

**WORKFORCE INVESTMENT COUNCIL**  
**Quarterly Board Meeting Minutes**  
**DRAFT**  
**Tuesday, July 10, 2012**  
**9:00 AM – 11:00 AM**  
**PNC Bank**  
**800 17th Street NW, 12th Floor**  
**Washington, DC 20006**

**I. Call to Order**

WIC Board Chair Michael Harreld called the meeting to order at 9:15 A.M. and welcomed board members and guests.

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

Joe Andronaco	Victor Hoskins
Matt Bachand (designee, Laura Nuss)	Solomon Keene
David Berns	Lisa Mallory
Tynesia Boyea-Robinson	Kathleen McKirchy
Tony Cancelosi	Sarah Oldmixon
Lyles Carr	Thomas Penny
Bill Dean	Connie Spinner (designee, Jonathan Gueverra)
Emily Durso	Neil Stanley
Bill Hanbury	Nicola Whiteman
Michael Harreld	De'Shawn Wright
Cedric Hendricks	

**Board members not in attendance:**

Robert Brandon  
Charlene Drew Jarvis  
Lori Kaplan  
Barbara Lang  
Catherine Meloy  
Carl Rowan  
Chris Smith  
Joslyn Williams  
Marullus Williams

**II. Chair's Report**

The Chair called the board's attention to the draft April 10, 2012 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. Hearing no comments or questions, the Chair asked for a motion to approve the minutes.

**BOARD VOTE: Upon a motion made by Deputy Mayor Hoskins and seconded by Kathleen McKirchy, the board voted to approve the draft April 10, 2012 WIC Quarterly Board Meeting Minutes.**

**a. Five Year State Integrated Workforce Plan**

The Chair thanked the board for participating in the daylong board retreat, the Mayor's Workforce Development Conference, and the strategic planning advisory board committee discussions held to date. He then invited Allison to describe the status of the District's Strategic Workforce Plan.

*Proposed State Integrated Workforce Plan for Workforce Investment Act (WIA) Title I/Wagner-Peyser Act:* Allison introduced the new WIC program manager, Kermit Kaleba, who presented on the proposed state plan and strategic planning process. Kermit began by providing an overview of the strategic planning work completed to date. He thanked those who offered their time and energy in serving on the strategic planning advisory board. This committee met three times in order to develop a vision, a mission, and a series of strategies for the District's workforce development system.

As Kermit described, the 5-year State Integrated Workforce Plan, which will cover the period from July 1, 2012 to June 30, 2017, contains three major sections: 1) Strategic Plan; 2) Operational Plan and 3) Assurances. The WIC was responsible for developing the vision and goals, DOES drafted the operational plan section. Kermit then walked the board through the vision, mission, and strategies contained in the proposed state plan.

Next steps for the state plan include posting for a 30-day public comment period on July 11, 2012 and submission of finalized document to DOL by September 17, 2012. A copy of the PowerPoint presentation file summarizing the State Plan and timeline was provided in the meeting materials.

#### Board Discussion and Q/A

*Performance Targets for WIA:* Sarah Oldmixon asked about how the performance targets contained in the strategic plan were established. Allison responded by explaining her recent discussion with Dr. James Moore, Deputy Director for Policy, Performance and Economics at DOES, who has worked with DOL in other jurisdictions. Given that the District has made strides in meeting the established performance targets, he suggested keeping the performance targets "as is" to position the District to continue to meet and even exceed the established performance targets moving forward. Allison supported this rationale and reiterated that if we are able to exceed our performance targets, the District would be eligible to receive incentive funding.

