

**WORKFORCE INVESTMENT COUNCIL**  
**FINAL Quarterly Board Meeting Minutes**  
**Tuesday April 9, 2013**  
**9:00 A.M. – 11:00 A.M.**  
**PNC Bank**  
**800 17th Street NW, 12th Floor**  
**Washington, DC 20006**

**I. Call to Order and Introductions**

The Chair called the meeting to order at 9:10 A.M. and welcomed all board members and guests.

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

Joe Andronaco	Solomon Keene
David Berns	Barbara Lang
Tynesia Boyea-Robinson	Lisa Mallory
Robert Brandon	Kenyan McDuffie
Tony Cancelosi	Kathleen McKirchy
Lyles Carr	Catherine Meloy
Bill Dean	Sarah Looney Oldmixon
Emily Durso	Andrew Reese (designee, Laura Nuss)
William Hanbury	Nicola Whiteman
Michael Harreld	Joslyn Williams
Cedric Hendricks	Marullus Williams
Victor Hoskins	Calvin Woodland
Charlene Drew Jarvis	
Lori Kaplan	

**Board members not in attendance:**

Robin Anderson  
Thomas Penny  
Carl Rowan  
Chris Smith  
Neil Stanley

The Chair called the board's attention to the draft January 9, 2013 WIC Quarterly Board Meeting Minutes in the meeting materials. He asked the board to review the minutes and asked if there were any comments or questions regarding the draft meeting minutes. Hearing no comments or questions, the Chair asked for a motion to approve the minutes.

**BOARD VOTE: A MOTION was made and seconded, and the board voted to approve the minutes from the January 9, 2013 WIC Quarterly Board Meeting.**

The Chair asked Allison to provide a short update on WIC staffing . Allison introduced the three new WIC staff members, Geoffrey King, Jeannette Frett, and Laura Burgher to the board.

**II. Chartering, One-Stop Certification & Adult Job Training Policy Development Process**

The Chair asked Allison to describe the status of the policy development process surrounding One-Stop Certification and Adult Job Training. Allison reminded the board about the One-Stop Certification work plan, which was presented at the January 2013 Quarterly board meeting and slated to be completed by July 2013. She then introduced Maryann Lawrence, the technical assistance provider who is working with Workforce Investment Council and Department of Employment Services (DOES) staff to accomplish the key tasks outlined in the work plan. She invited Maryann to share with the board the overall progress achieved on the work plan and next steps for implementation.

Maryann explained that she has been working extensively with WIC and DOES staff, and is confident that their strong commitment and participation in this process will lead to marked improvement for the District's workforce system. She asked the DOES Director to introduce Paulette Francois, Deputy Director at DOES, who would be responsible for overseeing the One-Stop system and workforce programs. The Director highlighted Paulette's expertise in the field and her experience working for the state of Maryland. The Director also noted that Ms. Francois would be bringing on additional staff to support her work with the American Job Centers (AJCs) in the coming weeks.

*Roles and Responsibilities under the Workforce Investment Act (WIA):* Maryann proceeded to outline the work done to date and the proposed timeline for policy implementation. She advised the board that before any work can be done to develop policies and procedures, it is important to define the roles and responsibilities of the WIC board, the One-Stop Operator, and its partner agencies. As such, Maryann explained that the proposed charter included in the meeting materials aims to provide direction regarding the specific roles and responsibilities set forth under WIA with respect to each of the key players.

MaryAnn then pointed out that WIA defines the District of Columbia as a single state delivery area, meaning that it is recognized as both a state and local workforce investment area under WIA. Therefore, the Mayor, the DC Workforce Investment Council (WIC), the Department of Employment Services (DOES), and the Office of the Chief Financial Officer (OCFO) each fulfill specific state and local responsibilities defined under the law. She referenced the handout throughout her discussion describing the distinct roles for the WIC and DOES as defined in WIA. The roles for both entities are outlined below:

The WIC, appointed by the Mayor, serves two roles defined in WIA:

1. State Role: The WIC is the "State Workforce Investment Board," and is responsible for assisting the Mayor in carrying out a range of state responsibilities, including developing the state strategic workforce plan, negotiating statewide performance measures, and setting statewide policies for the workforce system
2. Local Role: The WIC is the "Local Workforce Investment Board," and is responsible for overall administration and oversight of workforce system, including certifying one-stop operators, establishing eligibility standards for training providers receiving WIA funding, and selecting providers of WIA Youth services

WIC board members serve as both state and local board members. The WIC is currently developing procedures to ensure that all policy decisions are clearly defined as either state or local board actions, and are clearly authorized by federal and District law. She pointed out the ongoing work of the WIC's current task force work devoted to One-Stop Certification and Adult job training.

