

10-11AM Breakouts: Costing Subcommittee and HVAC Orientation

Costing Subcommittee Participants

- Valerie Stegemoeller-Co-lead
 - Adrian Lopez-Co-lead
 - Samantha Masters
 - Gretchen Thaller
 - Marilyn VanOostrum
 - Elisia Anderson
 - Allison Bowen
 - Cam MacKenzie
 - Karen Howell-Clark
 - Martha Skiles
 - Rene Toolson
 - Laura Alfani
 - Nelly Mbajah
 - Liv Woodstrom
 - James McCafferty
 - Tim Kelly
 - Susan Yang
 - Erica Hallock
 - Erin Kerrigan-note taker
- External (non-member)
 - New member

Costing Subcommittee

In-person: stay in this main room

Virtually: continue to stay in this main zoom room (HVAC Meeting-Link 1)

<https://zoom.us/j/98529928209>

Meeting ID: 985 2992 8209

HVAC New Member Orientation

In-person: move to the breakout room

Virtually: use HVAC Meeting-Link 2

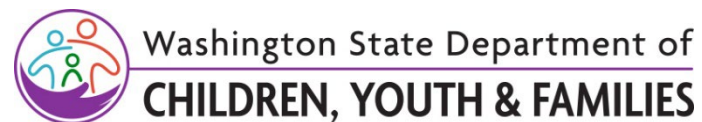
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Meeting ID: 912 4670 3133



Costing Subcommittee

February 2, 2023



Work underway at DCYF

Model-specific approach

- Mapping out in detail the *implicit and explicit* service activities (model fidelity) and DCYF and funder requirements, starting with PAT
 - *Explicit: PAT providers must offer group connections in addition to performing home visits*
 - *Implicit: Providers must perform outreach to recruit/enroll families*
- Assigning those requirements across organizational staff and estimating time commitments of each activity
 - What do these activities look like? How much time does this take? By who/m?
- Documenting gaps

Non-HVSA provider engagement

We have established communications pathways for our HVSA LIAs but do not currently have a structure for non-HVSA providers.

- Newsletter
- Office hours
- Contract specialists

Non-HVSA provider engagement

- **In thinking about a model-by-model approach**, does this group have any ideas or connections for facilitating engagement with statewide providers?
 - Nurse Family Partnership (NFP)
 - Parents as Teachers (PAT)
 - Parent-Child Plus (PC+)
 - Outreach Doula
 - Family Spirit
 - Early Steps for School Success (ESSS)
 - Early Head Start (EHS)
 - Child-Parent Psychotherapy (CPP)
 - Steps Toward Effective, Enjoyable Parenting (STEEP)

Home Visiting Advisory Committee Orientation

February 2, 2023

Welcome! We are so glad you are here.



Member Onboarding

What Will We Do to Help You Be Successful?

- ❖ Provide an orientation to the HVAC and our work in the community.
- ❖ Connect you to additional training, resources and information as needed.
- ❖ Commit to open communication, and to utilizing feedback to improve experiences as an HVAC member.

Current Process

1. DCYF/ Start Early WA agree on potential members to reach out to
2. Reach out with invitation to join committee, providing information on HVAC and past activities
3. Confirm membership acceptance, share orientation manual and schedule 1 hour call with co-lead most appropriate
 - Introductions, role of the co-leads
 - Review orientation manual
 - Any questions they may have
 - Membership commitment
 - Subcommittee engagement
 - Next steps for communication and upcoming meeting to attend

Home Visiting Services Account Purpose

(1)(a) The home visiting services account is created in the state treasury. Revenues to the account shall consist of appropriations by the legislature and all other sources deposited in the account. All federal funds received by the department for home visiting activities must be deposited into the account.

(b)(i) Expenditures from the account shall be used for state matching funds for the purposes of the program established in this section and federally funded activities for the home visiting program, including administrative expenses.

(ii) The department oversees the account and is the lead state agency for home visiting system development. The nongovernmental private-public partnership supports the home visiting service delivery system and provides support functions to funded programs.

(iii) It is the intent of the legislature that state funds invested in the account be matched by the private-public partnership each fiscal year.

(iv) Amounts used for program administration by the department may not exceed an average of ten percent in any two consecutive fiscal years.

(v) Authorizations for expenditures may be given only after private funds are committed. The nongovernmental private-public partnership must report to the department quarterly to demonstrate investment of private match funds.

(c) Expenditures from the account are subject to appropriation and the allotment provisions of chapter 43.88 RCW.



Home Visiting Services Account (17B) Structure

- The 17B account is the name of the Home Visiting Services Account where all revenues and expenses related to the Home Visiting program are deposited or charged to, respectively
- It is a dedicated account (*distinct from the state general fund*) and funds deposited into the account can be carried into future years if not fully spent within the year of deposit
 - This is unique compared to how many programs are funded. Often, if programs do not spend their funds within the fiscal year, they do not have the opportunity to carry them forward for use in later years
- The 17B account includes all federal and state sources of HV funding

HV Sources of Funding

- Federal
 - MIECHV Formula Grant
 - MIECHV Rescue Funds
- State Contracted
 - TANF (Department of Social and Health Services)
- State Deposit
 - DCA (Dedicated Cannabis Account; portion of cannabis tax funds designated for Home Visiting)
 - Previously called I502
 - Dedicated General + Proviso
 - Provisos (SFY20-21 & SFY22-23)
 - Fair Start Act SFY23



Home Visiting Advocacy Committee Purpose

The Home Visiting Advisory Committee (HVAC) is in [statute](#) with the purpose to advise the “Home Visiting Services Account (HVSA) partnership regarding research and the distribution of funds from the account to eligible programs.” The committee provides oversight and strategic direction to Washington State’s home visiting systems building and expansion of services.

Goals

The goals of the committee are:

- ❖ Establish a consistent and effective process to gather feedback from stakeholders regarding home visiting and advise leadership regarding home visiting direction.
- ❖ Utilize data to understand community need and disperse funding to communities that could benefit most.
- ❖ Support home visiting services in being integrated and accessible in communities so that families can access services that fit their needs.

Home Visiting Advocacy Committee Purpose

The HVAC advises in the distribution of HVSA funding investments which are informed by a number of values developed through the collaborative work of Washington's many home visiting stakeholders, including the HVAC. The HVAC will continue to ensure the investments are meeting the values which include:

- 1. A Portfolio Approach:** The HVSA is invested in using a portfolio approach to fund a range of models and programs, supporting home visiting that will meet the needs of diverse communities and populations.
- 2. Diverse Representation:** The HVSA is invested in ensuring the portfolio of funded programs includes representation from diverse geographic, racial, and cultural communities.
- 3. Funding a Range of Capacity:** The HVSA is invested in granting funds to programs and organizations with a broad range of capacity, including high-capacity, moderate-capacity, and low-capacity programs.
- 4. Grantee Participation:** The HVSA fosters participatory engagement with grantees across technical assistance and evaluation processes.

Member Role & Duties

Membership Characteristics

- ❖ Passionate and dedicated volunteers from the community who represent the diversity of Washington State and whose expertise and perspective can contribute to the goals of the HVAC.
- ❖ General knowledge of home visiting.
- ❖ Committed to diversity, racial equity and inclusion.
- ❖ Knowledge on the early learning system or family support services in Washington State.
- ❖ Willing to learn about community issues, analyze synthesized data, and identify solutions at a system-wide level.

Roles and Responsibilities

- A. Have an understanding of the home visiting landscape
- B. Purpose agenda topics to discussion in committee meetings when topics of interest arise.
- C. Provide feedback in order to ensure that final decisions are compatible with state-level policy including applicability, practicality, and sustainability
- D. Attend regularly scheduled committee meetings and special meetings
- E. For those that are willing, regularly participate in a subcommittee



Member Commitment

Ability to participate in quarterly meetings, with at least 2 opportunities to meet in-person. Committee meetings will be held once every quarter with the expectation that members attend at least three meetings per fiscal year. Members may need to devote time to reviewing documents and notes in preparation for scheduled meetings. Occasionally, special meetings will be scheduled in response to matters that are time sensitive and or need additional attention. There are opportunities for those that are willing to participate in subgroups within the HVAC and take on leadership positions as desired.

Conflict of Interest and Confidentiality

All HVAC members are required to submit a Conflict of Interest Disclosure Form. A conflict of interest does not disqualify the member from HVAC membership, but organizations in a position to benefit from HVAC funding decisions are not permitted to vote on funding parameters. Members are also required to sign a Confidentiality Agreement.



Conflict of Interest

The Home Visiting Advisory Committee (HVAC) is intentionally comprised of members from diverse professional experiences and areas of expertise to inform its funding decisions about the Home Visiting Services Account (HVSA). Input from actors that are directly affected by HVAC decisions is essential to responsive and responsible decision-making, but also requires a clear conflict of interest policy to ensure that home visiting funds are being distributed equitably and objectively.

The following types of relationships with organizations that receive or could receive home visiting funding from the HVSA constitute a conflict of interest and should be disclosed to the advisory committee. Involvement with an organization extends to the HVAC member's spouses/partners and dependents and covers any involvement during the past 12 months, whether or not still current.

Relationships include:

- **Salary** or position funding (partial or full) or “in-kind” support of program
- **Consulting fees or honoraria** including honoraria from a third party, gifts or in-kind compensation for consulting, lecturing, travel, or other purpose
- **Grants, contracts, subcontracts**, or any other compensation arrangement
- **Officer, trustee, Board member, or any other fiduciary role**, whether or not compensation is received for service
- **Other financial benefit** (please specify)

Conflict of Interest continued

If you are aware of these or any other relationships with an organization that might be perceived by others as potentially influencing your objectivity in decisions about HVSA funding, please disclose the relationship in accordance with the procedures below.

