

Workforce Investment Council (WIC)
Quarterly Board Meeting Minutes
Tuesday, July 8, 2014
9:00 A.M. – 11:15 A.M.
PNC Financial Services Group
800 17th Street, NW, 12th Floor
Washington, D.C. 20006

I. Call to Order and Introductions

The Chair called the meeting to order at 9:07 A.M. and welcomed board members and guests.

Board members present at the meeting included:

Joseph L. Andronaco	Thomas Luparello
Tynesia Boyea-Robinson	Councilmember Kenyan McDuffie
Robert M. Brandon	Kathleen McKirchy
Anthony J. Cancelosi	Jeff Miller
Lyles Carr	Antoinette Mitchell (designee, Jesús Aguirre)
Celine Fejeran (designee, Abigail Smith)	Sarah Looney Oldmixon
Councilmember David Grosso	Andrew Reese (designee, Laura Nuss)
Michael Harreld	Adrienne Todman
Cedric R. Hendricks	Joslyn N. Williams
Lori Kaplan	

Board members not in attendance:

Robin Anderson	Thomas Penny
David Berns	Neil Stanley
Bill Dean	Christopher Smith, Jr.
Charlene Drew Jarvis	Nicola Whiteman
Solomon Keene	Marullus Williams
Catherine Meloy	Calvin E. Woodland

The Chair asked the Board for a motion to approve the minutes from the April 8, 2014 WIC Quarterly Board Meeting.

BOARD VOTE: Upon a MOTION made by Sarah Looney Oldmixon and seconded by Robert M. Brandon, the board voted unanimously to approve the draft of the April 8, 2014 WIC Quarterly Board Meeting Minutes.

Kermit Kaleba, Executive Director of the WIC, welcomed board members and gave an overview of the day's meeting agenda.

II. DC American Job Center – SE

Before the Department of Employment Services began their presentation on the DC AJC-SE business plan, Kermit reminded the board of the DC AJC-SE certification requirements and certification timeline. Kermit then asked Sheree Finley, Associate Director of American Job Center (AJC) Operations, and Paulette Francois, Deputy Director for Workforce Development, to present the DC AJC-SE certification business plan to the Board.

Paulette began the presentation by thanking the Board. She, then, commented that the business plan process has been a guiding document to improve AJC operation strategies. She announced that key staff from both the One-Stop team and the Performance and Monitoring team will also present today.

Sheree highlighted the accomplishments of the AJC certification process, which has allowed the team to standardize business processes and leverage resources to increase their quality of service. She also noted how the team looked at staff placement to take advantage of staff strengths and assure appropriate staffing at each location. A system of accountability was created at every level of the AJC organization from frontline to midlevel to facilitator staff. She reemphasized how this certification process provided a platform to improve workforce services overall.

Sonita Lal, Program Manager for American Job Centers, discussed staff development and service delivery deliverables. She mentioned that over 20 changes were made to meet the needs of the business plan. The process took six months and was broken down into five phases. Each center is fully staffed, and the centers implemented 42 hours of professional development through a tiered process. All staff has gone through the first tier of training that provides insight on the service delivery model applicable to each functional team. She also discussed their progress on the deliverable related to accessibility for disabled individuals. It was noted that the AJC team wanted to make sure all centers were accessible so that all customers with physical disabilities can be served. There are currently two accessible and functioning workstations at DC AJC-SE to assist physically disabled customers. On July 2, the Department of Disability Services (DDS) reviewed and approved that those workstations were in compliance. Ms. Lal confirmed that once DOES receives DDS's final report, they will share it with the WIC.

Sonita also talked about a new customer feedback system, made available online through Survey Monkey, in addition to the Grade D.C. platform. This new online tool will also be available in Resource Centers and during workshops at the AJCs for customers to conveniently give their evaluation of the services they received.