**BOARD VOTE: Upon a motion made by De'Shawn Wright and seconded by David Berns, the WIC Board approved and adopted the *State Integrated Workforce Plan for Workforce Investment Act (WIA) Plan for Workforce Investment Act Title I/Wagner-Peyser Act.***

*Memorandum of Agreement (MOA):* Under WIA, local workforce investment boards are required to establish agreements with all 17 One-Stop mandatory partners. Kermit noted that under the District's DOL corrective action plan, one of the outstanding items that the District needs to address is the lack of established agreements between the WIC and each of its One-Stop mandatory partners. Other states have developed the concept of an "umbrella MOA" to resolve this issue. An umbrella MOA is a single agreement between the local workforce investment board and all One-Stop mandatory partners. Kermit outlined the components of the draft umbrella MOA, which include:

- Listing of current One-Stop partner programs
- Vision and Mission Statement
- Services to be provided through the District's One-Stop career center system
- Data Management/Labor Market Information

The board was asked to approve the draft MOA. Next steps will be as follows: the WIC will send the draft MOA to each of the appropriate agency heads for their review by July 13, 2012. Each agency head is asked to review and provide any recommended changes to the WIC by August 1, 2012. WIC staff will submit the finalized MOA as an attachment to the District's State Integrated Workforce Plan on September 17, 2012. A copy of the draft MOA and the PowerPoint presentation was provided in the meeting materials.

Board Discussion and Q&A

*WIA Mandatory Partners and One-Stop Centers:* David Berns inquired if TANF was a required partner program under WIA. Kermit and Allison responded by explaining that although TANF is not a mandatory partner program, DOL encourages the public workforce system to partner with TANF and we would be happy to reflect that partnership in the document.

*DOES Legal Review of the MOA:* Lisa Mallory noted that Tonya Sapp, General Counsel for DOES, reviewed the proposed draft MOA prior to the Board meeting, and indicated that the draft MOA complies with local regulations.

Allison asked if the board had any further questions or comments regarding the draft MOA or the WIA requirements around mandatory One-Stop partner programs. Since no comments or questions were raised, the Chair asked if a motion could be made to approve the draft umbrella MOA.

**BOARD VOTE:** Upon a motion made by Kathleen McKirchy and seconded by Deputy Mayor Victor Hoskins, the Board approved the concept of the umbrella MOA and the draft agreement.

**b. Youth Employment Change Network Membership**

Allison recapped the April 10, 2012 Board decision to align the WIC's Youth Council with the District's cradle-to-career initiative, Raise DC, spearheaded by the District's Office of the Deputy Mayor for Education (DME) through a common subcommittee. This subcommittee, the Youth Employment Change Network would serve as both the WIC's Youth Council and Raise DC's youth employment subcommittee.

Over the last three months, WIC staff has worked with DME staff to educate them regarding youth council membership requirements under the Workforce Investment Act (WIA). Together the two offices have reached out to and involved core WIC members and a range of other appropriate stakeholders in the effort. The proposed members of the WIC's Youth Council, the Youth Employment Change Network, are as follows:

<b>WIA Membership Requirements for Youth Council</b>	<b>Proposed Youth Employment Change Network Members</b>
<b>Members of the local board described in subparagraph (A) or (B) of subsection (b)(2) with special interest or expertise in youth policy</b>	Lori Kaplan, Latin American Youth Center * Thomas Penny, Thomas Penny, Courtyard by Marriott Convention Center*
<b>Representatives of youth service agencies, including juvenile justice and local law enforcement agencies</b>	Gerren Price, Department of Employment Services * Neil Stanley, Department of Youth Rehabilitative Services (or designee)* Celine Fejeran, Office of the Deputy Mayor for Education*
<b>Representatives of local public</b>	Adrienne Todman, District of Columbia Housing Authority

housing authorities	
Parents of eligible youth seeking assistance under this subtitle	Danielle Ouzts
Former participants, or eligible youth	Dashara Lyons, Department of Employment Services (former participant)
Representatives of organizations, that have experience relating to youth activities	Anne Abbott, DC Alliance of Youth Advocates Sean Segal, Urban Alliance Meredith Potempa, Year Up Joy Russell, United Way of National Capital Area* Connie Spinner, Community College of the District of Columbia* Emma Tucker, Sasha Bruce Youthwork
Representatives of the Job Corps, as appropriate	Lisa S. Henig, Job Corps Outreach and Admissions

