



D.C. WORKFORCE INVESTMENT COUNCIL

**WORKFORCE INVESTMENT COUNCIL
QUARTERLY BOARD MEETING**

MONDAY, JANUARY 22, 2018

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



The Workforce Investment Council met in the offices of Cozen O'Connor, P.C., 1200 19th Street, N.W., 3rd Floor, Washington, D.C., at 10:00 a.m., Andy Shallal, Chairman, presiding.

BOARD MEMBERS PRESENT

- MURIEL BOWSER, Mayor, District of Columbia
- ANDY SHALLAL, Chairman, Busboys and Poets Restaurant
- CARLOS JIMENEZ, Co-Chairman, Metropolitan Washington Council, AFL-CIO
- ANTWANYE FORD, Incoming Chairman, Enlightened, Inc.
- JOSEPH L. ANDRONACO, Access Green*
- ANTHONY J. CANCELOSI, Columbia Lighthouse for the Blind
- ELIZABETH DeBARROS, District of Columbia Building Industry Association
- ODIE DONALD, Director, Department of Employment Services
- ANGELA FRANCO, Senior Advisor, D.C. Health Benefit Exchange Authority
- KOREY GRAY, D.C. Water*
- LaTARA HARRIS, AT&T
- TODD LANG, Executive Director, Workforce Investment Council
- MICHAEL W. MAXWELL, Pepco*
- KATHLEEN McKIRCHY, Community Services Agency, Metropolitan Washington Council, AFL-CIO*
- JAMES H. MOORE, Jr., IMPAQ International
- BENTON MURPHY, Community Foundation for the National Capital Region
- DIANE PABICH, Interim Executive Director, D.C. Workforce Investment Council
- QUEENIE PLATER, Sibley Memorial Hospital
- ANDREW REESE, Department of Disability Services
- ELISSA SILVERMAN, Councilmember, At-Large Council of the District of Columbia
- NATHAN SMITH, Allied Barton
- STACY SMITH, Hyatt Place
- COURTNEY SNOWDEN, Deputy Mayor for Greater Economic Opportunity
- TONY SUMMERS, University of the District of Columbia Community College
- ROBERT C. WHITE, Jr., Councilmember, At-Large Council of the District of Columbia
- LAURA ZEILINGER, Director, Department of Human Services

* present telephonically

ALSO PRESENT

- LINDA FUNNEL, D.C. Water
- TYGRESSA JONES, Enlightened, Inc.
- AZITA MOGHADDAM, ASM Educational Center, Inc.
- THOMAS PHILLIPS, TL Phillips Consulting Services
- HOWARD SCHWEITZER, Cozen O'Connor, P.C.
- TONY TSENG, Grant Associates
- JOE WYNN, Vets Group
- SHAWN HILGENDORF, DC Council
- MARLENA SESSIONS, Grants Associates
- MAX GIAMMETTA, Fox 5 DC
- MARTIN AUSTERMUHLE, WMAU

- CARRIE YEATS, Maher & Maher
- CALLIE MURRAY, Maher & Maher
- TONY JOHNSON, UDC
- LIZ WEISS, DC Council
- DANIEL SAVERY, DC Council
- JOE WYNN, Vets Group
- QUEEN JONES, Vets Group
- DAWN LEARY, GWFC
- RACHEL WYNN, MWC
- DAVE BUSH, DDS/RSA
- ADRIAN STEWART, ASM Educational Center, Inc.
- JEREMY LARES, Grant Associates
- MARCUS WILLIAMS, Marcus Williams and Associates
- DEODATO ARRUDA, Allied Universal
- ANIKA HOLMES, D.C. Workforce Investment Council
- VANESSA ROLLINS, D.C. Workforce Investment Council
- CRYSTAL DAVIS, D.C. Workforce Investment Council
- BAN ALHAMAMI, D.C. Workforce Investment Council
- MICHAEL SHANNON, D.C. Workforce Investment Council

TABLE OF CONTENTS

	PAGE
I. Call to Order & Introduction Andy Shallal, Chairman	5
II. WIC Board Leadership Transition	8
a. Announcement of WIC Executive Director	
b. Andy Shallal	
c. Antwayne Ford	
III. Approval of October 23, 2017 WIC Board Meeting Minutes	24
a. Andy Shallal, Chairman (Voting Item)	
IV. Presentation: Board Governance Development	9
a. Tom Phillips (Approval) TL Phillips Consulting Services	
V. Director's Updates	35
a. Diane Pabich, Interim Executive Director	
VI. Presentation: One-Stop Operator	25
a. Tony Tseng (Approval) Director, Grant Associates	
VII. WIC Committee Updates	
a. Employment Services Committee	39
b. Stacy Smith, Youth Services Committee	37
c. Queenie Plater, Economic Workforce and Alignment Committee	38
d. Joe Andronaco, Implementation Committee	39
VIII. Public Comment	41
IX. Adjourn	44

PROCEEDINGS (10:11 a.m.)

CHAIR SHALLAL: So, I want to get started. So the meeting's now officially started. It's 10:11, and we will wait for or quorum before we vote the minutes. Oh, we have a quorum, good. Wonderful. We have a quorum now I am told by Diane.

First of all, I want to thank you all again for being here. And as some of you already know, this is going to be my last Chairmanship of this meeting.

So I am so grateful for everybody's input and the learning curve that I had to go through in understanding all the ins and outs of the WIC. And I still don't know very much, but I know a little more than I did when I first got started.

And anyone who tells you they know a lot about this are probably lying to you. So ask them a lot of deep questions and find out if they can explain it to you in lay terms. And my theory is if you can't explain it to me in lay terms, it means you don't really understand it.

So I have been fortunate to have some good people around me such as Diane. Diane Pabich, I want to thank you so much for standing by my side, always taking my phone calls no matter what time of day or night or weekend or whatever, and always available to meet and talk and discuss and answer questions. So thank you so much, Diane. I want to say a very special thank you to you.

A very special thank you to Carlos Jimenez who is really kind of as we have gone through some ideas of things and you start doubting your knowledge and your understanding of all this, I lean to him. And we commiserate a lot on some of the issues, obviously, that we talk about. We also come up with some really great ideas. So I want to thank Carlos for being the most amazing co-chair that anyone could have asked for. So, thank you.

I want to begin by saying that I think the effectiveness of this Board, of the WIC, is really dependent on the Board, and the Board and the direction that the Board gives. And I hope that we have moved this ball a little bit, but this so far from getting where it needs to be, and that is to really engage not just the Board in a very serious way, but engage the city and businesses in a very serious way.

And I think we still have a lot of work to do there. So I think it's going to require a really deft hand and focus to move all of this forward.

And I feel like just as we as a WIC work really hard to remove barriers for people out there that are in need of jobs, and there are lots and lots of people that need jobs. Every time I put a job ad in the paper, I get a ton of people, and many, many of them are really not even qualified to walk through the door, let alone get a job.

And that's unfortunate and it breaks my heart because it's important for a city that has so much resources to be able to really live up to its fullest potential.

And I feel like unless we invest more in the folks that really need it, and these are folks that we've left really behind, these are folks that did not get the right education, did not get the right opportunities, did not get the right living conditions to be able to make it.

So for those of us that are sitting here, it sounds like why can't you just pull it together. Just, you know, just make it happen. But it's, you know, when you start speaking to people and you start dealing with them on a

very deep level, you understand the challenges that people have to go through, and you have to appreciate those challenges.

So I think that's important for us. So that's just as we are to remove those barriers for people out there, I feel like part of the administration and the WIC is to remove the barriers for us to understand this, what our role is and for us to be able to put that role forward and make it very clear to what the needs are and what needs to happen.

I had a chance to, it's great to have, we have a new Executive Director. And I want to be able to say that the role of the Executive Director is going to be really, really pivotal in this process as we move forward. And Todd Lang, I want to introduce you for a second, he's right there. And I think we should give him a big hand. He's got a long job ahead of him.

And I'm always excited when I see people from New York coming down to DC rather than the other way around because, it's funny when I first opened Busboys and Poets, I would have people walk in and say oh, this is so New York. And I got tired of people saying this is so New York, and I said no, this is DC. This is so DC. Stop saying this is so New York. We have this New York envy here –

PARTICIPANT: Not all of us.

CHAIR SHALLAL: -- in DC. Yes, I agree. And I see that it's changing, the tide is reversing. So New Yorkers are trying to see DC as the great city that has so much opportunity, so much potential. So, thank you for being here.
(Off microphone comments.)

CHAIR SHALLAL: And Courtney Snowden, of course, the Deputy Mayor for Greater Economic Opportunity and that's I think you're all, obviously, when you were brought on, it's tied very much to the interests of the WIC. And thank you so much for your leadership as well.

DEPUTY MAYOR SNOWDEN: Just before the Mayor gets here, I want to just take a second to thank Andy for his very strong and positive leadership.

(Applause.)

DEPUTY MAYOR SNOWDEN: He and I came into this work about the same time, and all of us know the significant challenges our workforce system overall face, this Board face.

While a lot of really fantastic work has happened, we had not been able to move the ball in a meaningful way on some pretty important issues like our high risk status with the Department of Labor, like the implementation of some key employment programs or improvements in key employment programs like the Marion Barry summer youth employment program, the LEAP Academy, or Learn, Earn, Advance, and Prosper, and DC Career Connection, just to make a few.

Under Andy's leadership, and with your significant support and leadership as well, we have been able to really turn the tide on our system. And I know that that could not have happened without a business person with a conscience leading the charge.

And what I'm really grateful for is that we have so many business people around the table who have committed so significantly to our workforce system and to the residents of the District of Columbia both to make sure that they're trained and appropriately prepared for the jobs that exist today and the ones coming down the pike tomorrow, but also that have been willing to step up and hire District residents.

And you are the perfect illustration of what it looks like when business works hand-in-hand with government to make sure District residents can get on the pathway to middle class. So I just want to personally thank you.

CHAIR SHALLAL: Thank you.

DEPUTY MAYOR SNOWDEN: On behalf of myself and our team, and obviously the full Board.

CHAIR SHALLAL: Thank you. I don't always get the opportunity to be called perfect, so thank you so much for that. So, yes. And Courtney and I were in the same LGW class. Actually, we graduated, the Leadership of Greater Washington, we just graduated.

And now, ladies and gentlemen, I would like to introduce the Mayor of the District of Columbia, Muriel Bowser. Hello.

THE HONORABLE MAYOR BOWSER: Hello.

CHAIR SHALLAL: How are you, Mayor?

THE HONORABLE MAYOR BOWSER: I'm great, thank you.

CHAIR SHALLAL: Thank you so much for making time to be here even though the Government's closed.

THE HONORABLE MAYOR BOWSER: We're open.

CHAIR SHALLAL: But we're open. We are open.

DEPUTY MAYOR SNOWDEN: Mayor, we've just called the meeting to order.

THE HONORABLE MAYOR BOWSER: Okay.

DEPUTY MAYOR SNOWDEN: And I think we are ready to move through the agenda. And you are first up to make some announcements.

THE HONORABLE MAYOR BOWSER: Is there a microphone here? Or, I'll speak up. This is a big table. Well, welcome everybody, and –

CHAIR SHALLAL: Do you want to come sit here?

THE HONORABLE MAYOR BOWSER: No, this is fine.

CHAIR SHALLAL: Yes, okay.

THE HONORABLE MAYOR BOWSER: Mr. Chairman, thank you for that. And I want to thank all of you for your commitment to all that we're doing to match DC residents with opportunities.

And it is apropos that we're all meeting here talking about jobs and working when we wish that our federal partners were doing the same today. So we'll hope that they get it together for a 1:00 p.m. vote which I'm told is in the works.

Let me thank the Deputy Mayor and our entire team in our Greater Economic Opportunity cluster that has been so focused on how we transform our workforce system. And you all have been a critical part to that transformation as well.

And I know that Director Donald likes to call it going from last to first, or worst to best. Whatever it is, it's much better than when we started, and the WIC has played just such a tremendous role in doing that.

