

# WDC FINANCE & ADMINISTRATION COMMITTEE

September 8th, 2022



[SEAKINGWDC.ORG](http://SEAKINGWDC.ORG)

# WELCOME & INTRODUCTIONS

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Angela Dunleavy, Board Chair

# AGENDA

- Review draft agenda



## I. INTRODUCTIONS

## II. ACTION ITEMS

- A. Approve FAC August 12, 2022 Minutes

Attachment:

[August 12, 2022 Minutes \(Linked\)](#)

## III. INFORMATION

### A. PY21 WIOA MONITORING REPORT UPDATE

1. Status: Questioned costs and items to address
2. Design and Governance

Attachments:

- [PY21 WIOA Management Letter \(Linked\)](#)
- [Governance Presentation-WDC Full Board Slide Presentation March 25 2021 \(Linked\)](#)

### B. DISCUSSION: OPERATIONALIZING THE REGIONAL STRATEGIC PLAN, WDC PRIORITIES AND CAPACITY

Attachments:

- [Executive-Summary Regional-Strategic-Plan WDC \(Linked\)](#)
- [WDCSKC VISION RSP \(Linked\)](#)

## IV. ADJOURNMENT

# PY21 WIOA MONITORING UPDATE

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State ESD Monitoring Review

# ANNUAL COMPLIANCE REVIEW FEDERAL PROGRAM YEAR 2021 OVERSIGHT AND ADMINISTRATION OF WIOA DISCRETIONARY AND DOL GRANTS

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## **WIOA Title I Formula Program Review (Adult, Dislocated Workers and Youth)**

- Program Policies
- Participant Records, Services, Case Notes, ETO (MIS data)

## **Administrative and Fiscal Review**

- Design and governance
- Administrative controls and monitoring (Subrecipient/Contractor and Pass-Through Entity)
- Internal controls
- Cash and financial management
- Procurements & Contracts
- Personnel
- Grievance and complaint
- Support services & needs related payments

ITEMS TO ADDRESS	RESOLUTION/STATUS
<p><b>INCENTIVES POLICIES: ADULT AND DISLOCATED WORKER AND YOUTH</b> Includes unsubsidized employment attainment with retention as an allowable incentive. Incentive payments are limited to milestones associated with WEX and training, including completion of those activities, but not attainment or retention of unsubsidized employment.</p>	<p><b><u>ADULT AND DISLOCATED WORKER:</u></b> Revised policy, updated website, emailed service providers and addressed in WIOA Peer-to-Peer meetings</p> <p><b><u>YOUTH:</u></b> Change in state's policy 5621, Rev 4 - Incentive Payments to WIOA Title I Participants allowing incentives for attainment of unsubsidized employment, this item is resolved.</p>
<p><b>YOUTH PROGRAMS:</b></p> <ul style="list-style-type: none"> <li>• Incorrect payment or missing documentation of Incentive Payments</li> <li>• ETO/MIS incorrect/late entry of program services</li> </ul>	<p>Reviewed files, disallowed costs reimbursed (\$453.33). Submitted documentation to ESD. Ongoing ETO Training and Technical Assistance Will be included in PY22 Monitoring</p>
<p><b>ADULT AND DISLOCATED WORKER AND ECSA PROGRAMS:</b> ETO/MIS: missing data, errors, late entries, supporting documentation, case notes missing/inconsistent. Corrective Action:</p> <ul style="list-style-type: none"> <li>• Conduct quarterly monitoring beginning July 1, 2022</li> <li>• Report on a quarterly basis</li> </ul>	<p>Ongoing ETO training and technical assistance to providers.</p> <p>Scheduling quarterly monitoring (at minimum 2 files per provider) and reports to ESD.</p>

# PY21 WIOA MONITORING UPDATE

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Governance

“

Governance changes are not for  
the faint of heart.