Sonita also addressed employer engagement and efforts to ensure that all employer-focused staff, including Business Services, First Source, and Apprenticeship, aligns with AJC services as the Employer Engagement Group. She explained that the Employer Engagement Group works with the Employment Opportunity Team in the AJCs to refer job-ready customers to employment opportunities. By having these two teams communicate on a regular basis, customers will be connected to jobs at a quicker rate.

Sheree then noted that when the certification process began, performance management systems only existed for federally funded programs, in which DOES reports WIA outcomes to the U.S. Department of Labor on a quarterly basis. In addition to that reporting, DOES has developed a performance dashboard

that includes both WIA outcome measures as well as other measures , outlined in the AJC Business Plan, to better assess its performance system at every level. Andrew Rogers, Associate Director of Policy and Performance, elaborated further on the performance dashboard. He referred to the document, *American Job Center System*, which includes various data points including enrollment numbers, placement numbers, WIA exiters, and referrals from UI to Employment Services. The data is disaggregated by WIA Adults, WIA Dislocated Workers, Veterans, Training, and Unemployment Insurance (UI) Recipients. Andrew noted that DOES recently established a performance team, who will track all the data points on the performance dashboard, monitor progress, and provide an updated report to the WIC on a quarterly basis. Andrew also explained to the board, if there were additional measures, they would like data on, he and his team would be happy to include those measures on the performance dashboard.

Next, Jonathan Toye, Data Analyst with the Office of Policy and Performance, presented the WIA performance measures DOES reports to the Department of Labor on a quarterly basis. He referred the board to the *WIA and Labor Exchange Title I Performance - District PY2013 QTR3* handout that shows the most up to date WIA performance outcomes for the District. Jonathan explained that to be in compliance the District must achieve at least 80 percent of the negotiated performance level. For those measures that the District is not achieving 80 percent or above, DOES identifies reasons for the low achievement and takes the necessary steps to make improvements.

Board Discussion and Q/A

A board member asked a question about what the youth literacy measure represented, which was also included as a performance measure on the aforementioned handout. Jonathan responded that the youth literacy measure assesses whether out of school youth that are basic skills deficient have increased their Educational Functioning Levels (EFL).

Another board member also asked if there was any way to break down the average earnings measure, to evaluate if a few individuals earnings are skewing the overall average. Jonathan responded that the District does not look at individual wages within this measure and at this point, there is no way to know exactly what wage each individual has made.

Another board member asked if the PY14 negotiated average wage performance level reflects the District's increase of the minimum wage and if the PY14 performance levels are higher than PY13 levels. Jonathan answered that the average wage performance level does not reflect the minimum wage increase and some of the performance levels have increased while some have decreased. Kermit explained that the levels are negotiated with the federal government, so local laws are not particularly considered in the final performance level.

One board member asked if the internal DOES measures are higher than the Federal measures. Jonathan replied that DOES' measures were higher so that this would ensure that the District would also meet the Federal measures.

Another board member asked what data that DOES has reviewed so far indicate in terms of the characteristics of individuals that are best suited for their services. Jonathan replied that DOES is trying to reach a large portion of the District's unemployed population, and that doing so will also help them address their WIA entered employment rate measure. Paulette added that only a small portion of the District's unemployed population are currently accessing AJC services, and DOES is looking to attract a greater share of this population and align local programs with WIA standards to ensure that unemployed individuals served through those efforts are accurately documented. DOES will seek guidance from the WIC Board and staff to help shape and integrate local programs, ensure local efforts support federally funded efforts, and standardize data tracking.

Another board member asked, with regard to employer engagement, if there are any performance measures for outreach through the Business Services Group. Paulette answered that DOES can start to report the number of new employers that register, jobs that have been posted, and services to employers on the performance dashboard. She went on to say that, they want to capture the full scope of services provided and that these measures will be tracked for PY14. Quarterly reports will be provided to the WIC and input on indicators that should be measured will be considered. If suggested measures cannot be measured, then an explanation will be provided. Kermit explained that if there are additional analyses that should be included, WIC staff will make that information available to the Board by working with DOES to report on a quarterly basis.