Let me thank you, Diane, for your leadership, and Andy too. Andy and I have talked about jobs

and how we prepare DC residents for jobs even before I had the opportunity to serve as Mayor of the District of Columbia.

And I was able to recruit him to serve in this position. As he is continuing to focus on his business and spreading his business east of the river, he has also been focused on how we transform our workforce system. So I really want to thank Andy –
(Applause.)

THE HONORABLE MAYOR BOWSER: I'll just mention a couple of things that he's been very focused on, including how we address millennials and make sure that they are a part of this discussion. We know that they will continue to be a critical part of our workforce moving forward.

And the WIC partnered with DOES in sponsoring Millennial Week. So we are very pleased with that. There has also been a significant collaboration between the adult education and family literacy programs. And the WIC is not using competitive grants to fund innovative, high demand partnerships. And we so appreciate that.

But we all should feel proud that last December, the US Department of Labor removed the District from a high-risk list of grantees. And this removal reflects just how far our workforce system has come in the last few years. So I want to thank Andy for his partnership.

And I always say to folks, from time to time I will call people and say you have a fantastic opportunity to serve this City. And when I do that, I always encourage people to say yes immediately.

But in doing so, we try to give you all the tools that you need to be successful. The truth is we have 1,700 Boards in commission appointments to make. And each of those positions really plays a critical role in how we move the City forward.

Also, I made such a call to Antwayne Ford, and I want to thank him for saying yes, and welcome him as the new Chairman of the WIC.

I think that you all have gotten the opportunity to see how committed Antwayne is to building jobs and training people for those jobs and making sure that more and more Washingtonians are participating in the prosperity that we are growing around the City.

So I look forward to Antwane's leadership.

I also want to thank Diane for her willingness to step in and step up and provide leadership in this interim period and making sure that the WIC has not missed a beat.

And just last week when we were, I guess it's two weeks ago now when we were celebrating and really focused on our pathway to the middle-class programs, I had the great opportunity to announce the appointment of Todd Lang as the new Executive Director of the WIC.

And Todd comes to us from New York with a lot of experience in workforce training programs. And we're looking forward to supporting Todd in this new role. So let's thank all of our leaders.

CHAIR SHALLAL: Thank you, Mayor.

THE HONORABLE MAYOR BOWSER: You're welcome.

CHAIR SHALLAL: Thank you so much. So, I met with this young man earlier. And Antwayne and I had a wonderful conversation yesterday over coffee. And we decided we're going to co-chair this meeting today.

And I have to leave a few minutes early because I have a meeting actually regarding the Anacostia location because, you know, as sometimes things happen, construction is a little bit slower than you like it to be. And I just want to make sure it moves really quick.

My focus right now is to open this place this year. We've said, every year we've said it's this year. But this year is really this year. Like, I'm not going to hold off anymore. That's enough. So I think we've had some issues with structural things and so on. Since we're on the first floor, I don't want the building to pancake over my head.

So that's a good thing that the City's watching out for those things.

So I want to also introduce Thomas Phillips right now who's going to give us an overview of the upcoming work. And I want to encourage Thomas Phillips of Thomas Phillips Associates to in the introduction of the work that we're going to be doing, to please speak in plain English because I think a lot of times what makes Boards like this disengage is when stuff starts to gloss over.

And people think that somebody else knows more than they do. The reason why you guys are in this room is because you know a lot. And unless we can engage you and engage in your knowledge base, we're really missing out a huge opportunity.

This is not just bureaucratic jargon and acronyms just flying back and forth. So I want to make sure that we continue in that effort to minimize the barriers that sometimes language puts in front of us for us to understand exactly what the work that has to be done needs to be done. So, Thomas?

MR. PHILLIPS: Good morning. Okay. First of all, I heard the Chairman's remarks earlier regarding the alphabet soup and the complexity of the workforce investment system, the workforce development system.

And so what the Board is about to undertake is really, really critical in terms of taking a step back and looking at the Board governance structure, and putting into place a development plan that's going to allow the Board to be as effective and efficient as it possibly can.

And this is going to be a really robust process over the next six months. So we're going to help to build a Board governance structure that's going to be robust, as I mentioned, going to create a formal Board development plan that will be implemented, establish and sustain the Board development as an ongoing priority.

Once the plan is completed, it doesn't mean the process is completed. This is something that has to continue ongoing. It's extremely important.

I put in here about the creation of an ad-hoc committee, recognizing that the Board meets four times a year, the executive committee meets more, the Board may want to entertain setting up an ad-hoc committee to work with management and myself on this process to stay engaged.

And really, the support Board engagement strategies up here, you know, the process is something that we want to keep you informed throughout. This isn't something where you're only going to hear something at a quarterly Board meeting.

We want to make sure that we keep you engaged throughout the whole process and gain your input because at the end of the day, this is something that has to be owned by the Board. This has to be driven by the Board.

This isn't driven by management, it's not driven by consultants, it's driven by the Board here to have the ownership on this process.

Just a little quick background on myself. I'm a New England Patriots fan, first of all, I want to say that. You can tell by my accent. This will be last consulting job.

Thirty-five plus years in the non-profit municipal government area. I was in leadership positions for the City of Harvard for 21 years in community and economic development. I was a CEO over a regional workforce Board in Connecticut for 15 plus years. So I've got an extensive background in community economic development, workforce development.

Some areas that I've focused on, strategic plan management, resource development strategies, innovative alliances, and everybody using the collective impact strategies.

In fact, I'm the lead consultant for the US Conference Mayor's Workforce Development Council in the California Workforce Association. We just launched the first national senior executive boot camp last September where we're building the next pipeline in leadership for the workforce development system. I'm also involved in proactive advocacy related to public policy and government relations. We tend to do a lot of reactive. I like to stay ahead of it and really be able to put the brand out to our elected officials to know the value and importance of the work that we do.

I've been a recognized leader and practitioner in municipal governments. I mentioned non-profits, I was the former president of the US Conference of Mayor's Workforce Development Council, and I also successfully secured and managed over \$225 million in grants and loan portfolios for the Workforce Board in the City of Hartford.

So here's the goals and objectives of what we're trying to do. And you know, for this whole process. It's really to strengthen the Board's ability to lead in supporting the mission, vision, strategic priorities through effective governance practices to guide the work.

So that's the what factor, how are you going to do it. As I said before, we're going to establish and formalize Board development as an ongoing priority for the Board and use an implementation action plan to be the blueprint that's going to guide the work.

The final plan will be completed in August 15th after the adoption of the I think it was July 23rd. I have July 22nd but I think it's July 23rd Board meeting.

But again, I want to emphasize that this is, there is going to be the building of the plan between now and then. So there will be some certain things that will be implemented along the way. But once that plan is finalized in August, it will reflect the work up until that date, as well as the work to be done after that date is ongoing.

And it will be something that will track and hold accountable that the work gets accomplished, and also continuing to get feedback. I can't emphasize enough that it's got to be continuous feedback gained from the Board throughout this process to make sure that this becomes the kind of product that you all want to have.

So here's the strategies that we're looking at. Develop an understanding of secured commitment from the executive committee and the Board to enhance Board education and engagement which I heard the Chair talk about at the beginning of the meeting, improve the functionality of the Board's structure, governance structure.

Define and finalize the Board leadership roles. Leadership is absolutely an essential element of anybody who is on the Board. And establish continuity and track results as I alluded to in terms of the process once the plan is completed.

So let's dive into it and look at the strategies. The development understanding and secure commitment, the executive committee has seen the framework which I am presenting to you now. They have approved the framework going forward as the first action.

And in fact, Antwayne also provided some feedback too that we've added to the work plan which is to look at best practices from other workforce Boards around the country.

So we may be doing some visits, some conference calls because again, we want to make sure that we have the best possible product that we can get from that.

Today the Board is going to, you know, provide its approval to the framework that I'm presenting so that we can begin to work in earnest after the meeting today.

I eluded to you before about considering the establishment of the ad hoc committee. That is certainly something that I would recommend, but it is up to the Board to make that decision as to whether or not that will be in place to guide the work.

Strategy two which will be done over the course of February and March is to enhance the Board education and engagement process.

To really help you understand what the mission, the vision of the organization is, what the functionality of the Board is in terms of its responsibilities and roles, what the impact of this organization is in the Washington, D.C. community, to really begin to equip you so that you have the kind of information you need.

I always use the term to be able to, you know, have the elevator speech where you can actually go out into your networks and be able to communicate what you do on the Board, which is really, really important.

The other elements too that we want to do in terms of building a platform is to look at mission moments during the Board meeting. You know, maybe we can set up webinars, conferences that you might be able to attend.

Any way that we can to expose you to begin to build the kind of framework that you need, the foundation you need to be an effective Board member and to be comfortable in that role as a Board member, especially when you're out in your networks and trying to support the mission of the organization.

Also, another action is to look at the orientation guide, Board of Directors Orientation Guide. Management has done a great job, they're beginning to put that together.

We're going to be working off of that document that they have prepared to finalize that document. And also, we talked about the need to not just have it as an orientation for new Board members, but to really find out ways to how we can continue to have what we call refresher sessions with the Board.

They're optional where Board members maybe before a Board meeting could come if they, we would say what the topic was going to be. They could come, you know, 20 minutes or 30 minutes early to the meeting and we could then drill down in that particular topic to give them some more foundation. Looking at strategy three which is, I mentioned before, the improvement of the functionality. This is really to, are there ways that we can improve engagement of the Board members in this whole process.

Are there ways that the meetings can be more efficient and more effective designs so you get better outcomes. I think at the end of the day, we're all trying to make sure that the work of the WIC is going to give the best kind of results for the customer as possible.

And so we want to see is are there ways to really improve the functionality and the structure of the Board governance structure that is in place currently.

So this is where we'll have some engagement with the Board. We'll do a pulse survey to introduce some topics. When we do surveys, sometimes, you know, people look at it and there's one side where we're collecting information.

We also like to use service to educate. So there's ways where we can present and put out topics, but we want to make sure that when it comes to functionality, there may be some things that we hadn't thought about that you had been thinking about, and we want to make sure we include that in our work. So this pulse survey will be coming to capture some of that as well.

We're going to be reviewing the current governance structure and looking at membership and functions to see if there's any kind of changes that could be made.

For example, in my work when I had set up an ad hoc committee that I alluded to before, we turned that into a governance committee, and that governance committee provided oversight of the whole Board

development program, also Board member performance, also Board member education, also recommendations of Board members working with the chief elected officials to appoint those members.

So it can be, you know, this governance structure can be helpful going forward. We'll also take a look at the by-laws to see if there's anything in the by-laws that could help to make the Board more functional, more efficient, more effective.

And as I'm mentioning all of these actions, there will be many reports that will come along the way.

Summary, for those of you that don't want to read a dissertation, we know that you want to see the information that you only need to see. So we want to be able to send you updates throughout the process that you can still provide input into that information when you receive it.

So again, we're going to keep you engaged throughout this whole process. Another thing we put on here too is suggest and explore opportunities to improve and enhance the relationship between the Board and the DC Mayor's Office.

I can tell you back in Connecticut that we worked long and hard recognizing what we always said in terms of the role between the Board and what the role of the chief elected officials are.

I had 37 chief elected officials that I had to work with, you have one. And so we ended up having to set up a smaller committee because we could never get a quorum for 37 chief elected officials at the same time, you can understand that.

But there, we found that there was ways to really engage because obviously the chief elected officials really understood their communities, they knew what the issues were. And we wanted to make sure that we were delivering the services that could meet the needs of their residents and their businesses going forward. So that's something we have in there as an option action to look at.

Strategy four is to look at leadership roles in the Board. This is really critical. We want to be able to enhance and develop our leadership on the Board.

It's critical to develop that leadership pipeline going forward to cultivate that leadership going forward, can move those folks into those roles down the road. It's all about succession planning, which is a really, really important element.

So there's going to be a survey, again, that will go out to you that will introduce some topics regarding leadership, and then we'll be looking for you to respond to those topics and add some other things that you think are important that should be included in the leadership development process.

We're then going to gain consensus on targeted leadership roles that we think that are important and that you think are important. These could be some things that have to do with raising capital for the organization, helping with employer engagement.

