the Workforce Investment Council to support WIC operations under Title I.

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

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

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

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

Response: The allocation of costs between the WIC and DOES is done based on the owners of the required activities for state funds with the approval of the Mayor.

V. WIC Programs, Contracts, and Grants

Transparency Act

60. The WIC is responsible for implementing **the Workforce Development System Transparency Act**, which requires the development of an annual Workforce Development System Expenditure Guide. The Fiscal Impact Statement for the law, which was fully funded in the FY19 budget, included \$175,705 to hire 2 FTEs and \$27,000 for access to the National Student Clearinghouse database. The 2 FTEs were not hired; rather, existing staff have been utilized to implement this project. Also, the database access is not necessary until FY20, thus the \$27,000 in the FY19 budget is “extra.” Please detail how the WIC has utilized or plans to utilize the \$202,000 in FY19 funds that the WIC received for implementing this law but which will not be needed for this project in FY19.

Response: The District enacted law requires the Workforce Investment Council to develop and update annually a Workforce Development System Expenditure Guide outlining all District government spending on workforce development and adult education across agencies. As of FY19, WIC has utilized the funding for the Workforce Development System Transparency Act in the following manner:

- WIC has hired one FTE to perform the support duties for this project total salary and fringe (\$73,906);
- Initiated the recruitment process with DC Department of Human Resources to hire the second FTE for this project as a project analyst, (Grade 12, Step 1); and
- Entered into an agreement with Office of the Chief Technology Officer (OCTO) to develop, test, and put into production a Quickbase application that provides intake and database reports as well as post production and operational support. The duration of this agreement shall be for Fiscal Year 2019, and began on November 2, 2018, in the amount of (\$80,000).

Career Pathways Innovation Fund

Background: The WIC is responsible for implementing the **Career Pathways Innovation Fund (CPIF)**, authorized by D.C. Code §32-1605.01 and funded via §51-114. The WIC has collaborated with the Office of the Superintendent for Education (OSSE) to provide grants to adult education providers using an integrated education and training (IET) model.

61. The program has operated for 3 years. What analysis has the WIC conducted or does the WIC plan to conduct to review the program?

Response: The first year of implementation took place from 2017-2018, the second year of implementation is 2018-2019, and the third year is 2019-2020. This three-year period aligns with the DC WIOA Unified State Plan timeline.

WIC and OSSE administer monthly monitoring activities that include the review of local program performance, review of plans for continuous improvement, classroom observations, folder sampling, and fiscal verifications. The program partners also conduct end of year monitoring reviews.

62. Does the WIC consider the program a success? If not, please explain. What are some areas for improvement or lessons learned?

Response: The program has been successful. The program has served 1,126 adult learners and DC residents, 45 percent of whom were functioning at the 5th grade level or below and 87 percent of whom were functioning at the 8th grade level or below. 475 students (46 percent) made a measurable skills gain (i.e., educational gains via pre and post-test) exceeding last year's performance by ten percentage points and exceeding our federal target by four percentage points. 46 students, or 37 percent, of those students who entered the program functioning at the 9th grade level or above earned their secondary credential. 420 students earned an entry level and/or industry-recognized certification within WIC's high demand career sectors (i.e., Certified Nursing Assistant, Medical Assistant, Child Development Associate, NCCER, A+, COMP TIA, Networking Fundamentals, Physical Security License, Certified Front Desk Representative, etc.).

This effort has uncovered several lessons learned, including that the provision of integrated education and training services, contextually and concurrently, can result in increased gains by students in literacy and numeracy skills, while simultaneously earning entry-level and industry-recognized workforce certifications. (e.g., OSSE AFE MSG completion percentage increased by nine percent, from 36.6 percent in FY17 to 46.2 percent in FY18, and 604 credentials were earned in FY 18). The IE&T providers' program level student learning outcomes helped to facilitate a greater level of commitment by District residents receiving IE&T and other District services (e.g., entry educational functioning level requirements, clarity regarding expectations and timelines for participation in and/or completion of all IE&T program components, incentivized/subsidized work-based learning opportunities). Community-based organizations that specialize in the provision of "education services" solely or "training services" solely, encounter a different set of challenges in designing and implementing IE&T programs.

63. FY19 is the third and final year of this round of grants. What, if any, changes is the WIC considering for the FY20 CPIF? Does the WIC intend to continue to partner with OSSE to administer the CPIF? Will the next round of CPIF grants continue to utilize an IET model?

