

WORKFORCE INVESTMENT COUNCIL

QUARTERLY BOARD MEETING

January 27, 2020



AGENDA

- I. Welcome & Call to Order
- II. Chairman's Comments
- III. Director's Updates
- IV. Board Discussion
 - Approve 10/21/19 Board Meeting Minutes
 - Review Strategies and Approve Proposed Path Forward for WIOA State Plan
 - Approve Path Forward for Solicitation of One Stop Operator
- V. OSSE Presentation: State Career and Technical Education Plan
- VI. Public Comments
- VII. Adjourn



II. CHAIRMAN'S COMMENTS

**ANTWANYE FORD
CHAIRMAN
WORKFORCE INVESTMENT COUNCIL**



2020 Board Meeting Dates

(updated following discussion during the Board meeting)

Wednesday, April 22 (9am – 11am)

Wednesday, July 22 (9am – 11am)

Board Retreat: Friday, September 25 (half day, am)

Wednesday, October 21 (9am – 11am)



Welcome New WIC Board Members!

- **AmeriHealth Caritas**
Senior HR Business Partner

Sonya
Anderson



- **Gallaudet University**
Associate Provost,
Student Success
and Academic
Quality

Thomas
Horejes



- **Howard University**
Associate VP &
Chief Human
Resources Officer

Larry
Callahan



- **WGL Holdings, Inc.**
Executive VP
Strategy & Public
Affairs

John
O'Brien



III. DIRECTOR'S UPDATES

AHNNA SMITH
EXECUTIVE DIRECTOR
WORKFORCE INVESTMENT COUNCIL



Welcome New WIC Staff!

Suzanne Towns, Deputy Director

- Joined the WIC 11/25/19
- Previous workforce development experience in NYC, Seattle, and New Orleans
- Leading WIC's workforce programs

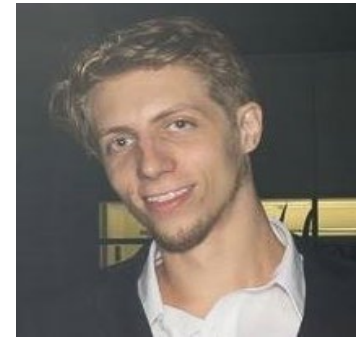


Brian Wood, Training and Career Pathways

- Joined the WIC 1/6/20
- Previous CBO workforce development experience; served in OCA and OCTO
- Leading WIC's training and career pathways work

Aaron Everhart, Capital City Fellow

- Joined the WIC 11/13/19
- Recent graduate of Cornell Law School
- Supporting OSO, policy, and employer engagement work



DIRECTOR'S PRIORITIES

Strong Foundation

- Team
- Operations
- Systems & Processes

Clarify Workforce System Roles and Responsibilities

- Governance & Accountability

Identify and Make Adjustments

- Identify System Needs and codify in WIOA State Plan

Execute at the Highest Level

- Strong WIC and Strong System Partners, Operating Together Effectively



2019 Year in Review

People

- Reorganized structure and roles on WIC Staff
- Currently 10 FTE and at maximum capacity in our current office space
- Drafted Standard Operating Procedures for budget, operations, and other office policies
- Delivered a successful September 2019 Board Retreat
- Have reappointed several, and newly appointed 4 (one pending), new WIC Board members

Priorities

- The WIC delivered:
 - Updated Career Pathways Task Force Strategic Plan
 - First ever Workforce Development System Expenditure Guide
 - Funded training for nearly 80 individuals in high-demand occupations
 - Approved 3 new Eligible Training Providers
 - Drafted next WIOA State Plan
 - Delivered Career Pathway Maps for each of the District's high-demand sectors
 - WIOA Non-Discrimination Plan
 - Through the One Stop Operator, provided workforce training to 100+ individuals from 15+ agencies and community organizations; created an AJC Toolkit; and produced an AJC partner promotional video

Purpose

- Conducted site visits and engagement with 7 regional and state workforce boards
- Conducting landscape analysis of District employer outreach and engagement efforts
- Established ad hoc Vision Committee



2020 PRIORITIES - TRACKER

Priority Work for the WIC in 2020	Status
American Job Center MOUs	Will begin revising in Spring 2020
Vision Committee: Recommendation to the Mayor & updated WIC Mayor's Order (including Board committees)	In Progress: Kicked-off on 10/18; goal of concluding by March
Solicit and Procure One Stop Operator	Goal of kicking-off procurement in March 2020
Successful delivery of work by OSO	Ongoing
Expenditure Guide	In Progress
Strategic Grants: IT and Healthcare	In Progress
Equal Employment Opportunity, Non-Discrimination Plan	Complete; Training in early 2020
Career Pathways Task Force	In Progress; Identifying FY20 priorities
WIOA State Plan (due late March 2020)	In Progress
Conclude Maher & Maher Contract	No cost extension through April 2020



2020 PRIORITIES – TRACKER, CONT'D

Priority Work for the WIC in 2020	Status
Data Vault	In Progress: Data matching and full rollout with DHS and DDS
ETPL Process and Program Management	Develop corrective action plans & program improvements
Continue to Strengthen WIC Team & Operations	In Progress: Planning for staff retreat



DC WIC Visit to Washington State Debrief



Background

The DC Workforce Investment Council (WIC) has prioritized clarifying and refreshing its role in the District of Columbia's workforce development system.

The WIC serves as the District's State and Local workforce board and serves a number of federally and locally mandated functions, as outlined in Mayor's Order 2016-086.

