

**WORKFORCE INVESTMENT COUNCIL**  
**Quarterly Board Meeting Minutes**  
**Tuesday October 9, 2012**  
**9:00 AM – 11:00 AM**  
**PNC Bank**  
**800 17th Street NW, 12th Floor**  
**Washington, DC 20006**

**Board members present at the meeting included:**

Joe Andronaco	Lori Kaplan
Matt Bachand (designee, Laura Nuss)	Barbara Lang
David Berns	Lisa Mallory
Tynesia Boyea-Robinson	Hon. Councilmember Kenyan McDuffie
Robert Brandon	Catherine Meloy
Tony Cancelosi	Sarah Oldmixon
Lyles Carr	Thomas Penny
Bill Dean	Carl Rowan
Charlene Drew Jarvis	Neil Stanley
Bill Hanbury	Nicola Whiteman
Michael Harreld	Marullus Williams
Cedric Hendricks	Calvin Woodland
Victor Hoskins	De'Shawn Wright
Solomon Keene	

**Board members not in attendance:**

Emily Durso  
Kathleen McKirchy  
Chris Smith  
Joslyn Williams

**I. Call to Order**

Mike Harreld called the meeting to order at 9:11 A.M. and welcomed board members and guests. He asked each of the board members to introduce themselves for the benefit of the new members. Additionally, he thanked the board for attending and noted that this meeting would cover a number of important items, including a review of key accomplishments achieved over the last year, an overview of the work plan for the coming year, and updates regarding key projects and programs.

**II. Swearing in of New Board Members**

The Office of Boards and Commissions' (OBC) director, Darryl Gorman, swore in two new board members of the Workforce Investment Council: Charlene Drew Jarvis and Honorable Councilman Kenyan McDuffie. Three individuals were reappointed to the board: Sarah Oldmixon, Tony Cancelosi, and Cedric Hendricks. The fourth individual who was also scheduled for reappointment to the board, arrived late and missed the oath. She will need to make an appointment with OBC to be sworn in at a later date.

### III. Looking Back, Looking Forward: FY12 Accomplishments & FY13 Strategic Goals

The Chair invited Allison to present an overview of Workforce Investment Council (WIC)'s work done to date and goals for the next year. She used a Prezi to depict the relationships between the various strategies and programs discussed, which can be viewed at [http://prezi.com/c\\_0q-ahyw0l5/district-of-columbia-workforce-system](http://prezi.com/c_0q-ahyw0l5/district-of-columbia-workforce-system).

Allison began the presentation explaining that a significant portion of the work carried out over the past year included defining the roles and responsibilities for the WIC and Department of Employment Services (DOES) under the Gray administration and new WIC leadership. She noted that the key accomplishment from this past year was the development of the strategic plan. She recapped the strategic planning process, including the participation of several board members on the strategic planning advisory committee, the Mayor's workforce development conference held in June, and the vision, mission, goals and strategies for the District's workforce system that emerged from this planning process. She then walked the board through how the strategic plan relates to the WIC's project work in four key program areas: (1) American Jobs Center System; (2) Adult Training Services; (3) Youth Services and (4) Workforce Intermediary.

Key Program Area - American Jobs Center (AJC) System: Allison described the work done to date concerning the AJC system, which is one of the four key program areas that the WIC Board is responsible for overseeing. She described some of the data analysis work undertaken to better understand the needs of the clients served, the services received, and the outcomes achieved through the job centers. She noted that while the WIC unable to develop a set of performance benchmarks for the each center this year, the data analysis work has set the stage for the development of a range of policies and procedures intended to standardize operations and quality control for services within the District's AJC network over the next year. This work will be supported through technical assistance funded by the Department of Labor. Allison went on to list the following key accomplishments achieved to date and proposed strategic goals for the coming year:

#### FY2012 Accomplishments

- Conducted preliminary data analysis to identify strengths and weaknesses
- Developed a new AJC memorandum of agreement
- Met or exceeded negotiated performance levels for WIA adult and WIA dislocated worker
- Served more than 16,330 adults and dislocated workers; 1,410 were assisted by staff through intensive and training services

#### FY2013 Strategic Goals

- Invest in professional development for AJC front-line staff
- Develop performance benchmarks for the AJC system
- Develop certification standards and process for DOES-run AJC
- Clear DOL cap for failing to certify AJCs

Key Program Area - Adult Training Services: Allison went on to describe the work of the WIC related to the Individual Training Account (ITA) system, which provides District residents with a voucher that can be used to support training-related expenses at a pre-approved provider. Key accomplishments achieved to date and proposed strategic goals for the coming year were as follows:

#### FY2012 Accomplishments

- Used LMI to guide investment of WIA training funds through the Individual Training Account process
- Used qualitative and quantitative information collected through application process to develop baseline data about and establish clear performance expectations with providers.
- Used job placement data to evaluate renewal applications
- Document current ITA processes, from training provider application to job seeker placement  
442 adult individuals received training services through WIA and Wagner-Peyser funded programs from July 1-June 30, 2012

#### FY 2013 Strategic Goals

- Use information gathered from employers to facilitate a better understanding of job opportunities & hiring requirements among training providers and job seekers. Establish updated certification and performance standards for providers serving WIA participants by early 2013
- Work with DOES to establish updated SOPs for outcomes monitoring and compliance activities

Key Program Area- Youth Services: Allison recapped the board's role in overseeing WIA youth programming, noting the WIC's decision to prioritize the redesign of the grants program to ensure it meets the educational and employment needs of low-income youth in the District. She then described the steps taken to improve the delivery of WIA youth services over the past year and the goals for the upcoming year.

#### FY2012 Accomplishments

- The WIC revitalized its youth council to support the alignment of Raise DC a comprehensive cradle-to-career initiative led by the Office of the Deputy Mayor for Education to ensure that all District youth are career ready by 24 years old.
- Redesigned the WIA youth procurement process
- Developed and piloted an RFA for innovative out-of-school youth services
- Developed an RFA for redesigned in-school youth services

#### FY 2013 Strategic Goals

- Release RFA for WIA ISY youth grants
- Provide meaningful technical assistance to youth grantees
- Develop SOPs for grants monitoring and oversight, involving both the WIC and DOES
- Develop a clear picture of results achieved by program investments
- Clear DOL cap for failure to monitor youth services and exit participants

Key Program Area - Workforce Intermediary: Allison recapped the development of the workforce intermediary initiative over the last year and described the work to be undertaken in the coming year. Key accomplishments and goals described were as follows:

#### FY2012 Accomplishments

- WIC staff convened the task force charged with making recommendations regarding formation of the Workforce Intermediary and drafted recommendations to the Mayor and Council on implementation of a workforce intermediary strategy in hospitality and construction

- Task force recommended that the WI be staffed and implemented by the WIC in coordination with a range of partners
- WIC is working to identify a project manager and hopes to begin operations in early 2013

#### FY 2013 Strategic Goals

- Initial work will involve meeting with employers in targeted industry sectors to develop a detailed picture of the jobs that are growing in their industry, understand their hiring needs and processes
- Use information gathered from employers to facilitate a better understanding of job opportunities and hiring requirements among training providers and job seekers
- It is expected that the District will serve as many as 300 individuals during the first year of implementation – 210 in hospitality/retail, 90 in construction

#### Board Q/A Discussion

Several board members reflected on the historical challenges leading to the establishment of a fully functioning workforce board in the District. Board members recognized the noteworthy progress that the WIC has achieved in the past year and are looking forward to supporting the WIC's efforts in the coming fiscal year.