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- Kristen Fox



## DOL MONITORING FINDINGS: REVISIONS TO BYLAWS AND PARTNERSHIP AGREEMENT

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### 1. Authority to hire, evaluate and terminate the Chief Executive Officer

The partnership agreement (5.C) and bylaws (Article 5.3) for Sea-King WDC give authority to the FAC Committee to hire, evaluate and terminate the Chief Executive Officer of both the LWDB as well as the fiscal agent (WDC).

WIOA requires that these fall under the full LWDB's authority. It is allowable for a LWDB to rely upon a subcommittee of the board to carry out certain functions on behalf of the full Board as long as the final action goes to the full LWDB Board for approval. *Note:* The WDC's current practice requiring all actions of the WDC are taken to the LWDB for final approval complies with the law.

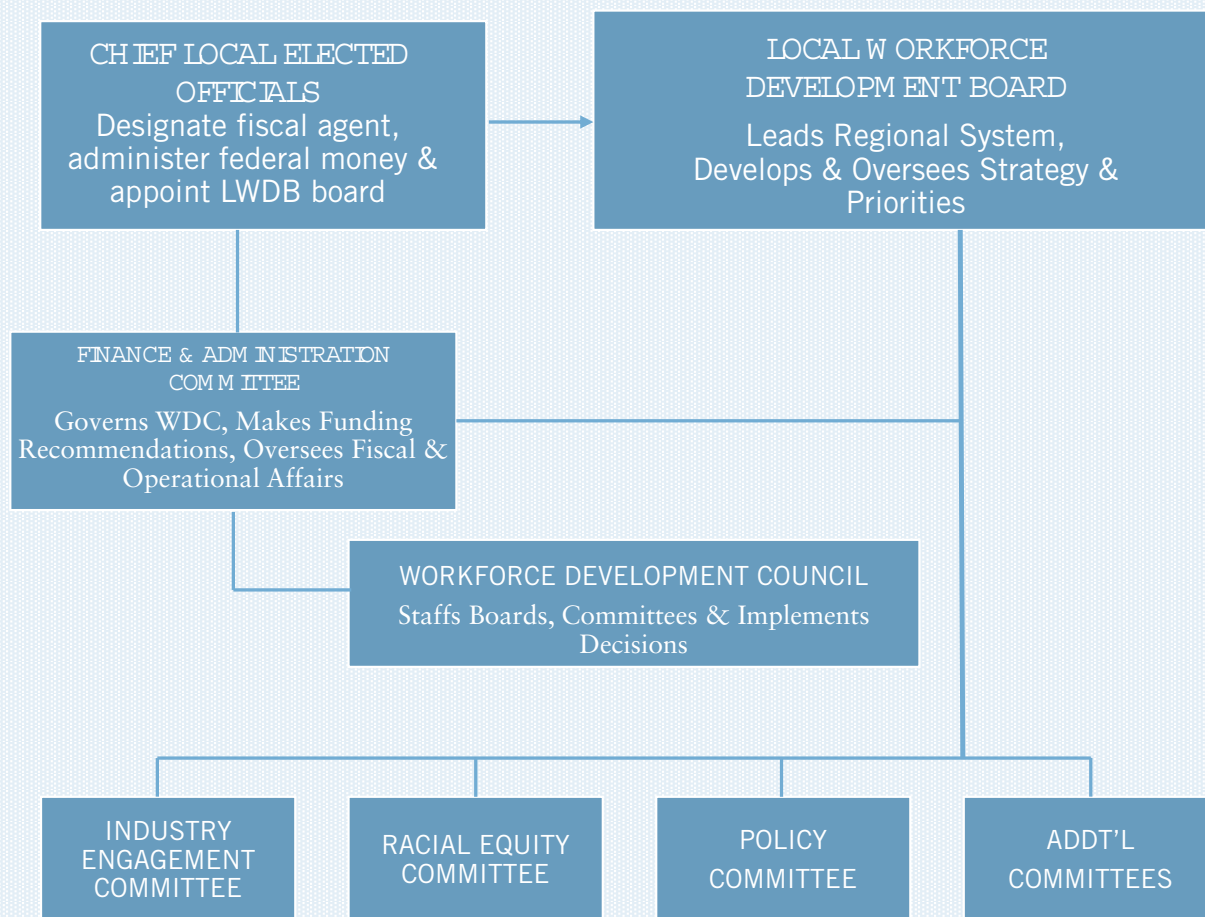
**Action Required:** Amend the partnership agreement and bylaws to either reflect that practice or clarify that actions that are LWDB actions (i.e. regarding the hiring and termination of the CEO, as well as others) are taken to the full LWDB for action.