Members must submit a signed Disclosure Form (below) annually and on any other occasions requested by HVAC leadership. Disclosure Forms must also be completed and signed at the time of appointment to the HVAC. Members have an ongoing obligation to disclose any potential conflict or duality of interest about HVAC decisions. In other words, members must disclose any conflict or duality of interest that arises after the submission of this form. Each subsequent disclosure must describe the nature of the real, perceived, or potential conflict of interest and all facts known relating to it.

The attached form will be received by HVAC Chairs to determine whether any disclosures constitute a conflict or duality of interest. HVAC Chairs will have the right to inquire further with regard to your disclosure and, in the event they determine there to be a conflict or appearance of conflict of interest, they will determine your eligibility to serve as a voting member of the HVAC. The existence of a relationship as defined above does not necessarily imply ineligibility to serve, but rather that participation in some matters may be modified or avoided; in particular, members with a conflict of interest will not be eligible to vote on matters pertaining to funding decisions. These abstentions will be noted in the minutes for the meeting.

The responsibility for identifying a potential conflict of interest rests with the member. If you have any questions as to whether or not there is a conflict, you should first address the matter with HVAC leadership.



Confidentiality Agreement

The Home Visiting Advisory Committee (HVAC) is in [statute](#) with the purpose to advise the “Home Visiting Services Account (HVSA) partnership regarding research and the distribution of funds from the account to eligible programs.” All members of the HVAC were selected based on the vital insight needed to achieve this goal. While not engaging in specific model advocacy work, the HVAC provides crucial support to Washington State’s home visiting systems building and expansion of services.

As a member of the Home Visiting Advisory Committee (HVAC) I understand that I have access to confidential information used to enhance the decisions and work of the Home Visiting Service Account (HVSA). I understand that all the information through the HVAC accessed by me in the course of my membership work is confidential unless indicated otherwise.

I hereby agree to:

Keep the deliberations of the HVAC and any and all information, whether verbal or in the form of papers, documents, assessments, electronic communications, or in any other form or format, which comes into my possession or knowledge in my capacity as a HVAC member and relates to the HVSA, confidential unless given authorization from HVAC leadership that the material may be shared.

Not divulge, publish or otherwise make known to unauthorized persons the sensitive information from the HVAC about the HVSA to maintain the integrity of the committee’s decisions.

Maintain the obligation to keep confidentiality described in the above paragraphs both during my period as an HVAC member and at any and all times thereafter.

I have read, understand and agree to abide by the terms of this Confidentially Agreement as a condition of my service as a Home Visiting Advisory Committee member.





Subcommittees

Workforce Development, lead by Nina Evers (DCYF)

- Using an equity lens the subcommittee will focus on identifying a variety of ways to build supportive teams throughout the state in efforts to build sustainability in the workforce.

Data & Evaluation, co-led by Martha Skiles (DOH), Gretchen Thaller (Thurston County)

- Provide data guidance that helps programs to provide rigorous, high-quality data with minimal reporting burdens. By providing common understanding of what data is collected for and providing guidance on analysis the subcommittee will strengthen the use of data to guide policy and programs.

True Cost, co-led by Valerie Stegemoeller (DCYF) & Adrian Lopez (BSK),

- The ad-hoc subcommittee provides support and guidance to DCYF and Western Washington University for work underway to develop cost models for each of the nine home visiting service models that DCYF currently funds, in line with the June 2022 HVAC Recommendations, and explore alternate payment methodologies. The intent of this work is to strengthen the HVSA through the development of a transparent, equitable, and sustainable funding approach, both for sustaining current providers and guiding future growth.
- Meeting during scheduled HVAC meetings and ad hoc meetings as group sees fit
- Not a requirement to participate or part of HVAC membership commitment

Logistics – Costing Subcommittee Participation

- Valerie Stegemoeller-Co-lead
- Adrian Lopez-Co-lead
- Samantha Masters
- Gretchen Thaller
- Marilyn VanOostrum
- Elisia Anderson
- Allison Bowen
- Cam MacKenzie
- Karen Howell-Clark
- Martha Skiles
- Rene Toolson
- Laura Alfani
- Nelly Mbajah
- Liv Woodstrom
- James McCafferty
- Tim Kelly
- Susan Yang
- Erica Hallock

- External (non-member)
- New member



Logistics – Subcommittee Participation

Workforce

- Nina Evers-**Lead**
- Adrian Lopez
- Cassie Morley
- Katie Hess
- Leigh Hofheimer
- **Alison Bowen**
- Amanda Madorno
- Laura Alfani
- Izumi Chihara
- Caroline Sedano
- Marcy Miller
- Katie Eilers
- Ivon Urquilla
- Bridget Lecheile
- **Leanne Crippen**
- **Elisia Anderson**
- **Cynthia Turrietta**
- Liv Woodstrom

Data and Evaluation

- Martha Skiles-**Co-lead**
- Gretchen Thaller-**Co-lead**
- Erica Hallock
- Samantha Masters
- Rene Toolson
- Kasondra Branwen
- Ellen Silverman
- **Trissa Schiffner**
- **Janey van den Broek**
- Marilyn VanOostrum
- Laurie Lippold
- Nelly Mbajah
- Catherine Blair

- **External (non-member)**
- **New member**





HVAC Voting Process

Decision Making Procedures: shared with HVAC initially to understand types of decisions the HVAC may encounter and approved ways the group can vote on decisions. Voting styles would be picked based on the type of decision at hand. Included was:

Voting Privileges: It is a general rule that no one can vote on a question in which they have a direct personal or monetary interest. Members will have the responsibility to vote based on the conditions met by the decision at hand. All voting members must have a signed Conflict of Interest and Confidentiality Agreement.

Staff Members comprised of the Trio (DCYF, DOH and Start Early WA) will not have the ability to vote on decision making to uphold an independent and unbiased voting process and decision making made by voting HVAC Members.

In case of multiple HVAC members from the same agency are represented, only one member will participate in the vote. HVAC members of the same agency are encouraged to discuss their vote amongst themselves to put forth a vote representative of their agency.

While it is the duty of every member who has an opinion on the question to express it by their vote, no committee member may be compelled to do so. A committee member may choose to abstain from voting.

Absentee Voting: In a strictly deliberative assembly, no member can vote who is not physically present when the decision is presented to the Committee.





HVAC Voting Procedures

- One HVAC member from each agency represented will vote
- All voting members must have a signed or reviewed Conflict of Interest and Confidentiality Agreement
- Votes will be kept confidential and anonymous

Note: These voting procedures were previously adopted by HVAC

Home Visiting Advisory Committee Meeting

February 2nd, 2023



WELCOME!!!!!!!

- **Let us begin by acknowledging that this meeting is being held on the traditional, seized lands of the Duwamish People, who have stewarded this land throughout the generations and pay respect to elders both past and present.**
- Celebrate the opportunity to be in community together.
- What you might be bringing into the room.
- Self Care Permission

Introductions

At your table:

- Name
- Organization and Role
- Share: An interesting, proud or awesome photo on your phone. Share the details about your photo!





Welcome new members!



Agenda

11:00-11:30	Welcome & Introductions
11:30-11:50	System Updates
11:50 -12:30	Impact of COVID-19 Pandemic on NFP Home Visiting Service Delivery and Family Participation'.
12:30 -1:00	Lunch
1:00-1:30	Equity/Engagement RFP Update (Workforce Recommendations)
1:30-2:10	Data & Evaluation/ Workforce Subcommittee Breakouts
2:15-2:30	Closing

Advocacy Updates





Advocacy Updates

Erica Hallock

Start Early Washington/ Lead of the Home Visiting Advocacy Coalition

- Overview of session

Notes from Olympia: <https://startearly.org/where-we-work/washington/email/>



Systems Update





MIECHV Reauthorization

- Congress passed their final year-end spending package which included the Jackie Walorski Maternal and Child Home Visiting Reauthorization Act.
- This ensures MIECHV is not only funded for five-years, but it also increases funding for the program and makes other important improvements.

Workforce Appreciation Incentive – Status Update

- Key highlights include:
 - \$1.2M Approved for over 330 home visiting program staff
 - Contracts, Invoices and Payments processing now
 - Community-informed processes



Child Abuse Prevention: Upcoming Public Awareness

- February: Parent Recognition Month
 - Unsung Heroes – Partnership with Seattle’s Child
 - New Coloring Book – Debuting end of February
- April: Child Abuse Prevention Month
 - Pinwheels Available for Order – Now
 - Capitol Pinwheel Planting
 - Lots of great materials, messaging supports available as well!



MIECHV Reauthorization

- Key highlights include:
 - Doubles the federal investments over 5 years starting in fiscal year 2023
 - Doubles the tribal set-aside from three percent to six percent starting in fiscal year 2023
 - Dedicated funding for workforce support and retention
 - Allows for use of virtual home visiting as a model enhancement to an approved model but requires that all home visiting models provide at least one in-person visit per year.