Many of you have incredible networks that we would love to be able to tap into to leverage to be able to bring assets to the organization to again improve customer outcomes which is really, really important. Then we'll be looking to implement the framework as part of the overall Board development plan. And we'll be tracking progress and performance as well.

And then the last strategy, strategy five kind of knits it all together, takes strategies two, three, and four, builds those into a final plan that I had mentioned that will be presented after the Board adopts the final work at its July meeting.

At this point, I know I covered a lot in a very short period of time, and I would be happy to answer any questions, Diane.

INTERIM EXECUTIVE DIRECTOR PABICH: Thank you, Tom. I appreciate that. For many of you Board members, the impedes behind this 2018 new initiative around governance framework was based off of many of your ideas and thoughts throughout 2017 as I listened to many of you, as I met with you.

And in conjunction, during our Board retreat in September, many of you spoke to ensuring that there's transparency for all Board members on all key issues. In conjunction, you want identified how we need to engage top management, especially at the business sector to ensure success in the workforce development system.

And thirdly, we wanted to ensure that we are removing barriers and that we are achieving success in moving our residents to prepare them for the middle class.

So with that said, thank you, Tom. You are correct, in order to accomplish this, we need to move forward a more informed and competent Board that will be proactive in supporting not only the WIC but the goals of the Unified State Plan and the Mayor's Initiatives.

And so to do so, we would love to tap into all of your networks. Now with that said, I would like to turn it back over to you, Andy, to kind of move this effort and see if this is something that you would like to accept and move forward as a priority for 2018.

CHAIR SHALLAL: If I may say, I think what you've said, Tom, is pretty much what we've been talking about pretty much all along. So I don't hear anything new other than we need to really double down, make sure that what we say is going to happen is actually going to happen.

I think the issue of transparency has come up over and over again. And I want to be clear what transparency means to me. It's not about, like, uncovering some sinister thing that's going on, that's not what transparency means to me.

What it means to me is that if you want an engaged group of people, you got to inform them about what they're being engaged for. So it's not just enough to just say okay, we want you to be robust and blah, blah. If I hear the word robust one more time at a presentation, I don't know what I'm going to do.

But the idea of, and no offense, Tom, that wasn't meant to be an offensive comment. I sometimes make offensive comments unknowingly. I apologize.

But I just want to make sure that we sort of really kind of move in a direction that is, that has some clarity in the sense of what is it exactly that we're trying to achieve. This is not just about developing a Board, making them, you know, better leaders and understand all this.

We all are leaders around this table. This is not what the issue is. The issue oftentimes is we don't know what we're really measuring. We really don't know how to measure it.

And that's been an ongoing thing, and I would say that's your biggest challenge, Antwanee, is really figuring out exactly what is being measured, being able to have specific guidelines of how to move this ball from this point to this point.

Right now we just have a ball that we're just playing around and it's not really moving in a direction that I think a lot of people feel like they're having an active role in moving it. It just moves. And sometimes it moves great, but sometimes it doesn't move so great.

I just want to know when it's moving great and when it's not moving so great so we can actually all have our energy moving in the right direction. So that's really my biggest takeaway that I need to impart on all of you around this table.

MR. FORD: One of the things that, and we had a conversation yesterday, I've sat down with Courtney before, and this is in line with what we want to do. We want a Board that's engaged.

One of the things she talked about is a Board bringing their resources to the table. So, Tom, I appreciate you mentioning that because I know many of you have great resources, great networks. And I believe this City's done a really good job of bringing its resources to the table.

I think that we as on the industry side need to do the same thing. We've been doing that. I really want to make sure we focus on our networks, relationships that we have.

I think this Board needs to focus, as we've been doing, on what are the strategies that we need to be doing. What are the recommended measures that we want, and then turn that over to the folks and let the folks at DOES do their job.

But here's the strategies that we're looking at. Here's the measures that we want to have. And then here's how we want to evaluate those things. So I think that's going to be critically important.

Tom, I was happy to hear about the next generation of leaders. One of the first projects I worked with our mayor on with her 100 young men that she really wanted to focus on in terms of developing leaders. And I think that's something that the City needs to continue to do with our young people to get them into leadership positions to prepare them for Boards.

You know, a number of Boards that I'm on I need to see more folks that are going to be the next leaders in the next ten years. So I think that's critically important.

And then making sure that this opportunity to participate in the survey, you have the opportunity to try to give direction. You have opportunity to say hey, these are the things that we're thinking about on the what we need to do. Not how we need to do it, but what are things that we need to be doing.

And so I really want to encourage you guys to participate in this. I'm going to talk to the executive committee about the ad hoc committee because I think I want to make sure we have guidance and that we have continuity so that we're not just coming every quarter to hear about what we've been doing.

And so that's going to be really important. I'm a big proponent of an engaged Board and making sure we roll up our sleeves. So I really encourage you guys to do that, and you'll hear more about what the next steps are.

But from my perspective, this is in line with what we want and what we want to be able to do.

CHAIR SHALLAL: Carlos?

CO-CHAIR JIMENEZ: If I can weigh in, Mr. Chair. I guess from my perspective to share with the Board, I'm of the opinion that where you spend your time says a lot about your priorities. And I echo the sentiments of Mr. Ford and Mr. Shallal in recognizing that there's a lot of leaders, clearly a lot of networks, a lot of expertise.

And I suspect that when the Mayor and the leadership were putting together this Board, there was a lot of intentionality and thinking that went into it. And so it struck me when I saw this proposal and we were discussing it that this, you know, seemed simple but just right for where we're at right now in terms of digging in deeper to that expertise, that leadership that's in this room.

I would say that it coincides very nicely with the transitions that are happening at the leadership level and the transition of work, as we've now completed phase one of the turnaround of the WIC. So it seems appropriate to really think about how to tap the networks and the relationships that folks have here.

And I know having talked a little bit with Mr. Ford, he has a very clear vision and approach for how to execute and deepen, you know, Board engagements. So certainly my support is there for this initiative and thank you all for helping pull it together.

CHAIR SHALLAL: Thank you, Carlos. I want to maybe turn to Robert and Elissa. If you have anything that you add, subtract.

COUNCILMEMBER WHITE, JR.: I'll be relatively quick. I think that the goals highlighted are strong goals. This I think probably makes about one year of being on the Board. And I know, and this goes to your opening comments, Andy.

When you walk in and you hear acronym, acronym, acronym and you're looking around like does everybody understand what these acronyms are.

And then, you know, after about a year you start to get up to speed. And so I think there's some kind of lost utilization for Board members as they try to understand what's going on and thinking that everybody else does. And most of us don't.

But the other focus that I really like is just how to continue to genuinely engage the Board members and help us develop a stronger Board members.

I think the only piece that we have to add on to that is how we communicate with one another at the meetings and between the meetings so that we can really kind of set benchmarks and meet those goals. So I look forward to it. I also don't know, I guess my only question is what's the timeline for this full report?

INTERIM EXECUTIVE DIRECTOR PABICH: So, we're anticipating that through the guidance of all of you and engagement, and if we consider the approval of an ad hoc committee, we would love to have leadership, especially deputy mayors serving on there, and perhaps others. It would be by August.

COUNCILMEMBER WHITE, JR.: Okay.

INTERIM EXECUTIVE DIRECTOR PABICH: And this will be a framework that will be instrumental for future Boards and for our Board to continue to engage ourselves to see our successes or to re-look at where we need to put our emphases. It will be almost their own report card.

MR. PHILLIPS: I just want to clarify too that --

INTERIM EXECUTIVE DIRECTOR PABICH: Yes, Tom.

MR. PHILLIPS: -- the implementation of the components --

INTERIM EXECUTIVE DIRECTOR PABICH: We can barely hear you.
(Simultaneous speaking.)

MR. PHILLIPS: -- so it's going to be a fluid process on the final plan done in August which will reflect the work to date as well as the work going forward.

COUNCILMEMBER WHITE, JR.: And if I could just add one more thing. I apologize. I do think as a Board, and this is above my pay grade, but as a Board, you know, this is really big picture, but I think there also has to be in here practical goals.

So you know, for instance, how many people are coming to our workforce centers and what is our goal for the next year. What's our current unemployment as a percentage or as a number, what's our goal for the following year so that we don't kind of get lost in the clouds?

COUNCILMEMBER SILVERMAN: Thank you, Andy. First I just want to take a moment to personally thank Andy again for your leadership and your focus on making this a really, I'll say muscular instead of robust, but more valuable Board, an engaged Board, and a Board that really I think fulfills the mission that is outlined in the federal law which is to have oversight over our federal workforce policies. So, thank you again, Andy. I think you did move the ball forward. I'm excited about Antwayne's leadership. He certainly brings a lot of experience, especially in a high-demand industry sector I think that we have not taken advantage of enough which is the IT sector.

And I know Antwayne is doing some exciting things at MLK Gateway, so I really look forward to that.

I guess to Tim, I think we have a great Board. I want to commend the Mayor and Deputy Mayor Snowden and Director Donald for compiling I think an excellent group of people. But I think we continuously run up against the same problem which is how to put people's expertise to use.

My concern is that I saw a lot of jargon in your presentation still. What are the deliverables? You know, I am concerned, what I hear is a report and a report and a report.

And what you see, when I look into the faces of every single person at this table are people who want to make, or want to get folks to work in this city. Stacy Smith knows how to do that.

And what we want to do, and here's another expression I'll add to the list of expressions we shouldn't use, is bring it to scale, right? I hate that expression, but what we want to do is take Stacy's expertise that she has developed at Hyatt Place and be able to apply it to the entire hotel industry sector, which is one of our high demand industry sectors.

And I guess my concern I have to say, Tom, is I keep hearing reports. And we have busy people at this table who really, I mean, Director Zeilinger, she doesn't have time to read another report. I don't think at least, I know she has a lot of reports.

I have a lot of reports. So you know, how are we going to make the rubber hit the road? How are we going to take Steve and Todd and all the folks at this table, Angela's expertise, and I think people are ready to do it.

And I have a feeling a lot of people are on Boards here. They know sort of -- but the problem is we need quarterly, I would echo my colleague Robert's concern about communication.

But the thing is I think people are ready to go here. I mean, maybe I'm under a different impression. And the thing is we just want to implement. We want to have input, and I think that's where I think there's a misconnection perhaps.

I'll leave it at that. So you know, I hope we're just not going to have another report that's -- and I guess Todd, I want to welcome you as well. I had visited actually New York City one-stop programs about four or five years ago. So I know you're doing some innovative things and industry-driven one-stop centers.

But you know, I think we have the right people at the table. They just don't know what to do. And you know, that's my concern here is we got great people, and it -- I mean, hopefully, everyone's on the phone.

But you know, people become less engaged when they don't feel useful. And I'm really fearful that that's what's happening. And it's not due to the leadership, it's just that, you know, I guess I don't quite know why we can't get going. But that's my concern. So thank you all very much.

CHAIR SHALLAL: So we'll hear, Courtney. And then we'll go to Tony over there.

DEPUTY MAYOR SNOWDEN: So I think we are really excited about the progress that this Board has made. Let me just take a step back and remind people of where we were. So when we started in 2015, we started with a huge job which was to build a federally and fully compliant workforce Board, which we have done.

We've worked to really understand the challenges across the workforce to some and build a data vault and integrate it. And we've made substantial progress to get that done.

And I think it can be sometimes difficult to remember how, where we started. And so this Board produced one of the best workforce innovation and opportunity act plans in the entire country.

The Department of Labor talks about it across the country, and we have now taken our workforce system to the next level.

That really is a testament to the good work of the folks on this Board. We are developing the infrastructure academy which is done with the leadership of this Board, and importantly also with the leadership of several Board members who bring their partnership, their expertise and their innovative spirit to the table to help

develop a pathway for our residents to get into one of the high demand industries that we all are really focused on making sure our residents are prepared for.

We've done that with the hospitality industry as well with Stacy and Thomas Penny and Solomon King really leading the way and helping us develop a robust network of opportunities for District residents and importantly connecting them to the programs within DDS, and the Department of Employment Services, and the Office of Work Opportunity to real and meaningful opportunities at their sites.