A board member inquired about bilingual staff at the AJCs and how many limited English proficiency customers are served through the AJCs. Sonita explained that the AJCs do have several bi-lingual staff at AJC's, in addition to the District's language access line that enable the AJCs to provide services to customers in their preferred language. Data from the last quarter reporting showed that about 3,000 people were served through DOES and through the language access line facilitation. These were mostly walk-in customers and served through the Unemployment Insurance (UI) and Reemployment Eligibility Assessment (REA) programs. She noted that DOES is looking to increase their capacity in this area, but the language access line ensures that they can communicate with almost any customer.

Another board member asked if it is possible to track performance measures for returning citizens as one of the data sets. Andrew responded that he is able to provide those numbers, but the self-attestation nature of the measure makes the reliability of this measure problematic. Therefore, it is not certain that the numbers would be reliable enough to regularly provide that data, which is why they have been excluded thus far. The board member further contributed that he would be interested on data regarding partnerships with other government service agencies. In particular, he would like to learn more about the partnership between DOES and the University of the District of Columbia Community College and outcomes for students trained through their programs. Kermit responded he would be more than happy to put that on the agenda for the October Board meeting.

A Board member asked for confirmation the AJC-SE certification would last for two years, and if there would be any additional Board oversight role during that time. Kermit responded that the two year timeframe was correct, but that annual performance measures would be approved in July of each year and the Board would be briefed on the AJC's progress and be able to provide additional input.

Another Board member asked how the number of individuals visiting the AJC relates to WIA enrollment. Andrew noted that WIA enrollment only occurred if individuals were interested in and eligible for more substantial workforce services. Paulette added that individuals that engage in self-service or other less intensive activities supported through the federal Wagner-Peyser program were tracked as visitors but did not necessarily require access to WIA services. Paulette emphasized that the overall system is not supported exclusively by WIA funds. She further explained that there are thousands of customers who are not tracked for WIA purposes, but that the employment rate number may also include participants that were only served through Wagner-Peyser, though this number might be different if only WIA participants were listed. Paulette noted that Wagner-Peyser outcomes will be added to performance reporting because the ability to examine both that program and WIA outcomes will inform how the AJCs can increase WIA registrants.

A Board member noted that based on budget data, roughly \$5,000 is spent for each job placement achieved. He noted that this seemed reasonable, but asked if DOES has considered how they might leverage lessons learned from this AJC planning process to improve outcomes. Andrew noted that there is an outreach strategy based on analyses of performance metrics, and data will help inform efforts to reach additional participants. Paulette noted that there are limited funds available for outreach, which makes that aspect difficult, but DOES is working to integrate its own training and partnerships to ensure they are reaching the right audience and efficiently serving them. Andrew's Performance Monitoring team will work closely with the AJCs on this.

One board member commented that almost 44,000 people in District have disabilities and that performance measurements should include distinctions of people with disabilities, including veterans with disabilities. Paulette replied that it would be easy to include veteran with disabilities. This board member also mentioned that he would like to connect with AJC staff, as an employer, to post jobs to the job-posting system. He then proposed a bulletin board for employers to review candidates as well as post positions. He asked if all AJCs were accessible. Paulette stated that additional accessible workstation systems have been purchased to put in centers, and that all centers are physically compliant. DCAJC-SE is completely compliant with equipment for individuals with physical disabilities.

Kermit introduced the *DC WIC Business Plan Review for DCAJC-SE* document. He pointed out that WIC staff analyses on DOES's progress towards implementing the AJC business plan has been provided, and that that document does not reflect the fact that the DDS accessibility review has been completed and noted to be in compliance. He also noted that the site visit report from the Center for Workforce Learning, which was contracted to conduct the review, recommended certification and next steps. He asked the Board to approve DOES as the On-Stop operator and approve certification of AJC-SE as a comprehensive one-stop center. He reminded the board that upon approval the certification periods of DOES as the District's One-Stop operator and AJC-SE as a comprehensive center are two years with annual performance reviews. Furthermore, DOES will request additional certifications for other centers. The Chair read aloud the motion.