Response: Based on successes and lessons learned we will continue to ensure that the CPIF continues to positively impact District residents. Future plans for the CPIF grants will be included in the Mayor's upcoming budget.

64. The CPIF is required under law, but the mayor’s FY19 budget proposal did not provide funding for this program; the District Council provided funding for the CPIF in its budget authorizations. Please describe actions taken by the WIC to secure funding for the FY20 CPIF program.

Response: We continue to support the program and will do so for the remainder of FY19. We are working closely with the Mayor and the Mayor’s legislative staff, and further plans will be submitted with Mayor’s budget later this year.

Community of Practice

Background: The WIC has operated a “Community of Practice” (COP) related to the Career Pathways Innovation Fund via a contract with Maher and Maher (dba Growth Transitions) to provide technical assistance to Career Pathways Innovation Fund providers.

65. The CPIF statute authorized expenditure of \$500,000 in FY16 and \$1.5 million per year in FY17 and each year thereafter. The Code states that “In Fiscal Year 2016, the Council [i.e., WIC] shall solicit technical assistance to prepare for the issuance of the grants.” The Committee understands that TA has been provided by the contracting firm Maher and Maher (dba Growth Transitions). The WIC has funded Maher and Maher to administer a Community of Practice in each year FY16-19. As the statute only discussed technical assistance in FY16, please explain why the WIC funded for TA in each year and how the program evolved and was strengthened over the course of the 4 years.

Response: A solicitation was released in FY16 and awarded to Growth Transitions (dba Maher and Maher). The WIC and Maher & Maher implemented a needs assessment to identify key areas for professional development and capacity building within the DC Workforce system. The project team has worked to establish training curricula and web-based resources to support District Training providers in these areas of need. In FY 19 the WIC is expanding resources in the CoP Portal to include self-paced training modules, based on participant feedback. The WIC and Maher & Maher are also administering an updated CoP needs assessment to elicit additional feedback and develop trainings based on changing system needs.

66. What were the goals for the COP in FY18? Were those goals accomplished?

Response: The CoP goals in FY18 were to align partners and strengthen connections between workforce organizations, create sector partnerships to enable collective employer engagement, align training and career pathway development, and operationalize at the service delivery level. These goals have been accomplished and will be expanded on in FY19.

To achieve these goals, the project team convened District employers in three of WIC’s target industries to establish career pathways and sector partnerships. The team engaged District training providers on an individual basis and through sector partners to strengthen connections and identify strategies for further enhancement of partnerships. WIC published and continues to expand a provider directory to strengthen awareness and support referrals. In an additional effort toward partner alignment, the team worked with agency partners to develop a resource highlighting the customer flow process through the workforce system. The team facilitated four CoP trainings,

which were developed based on survey responses of CoP participants. Additional post training survey feedback indicated interest in additional resources. The team has developed self-paced training modules to be posted on the CoP portal for additional training and resources on topics of interest and identified case studies to be added to the portal.

67. What are the goals for the COP in FY19? How do they differ from FY18 goals?

Response: The CoP FY19 goals are to continue aligning and strengthening connections between workforce organizations, formalize and scale up sector partnerships in DC’s target industries and build a talent pipeline to meet industry needs, and enhance capacity at the service delivery level. These goals build upon progress made in FY17 and FY18 to ensure successful implementation and sustainability of systems and frameworks that enhance coordination and alignment in the District’s workforce system.

68. Does the WIC intend to continue the community of practice in FY20? Does the WIC intend to issue a new solicitation for technical assistance or to exercise an option year with Maher and Maher?

Response: FY19 is the final option year of the CoP contract.

69. Please explain how the WIC conducts oversight of the COP contract. Please attach copies of all evaluations of performance on the contract.

Response: WIC holds weekly project check-in calls to ensure that project tasks are on schedule and to address any concerns as they arise. WIC monitors spending on the contract and reconciles invoices against deliverables received. Additionally, WIC tracks progress and submission of deliverables, reviews materials upon submission, and provides feedback to ensure that products meet expectations.

See Attachment Response to Number 69.

70. Please provide a list of all meeting dates of the COP, copies of agendas, and lists of attendees at each meeting.

Response: The following is a list of CoP meetings in 2018:

- Foundations for The Future: May 15, 2018;
- Career Advising Around Sectors, Pathways, and Work-Based Learning: June 13, 2018;
- Integrated and Contextualized Education: July 10, 2018; and
- Performance Measurement: September 18, 2018.

