DENVER WORKFORCE DEVELOPMENT BOARD

Meeting Minutes

Date: Friday, May 10, 2019
Location: Denver Metro Chamber of Commerce, 5th Floor Conference Room
1445 Market St, Denver, CO 80202

Attendance

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Board Members</th>
<th>Category &amp; Industry</th>
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</thead>
<tbody>
<tr>
<td>R</td>
<td>1</td>
<td>Robert Andrews, DenverWorks</td>
<td>Workforce Partner</td>
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<tr>
<td>Y</td>
<td>2</td>
<td>Corry Avery, Sheet Metal Workers’ Apprenticeship Training Institute</td>
<td>Labor – Training</td>
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<tr>
<td>Y</td>
<td>3</td>
<td>Maggie Bolden, Palace Construction (CHAIR)</td>
<td>Business - Construction</td>
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<tr>
<td>Y</td>
<td>4</td>
<td>Mary Broderick, IBEW Local #68</td>
<td>Labor</td>
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<td>R</td>
<td>5</td>
<td>Sara Butz, Black Creek Group</td>
<td>Business – Prof. Services</td>
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<td>6</td>
<td>Lynda Campbell, Stonebridge Companies (Sean McBee)</td>
<td>Business – Hospitality</td>
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<tr>
<td>Y</td>
<td>7</td>
<td>Bryan Cook, Associated General Contractors of Colorado (AGC Colorado)</td>
<td>Business – Construction</td>
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<td>8</td>
<td>Valerie Greenhagen – Center for Employment Opportunity (CEO)</td>
<td>Workforce Partner</td>
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<td>9</td>
<td>Ahmed Hassan – Colorado Technology Association</td>
<td>Business – IT</td>
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<td>Y</td>
<td>10</td>
<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 (Tiffany Holt)</td>
<td>Local Adult Education</td>
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<tr>
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<td>13</td>
<td>Elise Lowe-Vaughn, CO Department of Labor &amp; Employment (CDLE)</td>
<td>Workforce Partner</td>
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<td>R</td>
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<td>Mark Miller, Pipefitters #208</td>
<td>Labor</td>
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<tr>
<td>Y</td>
<td>15</td>
<td>Turid Nagel-Casebolt, Denver EDO - Business Development</td>
<td>Economic Development</td>
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<tr>
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<td>16</td>
<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>R</td>
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<td>Paxton Oliphant, Center for Work Ethic Development</td>
<td>Business – Prof. Services</td>
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<td>Holly Reed Sturgeon, I4Talent</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>20</td>
<td>Paula Schriefer, Spring Institute for Intercultural Learning</td>
<td>Local Adult Education</td>
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<td>Y</td>
<td>21</td>
<td>Stephanie Van Cleve-DeHerrera, University of Denver</td>
<td>Higher Education – Hospitality</td>
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<tr>
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<td>22</td>
<td>Cecil Velázquez, FareHarbor</td>
<td>Business – IT/Hospitality</td>
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<tr>
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<td>Dan Weinstein, Aon Hewitt</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>24</td>
<td>Michael Williams, U.S. Immigration &amp; Customs Enforcement</td>
<td>US Government – Youth Program</td>
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<tr>
<td>Y</td>
<td>25</td>
<td>Kathy Workman, InnovAge</td>
<td>Business – Healthcare</td>
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<td>18</td>
<td>7</td>
<td>68% of the Voting Members (VM) attended</td>
<td>QUORUM: Yes</td>
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Legend: Y=Present; P=Proxy present; R=Regrets/Excused; N=Absent