### 2. Authority to approve or deny one stop certification and a contract

Language in the partnership agreement (3.B) gives the CLEOs the authority to approve or disapprove contracts for service providers (other than contracts to the city or county) and allows them to approve or disapprove the certification or recertification of one stops conflict with federal law that provides this authority to the LWDC.

**Action Required:** Revise the partnership agreement to ensure it does not assert authority to the chief elected officials that under federal law belong to the LWDB.

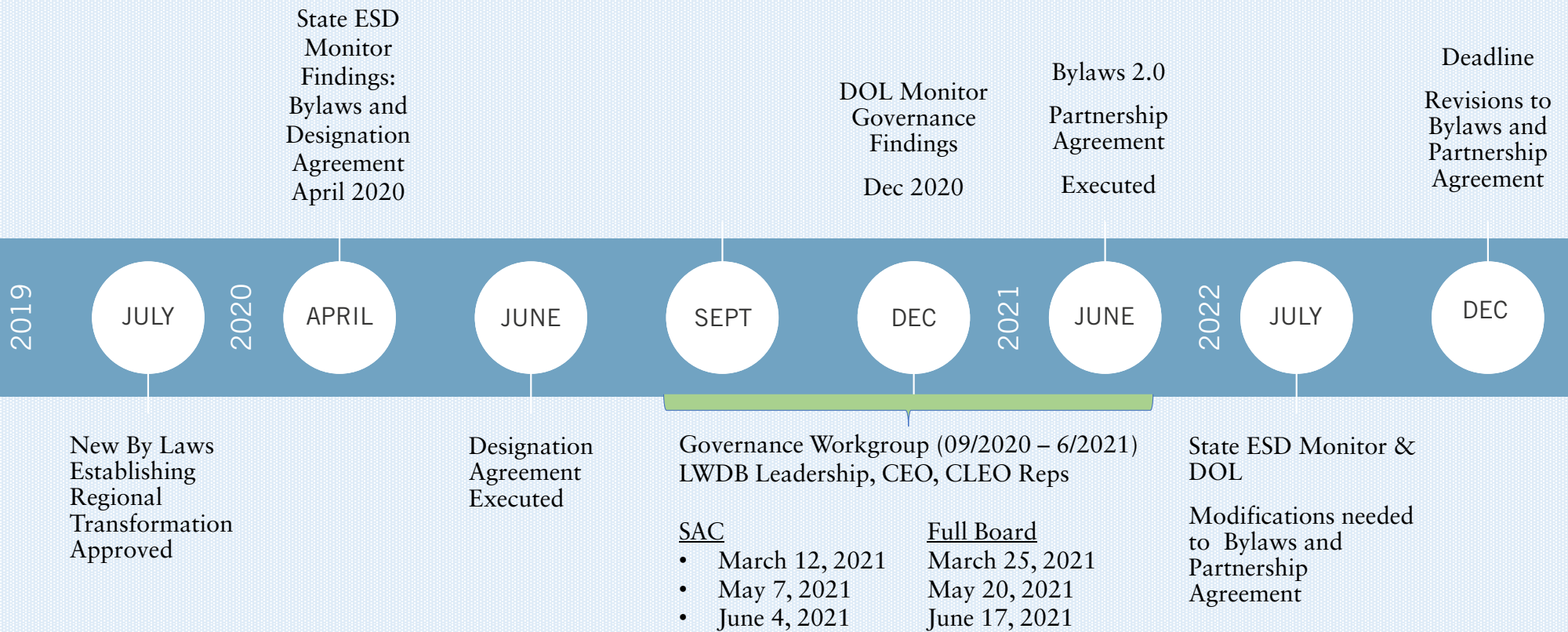
# GOVERNANCE STRUCTURE (JUNE 2021)



