Meeting Minutes

Date: Friday, January 11, 2019
Location: Denver Metro Chamber of Commerce, 5th Floor Conference Room
1445 Market St, Denver, CO 80202

Agenda Items

1. Call to Order, Welcome & Introductions
   - Denver Workforce Development Board (WDB) Chair Maggie Bolden welcomed everyone and called
     the meeting to order at 11:45 a.m.
     - Guests at the meeting included: Kelly Bowes, Denver’s Early Childhood Council (DECC); Krystina
       Brickley, Denver Public Schools (DPS); Dawn Coleman, Cochlear; Liz Conley, Colorado Department
       of Labor & Employment (CDLE); Nathaniel Cradle, Venture for Success; Josh Davies, Center for
       Work Ethic Development; Matt Dodge, DPS; Judith Emery, Colorado Urban Workforce Alliance;
       Erin Gager, DECC; Nicole Kramis, DPS; Maddy Lawson, Hope Communities; Lynne Lombard, DPS;
       Alex Monk, DPS; Stacy Naine, GCC of America; Paxton Oliphant, Center for Work Ethic
       Development; Paris Sherman, ResCare Workforce Services (ResCare); Dorothea Steinke, Literacy
       Coalition of Colorado; Arsys Subiadur, DPS; Matthew Sweeney, Community College of Denver; Devin

Attendance

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<th>Yes</th>
<th>No</th>
<th>Board Members</th>
<th>Category &amp; Industry</th>
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<tr>
<td>Y</td>
<td>1</td>
<td>Robert Andrews, DenverWorks</td>
<td>Workforce Partner</td>
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<td>Y</td>
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<td>Corry Avery, Sheet Metal Workers’ Apprenticeship Training Institute</td>
<td>Labor – Training</td>
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<td>Maggie Bolden, Palace Construction (CHAIR)</td>
<td>Business - Construction</td>
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<td>Mary Broderick, IBEW Local #68</td>
<td>Labor</td>
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<td>Sara Butz, Black Creek Group</td>
<td>Business – Prof. Services</td>
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<td>Lynda Campbell, Stonebridge Companies</td>
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<td>7</td>
<td>Bryan Cook, Associated General Contractors of Colorado (AGC Colorado)</td>
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<td>Valerie Greenhagen – Center for Employment Opportunity (CEO)</td>
<td>Workforce Partner</td>
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<td>Ahmed Hassan – Colorado Technology Association</td>
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<td>Joseph Herold – Design Thinking Denver</td>
<td>Business – IT</td>
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<td>Kelli Kelly, PCL Construction Enterprises, Inc.</td>
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<td>Barbara Lindsay – Emily Griffith Technical College (EGTC)</td>
<td>Local Adult Education</td>
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<td>Elise Lowe-Vaughn, CO Department of Labor &amp; Employment (CDLE)</td>
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<td>Mark Miller, Pipefitters #208</td>
<td>Labor</td>
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<td>Turid Nagel-Casebolt, Denver OED - Business Development (Sarah Murphy)</td>
<td>Economic Development</td>
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<td>Fabiana Nardi, Green Hat Web Solutions</td>
<td>Business – IT/Prof. Services</td>
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<td>Lindsey Pacheco, CDLE Division of Vocational Rehabilitation (DVR)</td>
<td>Vocational Rehabilitation</td>
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<td>Holly Reed Sturgon, I4Talent</td>
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<td>Paula Schriefers, Spring Institute for Intercultural Learning</td>
<td>Local Adult Education</td>
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<td>Stephanie Van Cleve-DeHerrera, University of Denver</td>
<td>Higher Education – Hospitality</td>
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<td>Cecilia Velázquez, The Wendy’s Company</td>
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<td>Dan Weinstein, Aon Hewitt</td>
<td>Business – Prof. Services</td>
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<td>Michael Williams, U.S. Immigration &amp; Customs Enforcement</td>
<td>US Government – Youth Program</td>
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<td>Kathy Workman, InnovAge</td>
<td>Business – Healthcare</td>
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Legend: Y=Present; P=Proxy present; R=Regrets/Excused; N=Absent

15 9 24 63% of the Voting Members (VM) attended QUORUM: Yes
Tempton, The Empowerment Program; Matthew Thomas, Concorde Career College; and Shanelle Watts, ResCare.

