



**D.C. WORKFORCE INVESTMENT COUNCIL**

**WORKFORCE INVESTMENT COUNCIL  
QUARTERLY BOARD MEETING**

**Monday, January 28, 2019**

**MEETING TRANSCRIPT PREPARED BY:  
NEAL R. GROSS  
COURT REPORTERS AND TRANSCRIBERS  
1323 RHODE ISLAND AVE., NW  
WASHINGTON, D.C. 20005-3701**



The Workforce Investment Council met in **200 I Street SE, Washington, DC 20003** at 10:00 a.m., Antwanye Ford, Chairman, presiding.

**BOARD MEMBERS PRESENT**

- ANTWANYE FORD, Chairman
- JOSEPH ANDRONACO, Access Green\*
- STEVE BONEY, WMATA
- ANTHONY J. CANCELOSI, Columbia Lighthouse for the Blind\*
- LIZ DEBARROS, DC Building Industry Association
- ANGELA FRANCO, DC Health Benefit Exchange Authority
- LaTARA HARRIS, AT&T
- BERNADETTE HARVEY, BConstrux
- MICHAEL MAXWELL, PEPCO
- KATHLEEN MCKIRCHY, AFL-CIO\*
- ANTOINETTE MITCHELL, OSSE
- UNIQUE MORRIS-HUGHES, DOES
- BENTON MURPHY, Greater Washington Community Foundation
- ANDREW REESE, Department on Disability Services
- ELISSA SILVERMAN, Council of the District of Columbia
- AHNNA SMITH, WIC
- TONY SUMMERS, UDC
- NATHAN SMITH, Allied Barton
- LAURA ZEILINGER, Department of Human Services

\*Present via teleconference

**ALSO PRESENT**

- TYGRESSA JONES, Enlightened, Inc.
- LIZ WEISS, DC Council
- NICOLE REECE, DMGEO
- DANIEL SAVERY, DC Council
- CRYSTAL DAVIS, WIC
- LAUREN SCOTT, WIC
- DIANE PABICH, WIC
- JOE JAROSCAK, WIC
- BRIDGETTE ROYSTER, WIC
- TIFFANY RANDALL, WIC
- MARY TERRELL, DOES
- CHARLES JONES, DOES
- ANGEL ELLIOT
- ANGEL ELLIOT
- JOE WYNN, VETS GROUP
- DAWN LEARY, GWCF
- MARGARET O'HORA, DC COUNCIL

**TABLE OF CONTENTS**

	<b>PAGE</b>
<b>I.</b> Call to Order & Introductions	4
<b>II.</b> Guest Speaker, Angel Elliott	7
<b>III.</b> Approval of October 22, 2018 Meeting Transcript	13
<b>IV.</b> WIC Committee Updates	14
<b>V.</b> Director's Updates	20
<b>VI.</b> Public Comment	50
<b>VII.</b> Adjourn	51

DRAFT

PROCEEDINGS (10:37 a.m.)

**CHAIRMAN FORD:** Good morning, everyone. I call the meeting to order.

I have a couple of things before we get started.

**MS. SMITH:** Can everyone hear us okay? Is it okay? Do you need microphones? Okay.

**CHAIRMAN FORD:** We're okay. Good.

**MS. SMITH:** Teacher's voice.

**CHAIRMAN FORD:** Use your teacher's voice. That will be good. That will be good.

A couple of things we've been doing before we turn it over, working really hard. You'll hear a lot today regarding the One Start Center, a lot about that today. We're also going to be meeting regarding the open Board seats. And so there's been some change going on. Hopefully, we have a strategy.

**MS. SMITH:** I don't have –

**CHAIRMAN FORD:** You do not have a co-chair? Okay, I don't think the Youth Committee has a co-chair. And so I know that's an issue and we have to make sure we tackle that. And so I want to make sure we do that. One of the things we're going to do is schedule a meeting with the chairs of the various committees to talk about, as we've talked about the overall strategy to make sure we're consistent which brings me to my point about having a 2019 overall strategy. We didn't have a Board meeting, but one of the things that we'll talk a little bit about today is some of the overall priorities for the WIC Board and then overall -- I'm sorry, who was that?

**MR. ANDRONACO:** Oh, this is Joe Andronaco.

**CHAIRMAN FORD:** Hey, Joe. Okay. And to really talk about how that strategy reads down to what the community needs to be. And so we'll talk about some of the priorities that we have that will lead to a strategy that we'll use to have an overall commitment.

Last point I do have is that we know DMPED is having a meeting today from 11 to 1 regarding reaching out to 100 businesses. So I had a meeting last week, briefly, with parts of the organization to talk about how we make sure that the workforce issue that they're dealing with are the same things that we're dealing with. And so we're going to be meeting with them such that we attack the business community with one voice and so typically what will be good is if you guys -- and if you don't know about this meeting, I'll take a step back. They have reached out to what they're calling 100 of the largest businesses in the city to talk about one issue, workforce development. There's some other economic drivers and things that the city is doing, but that was a component of what they were doing. I actually was supposed to be on one of the panels and I said I couldn't because we have this Board meeting.

But one of the things we want to do is making sure that when we talk to the business community, we're talking from the city to the business community with one voice so that we're not talking to the business community from different perspectives. And the Director and I are in one accord with that to make sure that's important. I think the business community when I chaired the Chamber, that was one of their big issues is that the city keeps talking to us from the same ask. So we want to make sure that we're coordinated. I would think this

would culminate this year with an event that we talked about last year a bit where we bring the business community together.

And my perspective will be to ask them to commit what job opportunities do they have, what training requirements do they have in those jobs and that should drive what we're doing and to ask them to commit to hiring folks that we train according to what they're saying. If we train people according to the standards that we're committing to, then I want to ask them to hire folks.

As an example, I met with AltaGas to talk about their hires. And I said well, if you can drive those requirements to the training side because they have a commitment in the city to hire 65 or so people. And so I think those types of things of things are important that we need to do.

And so I just wanted to make sure that you guys knew that we are efforting in the restructuring that we are in and I think the Director will talk about the restructuring a little bit. But we're efforting to make sure we communicate as the Mayor restructures her organization and we learn more. We're trying to and have done a good job of interceding with making sure what does that mean to us at this point.

**MR. ANDRONACO:** Can I –

**CHAIRMAN FORD:** Yes sir.

**MR. ANDRONACO:** Yeah, this is Joe. Sorry, I'm fighting a cold. I didn't want to get everybody sick. But is it part of the review? So part of the strategic review that you're doing?

**CHAIRMAN FORD:** Yes, sir.

**MR. ANDRONACO:** Perhaps we should look back and create more of a consensus to the government in terms of the way that we elevate it. Because to the audience, you know, what you do after everything. That's all.

**MS. SMITH:** Thanks for that, Joe.

**CHAIRMAN FORD:** No, no, that's important and I think that's where Director Smith has been at meetings. I've been at meetings. You guys may hear about these types of meetings. Let me know as soon as you can because, in this realignment, we have the opportunity to kind of change the way we work together such that we're able to reach out and have these meetings. And quite honestly, the city has been open to ensuring that we have this level of consistency.

And I think that's critical that we do that such that the business leaders are driving the workforce as we should.

And I think that's going to be important with our partners in the government to make sure that we are trying to get people hired. That's our job, trying to deal with the things that we need to deal with. But other than that, I think that was my opening comments.

**MS. SMITH:** Great. Thank you, Antwanye. Why don't we go ahead and just so the folks on the phone know who is in the room as well, why don't we go ahead and introduce ourselves, just say your name and organization for the Board members who are present and then we'll ask the folks on the phone to do the same. Ben, do you want to start?

**MR. MURPHY:** Sure. This is Ben Murphy with the Greater Washington Community Foundation.

**MS. FRANCO:** Angela Franco, D.C. Health Benefit Exchange Authority.

**MR. BONEY:** Steve Boney with Metro.

**MR. SMITH:** Nathan Smith, Allied Universal Security.

**MS. SMITH:** Ahnna Smith, Executive Director of the WIC.

**CHAIRMAN FORD:** Antwanye Ford, Chair.

**MR. MAXWELL:** Mike Maxwell, Pepco.

**MR. WIGGINS:** Darryl Wiggins, DigiDoc, Incorporated.

**MS. HARRIS:** LaTara Harris, AT&T.

**MS. MITCHELL:** Antoinette Mitchell, Office of the State Superintendent of Education.

**MR. REESE:** Andy Reese, Department of Disability Services.

**MS. ZEILINGER:** Laura Zeilinger, Department of Human Services.

**MS. DeBARROS:** Liz DeBarros, District of Columbia Building Industry Association.

**MS. SMITH:** Great.

**CHAIRMAN FORD:** Great. Who do we have on the phone?

**MR. CANCELOSI:** Tony Cancelosi, Columbia Lighthouse for the Blind.

**MR. SUMMERS:** Tony Summers, University of the District of Columbia Community College.

**MR. PENNY:** Thomas Penny, Donohoe.

**MR. ANDRONACO:** Joe Andronaco, Access Green.

**MS. SMITH:** Wonderful. Thank you.

**CHAIRMAN FORD:** Thank you.

**MS. SMITH:** So we have a packed agenda. A lot of information to share. I want to say first thank you. This is my first meeting and I look forward to an open conversation about sort of my assessment in this last month or so. It's been about two months since I've been appointed, a month since I fully transitioned from the Deputy Mayor for Education's Office.

The Deputy Mayor had a conflict with the Mayor and is sorry he couldn't make it today. But look forward to sort of talking about a bunch of things through -- with all of you. But before we jump in, just a quick run over of the agenda.

We have a fabulous guest speaker who will take a few minutes and tell us about her work and her pathway to being here. I'm a big fan of hers.

Approval of minutes, committee updates. I'll provide some updates. We'll open for public comments and then we will adjourn.

So it is a great pleasure of mine to take a few minutes to introduce Angel Elliott. She will tell you a little bit more about herself, who she is, what brought her here today and then I will jump in with a couple of questions to make sure that she is able to tell us a little bit about all of the experiences she's been through, but I thought it would be really important for us to just continue grounding ourselves in why we're here and why we do this work.

But before we do that, I think we had one more person join the call. If you've just joined and haven't introduced yourself, could you please do so?

**MS. MCKIRCHY:** Kathleen McKirchy.

**MS. SMITH:** Great. Thank you, Kathleen.

**CHAIRMAN FORD:** Good morning.

**MS. SMITH:** All right, Angel, I'm going to turn it over to you.

**MS. ELLIOTT:** Good morning, everyone. Again, my name is Angel Elliott. I am a single mom. Those are my three children. I got connected with -- well, first of all, DC Central Kitchen because well, I graduated January 4th of this year. And since then I've started working with SodexoMAGIC. But I got connected through with DC Central Kitchen through my youngest is still in school, which my older is also an alumni of Educare Washington, D.C.

I had no thoughts on ever cooking professionally. Not a single thought in the world. I just did what I did. I'm a mom, like I cook every day. So I didn't think anything of it. But they had an event where it was basically based on nutrition and we made fruit parfaits and fruit kabobs.

So I went in there with my son and I'm in the zone, apparently. One of the staff members that works for the company she was like I don't know where you were when you were making this fruit parfait, but you weren't here or we weren't here. Somebody wasn't here. And I was like what do you mean? She was like you were so into it. Have you ever thought about cooking professionally? I was like no.

She was like well, I want you to think about it because the passion on your face, you zoned out. Everyone was gone or you were someone else.

So I thought about it and she told me that she had someone that she could connect me to and I was like okay, more information. She came back the next week and she brought the information. It was another event going on. It was like, they have like fun days at like, at each ending of each season they have like a fun day.

I'm running around here. I've got three babies going on. One is going this way. One is going that way. She goes with this piece of paper that's about the size of my phone and she gives it to me while I'm trying to follow three little -- well, baby in a stroller, but two other children. So she gives me the paper. By the time I got home, I couldn't find the paper. It was gone. But I knew on the top of the paper it said DC Central Kitchen. So at that point I took the initiative and I went online. I googled DC Central Kitchen and I went, I did an interview. I let them know that I was interested and at the point that I knew that I was really, really interested was when she told me oh, well, you have to bring back a police clearance, a doctor's note, and a TB test. And I did it all within two days.

(Applause.)

**MS. ELLIOTT:** That's when I knew that, okay, this might be something that I actually want to do.

So the course is usually 14 weeks, but with my class we had 15 weeks because they anticipated, like, snow and closings and things of that nature. So this entire 15 weeks during the wintertime, I had children that got sick back to back. I had different things going on, and every day I made it to school at 8 a.m. And I go from Southeast Washington, D.C., from my home to my older child's school, which is Rocketship Legacy, to Northeast, where my two younger ones go, and then downtown by the court building to DC Central Kitchen every day. And I was there was 8 a.m. to 4:30 p.m.

Regardless of what goes on, I still -- I was like, I got to go to school. I got to go to school. And through this whole process, I pushed through and I did not think I was going to graduate, because you're only allowed to miss a total of 24 hours the entire 15 weeks. That's all you get.

**CHAIRMAN FORD:** Wow.

**MS. ELLIOTT:** They don't think about, like, if a child gets sick, if you get sick, if -- one of my classmates, she had a death in the family. She couldn't even go to the funeral. So, yeah, it's crucial and I did not think about any of that. I was just like, I got to go, I got to go, I got to go, I got to go, I got to go. I pushed myself and January 4th, 2019 -- 2019 was my graduation date.