Impact of COVID-19 Pandemic on NFP Home Visiting Service Delivery and Family Participation

February 2, 2023 | Brynn Stopczynski and Izumi Chihara | HVAC Meeting





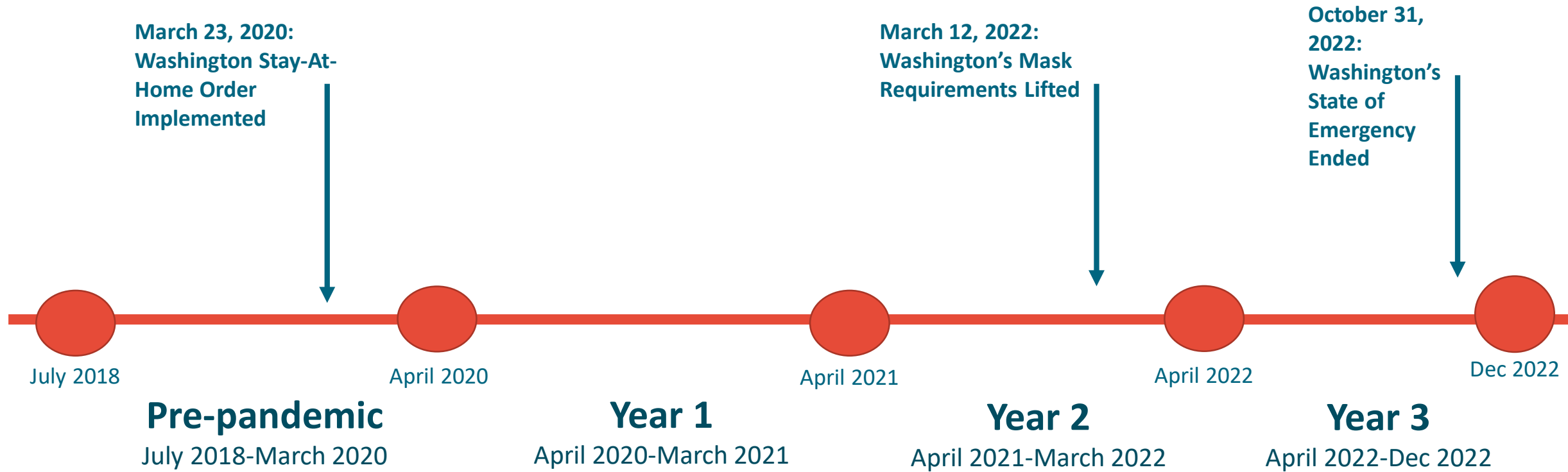
Evaluation Objectives

- To describe who was served before and during the pandemic
- To describe how home visiting practices may have changed during the COVID-19 pandemic compared to pre-pandemic
- To describe how family participation and family engagement may have changed during the pandemic compared to pre-pandemic
- NFP as an example

Agenda

- Background
 - Timeline for Analysis
 - Description of sample
- Home Visiting Service Delivery
 - Encounter Method
 - Duration
- Family Participation
 - Father and Grandmother Participation
- Patterns of Participation
- Q/A

Analysis Timeline



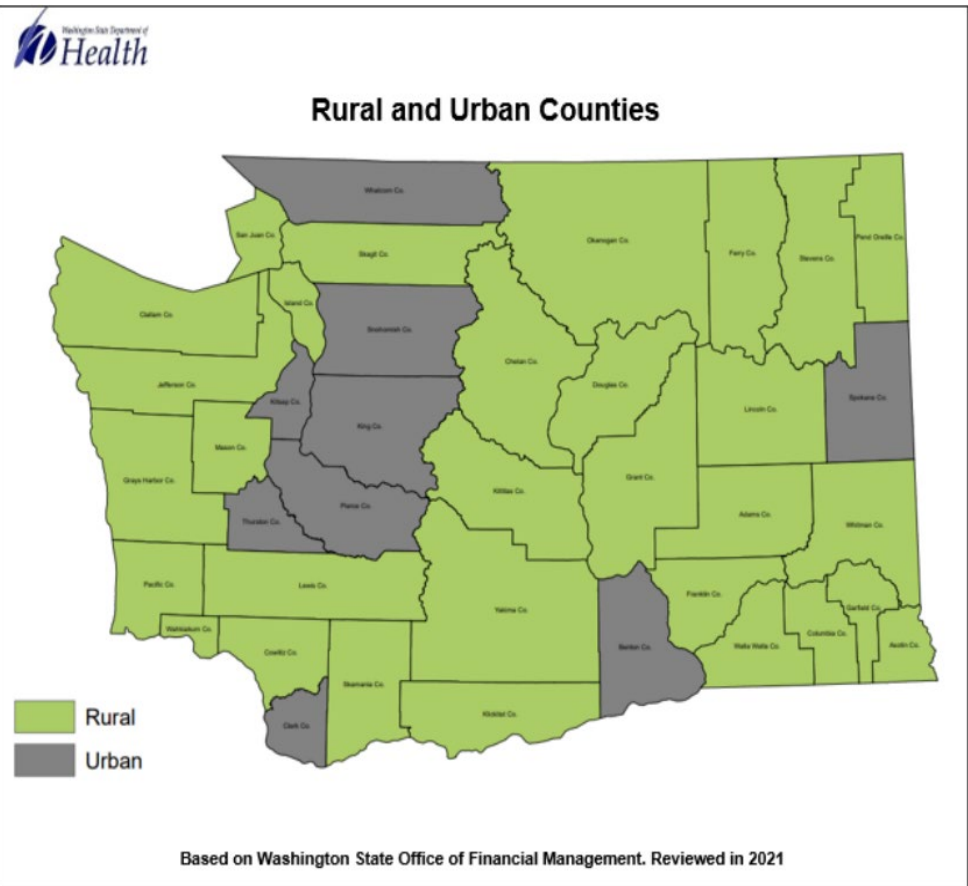
Inclusion Criteria

- Encounter Participants= Client and/or Child
- Encounter Reason= Deliver Program Content
- Duration \geq 10 minutes
- Encounter Methods
 - In-person
 - Video
 - Phone
 - Other (Email, Text, Other Method, Home Drop Offs)

Total NFP *Guardians*:
3,322
Total NFP *Encounters*:
64,971

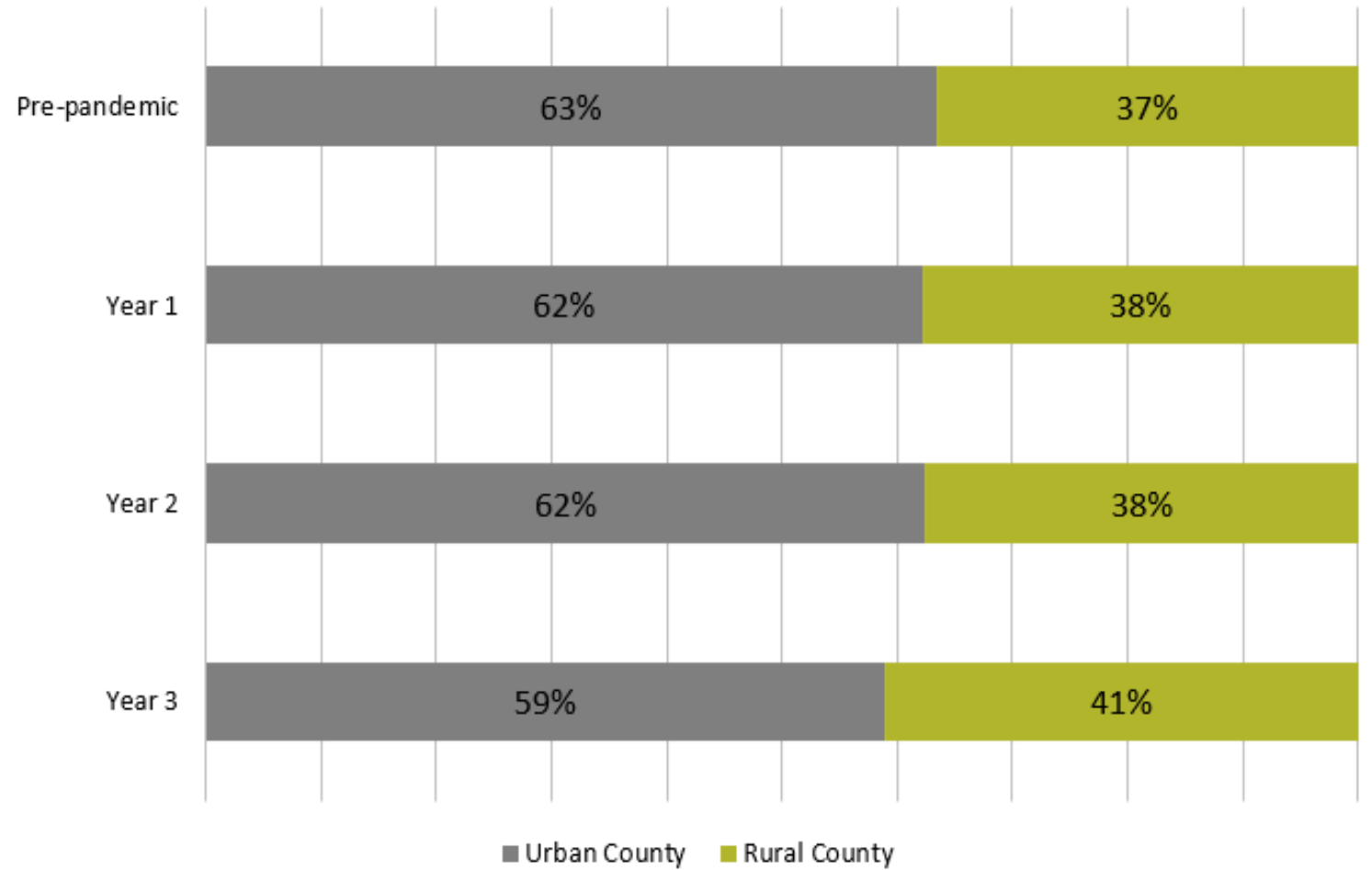
Who is being served before and during the pandemic?