- Denver Office of Economic Development (OED) and Denver Workforce Services (DWS) staff in attendance included: Tony Anderson, Ken Arellano, Sarah Bennett, Chris Berthiaume, John Fraundorfer, Cindy Gaertner, Anthony Graves, José Miguel Jara Garcia, Marcus Johnson, Ola Kukoyi, Yohannes Mengistu, Liz Ojeda, James Roina, Shonta Trotman, Bret Walker, and Derrick Watson.

2. Workforce Development Board Business
   - **Approval of Minutes.** Corry Avery moved and Mark Miller seconded a motion to approve the November 9, 2018, Board meeting minutes without modification.
     - **Action Taken:** All Board members present voted to approve the minutes; the motion passed.
   - **Officer Elections.** Cecil Velázquez, chair of the Denver WDB’s Governance & Oversight Committee reminded the group that the two-year terms of Board Chair Maggie Bolden and Vice Chair Kelli Kelly are expiring. He expressed that both have done excellent jobs and he relayed that both agreed to serve another term. He asked if any other board members were interested in serving as either Chair or Vice Chair. There were no responses.
     - Cecil Velázquez moved and Mark Miller seconded a motion to re-elect Maggie Bolden as Denver WDB Chair and Kelli Kelly as Denver WDB Vice Chair.
     - **Action Taken:** All board members present voted to approve the motion; the motion passed.

3. Metro Denver Early Childhood Sector Partnership
   - Bret Walker from Denver Workforce Services provided an overview of the Metro Denver Early Childhood Sector Partnership (MDECSP). The MDECSP connects Early Childhood Education (ECE) employers, ECE training providers and the workforce system and is convened by Denver’s Early Childhood Council (DECC). At its launch in September 2018, the MDECSP identified four key initiatives: Workforce Qualifications and Career Pathways, Public Awareness and Funding for Quality/Access; Regulation and Compliance; Mental Health and Social-Emotional Support. The partnership’s planned activities for the upcoming year include conducting a licensing hardship survey to determine which regulations are most cumbersome, providing a fingerprint booth at employer locations or hosting a fingerprint fair to facilitate the required updates, and connecting with Governor Polis’ ECE-related transition teams. The MDECSP’s next meeting is January 29 and anyone who is interested can contact Bret at 720-913-1529 or bret.walker@denvergov.org, or one of the other two conveners:
     - Kelly Bowes, DECC, at 720-644-2568, or KellyB@denverearlychildhood.org
     - Erin Gager, DECC, 720-644-2567, Erin@denverearlychildhood.org
• Bret introduced both Kelly Bowes, DECC’s Director of Professional Practice, and Erin Gager, DECC’s Workforce Solutions Manager, as well as Nathaniel Cradle, Venture for Success (VFS) Prep’s Co-Founder & Chief Strategist, who comprised the Early Childhood Education Panel.
  o Kelly began her overview of the Early Milestones Workforce Initiative by describing the ECE industry’s crisis around teacher recruitment and retention. In partnership with DWS, Mi Casa Resource Center, Community College of Denver (CCD), Metropolitan State University of Denver (MSU Denver), Mile High United Way, Colorado Shines and the Denver Preschool Program, DECC established an “earn and learn” program model to tackle this crisis. A waiver from Colorado’s Early Childhood Leadership Commission allowed this accelerated program to connect a diverse set of participants with CCD and/or MSU Denver ECE classwork provided at community resource centers, employment placement in a quality ECE provider, and professional coaching and skills development support to earn ECE Teacher qualification.
  o Erin reminded the group that the ECE industry also impacts Denver’s economy by allowing all parents to find work outside the home and contribute to their family’s economic success.
  o Nathaniel relayed that although VFS Prep began as a for-profit business, becoming a non-profit entity allowed it to partner with organizations to help address some of the ECE industry challenges and ensure its students successfully transition to elementary school.

• Ola Kukoyi asked the group to comment on how they worked with diverse parents to ensure student success. Nathaniel commented that diversity is important at VFS Prep’s and they ensure their workforce can understand each child’s needs and work one on one with each family. Kelly relayed that the Colorado Shines rating system includes measures on family engagement, communication and diversity. Because studies have shown that children’s outcomes are strengthened when their teachers come from similar cultural, ethnic and racial backgrounds, the Early Milestones Workforce Initiative recruited its diverse cohort of participants from Denver’s child care “deserts” of Globeville-Elyria-Swansea and southwest Denver. Erin agreed that developing cultural competency and relationship building are important skills for the ECE workforce.