Agenda Items

1. Call to Order, Welcome & Introductions
   - Denver Workforce Development Board (WDB) Chair Maggie Bolden called the meeting to order at 11:43 a.m.
     - Sean McBee, Stonebridge Companies, attended as proxy for Lynda Campbell; Tiffany Holt, Emily Griffith Technical College (EGTC), attended as proxy for Barbara Lindsay.
     - Guest attendees at the meeting included: Darcie Allen, InnovAge; Abbey Clothier, Centura Health; Lori Cook, EGTC; Eric Dunker, Arapahoe Community College; Judith Emery, Colorado Urban Workforce Alliance (CUWA); Mitch Fittro, Central Colorado Area Health Education Center (AHEC); Kathy Ford, CDLE; Jill Fowler, HealthOne; Andrew Galloway, CDLE; Brenda Garrett, VNA Colorado; Otter Giltz, ResCare Workforce Services (ResCare); Noelle Glasser, Adams County; Kelly Hummel, ResCare;
Lindsay McNicholas, Denver Public Schools (DPS); Amber Palermo, Mile High Youth Corps; Paris Sherman, ResCare; Don Stanton, CU Succeed; Dorothea Steinke, Literacy Coalition of Colorado; Arys Subiador, DPS; Matt Sweeney, Community College of Denver; Matthew Thomas, Concorde Career College; and Kat Zarleno, Arapahoe-Douglas Works.

- Denver Economic Development & Opportunity (DED0) and Denver Workforce Services (DWS) staff in attendance included: Tony Anderson, Ken Arellano, Chris Berthiaume, Wesley Exum, John Fraundorfer, Cindy Gaertner, Tom Haslee, Matthew Karnes, Brenda LeGrand, Kathleen McCleary, James Roina, Laddie Somorin, and Dana Williams.

2. Workforce Development Board Business
- Approval of Minutes. Kathy Workman moved to approve the April 12, 2019, board meeting minutes without modification; Cecil Velázquez seconded the motion.
  ➢ Action Taken: All Board members present voted to approve the minutes; the motion passed.
- High-Performing Board. Cecil Velázquez reminded the Denver WDB about the monetary award related to designation as a High Performing Board (HPB). Tony Anderson relayed that this designation must be attained to allow Denver to earn the entire $42,500 available in incentive funds for the 2018 program year (PY18). These funds can be used for staff training, conferences, technology and professional development. HPB certification makes up $8,500 of the PY18 incentive funds; Tony would provide this amount to the Denver WDB to use for events or to send members to conferences. Cecil reminded the group about the three milestones that board members must meet:
  1. Each member must attend at least 50% of meetings.
  2. Members must attend at least one workforce event like job fairs or sector partnerships.
  3. Members must attend at least one community event as a representative of the board. This can include volunteer or business activities. Cecil shared the Colfax Clean-Up event he participated in with FareHarbor.

Elise Lowe-Vaughn suggested that the board host an event that extended beyond workforce. This must be achieved by the end of the program year on June 30, 2019 but can include events going back to July 1, 2018. The Colorado Workforce Development Council has designated three other workforce boards as HPBs.

3. Greater Metro Denver Healthcare Partnership (GMDHP) Panel. Maggie reminded the group that in his Labor Market Information presentation at the last meeting, CDLE’s Economist forecast Healthcare as the industry sector that would add the most jobs over the next 10 years. She explained that the Executive Committee had invited a panel from the GMDHP to share some of what they are doing to fill the workforce pipeline to meet employers’ anticipated needs.
- Panelists included:
  o Ken Arellano, Employer Liaison, Denver Workforce Services, who convenes the GMDHP and supports the partnership and its activities.
  o Eric Dunker, Dean of Business, Technology, & Workforce Partnerships, Arapahoe Community College (ACC). The partnership provides Eric with assistance in designing program curriculum to meet the needs of employers in manners accessible for the workforce.
  o Mitch Fittro, Education & Workforce Manager, Central Colorado Area Health Education Center (AHEC). Mitch sits on the Workforce Planning Committee and provides training based on employers’ needs.
  o Abbey Clothier, Lead Workforce Planning Consultant, Centura Health. The partnership provides Abbey with a forum to identify shared challenges, best practices and solutions with her peers.
  o Judith Emery, Director, Colorado Urban Workforce Alliance (CUWA). Judy assists the workforce system in providing consistent services.
  o Jill Fowler, Recruiter, HealthOne. As an employer, Jill works within GMDHP to identify and bridge skills gaps identified by healthcare employers.