Stacy obviously is one example of an employer who partners incredibly well. Thomas Penny, another. And again, we can go down the list.

So I think what we are focused on, and I think some of the particular comments are really helpful that where we are today after we have built an infrastructure of this Board, and to have deeply engaged folks working around the table in various ways and in different community meetings and the meetings that happen in between the quarterly meetings is that we have more work to do.

And so we have seen tremendous success, and I do think it's important that we honor that tremendous success as we look forward to making sure that our corporate members and others are equally and excitedly involved in this work.

So what you will see coming down the pipe very soon from the work that Mr. Phillips and his team will be doing is us developing the strategic plan to move us to the, move this work even further and to really drill down on the specific pieces that we need Board members to really play a role in like helping to create pathways in their industries like recruiting other partners to ensure that they're effectively utilizing the workforce.

And so it can feel like we are having a conversation in jargon, that needs to be improved. It can feel like we're talking about reports, but what we're really talking about is the roadmap to connect industry to our people and people to the various industries around the table.

CHAIR SHALLAL: Tony?

MR. CANCELOSI: I guess my input is that we've gone through this many times in the past. And the thing that I think is missing right now is what is the execution parameters for us to execute on the plan? We can come up with all the great ideas, but if we don't have an execution plan and know the parameters of that execution plan, it won't go anywhere.

So I would like to see what is the execution plan that comes out of this, but also know that parameters that we can work in execute that plan.

CHAIR SHALLAL: Yes. Thank you, Tony. Director Donald, I think you play obviously a very serious role in the middle of all this. And I think the interphase of the WIC into the DOES is very, really, really significant. And I'm not sure how many people understand that fully who are not in the system.

So if you can just maybe answer a little bit of Tony's question there a little bit.

DIRECTOR DONALD: Yes. Well, I'll say it actually kind of really ties together. I'm glad that Tom Phillips, I've known him a very long time and I'm glad that he's one of the people to help lead this, he's had a lot of success not only helping organizations in Connecticut but also all of us partners at the US Conference of Mayors.

And while we are talking about another "plan," it's really a continuation of the work that we're already doing. I mean, it's really how we can operationalize these activities.

So I think the Board is very familiar with the three big goals that you have from last year. And I think when, I mean, I use this example a lot, I still think it's relevant is that you know, when you look at, I use the Garden Restaurant example.

I've talked to Councilmember Silverman about this a couple of times. So Garden Restaurant oversees Olive Garden, Bahama Breeze, Outback, all of these different restaurants. And so the role of the Board, their Board, and our Board is to really provide guidance, vision, and oversight for the system. And so we had nothing at first. And so we stood up a Board and we came up with some really big goals. And so those goals though are not really done by the Board.

They are explained and given by the Board, and then your Garden Restaurants which is DOES, your Olive Garden which is DDS, your Outback Steak House which is DHS, we actually take your guidance and then connect to deliver these services.

And we've had some great success initially. And it's time for us to just take it to the next level for District residents. But we can't ignore that these things are working. And now we just have to operationalize them better.

One example is that prior to this year, there was not really a great connection between DHS and DOES. This year we actually were stood up as a national model because we served over 5,000 District residents by combining our funds together.

We included some of those things in SYP for the first time connecting our FNS programs through a boot camp to give people these soft skills that the Board specifically has asked for us to integrate.

I think another great example is that our partners at DDS are actually in our one-stops in providing these assisted technology services. In addition to that, we've also blended funding to give workforce services to people who normally would not receive them.

And so I think what one key piece that I'm hearing from the Board that we probably need to make a little bit more clear is how are we going to measure these outcomes. First, I think in year one we have a baseline, and we need to start and look at that. And I think that's a big part of the work that Tom Phillips and his team will be doing.

But as we look at that, we take these three big goals and figure out how to improve them from the year before, or where we're going to target our resources. And that's really the key to the Board. The Board doesn't create new programs, the Board doesn't actually administer anything. That's what your administrators do.

But the Board decides, similar to Olive Garden or Garden Restaurants is what does our overall profit margin need to be and then rely on these operators to get it done and report back.

And if that's not happening, then the Board brings new resources, recommends adjustments, looks at areas for improvement. And I think it does require a plan for us to get to that place.

CHAIR SHALLAL: Great points. And I think that really clarifies it. I think from my perspective it's, you know, we are overseeing the resources of the City, and we want to make sure they're as effective as possible.

So although we're seeing movements in different areas as you mentioned, Director Donald, I think it's important for us to understand what area is really most cost-effective. What area is really making a bigger difference?

And I think that's where the haziness comes into play, and where sometimes I think it makes it hard to make decisions based on information that you want to say okay, let's really focus our resources in this arena, or let's focus our resources in this arena.

For us to say yes, improve the workforce, you know, development system, all right, you don't need a Board to tell you that. All right? That's obvious. But we want to know what's working, what's not working, how can we improve it if it's not working.

Not that we will do the job as you mention, I'm glad that you clarified that, it's really about us understanding how to give you direction because, without that information, we really can't in a sense. Did you want to say something?

THE HONORABLE MAYOR BOWSER: I do want to say something.

CHAIR SHALLAL: Yes.

THE HONORABLE MAYOR BOWSER: That has been a great discussion, and it gives me some things to chew on and work on our team with. And I just want to kind of step back with one observation having staffed a lot of Boards before I got into elected office.

I usually have one observation is that some places will, the staff is doing everything, and the Board, and I don't know what the case is here but I'm sure you'll tell me. And we don't want to have a Board that is staff driven.

I think most of you know that I used to work at COG. And the COG model is we're improving the region one meeting at a time. And so you can tell that the kind of the message from the top on down was that we're going to have these meetings, and it would be that the staff would present to the chairman the agenda, and everything, and the talking points for the chair.

Chairman, this is what you're going to say. And so that's one way that you could have a Board like this. And that is not what we set out to do when we made an appointment and made all of these appointments.

So we do very much want to gather your expertise and have you drive the agenda. Otherwise, this Board is nothing but a rubber stamp, and we could all meet in a room and we could have coffee someplace else. So that's what we want to be able to do.

The other thing that I heard you say is we just need some steps, step-by-step. These are the things that we should be doing in any given year. Given my expertise in my industry, this is what I can do to help the Board be effective.

And as staff, our staff will make sure that we do a better job of being very specific that this is what I can be doing to be effective. So we will work on that.

One little way to accomplish that I think for the Board, and you tell me, Antwanye if this is how you want to move forward. I think it's always helpful to look, and you only meet four times a year, so that becomes very important what you get done.

So what is our annual schedule? We can look out at this year and know what has to be done at each of those four meetings. And I think it also helps to the presenter's point to ensure that you're relevant to the executive and the legislative processes.

How does your schedule match up with our schedule? Our schedule in many ways, especially on the legislative side, is very predictable. And there are few points in the year that are more important than others. So I think that's important.

We look at, and I was on the council and when I was on the council I always thought about things. When are we going to get ready for budget, when are we going to get ready for the legislative cycle, and how can we do oversight throughout the year.

As Mayor, I look at the budget season. I have a season where I focus on introducing new legislation, getting my legislation out of the council, and then on new initiatives. And so those are, it's a very regular cycle for us. And how does this Board fit into that cycle? And I think that is very important. Your mission, of course, is focused on how we interact with the Feds. You've been very successful in that score, I have to say. But too, they have a schedule, they have a cycle. And how does your Board meetings line up with that cycle? So I'm interested to hear that.

So when we talk about vision, I think part of this plan that you're working on needs to be focused on the vision. So you have the expertise, but how can we have more facilitated discussion around what your vision is.

So to your point, Andy, you know that we have to make the workforce system better, okay. That's big. But how can we talk about the inputs to that? I wanted to throw out a couple of things, and you tell me if this is something that you can continue to help us work on.

And that is how are we interacting with the region? We cannot really, we don't operate in a silo, so how are we interacting with regional workforce and a way that we measure that. And I think about this all the time, how does this region compare with other regions?

We're competing with other regions. It's not DC versus Maryland and Virginia. It's DC versus Boston and San Francisco. So this council can be very helpful, and that to me is a big vision point, not just a minor thing that's a deliverable that we measure at the end of the year. But that to me is a big vision point.

That's just one. You probably have many others that you are working on. So at the end of the day and the year, I heard Director Donald talking about the three big goals for the past year, I'm sure that you're able to report out on those. But it's always good to have a, you know, metrics that we're following.

The other thing that I would recommend to the committee in terms of how you interact with the larger goals of the administration are to make sure I know what those numbers are and follow them.

I follow and tracks the metrics for each of our agencies. We set big goals for them. And then we have the opportunity every year to make big investments. The infrastructure academy was one such that competed very favorably against a lot of other initiatives, new initiatives that we could have invested in last year's budget.

So in this year's budget, what's your big initiative. How are you going to say how against all of the other needs that the government will have that I will present to the council, how does this stack up with those initiatives.

So those are just a few things that I would say. And I would finish by saying that I do think that, however, we work over on this plan through the last, through the next several weeks, I do think that there should be some big items to deliver on.

And I would spend some time thinking about, as the councilmember said, what new is going to be delivered when we talk again in August. Is it an interview with each one of the members so that we understand what they want to do. Is it a recommendation on the ten things that each member can do to help the Board come up with this vision.

So I think there are a lot of different things that we can do. So I would just close by saying we want to have a leadership driven Board. We want to continue to engage you on what and helping to develop what that big vision is. And it is certainly my job to make sure we have the right people in place and the resources in place at each of the restaurants that the director referred to get things done.

But also to the Deputy Mayor's point, we have a lot, we have made a lot of progress in a short period of time. So at the end of the day, how many more DC residents are working, how many more jobs did we create, and how many more people are we helping to stay in the pathway.

Our biggest, I think, obstacle to our continued growth in this city are people in the city can't and don't have a pathway, and that's what our work is all about.

So I want to thank you for this year's work, and I look forward to the upcoming year.

CHAIR SHALLAL: Thank you. Anyone else? All right. We have a couple of items of business before we move to the committee report outs. So I know we have a quorum.

Oh, I want to be mindful to those of you that are on the phone, if you would like to make any comments. Anyone on the phone who would like to say something?

MR. GRAY: This Is Korey. I just concur with the comments so far. I would offer that one of the things that we learn here at DC Water is that a lot of this, the goals that have are being manifested on a local level by individual contractors at individual jobs.

So while we have this holistic approach, we really are drilling into some of the metrics and some of the kind of the minor pieces and the details to make sure that the program works. And so the Board, being a Board, is also going to still have to stay involved and engaged with some of the details so that we can be effective.

So I just would concur with the comments that have been said so far.

MR. MAXWELL: Andy, this is Mike Maxwell here. I would concur as well. Thank you.

MR. ANDRONACO: Andy, this is Joe Andronaco from Access Green. The other thing that I just would want to make sure is that whatever work is done so far in our subcommittees can be used in some of these works, some of these things.

For example, some of the best practices that people are talking about, and I see that even the operator wants to -- there is work that the committees, the implementation committee has done. So I just want to make sure that we integrate everything and don't lose some of the work that's already been done. Thank you.

CHAIR SHALLAL: All right. Yes?

DIRECTOR ZEILINGER: So the thing I want to add, I think, because of some of the, you know, all right we just writing another report, are we focused on the right thing. I think what is especially helpful, and I support the recommendation of an ad hoc committee to do that, is to do some analysis of the bright spots of infrastructure, and the things we've done that have worked exceptionally well.

Things at DC Water and so forth, and to be able to have a common, work even more closely from the plan that we do have to have a real common roadmap, an action plan so that we all understand our role as leaders on the Board, but also what are the actions of the committees and how they all fit together.

That we have the opportunity to sort of take the progress we've completed over the last couple of years and really create, use that structure to drive it forward in a way that we all understand. And we've done that in other interagency contexts with a lot of success.

And I think we are really poised and have all of the right ingredients to do that here. So I just want to emphasize that I'm also the first one to say let's not spend time writing a report when we could actually be doing something to acknowledge that it's not, you know, we're not trying to write a big volume to sit on the shelf, but really make sure we're aligned around our purpose and our actions, and that they're lined up to the strategies we've agreed to.