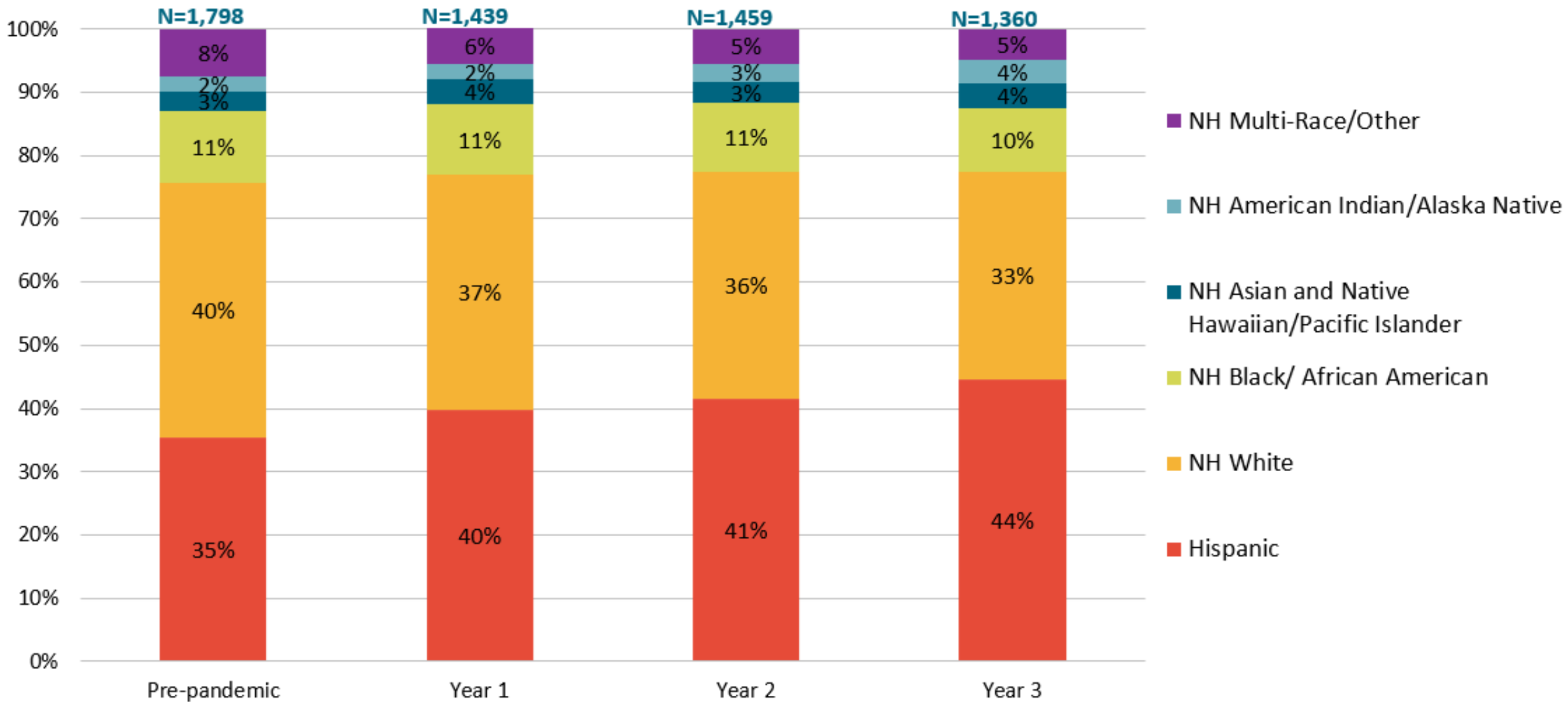


[Rural Urban Counties Map, reviewed in 2021 \(wa.gov\)](https://www.wa.gov)

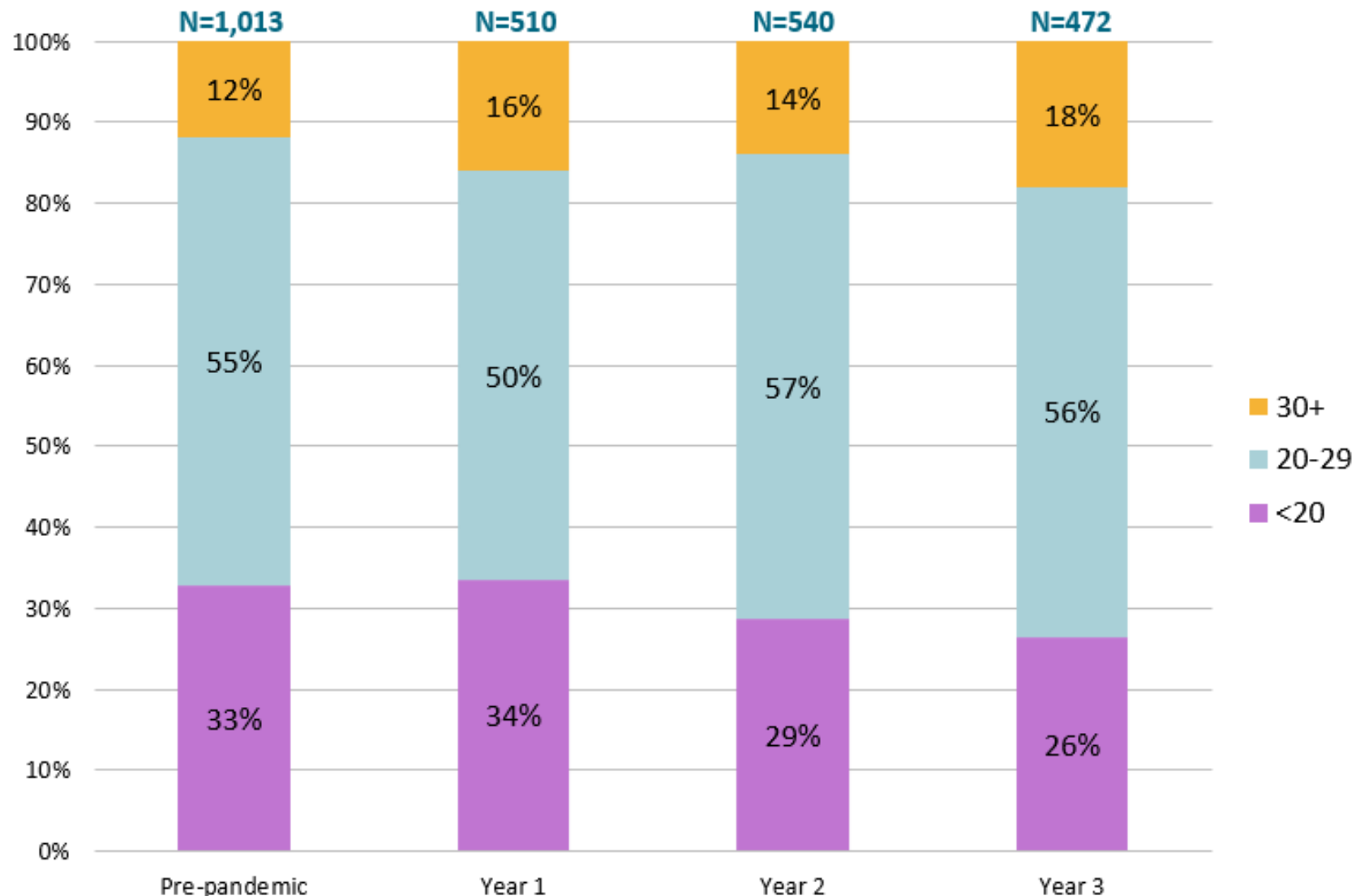
Where are NFP Clients Living? Urban and Rural County Categorization



Race/Ethnicity of Participating NFP Clients



Age Distribution of Newly Enrolled NFP Clients



There is a significant association between age at enrollment and time of the pandemic. Fewer teenage clients were being served during the pandemic.