Maryann recommended that, when needed, there should be two different agendas for meetings: (1) state board agenda and (2) local board agenda.

The DOES currently serves three roles defined in WIA:

1. State Role: DOES has been designated by the Mayor to serve as the Grant Recipient and Fiscal Agent for all WIA funds received by the District, and is responsible for disbursing such funds in accordance with federal law and the policies set by the WIC.
2. Local Role: DOES is designated by the WIC to serve as the One-Stop Operator, with primary responsibility for staffing and operating DC American Job Centers.
3. State Role: DOES serves as the service provider for both Wagner-Peyser (WP) and Workforce Investment Act (WIA) Adult and Dislocated Worker programs. DOES also provides monitoring and oversight of WIA Youth providers selected by the WIC.

DOES also fulfills a number of key state responsibilities, including: preparation and submission of required federal performance and financial reports, administration of the statewide employment statistics system, and development of the WIA annual report in cooperation with the WIC.

*Certification Process:* Maryann then explained to the board how the District's One-Stop Center system currently operates and the responsibilities assigned to the workforce boards and the primary partner agency to carry out through the one-stops. She highlighted the importance of developing a One-Stop certification process, as it is a key requirement enforced by the U.S. Department of Labor. She further explained that certification is a performance management tool through which an oversight body determines that some person or organization has met a set of standards which have been previously defined as constituting a minimum level of quality. The certification standards would ultimately serve as performance benchmarks that the WIC would use to continuously assess services delivered in the one-stops over time.

*Roles of DOES and the WIC in One-Stop Certification:* Maryann explained that WIA identifies specific roles for workforce boards and the primary partner agency when certifying One-Stop Centers. She noted that currently in the District, DOES serves as the One-Stop Operator and that it is responsible for staffing and operating the DC American Job Centers. She also explained alternative methods for selecting a One-Stop Operator under WIA, which are noted below:

1. The One-Stop Operator is selected through a competitive bid process where a private vendor would be selected to run the One-Stop Centers
2. The One-Stop Operator is selected through an agreement between a consortium of entities and the WIB, which includes at least three or more required One-Stop partner funding sources (e.g. Workforce Investment Act (WIA), Wagner-Peyser and Unemployment Insurance (UI) services)

Additionally, Maryann noted that several other states experience a natural tension between the primary partner agency and the workforce board, given the direct conflict between their individual responsibilities and oversight controls.

#### Board Discussion and Q/A

*Difference between the State and Local Boards:* One board member asked if there are any significant differences between local and state workforce board authority that the board should be aware of. Maryann drew upon local and state examples to highlight the different responsibilities carried out

between a state workforce board and a local workforce board, including the wider set of responsibilities assigned to local workforce boards.

Maryann concluded her presentation by introducing Sherry Marshall, the Executive Director for Southwest Ohio Region Workforce Investment Board (SWORWIB). The SWORWIB implements the Workforce Investment Act in the City of Cincinnati and Hamilton County, Ohio. Maryann explained that while SWORIB's delivery area is not directly equivalent to the District's, the SWORIB experienced similar struggles, including multi-jurisdictional challenges, failure to meet WIA performance standards, lack of a clear system for delivering uniform services in its One-Stop Centers, and lack of other controls necessary to carry out its core functions under WIA. More importantly, however, Maryann noted that the SWORIB was able to surmount these challenges and was recently honored as WIB of the year. The Chair explained that a motion will be called to adopt this charter and clarified that next steps following the approval of the charter would include developing the policies surrounding One-Stop Certification and Adult job training. He then asked if any of the board members had any final questions or comments before proceeding with the motion. One board member asked to clarify what policies would follow from the approval of this charter. Allison responded by explaining that Maryann would return in July for the next phase of the policy development process concerning Adult job training and eligibility determination under the WIA – funded Individual Training Account (ITA) system. Hearing no further questions or comments from the board, a motion was called.

**BOARD VOTE: Upon a MOTION made by Joslyn Williams and seconded by Barbara Lang, the board voted to unanimously approve the charter.**

### **III. Strengthening D.C.'s One-Stop Centers**

Allison introduced Brooke DeRenzis, Project Director at DC Appleseed and Ed Lazere, Executive Director at DC Fiscal Policy Institute, who presented their policy brief, "Strengthening D.C.'s One-Stop Centers: The Next Step in Reforming Workforce Development in the District of Columbia". Staff distributed a copy of the policy brief to all attendees.