So I just wanted to voice that, and I'm happy to participate on an ad hoc committee to help us get there.

CHAIR SHALLAL: Thank you, Laura.

CO-CHAIR JIMENEZ: Thank you. One of the things that we had mentioned to Tom when we met was to try to get the best practices, not only from our region but what we're doing today here.

And so I think he heard that, I saw that that was included. And then one of the things, Madam Mayor, to your point was when I sat down with Courtney and Odie, one of the first things I ask is who's doing it well around the region and around the country. And so –

MR. CANCELOSI: Well, one of the answers to that is us. I know, we talked about that.

CO-CHAIR JIMENEZ: That one thing we don't want this Board to forget is --

MR. CANCELOSI: Yes, and I see --
(Simultaneous speaking.)

CO-CHAIR JIMENEZ: -- when they talk about workforce development, they talk about you. And so while we borrow from other people, don't forget your home cooking is working.

MR. CANCELOSI: And so part of that was borrowing to your point, try to borrow some best practices that other people are doing. So we're going to be more effective in developing which is really a framework, not a report but a framework that we can then activate.

COUNCILMEMBER SILVERMAN: I thought your comments were very good, Laura. I think one thing as a rule as I understand it is to do oversight over the federal workforce funds. And in order to do oversight, we need information. And it seems like that has been a little bit of a barrier for us.

So I guess one thing I would be interested in hearing is how we can get more information about how to, you know, how we can measure, and then how we can do the oversight that is required by us, because it seems like that has been a barrier in the past.

MR. CANCELOSI: I'll give you a little insight on that, Councilmember. So I think part of the reason you have a Board and then you have an administrative entity is that your administrative entity actually does the bulk of the oversight. But there should be reports out to the Board on some of those activities. So the Board itself doesn't actually monitor and do all of those things. That's actually something for WIOA program that the feds actually provide DOES the authority to do.

But when we look at the performance, which I think we've been reporting on quarterly as well as any reports and things of that nature, that's how that activity actually happens. So the Board doesn't actually do oversight, but it makes sure that the entities are good stewards over the funds for which they receive.

And so I think it might be a good idea for us to maybe give you guys a workshop at the retreat or a visual of actually how we do that, but it wouldn't be the "responsibility" of the Board.

And so then one of those things when you look at WIOA, I think it's specifically Section 121 is where it kind of describes that. And so as the state entity, that's what DOES does for WIOA funds specifically. The other partners have their own roles within their areas as well. But I think we are supposed to report out on those activities. And so we've done that throughout the time by monitoring those that happen once a year.

COUNCILMEMBER WHITE, JR.: Just a quick question. Are they conflicts between WIOA and the enabling statute for this Board?

MR. CANCELOSI: I don't think so. I'm not certain of that. I know we looked at some of those things when the Board was first put together. Most of that stuff is kind of carried out throughout the, what do you call it, the Mayor's Order.

And it's fairly clear within there. But I think where sometimes we miss things is when you look at the law, it will say the District is to do this and such and such happens through the state Board. And so while the state Board would oversee it and provide guidance, et cetera, et cetera, the Board member itself wouldn't go out and carry out a function I guess. And so there's a direction and then there's a practicality of it I guess is what I'm saying.

THE HONORABLE MAYOR BOWSER: Well, it seems to me that during this process, the Board outlines just to make sure those reports or the report outs are quarterly and that it has all of the information that the Board members want. That would seem to speak to the Councilmember's question.

CHAIR SHALLAL: So, we have a couple items on the agenda that we have to approve. One is the minutes. So the minutes are in your packet. I would like to get a motion to approve the minutes from the October 23rd meeting. Is there a motion to approve the minutes?

CO CHAIR JIMENEZ: So moved.

CHAIR SHALLAL: Okay. Any second?

MS. FRANCO: Second.

CHAIR SHALLAL: Thank you. Angela second. All right. Any discussion? All right, all in favor to approve the minutes, say aye, please.
(Chorus of ayes.)

CHAIR SHALLAL: Ay, ay, ay. Okay, so we got it. So the minutes are approved. The next thing is to approve the Board governance development that was presented by Tom. And we've had a lot of discussion on that, but could we have a motion to approve that?
(Off microphone comments.)

CHAIR SHALLAL: Okay, we've got a motion. Any second? Did somebody second? Second, okay. Any discussion? All right, all in favor, say aye.
(Chorus of ayes.)

CHAIR SHALLAL: Thank you. The ayes on the phone come across loud and clear. Thank you. Any --
(Simultaneous speaking.)

CHAIR SHALLAL: Thank you. All right. The recommendations are approved. Thank you so much. I'm going to now turn this over to Antwayne and we're going to have the committee report outs.
(Off microphone comments.)

CHAIR SHALLAL: So what I would recommend, it's 11:20 right now. I want to give at least a half hour for the report outs of the committee, so we have just a couple minutes for the One-Stop, please.

CO CHAIR JIMENEZ: Okay. Tony? Tony, did you meet everyone last time? Okay, so you get a chance to introduce yourself.

DIRECTOR TSENG: Good morning, everyone. My name is Tony, I am the Director of the One-Stop Operator program here in DC. As Mr. Shallal mentioned earlier, there's a lot of New Yorkers coming to DC. I happen to be one of those.
(Simultaneous speaking.)

DIRECTOR TSENG: So thank you for the warm welcome about three months ago. So just to give you a little background about the One-Stop Operator role. Our main functions is really to have the coordination of services in conjunction to WIC and the different District partners.

It's assessed through the feasibility programs that really make recommendations to the WIC and this is part of today's presentation. Sorry, I thought there was another slide.

INTERIM EXECUTIVE DIRECTOR PABICH: No worries. You're after me, so you can just move it forward about five slides.

DIRECTOR TSENG: Okay, so on a quarterly basis we are tasked with making recommendations to the WIC, and this is the first ones that we made in early December. As part of what we wanted to do is really look at the state plan and make sure that our recommendations are in line with the --
(Music plays.)

DIRECTOR TSENG: So part of what we wanted to do is really make sure that the branding and the messaging of the American Job Centers is really prominent.

There was a Workforce Innovation Guidance Letter which is the WIGL issued in July of 2017 where following the Department of Labor guidance's, we had to brand the American Job Center across the different services we provide. And we –

CO CHAIR JIMENEZ: Just for everyone, what's a WIGL?

DIRECTOR TSENG: Oh, it's a Workforce Innovation Guidance Letter. So these are different things that come from the Department of Labor. And the WIC interprets it and provides guidance on how it should be implemented across the system.

So part of that guidance is making sure that the American Job Center branding is really prominent in different fliers, advertisements, and also on different websites.

And we want to make sure that that messaging is really clear to District residents and ensuring that if somebody out there in the District is looking for work, that one of the first places that they're going to is actually before American Job Centers to really get to meet with staff and really get them engaged and connecting that resident to different employment and training opportunities that we provide here.

The other part that we're looking to do as far as employment is concerned is really making sure that we're coordinating and enhancing partner collaboration. Part of what we wanted to do is making sure that the different partners have a platform to come together and share information on the different programs, different activities that are coming up.

So we wanted to make sure that we have a monthly partner meeting. We finalized some dates with Director Donald's team for February, and that will be monthly going forward the rest of the year.

And we also want to make sure that the front line leadership is also involved. So on a quarterly basis, we will come together and kind of review what's been happening for the previous quarter and address any possible issues or challenges and really see how we can further move that system forward.

Next thing we want to do is really look into standardizing inbound and outbound referrals. There is currently a data vault that some agencies are using, but we'll make sure that in the meantime, we have a place-holder before that is implemented.

So we want to make sure that there is a robust referral system both into the American Job Centers as well as to outbound partners throughout the District.

Another thing what we want to do is making sure that all of the staff at the different partner agencies have information from all the different programs.

So part of what we want to do is making sure that we have one centralized calendar to make sure that all the events are listed, and that can be shared with the job seeker to make sure that all of the services that they can get in touch with are outlined, and also creating a resource guide for different, not only just the partner services but the different community services that are available throughout the District so that way if somebody is in need of additional support services, there is a way to connect that resident right away.

The other thing we want to do is making sure that we are increasing traffic to the American Job Centers. One of the ways that you have to register is through the DC networks, and that is an online platform.

And one of the things we want to make sure of is that once somebody is registered, they can do that at home, but there's an invitation for them to go to their local American Job Center to make sure that there is a person on the other end to say you applied, you registered, these are the next steps for you, either through training or employment, and really connecting them to the full plethora of amazing services offered.

Next thing we want to look at is really alignment with the business needs. And we really want to employ an employer demand driven model and making sure that the staff at the job centers are able to respond to the business needs, and making sure that the staff are the "subject matter experts."

As businesses, you know, the owners are fantastic at having a vision. But they may not necessarily know what their competitors might be doing. They might not know that if I'm paying somebody X amount and my competitor is paying more, I may be at a disadvantage in hiring.

So let's have our staff become more educated and become more knowledgeable about the differences in-demand industries. What are the pathways to get there, and really being able to, in turn, educate both the job seeker and more importantly the employer as to what is happening not just within their own business, but what is happening in the District, and also nationally.

The other thing we want to be able to do is just like job seekers have to enroll in the DC Networks platform, the businesses have to do so as well. There is a way for businesses to register their job openings and be able to just source candidates from the network.

But we also want to make sure that there's engagement from the staff side. So after they register again, having that human touch is definitely valuable in the process of connecting and developing a stronger business relationship across the District not just for that initial need, but for ongoing needs throughout the course of their relationship.

And finally, what we're going to look at also is for all the great services that we're doing, we want to make sure that we're getting some sort of feedback. We want to make sure that there's customer satisfaction on all sides.

So what we want to do is make sure that we do a job seeker survey. We're going to go out and as customers are exiting the job centers, we want to survey them at that point in time to make sure that they're satisfied with what they received, but also know more importantly what are the next steps in their process, whether it's connecting them to training or to employment.

And on that end, we also want to do business surveys. A lot of businesses are aware of certain services that the job centers offer, but they may not know the full gamut of everything.

So we want to make sure that businesses are also engaged, and using that as an opportunity if they're not engaged to really follow up and making sure that they're going to access the services just as equally as the residents.

With that, do I have time for a couple of questions?

MS. HARRIS: Hi. Thank you so much. I think what I want to go back to is your recommendation number three on developing a standardized system for inbound and outbound. And you know, really, just the center has a plethora of resources for our residents.

DIRECTOR TSENG: Absolutely.

MS. HARRIS: And often, many will walk right by and have no idea what it is. And so I'm just wanting to make sure that we're considering innovative strategies for getting people in the door.

There, you know, might be talk to text, you know, a text system where you get more information or something. But beyond just kind of -- and I know you're not strictly relying on people to do the walking, but I just want to make sure that we're getting that communication out to our residents about this resource.

And the same is true with businesses because often, you know, we didn't, I know a lot, in terms of my perspective from AT&T, didn't even understand that the, you know, that DC provided these types of resources for businesses, you know, all that the Director has mentioned in the past.

So those pieces, you know, people don't know how to get in, and then people don't know how to get out. And being really very creative, transparent is, you know, maybe using millennials, whatever we can do to really get that message out. If you can just speak to that a little more.

DIRECTOR TSENG: Sure. No, great question, Ms. Harris. Part of what we're going to do also is though foot traffic is great, word of mouth is great. But it's part of our role, so we have some funds that we're going to delegate towards marketing.

We've already been in talks with the American Job Centers, and we have a marketing strategy through either bus shelters, testimonials on both client side as far as either video and posters that somebody can walk into a job center and see the video of a success story.

They can see a poster to say oh, these are my neighbors, these are my friends, these are my family that also access the same services. And we think that is a truly valuable way of communicating that, and really being able to drive traffic in a different way.

So these will be rolling out in the upcoming months, and we're going to really monitor where the traffic is coming from through our marketing company, and then making sure that the services are fully accessible to our residents, both on the job seeker and as well as to the businesses.