(Applause.)

**MS. ELLIOTT:** So, now I'm currently working at SodexoMAGIC. The location is Patterson Elementary School. And I've only been there -- I started the week before last, that Friday, and then they were out of school for three days, and then I went back Thursday and Friday and I was like, I can't come Monday, and she was like, okay, don't worry about it. And I was like, okay. So here I am today.

**MS. SMITH:** Well, what happened the first day back last week?

**MS. ELLIOTT:** The first day last week -- no, my very first day --

**MS. SMITH:** Yes, your very first day.

**MS. ELLIOTT:** I actually got a promotion before one o'clock.

(Laughter.)

**MS. ELLIOTT:** No, really. I walked in as a regular employee. I was supposed to be working from 8:00 to 2:00 p.m. and the area manager kind of popped up on me and I was in the other side of the building with the older kids. And she came in and as I was coming back in the kitchen, she was like, hey, Ms. Angel, I heard a lot about you. I heard a lot of good things even before you started here or before I even saw you before you got to this location. I've heard a lot about you. She was like, your name is strong. And then I was like, really? I don't really think anything. I do what I do. I don't think nothing of it. So then she was like, how would you feel about adding more hours to your schedule? And I was like, oh, okay, I'm fine with that as long as I can still drop my kids off by 7 and pick my kids up by 6. I'm open to it.

And she was like, okay, I'm going to promote you to the supper lead. So now for the past couple of days, when school was open last week, Thursday, Friday, I was doing supper at Patterson by myself.



**CHAIRMAN FORD:** Wow. Wow.  
(Applause.)

**MS. SMITH:** So as you've got this group of business leaders and community leaders, agency leaders, what's one thing that you want to make sure we sort of leave and understand. Like, you have an incredible story. You are working hard and it is paying off, but as we think about the work of the Workforce Investment Council, what can we do to continue to support other residents like you, to make sure they have this opportunity and they can be supported in the journey that you took?

**MS. ELLIOTT:** So, one of my challenges, one of my biggest challenges with going to school, it wasn't the school itself, it was the Office of Workforce Opportunities. I had a hard time because, first, I didn't know I had a vendor. I had a baby. My youngest is ten months. And at first I was exempt. My two older children both have special needs. So I was exempt. I did not even know I had a vendor. My vendor had never reached out to me. My vendor -- I never knew any of that. I never got sanctioned or anything.

So when I tried to go to school that was one of the requirements. They were like, oh, before you can start anything, you have to go see your vendor. And I'm like I'm supposed to start school next week, what do you mean?

So they're like, you have to make an appointment. I'm like, can't I just go down there and see her today? And they're like, no, you have to make an appointment. So I had to call different places. I got the runaround. I had to go through downtown. Then I had to go to OWO. It was just crazy and nobody knew nothing.

Then I finally get connected to a vendor. I met with her right before I started school. And then I started school September 24th. By October 1st, I was told she was no longer my vendor, but I was only told that after trying to contact her and couldn't and had to go down to the office. And they told me, oh, well, this isn't your vendor anymore.

So currently, right now, I still don't know who my vendor is and I'm just OWO.

**CHAIRMAN FORD:** What office was this?

**MS. ZEILINGER:** This is DHS. I have a question. Was it the case manager with a vendor who changed or -

**MS. ELLIOTT:** No, the whole company. The whole company switched and I never had gotten a letter, a phone call, or anything.

**MS. ZEILINGER:** I would love to -- and it happened when?

**MS. ELLIOTT:** It happened -- I started school October -- September 24th. By October the 1st, that's when the company had shifted. And even still now I was told that I was supposed to get my stipend every week. I got all those stipends -- well, not all of them, but partial payments of stipends in one, like, literally one setting and it still wasn't all of it. And I was just like, look, I just wanted to go to school. I don't care about that stipend.

**MS. ZEILINGER:** Can I ask just one question?

**MS. SMITH:** Go for it.

(Simultaneous speaking.)

**MS. ZEILINGER:** So the reason -- when people are exempt from work, they're actually not assigned to a vendor, because they don't go in to work with somebody to help them get connected. You already had a class and the reason why we connect you to a vendor so we can pay your stipend. Do you have a suggestion for a better way to communicate so that people understand that?

**MS. ELLIOTT:** I think that the problem was -- it wasn't the fact that there wasn't a good system, because letters are definitely a good way. And phone calls are definitely a good way. It's just that they weren't doing them.

**MS. ZEILINGER:** So they were not doing them. And you didn't change addresses or anything like that.

**MS. ELLIOTT:** No.

**MS. ZEILINGER:** They just were not --

**MS. ELLIOTT:** They just were not doing it. And then when it came down to it, when I actually got -- when they told me all the information, they told me I had to go down to OWO to see another person. And at that point I was in school, so that would require me missing a day of school. So, me and the clinical psychologist at my school, we literally were on the phone for hours trying to figure out is there any way that he can fax the information over to OWO? And they were like, no, she has to come in in-person.

So, yeah, I had to go on my lunch break from school, and that meant me going all day without eating, to go down there and hurry up and come back between 12 and 1 o'clock.

**MS. ZEILINGER:** Wow. Okay. Helpful to know. I promise you that I'm going to look at this as an example of how do we make much easier. I don't understand the why of where a program required that of you. But thank you for sticking with us.

**MS. ELLIOTT:** You're welcome.

**MS. ZEILINGER:** And being willing to help us make it better as we go.

**MS. ELLIOTT:** No problem.

**CHAIRMAN FORD:** And she means it.

**MS. SMITH:** Yes, and I didn't realize that part of the challenge, so not to put DHS on the spot, but hearing from our residents about --

(Simultaneous speaking.)

**MS. ELLIOTT:** It's really hard. Everything in DHS is so much harder. And it's not because they don't have a good system. It's because the people there are hard. They tend to look at people that come in for help as if they don't want to do anything. I constantly expressed I want to do something, I just need you to help me to get to that point. That's all.

**MS. SMITH:** Well, that is what all of these people around the table are here to do. Any final question or thought for Angel? Joe.

**MR. ANDRONACO:** This is Joe. I'm a little biased because I sit on the board of DC Central Kitchen and they've been doing Career Pathways for 15 years. And the other thing about, and I didn't catch your name, but it's been executing. The thing that I really think we want look at the implementation side of things, like HHS or grants and stuff. But there's no better organization than DC Central Kitchen for what they're trying to do.

I'm very proud of that.

**MS. SMITH:** Thanks for that, Joe.

**CHAIRMAN FORD:** Thank you.

**MS. MITCHELL:** I have one quick question. Where do you see yourself in three to five years?

**MS. SMITH:** Great question.

**MS. ELLIOTT:** I love that question. So in three to five years, my children will be older, so I see myself -- I'm currently trying to execute it now. First of all, I have to get a car, because that's my biggest thing. I spend a lot of money on Uber and Lyft. Everywhere I go, I have to take Uber and Lyft because my older son, like I said, is special needs. He has autism, ADHD, and destructive dysfunctional mood disorder.

So me on public transportation with him, it's not happening. So I have to take Ubers and Lyfts. Because, if not, I don't know what would happen. My son is one of those types who can't -- like he loves people, but he -- yeah, he has his moments.

So, first of all, I want to get a car or something that gets me from point A to point B. Then my plan is to start my own catering business. I want to cater because it's intimate --

(Applause.)

**MS. SMITH:** We'll to have made sure we connect you to some of the folks in this room who can help.

**MS. ELLIOTT:** Growing up, like, and in my adulthood, going through everything that I went through with public stuff, I don't want my kids to ever have to do that, because it's hard, especially being a single person, a single mom. It's hard and people don't understand. They're like, you make this look so easy. I do it because I have to. Like, these are my kids. They didn't ask to be here.

So, at the end of the day, I push myself every day through whatever it is that I might be going through. I skip my own plans and things to make sure that my kids are good. So I see myself building an empire and leaving it all to my children.

(Applause.)

**MS. SMITH:** Well, whatever way we can support you, Angel.

**CHAIRMAN FORD:** My chief of staff is there. I'm really about growing entrepreneurs in this city, so I need you to see her. Because there's a lot of entrepreneurial programs that the city has. There's a lot on -- there are some chambers that are looking at that, but anybody who wants to be an entrepreneur, I am pushing hard. So, my chief of staff is there. I need you to see her.

**MS. SMITH:** So, I got to meet Angel last year ahead of the Mayor's Infant Maternal Health Summit and we did a Facebook Live event and I was super impressed and I continue to be. So, thank you for taking the time out of your day and for coming to speak with us and for sharing.

Oh, Ben?

**MR. MURPHY:** DC Central Kitchen has a strong partnership with groups that actually help entrepreneurs to launch their own food-based businesses. You should definitely ask the folks in the program to connect you to some folks. They can definitely get you connected.

**CHAIRMAN FORD:** Thank you, Ben.

**MS. SMITH:** I'll make sure you make some of the connections here. Go talk to Ty. Have a wonderful rest of your day. Thanks so much, Angel. Thank you.

(Applause.)

**CHAIRMAN FORD:** Thank you and that's a classic example -- at all meetings, we want to see if we can always have a guest that will tell you about their success stories, tell you about challenges, so that we're able to continue to improve the program.

So if you guys also, in your programs, have someone that has gone through it, let us know, because we want to make sure we have a guest at the meetings.

**MS. SMITH:** And I reconnected with Angel. I didn't realize she was a student at DC Central Kitchen until I was at the -- I joined Thomas Penny at their graduation in December and saw her then.

**CHAIRMAN FORD:** I think next up we need approval for the October 22nd minutes. I think they were sent out.

**MS. SMITH:** They were sent out to everyone, yes.

**CHAIRMAN FORD:** Any questions?

**MS. SMITH:** I don't think we actually have a copy of it.

**MR. MURPHY:** One minor correction. I'm with the Greater Washington Community Foundation, you have our old name.

**MS. SMITH:** Got it.

**CHAIRMAN FORD:** Thank you, Ben. Say that one more time, what is it called?

**MR. MURPHY:** Greater Washington Community Foundation.

**CHAIRMAN FORD:** Got it. If there are no other questions, I need a motion.

**MR. MURPHY:** So moved.

**CHAIRMAN FORD:** Second?

**MR. SMITH:** Second.

**CHAIRMAN FORD:** All in favor, aye?

(Chorus of ayes.)

**CHAIRMAN FORD:** It's approved. Thank you so much.

**MS. SMITH:** For folks who just joined us either on the phone or in the room, do you want to just go ahead and introduce yourself and your organization so everyone knows who is here?

**MS. HARVEY:** Bernadette Harvey, BConstrux.

**CHAIRMAN FORD:** Hey, Bernadette.

**MS. PLATER:** Queenie Plater, Sibley Hospital, Johns Hopkins.

**MS. MORRIS-HUGHES:** Unique Morris-Hughes, DOES.

**MS. SMITH:** Thank you. Anyone else on the call who hasn't had a chance to introduce themselves?

**MR. ANDRONACO:** I'm sorry, it's Joe. I left for a minute.

**MS. SMITH:** Okay. Great.

**CHAIRMAN FORD:** Got it.

**MS. SMITH:** Fantastic. So we wanted to make sure we gave some space, given the transition and some timing issues, I know that not all committees may have a lot of updates to share. I did want to call out and recognize from the December EWA Committee meeting, the committee nominated and I approved of LaTara Harris serving as our new chair of the EWA and to thank Queenie for her leadership and support of that transition.

(Applause.)

**MS. SMITH:** We need to find you a co-chair. We'll work on that. Is there anything that you wanted to share from our last conversation or a couple of things that we're working on?

**MS. HARRIS:** We moved our meeting so we had some items that we needed to discuss. There was actually a provider that came to the group in which there was questions about whether or not we would continue with them as a WIC provider and we wanted to make sure that we did our due diligence to make sure that if we're removing someone that we have an understanding of all the reasons why we want to make sure you're protected and the Mayor is protected, everyone is protected in doing that.

So we really haven't met since our last meeting, but I do see some great data that's in here.

**MS. SMITH:** Yes.

**MS. HARRIS:** And I -- I mean that was a huge thing for us. We really want to see whether or not the programs and the strategies that we implemented last year were helpful in that regard. We don't want to repeat more of what we did last year, but we did very much set goals for our group in terms of the number of providers we wanted to have, you know, have ready and so we needed that data to determine whether or not we'd do the same thing as we did this year. We wanted to build on that.

But we were very focused on our data until the last minute. We were trying to get our last group in at the very last minute and I think we did meet and/or exceed that because there's some other definitions that came into play as well.

But for the most part, our group is very serious about our charge and making sure we have more providers in the District and more so than anything that we are truly getting more Angels into -- Angel as in, folks on the phone may not know her name, but getting them into the workforce. That's a huge priority for us. I don't know if any of the other committee members -- Nathan or Dr. Mitchell or Queenie want to mention anything else?

**MR. SMITH:** No, I think you did a good job.

**MS. SMITH:** And I had the opportunity to join our colleagues at the Department of Employment Services for the orientation for the two most recent, recently approved vendors, SERVE Academy and Catholic University. And so it was enlightening to me to just be able to see sort of the way in which from us and the process and DOES and the oversight on the OCSO and monitoring and sort of contract administration side, ways we can continue to make sure that it is a seamless process and that we're supporting vendors throughout the entirety and so lots to continue to discuss and work on.