• Marcus Johnson asked how DECC was assisting family home-based child care providers. Kelly responded that since Denver does not have enough licensed ECE providers, the “family, friend and neighbor” care is important to the ECE network. Although most are not licensed, DECC is available to provide professional development and support to these providers. Erin commented that most support for ECE initiatives is from federal or state funding and often does not address unlicensed providers. Nathaniel noted that the fees and regulatory requirements of licensing home care centers can be a challenge. He recently reached out to 25 of home centers to offer grant assistance to increase their quality standards, but only three were interested.

• Bret asked the group to discuss the challenges of providing quality services at an affordable price. Nathaniel relayed that he has tried to provide his staff with a livable wage, comparable to that of elementary school teachers. VFS Prep recently partnered with the Buell Foundation to supplement family fees to reduce drop-outs and stabilize enrollment. This allowed him to develop a budget based on a consistent revenue stream and pay staff a competitive wage.

• Bret asked the panel what the Denver WDB and workforce system could do to support the ECE industry and the goals of the Early Milestones Workforce Initiative. Erin responded that continuing current strategies would be helpful: increasing the ECE workforce through further integration of ECE trainers, providers and workforce services, promotion of ECE careers and career pathways and training, and leveraging resources to support individuals transitioning into the ECE workforce. Kelly commented that she is interested in learning about workforce resources available beyond the WIOA on-the-job training funds currently leveraged by the Early Milestones Workforce Initiative. Nathaniel relayed that any way employers or public entities can subsidize ECE costs incurred by families is welcome and supports the ECE industry. Kelly reviewed a list of ECE service providers business costs
and offered to share a video link that provided more explanation of these costs: https://www.youtube.com/watch?v=krejcn2ivYU.

- In response to a question from Cindy Gaertner, Kelly relayed that, although DECC administered a state-funded mini-grant program that could offset smaller expenses, she was unaware of any initiatives to increase public funding to support the business costs of ECE providers.
- Nathaniel relayed that he is excited about participating in the sector partnership because it allows him to develop a comprehensive perspective on the industry. Kelly and Erin are excited to engage in dialogue with employers, education and workforce to identify and address the industry’s challenges.
- Dorothea asked what a livable wage for ECE employees. Bret indicated the average is currently $12 or $13 per hour; Nathaniel relayed his staff earned up to $17 per hour; the median income for the ECE industry is included in the ECE Industry Snapshot and ECE Occupation Snapshots included in the packet.

4. Denver’s Industry Sector Partnerships

- Denver Metro Construction Sector Partnership. James Roina, Business Development Representative for DWS, provided the board with an overview of the Denver Metro Construction Sector Partnership (DMCSP), which was launched two years ago to bring together employers, trainers and the workforce system to address the construction industry’s workforce needs.
  - Key employers participating in DMCSP include Baker Concrete, JE Dunn, Saunders Construction, Heggem-Lundquist and Hensel Phelps. Additional support comes from business associations, including the Association of General Contractors Colorado (AGC), which has frequently provided meeting locations, and the Colorado Home Builders Association. Training programs represented include Construction Careers Now, Master’s Apprentice, Home Building Academy, CCD and Teach Construction, Inc. Other metro area workforce regions, including Arapahoe/Douglas Works and Adams and Jefferson Counties also participate in DMCSP.
  - The group’s initial priorities included ensuring a robust local workforce pipeline and rebranding the construction industry. DMCSP has established two committees, Career Awareness & Messaging and Industry & Education Curriculum, to focus on the group’s current priority – building career pathways for youth through a four-action model: to engage the industry, educators and parents, to inform students’ parents and educators, to educate current training programs, and to certify aligned career preparation programs.
  - DMCSP had great successes in 2018 connecting the industry with workforce opportunities. Volunteer teams worked with AGC to engage 22 front range high schools about construction career pathways. Jefferson County utilized the partnership to connect members with over 3000 students at a Career Expo. Saunders Construction leveraged the regional workforce system to hold two job fairs for subcontractors for their major projects.
  - James encouraged interested individuals to contact him at james.roina@denvergov.org or 720.913.1609 or to attend the next sector partnership meeting at AGC (1114 W. 7th Ave.), on Monday, February 25, from 1:30 pm to 3:00 pm.