MS. HARRIS: Maybe you can be partnering with the school system, something in the curriculum, what have you.

DIRECTOR TSENG: One second.

MR. ANDRONACO: Hi, this is Joe from Access Green. I also want to make a recommendation as you roll out these services, perhaps you can have a section or go to employers who use DOES heavily as a reference for other companies.

I think this almost like to hear from others. I can tell you that Access Green uses DOES exclusively as our employment agency. Every one of our employees comes from DOES programs or related. And you know, it's worked very well.

And obviously, I know a lot about it because I'm very involved, but you know, I would love to serve as a reference for other companies and they can actually start using our business services more.

DIRECTOR TSENG: Sure. No, absolutely. That's a great point, and that's really what we want to be able to do, have more businesses like yourself utilize the District services and really almost have that exclusivity in accessing.

MS. SMITH: I would like to just piggyback on what Joe was saying in the heart, because it's very important that I'm being word of mouth, similar to my other hotel partners that, you know, they don't work for my management company, but I can say hey, this is what we do in this program.

And I'm proud to say that my colleague at the Residence Inn is now a participant and a provider of work in the DC Career Connection. But I'm not the only hotel in DC, and neither is he. And it's one of the biggest demand jobs.

And if we're not marketing to the businesses, and we'll be talking more about incentivizing employers to be partners, but it's great to make sure we're marketing to the clients and the participants, but we have to do a better job of reaching our business partners.

DIRECTOR TSENG: No, absolutely. And that's part of the survey, making sure that all businesses understand the services development, and making sure that there are more accessibility for businesses to connect to the different residents here affording more opportunities.

DEPUTY MAYOR SNOWDEN: Quickly just to say that also I want to make sure that as we think about this business services engagement and our work with the relevant industries that we're also thinking about, all the other agencies that have a role here.

So DOES is but one of those partners in the system. DDS, DHS, others are all around the table for a reason. One, they all have business services teams that help to identify opportunities for the individuals and District residents that they serve. And then the WIC actually helps to convene and coordinate some of that business services work.

But this again goes to my earlier point about why it's so critical that members around the table are engaged. We wouldn't be able to pick up the number of hotels that we have been able to without sort of Thomas Penny introducing us to Stacy and Stacy introducing us to others.

And so that's why it's really critical that we also serve as ambassadors for the great tools and the infrastructural support that we, the WIC and our whole system can provide directly to those who would seek to hire.

COUNCILMEMBER SILVERMAN: Mr. Chairman, so I want to sort of combine our prior discussion -- oh, Mr. Phillips left -- with this discussion. Which is so my understanding is the role of the Board is to measure how well we're implementing these One-Stop Operator recommendations, correct?

So how do we, how will the WIC Board be able to make sure the recommendations are being implemented thoroughly. And you know, how will we be able to measure whether these recommendations are making an impact at our One-Stop Centers.

Because that's what I see the role of the Board in doing. We've engaged you to give us recommendations, and then we want to see whether these recommendations are making a difference and an impact.

So how do we measure that? You know, what is the role of -- I'll throw this out. This is what I was trying to get at before. So how do we engage as a Board to make sure that these recommendations A, are meaningful and how do we measure the impact of them on the One-Stop centers?

INTERIM EXECUTIVE DIRECTOR PABICH: Thank you, Councilmember Silverman. Do you have --

MR. FORD: Were you going to answer it?

INTERIM EXECUTIVE DIRECTOR PABICH: I know Nathan had something.

MR. FORD: Okay.

INTERIM EXECUTIVE DIRECTOR PABICH: But you bring up some very valid points, and that is what we've been talking about in our strategic goals.

Another thing we brought on the One-Stop Operator who has the expertise to really do a deep dive on the assessments of what is an integrated delivery service system, what are the intake, what are the referral to coordinate needs and what is he seeing in terms of the gaps in, processes to ensure an integrated workforce system, that provides quality service delivery.

Director's Tseng, submitted this report with his team and findings to the Executive Committee, and WIC to propose the recommendations to the Board.

So today you'll have an opportunity to approve some of these recommendations, or all of them. With that said, to your question, then we decide when to implement should take place.

And, for accountability we give the Department of Employment Services / American Job Centers 90 days or 120 days so that the operational side at the local One-Stop Centers can begin to implement these recommendations that you have selected.

So for instance, one of his recommendations is for increasing traffic at the American Job Centers, this is to your point, Ms. Harris, you identified so how are we marketing that?

So have we increased from the last time, meaning Director Tseng because he's our liaison between the American Job Centers and the Workforce Board. Have we increased and seen more traffic coming into American Job Centers who are utilizing the services?

Are they effective, are they efficient, is there a flow through this. He will come back and report, the findings, and perhaps identify where we still need improvement.

So today you have a great opportunity to really accept all of these nine recommendations. There are nine, right? Director Tseng, I think it's nine?

DIRECTOR TSENG: Yes.

INTERIM EXECUTIVE DIRECTOR PABICH: Or only a portion of the recommendations. And then it's all up to you today to say how soon we want to see the implementation of some sort of progress. Will it be in 90 days which is upon our next Board meeting?

MR. MOORE: I have a question. Is this only for folks who come to brick and mortar -- or is this just the brick and mortar one stop?

INTERIM EXECUTIVE DIRECTOR PABICH: I'm sorry, I didn't hear you, James.

MR. MOORE: Is this only for the brick and mortar?

INTERIM EXECUTIVE DIRECTOR PABICH: Oh, so it's supposed to be both, yes. And I believe Director Tseng can -- yes.

MS. FRANCO: I think it's something that would help is maybe having some measurements or numbers because we see a lot of these two words. And you know, what I hear everybody saying is okay, we're serving 20 people without internet in these and our goal is 40. You know, something that we can measure towards.

Is that, I mean, basically sometimes you don't make the numbers, but at least you know that you're heading there. But a lot of the things, we're saying a lot of words. But is it okay to put some measurement towards integration?

We have these strategies. How are we going to measure these strategies? And it's basically to give us some guideline of where we're going to go. So we can improve, but we don't even know where we are right now.

So let's say we're here, this is where we want to go, and then have the measurements all the time. So for examples, numbers grow. So it's basically because we got two new hotels coming in. So we can, with that we can set up some strategies. But I'm a true believer that with the strategy, you need to have a budget or numbers by their side.

INTERIM EXECUTIVE DIRECTOR PABICH: Correct, and I hear what you're saying in terms of creating a baseline.

MS. FRANCO: So we can apply, but we don't really know what you're -- maybe you know but we don't know what you're talking about. So it's hard for us to follow, is for me to follow.

INTERIM EXECUTIVE DIRECTOR PABICH: This is good conversation. Exactly.

PARTICIPANT: Well, so part of what's happening right now --

MR. ANDRONACO: Also, I didn't see a lot of mention or commentary around acceptability for peoples with disabilities. I don't know if that's, I know it's the general plan.

But I think that we really need to have an intentional focus on making sure that we make all of our working system accessible to people with disabilities. And I don't know if that was part of the report and I missed it.

DIRECTOR TSENG: Yes, we're looking at everybody, returning citizens, people with disabilities, tenants. It's going to be all District residents. But obviously, you know, in future reports it can be a further breakdown as to who actually accessed the services. And these demographics can be part of it as well.

MR. SMITH: So last year, there was some extensive discussion on this topic, and we requested a dashboard. We provided feedback on what sort of measurable we would like to see, and I have yet to see anything resembling a dashboard that we could log into. So could we get some maybe some update on that project?

INTERIM EXECUTIVE DIRECTOR PABICH: Sure, I would be glad to. Thank you, Nathan, for providing that information. I know that many of you have put a lot of input and came to a lot of the working meetings.

And so to give you an update on that, the Workforce Investment Council partnered with George Washington Consulting Club. Thank you for, Mr. Ford, for that connection, and also Mr. Wiggins. And most recently we signed an MOA. And the reason why we did this was --
(Simultaneous speaking.)

INTERIM EXECUTIVE DIRECTOR PABICH: A memorandum of agreement, to define components for the DC WIC dashboard for the basis that we need that expertise. And we wanted to mirror the best practice from Maryland who in order to create their framework and key components for their Workforce dashboard, utilizes Salisbury University.

So in essence, we are working with George Washington, GWCC, to be able to define a baseline, to be able to look at the best practices from other states who have implemented a WIOA, a dashboard, to look at what is an effective timeline, what is the data we need for this dashboard, and who will be contributing to it, along with final recommendations to the Workforce Investment Board.

And our first meeting is in February. GW had some transition, and you can speak more to that, Mr. Ford, Chairman Ford. So we got a late start. We were anticipating to start last quarter our group meetings, but the first one will be in February.

A timeline in terms of our dashboard, we're anticipating that in late spring of, late fall of this year.

MR. FORD: I would specifically follow up with that. GW has a new president as well as a new head of the School of Business. So those were the changes. I met with them, so I will follow up specifically with where we are.

No, sir Thank you.

MR. FORD: Try to keep pushing that one because I think for what we're talking about here, we need a way of visualizing the key metrics and the key performance indicators. And that was where we were. So I'm going to push that one significantly. Yes, sir?

MR. MOORE: That's why I think there's the data that we are referring to, we don't need the dashboard, right? The dashboard will be a tool they use to follow the data for it. But we should be able to, based on the number of folks served in any given One-Stop to date, right?

MR. FORD: Set the baseline and then see where we want to go.

DEPUTY MAYOR SNOWDEN: So just so we're clear, that's actually the part that where the One-Stop Operator is going to establish a baseline. So I would say previous to having a One-Stop Operator, we had metrics, but we didn't have, necessarily have metrics by agency because there wasn't an integration in the One-Stops.

And so we didn't have a full picture of what the system was doing. Right? Part of the job of the One-Stop Operator is to be able to set that baseline so we know who's using what, what programs they're coming in for, what entry point or door they're coming through.

And then to be able to use, leverage this process that we have with GW to make sure that it's user-friendly, accessible, and that it tracks the right set of measures.

And so what I would offer, though, I know we're doing this by committee, right?

INTERIM EXECUTIVE DIRECTOR PABICH: Correct.

DEPUTY MAYOR SNOWDEN: I'm sure folks have already expressed an interest in participating. But if there are others around the table who are interested, they should contact –

INTERIM EXECUTIVE DIRECTOR PABICH: You could just reach out to me and I'll be glad to send you a calendar invite for the February meeting.

DEPUTY MAYOR SNOWDEN: And I imagine the baseline for some of the metrics that we will be reviewing are already outlined in our WIOA --
(Simultaneous speaking.)

DEPUTY MAYOR SNOWDEN: Correct. And we're taking that. We're not reinventing the wheel. It's based off of our performance and accountability section within the unified state plan, which is in alignment also with our One-Stop Certification criteria processes and also with the MOU partner MOUs that we've been working on diligently that we'll hear more about.

MR. FORD: So do you want to --

CO CHAIR JIMENEZ: Yes, just in the interest of time, and I suspect that for the One-Stop Operators annual, it would be helpful to have something in place to kind of guide the work.

So I guess you're working my recommendation and I'm curious what people think. I would suggest I guess a motion that we adopt the nine recommendations as written as a foundational document, and that a team of us, whether it's Chairman Ford, the committee chairs, the leadership take a stab at refining or sharpening some of the metrics and outcomes to report and do some work obviously in between and before the next Board meeting only as a matter of, you know, we only have four meetings of these a year.

It does seem a little bit not necessarily in our best interest to wait a quarter to start moving on these. So I would suggest we start with what we have and we come back. And I would make a commitment to come back and report on some of the sharpened outcomes. So that's a proposal.

PARTICIPANT: It's a motion?

CO CHAIR JIMENEZ: It's a motion which is long-winded.

INTERIM EXECUTIVE DIRECTOR PABICH: Motion for approval then?

MS. HARRIS: Just kind of a comment. So I see –

PARTICIPANT: I'm sorry, now there's a motion. Somebody's got to second and then we go –

MS. SMITH: I second.

MR. FORD: Second? Okay. Questions, comments?