\*Workforce Investment Council board member or designee, which fulfills the Mayor’s Order 2011-114, Establishment – Workforce Investment Council requiring that five members of the WIC with an interest in youth-related issues serve on the Youth Committee

Board Discussion and Q&A

Allison and Mike asked the board if they had any questions or concerns regarding the proposed membership for the youth council. Since no questions or concerns were raised, Mike asked for a motion to approve the proposed *Youth Employment Change Network* membership.

**BOARD VOTE:** Upon a motion made by Deputy Mayor Wright and seconded by Bill Hanbury, the Board vote to approve the appointment of the Youth Employment Change Network members, as listed in the table above.

**III. Executive Director’s Report**

**a. WIA Youth Year-Round Request for Application (RFA) Processes**

Allison began by reminding the board that those board members who have a conflict of interest with the Youth RFA processes were precluded from participating in this discussion. (Note: the only board member present with an apparent conflict was Kathleen McKirchy, who did not participate in the discussion).

**Out-of-School Youth Grants Program**

Allison then recapped the Board’s April 10, 2012 decision not to renew the out-of school youth contracts and updated the board on the status of the program redesign process. She explained that WIC staff has been working with DOES and a consultant to finalize a draft out-of-school youth RFA and review some of the main components of the RFA for the board’s approval. A copy of the PowerPoint presentation was provided in the meeting materials.

*RFA Goals:* The proposed RFA seeks to fund programs that assist youth in obtaining education and training that will lead to self-and family-sustaining wages through intermediate benchmarks including: HS diploma, GED, industry recognized credential, post-secondary training and retention, and proficiency in core workplace competencies.

*New Program Models for proposed RFA:* This RFA includes two program models: (1) GED to College and (2) Occupational Training. Respondents may propose to deliver one or both of these models, but must submit a separate proposal for each model. Allison discussed both of the programs' goals, noting that the GED-to-college program aims to strengthen the connections between preparations for the GED, promote a successful transition into college, and subsequent employment, as well as facilitate the development of skills, knowledge, and abilities needed to succeed in college and, ultimately, a career. The Occupational Training program seeks to provide youth with occupational skills training in high growth industries leading to an industry-recognized credential, GED, or high school diploma and to prepare them for employment and/or advanced education leading to career path opportunities in a growing industry.

*Target Population:* Allison explained that any youth assessed below 9th grade literacy levels must receive educational services to develop their literacy and numeracy skills under WIA. In the past, the District has not applied specific eligibility requirements for literacy and numeracy. In some cases, programs may have enrolled youth with very low literacy levels who were in need of intensive educational services. Given the shorter-term nature of WIA programming, Allison recommended that youth participating in out-of-school programming test at or above the 6th grade in literacy and numeracy according to the Comprehensive Adult Student Assessment Systems (CASAS) scores.

*RFA Outcome Measures and Program Evaluation:* Allison explained that the proposed RFA contains three sets of outcome measures that the WIC will use to evaluate if the program effectively served youth. These measures are:

- Youth outcome measures: literacy/numeracy gains, attainment of a degree/credential, placement in employment, advanced training or post-sec. education, retention in employment, training or post-sec. education
- Interim program measures, which assess the progress the grantee is making in the implementation of service delivery; and
- Interim participant measures, which assess the participant's progress in meeting the youth outcome measures, mentioned above.

*Costs per Participant and Incentives:* Allison then discussed the proposed RFA's costs and incentive model. The current average cost per participant is \$ 4,155.00 in training costs and \$5,200 in attendance-based stipends for a total average per participant cost of \$9,355. Allison explained that other jurisdictions have moved away from this type of stipend and toward performance-based incentives. She went on to recommend that the board adopt a hybrid stipend- incentive model. Under this model, DOES will continue to provide youth with \$30/week to cover transportation. Then, in the proposed RFA programs will be asked to budget for a range of services costing up to \$7,500 per participant, which should include some mix of performance-based incentives for youth.