See Attachment Response to Number 70 for agendas and attendance.

71. Section C.5.7 and deliverable number 9 of the contract require provision of technical assistance to training attendees (up to 8). Which organizations or attendees received technical assistance? Please attach copies of the summaries of the TA submitted to the WIC, as required by C.5.7.

Response: See Attachment Question 71 for summaries and organization list.

72. Section C.5.4 and deliverable 5 of the contract (CW 59647) require developing methods to “gauge and assess impact” the COP has had on both participating individuals and the system as a whole. How was such assessment conducted? What was the process? What items were measured or assessed? When was it conducted? What were the results? Please *attach copies* of any related assessments and results. If an overall assessment of *impact* was not conducted (i.e. the committee is not asking about the meeting-specific surveys of whether people found the presentation useful), how has the WIC determined if the participants in the COP have learned and gained from the COP? Does the WIC plan to request feedback from COP participants to improve the program?

Response: In 2017, WIC administered a needs assessment survey to gather information from those engaged in the workforce development system—as a provider, educator, business, or partner. Additionally, a survey was administered to identify existing career pathways related assets and efforts. WIC is administering an overall assessment of impact in FY19 to receive participant feedback and improve the program.

See Attachment Response to Number 72.

73. The following deliverables had single deadlines. All deadlines were within 16 weeks of the initial award, which was Jan. 23, 2017. Please attach copies of the following deliverables and answer related questions.
- a. Number 1: project work plan. Was an updated project work plan developed for FY18 and/or FY19? Please also attach those.

Response: See Attachment Response to Number 73, 73 A.

- b. Number 4: Assessment of provider interest in COP participation. What was the process to do this assessment? Was this exercise repeated since any initial assessment in 2017? Please attach all related documentation.

Response: In FY17, the team created and disseminated a needs assessment survey, in which 129 participant responses were collected. The team also facilitated needs assessment focus groups during this period. The results of the survey and focus group were documented in the DC Career Pathways Communities of Practice Project Needs Assessment and Focus Group Findings report. Another assessment is scheduled for FY19.

See Attachment Response to Number 73, 73 B.

- c. Number 6: research and analysis on specific career pathways. Attach copies of any work developed.

Response: See Attachment Response to Number 73, 73 C.

- d. Number 7: DC specific career pathways roadmap tools. Attach copies of any work developed.

Response: See Attachment Response to Number 73, 73 D.

- e. Number 8: Virtual site to serve as the hub of the COP. What is the url? The site was to have “multiple functionalities, giving users the ability to submit questions.” Does the site have this functionality?

Response: <https://dcworks.dc.gov/page/community-practice>
The site does not contain functionality for submitting questions.

WIC-operated workforce intermediary program

Background: In FY18, there was \$686,000 in the WIC’s budget allocated for the intermediary program (the funds were in fact reprogrammed in April within the WIC’s budget, from grants to contracts, for use for an intermediary program). The Committee understands that \$200,000 was sent to DSLBD for “clean teams” per the terms of an interagency MOU signed by DOES, DSLBD, and the WIC in July 2018.

74. Please explain what happened to the balance of funding, \$486,000. Was it expended? How was it utilized? Please provide an itemization of all expenditures, including any relevant contract numbers, vendor names, copies of MOUs or contracts, copies of any deliverables, and any other relevant documentation to explain and justify the use of these funds.

Response: The remaining funds are being used towards the following contracts which include technical assistance, grant writing service, a marketing specialist, workforce readiness training for DC residents and a Workforce Intermediary Coordinator.

- Jeffrey Marcella’s contract (MO2-DCEB-2016-C-2015) secured for grant writing and technical assistance. The total expenditures were \$31,603. See Attachment Response to Number 74 for contract and materials.
- The Strong Productions’ contract (CW63462) secured a marketing specialist to support various marketing related projects. The total expenditures were \$15,120. See Attachment Response to Number 74 for contract.
- Vtech solutions, Inc.’s contract (CW63509) secured a Workforce Intermediary program coordinator to support the Workforce Intermediary program DC United Stadium project. The total expenditures were \$6,253.42.
- Hales Creative Solutions’ contract (CW64035) provided Post-Secondary School Readiness two day in-person training. The total expenditures were \$98,750. See Attachment Response to Number 74 for contract, copies of deliverables.
- Maher & Maher’s contract (DCEB 2017-C-001) provided technical assistance to Career Pathways Task force and WIC staff. The total expenditures were \$ 261,280. See Attachment Response to Number 20 for contract.