MS. HARRIS: So for the business engagement, I mean, it seems that some of these can be grouped together. So I was trying to look for, you know, one way and one piece where we're talking about surveys and then another.

So that comes under nine, but then also into seven, it seems that that could be a part of seven. That's the business engagement, enhance business engagement. So, you know, numbers. Some of it could be aggregated I think to make more sense, more clarity.

MR. FORD: LaTara, can you send those comments, however, I think those are good comments, to Diane and myself?

MS. HARRIS: Okay.

MR. FORD: So it adds clarity to the structure that –

MS. HARRIS: Yes. So I think we can lump some of these.
(Off microphone comments.)

COUNCILMEMBER SILVERMAN: Mr. Chairman, I certainly think the work is very good. I'm just still unclear how we measure its implementation.

And if that can be a part of the moving forward, like, are we going to get a report every WIC meeting about here's our progress on implementing the recommendations. And I'm still a little unclear about the measurables. I mean, you know?

MR. FORD: Yes. So two really quick things. Yes, we should get a report every WIC meeting.
COUNCILMEMBER SILVERMAN: Okay, great.

MR. FORD: Yes, as part of the February meeting we're going to try to establish what information we do have.

COUNCILMEMBER SILVERMAN: Okay, okay.

MR. FORD: And then develop the new measures. And then Tony, you had one comment on that? I want to make sure.

DIRECTOR TSENG: No, we're in complete agreement.

MR. FORD: Okay. Yes. Yes, sir?

MR. REESE: Yes, I just wanted to say since I seconded, that's how I understand the motion, that it was –

MR. FORD: Yes.

MR. REESE: -- the specifics will include outcomes, specific outcomes. And I just want to, in response regarding seven and nine, because I feel really strongly about seven, I want to say to me they're different, because it seems to me that nine was about making sure that we have good input on how the system is working for its customers, which means job seekers and businesses.

And number seven was very specific about how are we doing in coordinating business engagement in this city because between the agencies that do it, we don't do a very good job of coordination still.

We have excellent business engagement in probably 13 different agencies. And what we need to have is a coordinated business engagement strategy that's coordinated in one place. And ideally, that would be through the WIC or DOES, through the One-Stop because that's where the service issues are made.

And also just in response to Joe's comment regarding people with disabilities, I have the same ambivalence at times about do we get mentioned specifically. But I will say that I believe having met with Tony that I recognize where people with disabilities are in this in terms of coordinating and enhancing partner coordination.

And I think it's all about ensuring that, and this is where we have different committees of the WIC, and I've always made sure that we have staff that attend every one of those committees because people with disabilities aren't affected by one of those committees or by one of the decisions, but by all of them.

And so it's important that we recognize that. And someone referenced people with all different barriers to employment are addressed in each of these.

MR. FORD: Excellent. Time is running short and we do have a few other things to get done. I'll call for the vote. You want to re-state?

CO CHAIR JIMENEZ: The recommendation is that we adopt the One-Stop Operator proposal and that the Executive Committee and other committee chairs and leadership take a stab at refining and sharpening metrics to report back up at the next meeting.

MR. FORD: All in favor?
(Chorus of ayes.)

MR. FORD: Any opposed?
(No audible response.)

MR. FORD: So be it. Directors report.

INTERIM EXECUTIVE DIRECTOR PABICH: Thank you, Director Tseng. Thank you, Chairman Floyd. I don't know if everyone can hear me here. Is that pretty good? Can you hear me down -- oh, good, Dale. All right then. I'll just, I'll --
(Off microphone comments.)

INTERIM EXECUTIVE DIRECTOR PABICH: You want me to go over there?

MR. FORD: Yes.

INTERIM EXECUTIVE DIRECTOR PABICH: Okay. Let's see if I can get myself back here. A lot of year in review. Okay, yes.

Well, in lieu of time here, I would like to provide you with an update on the WIOA implementation from our last Board meeting. So I'll just cover a short synopsis of the One-Stop Certification criterion processes where we are, and also the certification of the -- WIOA memorandum of understandings with the core partners.

So as many of you know, WIC, with the agreement of the Mayor, is responsible for receiving and updating the certification criteria every two years for effectiveness, accessibility, and evaluation of continuous improvement.

In December, the Department of Employment Services submitted their business plan and their application for certification to the WIC for review.

Another part of this process is an on-site review each American Job Center by a third party. On January 11th, 2018, the WIC and the Department of Employment Services co-hosted the American Job Center Certification Kick-Off Meeting where we identified the certification team who will conduct the site view.

The award went to IMPAQ. Did I pronounce that correctly, Mr. Moore? Impact, very good. This on-site review is an essential component of the certification process.

This review gives the Board an opportunity to validate information provided in the operator's application and asks questions that may arise after review of the written materials. This also will provide insight as to the readiness and approval for certification. One of the things that will come out of this on-site review is a recommendation report written with determinations of each American Job Center and summaries for each.

A site visit, a report for the WIC, and Board recommendations will be next with the agreement of the Mayor. And the final report identifying which of our AJCs has been certified to the comprehensive center will go to US DOL.

With that said, I would like to move on to the development process of the Memorandum of Understanding between the Work Force Investment Council and then Innovative Workforce Innovation and Opportunity partners which was a product of six months of intense planning and negotiations with our partners.

The MOU plan development occurred in two phases. Phase one of the MOU addressed service coordination and phase two the shared resources and costs under WIOA with the required partners which identify now how we are going to contribute a portion of their funds or services toward maintaining the American Job Center system.

This is the first time District Workforce System will have MOUs between the Workforce Investment Council and its core partners. As of this week, I was going to say three, but now it's only two MOUs have, as of this week we are just awaiting on two more MOUs to be submitted for final signature. So that's where we are with our WIOA implementation from our last Board meeting that Lauren gave an overview on. Any questions with that?

So with that said, the Executive Committee has asked me to provide the Board with a year in review of 2017 accomplishments. If I were to do that, I would probably take up all your time. As you can see, I've broken down the vast majority by month.

So with that said, another year has come and gone, and I thank all of you. And it was one of progress and one of innovation. We broke ground on numerous initiatives, projects, and made critical headway.

And now there's some noteworthy milestones achieved by the WIC and the WIC Board that now I would like to share with you a few of those favorites.

So with that said, together the economic and workforce alignment committee worked with the WIC staff to streamline the eligible training provider application by removing duplicate tasks and paring it down to three easy steps.

What were the benefits of that? New providers could navigate an application process and be added to the eligible training provider list more efficiently, creating quicker turnaround for approval by WIC staff. Secondly, it led to a more robust, there's that word, list of eligible trainee providers. And then thirdly, it enhanced the number of training opportunities available through the eligible training provider list which led to an increase in the number of skilled job seekers obtaining training in the District.

Secondly, as many of you are aware, the WIC and OSSE grant partnership funded sector partnership grants to serve District adults with high barriers to emolument including low levels of literacy and basic skills.

This model was a great opportunity, blending different funds and resources. First, we blended the innovation fund and the OSSE's title two funding reducing duplication of program and increasing capacity.

The WIC funding will allow for an additional 200 to 300 slots. There were ten community-based organizations that were awarded these grants.

And as many of you already know, you heard from Director Tseng who the WIC developed and created the competitive procurement process for the One-Stop Career Center.

In September 2017, grant associates awarded the One-Stop contract where they were tasked with what we call the CAR is the acronym, coordination. In conjunction with the WIC for DC residents and in direction with the WIC of the American Job Center's service delivery model to identify potential gaps in connecting to partners, training, apprenticeships, and businesses through data analysis, measuring from the beginning to end in accordance with the Workforce Innovation Opportunity Act guidelines and key performance indicators.

In conjunction, another role of theirs will be to provide recommendations. The shared information with the WIC and adherence with WIOA regulations that will allow for more streamlined and equity of services to benefit the District residents towards the path to middle class.

So with that said, today as you all heard from Director Tseng, he has now incorporated into all of our overall services and housed at the Minnesota location.

So you can see, there's numerous accomplishments from all of you. There you go.

And one other area that I would like to highlight is the career pathways community of practice. The Workforce Investment Council created a career pathways community of practice which is in line with the strategic plan and recommendations from the Career Pathways task force.

As many of you may say, what is a community of practice? A community of practice is a resource and a tool to provide the opportunity for District adult education and workforce providers and partners to work collaboratively on improving quality coordination of services to the District of Columbia's residents.

So what this does is facilitate the professional development and technical assistance and training. So in addition to that, though, we have created a virtual community portal. Has anyone taken the time to see that which is on our website?

This virtual community portal has developed, has a connection. So what it is, it's a robust list, it's almost like a library. It's a robust connection where you can learn and earn, learn from other peers in terms of what are successful stories, what are successful approaches, what are successful models.

You can actually look at workforce related events. There's topical blogs. And in conjunction with that, you can find information related to the labor market information. It's a huge tool. I suggest, highly suggest you look at it and see what type of resources that are out there on the DCWorks.DC.gov. And lastly, you all heard about the dashboard, I don't need to repeat anymore on that. And then most importantly, the designation which the District first received in 2012 came with sanctions and requirements along with submission of a corrective action plan and monthly progress reports.

This certainly reflects the vast improvements that have been made at the WIC and the Department of Employment Services where US DOL identified that we were off of high risk.

So those are just a few of the key highlights that I wanted to glance over in a review of the 2017. But at this time, in closing, it was an honor and privilege to serve as the interim executive director.

And I look forward to assuming my role as a deputy director and supporting our new Executive Director Todd Lang who will be officially in his position as of the first week in February. So with that said, welcome aboard.

MR. FORD: Thank you. Thank you, Diane. As Deputy Mayor Snowden talked about, we have a lot to be proud of, and I want to make sure this Board really, really sees this. So I really thank you so much for your leadership, Deputy Mayor. And thank you for reminding about this.

Okay, guys. We need report outs. Two minutes. I'm going to ask my old partner in crime, Stacy, to give people the cue. Who is going to do the Employment Services Committee?

INTERIM EXECUTIVE DIRECTOR PABICH: I will go ahead and give a short overview. But you can start since everyone's heard from me already.

MR. FORD: So let's get Stacy.

MS. SMITH: Hi, everyone.

MR. FORD: And for purposes of time, if you guys can sort of line up over there and get ready.

MS. SMITH: Good afternoon, everyone. Congratulations, Chairman Ford. I'm excited for you and still look forward to working with you on my new committee. You're not going too far.

MR. FORD: No, no.

MS. SMITH: It's been a privilege and an honor, and I've been very fortunate and blessed to have you by my side. So thank you for your support and encouragement.

I would like to thank Deputy Mayor Snowden for her support, and I have to say it's been an amazing partnership with working with the Director Donald because from 2015 to 2017, it should go as a business leader, I have seen such great improvement.

And so for anyone who has not had an opportunity to partner where you're providing employment services for District youth, adults, returning citizens, work with them and then you can see the improvement just from the two years that I've been working with them.

So Odie is not in here, but I want to make sure that he is recognized for the amazing improvements that I see on a day-to-day basis working with DOES as a business leader. So it is amazing. And I continue to look forward to the changes for 2018.

So for my youth meeting, we had on January 10th, which right after that I went to Councilmember Silverman's hearing for SYEP, we were looking at increasing our essential skills, soft skills and career pathways and other life skills for young adults.

We're looking to incentivize companies to work with youth including apprenticeships and mentoring. Just as Councilwoman Silverman has stated, we have so much opportunity and we cannot be the only business doing what we do, as well as finding those demand generators and partnering.

And then build cultural awareness and inclusion among providers and job seekers. I had the opportunity to work with a couple SYEP participants not only through opportunity, what would be categorized as an opportunity, but young adults that come from affluent families that actually went through SYEP. So those are the best practices and inclusion that we need to find out what works well and what doesn't work well.

I will not bore you with anything else, but you can actually if you have any questions, please reach out to myself or Chairman Ford and we look forward to 2018.

MR. FORD: Yes, ma'am, thank you.

MS. PLATER: Good morning. And I will meet the two-minute warning. My name is Queenie Plater, I'm with Sibley Hospital. And I chair along with my colleague, LaTara, the Economic Workforce, and Alignment Committee. And two of our committee members also are here today, that's Tony and Nathan.

