

Workforce Investment Council (WIC)
Quarterly Board Meeting Minutes
Tuesday, April 12, 2016
9:00 A.M. – 11:00 A.M.
AFL-CIO
815 16th Street, NW
Gompers Room
Washington, D.C. 20006

I. Call to Order and Introductions

Board Chair Andy Shallal called the meeting to order at 9:15 AM and welcomed board members.

Board members present at the meeting included:

Joe Andronaco
Anthony Cancelosi
Deborah Carroll
LaTara Harris
Cedric Hendricks
Kim Horn
Solomon Keene
Brian Kenner
Norbert Klusmann
Cathleen Meloy
Antoinette Mitchell, designee for Hanseul Kang
Benton Murphy
Dayvie Paschall
Thomas Penny
Andrew Reese, designee for Laura Nuss
Anne Robinson, designee for Councilmember
David Grosso
Andy Shallal
Councilmember Elissa Silverman
Courtney Snowden
Tony Summers (*not appointed, representing UDC-CC*)

Charles Thornton
Adrienne Todman
Darryl Wiggins
Laurie Wingate
Laura Zeilinger

Board members not in attendance:

Robin Anderson
Stephen Courtien
Liz DeBarros
Richard Davis
Andrew Florance
Angela Franco
David Hall
Ana Harvey
Kathleen McKirchy
James Moore
Shanaz Porter
Aakash Thakkar
Joslyn Williams
Marullus Williams

At the opening of the meeting, a quorum was not reached so the Chair said that the board would not vote on the approval of the February 1, 2016 meeting minutes until there was a quorum.

II. Chair's Remarks

The Chair gave his remarks and commended the WIC's staff on the work that has been done on completing the WIOA state plan. He noted that key priorities are that the District be removed from the Department of Labor's high risk designation and that the business community knows about services that exist for them. He explained that his role is to be an ambassador and share what the city's workforce

system offers and that he would like to have future board meetings on site, for example at one of the American Job Centers (AJCs), and talk to the people on the frontline (both workforce staff and job seekers).

At this point a quorum was reached. The Chair asked the board for a motion to approve the draft minutes from the February 1, 2016 board meeting. Executive Director Odie Donald highlighted changes to the minutes that were added based on review and feedback from a board member.

BOARD VOTE: Upon a MOTION made Thomas Penny, and seconded by Joe Andronaco, the Board voted unanimously to approve the February 1, 2016 draft of the WIC Quarterly Board Meeting minutes with the noted changes.

The Chair asked the Executive Director to explain the new proposed meeting date schedule. He shared that the meeting dates will be tentatively scheduled for the end of the month that follows the closing of the program year quarter in order to facilitate adequate quarterly data reporting. Also, based on feedback, the meetings will be moved to Mondays at 10:00 AM. The Chair asked for a motion to approve the proposed meeting calendar for following fiscal year.

BOARD VOTE: Upon a MOTION made by Kim Horn, and seconded by Courtney Snowden, the Board voted unanimously to approve the Proposed Schedule of WIC Board Meeting Dates.

III. Executive Director's Report

The Chair asked the WIC Executive Director, Odie Donald, to provide his report to the Board.

DC High-Risk Update and Corrective Action Plan

The Executive Director started his report with an update on the District's High-Risk grantee designation from the U.S. Department of Labor (DOL) and Corrective Action Plan (CAP). He noted that the District high-risk status means that there are unresolved compliance issues that have been identified by DOL. that have been identified by USDOL. The District has been on High-Risk status since 2010, and a September 2015 audit reaffirmed this status and required the creation of an approved CAP detailing steps that will be taken to address compliance issues in order to avoid sanctions. The high-risk designation will remain until CAP deliverables have been met and/or 3 quarters of positive performance have been documented. DOL approved a WIC and DOES formulated CAP on March 15, 2016.

The Executive Director provided additional information on DOL's findings and concerns that contributed to the District's ongoing high-risk status, including issues related to WIOA Youth program enrollment, documentation, policies and procedures, and cost allocation; required WIOA implementation steps that are behind schedule – including WIC policy updates; and WIC Board governance issues, including WIOA required membership composition and board functions.