Throughout late 2019 and into 2020, WIC staff and Board members will conduct visits and engage with other state and local workforce councils to better understand their organizations, structures, and best practices that may be relevant to the WIC.



Background

To date, WIC staff have visited or had calls with the following workforce organizations to better understand their structure, operations, and function:

- *The Colorado Workforce Development Council*
- *The Governor's Workforce Development Board (Maryland)*
- *The Virginia Economic Development Partnership*
- *Anne Arundel (Maryland) Workforce Development Corporation*
- *Prince George's (Maryland) Workforce Development Board*
- *Baltimore (Maryland) Workforce Development Board*
- *The Regional Workforce Council of Arlington and Alexandria (Virginia)*

Spokane and Seattle were identified by colleagues at the National Association of Workforce Boards (NAWB) as workforce organizations that DC should connect with, particularly given their strengths in integrated service delivery through the American Job Centers.



Workforce Councils/Boards At A Glance

	Spokane	Seattle	D.C.
Board Type	<input type="checkbox"/> Local, Regional	<input type="checkbox"/> Local, Regional	<input type="checkbox"/> State and Local
Structure	<input type="checkbox"/> 501(c)(3)	<input type="checkbox"/> 501(c)(3)	<input type="checkbox"/> Cabinet Agency
Population*	<input type="checkbox"/> 217k	<input type="checkbox"/> 725k	<input type="checkbox"/> 711K
Unemployment Rate	<input type="checkbox"/> 5.7%	<input type="checkbox"/> 3.7%	<input type="checkbox"/> 5.4%
Staff Size	<input type="checkbox"/> 10	<input type="checkbox"/> 20	<input type="checkbox"/> 10
Budget	<input type="checkbox"/> \$6M**	<input type="checkbox"/> \$14.6M**	<input type="checkbox"/> \$5M

*City population; Spokane and Seattle’s local workforce boards serve both the city and surrounding counties

**Includes grants and private funds



One-Stop-Operator Models

	Spokane	Seattle	D.C.
# of Contracted Staff	<input type="checkbox"/> 1	<input type="checkbox"/> 1	<input type="checkbox"/> 3
Service Delivery Model	<input type="checkbox"/> Functional	<input type="checkbox"/> N/A	<input type="checkbox"/> Programmatic
Funding Structure	<input type="checkbox"/> Braided*	<input type="checkbox"/> N/A	<input type="checkbox"/> Discrete
# of Centers	<input type="checkbox"/> 5, 1 comprehensive	<input type="checkbox"/> 45, 2 comprehensive	<input type="checkbox"/> 4, 1 comprehensive
Enrollment	<input type="checkbox"/> Automatically Co-Enrolled	<input type="checkbox"/> N/A	<input type="checkbox"/> Categorically Enrolled
Training	<input type="checkbox"/> Daily	<input type="checkbox"/> Intermittent	<input type="checkbox"/> Infrequent

*Includes use of public and private funds



Workforce Board Strengths

While Seattle's and Spokane's workforce boards operate in different contexts, the following were identified as strengths and important roles they play:

- **Communicating labor market information**
 - They analyze, package, and publish sector specific data that is used to inform decision-making across the system, as well as to market opportunities and needs to businesses, funders, and training programs.
- **Branding/Marketing (Access)**
 - They have developed logos, marketing materials, and have one clear online portal to all the resources their systems offer.
- **Coordinating Employer Engagement and Solutions Development for Businesses**
 - They conduct outreach to new and prospective employers; provide one-on-one support for businesses on behalf of the entire system; and coordinate businesses across sectors alongside public sector partners.
- **Funding the Workforce System**
 - Allocating WOIA funds.
 - Securing private funding through grants and philanthropy.



Spokane, Washington

Integrated Service Delivery Model Includes:

- **Co-enrollment of all job seekers;** providing appropriate WorkSource Services based on individuals' needs, regardless of categorical eligibility, by braiding resources at the AJC.
- Organizing staff and services around **functions rather than programs** or agencies:
 - *Welcome Team*
 - *Basic Services*
 - *Individualized Services*
 - *Training*
- Working towards **common set of outcome measures** for all customers.
- Developing a process to gather customer input and using customer input (job seeker and business) to **continuously improve services.**
- **Daily coordination and training** provided to AJC staff, led by the One Stop Operator.



IV. BOARD DISCUSSION

- Approve 10/21/19 Board Meeting Minutes
- Discuss Strategies and Approve Proposed Path Forward for WIOA State Plan
- Discuss and Approve Path Forward for Solicitation of One Stop Operator



WIOA State Plan

- I. Revisit Context and Approach
- II. Summary of Progress to Date and Inputs
- III. Review and Discuss Updated Goals and Strategies
- IV. Approve Path Forward and Next Steps



WIOA State Plan: Background and Context

At the September 2019 Board retreat and October 2019 Board Meeting, information about the purpose of the WIOA State Plan, and extensive data analysis regarding the the current state of the workforce in the District, was shared with and discussed by the Board.

Some of this data and additional background in the **Appendix** of this presentation. Further information, including a summary of stakeholder engagement was shared in the WIC Staff Update to the Board in January 2020.