Brooke began her presentation by explaining their presentation would consist of two parts:

1. A description of certification and how it can be used to promote improvement and accountability for One-Stop Centers, including key characteristics of effective One-Stop Centers identified in their research
2. Policy recommendations for improving the District's One-Stop Centers

Brooke then described how her research revealed that effective centers clearly demonstrate an understanding of who their customers are: employers and job seekers. Additionally, Brooke outlined key characteristics of One-Stop Centers that excel at connecting job seekers and employers. These characteristics are as follows:

1. Have a reliable brand with uniform set of services delivered across the system
2. Have Standard Operating Procedures (SOPs) for employers and job seeker services
3. Established a strong relationship with partner services (e.g. referral to Adult Education programs)
4. Have the ability to track customer needs and services effectively
5. Provide regular professional development services to its staff

6. Use metrics to measure employment hiring rates and customer service

Brooke proceeded to explain how certification could be used to support the District's One-Stops Centers achieve outcomes similar to those achieved by other systems in her research. She pointed out that the District could use the certification process to create a framework for transforming its One-Stop Centers and making them a robust resource for employers and jobseekers. The certification process provides an opportunity to set standards, drive improvement, and increase accountability.

After Brooke concluded her part of the discussion, Ed Lazere proceeded to discuss next steps for the District and outline policy recommendations. These recommendations are as follows:

1. The Mayor, WIC, and DOES should articulate a clear mission and goals for effective one-stop career centers
2. The WIC should adopt certification standards that foster effective one-stops
3. The Mayor should reaffirm the WIC's oversight responsibilities by transferring authority of WIA grant funds to the Deputy Mayor for Planning and Economic Development (DMPED). The funding for One-Stops should flow from DMPED through the WIC to DOES
4. The WIC should work with an independent expert to evaluate One-Stop centers based on the certification standards and provide technical assistance for compliance
5. The WIC should build its capacity to implement the certification and monitoring process

The presenters opened up the floor to questions and comments from the board. The chair asked Allison to provide an overview of the One-stop certification process from now moving forward. Allison stated that the WIC is currently convening two task forces designed to provide input and feedback regarding the One-Stop Certification and Adult Job Training policies. Each task force meets once a month, and includes a wide range of stakeholders interested in these issues. She indicated that the feedback provided by these groups will inform the development of a set of policies that will be presented to the board for review in July. Additionally, Allison noted that Maryann Lawrence will be in town again in May and she invited interested board members to schedule a meeting with her.

#### **IV. Workforce Intermediary (WI) Update**

Allison began by recapping the major components of the Workforce Intermediary initiative for the board, including the following:

- \$1.6 million to support sector-specific workforce development programming;
- Design informed by Task Force recommendations and national best practices;
- Strengthen alignment between a range of stakeholders in two target industries - hospitality and construction;
- Provide services to both jobseekers and employers related to placement and training strategies;
- Place unemployed and underemployed DC residents in entry-level occupations that provide family-supporting wages and benefits; and
- Convene an employer committee to identify current and future skill requirements, evaluate existing training capacity, and develop consensus on services supported through the initiative.

She then described the proposed approach and timeline for the Intermediary's work in the hospitality industry, explaining that the project would be implemented in two phases:

1. Placement Phase: WIC funds a Job Placement Partner (JPP) that will be responsible for screening and assessing no fewer than 210 DC residents for immediate industry job opportunities, working closely with participating employers. The JPP will work closely with participating employers to identify minimum employment standards and provide job development services to ensure that candidate referrals are carefully matched to the needs of specific businesses.
2. Training Phase: WIC anticipates funding one or more entities to strengthen occupational capacity and ensure jobseekers have the necessary skills for advancement.

*Employer Advisory Panel:* The WIC will also convene an employer advisory panel to identify current and future skill requirements, evaluate existing training capacity in the metropolitan area, and develop consensus on the types of job placement and training services provided through the initiative.

*Required Outcomes and Payment Structure:* Allison explained that the RFP has a set of required outcomes and specific guidelines for payment, which will be awarded to one eligible respondent, under which base payments will be disbursed, as well as performance-based payments based on the following outcomes:

- Development of a screening and assessment protocol, through direct consultation with employer partners;
- Successful job placements; and
- Successful job retention, defined as continued employment in a qualifying job six months following the initial job placement.

*Reporting and Data Collection Requirements:* Allison went on to explain that the contractor will be required to submit monthly and quarterly reports on program status and progress to Workforce Intermediary staff and the hospitality employer committee. Reports shall include:

- Number of qualifying jobs identified for referrals, by employer;
- Number of jobseekers receiving screening and assessments;
- Number of jobseekers establishing an individual service plan;
- Number of jobseekers participating in short-term industry awareness training;
- Number of jobseekers receiving referrals to qualifying jobs, by job opening;
- Number of jobseekers receiving interviews for qualifying jobs;
- Number of successful job placements; and
- Number of job seekers retaining employment six months or more

Allison explained that the WIC would need the full board's approval before finalizing the above-mentioned proposed RFP program design. Before the Chair called a motion to vote, Allison asked the board if they had any questions regarding the information presented on the RFP's service design.