## Recommendations:

- Strengthen & expand the LWDB's role as regional policy body
- Separate fiscal agent oversight for operational and compliance issues related to the role of the fiscal agent.
- Establish new LWDB Committees to support transformation priorities

# GOVERNANCE JOURNEY



# OPERATIONALIZING THE TRANSFORMATION

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## WDC Organizational Priorities

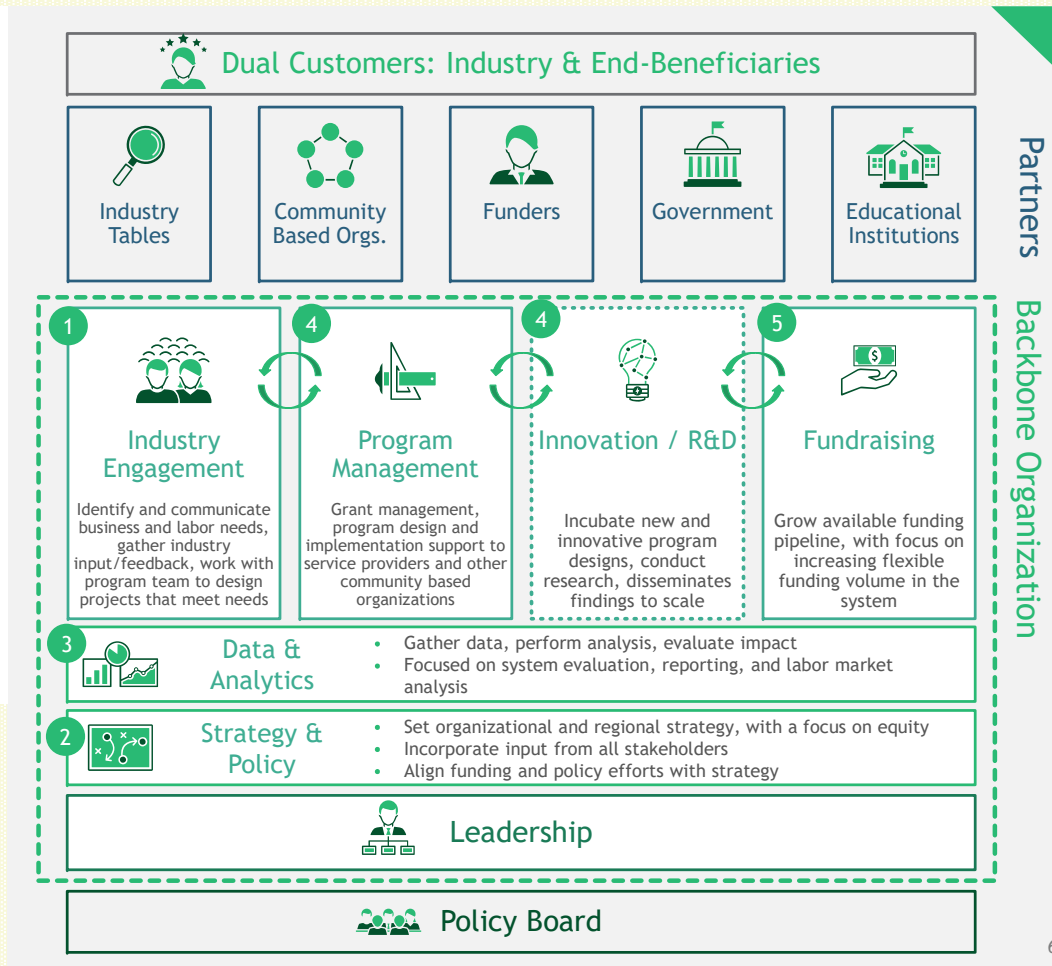
# Realign the WDC to serve as the Regional Backbone Organization and Regional Transformation Vision