WIOA State Plan: Approach This Year

- Reflect where we are and where we must continue to improve
- Maintain (with slight adjustments) previously articulated goals
- Reduce the number of strategies to refine our focus for the next 4 years; overall, shorten the State Plan
- Develop a more comprehensive accompanying document (separate from DOL submission), to support implementation of the Plan



WIOA State Plan: Developing the Plan

- Established a Steering Committee that met regularly to guide the development of the State Plan, alongside regular input from agency staff.
- **The Steering Committee has met 4 times and includes:**
 - Deputy Mayor for Education, Paul Kihn
 - Director of DOES, Unique Morris-Hughes
 - Director of DHS, Laura Zeilinger
 - Director of DDS, Andy Reese
 - OSSE Asst. Superintendent, Antoinette Mitchell
 - WIC Director, Ahnna Smith
 - Representatives from the Office of the City Administrator and The Lab@DC
 - Is supported by WIC staff and the State Plan contractor
- **Key inputs to inform State Plan Update:**
 - Review of progress to date
 - Community engagement input (including Board)
 - Agency staff input
 - Review of data analysis conducted by State Plan contractor



WIOA State Plan: 2016-2019 WIOA Accomplishments

- Launched Quick Path to Energy program, DC Infrastructure Academy, and Apprenticeship DC to increase access to Occupational Skills Training, On the Job Training (OJT), Apprenticeships and other work-based learning opportunities
- Partners worked collaboratively to streamline and increase access to shared services
- Blended adult education and workforce funding to support Integrated Education and Training (IE&T) program models that are part of a fully articulated career pathway
- Increased alignment between adult education and local business needs by basing program offerings on Labor Market Information (LMI) and by supporting collaborative partnerships between IE&T providers and employers
- Prepared for the expansion of the Data Vault to support the shared intake, assessment, and referral of customers by advancing MOUs and cross training partner agency staff
- Worked collaboratively with the One Stop Operator to increase outreach, marketing, awareness, and customers



WIOA State Plan: Key Challenges We Heard

- **Alignment & Coordination Across Government**
 - Not sure who can help meet needs & how
 - Employer engagement is not coordinated; lots of outreach
- **Provider & Talent Pipeline Quality**
 - Individuals completing programs not gaining employment
 - Employers not able to fill needs or retain employees
- **Data and Information**
 - CBOs are unclear where to send residents, or how to know if needs are being met upon referral
 - Lack of data about how well the overall system is working and meeting residents' needs



WIOA State Plan: Goals and Strategies

A side-by-side of the 2016 and proposed 2020 goals and strategies were shared with the Board; we will spend time discussing the content and how they fit into the rest of the State Plan.

Rest of Plan:

In addition to goals/strategies, the State Plan includes information on **how the core partners will implement the strategies**, including through alignment with other AJC partners and educational institutions to provide services to individuals and employers.



WIOA State Plan: Proposed Path Forward

- A full timeline was shared in the WIC Staff Updates; today we ask the WIC Board to approve the following next steps:

Staff (WIC & Agency)

- Finalizes draft plan
- Reviews and provides feedback on draft plan
- Addresses public comment and finalizes plan

Full Board

- Approves Goals and Strategies of plan
- Allows Exec. Committee to give final approval of plan
- Reviews, provides feedback, and supports ongoing monitoring of “Roadmap” used to support implementation of plan

WIC Exec. Committee

- Reviews and provides feedback on draft plan
- Approves final plan on behalf of WIC Board



One Stop Operator: Board Discussion

“One-Stop Operators are facilitators of integrated and co-located partnerships at AJCs”

- I. Summarize current status and proposed next steps
- II. Discuss challenges and potential solutions
- III. By March, if not sooner, we will need to choose a path forward:
 - How do we want to Manage and Operate the AJCs?
 - How do we want to select a One Stop Operator



One Stop Operator: Approach from 2016

- **Minimize opportunities for conflicts of interest** or perceived conflicts as the one-stop operator will not be the provider of services.
- **Ensure appropriate firewalls** related to the selection of the OSO are in place.
- **Minimize the potential loss of current District jobs** related to the operation of the One Stop system.
- **Promote high-performance and efficiency** with dedicated staff overseeing compliance and performance of the one-stop system, **without the added responsibility and conflict of providing services.**
- Through a third party, **provide the oversight necessary to ensure one-stop partners are integrating services and working collaboratively**, as outlined in WIOA and in the District's State Plan.
- OSO will be involved in the management of one-stop operations to **effectively oversee service integration and implementation** of innovative service delivery.
- **Develop reporting across One-Stop partners.** Collect and coordinate data across programs for strategic planning purposes and to measure access to One-Stop partners services



One Stop Operator: What We Need in AJCs

- Integrated Service Delivery That Ensures Each Customer's Needs are Met
- Clear Reporting Structure
 - Relationship between OSO and AJC partner staff
 - Relationship between OSO and AJC Managers
- Strong Management of Daily Operations
- Coordination (and indirect management) of AJC Partner Staff
- Track Progress, Conduct Oversight and Report on Provision of AJC Services



One Stop Operator: Current Challenges

- Services are not fully integrated (decentralized across multiple locations and agencies in and out of AJC system)
- We do not have a shared data tool or system used by all AJC partners; continue moving toward full implementation of Data Vault
- Not all AJC partners have staff on site aligned to meet needs
- Unclear relationship and expectations between staff in AJC and the One Stop Operator, and among partner staff
- Many community based organizations and private organizations serve as “front doors” to customers; those groups are not currently connected into AJC system



One Stop Operator: Research + Best Practice

- Have met with or engaged 7 other jurisdictions and national workforce organizations to collect insights
- It's not only about the model, but having the necessary supports and capacity to fully implement it
- Clear expectations and roles are imperative
- DC's status as a single state entity creates challenges and opportunities



One Stop Operator: Approving Next Steps

Proposed Next Steps:

- WIC staff will convene ad hoc Vision Committee to review inputs and considerations
- WIC staff will send recommendation to the Full Board
- Full Board will have a call to discuss the recommendation and have the opportunity to provide feedback to the Executive Committee.
- Exec Committee will review recommendation and feedback and approve the plan to select the OSO before the end of March.