  - Public and private hospitals, nonprofits, ambulatory and long-term care facilities comprise GMDHP’s industry partners and include Centura Health, Children’s Hospital, Denver Health, HealthOne, Kaiser Permanente, SCL Health and University of Colorado Health). Educational partners include the Colorado Community College System, Denver Public Schools (DPS), Emily Griffith Technical College (EGTC), MSU Denver, Concorde Career College. Other metro area workforce regions, including Arapahoe/Douglas Works and Adams and Jefferson Counties also participate in GMDHP, as do CrossPurpose, Denver Housing Authority, Spring Institute for Intercultural Learning and other community partners.
GMDHP’s 2019 initiatives include continued recruitment and training efforts for five occupations: Certified Nursing Assistant, Medical Lab Technician, Pharmacy Technician, Medical Assistant, and Surgical Technician, and support for apprenticeships. Additionally, the partnership will create a youth subcommittee to focus recruitment and retention efforts, will engage with community-based organizations through quarterly community partner meetings, and will continue expanding its website www.healthcare.com, which launched in 2018 as a resource for the partnership.

The partnership’s 2018 successes included securing a Bridge and Growth Grant and hosting regional recruitment and funding for two Medical Assistant Registered Apprenticeships. Although the Healthcare Industry had been reluctant to endorse an apprenticeship, GMDHP partners Centura Health and Arapahoe Community College (ACC) collaborated to condense an 18-month program into 6 months and paired it with work experience to create a program with increased certification rates and retention. The GMDHP has hosted five Annual Metro Denver Regional Healthcare Job Fairs where 200 employers have connected with over 1000 jobseekers.

Ken relayed that meetings for industry partners are held on the second Thursday of each month and workforce partner meetings on the fourth Thursday, at the Aurora Chamber of Commerce (14305 E. Alameda Ave., 3rd Floor) and encouraged interested parties to attend or contact him at 720.913.1615 or ken.arellano@denvergov.org.

**Denver Metro Technology Partnership.** Sarah Bennett, Program Manager for DWS, discussed the Denver Metro Technology Partnership (DMTP). Its mission is to attract, retain, and grow ambitious tech talent by pioneering a progressive culture of diversity and innovation where anyone can thrive.

DMTP’s members include a wide variety of businesses, including Design Thinking Denver, Colorado Technology Association, Microsoft, Panasonic, Techtonic Group, and DISH Network; education providers, including DPS, ACC, EGTC, Regis University and Tunning; and Workforce and Community partners, including AD Works, Boulder and Jefferson Counties, CareerWise Colorado, CDLE, CWDC, CUWA, CrossPurpose and Skillful.

In its first year, DMTP focused on listening to the IT industry’s needs and concerns, specifically, increasing diversity in the IT workforce, developing new pathways through apprenticeships with Techtonic and internships at HomeAdvisor, promoting skills-based hiring with Skillful, and exploring cybersecurity trends with SecureSet.

DMTP is developing tech-based solutions to pipeline challenges, through both a website and app, to allow employers to provide and access feedback on IT training programs. It will also continue to build IT Community by promoting diverse tech talent and leveraging metrics to increase impact.

The DMTP meets quarterly on the second Thursdays in January, April, July and October. Interested individuals can reach out to Sarah at 720.913.1629 or sarah.bennett@denvergov.org.

**Metro Denver’s Retail Sector Partnership.** DWS staff Yohannes Mengistu, Administrator, explained that Metro Denver’s Retail Sector Partnership (MDRSP) emerged in 2016 as a result of the Reimagine Retail Grant and acknowledged board member Valerie Greenhagen’s contribution to its early success.

MDRSP’s 71 employer partners include Elitch Gardens, Concessions International, Sheraton Denver DTC, Sodexo USA, Stonebridge Companies and Paradies Lagardère. Its 94 support agency representatives include workforce regions: DWS as convener, as well as AD Works, and Adams, Jefferson and Boulder Counties; and community partners: EGTC, DenverWorks, WorkLife Partnership, and Innovate-Educate.

In 2019, MDRSP will continue its focus on developing talent pipelines with K-12 schools, enhancing employer profiles and outreach through social media, building partnerships with community organizations and reassessing the partnership’s structure.

Shonta Trotman, DWS Program Administrator, discussed MDRSP’s key successes in 2018, which included connecting K-12 education with hospitality & retail employers through George Washington High School student quarterly business and healthcare presentations. Additionally, the group has hosted industry specific job fairs and quarterly hiring events for DEN employers,
advanced the Hospitality Manager registered apprenticeship through its partnership with Stonebridge and Johnson and Wales University.