**MS. HARRIS:** And I think when we start looking at these numbers around this table, a lot of us have the frustration well, okay, this is a small subset, but how do we really mobilize to get more of the District residents into these jobs and I think that's what we're going to be looking at when a critical eye moving forward.

**MS. SMITH:** Thanks, LaTara. Mr. Wiggins.

**MR. WIGGINS:** Good morning. I'm Darryl Wiggins and I'm chairman of the Employment Services Committee. As you all know, we have been working for the better part of the year on what a dashboard looks like. We've been partnering with George Washington University, as well as a company called Kairos to help us develop and build out that dashboard.

We've been kind of mired in what data elements are the critical data elements that we're going to look at. And so in that time, the Council passed some legislation, the Transparency Act, that has really driven us now to look at how we can put together a public-facing dashboard with the support of Octel with a quick-base application. So that's where we are now as a team and a group. And so we have some metrics that are going to be part of that that are under the Transparency Act.

And right now we are working with -- we have all the MOUs in place and we are working with Octel to develop a quick-base application to support the requirements of the Transparency Act.

**MS. SMITH:** And we'll be talking about that in great depth as well a little bit later on the agenda. Thanks, Darryl.

Joe, on the phone, I know we've had a couple back and forths, you, Antoinette, and I, but Joe, our chair of the Implementation Committee.

**MR. ANDRONACO:** Yes. So good morning, everyone. I wanted to give an update. I have nothing to update and I think -- it's no surprise, I think, as the chair of the Implementation Committee sometimes I execute without planning, but one of the things that our committee did was spend a lot of time looking at our one-stop shop as well as some best practices and I really think the implementation Committee is key because we have to execute.

So I look forward to working with Ahnna and of course, Antoinette. But my major concern is the lack of consistency of in the WIC, it's just the nature of what it is. You have changing chairs and changing sort of agency direction. And I just would like us to think about how to create some more consistency in order to execute. That's all. Thank you.

**CHAIRMAN FORD:** Joe, your point in that, I certainly appreciate that. I think that's been a core of some discussions with myself and the director that now that I think structurally we know where we sit within the Mayor's organization, that we're trying to work, because we know that was a recent change. But I think we've had some preliminary conversations with the new Deputy Director Kihn and the goal is to have a strategy and hang this Board together, add some pieces to it and really put that consistency in. To your second point, the Director will talk about the One Stop Operator. Now that I think we have a solid course there, we will task you for some key tasks there and we'll talk a little bit about that off line after we get through today. But I certainly appreciate your comment on consistency, because I think that's important. It's something that we've been talking about.

**MS. SMITH:** Yes, and we're going to talk through a document. My team is working to email the soft copy of the PowerPoint and a document that we handed out to folks in person here.

To the folks who are on the phone, my apologies that that didn't get out to you sooner, but one of the documents that you have in your packet, folks, is something even more concrete for us to talk through with regard to the One Stop Operator and my hope would be to work with the Implementation Committee closely as we're refreshing our relationship with our contractor on that. So thanks, Joe.

**MR. ANDRONACO:** Thank you.

**MS. SMITH:** All right, and then I believe, Lauren, did you want to do a quick update for Stacy Smith who is out receiving a big award from Hyatt. She told me what it is and I don't remember the actual title of it but she is being recognized for the work that she's done, particularly around the career pathway work for our young people through her hotel. So she's out in California, so couldn't be with us today, but Lauren Scott will be able to just give a quick update for the committee.

**MS. SCOTT:** Sure. So we've had one meeting, one Youth Committee meeting since our last Board meeting. I think at the last Board meeting we briefed you about how much we have been doing to engage youth over the past year. So we had some meetings that involved youth. We did some focus groups, so we've been working, Ben has been working really closely with us to gather the information and figure out what to do with it.

At some point I think we want to present to all of you, but I think at the last meeting it was the end of the year, so we wanted to kind of -- it was a good opportunity to take a look at what we had done over the year, but also figure out how we could structure ourselves to be a useful and productive organization going forward.

We didn't want to just being doing things just to be doing things but the information that we're gathering, how can we position ourselves as a committee to make sure that the work that we're doing is efficient and effective and not duplicative.



So we've been talking to the chair and the Executive Director to take this opportunity to just position ourselves in a way so that the efforts that we have and the very eager committee members and community participants that are very involved that we're not wasting anyone's time and that we're just making sure that we're doing a good job for everyone and on behalf of the entire community.

**CHAIRMAN FORD:** Lauren, at one time we were talking about on the Youth Committee that we were going to have a Board member on the Youth Committee from the high school?

**MS. SCOTT:** Well, we at our last meeting that a really, really good conversation with Jerome from the Department of Employment Services about how we could partner with one of your youth groups that had –

**MS. SMITH:** MBYLI?

**MS. SCOTT:** -- benefits of being involved in the community. So I need to -- we need to touch base again and get that going. But Jerome and Department of Employment Services are committed to helping us making sure that we can get a few folks on there and that they could perhaps get some sort of credit or it was a structured experience for them and not just all willy-nilly.

**CHAIRMAN FORD:** Because one of the things we want to do is have them be part of the Youth Committee and then to show up here maybe to get some experience. That certainly will give ideas because they're living them. However, we need to follow up that would be awesome.

**MR. MURPHY:** Would one friendly amendment to the strategy?

**CHAIRMAN FORD:** Yes.

**MR. MURPHY:** We had talked about it at the meeting and we wanted to ensure that the young people who were represented at the Youth Committee had a diversity of experience and voice.

**CHAIRMAN FORD:** Yes, good and bad.

**MR. MURPHY:** Exactly.

**CHAIRMAN FORD:** I remember we talked briefly about that. Because we're not going to learn unless we know what they've been going through and so my affinity towards the Youth Committee is always there, but I do want to make sure -- who do we coordinate that with?

**MS. MORRIS-HUGHES:** Well, Tony, deconstruct that a little bit. You said a diversity in experience, good and bad. These young people that we're talking about specifically are in the Marion Barry Youth Leadership Institute. So I'm not sure -- are you trying to connect them to like another –

**MR. MURPHY:** Well, the idea has been we would recruit youth to actually be a part of the Youth Committee.

**MS. MORRIS-HUGHES:** Okay.

**MR. MURPHY:** The idea was raised at the meeting by DOES staff and someone from the Mayor's Leadership Institute would be a good representative to give voice to a certain segment of the student population.



**MS. MORRIS-HUGHES:** Sure.

**MR. MURPHY:** Right? But I think we want to think about other DOES programs to make a linkage to. For instance, when we did the focus groups we did one for out-of-school youth as well as in-school youth to try and get a diversity of perspective and an understanding of where they're coming from.

**MS. MORRIS-HUGHES:** Okay.

**MS. SCOTT:** Other folks that attend the meetings and Director Reese might have said it also, in taking in applications, we want to make sure that we're getting a diverse group of applicants, so folks with disabilities, just different backgrounds, different, you know, types of youth, not just one type. Because some of the focus groups --

**CHAIRMAN FORD:** Dr. Reese has some great young people that I've met at his conference. And so we wanted to make sure that they had a voice that represented all of the workforce components.

**MS. MORRIS-HUGHES:** So perhaps then if there are requirements or a description of the expectation or commitment for being part of the youth committee, like how often do they meet, what time -- just so we can let people know. Is it during school hours or is it not during school hours. Can someone just draft something?

**MS. SCOTT:** We have an application that I did share with Jerome, but I can send it directly to you.

**MS. MORRIS-HUGHES:** Send it to me.

**MS. SCOTT:** Okay.

**CHAIRMAN FORD:** Excellent.

**MS. MORRIS-HUGHES:** And then like the time lines, like when does it start?

**MR. CANCELOSI:** This is Tony Cancelosi. Can I interject something?

**CHAIRMAN FORD:** Yes, sir.

**MR. CANCELOSI:** One of the things we did this past year was a transition program for children who were vision impaired and blind. Are there going to be any representation in reference to young adults and high school, middle school, people with disabilities?

**MS. SMITH:** Yes. That was one of the things Lauren I think mentioned specifically that Director Reese had voiced an interest in that and the focus. I think that was one of the things that they meant by including diversity of perspective.

Now I will jump in and having the benefit of coming from the education side of the world where there are a number of ways, I think MBYLI at DOES is a wonderful example. We've got the Re-Engagement Center through OSSE. We've got DCPS has a Student Advisory Board for the Chancellor. We've got the State Board of Education's Student Representative. There are a bunch of other organizations that convene meetings, so I think figuring out what we want to have in terms of sort of permanent or if it's an annual process we have students on the Attendance Task Force that's run by the Deputy Mayor for Education.

There are lots of students participating in lots of different things. I don't know that I would -- I would want us to make sure we're clear on if there are going to be a couple people appointed for a one-year period or

whatever that point of time would be, that there are also ways to plug into other places where young people are or already being congregated that we can pull from them and ensure their representation. Because I don't think

we're ever going to get the one or two or three youths that actually sit on the Youth Committee to be representative of everyone, but that engagement and continuing the outreach engagement I think the committee found -- it sounds like they've done in the last year would be almost even the sort of more important component of that.

So I think the plan will be for us to make sure that we share with DOES the application, particularly as we think about MBYLI and then I think in a future conversation meeting, being able to share with the whole committee how we're thinking about where we're going to land on youth engagement. Does that sound right?

**CHAIRMAN FORD:** Perfect.

**MS. SMITH:** Lauren, thumbs up? And I will also say one thing. I want to give Unique the opportunity to do the plug because we have the SYEP program open right now. Do you want give your quick -- just so folks know?

**MS. MORRIS-HUGHES:** Sure, The application opened, I think January 17. That seems like so long ago, where this year we are planning to serve 10,000 young people between the ages of 14 and 24 with a summer career experience. The application closes the middle of February. I'll get those exact dates and you can disseminate them to the Board.

If you have not already signed up as a host employer, good news, there's still time for you to do that.

(Laughter.)

**MS. MORRIS-HUGHES:** Many of you all do and we thank you for continuing to do that, but there are a lot of young people looking for a great summer opportunity that I know the people in this room can provide to them.

**CHAIRMAN FORD:** Speaking on my behalf, that was my first job in the city with the Minority Business Opportunity Commission, and SYEP, so please sign up. These kids will get a great experience if you make it so. So please do that.

**MS. SMITH:** And there's a bunch of other things happening in this space. We had a really productive Career Pathways Task Force meeting this week, last week? I can't even remember. Where I think there's a number of things moving as DC Public Schools and the new Chancellor got up and running focusing on secondary as well as OSSE and through the Perkins Grant. There's some convenings and things that I think ensuring both through the task force and through the committee that we're making these connections to the point earlier of how are we making sure government is aligned and working collaboratively. This certainly is something that I have seen the need for.

**MR. MURPHY:** That's sort of the spirit of this meeting that's happening on Thursday that Paul and you were proposing the round table for youth?

**MS. MORRIS-HUGHES:** Yes. It's an expert discussion around how we're supporting youth in general and linking with K-12 and workforce.

**MS. SMITH:** So Director Morris-Hughes and Deputy Mayor organized the meeting on Thursday afternoon.

**MR. WIGGINS:** I think it would be a great idea -- Antwan talked about his experience of working in a summer youth program. Well, that was my first job as well, working in the summer. I worked for a guy named Duke Green who owned a company called IBS.

And so I think it would be amazing if we could do some kind of connection between especially those people who are business owners and employers in the District now who came and grew up through that system and it creates a connection for the kids to be able to see that opportunity brings along the opportunity to own a business later on.

**CHAIRMAN FORD:** My first job.

**MR. WIGGINS:** I mean we've been participating in a program for the last ten years as an employer and that's the first conversation I have with these kids all the time that this is the job that I had and it led to me going to Howard, working for Xerox, and starting a business.

So we've got to send out a message to those individuals who are graduates of the program who are now in positions to be employers and to bring them together as a group and have them work with the kids directly so they can see the real-life opportunity and what happens at the end of the road.

**MS. MORRIS-HUGHES:** So good news, because we have a whole campaign. I forgot to say this is the 40th anniversary of the Marion Barry Summer Youth Employment Program and the Youth Leadership Institute as well. So we're going to have a big convening and we'll have a campaign highlighting folks who came through the program and now are adults and leaders in their own effect. So we have not released the campaign or started the campaign yet, but there's a whole strategy that we've been working on with BON around this 40th anniversary. So stay tuned. I can share some details with you all off line. I'll certainly have more information about when we're going to go live with the campaign, but this will be a big year and there will be lots of activities around the 40th anniversary.

**CHAIRMAN FORD:** Well, that's great.

**MS. HARRIS:** I have a question about sort of our responsibility to the WIC and through this training provider and others.

Do we have an evaluation process that we might be able to put some of the students on so that they can really dissect some of the --- I mean this is like stretching, but you know, perhaps we can put together some sort of a program, if you will, or opportunity for a group of students to help us dissect and really research where they have the time to go out and talk to providers and talk to -- you know, is there anything that we might be able to use both for what we're trying to accomplish and also giving students that opportunity to get them some on the job experience.

Again, I know it has to be fast, it has to be --- but I'm just saying if there is something we were already --- we might have considered doing, some sort of an evaluation.

**CHAIRMAN FORD:** Specifically, the SYEP?

**MS. HARRIS:** Yes, I mean I'm saying students, SYEP, but just for our work here on the WIC. If there's something we were thinking of doing.