V. OSSE PRESENTATION: STATE CAREER & TECHNICAL EDUCATION PLAN

RICHARD KINCAID

**STATE DIRECTOR OF CAREER AND TECHNICAL EDUCATION
OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION**





CTE State Plan

*Business Community
Presentation*

The CTE State Plan Overview and Requirements

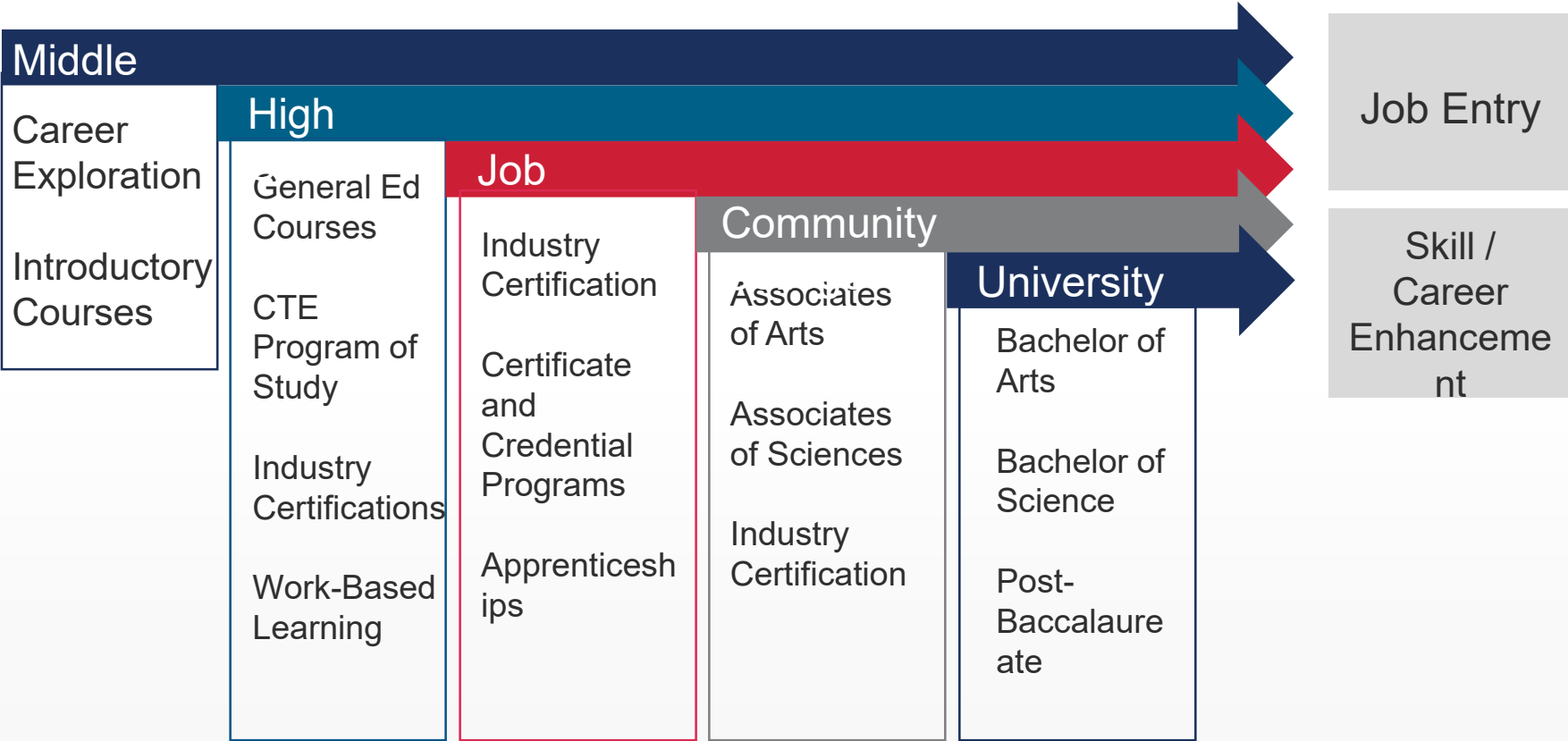
- ❖ Four-year roadmap for CTE programs, funding, and accountability in Washington, DC.
- ❖ Requires collaboration with business, industry, and education stakeholders to develop high-quality programming.
- ❖ Introduces a biennial Comprehensive Needs Assessment to evaluate program quality and outcomes in coordination with Industry Advisory Boards.
- ❖ Includes State Determined Performance Levels to optimize outcomes for students.



CTE State Plan Goals (2020-23)

- ❖ Full adoption of state-approved programs of study and industry-validated course standards by all CTE funded programs.
- ❖ Increase the number of CTE participants by at least 15 percent.
- ❖ Maintain a four-year graduation rate of at least 97 percent for CTE concentrators.
- ❖ At least 45 percent of all CTE concentrators successfully complete an internship or apprenticeship aligned with their program of study.

CTE Systemic Goal: Integrated Pathways



Alignment with High-Skill, High-Wage, and/or In-Demand Careers



LMI Data: High-Wage, High-Skill, In-Demand



Those occupations that have a 25th percentile wage equal to or greater than the most recent MIT Living Wage Index for one adult in the District of Columbia, and/or leads to a position that pays at least the median hourly or annual wage for the Washington, DC, metropolitan statistical area.