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# REGIONAL BACKBONE ORGANIZATION: TARGET OPERATING MODEL

## Target operating model

- 1 Industry-driven
- 2 Equity-focused
- 3 Outcome- and data-oriented
- 4 Targeting both scale and innovation
- 5 Leveraging federal funding with more flexible dollars



## Backbone Support (Administrative) Functions

- WIOA and Non WIOA Finance
- Communications
- Compliance and Reporting
- Grants/Contract Management
- IT
- Board & Executive Support
- Administrative Support

Source: Boston Consulting Group, *Creating a backbone organization for workforce development*, May 2018

# RACIAL EQUITY STRATEGIES



Use data to identify disparities in access to services and outcomes. Implement targeted strategies to eliminate disparities



Collect, analyze, and use community level, disaggregated data



Advocate/Champion Equity in Employer Practices



Authentic Community Engagement



Funding process to reflect equity and racial justice



Accountability Measures – Equity at the Center



Transparency – Funding, Served, Outcomes



System Change

## ORGANIZATIONAL PRIORITIES

- I. GOVERNANCE: Shift the LWDB to a strategy and policy making body across multiple workforce system partners.
  - a. Maintain the LWDB's role as regional policy body
  - b. Establish a separate board/governance body of the WDC for oversight of fiscal agent and operational/administrative functions
  - c. Establish new LWDB Committees to support transformation priorities
  - d. Build Board understanding and capacity to effectively advance racial equity and economic justice.

### BOARD ROLES:

- Champion Regional Strategic Plan
- Guide Policy & Strategy
- Champion Racial Equity
- Leverage Own Networks/Partnerships/Resources/Expertise
- Align organization/industry/sector workforce development initiatives with RSP
- Advocate for funding to support Regional Backbone

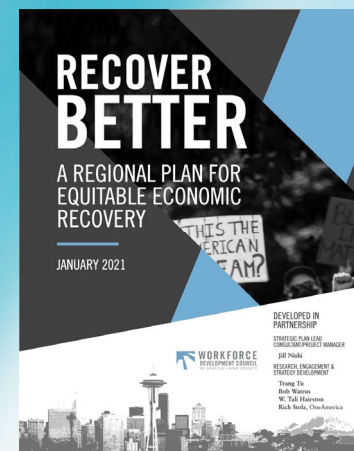


## ORGANIZATIONAL CHANGE PRIORITIES

- II. Align leadership and culture with Transformation priorities (racial equity, stakeholder engagement, collaboration and innovation)
  - a. Align internal leadership and staffing
  - b. Reset organizational culture to support change
  - c. Build internal understanding and capacity to effectively advance racial equity and economic justice
  - d. Develop internal policies and practices to support staff development
  - e. Define staffing and capacity needs to achieve transformation vision
- III. Build Capacity to Perform “Backbone Functions”
  - a. Industry Engagement: Convene and coordinate support for shared industry leadership tables.
  - b. Innovation/R&D: Incubate new and innovative program designs based on research, data and community/industry
  - c. Data Analytics: Perform analysis, evaluate impact, focused on system evaluation, labor market, community and racial equity.
  - d. Strategy and Policy: Set regional strategy and policy agenda with focus on achieving racial and economic equity.
  - e. Backbone Support Administrative Functions
    - i. Finance: Establish fiscal controls and policies to ensure compliance with and integration of diverse fund sources
    - ii. Contracting: Develop/streamline contracting processes to enable blended funding
    - iii. Monitoring, Compliance and Technical Assistance: Establish processes to support community partners success

# REGIONAL STRATEGIC PLAN

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# REGIONAL STRATEGIC PLAN

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- Establishes a shared regional blueprint to drive transformation and alignment of regional workforce system
- Seeks to align regional and partner workforce efforts and resources
- Strategically responsive to current economic context
- Serves high level strategic plan to guide WDC's priorities and basis for WIOA Local Plan
- Continued integration of community and stakeholder engagement, including funding and system partnerships and commitments, will guide next steps and implementation



## OUR NORTH STARS

### EQUITABLE ECONOMIC RECOVERY

- Recovery as an Opportunity to Rebuild Better
- Centering Racial Equity
- Re-Envisioning Workforce Development