#### Board Discussion and Q&A

*Participant Costs:* Joe Andronaco asked what the average costs per participant typically are. Allison responded that there is a range of average participant costs. Philadelphia has a similar program model and the maximum cost per participant there is around \$6,000. Cincinnati pays less far less.

*Incentives:* Tony asked how the participants would receive the stipend incentive payment. Allison responded that the stipend would be provided via debit card, but that the RFA would ask programs to propose how and when incentives should be provided to youth. In some cases, a cash incentive may be

appropriate and in other cases it may be appropriate to provide the youth with a specific good or service.

The board had an in-depth discussion around the advantages and disadvantages associated with providing stipends versus incentive payments. A number of board members emphasized the importance of making sure youth could get to class and, where needed, have lunch money. Other board members express concern around the use of stipends in program design, cautioning that the use of cash as a way of incentivizing good work behavior does not accurately reflect real world on-the-job experience.

*Program Duration:* Matt Bachand asked what the length of the program would be. Allison responded the program funding is designed to fund direct service of 12 months or less. Tynesia Boyea-Robinson commented on the program duration, saying that in many cases youth are in needs of longer-term services. Allison acknowledged that is certainly true and, in some cases, youth may remain enrolled for longer periods. However, WIA is not designed to fund long-term interventions. Rather, it is designed to help youth who are disconnected or at risk of becoming disconnected from school and/or the labor market to be reconnected. Lisa Mallory went on to clarify that the District has local funding that may be used for longer-term interventions.

*Data Tracking:* Sarah Oldmixon asked if there is any WIA money available to develop a data system for tracking program participant outcomes. Allison explained that WIC staff will provide a sample data Excel reporting template for grantee organizations needing assistance in data reporting or tracking outcomes. In the future, the board may want to consider developing a common data system for grantee reporting and tracking. However, at this point, we are instituting a new set of measures and we should focus on helping grantees report on those measures in as simple a manner as possible. Given that we do not anticipate serving more than 300 youth across programs, a simple data tool will likely suffice for now.

**BOARD VOTE: Upon a motion made by Bill Hanbury and seconded by Tony Cancelosi, the Board voted to approve the proposed program design for the out-of-school youth RFA.**

### **In-School Youth Grant Program**

Allison reminded the board that at the previous meeting the board was unable to make a decision regarding next steps on the WIA In-School Youth (IS) program, as the matter was currently under review by the District's Contract Appeals Board (CAB). Subsequent to that meeting, the CAB ordered the District to terminate the contracts for in-school youth (ISY) services awarded under an April 2011 Request for Proposals (RFP) issued by the Department of Employment Services (DOES) and funded under the Workforce Investment Act (WIA), effective no later than the close of the 2012 school year. The CAB held that to the extent that the District required the same services for summer school session 2012 and beyond, the District should issue a request to the twenty-three original offerors for revised technical and cost proposals for the remainder of the base year and the option years. As a result, Allison asked the board if they would like to proceed with reissuing the request for revised proposal or engage in a program redesign process similar to the one carried out in relationship to the out-of-school (OSY) youth programs and related draft RFA.

**BOARD VOTE: The WIC Executive Committee forwarded the WIA in-school youth program redesign issue to the full board for their consideration, with a recommendation to engage in a program redesign process. After board reviewed the information presented, the Chair asked if the board had any questions or concerns regarding engaging in a program redesign process for the WIA In-School**

**Youth (ISY) grant program. No questions or concerns were raised and the board voted unanimously to engage in a program redesign.**

**b. One-Stop Center Benchmarking Project Update**

*Data Analysis and the One-Stops:* Allison presented the Board with the draft data analysis on participants served, services delivered, and outcomes achieved through the one-stops from 2009-2012. This data forms the basis for the work the board approved at the April 10, 2012 quarterly meeting and will be used to develop performance benchmarks for the District's One-Stop Centers. WIC staff will present these proposed performance benchmarks at the October 9, 2012 quarterly board meeting. A copy of the One-Stop Center data analysis was provided in the meeting materials.