#### **IV. Southwest (SW) American Jobs Center Update**

Mike invited Lisa Mallory to discuss her update concerning the Southwest (SW) American Jobs Center (AJC). Lisa explained that the SW Center's lease will soon expire and the board must consider whether to approve an extension or renewal of its lease. She discussed the significant cuts in federal funding received in the last two years and the limited financial capacity of the District to commit to a multi-year lease. In addition, she noted that the SW Center was one of the lowest-performing centers in the District: in PY 2011 the SW Center had the lowest number of individuals referred to training services, the smallest proportion of total WIA participants served, . Given the comparatively low service levels and the proximity the SW Center to another full-service American Jobs Center less than a mile away, closing the center would not cause a substantial disruption of service. She concluded that DOES staff recommends disapproving an extension or renewal of the SW Center lease.

**BOARD VOTE: This issue was forwarded to the full board for consideration by the Executive Committee. After the full board reviewed the information presented on the SW Center, the Chair asked if the board had any questions or concerns regarding closing the SW Center. No questions or concerns were raised and the board voted unanimously to disapprove the renewal of the SW Center's lease and close the center.**

#### **V. WIA Youth Program Updates**

Kermit Kaleba, WIC Program Manager, presented a series of recommendations regarding the funding and support of WIA Youth programming including: the Out-of-School Youth grants process and proposed conditional awardees, the proposed set of services for the In-School Youth RFA and the proposed approach to WIA youth monitoring and technical assistance.

**Out-of-School Youth (OSY) Request for Applications (RFA) update:** Kermit recapped the OSY grants redesign background and application process, noting that the WIC and DOES received 25 applications for the OSY RFA. Applications that successfully responded to the RFA presented a holistic approach to the provision of workforce development and supportive services, which were clearly designed to address the needs of the target population described in the grant application and ensure that they met the

educational and employment goals outlined in the proposal. He noted that overall weaknesses identified among OSY respondent applications were the insufficient use of data to drive program design, lack of incorporation of innovative educational strategies, such as contextualization, and weak employer engagement. The proposed conditional grant awardees and grant amounts recommended were as follows:

Organization	Program Model	Grant Amount
Academy of Hope	GED to College	\$356,850
Covenant House Washington	GED to College	\$300,000
YWCA	GED to College	\$187,500
Latin America Youth Center	Occupational Training	\$334,393
Covenant House Washington	Occupational Training	\$375,000

Kermit explained that the Advisory Neighborhood Commission must conduct a 30-day review process before any grant agreements can be executed. As such, program implementation will begin on or around November 1, 2012. He concluded by requesting the full WIC board’s approval of the Executive Committee’s recommended set of OSY conditional grant awards.

**BOARD VOTE:** The Executive Committee recommended this issue be presented to the full board for consideration. A vote was called to approve or deny the proposed set of conditional grant awardees. The Chair asked those board members who had a conflict of interest in the OSY grants to recuse themselves from voting on the approval of the grants. Lori Kaplan with the Latin American Youth Center recused herself. After the board reviewed the Executive Committee’s recommended set of conditional grant awardees and information related to the RFA process, they voted to approve the set of conditional grant awardees.

**Proposed In-School Youth (ISY) Request for Applications (RFA):** Kermit provided an overview of the proposed set of services for the ISY RFA. He explained that under the proposed RFA design, the WIC would seek proposals from eligible entities to provide value-added career and post-secondary readiness activities for at-risk public and charter school students entering their third year of high school. Grantees will work in partnership with host high schools and at least one other strategic partner – such as a local employer or a post-secondary institution – to deliver services that enable youth participants to graduate from high school and prepare for the next phase of their lives. He then discussed the following key components of the proposed RFA:

**ISY Proposed Program Models:** The proposed RFA would include two program models: 1) industry awareness and 2) post-secondary preparation. Respondents may apply to deliver one or both of these models but must submit a separate proposal for each model.