**CHAIRMAN FORD:** Got it, okay.

**MS. SMITH:** So I love that idea. I think there's probably some opportunity and I'm not fully versed in how SYEP and I know you do a lot of surveys and the young people to get some feedback about the summer providers.

But for the ETPL, I'm actually still just learning all of this. We had a transition for the EWA Committee. Our staff who was running the ETPL is now supporting DHS and TANF work which is fantastic. She is working for residents, but she made a transition a few weeks ago.

But our evaluation at the end of the year for the ETPL is really us getting the information from the providers directly.

And so maybe if we're thinking about how -- whether it's through the technical assistance that I think we're trying to build out or other ways, I think that's a great suggestion for us to think about, how we engage young people in the work of the WIC. And I would welcome lots of other suggestions and I'll talk about that a little bit more as I show you all the work of the WIC right here, right now and other ideas that pop up. But let's keep that conversation going.

I want to also recognize and have the Council Member introduce herself. She has arrived for the folks who are on the phone.

**MS. SILVERMAN:** Thank you, Director, and good morning, everyone. It's a busy day down at the Council, so my apologies for being here late.

I just wanted to buttress what LaTara said and what I understand -- what I understood you to say is that is there an evaluation to make sure that the great experience that Darryl had or Antwanye had at SYEP is more universal to all of our students.

And I'll just say that in visiting one of our providers and maybe my staff can help me. It was one of the arts providers in Adams Morgan. They do a soft skills evaluation. The Sitar Arts Center.

So Sitar engaged in their own evaluation on what they identified as key skills and we all know what those are: showing up on time, communication skills, some conflict resolution skills, and they came up with their own evaluation tool that I think is worth looking at, perhaps for the WIC. We have a copy of it. I'm happy to provide it to the Youth Committee to think about perhaps scaling to all providers because I think we hear from many of our employers. They all want to help our kids, but sometimes they struggle in figuring out how to do that and what are the key metrics that should be measured over the summer. So I would offer Sitar as perhaps one example, if that's what you're trying to accomplish.

**MS. SMITH:** Great. We'll take a look.

All right, so we're going to move into a lot less of me and us talking and you all talking and picking your brains. And so before I jump into the updates, I just wanted to acknowledge and to thank you. I've had an opportunity to meet with many of you so far as I transitioned, but not yet everyone. I look forward to continuing to do that, but relying on your thoughts, feedback, perspectives, suggestions have been incredibly helpful as I jump in.

And what I said to my staff and what I will continue sharing is having been in other parts of D.C. Government, having been working for our residents and families and communities for the last decade nearly, most of which in local government, I am excited to bring to the WIC another set of eyes, but one that can help us make sure

that we're really staying focused on residents like Angel, our young people, our adults who are seeking the pathway to opportunity.

I really believe for those who didn't see the Mayor's second term outlook or her inauguration speech a couple weeks back, she is fired up. Mayor Bowser is fired up and committed and excited about continuing to expand that includes prosperity and committed to specifically focusing on our communities and our individuals who have continued to be less behind by development in our community.

And I think as we are focusing on our providers and focusing on youth opportunities, I think a lot of the initiative that she, Deputy Mayor Kihn, this administration will be focused on will line up and provide even more opportunity and momentum for a lot of the things that this group is working on. And so I see a lot of opportunity and a lot of excitement. So I'm excited to work on it with all of you.

Okay, so I'm going to talk through a couple of things that will be updates and a couple where I want to make sure we're getting some feedback. I also want to be mindful of time and so where we need to adjust, please help me make sure that if there are places we want to spend more time that we do so.

But One Stop Operator, so our chairman sent a note out to all of you in late December. As you know, we revisited our contract with Grant Associates and determined that they would continue and extend into year two of their contract. As part of that process, they had to staff up. They had been in the process of closing down and they now are revamping. They have just appointed an individual, Sheree Finley, who has worked here in local government, has spent some time at the Department of Employment Services under previous leadership. And has been here in the District as the Director for the program.

Yumika Beasley, who has been working on the project, will continue to be on the project and they are working to hire one final person.

So I think in terms of one area of just who we're going to work with, how do we continue to reset this relationship and move forward, that is the progress they are making.

We have an AJC meeting with our managers front line staff in a little bit more than a week, week and a half where we will be sort of refreshing and talking through hopefully some of what will come out of today's conversation as we are reinforcing the role of the One Stop Operator, how they will play a support for our staff at the centers and for all of the partner agencies who are working so hard to support our residents.

And they are continuing to work closely with the Department of Employment Services. You may have seen some of the bus ads that have been out around for American Job Center, as well as some videos that are in the final stages of production. I'm not sure if Director Morris-Hughes wants to say anything about the materials that have been pushed out?

**MS. MORRIS-HUGHES:** Yes, there's been a coordinated and targeted strategy to get more collateral out into the community about what we're doing at the One Stops, so you can see them on a bus ad or in the Metro or even the local papers, but it's a good way for us to get the word out on the services that are available.

**MS. HARRIS:** So this is the organization that was going to cancel their contract, right?

**MS. SMITH:** Correct.

**MS. HARRIS:** And we convinced them now to stay for one year?

**MS. SMITH:** So actually, so at least this next option year. By this summer, we'll have the opportunity, both the Board, the WIC, and the contractor to determine if we're going to extend another option year.

**MR. ANDRONACO:** I have a question related to that when you're done. Sorry.

But they wanted out?

**MS. SMITH:** Correct.

**MS. HARRIS:** Because I remember having this conversation. So shouldn't this be transitioned versus ramped up? So how are we kind of saying how they're going to work with us this year? Because I'd hate for them to completely ramp up and then back out again. It seems to me that's more transition if they're going to stay on. Help me with this a little bit.

**MS. SMITH:** I will defer to Antwanye, Antwanye and Deputy Mayor Donald are the ones who really led all of this prior to my arrival and we will talk a little bit more about -- and when I say ramp up, they're here, they're ours. We're need them to deliver this year. And so we need to be up and running and very clear about what's going to deliver this year at the very least.

**MS. MORRIS-HUGHES:** Wait, wasn't the contract into December?

**MS. SMITH:** End of December.

**MS. MORRIS-HUGHES:** End of December.

**MR. ANDRONACO:** Hello?

**CHAIRMAN FORD:** I'm sorry, who's that? Is somebody on the phone?

**MR. ANDRONACO:** It's Joe. A couple of things. How many eligible is related to this transition? How many eligible do we have?

**MS. SMITH:** Thirty-four, I believe is the current number.

**MR. ANDRONACO:** Okay.

**MS. SMITH:** I'm learning. I'm learning.

**MR. ANDRONACO:** I know. Anyway, the One Stop Operator sort of coordinates with the Implementation Committee and has a look at it and maybe that gives you a fresh set of eyes on this. That's all, thanks.

**CHAIRMAN FORD:** Okay. Just -- yes, Nathan?

**MR. SMITH:** I have a question related to that because when Grant gave us a notice that they weren't going to continue with the contract with us, there was some things identified that we were not doing.

**CHAIRMAN FORD:** I was going to go through that.

**MR. SMITH:** That might be able to help ensure that they stay. So I want to make sure --



**MS. SMITH:** We're going to have a full conversation with them.

**CHAIRMAN FORD:** To give you a little bit of history and then the Director is going to talk about some issues. There were disconnects on both sides and so Deputy Mayor Donald and I went up to New York. We sat down with their president and the -- what role does she play? Is she the director?

**MS. SMITH:** Associate Director Doug Kotter who runs the organization.

**CHAIRMAN FORD:** And so we had to present -- they presented to us what their issues were. We presented to them what our issues were and we were quite frank about the issues that occurred on both sides.

I think the big conversation was all about the goal to move forward to try to resolve the issues because we were in a position where we couldn't get things through procurement as fast. The Director was willing to do some things we could do as a back stop, but we felt as if we were able to address the issues on both sides, that we had a plan to move forward. So we had agreed in principle that we would come down. We had several meetings to make sure that we highlighted some key issues. I think you're going to discuss some of them.

We did make sure that Director Morris-Hughes, that she has some critical issues that she had. And so we represented all of them. We represented what the Board had and then we had some really I think explicit conversations and we did a lot of homework with it. So I would say that every conversation that we had up to and including a modification of the contract potentially to reflect the key deliverable, to make sure that the contract is tight, to make sure that we have key deliverables, to make sure roles and responsibilities are laid out. I think we're going to talk a little bit about that.

So those conversations were had. We had several conversations that came down here. And that's how we got to this point and we'll talk a little bit more about roles and responsibilities.

**MS. SMITH:** That's actually a transition. You all have a packet. And folks on the phone, this should have been sent out to you shortly during this meeting. You have both PowerPoints and also an attached document, draft deliberative for discussion which is what I hope for us to walk through.

So a couple of things. One, we had a kickoff meeting following Antwanye and the Deputy Mayor's conversation with Grant and sort of resetting this. This all sort of happened right as I was jumping in on board.

We had a kickoff meeting with all of our agency partner directors, leads, and Grant, and the WIC in mid-December and based on partially that conversation, feedback from others in this room, feedback from grants and a couple of conversations with our chair, Dr. Morris-Hughes, we got very clear that there are a number of things that, to me, seem reasonable that sort of led us to where we were, it sounds like prior to the decision of Grant stepping back.

And again, coming in, I am trying to absorb and just keep on focusing forward, but I think as we were innovatively thinking about what this relationship looks like, this One Stop Operator, the relationship with all of our partner agencies, but in particular, Department of Employment Services since they're staffing most of these centers, all of these centers, the way in which the WIC, as an entity, our contractor and DOES and all of our agency partners work together, I think there were some questions and some outstanding gray areas that had not been nailed down and that that has led to, I think, things where we, the WIC, in overseeing this contract, could do and will do a better job of being very specific and concrete with deliverables, expectations, time lines, where we can partner even better with my colleague at the Department of Employment Services and her team so that we are working from one accord. Because in theory it does kind of make sense that we, the WIC, are contracting with this body who answers to us, but has to work through DOES to deliver some of these pieces.

What does that actually mean? What does it look like? Who's in charge of what? Seems to be the fruit of a lot of the challenges that we were facing. And so through some very frank and open conversations with my team, with Grant and others, we have sort of -- I will walk us through this conversation, through the packet. Now there's two things at the back, Appendix A and B, another data point that has informed some of this which is the IMPAQ evaluation which I know there had been a lot of conversation around previously as well, looking at both things that were working well, from IMPAQ's report at the One Stop, as well as areas for improvement and growth opportunities. And so we captured those just sort of in summary. So I'll start with those.

In Appendix A -- sorry, the page number, page 2, these were the six highlighted things in that study that sort of rose to the top of the areas for most improvement. So we're thinking about what we must win on with our One Stop Operator this year. This seemed like a good place to start. These were sort of the synthesis of a bunch of the things that IMPAQ found in terms of professional certification and opportunities.

I won't read all of these to you, but for folks on the phone who might not have it up as well, ensuring that site managers were informed of each of their partners' program goals, conducting surveys, more cross training, exploring Skype use, name tags. Like these were sort of the things that rose to the surface.

And then also for your benefit, I included a little bit more expanded summary where they talked through center by center some of the things that I believe we've already started to tackle and address. But looking at that, we then said let's get very clear, what is DOES' role, how are we going to work with them, their staff on the ground? What are we asking and what are most important the things that One Stop Operator must deliver on. So I will give you a minute to look at this, reflect, and then we can jump into a quick conversation, but particularly under the One Stop Operator in terms of responsibilities, priorities, and then part two, goals for the AJCs. I thought it was very important that we, as a Board, our partner, partner agencies, our contractor, get very clear about what is it we're trying to work toward? If we're not actually setting an objective, how do we measure if we've gotten there?

So I'll give you two minutes to -- uh-huh, uh-huh, great, what are you trying to accomplish?

**MR. ANDRONACO:** This is Joe. Is this something that I should have in an email?

**MS. SMITH:** I believe -- yes, it was sent to you in the last 20 minutes or so. There are two attachments. One's a PowerPoint deck that we're looking at and one is a PDF file.

**MR. ANDRONACO:** All right, not to sound pessimistic, but business as usual, I'm going out for my work. Those are exactly the needs we have in the city. So I wanted to consider and the deficiency as well. I believe we've got to really think outside the box and execute or look at what others are doing and try to do it, you know, face reality. I want to see exactly what we're sort of getting at. We don't have a ton of time, three or four years maybe and still. So thank you.

**MS. SMITH:** I wholeheartedly agree and --

**MS. MORRIS-HUGHES:** Can you maybe repeat?

**MS. SMITH:** Sorry, Joe, I think folks some trouble hearing what you were saying.

Joe was saying status quo will not be sufficient. We need to think outside the box. What are other folks doing that are working well in this area?



And so one of the things that I've also been sort of prioritizing my time both getting up to speed internally, meeting with lots you, also making sure that I'm connecting with external partners, nation leaders in this work, have been connected with a couple of consultants and people who support other WICs in this area. Both Director Morris-Hughes and I who was just nominated to the Board of the Workforce Development Council at the U.S. Conference of Mayors, congratulations to her.

(Applause.)

**MS. SMITH:** We spent a couple of days last week there, so I totally agree, Joe, there's a lot to be learned elsewhere outside of the District. I will also say my focus and if you're unable to pull this up, my apologies, for not getting it out to you sooner is we don't have a lot of time. 2019 is here. The contract is already underway. I want us to get really clear on the handful of things that we will deliver on this year. And at the same time be thinking about how we build upon that be it with grants or ramping up to solicit this again. Sorry, Darryl's been very patient.