Those occupations located within the Washington, DC, metropolitan statistical area with education or training requirements of completion of an apprenticeship program; completion of an industry recognized certification or credential; associate's degree, or higher.



Those occupations in the Washington, DC, metropolitan statistical area having more than the median number of total (growth plus replacement) annual openings over a five-year period.

CTE Career Clusters



Agriculture &
Natural
Resources



Architecture &
Construction



Arts, A/V &
Communications



Business
Management



Education &
Training



Finance



Government &
Public
Administration



Health
Science



Hospitality &
Tourism



Human
Services



Information
Technology



Law, Public
Safety,
Corrections &
Security



Manufacturing



Marketing



STEM



Transportation
& Logistics

Program of Study

Transportation and Logistics				
Program of Study	Course 1	Course 2	Course 3	Course 4
Automotive Technology	Automotive Basics	Automotive Technology I	Automotive Technology II	Practicum in Automotive Technology

- ❖ Sequence of courses which address technical and academic knowledge
- ❖ Aligns to industry needs
- ❖ Progresses in specificity
- ❖ Culminate in an industry recognized credential
- ❖ Provide opportunities for postsecondary credit
- ❖ Include embedded work-based learning

Work-Based Learning and Resources

Work-Based Learning Continuum

Pre-CTE	Course 1	Course 2	Course 3	Course 4
Career Introduction Career Days	Career Exploration Guest Speakers Workplace Tours	Career Awareness Interviews Job Shadows	Career Preparation Internships	Advanced Career Preparation Internships Apprenticeships

Career Coach DC

- ❖ <http://careercoachdc.emsicc.com>
- ❖ Designed to help students connect with a career pathway based on their strengths and interests.



- ❖ <http://dc.nepris.com>
- ❖ Connects educators and learners with a network of industry professionals, virtually, bringing real-world relevance and career exposure to all students.



Industry Recognized Credentials

- ❖ Demonstrates the professional skill level of the student in an occupation or Career Cluster.
- ❖ **Credentials must:**
 - ❖ Be widely recognized by business and industry;
 - ❖ Appear in a substantial number of job postings for relevant occupations;
 - ❖ Provide opportunities for employability or career advancement.
- ❖ Funding is available for LEAs wishing to provide Industry Recognized Credentialing options for their CTE students.

Ongoing Workforce System Coordination

Stakeholder Engagement

- ❖ Create and/or expand Industry Advisory Boards
- ❖ Coordination with DC Career Academy Network
- ❖ Comprehensive Local Needs Assessment
- ❖ Industry Validation for Course Standards

Workforce Development System

- ❖ Workforce Investment Council (WIC)
- ❖ DC Department of Employment Services (DOES)
- ❖ OSSE's Office of Adult and Family Education (AFE)
- ❖ University of the District of Columbia's Workforce Development and Lifelong Learning
- ❖ Adult-Serving Public and Public Charter Schools

Call to Action: Ways to Help, Now

❖ **Be a CTE Ambassador in your Community**

❖ **Work-Based Learning**

❖ Sign up with Nepris (dc.nepris.com)

❖ Provide internships for students

❖ Provide externships for CTE teachers

❖ **Support a CTE Student Organization**

Contact Information

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Follow us on Twitter:

[@careertechdc](https://twitter.com/careertechdc)



VI. PUBLIC COMMENTS



VII. ADJOURN



APPENDIX



The WIOA State Plan Planning Process

- It is required by the federal government and follows a set format. We still do not have the final planning guidance!
- The plan covers July 1, 2020 to June 30, 2024
- It is signed and jointly submitted by the Mayor and the WIC
- It includes the District's vision and goals, details on how those goals will be achieved, how performance will be measured and program specific details on "core" WIOA programs including the adult, dislocated worker and youth programs; employment services; vocational rehabilitation; and adult education and family literacy.



The WIOA State Plan Planning Process: Core Partners

- WIC staff will meet with our workforce partners to review the five goals, key sectors and career pathways, target groups and strategies. Each core partner will draft their program specific portion.
- The WIC Board and the Mayor will receive regular updates on plan progress and will receive the draft plan for review in January and the complete plan for formal adoption in March, after public comments have been received.
- After plan submission, the WIC will direct and guide implementation of the Plan.



What is WIOA? Why Is It Important?



The **Workforce Innovation and Opportunity Act (WIOA)** requires that the District outline a 4-year strategy to improve alignment of workforce programs and accountability measures, as well as implement policies to better support the needs of the labor/business sector.

Core Programs

- DOES: WIOA Adult Workforce (Title I)
- DOES: WIOA Dislocated Worker (Title I)
- DOES: WIOA Youth Program (Title I)
- DOES: Wagner Peyser (Title III)
- OSSE: Adult Education and Family Literacy (Title II)
- DDS – RSA: Vocational Rehab (Title IV)