75. Please explain why the \$686,000 was not used for the original intended purpose of creating an intermediary program.

Response: In response to the needs expressed by many in the District’s business community and the business members of the WIC Board, the DMGEO cluster leveraged resources, including \$200,000 from WIC, to create a pilot intermediary program focused on District residents with the most significant barriers to employment. Building upon best practices in workforce development and training, in partnership with a stellar provider, Career Path DC, along with DOES and DSLBD, WIC created an additional intermediary program focused on helping District residents develop skills related to maintenance, entrepreneurship, and other high demand sectors.

Finally, working with Maher and Maher on a \$261,280 contract to provide technical assistance to our workforce partners that will strengthen the infrastructure of our workforce intermediary programs and ensure that we have a thoughtful and strategic plan to ensure that workforce intermediary pilot programs are built to be effective and sustainable

76. Was a subsequent reprogramming processed for the remaining \$486,000 balance? If not, please explain under what authority any expenditures were made.

Response: The remaining \$486,000 balance expenditures were prioritized at the direction and authority of the former Executive Director, Todd Lang.

Post-Secondary School Readiness Conference

Background: The WIC entered a contract with Hales Government Solutions in September 2018 (CW64035) in the not-to-exceed amount of \$100,000 related to a **Post-Secondary School Readiness Conference** on Sept. 20, 2018. The contract required Hales to provide “training services with an emphasis on post-secondary school readiness to include, but not limited to: Event Registration, Individual Training Plan creation and distribution to conference participants, School-Readiness training, and in-Program Skills Gains.”

77. How was this conference related to the WIC’s focus on WIOA implementation and workforce development?

Response: The Post-Secondary School Readiness conference falls under the requirements and goals of the DC WIOA State Plan, to provide access to workforce and educational services for adults and out-of-school youth who are residents of the District of Columbia. The training and activities help individuals prepare for postsecondary education and/or training. These training services include exploring postsecondary education options, including technical training schools, community colleges, and registered apprenticeship programs in the following targeted industries: (1) Information Technology, (2) Infrastructure, (3) Healthcare, (4) Construction, (5) Security and Law, or (6) Hospitality.

78. Please explain what role the WIC played in the conference.

Response: The role of the WIC Executive Director was to kick off the conference and connect with the individuals at the Post-Secondary School Readiness conference hosted at the Gallaudet - Kellogg Conference Hotel sponsored by WIC.

79. Please explain the qualifications, including related past experience, of Hales to perform this work. Attach a copy of their proposal.

Response: Hales specializes in Post-Secondary School readiness and targeted workforce workshops, which provide various employability skills awareness and motivational activities for DC residents. See Attachment Response to Number 79 for contract and proposal.

80. Please provide copies of conference materials, including the invitation/notice of the conference (with a screenshot of the website where it was posted); an agenda, list of attendees, template individual training plan; and copies of all deliverables submitted (note that required deliverables to be submitted to the WIC include certificates of completion and final conference roster, both due by Sept. 30, 2018).

Response: See Attachment Response to Number 74 for copies of conference materials.

81. How many participants (i.e. potential post-secondary school students) attended the conference?

Response: The Post-Secondary School Readiness Training hosted 77 participants who were exposed to high-demand career paths and wrap around services that will support concrete steps for employment readiness. All 77 participants completed career training plans, and 50 participants submitted applications for further services from the District Government or expressed interested in enrolling at the University of the District of Columbia.

82. Where was the conference held? Was it in-person?

Response: Post-Secondary School Readiness conference was an in-person training hosted at the Gallaudet -Kellogg Conference Hotel.

83. How much money in dollars was Hales paid under this contract? If it differs from the \$98,750 paid on October 12, 2018, listed in the CFO's financial system, please explain how.

Response: Hales Government Solutions total payment for training services was in the amount of \$98,750.00 on October 12, 2018.