**MR. WIGGINS:** So I have a practical question as it relates to our AJC partner. What is their capacity around mobility and taking jobs, job services, connection, component to the community? And I'll explain why I'm asking that question. Is there a capacity around mobility that exists today?

**MS. MORRIS-HUGHES:** With the One Stop –

**MS. SMITH:** Like a mobile One Stop.

**MR. WIGGINS:** Yes.

**MS. MORRIS-HUGHES:** Yes, we have a mobile unit and we have a mobile team, but that isn't necessarily directly connected to the One Stop, to the operator because it's something that we have done and will do independent of the operator.

**MR. WIGGINS:** So, I want to add a requirement, right, is that the operator, who has this responsibility, work with the mobile team that DOES has.

And the reason that I think that this is critical, because I want to develop -- I want to see some linkage between a community-based organization, right, that acts as a conduit in that community and either the AJC or DOES taking a mobile unit out to the community to engage folks from a work opportunity perspective because we got a public safety crisis, right?

You hear about that every day, and a part of the public safety crisis is around the fact that people still don't know that jobs are available.

And I'm just a firm believer that you got to bring it to them, you can't really build these institutions and expect them to come downtown.

We can barely get down here to park, right? So, we got to -- we have to figure out a way to build -- to create some mobile delivery system at the –

(Simultaneous speaking.)

**MS. MORRIS-HUGHES:** So, we do have –

**MR. WIGGINS:** Yes.

**MS. MORRIS-HUGHES:** There's two things and -- you know, I should come maybe to the next meeting and do a presentation about it --

**MR. WIGGINS:** Right.

**MS. MORRIS-HUGHES:** -- because we actually keep a lot of data and stats on our outreach and -- I mean, it's very -- it's very targeted.

Like, we're able to pinpoint certain communities, people who apply, types of opportunities, but I hear you say two things.

One, you want to mobilize what we're doing in the AJC. We do have a strategy for that both in an actual, physical, like, RV, and a whole separate team that goes out to the community in cars and will do that.

They will show up on the spot on Sundays or Saturdays, but, perhaps -- and if you don't know about this, perhaps it's an opportunity for us to come in and present specifically on that part of our operation.

**MR. WIGGINS:** But how do -- here's the key to this, is that we got government -- D.C. government workers, right, and they may or may not be directly vested in or engaged in the community.

What we got to do, is to figure out who is that on-ramp person in the community, right, and, through some program, put them on that mobile van, bring them back to that corner, right, to be able to be the conduit, and then be able to identify those people who, if they had a job to go to in the morning, they wouldn't be hanging out at night.

**MS. MORRIS-HUGHES:** So, like an intermediary. Like somebody in the community who acts like an intermediary to, like engage with people.

**MR. WIGGINS:** So, whoever that trusted community-based organization is, right.

**MS. MORRIS-HUGHES:** Got it.

**MR. WIGGINS:** So, we got a mobile -- we have a mobile way to deliver it, we got a trusted, community-based organization, right, so the AJC or DOES partners with the trusted-based community organization. We put that person on the mobile van, deliver them back to the community and they become the on-ramp, and they can identify those people who we can provide job opportunity to so they're not standing on the corner. I'm a firm believer -- I know we got a public safety crisis right now, 18 people murdered; but if you got a job to go to in the morning, you ain't hanging on the corner at night.

I mean, I live that, right, so I understand it clearly, but we have to be specific and intentional about not building these institutions inside of these buildings, but delivering it to the community, finding out who the community-trusted-based partner is.

They may be a little rough around the edges, put them on that van, and then make them be the on-ramp to be able to identify the people who we can serve.

**MS. MORRIS-HUGHES:** So, do you want to include that as part of the One Stop operator?

**CHAIRMAN FORD:** Why don't we –

**MR. WIGGINS:** That's what I'm saying. I want to add it as a requirement to the –

**MS. SMITH:** So, let's start looking –

**MR. WIGGINS:** -- One Stop operator.

**CHAIRMAN FORD:** Yes.

**MS. SMITH:** All right. Thank you, Darryl. So, this gives me a bunch of ideas both in terms of DOES and mobile outreach, the Office of Neighborhood Safety Engagement, the D.C. Reengagement Center and where the WIC can be playing an even more, sort of, critical role of connecting what's happening at AJCs, what's happening at our agencies with all these organizations that actually staff and grant and do some of this work.

But I want to get really clear, because I think part of my understanding of what the challenge has been is we wanted the One Stop operator to do all these things and without being very clear on exactly what. So, I would like to just pause. I know Nathan and Bernadette –

**MR. SMITH:** Yeah.

**MS. SMITH:** -- and maybe someone on the phone, I want to walk through this and then turn it over to sort of a structured conversation through this document.

Roles and responsibilities -- because I want to leave this room really clear so I can be really clear on how we manage Grant Associates and work closely with Department of Employment Services and our agencies.

And in particular, Darryl, I actually think in the goals that are outlined, as we talk about goals for the AJC, expanding partnership with community-based organizations is one we already had captured. So, we were thinking along the same lines as that, but let's start with this document.  
Nathan.

**MR. SMITH:** I just want to respond because –

**MS. SMITH:** Yes. Well, let's start with rules and responsibilities and then make it to goals; is that okay?

**MR. SMITH:** Uh-huh.

**MS. SMITH:** And these are draft and this is all deliberative, and this was something to bring to this group to react to.

So, nothing is set in stone, nothing is final, but one of the things that I found challenging, it sounds like, between Director Morris-Hughes' staff and the One Stop operator, was who does what, what are we imaging doing to all of our partners at the AJCs, what is the relationship?

And as I heard from our partners and based on Grant's national experience and the things that they are best positioned to do, the convening of partners and making sure we are meaningfully convening, sharing information, walking through data, both with director level at a frequency to be determined and front-line staff, is an important role that no one is playing, the coordination of all the people who are in the centers in a meaningful way.

Providing training for front-line staff. So, Grant does this work throughout the country, is plugged in with lots of folks who are doing work for us nationwide.

What are the ways in which we can support all of our agency staff, be it at partners, DOES staff and others, on customer service?

Understanding data, these could be subjects and topics for trainings to be provided.

Marketing outreach, continue to build on what has already been delivered around marketing and outreach to keep building the awareness.

Data and analysis, so working with data provided by DOES, who is tracking from their end, and the other partner agencies potentially doing some research.

Supporting the monitoring, so we required our AJC MOUs -- we have to keep looking at are the costs reflected in there still remaining true? And then playing a role in supporting the AJC certification. So, these were some things that would make sense for us to clearly lay out and then build, in line with the current contract, even more specificity about what they were actually going to deliver between now and the end of September.

I'm just going to pause there. Reactions, thoughts. Ben, and then Nathan has been very patient.

**MR. MURPHY:** Just a clarifying question on the roles and responsibilities.

**MR. ANDRONACO:** I have a question on --

**MS. SMITH:** Sorry, we'll come back -- sorry. Ben and then --

**CHAIRMAN FORD:** One second.

**MS. SMITH:** -- Nathan and then we'll come back to the phone.

**MR. MURPHY:** It would be helpful to understand how and where this set of proposed roles and responsibilities is different than what was originally captured in the contract with Grant Associates.

**CHAIRMAN FORD:** Nothing was in the contract.

**MS. SMITH:** There wasn't a specification of who is in charge of what. I think that, therein, was a big --

**CHAIRMAN FORD:** And that was the issue. These weren't laid out.

**MR. MURPHY:** All right.

**MS. SMITH:** Nathan.

**MR. SMITH:** So, my concern is that we don't find ourselves in this situation again, right. So, we should have been able to identify this last year when it started to become a problem and fix it before it became a big problem.

So, to that end, you know, we have these deliverables, so is the performance data going to be provided to us on a regular basis so we can review it and potentially be able to take action prior to it getting to be a crisis?

**MS. SMITH:** So, one of the things –

**MS. MORRIS-HUGHES:** We did identify the problems last year. We had conversations with the vendor. There is far more to this than -- I don't want people to think that -- that we just found out about the issues and we raise them. I mean, there have been ongoing conversations with the vendor.

Matter of fact, we were all at a point where we were going to walk away mutually -- I mean, all of the parties were going to walk away.

So, that's not necessarily as accurate that there have been problems -- or been problems on one side, but the -- she has had her hand up for a long --

**MS. SMITH:** Bernadette has been very patient.

**MS. MORRIS-HUGHES:** -- time and I just jumped in.

**MR. SMITH:** Just a little on identifying –

**CHAIRMAN FORD:** Yeah. Let me address that point, and Dr. Morris-Hughes is correct. This information was -- she identified that there were conversations between Grant and the leadership of the previous, sort of, the WIC organization.

**MS. MORRIS-HUGHES:** Uh-huh. And deputy mayor.

**CHAIRMAN FORD:** This information never got, quite honestly, to me or to the board. And so, once I was aware of it, that's when I -- we came in. That's when I notified you guys.

So, to your point, as soon as we found out, okay, we got to go into action. That's what caused the trip to go up and we just weren't -- we were not aware of some of the issues.

But when we did a historical review, we did see Dr. Morris-Hughes' information there, we started seeing some of the information, it just didn't bubble through to a board level. So, just to kind of clarify that.

**MS. SMITH:** Thank you for clarifying.

Bernadette has been super patient. Bernadette, and then we'll go to the phone.

**MS. HARVEY:** So, I'm more concerned now that we've identified roles and responsibilities very specifically that we're not seeing, what are the measurable outcomes identified in the contract to determine whether or not we're having success, we're having failure, we need to modify, we need to terminate. Whatever it is, I'm just curious.

**MS. SMITH:** So, my hope was that coming out of this conversation and getting input from all of you -- and I recognize that you didn't get this beforehand, so I will welcome thoughts and feedback as you look at this further; but, literally, I just got some feedback back from Grant last week.

My hope would be to take what is reasonable in here that sounds right or that we, as a board, say, "oh, wait, we want to shift something here or these goals just sound terrible and this is not what we want to nail down to take back to Grant" and say, "okay, here is where the board wants to be on this relationship," and then to carve out an actual work plan.

How many trainings are you providing and by when, and what is our goal for how many people are going to attend?

How many quarterly meetings and front-line meetings are you going to have and when, and let's put a calendar together. Have we met them? Have we not?

And so, I would absolutely bring back to you sort of that, but we have not actually built that out because I didn't want to get ahead of things.

**CHAIRMAN FORD:** Now, just a note, those things are going to have to be done on a call because we're in the middle of the contract.

So, there will be a call. We have to make a modification, so we're going to have to act quickly.

**MS. SMITH:** Maybe.

**CHAIRMAN FORD:** Maybe.

**MS. SMITH:** So, the vagueness of the contract that exists, a lot of this is just getting more specific about things that we said, "Hey, marketing, no, we want 500 doors knocked on or flyers," whatever it might be in a deliverable, where us just being more specific to what already exists very broadly will not require a contract.

**CHAIRMAN FORD:** Good. Okay.

**MS. SMITH:** But we need to nail down where we think we need to be and if these sound like the right buckets, and then move from there.

So, we have someone on the phone, then Andy and then Antoinette and LaTara. Someone on the phone has been very patient as well.

**MR. ANDRONACO:** Yeah. This is Joe.

**MS. SMITH:** Thanks, Joe.

**MR. ANDRONACO:** No problem. So, I received a document from Crystal and I was reading through it. It sounds like a lot of stuff we talked about before.

And I realize that we're doing this, you know, through the triage, almost, but, to me, the one thing that's really missing from here, that is employers really need (telephonic interference) in the direction it needs to.

Now, the person you talk to -- form a committee about what's going on -- business community to make this work a demand driven source, not a government consultant.

**CHAIRMAN FORD:** Yeah. So, at this point, he wanted to make sure that this was still a business-led board and we're driving the demand-based requirements.

Which earlier, I mentioned that's our coordination point with -- at the end of the day, we have to include what the businesses are demanding, train accordingly, and fill the jobs that they have.

And so, that is something that I am committing to. That's my number one priority, quite honestly, to make sure that we have that as a requirement.

So, Joe, I definitely hear you to make sure that we have that involved.

**MR. ANDRONACO:** I hear you and I know that you can, you know, certainly try that effort --

**CHAIRMAN FORD:** Yeah.

**MR. ANDRONACO:** -- but I still have concern when I look through the document and I almost don't see, you know, business community in there.

So, it's just I don't want to repeat the same thing from before and we're all repeating. I know it's triage. We need to look at this, you know, a little bit.

**CHAIRMAN FORD:** Okay. Thank you.

**MS. SMITH:** And, Joe, I think -- absolutely right. The purpose of this document is both the board and, frankly, the staff that will be charged with managing the actual contract are very clear on what we need to do to manage the contract really well.

I will say I don't know that our team that were overseeing this were really set up for success in that we hadn't nailed down some of the specificity in the way in which we would be best positioned to manage. Now, again, I was not here. I was not part of these conversations. This is my observation of what is needed to be fixed.

And so, they are not built into this document that we have shared, but my hope would be that this is the group that's saying "Yes, these seem to be the things that are most important for us to focus on with the One Stop operator or not."

And if there's anything missing from the business voice or vantage or lens that we think needs to be a priority for the remainder of this calendar year or that we need to begin thinking about, this would be the opportunity to help make sure that we are capturing that in this document.