BOARD VOTE: Upon a MOTION by Vice-Chair Joslyn N. Williams and seconded by Robert M. Brandon, the WIC voted unanimously to approve the application from the Department of Employment Services

to serve as the One-Stop operator for the DC American Job Center-SE, and certifies the DCAJC-SE as a comprehensive DCAJC for the District for the period running from July 1, 2014 through June 30, 2016.

After the vote, the Chair asked if the DCAJC-SE location is in the best place for customer accessibility. Paulette replied that DOES is working with what we have, but the location could be more accessible. The Chair asked if data can be provided to let the Board know the status of location accessibility and if this is something to consider further.

Thomas Luparello, Interim Director of Department of Employment Services, added that DOES is reviewing all AJC locations and beginning to have conversations with the Department of General Services regarding possible options for relocation.

III. FY 2015 Budget Update

Kermit turned the floor over to D.C. Councilmember David Grosso to give an update on the FY15 budget. He noted that the budget included a provision for an additional WIC staff member to help develop and coordinate the District's career pathways effort. Thus in October 2014, the WIC will start the hiring process for the career pathways coordinator position. Kermit thanked Councilmembers Grosso and McDuffie and announced a task force will also be created to assist in this career pathways effort.

IV. WIA Year-Round Youth Programs

Kermit introduced Gerren Price, Deputy Director of Youth Operations in the Office of Youth Programs (OYP), to present to the board DOES' WIA and local youth programs integration plan.

Gerren began his presentation with an overview of all the current locally and federally funded youth workforce programs as well as an overview of the OYP budget for FY14 which totals \$30.6M. The programs and budget are as following

Local - \$23.4M

- SYEP - \$15.3M
- Year-Round Programs (One City High School Internship (OCHSIP), Pathways for Young Adults (PYAP), and Grow Your Own) - \$7.1M
- Mayor's Youth Leadership Institute (MYLI) - \$1.0M

Federal - \$7.1M

- WIA In-School program and WIA Out-of-School program

Gerren then discussed the current OYP service delivery structure of both locally and federally funded programs. He noted the structure, which operates local and federal programs in silos, causes multiple issues such as administrative and enrollment challenges. Integrating locally and federally funded programs will help to eliminate these issues.

He then referred to the conceptual framework for integrated service delivery that illustrates the service flow and new in-school and out-of-school models. Under the integrated model:

- WIA Youth outcomes would now apply to all DOES youth workforces programs, including locally funded programs
- DOES would be responsible for framework elements including recruitment, eligibility assessment, Individual Service Strategy development, referrals, , and follow-up services
- Service providers will be selected competitively, and would be responsible for delivery of mentoring, tutoring, counseling and other ten elements required under WIA
- DOES will create a streamlined eligibility verification process

The New In-School Model may include:

- Reorganizing the Mayor’s Youth Leadership Institute (MYLI) and One City High School Internship Program (OCHSIP) to align with the ten required WIA elements
- Youth engaging in summer employment opportunities in conjunction with SYEP
- Youth receiving stipends/wages based on program participation and achievements
- Individual Service Strategy and Case Notes for all participants
- DOES and WIC soliciting service providers to support the expansion of the programs

The New Out-of-School Model may include:

- Expanding the Pathways for Young Adults Program (PYAP) to serve more youth and include additional high-demand career training
- Reorganizing the “GED to College” program model to the “GED to College and Career” program and include subsidized internship and work readiness training opportunities
- Requiring Individual Service Strategy and Case Notes for all participants

Gerren indicated that under the proposed model, individual youth program providers would not be expected to offer all of the ten required program elements under WIA. Instead, the District would be responsible to ensure the availability of the ten required elements through procuring those elements from service providers. Solicitations would need approval from the board. Furthermore, DOES and the WIC will have to continue to support existing programs and consider the future of the current In-School-Youth and Out-of-School-Youth grants.