Our goal is to increase access to impactful and effective training, increase business engagement, increase knowledge to labor market information, and to increase the number of training programs.

Our activities to support these goals including outreach to businesses to provide opportunities for those trained through the eligible provider training list, and we're about to host our second annual eligible provider training forum in the spring of this year.

We meet monthly either via conference call or in person. And our next meeting is this Friday, January 22nd at Sibley Hospital. Thank you very much.

MR. FORD: Very good. Hey, Joe, are you still on the phone?

MR. ANDRONACO: Yes, I'm here.

MR. FORD: You're up.

MR. ANDRONACO: All right. So -- the implementation committee. We worked with the committee that's tasked to produce some deep dives based on interest. In the past year, our deep dive was on one stops which coincided of course with the One-Stop Operator coming on Board.

We executed a mystery shopping report with actual unemployed individuals from the City and we have some recommendations from that. We actually have also prepared a best practices report. It is not completed yet, and with help from staff and perhaps some of my committee members to do so.

The areas where I think it's lacking is on some of the existing best practices the City is doing, as well as the section on disabilities. But otherwise, it's actually great document. We spent hundreds of hours in viewing other workforce committees as well as finding out more about what the DC is up to.

So that has been what we have been up to in this year. We were asked, perhaps we thought maybe the implementation committee could help with the Executive Committee.

And the overwhelming response from the committee was on engaging the business sector, not necessarily just on the Board, but also engaging the business sector to use the DOES, the City services for employment. Thank you.

MR. FORD: Thank you, Joe. Appreciate that. You want to give the --
(Off microphone comments.)

MR. FORD: Employment Services Committee report?

MR. ANDRONACO: Oh, actually, sorry. One more thing.

MR. FORD: What?

MR. ANDRONACO: Also, Diane put us in touch with the folks in the Mayor's office on eight friendly activities. And we're working closely with Gail Kohn and Mary Terrell at DOES to ensure that the, you know, the age-friendly work program the Mayor has going on is also incorporated into our services. Thanks, sorry.

MR. FORD: Thank you.

INTERIM EXECUTIVE DIRECTOR PABICH: Thanks, Joe. And our Chairman, Darryl Wiggins is not able to be here today, he's out on a business travel. So we are the Employment Services Committee. And our strategic impact goals for this year are to develop an ecosystem that creates linkages, create greater access and increases alignment by reporting actionable data metrics.

So developing an ecosystem workforce that links all programs. The committee thought that might be really important is creating a model or a graph that you can visually look at that says where do we all connect in this workforce development system. Where is DHS in this, where is Department of Employment Services, where is business, the chambers, the unions, and industry associations to connecting not only to the core programs but the individuals in the District of Columbia.

So with that said, we've been working diligently with our chairman to create this graphic that you'll be seeing here in the future to give input in to see how we're intertwining all our workforce development system which includes those community-based organizations that we typically also leave out and how does this really speak to tomorrow.

So thank you.

MR. FORD: Thank you so much. I will make one comment of Enlightened, my company, participated in one of the programs that we're currently in where essentially we brought on four new people to be under a training program.

I wanted to give an update because it's a testimony to what's happening. One young lady that I think we're going to hire, when she first started she was scared to speak because English wasn't her first language. She's from Nigeria.

She now is getting into marketing and getting into some technical, in which technology initiatives in which she never even thought she would do.

Two of the other individuals of which one is 72 years old is going to go back to school thinking about cybersecurity. And I thought that was so cool for somebody that's 72. And she said I would have never even thought about this unless I was exposed to it.

So, two individuals, I don't think we're going to hire because they want to both go back to school. And then the other individuals we're kind of thinking on what she wants to do in finance. I say this because Stacy brought up some points in terms of getting engaged in companies using programs that the City already has. And so this is a win-win where my commitment was setting up a viable training program and having a commitment of my staff to train individuals and spend time with them.

The City's commitment was we can help underwrite those as long as you commit to training, and if they're viable, to hire them. And so it's a win-win. I just want to encourage that because I have no new resources. And I was encouraged talking about the aging. Somebody 72 is saying I think I can do cyber, and I thought that was so cool.

So I just put that out as some things that we should continue to do and push that forward.

MS. HARRIS: Mr. Chairman, I just wanted to add as we get the committee reports when we were in the retreat, we all uncovered that oh man, we can use what you did and --
(Simultaneous speaking.)

MR. FORD: Yes.

MS. HARRIS: -- individual what you did. And I'm not sure that I'm feeling a way for us to come to that space. I don't know if it's a, you know, monthly check in with the committee chairs or whatever it might be.

But I think that there are, you know, something you may be able to do to kind of spread because I think what you're using and then what we've done in our committee could be, you know, helpful across the Board.

MR. FORD: No, I think it's important. We talked a little bit about how we could make sure that we -- three months is a long time. And somebody talked about how we can effectively communicate in between those timeframe. So Carlos and I talked about that earlier and we're going to get back to you guys. I want to open it up for public comment.

DEPUTY MAYOR SNOWDEN: Can you go to the mic.
(Off microphone comments.)

MR. FORD: So they can hear. If anyone else has public comment, you can line up. That way we can hear you and see you.

MS. MOGHADDAM: Good afternoon, everyone. My name is Azita Moghaddam, I'm from ASM Educational Center. We are one of the original training providers for the Department of Employment Services.

I wanted to, first of all, thank you, Diane, for your amazing work as an Executive Director, and I look forward to working with you.

As a part of this ecosystem that we are, we are one of the -- actually, I have to say we started serving the needs, the training needs of the District of Columbia over 17 years ago. So we started our first DOES candidate in 2001.

So we've seen a lot of changes, and we are the largest IT training provider. We have, based on some new policies, we are having as a training provider some challenges with our invoicing. And I wanted to, I understand today is not the day to talk about it meaning as far as coming to a decision.

But it is a serious issue that is affecting our role as a training provider to help the District of Columbia residents. And I know there are some other training providers here. We're all facing similar issues, and I wanted to have a way for us rather than investing and, in my opinion, wasting our time chasing after getting reimbursed for training DOES students.

I want us to help them find jobs after they have been trained.

MS. SMITH: Can you give us an idea? Like, a few ideas of what problems there are?

MS. MOGHADDAM: Yes.
(Simultaneous speaking.)

INTERIM EXECUTIVE DIRECTOR PABICH: And Azita, we want to commend you and thank you. Your efforts being a stellar training provider for the District and regionally has been tremendous, and we recognize your efforts based on your annual performance, and we see the numbers, and we see how many successful students you've been training in the industry of information technology and other aspects.

One of the, and the most recent things, is we've had a lot of transition with the Office of the Contracting and Procurement. And so I hear what you're saying.

And if after the meeting if you want to meet with me so I can move that forward and talk to the Director of the Office of Contracts and Procurement which is housed under the Department of Employment Services to really do some deep dives and see where the gaps are, how we can move this along and answer your questions. Okay? I'll have to do a little research, but I would love to chat with you afterward.

MS. MOGHADDAM: Would you still like to hear an example?

MR. FORD: For purposes of time, if you guys can take that offline, I would love for her to be able to do that.

MS. HARRIS: I'll come over and talk to you.

MS. MOGHADDAM: Thank you.

MR. FORD: I want to respect time. We're a little bit after.

MS. MOGHADDAM: Sure, thank you.

MR. FORD: But please do so that way we can, if you want to be able to talk, that would be great. So thank you.

MS. MOGHADDAM: Thank you, Chairman.

MR. FORD: Any other comments? Sir?

MR. WYNN: Good afternoon, everyone. My name's Joe Wynn, an Air Force Veteran with the Veterans Enterprise Training and Services Group. We are also an eligible training provider.

I just wanted to bring to the Council's attention and the Committee's to take into consideration some of the challenges that we are facing with some of our DC residents who are seeking, particularly in our case we're doing IT training.

We have been engaged in a model of IT training that's an accelerated learning model. Employers want to get people trained quickly and get them into the workforce kind of in lieu of going the long way with community college and a four-year degree, even though that's needed too.

But some of the challenges and to think about ways to address them, some of the barriers that individuals come into the programs with within the model of the training period of time is difficult for them to successfully not just complete the training but to pass the certification exams.

The certification exams are established across the country by the industry. However, we have individuals who have been out of the learning environment for a long period of time. So they need additional time for study.

There's also, you mentioned a few months back OSSE and WIC worked together to put out a grant to work with individuals who had a lot of barriers to employment to try and find ways to bring an adult literacy conceptually and contextually within the learning environment in addition to the occupational skills training.

We as training providers are receiving limited amount of funds for the occupational skills training, but we need the adult literacy part too in order for our residents to be successful.

So I just want to bring that to your attention. We are being challenged with it. We are bringing in additional people to address it, but we still need to help collectively.

MR. FORD: Thank you. Thank you for your service, also, sir. We appreciate that. Two things just to note on the technology piece. One of the things that we're seeing is trying to get folks together so we can have some synergies in terms of some of the things that we're doing.

And so for those of you that don't know, Tygressa Jones is my Chief of Staff. So she's going to be helping me coordinate certain activities and that's going to be important in the technology arena.

Another initiative that I'm personally going to do really quickly is to pull together a lot of them, and Carlos and I talked about this, organizations around the businesses, whether it's the DC Chamber, the Hispanic Chamber, the Restaurant Association, the Hotel Association, anybody that is hiring individuals.

And one of the things we want to make sure we do is we got a commitment on some of the jobs that they have with the skill sets that they need because specifically, I talked to Washington Gas in the new acquisition. They said they have several people that they need to lay the pipes in the street. They committed to 50-some jobs if this merger goes through. So, or more. So my question to them, this happened last week, was if you can tell me the exact skill sets, we can then train folks to have those jobs.

And so that's going to be one of my initial initiatives just because I'm pretty plugged into the business community. I will send that out for more information because we're going to need assistance with those guys.

I asked Angela to help me on that particular project because she's plugged into the Hispanic community in making sure. But that's going to be an initial project, so I wanted to talk to you about maybe hosting that over in your neck of the woods, and then bring these business organizations with their businesses with commitments for jobs. That should then drive training, and then jobs. So that's where we want to go from there.

Any other comments from the public? Todd, welcome again.

EXECUTIVE DIRECTOR LANG: Thank you so much.

MR. FORD: You have anything, comments?

EXECUTIVE DIRECTOR LANG: Just briefly. In interest of everyone's time, I just want to say it's an honor to be here today. It is truly an honor to be here today and to get to meet so many of you.

I'm absolutely astounded by having this opportunity. I've been looking, I've been targeting DC for quite a few years because of the innovative things that the City is doing. And I'm really excited to make an impact serving with the Bowser administration and working with Deputy Mayor Snowden.

I hope to meet with all of you individually once I get down here. I'll be moving down in nine days. So look forward to an invitation, and I thank you in advance for your time.

I have lots of ideas from what I've observed so far, but I also want to be humble and know that there's a lot that I don't know that I'll remind people to help teach me. I know you're looking for new ideas, and we're going to do that together. But there's a lot to learn about the level of DC system literally and figuratively that I have.

So I welcome your thoughts and comments on that. So thank you again, and I'm really looking forward to getting to work on behalf of DC residents and job seekers and business owners. Thank you.

MR. FORD: Thank you. I was excited when I talked to Todd because he comes with a lot of confidence and a lot of great backgrounds. But the first thing he told me was Antwayne, I want to make sure I'm coming there to learn.

And to then add value because I've seen too many people come into Washington and crash and burn because they don't take the time to understand that there's no one like Washington in the country. So we're a complex but great city. And so I really appreciate it. So I'm asking you guys when he calls and says let's sit down, to take that call and take that meeting because I think that would accelerate.

We want to give Todd the best support that we can. Okay? Other than that, all business done? Motion to --

PARTICIPANT: Motion to adjourn?

MS. SMITH: Second.

MR. FORD: All in favor?
(Chorus of ayes.)

MR. FORD: Let's rock.
(Whereupon, the above-entitled matter went off the record.)