The District's CAP presents a series of solutions to DOL's concerns consisting of a detailed one-year plan to resolve our high-risk status. Key strategies in this effort include the following:

- Expanded WIOA Youth enrollment through contracting and outreach; improved performance through better sub-grantee coordination, service offerings, and case management.
- Expedited WIOA implementation, including WIC policy updates, WIC-led WIOA implementation groups, updated procurement processes, and increased program integration.
- WIC Board governance updates, including seating of compliant Board, bylaws, and robust board training.

The Executive Director noted that significant staff resources at the WIC and DOES were being employed to execute this plan, in addition to support from contractor Thomas P. Miller and Associates. Deputy Mayor Snowden highlighted the role of Dr. Unique Morris-Hughes in leading DOES's turnaround team, serving as liaison between DOES, the WIC, and DOL to facilitate a strong working relationship; and noted her background in assisting OSSE with federal compliance issues. Dr. Hughes addressed the group and spoke about her background as an educator and remediation efforts at OSSE.

State and Local Workforce Development Board Requirements and Proposal

The Executive Director provided information on the required WIC Board composition based on WIOA, noting that the minimum size is 19 members, a majority of which must be representatives of business. He also highlighted additional representative of workforce, government, and other member requirements. Information on additional District laws and Mayor's Orders that define the WIC's membership and role in the broader workforce system was also highlighted.

The Executive Director noted that the current WIC Board is not compliant with WIOA requirements due to its lack of a business majority based on existing vacancies and classification changes that are needed for some seats. He compared board member size and state population for the current WIC board with other states – particularly those of a similar population size and those that serve as both state and local boards like the District—that included a review of data on Boards from a number of high performing states for reference in this discussion.

Based on WIOA requirements, recommendations from consultants, an analysis of other State Boards, and additional guidance from DOL, the Executive Director has recommended that the Mayor reduce the overall size of the Board to about 30 members from its current 45 members (when all vacancies are filled – currently only 38 seats are filled). He shared a table that highlights this proposal, which would reduce the number of government seats on the Board in particular in order for required proportions to be met. The Executive Director indicated that a final WIOA-compliant Board will be seated later this month, and that all terms will start over at that time. A Board member asked about what specific changes were anticipated to the current board membership, and the Executive Director responded that while he couldn't speak to specific changes yet, he anticipated that most current members would remain and that updates would be provided when available.

Proposed WIC Committees

The Executive Director proposed a recommendation that a seven-member, business led, Executive Committee which could be appointed by the Mayor later this month, consistent with compliance steps under our CAP. The Executive Committee will then establish additional committees to help the WIC carry out its responsibilities. He noted that high functioning workforce development boards have strong committee structures to help ensure their role in driving system priorities is established. The Executive Director noted the recommendation that WIC Committees include a Youth Committee, Implementation Committee (non-voting, established to monitor system implementation and make recommendations to the Executive Committee), and other Ad-Hoc Committees the Executive Committee may wish to establish. The Career Pathways Task Force, which is mandated by District law, will continue to be convened under the WIC. A previously existing American Job Center Subcommittee may also be re-established if the Executive Committee decides to do so.

WIC Budget and Oversight of Additional Federal Funds

The Executive Director presented information on the fiscal year 2017 WIC Budget, which has been proposed by the Mayor and will be finalized by the Council and Mayor over the next few months, as well as a comparison with fiscal year 2016 funding. He noted that most items are relatively unchanged from last year, with a total of \$3.49 million in federal and local funds allocated to support WIC operations and direct program implementation. One significant exception is an increase from \$500,000 to \$1.5 million for the Career Pathways Innovation Fund, consistent with District law and startup efforts for this new program. Multiple WIC Board members asked about the budget relationship between DOES and the WIC given intra-District transfers noted between the two entities. The Executive Director noted that as the WIOA fiscal agent, all WIOA funds are initially provided to DOES and then a portion of the state set aside is provided via MOU for WIC operations. Additionally, the Career Pathways Innovation Fund is also derived from an intra-District transfer from DOES per DC legislation.

The WIC also oversees federal programs administered through DOES that are reflected in DOES's budget instead of the WIC budget. These funds totaled about \$7.9 million for federal program year 2015 to support WIOA Title I programming that includes the WIOA Adult, WIOA Dislocated Worker, and WIOA Youth programs (American Job Center operations are included in these programs). DOL released program year 2016 allotments this year, and the District will be receiving about a 32 percent increase in funding from the prior year with total funding of about \$10.4 million. The Executive Director noted that the WIC is also responsible for informing Adult Education and Vocational Rehabilitation programming and broader workforce investments, consisting of over \$100 million spent on workforce-related activities in District.