- Shonta encouraged the group to refer retail employers and to participate as a judge for the upcoming Entrepreneurship Mentoring Series Opportunity. MDRSP meets monthly on the second Wednesday from 9 AM to 11 AM. Interested individuals can contact Yohannes, Shonta or Dana Williams by emailing ReImagineDenverRetail@Denvergov.org.

5. Denver Workforce Services

- **Director’s Updates.** Tony Anderson, Director of Workforce Services, explained that sector partnerships allow DWS to be employer-driven, relayed that over 90% of budgeted training funds went to preparing jobseekers for employment in one of Denver’s target industries, and encouraged the group to attend a partnership meeting.

- Tony announced that Dana Williams has accepted the DWS Assistant Director position and Yohannes has accepted the position as DEN Workforce Center Manager. Marcus Johnson has filled his Construction Pilot team with John Fraundorfer, Chris Berthiaume, Sarah Bennett and Derrick Watson. James Roina will realign within that team. Allison Cale has been hired to staff the Westside Workforce Center’s Resource Center.

- CDLE awarded DWS $350,000 in Veterans Service to Career Grant funding to provide services in partnership with Volunteers of America Colorado Division (VOA) at the Bill Daniels Veterans Service Center. Additionally, Denver has received funds under the statewide Lives Empowered retail grant; Shonta will lead DWS’ efforts for this 3-year grant.

- Research Evaluation Consultants will begin interviews related to its comprehensive evaluation of Denver’s privatization of workforce services. The analysis should be completed by June to help inform development of the comprehensive services and One-Stop Operator RFP.

- Tony looks forward to attending the U.S. Conference of Mayor’s Workforce Development Council and learning from other workforce directors in mid-January.

- The Youth RFP closed on January 9; DWS will ask board members to review the proposals.

6. Committee Updates

- **Governance & Oversight Committee.** Cecil Velázquez acknowledged the work that Denver’s Business Services team has accomplished through sector partnerships. He expressed that the G&O Committee is excited to move forward into 2019 and encouraged the board to participate in the opportunities for involvement.

- **Funding & Sustainability Committee.** Tony relayed that Liz Ojeda from DWS has joined the committee. The F&S Committee is continuing its exploration of non-profit status. JVA, the city’s grant writing partner, is reviewing grants that DWS has not been able to apply for because it was not a 501(c)(3).

- **Work-Based Learning Committee.** Corry reported that DPS attended the WBL Committee’s recent meeting to discuss connecting more youth with apprenticeships and work-based learning opportunities. Additionally, the committee revised the ASAP form and discussed marketing it to all apprenticeships and the possibility of establishing a website for it. Tony commented that the WORKNOW program was recently featured in the New York Times article at https://www.nytimes.com/2019/01/08/business/construction-labor-job-training.html.

- **Youth Committee.** Maggie commented that she is excited the Youth Committee’ robust participation. Denver Opportunity Youth released a report that indicated there are over 8000 disconnected youth in Denver. She encouraged the Denver WDB to support summer youth employment, if not as a summer employer, then by connecting employers in their networks with DPS. The committee is currently developing a resource map to connect the network of youth providers throughout the city. Maddy Lawson from Hope Communities, relayed that a two-week workforce development workshop on starting or restarting careers will being in February.
7. **Meeting Wrap-Up, Q&A, Discussion**

- Bryan Cook announced that there is High School College Internship grant available that provides support to employers and interns; the deadline is January 31. Interested individuals should contact him.
- Anthony Graves asked the group to share their business cards with him so that he could connect.
- The Board meeting adjourned at approximately 1:28 p.m.

**Meeting Handouts:**

- 1/11/2019 Denver WDB Meeting Agenda
- Entrepreneurship Training
- Cabinet in the Community 01-12-19
- 11/8/2018 Board Meeting Minutes (Draft)
- ECE Bearing the Cost_2017 ExecSumm
- ECE Industry_Snapshot
- ECE Occupation Snapshots
- ECE Co_Workforce_Survey Brief
- DWS Director’s Update 1.11.19.pdf
- DWDB Committee Minutes 1.11.19
- SYEP 2018 Report
- 1.11.2019 Denver WDB Meeting Slide Deck