Key Partners

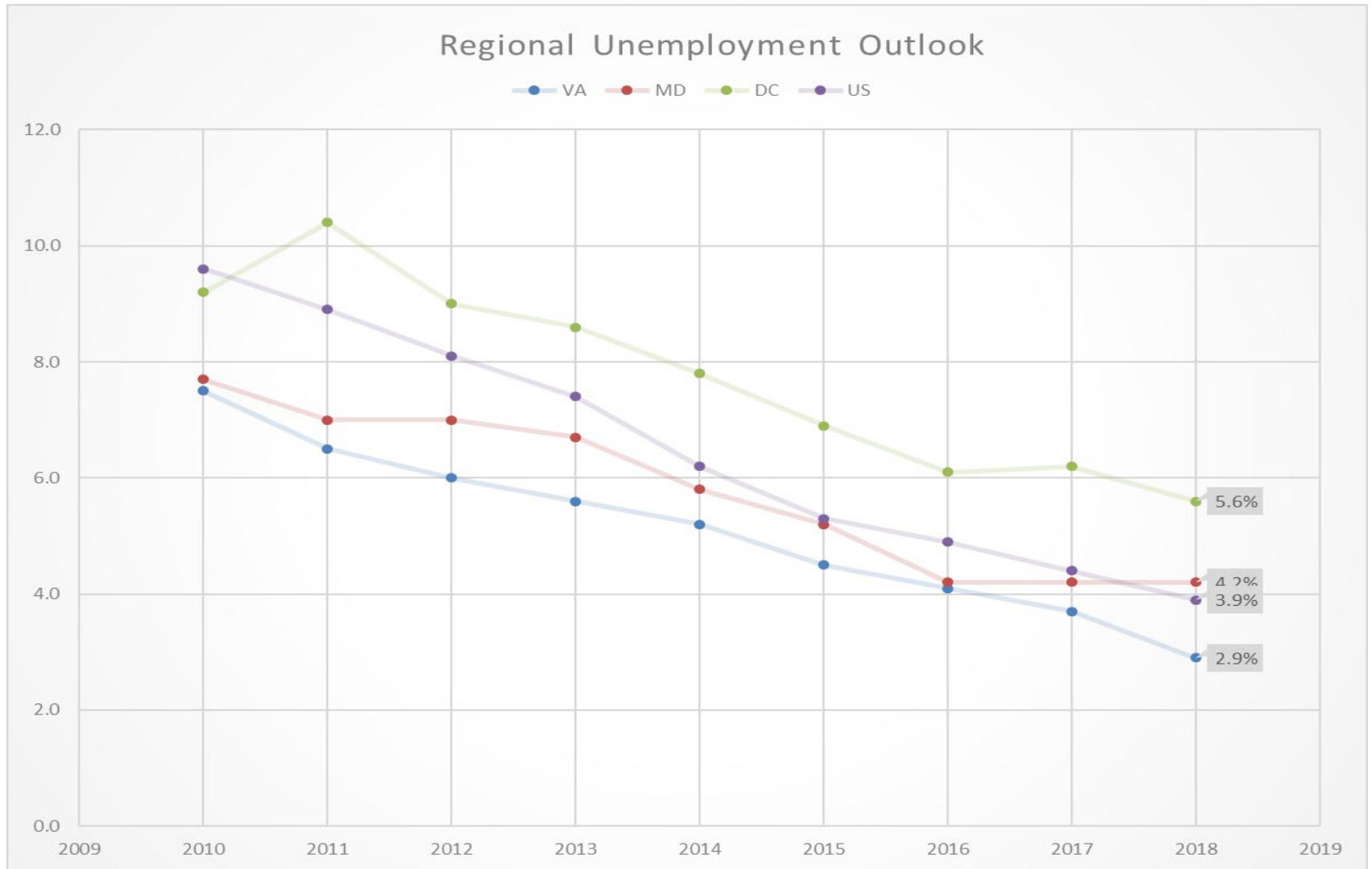
- DHS: TANF
- UDC: Community College

Goals of WIOA



- Aligns federal investment to support job seekers and employers (unified state plans)
- Strengthens the governing bodies that establish state, regional, and local workforce investment priorities (empowered, business-led boards at state and local levels)
- Helps employers find workers with the necessary skills (emphasizes employer engagement, demand-driven systems, and work-based training)
- Aligns goals and increases accountability and information for job seekers and the public
- Fosters regional collaboration to meet the needs of regional economies
- Targets workforce services to better serve job seekers (emphasizes career pathways and sector partnerships to increase in-demand employment)
- Improves services to individuals with disabilities
- Supports access to services (co-location and mandatory partners)