**Proposed Outcomes:** The proposed RFA contains three (3) Youth Outcome Measures to track in evaluating whether youth are well- served in the year-round program. The three outcomes are:

1. Literacy and Numeracy Gains - 55% of participants
2. Attainment of a High School Diploma - 65% of participants
3. Placement in Employment, Advanced Training or Post-secondary Education - 70% of participants

**Proposed Performance Monitoring System:** The proposed RFA asks programs to provide monthly reports on outcomes achieved, as well as on measures of program and student progress, including:

- Program services provided, such as number of youth enrolled, with a completed individual service strategy, with regular attendance, graduated from program.
- Interim measures indicating participants are making toward outcomes, including progress towards high school completion, preparation undertaken to enter post-secondary education, completion of work experiences

The proposed RFA also asks providers to supplement monthly quantitative reports with a quarterly narrative report.

**Proposed Target Population and Literacy/Numeracy requirements:** The proposed RFA targets two distinct geographic service delivery areas in the District: Region 1: Wards 1-4 and Region 2: Wards 5-8

To deliver a program in a particular Region, the respondent must have a facility located in that Region and provide services in that Region, with the exception of partnership activities undertaken in conjunction with employers or postsecondary institutions that may be located in other areas. Respondents may apply to deliver programs in more than one Region, but must submit a separate application for each region.

Kermit also noted eligible youth under this proposed RFA must meet all WIA eligibility requirements (age, residency, income level, etc.) and meet the following proposed RFA-specific requirements:

- Enrolled in their third year of high school
- Literacy or numeracy levels below grade level but at or above the 9<sup>th</sup> grade level
- Would benefit from assistance to obtain their high school diploma and advance into employment or higher education

**Proposed Cost-Per-Participant:** The proposed RFA would include a hybrid stipend/incentive model, where a transportation stipend is provided and applicants are asked to propose a set of incentives for youth to be served. A maximum cost per youth of \$4,500, including at least \$1,000 for incentives/stipends.

**Timeline and Next Steps:** Kermit and Allison explained that the Notice of Funding Availability (NOFA) for the proposed ISY RFA is expected to be posted on the WIC's DMPED site the week of October 8 or the following week of the October 15. The proposed ISY RFA is scheduled to be released on October 26, 2012. The WIC will hold an RFA Informational meeting on November 5, 2012.

The Chair asked the board if they had any questions or concerns with the proposed ISY program model.

#### Board Discussion Q/A

One of the board members asked if what the RFA proposes in terms of literacy/numeracy outcomes. Allison responded that over the two-year period, the RFA requires that students progress at least one grade level.

Another board member asked if the ISY RFA per participant cost was based on an expected number of participants, as providers may face some challenges in budgeting for fixed costs not knowing the exact number of participants they would serve. Allison responded that the RFA asks applicants to provide a

budget based on the total number of proposed participants to be served. (Applicants are asked to serve no fewer than 25 students and no more than 35 students per cohort.) Successful applicants would then receive 50% of the total monthly grant award, regardless of the number served, each month and an additional 25% of the monthly grant award upon reaching the enrollment targets specified in their response to the RFA.

There was some confusion noted among the board regarding the distinction between “third-year students” versus “11<sup>th</sup> graders” or “juniors.” Kermit and Allison explained that this term reflects the terminology used by OSSE, DCPS, and PCSB to describe students who reach their third year of high school but have not yet accumulated enough credits to be enrolled in the “11<sup>th</sup>-grade.”

Another board member asked if applicants would develop their own partnerships with secondary school under the proposed RFA, or if partners would be pre-screened or selected for them. Allison responded by explaining that promising practices in other jurisdictions had approached this various ways – some jurisdictions left it up to the applicants, while others included a list of interested secondary schools. WIC staff will be doing some legwork to help inform secondary schools of the opportunity to partner under this RFA, but ultimately the selection of a particular partner will be up to the secondary school and the applicant.

The Chair asked if the board had any final questions before approving the proposed ISY RFA program model. Since no questions or comments were made, a motion to vote on approving the proposed ISY RFA program model was made.

