

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Workforce Investment Council FY2020

Agency Workforce Investment Council

Agency Code UPO

Fiscal Year 2020

Mission

The District of Columbia Workforce Investment Council will lead with a sense of urgency to help create a fully integrated, comprehensive workforce development system that effectively meets jobseeker and business needs; while ensuring accountability, high performance, coordination, transparency, and effective leadership at all levels.

Summary of Services

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Successful development and submission of the WIOA State Plan.	Through the development of the State Plan, the WIC has refined and reaffirmed its role as a critical partner and leader in the workforce development system. The State Plan will further assist the WIC as it supports greater coordination and alignment of public and private sector partners.	Through the development of the State Plan, WIC led engagement of residents, community partners, employers, providers, and government agencies. The plan identifies strategies and areas of strength, as well as areas where additional and new strategies and efforts will be needed, to strengthen and improve services to employers and job-seekers in the District. The State Plan provides structure, milestones, and clear goals for all parties to work together to achieve, which will lead to improved services and outcomes for residents.
Strengthening coordination across American Job Center (AJC) partners through the work of the One Stop Operator.	The work of the One Stop Operator supports a critical part of WIC's function in the workforce system of ensuring alignment, coordination, and consistency of services being provided to employers and residents. The regular meetings and coordination led by the One Stop Operator have provided the WIC opportunities to engage, gather, and disseminate information about work happening across the AJC partner organizations, which in turn informs and supports other areas of work within the WIC.	A critical function of the WIC is to support service delivery of required AJC partners—in the District, there are 8 government and non-government partners. To accomplish this, WIC is required to contract a One Stop Operator to support convening, coordination, communication, and system improvement across all partners and services. Through increased coordination and alignment of AJC partners, residents and employers accessing services in the AJC are better able to connect high-quality resources to meet their needs.
Development of tools, reports, and analyses to inform policy, programs, and the District's economic recovery.	The development of these tools, resources, and analyses supports the work of the WIC as well as our agency partners and customers. The work of the Business Services Scan informed the development and launch of a Business Engagement team within WIC, which is being established in FY21; and the Career Pathways report, pathway maps, and COVID recovery analyses will support the establishment of a Healthcare intermediary and sector strategy engagement in FY21.	<p>A key function of the WIC is to provide resources and information that can inform and support the work of public and private sector partners across the workforce development system. Prior to COVID-19, WIC delivered a Business Services Scan report to identify opportunities to streamline government efforts to engage and support employers; a Career Pathways report that included recommended strategies to ensure residents' education and training needs are met; and WIC staff and Board members conducted best practice investigations and visits to other state and local workforce boards.</p> <p>Since the public health emergency, WIC has engaged with external consultants and partners to conduct analyses of the current and future state of the labor market; we have surveyed recently impacted (unemployed) workers to better understand their needs and what services they are seeking; we have worked with an external consultant to update and validate career pathways for the District's six high-demand industries; and have worked with the Office of the Deputy Mayor for Education to conduct an initial landscape analysis of capacity among education and workforce training providers.</p> <p>These tools, resources, and analyses will ensure that the work of the WIC and our government partners are data driven and tailored to meet current needs. These resources will also inform and be made available in ways that can be used by employers and job-seekers to help them navigate available resources and inform their understanding of the local jobs and labor market.</p>

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Measure)												
Number of business leaders actively engaged	Quarterly	New in 2019	New in 2019	52	50	47	113	267	30	457	Met	
2 - Policy Guidance: To ensure the workforce development system is informed about the provisions in the Workforce Innovation and Opportunity Act (WIOA) through policy and guidance to aid in the District's WIOA implementation. (1 Measure)												
Number of workforce system partners participating in technical assistance activities per quarter	Quarterly	New in 2019	New in 2019	289	50	137	71	88	76	372	Met	
4 - Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District (1 Measure)												
Number of workforce providers who participate in sectoral partnerships meetings to enhance communication on demand sector needs	Quarterly	New in 2019	New in 2019	34	10	2	71	39	12	124	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Labor Market Awareness (1 Measure)							
Number of business engagement activities	New in 2019	18	2	33	29	5	69
2 - Provide technical assistance (1 Measure)							
Number of technical assistance activities	New in 2019	11	18	17	10	19	64
3 - Workforce Training Providers (1 Measure)							
Number of eligible training providers	37	34	37	9	9	16	16

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Business Engagement: Increase business engagement to help align workforce training programs with employer needs (1 Activity)			
Labor Market Awareness	Labor Market Awareness	Increase the use of labor market information and anecdotal information to shape training programs that train in the skills employers need	Daily Service
2 - Policy Guidance: To ensure the workforce development system is informed about the provisions in the Workforce Innovation and Opportunity Act (WIOA) through policy and guidance to aid in the District's WIOA implementation. (2 Activities)			
WORKFORCE INVESTMENTS	Policy Development	Provide high level policy development through the dissemination of a WIC WIOA Policy Manual, WIC Unified State Plan Modification; the issuance of important implementation information and updates through Workforce Implementation Guidance Letters (WIGLS), and by facilitating technical assistance webinars and teleconferences. Partner agencies to establish corresponding Standard Operating Procedures that follow the policies and guidance put in place by the WIC.	Daily Service
PROVIDE TECHNICAL ASSISTANCE	Provide technical assistance	Provide technical assistance to impact greater awareness and knowledge of workforce partners by facilitating technical assistance webinars, in-person meetings and teleconferences.	Daily Service
3 - Occupational Skills Training: To provide WIOA customers focused employment and training opportunities for adults and dislocated workers through Individualized Training Accounts (ITA) within the District's high-demand occupations through the Eligible Training Provider program. (3 Activities)			
OUTREACH	Conduct outreach to bring awareness.	Conduct outreach to bring awareness.	Daily Service
MONITORING	Workforce Training Providers	Review, monitor and research industry standards, curriculum, and past performance of prospective eligible training providers	Daily Service
TECHNICAL ASSISTANCE	Technical Assistance	Provide technical assistance for continuous improvement of performance	Daily Service
4 - Career Pathways: Increasing the knowledge of career pathways in the context of sectoral partnerships informed by business to assist with mapping career pathways in the District (2 Activities)			
WORKFORCE INVESTMENTS	Career Pathways	Offer high-quality professional development training to education and workforce providers under a career pathways framework.	Daily Service
WORKFORCE INVESTMENTS	Research and Analysis	Conduct in-depth research on DC landscape to identify where gaps may exist in education, training, and support services.	Key Project

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Career Pathways (1 Strategic Initiative)				
Workforce Innovation and Opportunity Act (WIOA)	Develop the District's 2020-2023 Workforce Innovation and Opportunity Act (WIOA) State Plan and an accompanying strategic implementation plan.	Complete	The District's 2020-2023 WIOA State Plan was successfully submitted and approved by the US Department of Labor.	