WIC Quarterly Activities – Career Pathways Task Force and Innovation Fund

The Executive Director highlighted the Adult Career Pathways Task Force and Innovation Fund, which is convened and administered by the WIC. The WIC was allocated \$500,000 for fiscal year 2016 activities related to this program to provide technical assistance on startup efforts in preparation for fiscal year 2017 activities. The WIC is responsible for oversight of \$1.5 million in fiscal year 2017 funds related to this program to design, pilot, and scale best practices in the implementation of adult career pathways

consistent with the Adult Career Pathways Task Force's city-wide strategic plan (released in 2016 and available on the WIC website).

Career Pathways Innovation Fund FY 2016 technical assistance activities consist of the development of a community of practice for adult basic education providers, professional development and technical assistance for WIC Board and Staff, and strategic planning efforts. The goal of these activities is to create a better prepared, informed, and skilled workforce system, ready to successfully implement career pathways. The Executive Director noted OSSE efforts related to adult education providers and WIC plans to coordinate efforts with them to ensure resources are utilized effectively, and that WIC funded activities will also focus on alignment with the local economy.

A Board member asked about the timing of FY16 contracting related to the Career Pathways Innovation Fund. The Executive Director noted that we anticipate posting a procurement within 30 days and having a vendor in place by June. The Board member stressed that it was important that a high quality vendor be identified through this process to ensure effective technical assistance is received by providers.

The WIC is also preparing for required fiscal year 2017 activities through the Career Pathways Innovation Fund, with grantmaking planned to support career pathway initiatives within high-demand industries that connect employers, post-secondary institutions, nonprofits, economic development authorities and other workforce system stakeholders. These efforts will be focused on populations with low skills and/or barriers to employment and upskilling them quickly to enter and move forward into a career pathway; and successes from these initiatives will be scaled and replicated moving forward. WIC staff have researched national best practices to help inform these efforts, including Minnesota FastTRAC, Maryland EARN, Georgia FastTrack, and Wisconsin's RISE. A Board member asked for additional information on these best practices so that they and other members can be better educated on this matter. The Executive Director agreed that this information could be provided in a packet with the minutes or at the next meeting.

WIC Quarterly Activities – Workforce Intermediary

The Executive Director provided an update on the WIC-administered Workforce Intermediary program, highlighting the programs support of over 250 participants per year through three grantees in the hospitality and construction sectors – DC Central Kitchen, AFL-CIO Community Services Agency, and Collaborative Solutions for Communities. He also noted that industry advisory committees consisting of business, labor and other stakeholders are convened to help inform efforts and noted last week's Construction Industry Advisory Committee as part of these efforts. Performance data was provided for providers, all of which are generally at or exceeding required benchmarks related to performance-based payments.

A Board member asked about the Workforce Intermediary's alignment with major development projects in the District, citing the new DC United stadium and its required workforce efforts. The Executive Director confirmed that the WIC was very focused on aligning the program's efforts with these initiatives and was already involved in inter-agency coordination efforts related to the DC United stadium project. The WIC is also collaborating with developers, agency partners, and the Community Foundation of the

National Capital Area on workforce efforts related to the forthcoming McMillan development; which Board-member Ben Murphy has been particularly helpful in facilitating. The WIC will work with companies that successfully bid on construction contracts to help connect them to qualified District residents and training programs. WIC staff have also worked closely with The Wharf development on their workforce initiatives, and continue to do so. Workforce Intermediary has also focused on alignment with Workforce intermediary program.

A Board member asked about the \$1.6 million budget for the Workforce Intermediary program and how that breaks out per individual to get a sense of our return on investment. The Executive Director noted that while we don't have this information on hand, we can provide additional details in our next quarterly update or prior to it.

WIC Quarterly Activities – WIOA Core Programs Overview and Performance

The Executive Director provided an overview of the core programs supported through WIOA, including Title I programs (WIOA Adult, Dislocated Worker, and Youth programs – all administered by DOES), Title II - Adult Education and Family Literacy Program (OSSE), Title III – Wagner-Peyser Program (DOES), and Title IV Vocational Rehabilitation Program (DDS/RSA). Performance data for all Title I programs (those the WIC has a direct oversight role for) for the 2nd quarter of federal program year 2015 was provided. Many measures are at or above negotiated federal performance standards, but WIOA Youth outcomes were below standards. Many of these low outcomes can be attributed to low enrollment levels, which the District is rapidly addressing as part of our CAP with DOL. Director Carroll noted that DOES's new human care agreement process (additional details were provided later the meeting on this item) had facilitated contracts with a number of new providers that were actively enrolling youth.