Board Discussion and Q/A

A board member asked how many of the over 14,000 SYEP participants were placed and how many hours were they working. Gerren said that all of these youth were placed.

A board member asked if providers would be able to apply for multiple grants under the new integrated system. Gerren responded that DOES and the WIC have yet to come to final decisions regarding implementing questions. That said, OYP does not want to limit the possibilities, but both DOES and the WIC Board will take into consideration whether that makes sense. A board member asked if there are any plans to incentivize students to go to college by making scholarship funding accessible. Gerren responded that there are no plans for DOES to set up a scholarship fund; however, it is a goal of DOES to connect youth to providers and other government agencies that have funding opportunities for post-

secondary education. Additionally, the Youth Re-engagement Center, developed under the Office of the State Superintendent for Education (OSSE) and Deputy Mayor for Education (DME), would support agencies to serve out-of-school youth ages 16-24, match them with appropriate educational placements, and continue with them for about a year after enrollment.

Another board member asked, in reference to the Pathways for Young Adults (PYAP) Certified Nursing Assistant program, about what kind of outreach has been done to medical employers and if PYAP is partnered with the community college. Gerren responded that UDC-CC is the training provider for the PYAP CNA program. Through this partnership, UDC-CC is responsible for finding the internship sites for participants, which include Howard University Medical Hospital and some home health aide employment agencies. Another board member inquired about the need to focus on out-of-school youth ages 18-24 and asked if there is a plan to blend funding streams for younger and older youth. Gerren said that the goal is to streamline programs, services, and funding streams in a way that if a provider receives a grant, then it would not matter if customers are under WIA or not. The funding would be determined based on whether a person is eligible for WIA.

A Board member asked how closely does OYP work with employers and if OYP's programming is driven by the needs of employers. Gerren stated that the employer engagement component is next big challenge OYP needs to undertake. Currently, OYP is assessing how to better engage with employers to make sure youth are prepared with the necessary skills.

Another board member announced that the Career Academies within OSSE, consisting of eight schools opening to students in the fall, has an internship component and that a connection to OYP programming could be an area of potential collaboration.

A board member asked about the wages a youth earns in SYEP. The board member suggested that for some youth the \$5.25 hourly rate is not enough. Gerren responded that youth ages 14-15 make \$5.25 per hour and youth ages 16-24 make \$7.25 per hour. Gerren clarified under the PYAP program, the stipend distribution plan is tiered with youth earning \$5.25 an hour during the training phase and \$8.25 an hour during the internship phase of the program. The board member expressed concern that that for some youth the \$5.25 hourly rate may not be enough. Gerren stated that he is open to conversation to determine the appropriate way to structure the stipends in the PYAP program.

With no more questions, Kermit explained in order to move forward with the youth integration plan, the youth program design policy and the youth provider selection policy need to be modified. He directed the board to the updated combined design and selection policy. He noted that the policy still requires that the year-round programs must offer the ten required WIA program elements, still maintains that the WIC has final approval of all solicitation, and that the youth council shall be engaged in the process of overall program design. Kermit recommends the board rescind the current program design and service provider selection policies and approve the modified policy.

The Chair asked if anyone would like to make a motion to approve the new policy.

BOARD VOTE: Upon a MOTION by Vice-Chair Joslyn N. Williams and seconded by Lyles Carr, the Board unanimously voted to approve the revised policy, *2013-013, Change 2 - WIA Youth Program Design and Selection of Youth Providers.*

V. Public Comments

The Chair opened the floor to the public for comments. No public comments were made.

VI. Adjournment

The Chair adjourned the meeting at 11:16 A.M.