Additional Takeaways from Sample

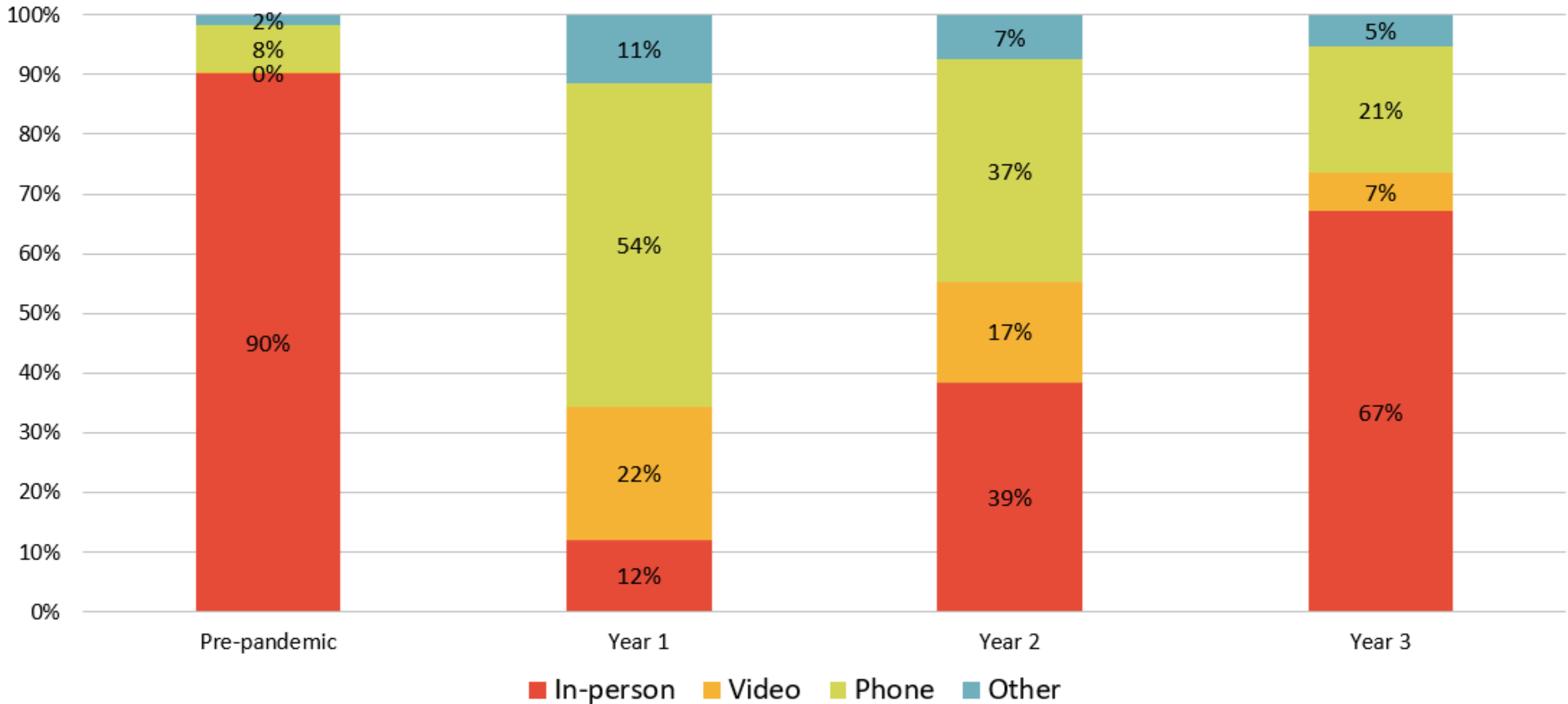
Approximately 50% of participants reported being married or co-habiting with a romantic partner

Opportunity to look at other factors that could have been impacted by the pandemic, such as education

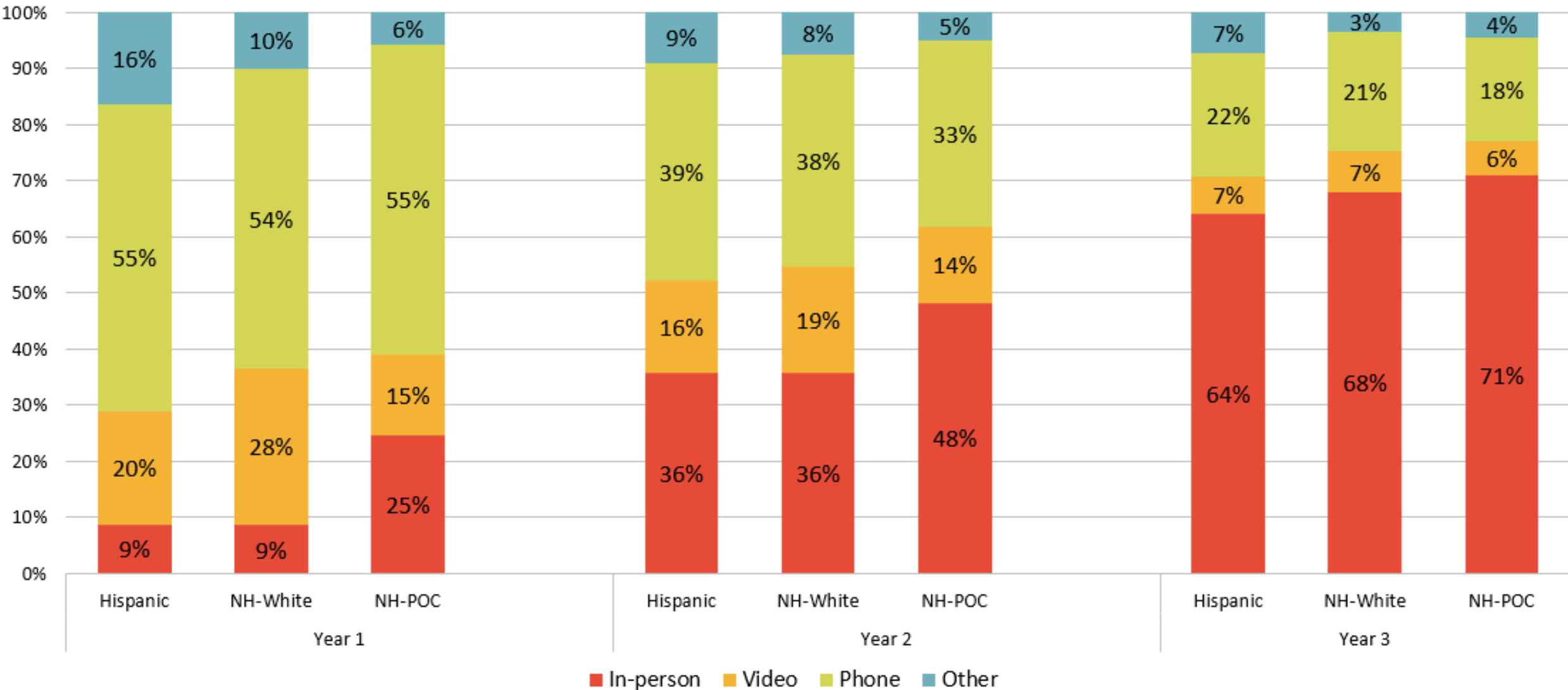
Home Visiting Practices: Encounter Method and Duration of Visits



Proportion of NFP Encounters by Encounter Method



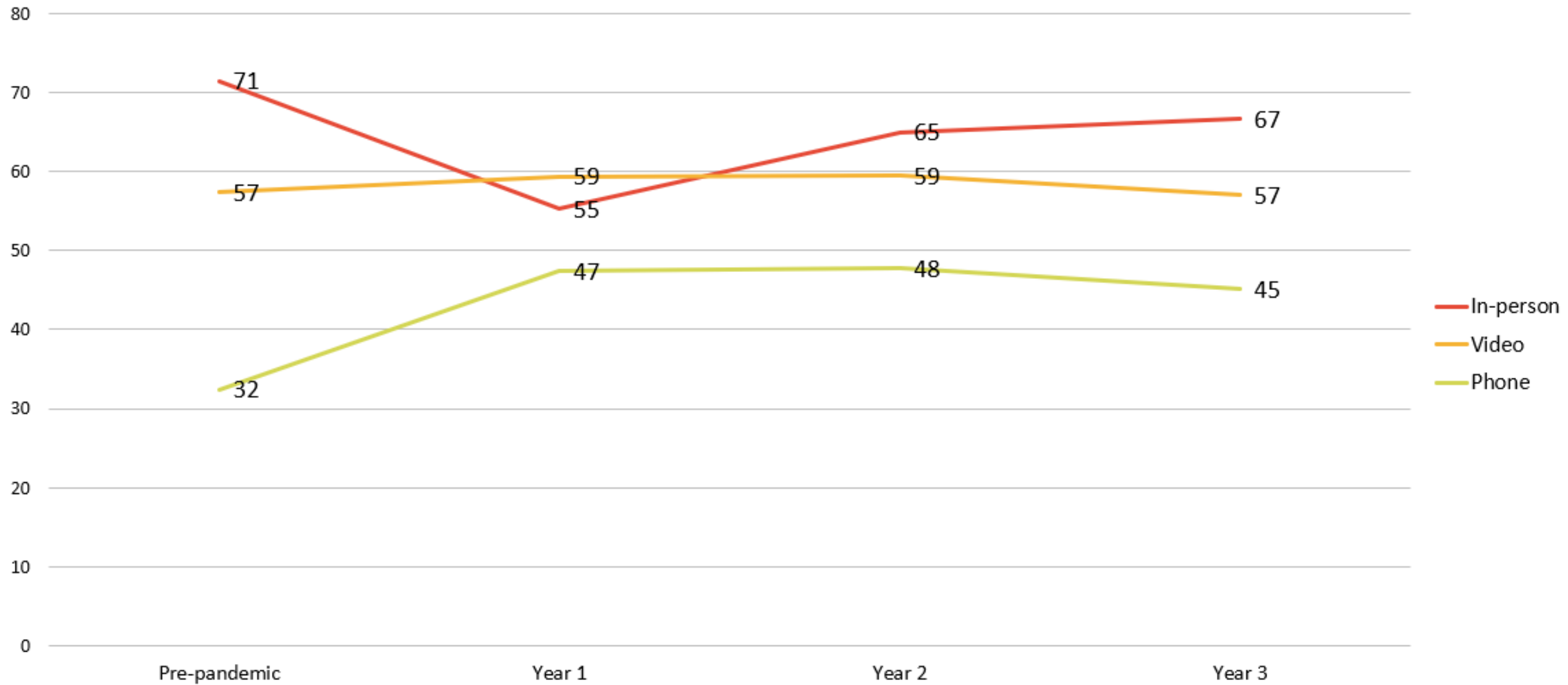
Proportion of NFP Encounters by Race/Ethnicity and Encounter Method