**BOARD VOTE: Upon a MOTION made by Barbara Lang and seconded by Charlene Drew Jarvis, the motion to approve the WIA ISY RFA program model was approved.**

**Proposed Technical Assistance and Monitoring plans:** Finally, Kermit presented a proposed approach to technical assistance for WIA youth grantees. He explained that in recommending the technical assistance approach, the WIC wanted to provide technical assistance designed to address concerns about providers’ use of program and performance data performance that were identified by DOES as a part of previous grant cycles and during the OSY RFA review process, while also giving providers the opportunity to identify areas in which they would like to build on or improve their current programming. To that end, staff recommends that grantees participate in the National Youth Employment Coalition’s Promising and Effective Practices Network (PEPNet). PEPNet’s data management tools and services will allow grantees to better assess and improve their performance in a range of areas. Moreover, Kermit notes that the Community Foundation for the National Capital Region is providing the WIC with a unique opportunity to procure PEPNet services at a reduced cost. The foundation has a donor interested in supporting capacity building of youth employment providers in the District who pledged \$40,000 to support the funding of this project if an additional \$40,000 can be secured.

Kermit went on to explain that, separate and apart from the technical assistance opportunity, the WIC has a responsibility to ensure that WIA youth grant funds are used appropriately. DOES conducts the actual monitoring of grantee administration of funds and provision of programming. To that end, Kermit noted that the WIC and DOES will be working together to develop joint monitoring process for both OSY and ISY grantees. This will result in a set of standard operating procedures (SOPs) and supporting materials designed to ensure we have a consistent process over time. One of the board members asked if the technical assistance approach responds to the Council requirement to use up to \$100,000 in WIA youth funding to support the provision of technical assistance to funding set aside by the Council to fund

youth providers. WIC staff noted that the proposed technical assistance and monitoring approach should address the requirement. While the WIC and DOES will only be investing \$40,000, this will be matched by \$40,000 from the Community Foundation and an additional \$40,000 from United Way for a total investment of \$120,000

Another board member noted the influence of Martha Ross's research from the Brookings Institution on the election to use the PEPNet approach. Martha's work highlighted the limited capacity of District youth providers to monitor and track performance data and program outcomes. The report indicated that District youth service providers vary in their ability to track and measure progress among their participants, and a significant proportion of them reported interest in further discussing how to develop meaningful and realistic performance measures<sup>1</sup>. The report recommended the use of PEPnet, noting that it is considered a 'best-practice' and comprehensive system of evidence-based and practice-based quality standards, tools, and services. She expressed confidence in using PEPnet toward this quality enhancement effort.

**BOARD VOTE: Upon a MOTION made by Bill Hanbury and seconded by Charlene Drew Jarvis, the motion to approve PEPnet as a technical assistance opportunity for WIA youth grantees was approved.**

#### **VI. Public Comments**

Dr. Allen Sessoms, President of the University of the District of Columbia (UDC), spent a few minutes discussing the financial challenges and budget constraints facing UDC. He noted that the College is considering right sizing and will have to consolidate facilities including its community college and workforce development program sites. This would likely affect several aspects of workforce and community college programming at the College including reduced staff, facilities, and overall budget. Board members asked a series of questions regarding the prioritization of the community college and its workforce development programs, relative to other UDC priorities.

#### **VII. Closing Comments and Adjournment**

Allison made the following prior to the close of the meeting:

1. The WIC has a new collaborative site on Google where board members and other interested stakeholders can view board meeting minutes, meeting materials, and other items .
2. Daniela Teran, who served as the Program Analyst for the WIC, recently resigned and returned to Arizona. The WIC is seeking to fill her position as soon as possible..

The Chair adjourned the meeting at 11:20 AM. The next quarterly WIC board meeting is scheduled for January 8, 2013.

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<sup>1</sup> Ross, Martha. *Strengthening Educational and Career Pathways for D.C. Youth*. Washington, D.C.: Brookings, October 2011.