A Board member asked about what the WIC Board can do to help address performance failures. The Executive Director noted that there were several outlets for the WIC to play a role, including through the Quarterly meeting update process, Committee activities, policy development, and the CAP. He noted that the CAP is specifically focused on addressing these items in the short term, including addressing provider selection, enrollment, and other strategies aimed at performance improvement.

Several Board members inquired about enrollment as an outcome itself, and what our specific enrollment goals were. The Executive Director noted that there is no specific enrollment measure required by DOL, and that enrollment should be a function of funding availability and demand for different types of services from clients. Board members also asked about per participant costs and reasonable administrative cost allowances based on best practices, and how these might be utilized in establishing enrollment goals. The Executive Director agreed that this was important information to be considered and that we could gradually begin providing additional information on these items as we build capacity moving forward.

A Board member asked if performance data could also be provided on locally funded programs outside of the WIC's direct oversight, consistent with our mission to help inform broader workforce system efforts. The Executive Director indicated that some of this information may be added to the Director's

report over time as we build capacity and resolve challenges within WIOA programming, but that this may take some time.

The Executive Director noted that Board members will be called on to assist in other capacities with WIOA implementation, and that he encourages members to come to him with ideas and any assistance that they think could be useful.

Additional WIC Activities

The Executive Director described recent WIC activities, including coordinating unsubsidized small business work experience program for enrollment of TANF exiters in in-demand occupations; a partnership with the White House and LinkedIn to coordinate summer opportunities for youth, in which the Department of Employment Services will co-enroll SYEP WIOA-eligible out-of-school youth, provide them with a summer work experience at a small or medium business, and enroll them into year-round WIOA services; and a Millennial Week job fair. The WIC is working to help sponsor the job fair and hold a workforce symposium to have businesses come and talk about how to enter the fields they represent, what education or training is needed to enter the field, and what openings are available.

The Executive Director testified at Committee on Business, Consumer, and Regulatory Affairs (BCRA) Hearing on the WIOA Unified State Plan on February 26 along with Board members, Thomas Penny and Joe Andronaco. The WIC conducted seven WIOA Public Engagement Sessions in March/April, the Career Pathways Taskforce on March 14. The Taskforce will hold Bi-monthly meetings (second Monday of the month, 2-3:30pm). Meetings are scheduled for May 9, July 11, and September 12. The Workforce Intermediary – Construction Industry Advisory Committee met on April 5.

IV. WIOA State Plan Update

Geoff King, Program Manager for the WIC, spoke about state plan that was approved and submitted to the U.S. Department of Labor and Department of Education. The plan is posted to DC Works website (www.dcworks.dc.gov). Geoff gave an overview of the seven engagement sessions, which included approximately 300 District Residents, and more than 40 organizations. Common concerns expressed during the sessions involved the Data Vault, Career Pathways Innovation Fund, timelines, earn and learn opportunities, performance, special populations, and funding.

V. WIOA Implementation

Jeanna Fortney, Career Task Force Coordinator for the WIC, talked about WIOA implementation steps starting with updating the ITA policy. WIOA requires the WIC to update its policy on Individual Training Accounts (ITAs) that can be used for federally funded training under the Act in order to ensure compliance. Additional changes have also been made to improve the quality of program offerings and ensure compliance with local law. Summary of updates includes: Requires DOES to contractually negotiate a payment amount of **up to** \$5,000 per participant for training services based on market rate

research for comparable training programs while also allowing for reimbursement for additional training costs and career and support services in order to provide greater flexibility in meeting tuition needs while preventing overpayment; includes registered apprenticeship instruction as an eligible activity for ITA payment, consistent with new WIOA requirements and the recently update ETPL policy; incorporates a local District law intended to ensure provider quality by ensuring that training providers are not just relying on ITA funds to support their offerings; and removes the requirement that individuals have literacy and numeracy levels at the 8th grade level or higher to access ITA-supported training. The policy update, essentially, allows for more flexibility for DOES to contract and refer eligible residents.