DC Economic Conditions

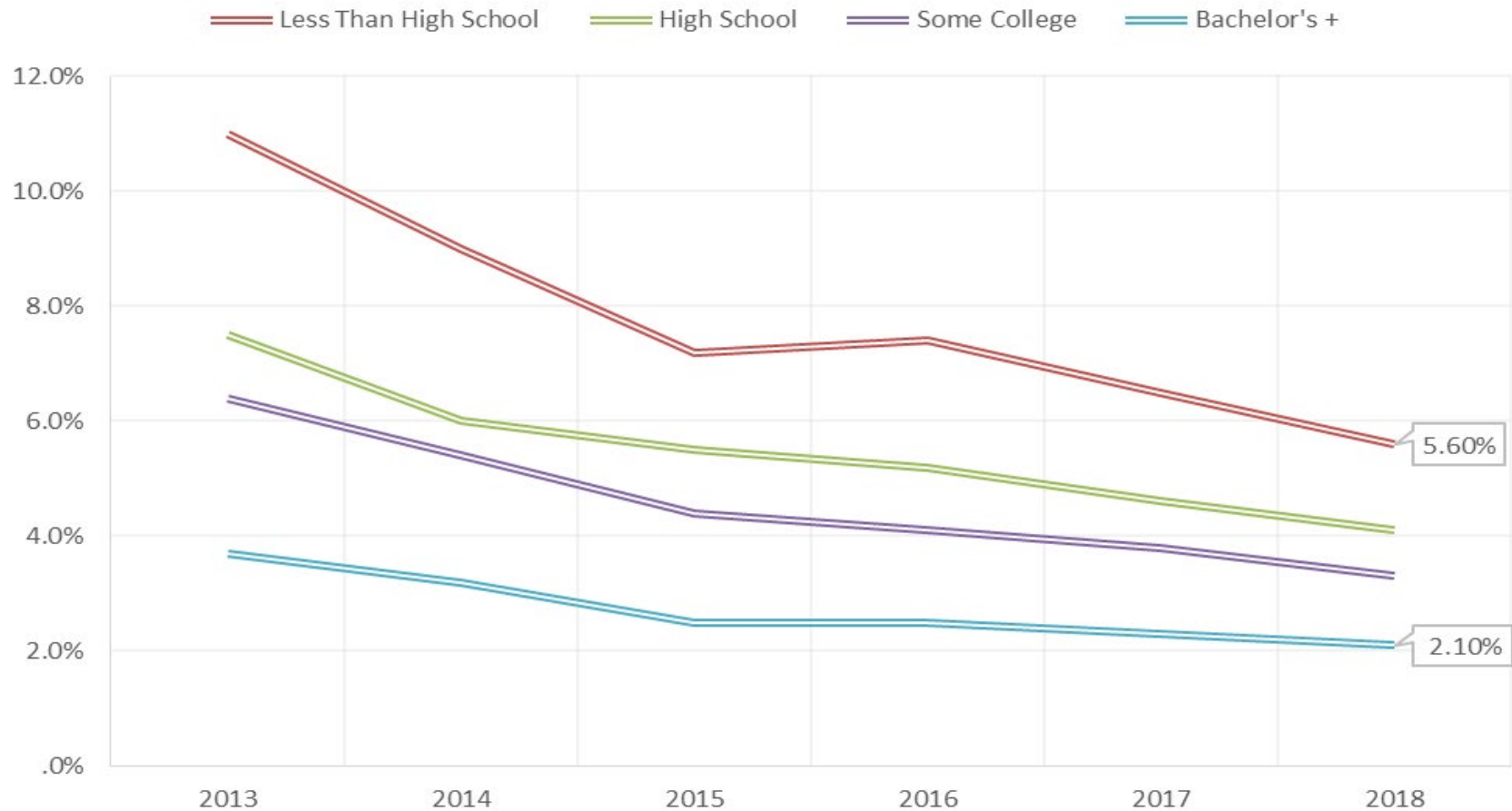


U.S. Bureau of Labor Statistics. Civilian Unemployment Rate, Percent, Annual Average, Seasonally Adjusted [2010-2018]