But, Joe, let's have a conversation offline and I'd love to make sure we're reflecting your concerns.

**MR. ANDRONACO:** Thank you.

**MS. MORRIS-HUGHES:** Ahhna, I have to step out. The mayor is having her -- and DMPED, the 100 Employers Initiative.

**MS. SMITH:** Yes.

**CHAIRMAN FORD:** We talked about that before.

**MS. SMITH:** Yes, I know.



**MS. MORRIS-HUGHES:** So, it overlaps so I have to –

**CHAIRMAN FORD:** Yeah. We did have a meeting with them. I need to talk to you today.

**MS. MORRIS-HUGHES:** Okay. Call me.

**CHAIRMAN FORD:** Call you. Because we -- you, myself, we need to coordinate so that there's overlap, but I did talk to them about ensuring that.

**MS. MORRIS-HUGHES:** Perfect. Okay.

**CHAIRMAN FORD:** I'll call you.

**MS. MORRIS-HUGHES:** Is there anything you wanted me to say, before I leave, about any of the One Stop stuff?

**CHAIRMAN FORD:** I did have one thing and I was glad Dr. Morris-Hughes was involved. A lot of this really tracked to last year's discussion to make sure that we didn't drop off the list of the concerns that we had. And so, we really looked at this from a perspective of capturing everything that we could, prioritizing them, and then making sure that we're focused on the roles and responsibilities.

And so, I wanted to make sure you guys, as a board, knew that everyone was on board at having the conversation with establishing the roles and responsibilities to make sure that we can capture those things that people were concerned about for the AJCs and the One Stop.

**MS. HARRIS:** Well, before you leave, I think -- and I'm sorry to go ahead, but I don't want you to leave without asking.

You know, when we're looking at data, we're looking at the strategies. We're trying to figure out what problems we're trying to solve.

So, you identify, you know, these areas in the DOES category, but this stuff seems pretty elementary, to me, to a group that is supposed to be doing this -- that's had the history of doing this work in the first place. So, I guess my concern is, are you confident that this group is going -- I mean, without you having to micromanage every little piece of this, are we confident that they can do this work?

**MS. MORRIS-HUGHES:** So, I do have confidence in their ability to deliver, because they do have a -- demonstrate a national track record with providing services.

I know they had some success at DHS. The concern that I have, is that the One Stop operator work is new to everybody across the country, and there are -- I talk to the Department of Labor probably two or three times a week and I've been often reminded that there are a lot of states and jurisdictions that are trying to figure it out and nobody has, like, a perfect model that is working.

With that being said, I have been very vocal, I'm also very clear, about what my concerns are with the current operator.

I think that they have a tremendous area to improve and I will be looking very closely to make sure that they can deliver what is outlined -- what we outlined -- what will be outlined for them in the modification.



However, if we get signs early on that they are not able to deliver, I will raise that because I was one of the few people that wanted to go a different direction with that.

**MS. SMITH:** And you shouldn't have to --

**MS. MORRIS-HUGHES:** I think that we -- in general, when I think about my vision for the Department of Employment Services, it has to do with promoting the District's human capital and expanding access through equity.

I would love to see an operator that helps us increase our footprint across the city and leverages the national best practices that they have -- that they've been able to implement.

So, I'm not there yet with this provider, and Antwanye and Ahnna know that I've been very vocal about how I feel about this provider, but I'm willing to give them a second chance and start fresh and see how we can build upon -- but I want people who can deliver and are going to expand our resources and our access.

**MR. MURPHY:** can I ask that same question, but flip it, because I think, as you've mentioned a couple times, this is a two-sided situation, but I'd like to also hear about your confidence in DOES staff to manage this.

Are they the same folks who were previously working with Grant Associates or --

**MS. MORRIS-HUGHES:** Yes. I mean, I have so much confidence that they chose the person who was running the AJCs to come back and run it, right?

**MR. MURPHY:** Yeah.

**MS. MORRIS-HUGHES:** So, I don't have any doubt in my mind that my staff can run the centers and take the centers to, really, the next level. Some of the innovations that we have put in place at the AJCs in the last six months has to do with how we've reconfigured the center.

We now have, like, kind of an automated -- we borrowed -- or stole from DMV, so it used to be you would come in and literally sign in. Now, you can get a ticket. We have more bilingual staff. I mean, I feel fully confident that the center is trending in the right direction.

We've also added, like, a data analyst and someone who is helping us to look at our performance data, and we're making changes in terms of staff leadership. If they're not -- every center manager has performance measures. If they don't meet them, then we help find a place where they could be more effective in the agency.

**MS. ZEILINGER:** So, can I just try to translate, because I think the question was about management, but it's the WIC, right, that manages the contract, not DOES, with the One Stop operator.

**MS. MORRIS-HUGHES:** Got it.

**MS. ZEILINGER:** So, you were asking, I think, you know, are you going to have the same people communicating/working?

**MS. MORRIS-HUGHES:** Right.

**MS. ZEILINGER:** And I think this is where there is a lesson learned for us about how the communication breakdown that occurred and how is the WIC, who owns the contract with the One Stop operator -- because everyone believes it's DOES. It's not.

**MS. MORRIS-HUGHES:** That's true.

**MS. ZEILINGER:** And so that your -- but they still get looked to and sort of blamed to some degree based on sort of a lack of understanding about who does -- who is managing and who is --

**MS. SMITH:** Oh, the responsibilities.

**MS. ZEILINGER:** -- and how we communicate. Yeah. Which is why I think I really appreciate the direction that I'm taking and let's get really clear on who's doing what.

**CHAIRMAN FORD:** Uh-huh.

**MS. ZEILINGER:** I think that probably we could make this more descriptive with some of the other key partners who also have important roles to create further clarification because with those -- you know, we want to have one voice with the -- you know, with the contract, you know, how we manage the contract, but we need to have a way in which everybody who -- where there's an interdependency -- and I'm totally out of turn, I apologize -- is weighing in.

So, I did more than translate, but I also have some questions.

**MS. MORRIS-HUGHES:** And those roles and responsibilities, I helped contribute to them. I feel really comfortable -- I feel really good about them.

I think it really clarifies where we need to be and I stand -- you know, I stand by them.

**CHAIRMAN FORD:** Councilmember Silverman, you had your hand up.

**COUNCILMEMBER SILVERMAN:** Thank you.

**CHAIRMAN FORD:** And then Darryl.

**COUNCILMEMBER SILVERMAN:** So, I have a quick --

**CHAIRMAN FORD:** And then I'll get to the phone right after that.

**COUNCILMEMBER SILVERMAN:** So, a quick concern and something as -- so, I agree with what Laura just said, you know, it's a little shocking that we didn't have specific deliverables in the contract to begin with.

But my general concern -- and I don't want to make this about someone's character, but where prior -- the role -- I think there's still a lack of clarity about the roles in that the WIC manages this One Stop operator contract, and the One Stop operator is supposed to improve the operations of the One Stop center, right?

We've had problems with customer service, we have problems with people just not knowing what's available and so forth, and now we have somebody selected by the One Stop operator to run the center, who used to run the center.

And that's a concern for me and it has nothing to do with Ms. Finley's qualifications, but the tension that we've had difficulty managing is that the One Stop operator has to -- is housed within the One Stop centers and has to work with DOES staff, yet they have somewhat of an oversight role and they're supposed to course correct what DOES' operations --

**MS. MORRIS-HUGHES:** But they're not -- that's not the role of the One Stop operator. The role of the One Stop operator is the federal requirement to help coordinate operation, not necessarily to improve or change. This board chose the "mall manager" model, which is to go around the centers, provide technical assistance and support.

**COUNCILMEMBER SILVERMAN:** Uh-huh.

**MS. MORRIS-HUGHES:** There's not a management component. The WIC has oversight of the contract.

**COUNCILMEMBER SILVERMAN:** So, to my general concerns, we're hiring somebody who is very familiar with the DOES staff and might not -- it might blur the lines, once again, between the operator and DOES and there might not be a -- it's not really bringing fresh eyes to our One Stop operation.

**MS. MORRIS-HUGHES:** I mean, one of the challenges for us with Grant and Associates is that they've been unable to keep staff on the ground.

They have not been able to keep -- I think we've gone through three managers. And so, I'm -- like, we didn't push any candidates, we didn't recommend any candidates.

Now, when I was asked about a candidate, I said -- and I did -- I have a very positive experience with her that, you know, I would support her candidacy, but the real problem has been that the operator itself has not been able to find people who can do this work or want to stay and continue to do this work.

I think, Councilwoman, that the heart of the issue is that -- the model itself and is this really the right model. It sounds to me -- and I'm not advocating for -- I have the model that I think works in my mind, but when we have these discussions I hear a lot about, like, improving operations and oversight.

I mean, perhaps in a future meeting the board can look at a model that does that, but that's not the model that was advanced or the contract was built upon.

**CHAIRMAN FORD:** So, one thing, and then I want to drive back towards -- because we need to get back here to make sure this information that you evaluate is going to be important, so I'm going to drive back there and then I'll ask questions.

I do want to go back to your point on the model. Just so that you do know, historically we had to look back, I think, sometime in 2016.

This board did an evaluation of a model, I think we mentioned that, and came up with this. And so, historically, I think a lot of us weren't around to see that.

It probably does make sense, at some point, for us to at least go through those notes. If you don't have them, I think it may be important that we send out what the thought process was at this point so that you guys at least know what they went through to get to this decision, because I think I had to go find it to figure out how did we get here.

So, we can do that and then -- if you can keep it short, I am going to make sure we get through --

**MS. SMITH:** We got a lot to get through.

**CHAIRMAN FORD:** We got a lot to get through, but this is important for you guys to understand. Yes.

**MR. ANDRONACO:** I have a question. Are we -- has the contract been renewed already, are we voting on a renewal?

**CHAIRMAN FORD:** No, they've already renewed.

**MR. ANDRONACO:** Okay. So, that, I have to say, is what is precisely the issue I think we're dealing with. I realize this -- but the market is still there.

I'm serious. And until we do that, we're not going to be able to -- and, you know, I realize it's triage, but --

**CHAIRMAN FORD:** Yeah. So, and the other thing -- and you know, obviously --

**MS. SMITH:** Can you restate?

**CHAIRMAN FORD:** All right. And so, what he's saying is that we're repeating the same things, we're not involving the business community. And so, what I'll make sure we do --

**MR. ANDRONACO:** We're not involving the board.

**CHAIRMAN FORD:** Yeah. And what I'll make sure we do, is sit down with you in terms of how the board interaction happened, the rules and regulations of procurement and then how we got here.

But I think that's important for you and I to get a chance to sit down because you play a critical part in the implementation committee or how we got here and what we need to do to make sure we don't get here again.

**MR. ANDRONACO:** It's a culture thing.

**CHAIRMAN FORD:** Yeah.

**MR. ANDRONACO:** It's a culture --

**CHAIRMAN FORD:** Yes. I got it.

**MR. WIGGINS:** Okay. Very quickly.

In looking at these requirements, I see a significant number of requirements that are related to service delivery. And what I don't see are requirements that are related to the other part of the ecosystem, which is partnership with the business community.

**CHAIRMAN FORD:** I will make sure we tie that piece in specifically.

**MR. WIGGINS:** So, if we can add in what those requirements are for partnership with the business community --

**CHAIRMAN FORD:** That's why I have to make sure we understand DMPED's role and what our role is. They all have to come together, because otherwise we're going to duplicate and call the same people again.  
**MS. SMITH:** Specifically at the One Stops, you mean?

**CHAIRMAN FORD:** Yeah.

**MS. SMITH:** So, this is –

**CHAIRMAN FORD:** There's an outreach component.

**MR. WIGGINS:** So, Grant and Associates should have some -- if we're going to be able to match up training and workforce with available jobs, Grant and Associates should have some responsibility to be able to survey or engage the partner and the business community as part of its ecosystem to make sure that there's proper alignment.

**CHAIRMAN FORD:** Yeah.

**MR. WIGGINS:** Right. So, all of our requirements are built around service delivery, not around strategic partnership.

**MS. SMITH:** So, I want to -- I hear you, Darryl, and I think we want all parts of our workforce system that I have heard repeatedly -- it's not actually workforce system. We haven't actually gotten that and built it, that there are multiple places where business absolutely should be driving more than where it is in terms of informing.

I think of the curricular stuff that DCPS at our charter schools are doing. I think about the training provider and the ETPL work that our committee has been doing.

Are we actually providing training based on what businesses want and need and what they will want and need in the future and what challenges they are facing?

I think "yes" to all of that, but I want to, again, be very specific about -- the One Stop operator will have a specific role and we just need them to deliver this in terms of their coordination.

So, Laura and Andy are both nodding. The partner -- so, UDC, DHS, DDS, YouthBuild, D.C. Housing Authority, DOES, OSSE are our partners in the One Stop. Those are the agencies that have staff at the centers.

Their coordination, best practice, training of those individuals and the staff who are at those centers providing the best service, improving service, improving coordination, improving knowledge sharing, that is my understanding of the limitation of what we're actually asking of just this One Stop operator.

**MR. WIGGINS:** Right. Improving knowledge sharing around what?

Unless part of the partnership is for Grant and Associates to survey the business community and get a baseline, right, if somebody is not calling, right, and getting a baseline for what Pepco needs, you're improving services around what? That's what I'm –

**MS. MORRIS-HUGHES:** I mean, I think this is part of the model discussion because it sounds like, to me, both want different things as the model, which is okay, but we should have that discussion because the different ideas that folks have about what the One Stop operator should be isn't the –

**MS. SMITH:** Contract and the model that we're doing.

**MS. MORRIS-HUGHES:** -- model and it's not in the requirements.

I'm not saying it should or shouldn't be, I'm just saying let's, for once and for all, hash out what people want.