DGS Soccer Stadium MOU

Background: In July 2018, the WIC signed an MOU with the Department of General Services (DGS) for \$750,000 for the provision by the WIC of a “**workforce intermediary program**” in connection with the development of the **soccer stadium**. Such a program had been required by the “Soccer Stadium Development Amendment Act of 2014;” specifically, Section 108 required that “The Mayor shall implement a workforce intermediary program to connect residents of ANC6D with employment during

construction of the stadium and the initial 2 seasons of soccer operations.” The Soccer Stadium opened on July 9, 2018; however, the MOU was not signed by both parties until July 18, 2018, the solicitation was conducted on an accelerated basis (from August 22-August 27, 2018) and contracts (in the form of Human Care Agreements or Task Orders on existing HCAs) were signed between August 30 and September 17. Five vendors began a 3-4 week program in early-mid September.

84. The first deliverable for each of the contracts was a closeout performance report due Sept. 30, 2018. As of Oct. 31, none of these reports had been received by the WIC. Have such reports since been received? *Please attach* any closeout performance reports received. If they have not been received, please explain why and any steps the WIC has taken or will take to obtain the reports.

Response: The closeout performance reports for the five vendors can be found in Attachment Question 2.

85. Deliverable #4 on each contract was “Proof of Participant Employment at the DC United Stadium (Offer Letter/Employer Pay Stub).” Has the WIC received and verified documentation indicating job placement at the soccer stadium for each participant? For each contractor, please indicate the number of *verified* jobs and the number of verified jobs *at the soccer stadium* obtained by participants.

Response: During FY18, the DC United Stadium project supported 172 students who participated in work readiness job training and 65 individuals secured unsubsidized employment, (see table in response to Question 89).

86. For each vendor, please provide an itemization of the amount paid under each CLIN and the amount paid in bonus payments.

Response: All training providers for the DC United Stadium project successfully met their performance targets under CLIN 1 under the task order; compensation and payment detailed in the chart below.

DGS -WIC Vendor	Total Invoiced FY 18	Bonus payments
CIRTE	\$98,100.00	0
KBEC	\$100,000.00	0
Amala Lives	\$100,000.00	\$4,500.00
Covenant House	\$46,500.00	0

Hales	\$262,000.00	0
Total	\$606,600.00	\$4,500.00

87. Were placement bonuses paid to providers for participants who were placed at jobs other than the soccer stadium? Please specify the amount per vendor.

Response: Vendors were not eligible to receive compensation for job placement activities if the participants secured jobs *not* in the industry or occupation for which the training and /or course of study was provided. See chart under Question 86 for the details regarding bonuses paid out to vendors.

88. Did the WIC, or will the WIC, need to return any funds to DGS as a result of poor performance or for any other reason? How much money?

Response: Of the FY18 \$750,000 in funds, the total amount expended on DGS Soccer Stadium MOU partnership was \$606,600. The remaining balance of \$143,000 was not expended and returned at the end of the fiscal year to DGS.

89. Please complete the following table with data on performance results.

DGS-WIC Soccer Stadium Work Readiness Training, FY18-19

Provider	# enrolled	# completed	# receiving unsubsidized employment at stadium (verified by WIC)	# receiving unsubsidized employment not at stadium (verified by WIC)	Average wage	Max. Per-person rate (before placement bonus)	Amount paid, as of Oct. 22
CIRTE	26	22	0	22	\$16.00	\$3,350	\$98,100
KBEC	18	15	2	11	\$14.30	\$5,000	\$100,000
Amala Lives	20	17	0	9	\$13.00	\$5,000	\$100,000
Covenant House	34	31	0	13	\$12.50	\$1,500	\$46,500
Hales	90	90	0	8	\$17.93	\$2,900	\$262,000

Total	188	175	60	65	\$14.75	\$17,750	\$606,600
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VI. Agency Organization and Personnel

90. Please provide a current **organizational chart** for the agency, arranged by division and subdivision, as of Feb. 1, 2019.

- a. Show for each division and subdivision:
 - 1. The names and titles of all personnel;
 - 2. The number of vacant, frozen, and filled positions;
- b. Note on the chart the date of the information.

Response: See Attachment Question 90.

91. Please *complete the attached table* in Excel with a **chart of all positions (i.e. Schedule A)** at the agency, as of February 1, 2019.

Response: See Attachment Question 91.

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

- a. For each term employee included in the schedule A who started in the position in FY2018 or FY2019, please provide a brief narrative to specify why the hire was done on a term or basis and not on a continuing basis.