Unemployment Rate by Education Level



UNEMPLOYMENT RATE BY EDUCATIONAL ATTAINMENT, 2010-2018

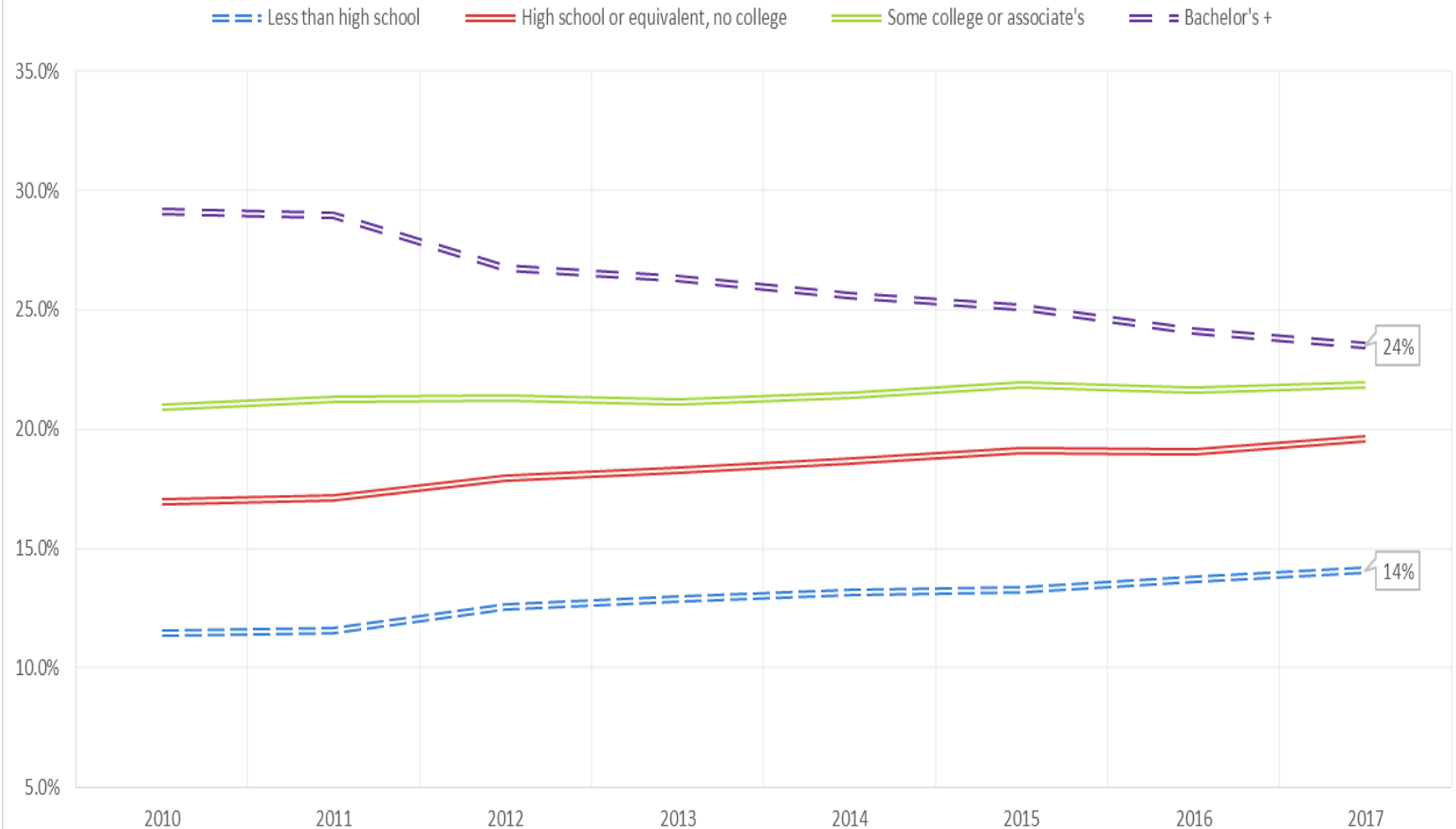


Source: Current Population Survey, 2010-2018

Worker Mobility by Education Level



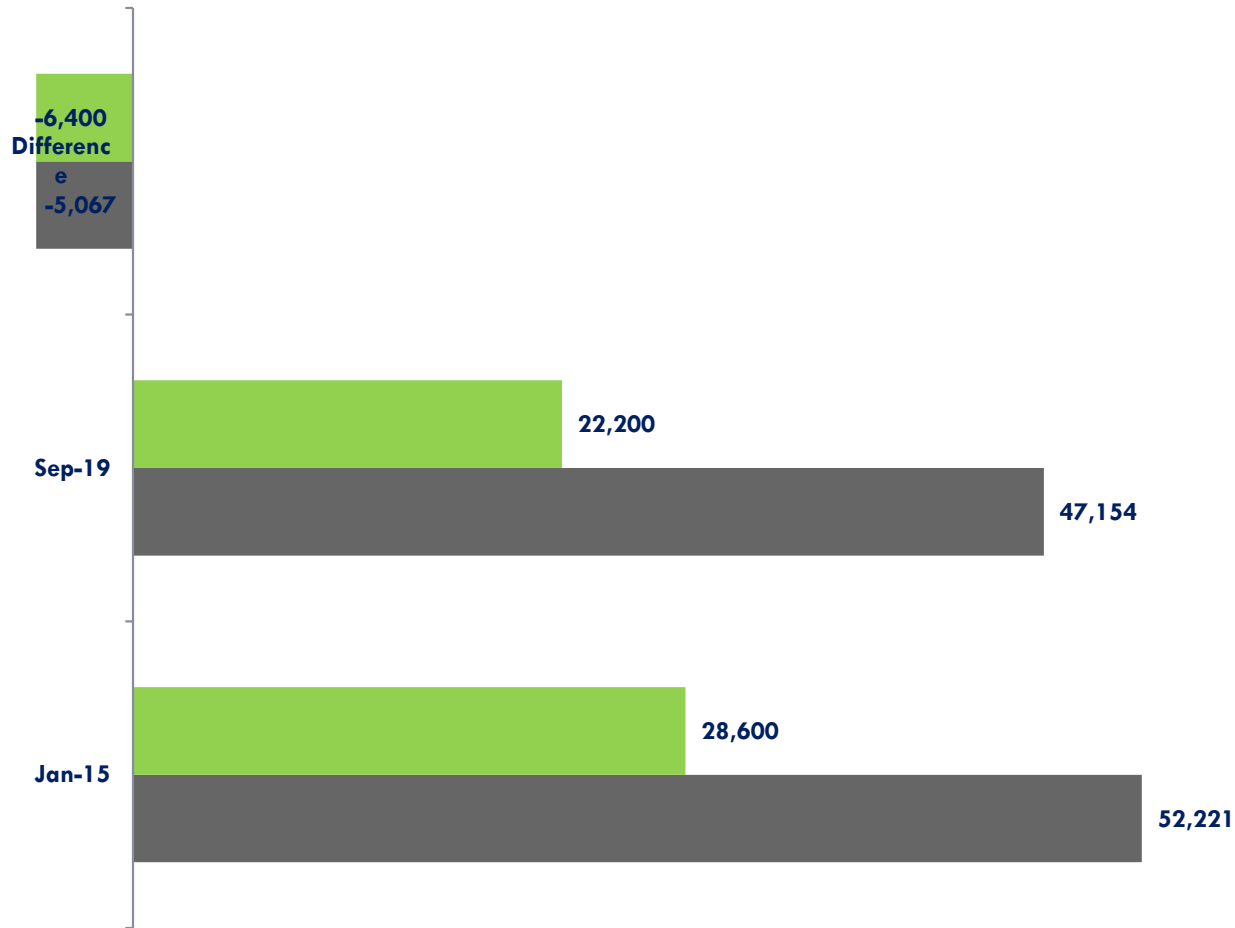
ANNUAL JOB TO JOB TRANSITIONS BY EDUCATIONAL ATTAINMENT



Job Openings



Job Openings vs. Number of Unemployed DC Residents (Jan. 2015 - Sep. 2019)



■ Number Unemployed in D.C. ■ Number of Job Openings (Advertised Jobs)

Source: DC Department of Employment Services Office of Labor Market Research and Performance



Employer Demand for Low- and Middle-Skill Occupations by Sector