**CHAIRMAN FORD:** I agree.

**MS. SMITH:** The coordination we're talking about, just to clarify, Darryl, is DCHA and DHS, do you know what one another is doing?

It is not about what type of services, it's not informing what trainings are being offered -- that's through ETPL and the programs they're being connected with -- it's how are you actually working in the center? That's --

**MS. MORRIS-HUGHES:** And that coordination for services, that's important work.

**MS. SMITH:** Yes.

**MS. MORRIS-HUGHES:** I don't -- I'm not -- hear me when I say I'm not discounting that.

**MS. SMITH:** Yes.

**MS. MORRIS-HUGHES:** Like, I talk -- and I think about it all the time. I just think we got to -- at some point, we got to have the hard conversation about what exactly do people want out of the One Stop operator.

And if it is business services coordination, we should add them to the model. If it's not --

**CHAIRMAN FORD:** But the function is critical, and I do hear that.

**MS. SMITH:** Yes.

**MS. ZEILINGER:** I want to say, again, just -- I think one of the ways that we can move forward, because we have to -- there's what we might want as a future state, there's where we are today and what we have contracted for.

And so, if -- and today, we're trying to get really clear on what have we contracted for and, really, how does that connect to the other work of this council, including Career Pathways, which is some of what you're talking about, how are we understanding what are the growth industries, how are we training people for those, how does that connect.

Because if it's not part of the One Stop operator contract, which it's not in most ways, how does it all fit together today? And then we can assess is that the -- what we want for our future state or not?

But because we haven't done it yet, we can't say we did it, we tried it and it didn't work, we just -- because we haven't been clear.

So, the -- adding to this chart what is the role of the WIC staff and what is the role of the board and -- would be really particularly helpful.

And if you want to add other agencies and what --

**MS. MORRIS-HUGHES:** And, Laura, can I -- and I want to add on what I always like to think that the baseline is what is required by the feds because that's why -- that's really why we're here because the feds -- I mean, by federal law and then local law, like, we have to come together to do this work, but I think that should be the baseline, like, what the feds require.

**MS. ZEILINGER:** Because they have a model, right?

**MS. MORRIS-HUGHES:** They don't have a model. They tell us to pick the model and they tell us what we're required to do to comply with the model.

**MS. SMITH:** I want to name the AJC, the goal, to just show you that because actually Career Pathways lives there.

So, the Career Pathways task force, Darryl and others, has been working on developing -- specifically focused on our adults, but the Career Pathways task force has been working to identify, name, map out pathways to opportunities informed by the business members who are supporting that work, and we would hope to deploy and bring those into the AJCs.

And so, that is named, under Goal No. 2, that we could then think about what does that need to look like or how we build that out.

But, very concretely, I have proposed, and I welcome amendments and comments and feedback, but if we get very clear on the two things we want to win on and be able to see improvement and data on by October/November of this year, it is about increasing access.

Access and traffic and people leveraging our AJCs, and that there are a number of things that we will -- would do and articulate as strategies that the One Stop operator would be responsible for to drive towards that. Now, our other agencies and DOES and the WIC staff and the board can play roles in that as well. And then No. 2, increasing the coordination, that was called out in the IMPAQ study, that's been called out by our partners who have been at the table, but that's not happening well enough.

So, we need to hold the One Stop operator to improving their -- frankly, their level of delivery of that, because the training and the coordination and the -- to Angel's point, the people who are on the ground who are engaging with our residents, that's going to increase foot traffic.

People have better experiences, and they'll have better experiences because they'll get better training and better information and coordination. And that, absolutely, will be the accountability of the One Stop operator. So, those are two things I want to pause and we'll take like final questions on this. And then if we need to have a follow-up conversation, we should do that.

So, Andy's been very patient, and then LaTara and Antoinette and then --

**CHAIRMAN FORD:** And what I will do is once you get feedback, we will schedule a conference call and/or a meeting to go into the details.

Yeah. We can do that.

**CHAIRMAN FORD:** Because I need to -- we got Transparency Act, communication, priorities, and we have to get through them today.



**MR. REESE:** I just have three quick points.

**CHAIRMAN FORD:** Yes, sir.

**MS. SMITH:** Andy, yes.

**MR. REESE:** First of all, in terms of the goals, one that's been ongoing and there's real progress on, I believe, and it's probably because it's not in a column here -- I think OSSE's been leading -- is a development in implementation of a unified intake form, which really speaks to a lot of this.

**MS. SMITH:** Yes.

**MR. REESE:** Frankly, in support of what Darryl is saying, I raise the same issue where we met about the One Stop, which I believe the law does require business services to be located in the One Stop because it's supposed to be a dual-customer focus and the -- currently, all of our business outreach is done -- is spread across the different agencies and it's not unified.

And I believe that WIOA calls for it to be unified and part of the AJC, not part of all the separate agencies.

**MS. SMITH:** Okay.

**MR. REESE:** And lastly, a quick question: Right here at the top of page 2 under "Assisted Technology," it's got, in parentheses, "DRS."

And I'm usually real good with knowing all of our jargon and try not to use it. What's that stand for?

**MS. SMITH:** Oh, my gosh. I think this was copied from the IMPAQ stuff where they give examples of things that should be plugged in here, potentially. I'll have to go back and look.

**MR. REESE:** Because I don't know who that's referring to. And since it's assisted technology --

**MS. SMITH:** Yeah.

**MR. REESE:** -- my hope is maybe --

**MS. SMITH:** RSA, yeah.

**MR. REESE:** -- was it a typo and it's DDS RSA?

**MS. SMITH:** It probably is RSA, but I think this is from the IMPAQ evaluation --

**MR. REESE:** Okay.

**MS. SMITH:** -- where we were copying in some of those things, but I will confirm.

**MR. REESE:** Okay. Thank you.

**MS. SMITH:** So, that would make sense.

**MR. REESE:** Because if it's us, I want to know.



**MS. SMITH:** Yes. Thank you. Antoinette.

**MS. MITCHELL:** Yeah. I've got three quick things, all of them revolving around the idea that the roles and responsibilities, while laid out, are still very much interdependent, right, and I think it's important that we acknowledge that.

No. 1, I see data management and analysis on both sides and that ties into the research as well.

**MS. SMITH:** Uh-huh.

**MS. MITCHELL:** I think that that's got to be clarified in terms of what DOES' responsibility is around data and what -- Grant Associates and the interaction between.

Because if somebody has got data and not sharing or -- you know, that takes us back to where we were. That's one.

Two, under "Providing training for front-line staff," I'm wondering if that training is incorporating the evaluation's desire for the front-line staff to be certified. That is time.

And so, sort of figuring out what the requirements will be for DOES and other staff -- and other agencies as well to participate in this training and whether or not the certification is the end goal.

And then, third, I thought Andy was going to -- Andy did begin to talk about this, and that is the data vault. I think that there's got to be something around the data vault in here because we've all invested so much time and energy into a common way to assess and to make the transfers.

And so, when I see the Skype and the direct transfers, how that fits in with the work of the data vault, I think, is important to think about.

**MS. SMITH:** Absolutely. So, the Skype, again, comes back from IMPAQ. That was just an example of -- and I was thinking actually it's more of informing or having a researcher component of what are better ways to leverage technology in the centers.

That could be a very discreet task to ask them to deliver something to us that could be built into a future contract if we wanted to explore that.

Do you have a specific recommendation or way in which you think the One Stop operator -- is it then a concrete, sort of, requirement or deliverable of them supporting or is it more just integrating the work of the data vault, less about the operator having a particular role?

**MS. MITCHELL:** I think the latter. I just think it's important for you to understand that --

**CHAIRMAN FORD:** Yeah. That data vault discussion is a big discussion --

**MS. SMITH:** Yeah.

**CHAIRMAN FORD:** -- that we need to have when we have the meeting, because there was some commitments and some promises that I -- want to start, but I think we're ready to close them out. And I think that's the -- I think without Dr. Hughes being here, we can't close that issue.

**MS. MITCHELL:** Great. Okay. Thank you.

**MS. SMITH:** Okay. LaTara, and then on the phone.

**MS. HARRIS:** I think mine just goes back to the same thing in terms of what problem we're trying to solve, because I fear that we're going to end up still having some vagueness around, you know, these especially -- just to give you an example -- with training of the front-line staff.

So, where were we? Where are we trying to go, you know? What data metrics are we trying to track here? Where are we trying to go?

**CHAIRMAN FORD:** Qualifying it.

**MS. HARRIS:** And then what problem are we solving? So, front-line staff, if they are trained, what are they able to deliver now that perhaps we needed them to -- you know, so I guess I needed a little bit more blowout of this.

And I don't mean to create that kind of work for you, but I feel bad that we're, you know, approving someone for you that, you know, I feel like we're going to get into the same pot again if we don't have a good understanding of --

**MS. SMITH:** Not at all.

**MS. HARRIS:** Okay.

**MS. SMITH:** Grant actually has already given me some more specifics about January to March. Here is the training.

**MS. HARRIS:** Uh-huh.

**MS. SMITH:** I don't want to presume that we would approve or that this would all be set, so I didn't want to go too far down the pathway; but the next-step deliverable from this, is the more specific work plan of what they're going to provide and when.

And some of this -- so, the cross-training, for example, was called out in the IMPAQ study as this is something that some of our centers are doing really well where front-line staff know the goals and work of all the other agencies and other partners.

And so, that would probably be a concrete deliverable of, like, creating the training space opportunity for all front-line staff on specific targets or goals of each of the agency partners. Like, that would be a concrete outcome that we would say, "Grant, you are required to beat this."

**MS. HARRIS:** Okay.

**MS. SMITH:** That would be the next thing we would bring back to this group. So, I am right there with you, but I didn't want us to get too far down the path.

**CHAIRMAN FORD:** Okay. Last question on the phone because I'm determined to get through this --

**MS. SMITH:** I'm sorry. We're at the time where --

**CHAIRMAN FORD:** -- and I'm losing you guys at too high of a rate. So, the last question. And, again, this is why I want to get into working meetings. So, last question.

**MR. CANCELOSI:** Yeah, Mr. Chairman. This is Tony Cancelosi.

**CHAIRMAN FORD:** Hello, Tony.

**MR. CANCELOSI:** In looking at all the documents and drafts that I have here at home, the one thing that's missing, and I think I've discussed this before with the other One Stop, is I don't see anything in reference to accessibility for people with disabilities and I don't want to hear that it's already included. There has to be a very definitive comment in reference to accessibility, because I know in Fairfax County their One Stops are all 508 accessible for people with disabilities.

I think I'd like to bring forward that that should be a criteria as part of the One Stops. The District of Columbia itself is 508 accessible, and so many other state and local governments are becoming 508 at their One Stops.

So, I'd like to see how that can be weaved into the criteria and responsibility.

**MS. SMITH:** Yeah. Tony, thank you so much for that. I actually had a very productive conversation with Director Reese this week and I agree that this should be integral and central to all that we're doing. So, we did include under "Priorities in FY19" in the right-hand column, some reference to some of the other trainings.

Now, that is probably not sufficient and I think what you're saying is even more expansive than that, so, yes, I agree and look forward to working with you and with Director Reese and others to make sure that what we ask of the One Stop operator reflects that commitment.

**MR. CANCELOSI:** Yeah. I'd be glad to share what they're doing in Fairfax County with their One Stops. I think it would be very important for us to do that.

**MS. SMITH:** Great.

**CHAIRMAN FORD:** I'll make sure we follow up on that.

**MS. SMITH:** I know.

**CHAIRMAN FORD:** Let's talk about the Transparency Act.

**MS. SMITH:** Oh, my goodness. We have too many things.

**CHAIRMAN FORD:** Yes.

**MS. SMITH:** So, last couple things. I'm going to hand out -- and this is a work in progress that is not to be shared because it's not final. We are cleaning it up.

But just a quick update, we had a great call -- thank you, Reverend, for jumping on the call about Transparency Act and the expenditure guide development.

We have been working very closely with OCTO, as Antwanye said, to build a Quick Base application. We had a very good conversation about how do we make sure that this interface and this data is the most accessible and useful to others?

Well, we are facing the good problem of once you have all the data in one place, it is so much easier to see what more cleaning up and adjustment data needs to happen to actually make meaningful, accurate, valid, reliable information that can be shared with the public.

And so, what I have just passed around to our table -- and folks on the call, I'm not going to share this stuff probably because, again, this is a point-in-time poll of some of the information just to give you a sense of the kind of cleanup that we've already communicated to Council Member Silverman, deputy mayor -- they need two more down there, sorry -- and I will walk through and talk through what this is, but we need more time to clean up.

So, in our very urgent move to make sure that we are building this application, I want to say "thank you" and acknowledge that all of our agencies have fully met all of the requirements of putting all the data in one place. And there are also places where I think we, as the WIC, have learned that there are additional questions/ways of organizing the information that we will have to go back and scrub and do some adjustments both in the Quick Base, standardization of language, for example, to make sure that we can aggregate and report this information in a meaningful way.

So, what I just shared with the folks at the table is a very quick shot -- and, again, this is a moment in time. So, I will destroy this, I will take these back before we leave this room, because this is literally from the work-in-progress Quick Base, but you can see all of our agencies, provider names, name of the course of training and industry sectors.