### JOB QUALITY

- Livable Wage / Family Wage
- Benefits
- Career Advancement
- Workplace Safety

# ADVOCACY AND SYSTEMS CHANGE STRATEGIES

## Build Meaningful & Sustainable Community Influence & Power

- ✓ Center the voice of the BIPOC community to achieve equitable recovery
- ✓ Develop the capacity of credible existing institutions or new partnerships to execute a racially inclusive economic recovery plan
- ✓ Invest in BIPOC led policy and strategy development
- ✓ Engage in authentic engagement and partnership with diverse communities

## Leverage Creative Funding Models

- ✓ Blended funding/integration
- ✓ Pooling or coordination of funding with clear role for different funding to close system gaps, increase efficiency and impact.

## Partner with Industry on Equitable Recovery Commitments

## Measure and Track Equitable Recovery

- ✓ Collect and use data to drive decision making, guide & evaluate investments, understand outcomes and assess community impact.
- ✓ Develop and track impact measures and racial equity results

## Invest in Digital Infrastructure

## Strengthen the Connection Between Economic Development and Workforce Development

## WORKFORCE DEVELOPMENT STRATEGIES

### Invest in subsidized transitional employment with pathways

- ✓ Increase UI Access – Community Navigators, Language Access

### Advance Sector Partnerships and Strategies

- Construction: Support the work of Regional Public Owners and the Priority Hire program, as way to address racial equity in the construction sector.
- Information Technology: Create alternative points of entry and pathways to the IT sector as well as tech occupations that cross sectors to diversify the IT workforce.
- Healthcare: Support Healthcare Industry Leadership Table
- Other Sector Strategies: Pursue additional industry partnerships in “opportunity sectors”

**Opportunity Sectors** (show promise in increasing access for workers of color, and/or opportunities to improve job quality)

Construction - Manufacturing - Retail Trade - Transportation and Warehousing -  
Information Technology - Healthcare - Maritime

**POPULATION BASED STRATEGIES:** Design and invest in services that focus on client/population needs and deliver services in a manner that best supports them.

### Youth

- Invest in and prioritize youth of color
- Ensure work experience is high quality and linked to employers and pathways in in-demand fields
- Embed youth voice in planning, process, and service delivery
- Highlight navigation and support

### Immigrants/Refugees

- Create bridges to vocational training programs
- Offer apprenticeship programs in non-English languages
- Create credential programs for foreign-educated professionals
- Create a regional, coordinated language access plan
- Fund translation of essential workforce documents and distribute effectively to multilingual job seekers

### Justice-Involved

- Create access to employment, training and education opportunities (paid mentorship, access to apprenticeships, integrated services with diversion programs)
- Provide upstream and responsive services through community-led organizations (pre-release services for incarcerated individuals)
- Community-centered leadership, peer navigators, and technical expertise needed to support individuals' journey towards employment and self-determination.

# PY 2022 PRIORITIES INTERNAL CAPACITY



## FUNDRAISING CAPACITY

Strategic Partnerships and Funding  
Grants Writer



## BACKBONE SUPPORT FUNCTIONS

Grants and Fiscal support administrative processes to braid public and private dollars,  
Board strategy and administrative support



## INDUSTRY, LABOR & COMMUNITY ENGAGEMENT

Sustainable funds to support industry tables (staff and contracting)  
Career pathways and apprenticeship development expertise  
Funds to support community partnerships prioritizing BIPOC strategy and policy development



## DATA: RESEARCH, INNOVATION & IMPACT

Director of Impact  
Data analytics staff resources



# NEXT STEPS

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- Develop clear metrics and milestones for measuring impact (partnership with Board Racial Equity Committee)
- Implement regular communications processes and updates
- Create dashboard/scorecard to share strategic priorities and performance
- Co-design with BIPOC stakeholders, community partners and other workforce system stakeholders

# QUESTIONS / DISCUSSION

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# ADJOURNMENT

*Thank you*

*The next Finance & Administration Meeting is scheduled on November 4<sup>th</sup>, 2022.*