The Chair asked for motion to approve the updated ITA policy. A board member asked about providers who would be eliminated based on DC law inclusion into policy. Geoff answered that we do not yet have the data to know who is or is not compliant, but this inclusion aligns with DC law and will be up to DOES to design the mechanism to enforce it.

Another board member asked a question about removing the 8th grade level requirement, stating that some programs may be in trouble because of the literacy levels and that we would need a lot more regulation in policy around this to ensure students who need literacy belong in the program. Deborah Carroll, the Director of DOES, answered that a lot of people who could be highly successful are not allowed into training because of this and that we need to provide regulations and services around this. So, while there is more work to do on this, it would be a significant step in the right direction. The Executive Director mentioned other policies are in the pipeline that would support this. Another member said that we do not need arbitrary requirements that exclude people who could be successful in the training or work that does not require this literacy level.

The Chair asked any board members who represent training provider organizations to recuse themselves from the vote.

BOARD VOTE: Upon a MOTION made by Andrew Reese, and seconded by Deborah Carroll, the Board voted unanimously to approve the WIC's Individual Training Account Policy, Change 2. Board members Catherine Meloy, Tony Summers, and Anthony Cancelosi recused themselves from voting.

The meeting moved on to a discussion regarding WIOA working groups. Groups will meet monthly in person or over phone. Agency directors will meet monthly. Agencies and other members will receive requests to select working group members. The groups will inform and make recommendations on key decision points. They will be staffed by WIC and supported consultants and comprised of system partners, WIC board members, business representatives, community stakeholders (including District residents/job seekers).

Jerome Johnson, Contracts Officer from the Office of Contracts and Procurement at DOES, presented on Human Care Agreements. He described the challenges in determining an appropriate procurement method. A Human Care Agreement is not a contract; it is an agreement that can be negotiated prior to having specific requirements to meet an immediate need. All qualifications are due up front before a need arises. Then when a need is met, an agreement is defined through a task order. This tool is in the

best interest of the District with regard to providers. DOES has executed 13 Human Care Agreements and 290 task orders. The average processing time for this transaction is 3.7 days, which represents a reduction in processing time of over 800%.

Michelle Johnson, from the Office of the State Superintendent of Education (OSSE), did a short presentation on the DC Data Vault, a community focused, customer centric software designed to serve DC residents through intra-agency collaboration. The Data Vault currently enables collaboration between the Department of Employment Services and the Department of Human Services. Specifically, the Data Vault facilitates the referral of customers to and from agency partners for services; allows DOES staff to register customers for assessment and adult education services; provides access to customer information and notifications to key staff at each agency; allows participating staff to upload and maintain customer eligibility documents so that they can be accessed by each agency; links District residents to DC Networks to register in the Virtual One Stop; tracks customer participation, performance, progress and outcomes across partners; and facilitates cross agency communication, case management and collaboration of services for DC residents. The Data Vault is being built in phases, and the goal is that it will be implemented at all four American Job Centers and the Office of the State Superintendent of Education Adult and Family Literacy programs and that it will facilitate universal intake and referral strategies identified in unified state plan. Some of the key additions to the interface include: inclusion of additional education and training providers; an introductory tutorial video for the home page; the ability to view and print Standard Operating Procedures and Policies for DC agencies, viewable internally by any stakeholder agency staff member; the ability for coordinated/shared case management across agency partners; and professional development and technical assistance training for relevant staff and state and local program staff members and partners. The system also interfaces with OSSE's SLED system and will soon connect with other agency database systems.

The Chair asked members if the meeting could be adjourned at 11:15 and apologized for running late on time, but he wanted the opportunity to present the next speaker and allow for public comments.

VI. Program Spotlight

The Executive Director introduced Raymond Bell of the HOPE Project. Since 2009, the Hope Project has been training, coaching, and mentoring District youth. The average student salary is \$43,000 year after one year in the field after graduation. Students come in more prepared than recent college graduates. Since 2015, the Hope Project has trained 100 youth in its YouthTech program. All trainees have received a credential and the program includes internships. The program has a 97 percent attendance and 95 percent completion rate.

VII. Public Comments

The Chair thanked Mr. Bell and opened the floor for public comment. There were no comments.

One Board member announced that on April 19, DOES will host a qualified training provider business session. Mr. Bell will also be there to present on how to start a quality training program. DOES will also host an Open House on April 13.

VIII. Adjournment

The Chair adjourned the meeting at 11:10 AM.