Response: One term employee began service in 2018. All WIC staff positions were previously term but have or are being reviewed for transition to long-term.

- b. For each term or temp employee included in the schedule A, indicate the start date of the position and the expected end date; and

Response: Start date and NTE dates are included in Attachment Question 91. Expected end dates for the two staff in term positions have not been determined.

- c. For each term employee employed during FY2018 or FY2019 whose hire date is before FY2015, please explain why the employee is term and has not been converted to a permanent employee.

Response: No staff with a hire date before FY15 are in term positions.

93. How many and what percentage of employees at the agency as of Feb. 1, 2019, were **District residents**?

Response: Four of seven (57 percent) current WIC employees are District residents.

94. Please complete the following table on each **employee detailed** to or from your agency during FY2018 or FY2019, to date; add rows as necessary.

Response: No employees were detailed to or from WIC in FY18 or to date in FY19.

VII. Workforce Investment Council Board

95. For the Workforce Investment Council board, how many members and how many vacancies are there as of Feb. 1, 2019? Please complete the chart below with member information; add rows as necessary.

Response: See Attachment Question 95.

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

- A list of member names;

Response: See Attachment Response to Question 96, Question 96a.

- List the number of vacancies;

Response: 12 vacancies: Executive Committee (2), Employment Services Committee (1), Economic and Workforce Alignment Committee (1), Implementation Committee (8), and Youth Committee (1).

- Attach any meeting minutes prepared;

Response: See Attachment Response to Question 96, Question 96c.

- A description of the group's role and responsibilities, and a summary of activities they undertook or oversaw in FY18 and FY19, to date;

Response: See Attachment Response to Question 96, Question 96d for roles and responsibilities and Question 96c for activities.

- A summary of any deliverables or recommendations made to the full WIC or WIC executive committee in FY18 or FY19, to date.

For deliverables and recommendations, please see Attachment response to Question 96, Question 96c.

97. WIOA Sec. 107(b)(4) requires local workforce development boards (DC's WIC) to have a committee on operations of the one-stop delivery system. The WIC's **implementation committee** appeared to play this role; however, although all committees are on the WIC board meeting agendas for the purpose of providing an update, the implementation committee was not on the agenda in July or October 2018. Please provide the following information:
- What activities is the implementation committee responsible for?

Response: The Implementation Committee has advised on the implementation and oversight of the One Stop Operator. As was shared during the January 28, 2019, WIC Board Meeting, the Executive Director and Board Chair will be responsible for articulating clear goals and priorities for all WIC committees. These goals will be aligned with the FY19 priorities that are currently being revisited by the new leadership of the WIC. Committee and overall Board priorities will be shared with the full Board, and an opportunity will be given to Board members to provide feedback and guidance on the priorities.

- Why was the committee not on the board meeting agendas in July or Oct. 2018?

Response: Due to the transition in leadership at WIC, we are unable to provide an explanation as to why the Implementation Committee was not included on the board meeting agendas in July or October 2018.

As established in Mayor's Order 2016-086, the Implementation Committee serves as, "a workforce intermediary to help assure, as informed through monitoring, reporting, and guidance, that the work of the WIC is translated into action by agencies, partners, and others who have a role in advancing the District's efforts to improve workforce system performance and outcomes; and 2. Serve as a sounding board for new workforce system initiatives and to make recommendations to the WIC regarding such initiatives."

VIII. Agency Operations

98. Please explain the impact on your agency of any **federal legislation passed or regulations adopted** during FY2018 and FY2019, to date.

Response: No federal legislation passed, or regulations adopted, in FY18 or in FY19, to date, has had an impact on WIC.

99. Please identify any federal or local **legislative requirements** that your agency lacks sufficient resources or authority to properly implement. Please explain.

Response: There are no federal or local legislative requirements for which WIC lacks sufficient resources or authority to properly implement.

100. Does your agency prepare a legislative agenda? If so, please attach a copy. Please discuss any legislation your agency plans to submit to the Council in FY2019 or FY2020.

Response: WIC, in partnership with the Mayor’s Office of Policy and Legislative Affairs (OPLA), supports the development of the Mayor’s legislative agenda. The WIC does not have a plan to submit legislation to Council in FY19 or FY20.

101. Please identify any recommendations for ways the Council could facilitate or improve your agency’s operations.

Response: WIC does not currently have any recommendations for Council.