Washington State Department of
CHILDREN, YOUTH & FAMILIES



Average Duration of NFP Visits by Encounter Method and Pandemic Timeline

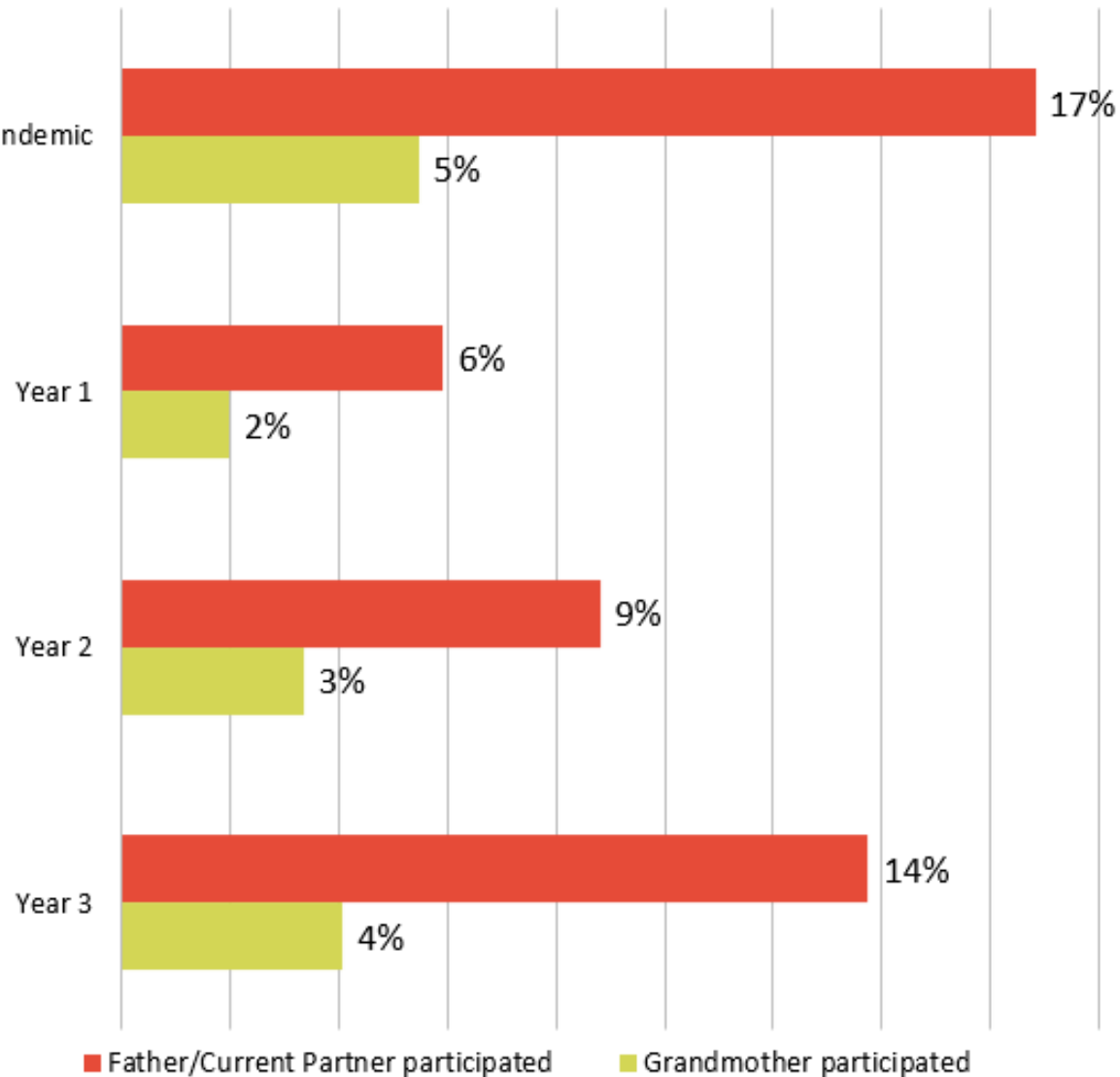


Family Participation

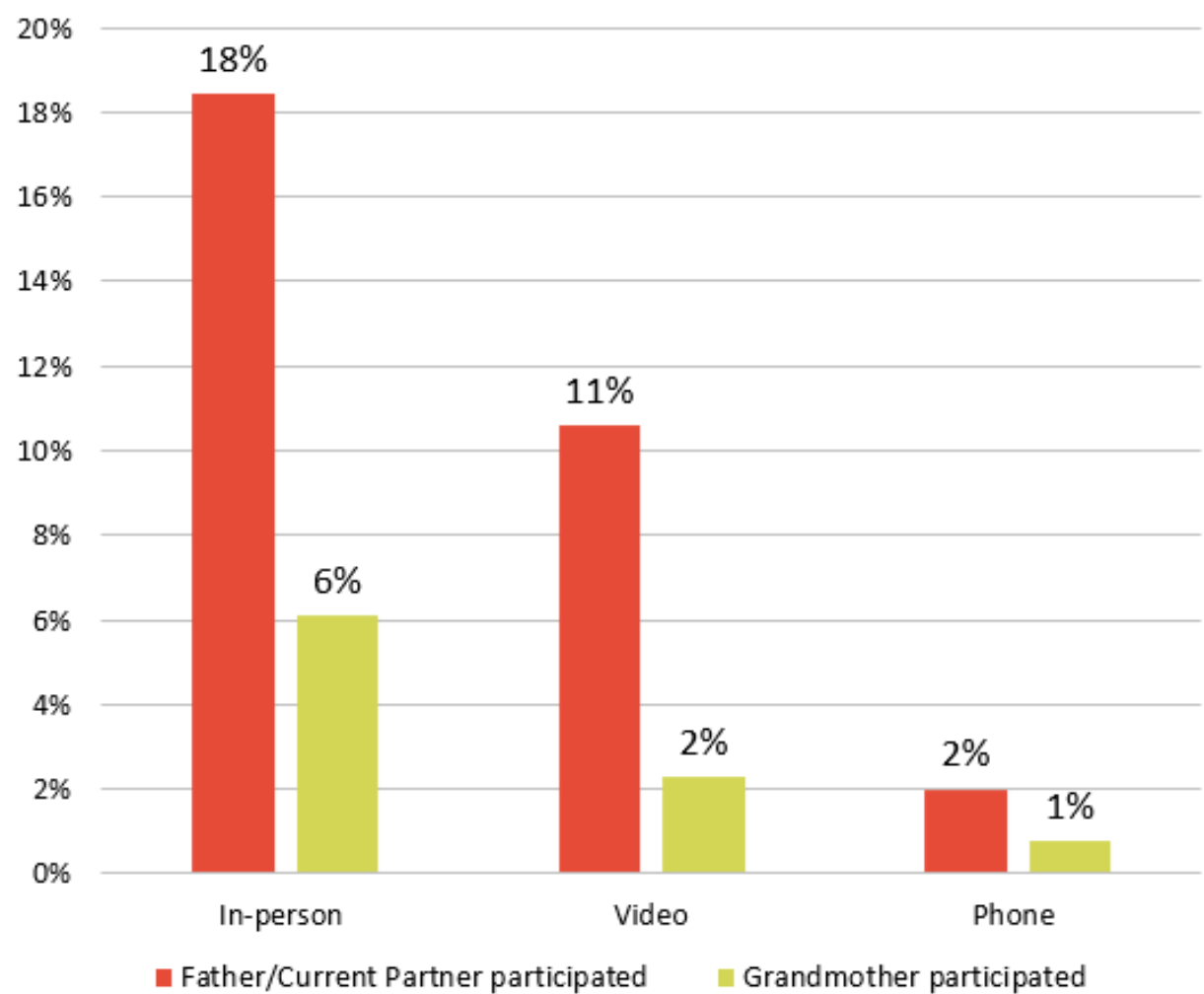




Father/Current Partner and Grandmother Participation



Father/Current Partner and Grandmother Participation by Encounter Method, Combined Timeline (Pre-pandemic-Year 3)



Additional Father/Current Partner Participation Takeaways

Participation was **slightly higher** in fathers/current partners that are married and/or co-habiting with a romantic partner

No significant association between father/current partner participation and prenatal/postpartum home visits

Takeaways

Virtual (video and phone) visits are decreasing as the pandemic shifts towards an endemic phase, though 54% of visits were virtual during the second year of the pandemic

A significant increase in length of phone visits was seen with the onset of the pandemic

- Fathers/current partners and grandmothers only participated in 2% of visits conducted via phone