#### Board Discussion and Q&A

The following feedback was offered regarding the RFP's proposed service design:

- The priority applicant requirements as presented in the PowerPoint slide appeared to be vague. Recommend that the RFP include specific criteria for the placement partners
- Concern about the RFP funding a single placement partner, rather than convening multiple providers in the community to coordinate placement services for participants

- Concern that the proposed RFP service design would crowd the existing pool of providers who offer similar services targeting the hospitality industry

A few board members responded to the concerns regarding service design and highlighted the fact that there is inconsistency in quality of training standards among the District's existing pool of training and placement providers. More specifically, board members indicated that, while there are several organizations that offer similar services, there is no central quality standard. Additionally, one board member indicated that several providers in her portfolio appear to struggle with job development and job placement services, and that there is a critical need for the services proposed under the RFP.

Allison also addressed the concerns raised by certain board members by explaining that the proposed RFP's approach differs in approach, through focusing on both employers and job seekers. She noted that in her staff interviews with employers, the most commonly reported concern was that existing workforce programs are not effective enough at reaching out to employers and understanding their particular skill needs. By adopting a sector-specific strategy, this model will address employers' critical skill needs while helping jobseekers enter into and advance in the target industry.

Allison explained that the next steps in the process would include holding 1:1 conversations with stakeholders to better inform the training service design and help us determine how best to coordinate the Job Placement Partner with existing workforce efforts.

Before a motion was called, the Chair opened the floor up to further questions and comments from the board.

One board member asked what the life cycle was for workers in the hospitality industry. Allison responded noting that occupations look different across hotel and restaurant establishments. She explained that for back of house restaurant staff, there is good retention but limited opportunity for career growth. Conversely, for front of house restaurant staff there is a high turnover rate since many individuals are part-time college students who are not focused on pursuing careers in the Hospitality industry.

Another member asked if the Intermediary project was approved by the Mayor and if it has already been authorized through legislation. Allison responded noting that the Intermediary concept was mandated by law and fully supported by the Mayor, but that there are different service delivery models that could be used to implement the program.

**BOARD VOTE: Upon a MOTION made by Joe Andronaco and seconded by Bill Hanbury, the board voted to approve the proposed Workforce Intermediary Pilot Project program design. The board unanimously approved proposed program design.**

After the board approved the RFP and program design, Allison then re-introduced Geoffrey King, Program Manager for the Workforce Intermediary project, and encouraged the board to set-up a meeting with him in the next week if they would like to discuss the RFP's proposed program design further.

## **V. Workforce Investment Act (WIA) In-School-Youth (ISY) Program Update**

Allison introduced Maryann Carroll, DOES's Contract and Compliance Officer. Maryann then presented the board with an update on the status of the re-issued ISY grants.

Maryann outlined the new RFP timeline noting the following dates:

- Notice of Funding Availability (NOFA) released: February 22, 2013
- Request for Applications (RFA) was posted: March 1, 2013
- RFA Application Submissions Deadline: March 15, 2013

Maryann proceeded to describe the review process and grant reviewer selection process. She stated that all RFA applications were screened for responsiveness and grant reviewers were selected through a blind review and screening process which eliminated those individuals who had a conflict of interest. She explained that the grant reviewer panel was comprised of individuals with experience and knowledge in youth and education, workforce development and experience with grants.

She concluded her presentation noting that the final list of grant awardees will be announced on Friday April 19, 2013.

### Board Discussion and Q/A

Mike notes that board members with a conflict of interest were asked to recuse themselves from the discussion.

A board member asked if there were any external reviewers on the panel. Maryann responded that there were reviewers who were non-DC Government employees on the panel.

Another board member inquired if there were any individuals from the private sector on the review panel. Maryann indicated that there were no individuals from the private sector on this panel.

After Maryann presented her update, Allison asked the board to review the handout provided in the meeting folders, which outlines the steps required to establish grant-making authority for the WIC and ensure that the WIC is positioned to serve at both a state and local WIB under WIA. Allison explained that the handout presents the set of recommendations from the District's Office of Attorney General.

## **VI. Public Comment Period**

No public comments were made.

## **VII. Closing Comments and Announcements**

The Chair invited Allison to make some final announcements.

Allison noted that in lieu of a fiscal update she would schedule an audio conference call with the Office of the Chief Financial Officer (OCFO) to discuss the impacts of sequestration and budget projections for Fiscal Year (FY) 2014. That call will be held in late April or early May. Additionally, Allison called the board's attention to the Conflict of Interest form provided in their meeting folders. She asked those board members who have not yet submitted their updated form, to sign and submit to Stephanie

Tioseco. The Chair adjourned the meeting at 11:15 AM. The next quarterly WIC board meeting is scheduled for Tuesday July 9, 2013.