*Board Retreat Follow-Up:* Allison presented the follow-up report prepared by Mary-Ann Lawrence, who led the Strategic Thinking Session board retreat on June 4, 2012. The report includes a set of recommendations on establishing a certification process for One-Stops, creating standard operating procedures for One-Stop service delivery and training accounts, establishing a balanced scorecard or performance management tool to continuously improve internal processes. The information supplied in this strategic thinking report was used to develop a request for technical assistance, which was submitted to the Department of Labor. It is the hope of the WIC staff that the technical assistance will further support the board's one-stop oversight work. A copy of the follow-up report was provided in the meeting materials.

Board Discussion and Q&A

*Program Participation in the One-Stops:* Bill Dean asked a question regarding the table on participation levels and the significance of Naylor One-Stop ranking in program participation levels. Allison explained that the participants linked to Naylor were transferred to SE-MLK One-Stop. Lisa Mallory noted that this report might not reflect the most up-to-date data as it only covers a selected time frame up to the end of March 2012.

*Closing of the SW/CVS One-Stop Center:* Lisa also noted that due to the rising costs of the 10-year lease and limited funding available, DOES may be seeking to close the SW/CVS One-Stop Center at some point.

**IV. Public Comments**

Larry Gold from Covenant House made three points regarding the proposed out-of-school youth RFA. First, he asked if the WIC could encourage the business community and private sector WIC members to commit to paid internship opportunities for youth served under the RFA. Second, he expressed concerns regarding the performance outcomes proposed under the RFA, particularly those related to educational gain. Third, he expressed concerns about the gap in time between the expiring contracts and when new grant agreements might be entered into, in that existing programs might have to lay staff off while they wait to find out if their grant proposal is accepted. In response to Larry's question regarding business and private sector involvement with the proposed youth RFA, Allison responded that while she encourages private sector involvement with youth programs, she is unsure if the WIC should be the entity responsible for matching programs and businesses. In response to Larry's concern about the RFA's targeted outcomes, Allison acknowledged these concerns, but noted that substantial research on youth-

serving programs across the country demonstrates that similarly designed programs can achieve the proposed outcomes over the same timeframe. She expressed confidence that grantees would be able to meet the proposed outcome measures. Finally, in response to Larry's comment on the service gap from the expiring contracts, Allison acknowledged that there will be a gap for both the programs, as well as for participating youth who may not be prepared to exit by the end of the contract term. However, given the situation the WIC was faced with, there were limited options regarding the provider contracts. Moreover, the WIC and DOES have worked to serve impacted youth through alternative programming until the new grants have been awarded.

Aleathia L. Adams from the YWCA asked the WIC to comment on the proposed RFA's limitations on cash stipends and how they might affect young women in need financial assistance with childcare. Allison responded that, given the size of the cash stipends under either the old contracts or the proposed RFA, they should not be seen as a primary source of funding for childcare. Rather, it is important that the WIC recognize that there is a clear need for programs that provide direct services and for the agencies that subsidize training and childcare services to coordinate the delivery of both. She then asked David Berns to describe the relevant services provided by DHS. He stated that if childcare is an issue, the participant could be eligible for certain services under TANF. He also noted that DHS is currently working on developing a childcare/early childhood subsidy program with the District's Office of the State Superintendent for Education (OSSE) to address these challenges. This federally funded program would enable eligible families to choose from a variety of options and schedules that best fit their needs.

#### **V. Adjournment**

The Chair adjourned the meeting at 11:20 AM. The next quarterly WIC board meeting for Fiscal Year 2012 will be on October 9, 2012 at 9AM.