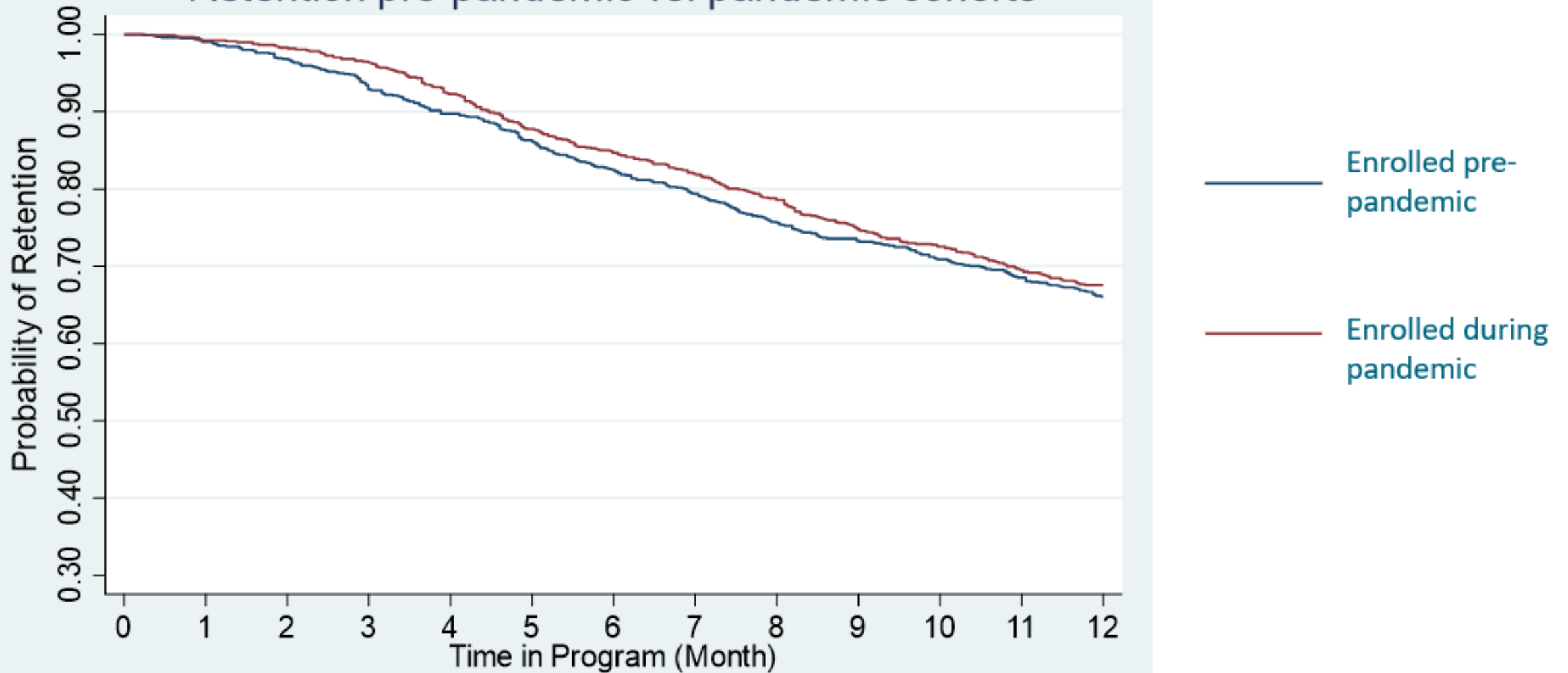
NH-POC had higher rates of *in-person* visits during Years 1 and 2 of the pandemic compared to Hispanic and NH-White clients

Average length of home visits by encounter method did not significantly differ by racial groups

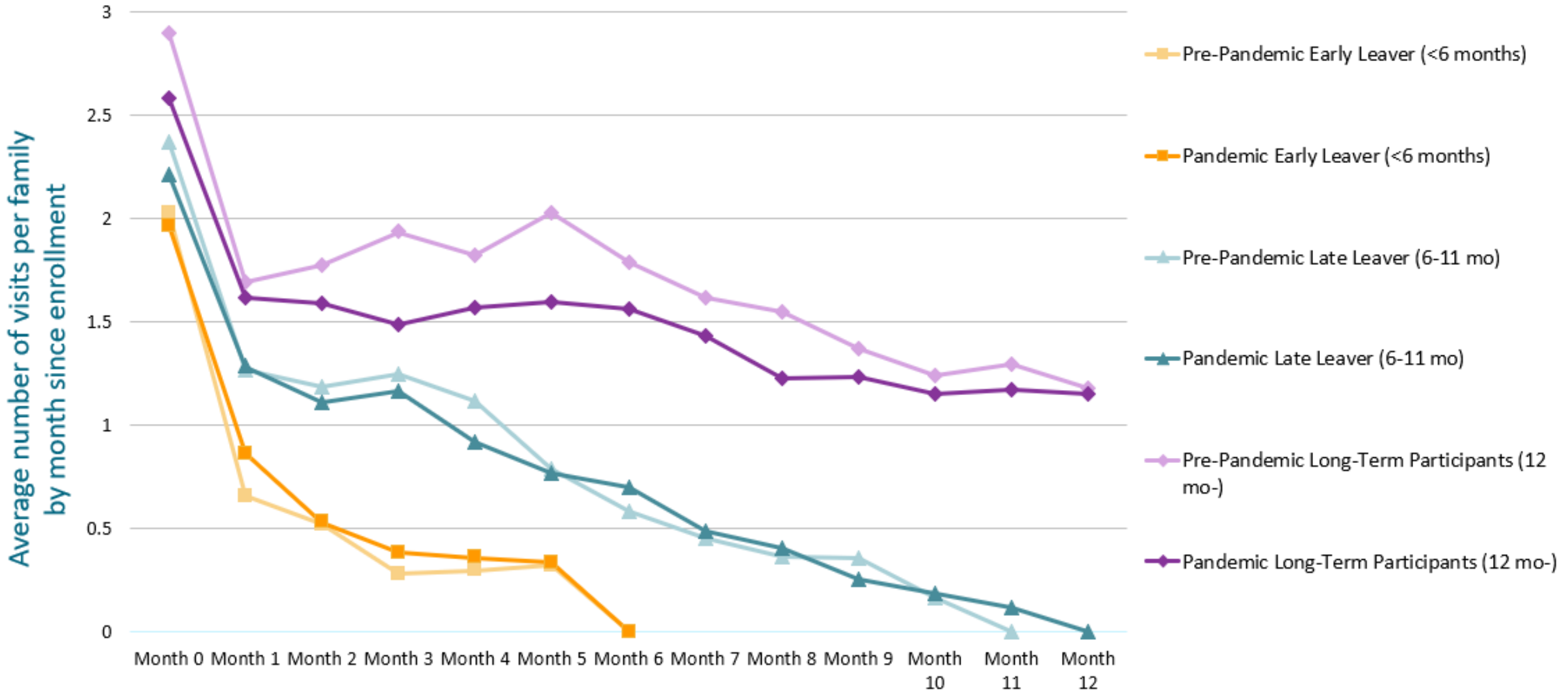
A Look at What's to Come: Retention and Participation Patterns



Retention pre-pandemic vs. pandemic cohorts



Patterns of Participation, Pre-Pandemic and Pandemic Enrollees



What's Next?

Additional participation/retention analyses with NFP and other models

Family engagement analyses with PAT

Thank you!

Contact:

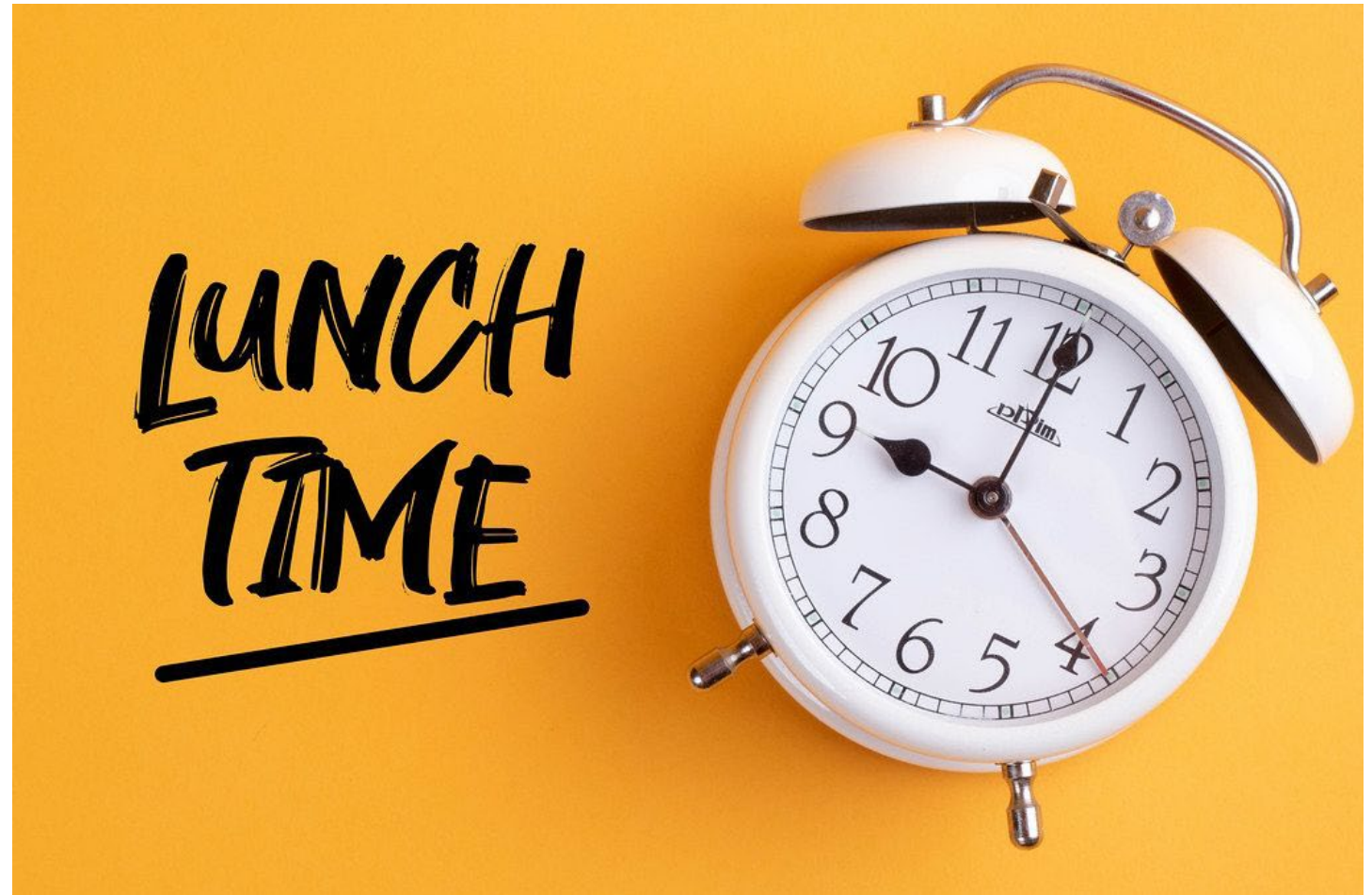
Brynn Stopczynski and Izumi Chihara

brynn.stopczynski@doh.wa.gov

izumi.chihara@doh.wa.gov



Grab your lunch
and socialize.
Back together in
this room in 30
mins. ENJOY!!!



Equity & Engagement RFP



Centering Wellbeing for Communities, Families and Workforce



Source: *Contracting for Transformation Toolkit*
https://www.fullframeinitiative.org/cat_resources/systems-change

Social connectedness is the experience of having people we can count on, being valued and counted on by others, and the experience of belonging.

Stability is the experience of predictability, the presence of the familiar (what is around us) and the knowledge that a small challenge won't trigger a cascade of crises.

Safety is the experience of manifesting core parts of one's identity (e.g., race, religion, sexual orientation) without being in physical or emotional danger.

Mastery is the experience of being able to influence one's future, relationships and/or situation; of there being a correlation between one's efforts and outcomes; and of having options and purpose.

Meaningful Access to Relevant Resources acknowledges people's need to meet their needs that are material (e.g., food, shelter), without shame, danger or great difficulty in ways that are relevant to them



Five HVAC Workforce Recommendations that address:

- **#1 Wages:** DCYF should develop an approach to raising wages across the field which also intentionally redresses: a) racial wage inequities in the system and b) positional wage disparities (i.e., disparities between home visitors and supervisors) in the system. (3 key strategies)
- **#2 Access to Professional Development:** Increase HVSA training and professional development to ensure a workforce that can address the full range of needs of Washington families. (4 key strategies)
- **#3 Workforce Recruitment:** Develop infrastructure to recruit and retain a workforce that is representative of communities and families served through the HVSA. (2 key strategies)
- **#4 Workplace Wellbeing:** Invest more deeply in resources that advance organizational and systems changes to support the mental health, well-being, and retention of a diverse home visiting workforce. (2 key strategies)

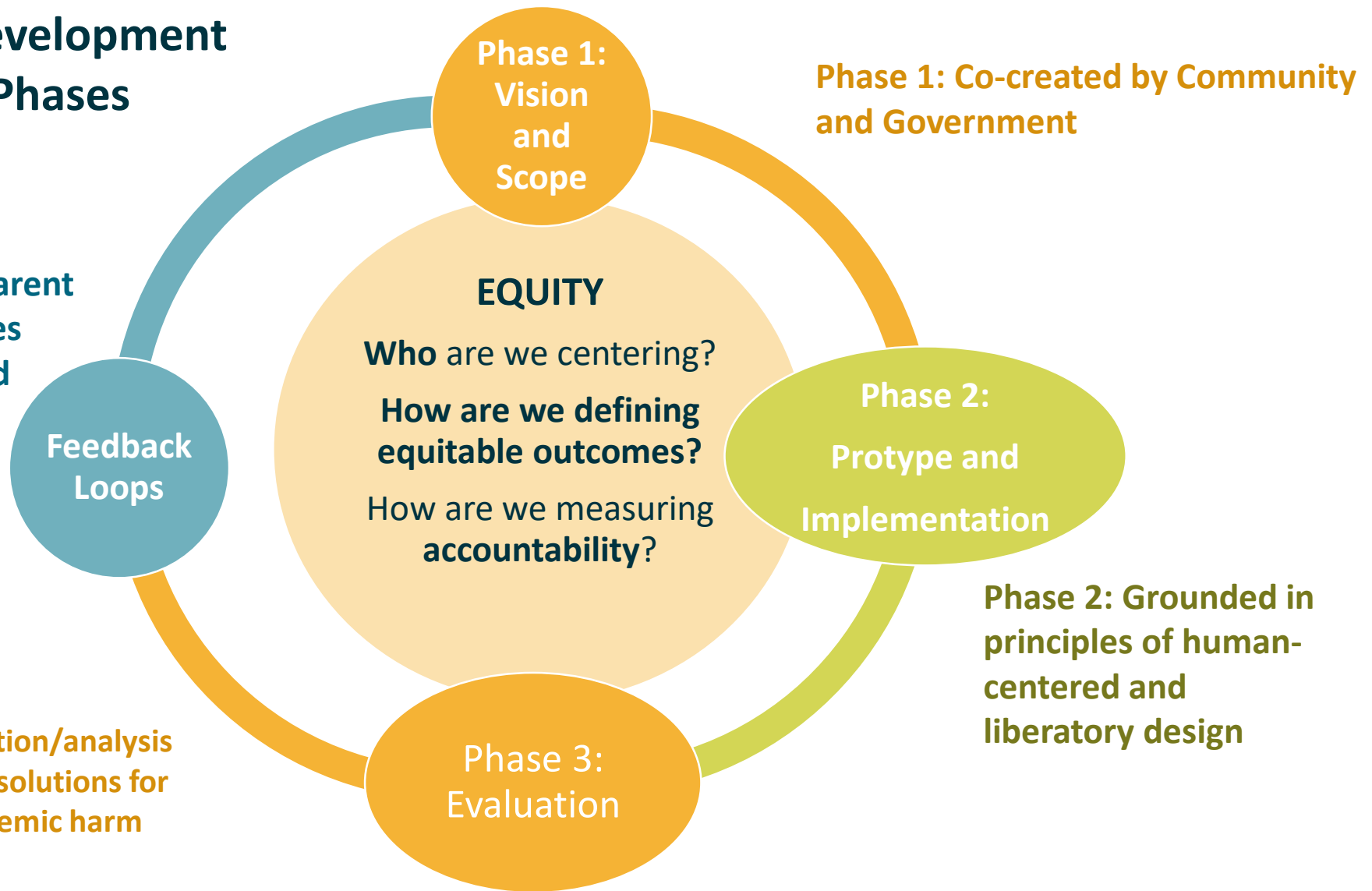
Workforce Development Recommendation #5: Engagement

Provide time and resources needed to equitably implement policies that elevate the experience and voices of communities, families, the home visiting workforce, LIA's, and model developers.



Workforce Development Engagement Phases

Phase 4: Timely, transparent communication practices about data received and outcomes developed



Phase 3: Data collection/analysis to inform equitable solutions for those closest to systemic harm

Procurement Planning for Equity and Facilitation Expertise SFY23-24





Centering Equity and Wellbeing in Engagement: What Does Vision and Scope Look Like?

- Formation, Make Up and Authority of a Community Committee
 - *Who Makes Up this Committee: Positionally, Racially, Geographically*
 - *How is Participation Supported: Compensation*
- Refining Goals for Overall Project
- Creating Engagement Structure and Installation Steps
- Develop Structure and Budget to Support Robust Community Structure



Jamboard Activity



Thinking about Workforce Recommendation #5's focus being to “elevate the experience and voices of communities, families, the home visiting workforce, LIA’s, and model developers” what are your thoughts and recommendations on a *Co-Defined Community/Government Committee Guiding the Workforce Recommendations Work:*

- **Who’s at the Table:** Positionally, Racially, Geographically
- **How’s Participation Supported:** Compensation

Subcommittee Breakout



1:30-2:10 Subcommittee Breakouts

Workforce

- Nina Evers-Lead
- Nelly Mbajah
- Adrian Lopez
- Cassie Morley
- Katie Hess
- Leigh Hofheimer
- Alison Bowen
- Amanda Madorno
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- Leanne Crippen
- Elisia Anderson
- Cynthia Turrietta
- Liv Woodstrom
- Khadija Morgan-note taker

Workforce

In-person: move to the breakout room

Virtually: use HVAC Meeting-Link 2

<https://zoom.us/j/91246703133>

Meeting ID: 912 4670 3133



Data and Evaluation

- Martha Skiles-Co-lead
- Gretchen Thaller-Co-lead
- Erica Hallock
- Samantha Masters
- Rene Toolson
- Kasondra Branwen
- Ellen Silverman
- Trissa Schiffner
- Janey van den Broek
- Marilyn VanOostrum
- Laurie Lippold
- Catherine Blair
- Erin Kerrigan-note taker

Data & Eval

In-person: stay in this main room

Virtually: continue to stay in this main zoom room (HVAC Meeting-Link 1)

<https://zoom.us/j/98529928209>

Meeting ID: 985 2992 8209



Workforce Subcommittee Agenda: Pre-RFP Work





Subcommittee Share-out





Thank You!