And for all of these, we are also capturing information about participants, about costs, about funding streams. All of this information is aggregated in one place for the first time, hooray, progress, but still progress to go. So, if you look, for example, under "Industry Sector," some industry -- some provider training -- some providers do multiple sectors. So -- but instead of having multiple drop-down tabs, people added it into one place in one text box.

You can't aggregate that. You can't cut the data. You can't analyze it in a meaningful way that we, as agency leaders, we, as the WIC board, want to be able to share with others.

And so, I just wanted to visually show you why and where our focus is in these coming weeks, is to adjust and correct and work closely with our agency partners to make sure we continue to clean it up, but significant progress has been made.

We are pulling all this information together and we are excited about moving forward with the input of this board in terms of how we share this information.

What does this information tell us, or not tell us, being very clear about that to ultimately produce the expenditure guide -- the first iteration of the expenditure guide and submit that to counsel as quickly as possible.

I'm going to pause there, but on the phone call we did ask for what does that actually mean and look like? And I want to just also just show, like, getting our agencies to help pull some of this together has been a big step forward.

So, I'll pause there. Questions? Thoughts?

**MS. HARRIS:** I think our committee can really help to crystallize. This is the kind of stuff that we were looking for.

**MS. SMITH:** Yes.

**MS. HARRIS:** So -- you know, so the whole board -- I know you said the whole board want to work on it, but I think we were -- you know, wanted to start with this to help pull it together so we can present it to the full board.

So, these are the training providers, right, eligible training providers?

**MS. SMITH:** No. No. These are across every single agency.

**MS. HARRIS:** Oh, every agency. Okay.

**MS. SMITH:** All right. Our 34 ETPLs are among these, so you'll see DMGEO --

**MS. HARRIS:** Yeah.

**MS. SMITH:** -- for example, some of the five that we grant to, but these are funded. So, there are many beyond just us.

**MS. HARRIS:** Okay.

**MS. SMITH:** But us being able to then pull the information we need for the ETPL, the EWA committee to actually look at that data, it is going to be captured here not just from our list, but from all the folks who are being funded for workforce development across the city.

**MS. HARRIS:** Gotcha. Okay.

**MS. SMITH:** Yeah.

**MS. HARRIS:** Good job.

**MS. SMITH:** Good job to our agencies, but we have more to do.

**CHAIRMAN FORD:** Thank you guys so much. Really appreciate this. And this will be foundational --

**MS. SMITH:** Yes.

**CHAIRMAN FORD:** -- for a lot of the information that was thought to present from a dashboard perspective.

Okay. Great. The next two topics are really important; communications and the priorities. One of the things that we found out during our survey was that the WIC lacked a great communication strategy when it comes to the board. That came up a few times today.

And so, other things that Ahnna and we have sat down and talked about, some of the things that she's going to be looking at from the communications perspective.

**MS. SMITH:** Yeah. So, I'm going to go really quickly through this as I think the next one is more important. I want to continue making sure that, again, roles and responsibilities, the board, you understand what the staff and us meeting our requirements look like, but communications is really important. And as I think about it, I just wanted to start with the way in which I will be approaching this. Now, there are a lot of priorities and I am a strong believer in if you prioritize everything, you prioritize nothing.

And so, we'll talk a little bit about some of the things I'm thinking about and what I want to continue to get feedback from you all on, but as I do think about communications, I think us getting really clear on who all of our stakeholders are, what information they need or require, and then what the best ways are to communicate with them; the frequency, the media, all of those things.

I know that there has been a newsletter that has been put forward, but know that among agency partners, business leaders, government, et cetera, all the folks that are listed up here, I will be continuing to hopefully get feedback from all of you, but also be developing what my own proposal would be for each of these stakeholder groups and what all of that looks like.

First and foremost, I will continue to endeavor to make sure that we are being open, transparent, communicative with the board.

I think Antwanye has made that –

**CHAIRMAN FORD:** Yes.

**MS. SMITH:** -- a commitment of his as well and so we are on the same page squarely, but getting materials out as soon as we possibly can to you all, updated calendar invitations, dates which we also have in your handout for upcoming meetings so you can have them on your calendar, but I also want to keep revisiting and thinking about what are the ways that make the most sense?

Do we need to have an in-person every single meeting? What is the best way to get people together for working group meetings/sessions in between our quarterly board meetings, et cetera, to be iterative and responsive to both the needs and what will be most helpful moving the work forward; but just know that key messages and identifying communication plans for all of these stakeholders will be an important priority in the coming weeks and year. So, I look forward to your input.

Any questions on that?

**MS. ZEILINGER:** Are we going to do a retreat? I know we -- okay.

**MS. SMITH:** So, there's proposed dates, which I actually don't know that we -- they're in your handout.

**CHAIRMAN FORD:** I don't see the retreat.

**MS. SMITH:** I thought we had meeting dates -- oh, no. We had tentatively -- we didn't include that on here. No. Okay.

Well, we had talked with this at the executive committee meeting in December about a potential retreat date in the fall.

So, more to come, but, again, I think figuring out the right timing and what makes sense and having a clear set of objectives for a retreat, I want to make sure we were all aligned on that before we scheduled that.

But what is most important -- and we are at time and over time -- but I recognize -- I believe I sent a link out to try to get some feedback from all of you and I don't believe it worked.

So, my apologies and I will continue to get your solicitation of information in your -- my one-on-one conversations with all of you, but the things that are top of my mind in this sort of first month in, people, priorities and purpose.

So, what I am working on right now within our team, operations. How we, the WIC staff, are organized. How we are structured and where we are spending our time and energy against the things that matter most. We have a few vacancies. We're working to build culture. It's been a tumultuous couple of years and I'm excited about moving forward, but that -- implementing, you know, part of management's tools and a milestone delivery tracker that we'll be using in our weekly check-ins.

So, things like that, really sort of instituting those because our people are what will help us deliver on all this work.

Priorities, we must deliver what we must do. And I think that is a fundamental foundational requirement of us that I understand has been, or can be, a challenge and I am committed to us moving on that.

Frankly, clarifying roles and responsibilities among partners, as we talked about this with the One Stop operator, but even just with the board and with the staff and where are the roles and how are we best leveraging all of you, how are we making sure that this is a business-led endeavor, I want to continue to build this out.

I don't yet have a vision of how we are going to get there, but I think this is going to continue to be an important part of us just knowing what our lane is and delivering against them for all of us from all of our respective advantages.

And then also trying to think about what are the ways to accelerate the workforce programming, this is going to be a priority of Mayor Bowser, of Deputy Mayor Kihn, and we will play an important role in that. So, I look forward to bringing that to you as they are nailing that down for FY19 and beyond what the mayor is envisioning her hopes and dreams to be in that space.

And then purpose, I just want to continue and make sure that we are focusing on what are we spending our time against and is it helping people.

Is it helping our residents? Is it helping our employers? And so, bringing the board -- bringing my staff back to that with every opportunity.

Any thoughts, reflections, quick take-aways? I know people are packing up.

Yeah, Steve.

**MR. BONEY:** So, the communication piece as well as the priorities, will there be thoughts or a process developed by your office and then shared with the board for input --



**MS. SMITH:** Yes. Absolutely. Yes.

And, again, these are the priorities that I have been developing as I have been meeting with some of you, but there's still so many of you. And so, I will welcome if there are things that are missing or tweaks, but the most important thing I just want to make sure that we all see and know are the 2019 priorities.

So, must deliver work. There is a whole bunch of stuff that the WIC, my staff of less than 10, must deliver with your partnership, with your support.

Our American Job Center MOUs. So, we are continuing to work with the Department of Labor. So, essentially there are sort of two pieces.

They had a checklist moment, so we had a couple of hiccups along the way. There's one outstanding piece of technical assistance we are waiting for them to provide on the final MOUs being updated based on some feedback that they gave us, but they have been slow because of the shutdown. So, hopefully we'll be ramped up.

So, these will be finalized and then we will have to, again, revisit these because we have set them as a year. So, by this fall we will have to deliver those again.

Delivery of the One Stop operator against the goals that we spell out. They must execute and deliver.

Expenditure guide, Council Member, we will deliver that and we will also be planning for delivery of this successfully next year with even more agencies and requirements.

Our Strategic Industry Partnership Grants, those have closed. We are still looking for two potential board members who are interested in helping us to review our applications.

We had 20 applicants come in, which is amazing, across all sectors. I will ping a couple folks to make sure we can get some people.

We have -- Ben Murphy has volunteered to be one of our reviewers. We'll have two folks on our staff will be reviewers and we'd love to have a couple more folks.

**CHAIRMAN FORD:** So, I'm going to do an appeal for those people that said that the board doesn't have the opportunity to review these things.

So, I really do need volunteers, phone, to be a part of this.

**MS. SMITH:** Antwanye will hunt you down.

**CHAIRMAN FORD:** Yes.

**MS. SMITH:** Be on the lookout.

**MR. CANCELOSI:** I volunteer.

**CHAIRMAN FORD:** Thank you.

**MS. SMITH:** What was that?

**MR. CANCELOSI:** Tony Cancelosi.

**MS. SMITH:** Thanks, Tony.

**MS. MCKIRCHY:** And I volunteer. Kathleen McKirchy.

**MS. SMITH:** Great.

**CHAIRMAN FORD:** Great. Thank you.

**MS. SMITH:** Strategic Industry Partnership Grants.

**MR. SUMMERS:** And this is Tony Summers. I volunteer.

**MS. SMITH:** Fantastic. All right.

**CHAIRMAN FORD:** Hold on. I got some other stuff for you guys later.

**MS. SMITH:** Yes.

(Laughter.)

**CHAIRMAN FORD:** No, that's great.

**MS. SMITH:** The guilt to not be in person.

**CHAIRMAN FORD:** Yeah.

**MS. SMITH:** So, Bridgette Royster and Diane and I will be in touch and we'll follow up, but we're really excited. We've got 20 applications and the opportunity to make about roughly four awards to support these Strategic Industry Partnerships.

So, thank you all, but we will be delivering that in the coming month. We will start reviewing those applications soon.

The WIC will be required to deliver an equal employment opportunity plan required by WIOA. So, we must deliver that.

We're a little bit behind, but I was partially the holdup as we have transitioned in making sure that we are aligned with Office of Human Rights and the district government to make sure we're doing this accurately. So, our team will be delivering that.

An updated Career Pathways task force strategic plan, so Joe Jaroscak and his team are working towards this. We had a productive meeting. We will also be meaning to start work on an updated WIOA state plan. So, this, in and of itself, those seven things -- seven, yes, I counted correctly -- we must do. And so, as we think about all of the other stuff and opportunities and needs in this space, I just wanted to make sure we're calling that out.

And then a couple other things that we're working on, task force, Pathways, maps, technical assistance providers, development of the AJC referral process and, of course, our ATPL work. How we staff, having our people being very clear on our priorities are the only way that we're going to be able to deliver all these successfully.

So, I look forward to bringing more back to this group, getting your input and feedback and, frankly, leaning on all of you as leaders who have been in this work who I know will have lots of great suggestions and support for us and the team in delivering against these and other things that we work towards. So, we're at time. I apologize.

**CHAIRMAN FORD:** Public comment?

**MS. SMITH:** Yes.

**CHAIRMAN FORD:** I'm going to open it up for –

**MS. ZEILINGER:** I just have a question.

**MS. SMITH:** Yes.

**MS. ZEILINGER:** Could you repeat -- I'm sorry, because you may have said it and I missed it -- how you want feedback on this -- on the document around the AJC because –

**MS. SMITH:** I'll send a note. I would welcome it in whichever way. I can send a soft copy if you want to make -- track changes or edits to it or if you just want to send an email with some bullets, but I think we should set up a time for our conversation with the AJC.

**CHAIRMAN FORD:** Yeah.

**MS. ZEILINGER:** And just a time line for that would be great.

**CHAIRMAN FORD:** It will go out this week and we will align our schedules for feedback.

**MS. ZEILINGER:** Thank you.

**MS. SMITH:** Sure.

**CHAIRMAN FORD:** Any other questions before I open it up for the public?

**MS. SMITH:** Any public comment?

**CHAIRMAN FORD:** Public comment?

No? No public comment.

Okay. Anybody on the phone?

**MR. CANCELOSI:** No.

**CHAIRMAN FORD:** Okay. Thank you. The last thing I do before -- I need a motion to close the meeting, but I don't know if I have enough people -- is that we will invite the new chancellor to one of the board meetings because I think it's important -- he had a vision from where he was and he mentioned about workforce and youth.

And I think it will be important at one of the next board meetings if -- Director Smith can help me with that since she has met him. I had a chance to meet him and be a part of the selection process, but I think that will be important to bring him to the board.

**MS. SMITH:** Motion to close.

**MR. REESE:** So moved.

**PARTICIPANT:** Second.

**CHAIRMAN FORD:** All in favor, "aye."

(Chorus of aye.)

**CHAIRMAN FORD:** Thank you guys so much. Appreciate it.

**MS. SMITH:** I need to bring a gift for the diehard crew who holds out.

**CHAIRMAN FORD:** Yes.

**MS. SMITH:** Thank you all so much for that 10 extra minutes as well.

**CHAIRMAN FORD:** Thank you.

**MS. SMITH:** Have a great day.

(Whereupon, the above-entitled matter went off the record at 12:10 p.m.)