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  o Jill Fowler, Recruiter, HealthOne. As an employer, Jill works within GMDHP to identify and bridge skills gaps identified by healthcare employers.
• **GMDHP Membership and History:** Judy explained that the sector partnership was created ten years ago when two healthcare representatives on two workforce boards decided to collaborate in an industry-led, regional effort to solve their talent needs. Adams, A/D Works!, Denver and Jefferson County workforce regions have participated since then. Industry partners include Centura Health, Children’s Hospital, Colorado Visiting Nurses Association, Colorado Department of Public Health, DaVita, Denver Health, HealthOne, Kaiser Permanente, SCL Health, UC Health, and Viviage Senior Care. Community Partners include AHEC, Colorado Hospital Association, CrossPurpose, Colorado Community College System, Concorde Career College, Denver Housing Authority, Denver Opportunity Youth Initiative, Denver Public Schools, Goodwill Industries, Mile High Youth Corps, Public School Systems and Spring Institute for Intercultural Learning.

• **Healthcare Workforce Challenges.** Abbey indicated that the industry’s growth and its anticipated workforce needs are the foremost challenges. Occupations with the most expected growth include Medical Assistant, Certified Nurse Aide and Pharmacy Technician. Working within the partnership has provided strategies to address these challenges. Jill relayed that the AHEC healthcare pre-apprenticeship has increased awareness about and interest in career opportunities available within the industry. Additionally, the GMDHP provides opportunities for partnership with educational organizations and workforce centers to create apprenticeships like the Patient Care Technician. The apprenticeship model works well for entry level positions that can lead to advancement along the career ladder to occupations like Licensed Practical Nurse or Registered Nurse. Mitch relayed that the pre-apprenticeships are open to individuals without a high school diploma or its equivalent, although, as Ken acknowledged, the employment options are limited for them. Eric and Abbey discussed a program that ACC and Centura Health are working on to provide healthcare training for high school students.

• **GMDHP Initiatives.** Ken shared the partnership’s current initiatives, including:
  o Top Five Occupations: Certified Nurse Aide (CNA), Medical Assistant, Medical Lab Technician, Surgical Technician and Pharmacy Technician.
  o Work-Based Learning: Opportunities include the Certified Medical Administrative Assistant through Denver Health and Denver Housing Authority’s Academies to Work.
  o Community Based Organizations Engagement: Bringing CBOs into GMDHP meetings.
  o Youth Healthcare Workforce Recruitment: Partnerships with AHEC And the Denver Opportunity Youth Initiative.
  o Industry Website: [www.healthcaredenver.com](http://www.healthcaredenver.com) provides a wealth of resources about healthcare occupations and training.

• **Collaboration with Denver Opportunity Youth Initiative (DOYI).** Mitch relayed that AHEC partners with DOYI to recruit for the pre-apprenticeship program. Not only does DOYI help break down the silos between industry and education, it also provides a $300 stipend to participants.

• **Recruiting for Healthcare Occupations.** In response to a question from Kathy Workman, Abbey described a few of innovations to attract Millennials and other new recruits, including flexible schedules and growth and development opportunities. Jill highlighted that not only are apprenticeships “learn and earn” model they provide “see and do” learning that works well with Millennials. Eric commented that community colleges must develop parallel competency-based delivery models for apprenticeships.

• **Employer Investment in Apprenticeships.** Mary Broderick asked if healthcare employers financially support apprenticeships at the same rate as the skilled trades. Abbey commented that employers have invested much into developing programs with educational partners. Centura Health provides about 50% of tuition for the Medical Assistant apprenticeship.

• **New Apprenticeship Opportunities.** Ken provided additional information about the Medical Assistant Registered Apprenticeship (RA), which was developed by Jill, when she was with Centura Health, and ACC. Abbey relayed that the program’s length was reduced from 18 months to six through
incorporating competency-based learning and on-line training. The program has resulted in a 100% pass rate on the national certification exam and 21 apprentices hired. Centura Health hopes to hire an addition 30 apprentices in both the July 2019 and January 2020 cohorts. Eric commented that the community college system will be able to apply this model to other industries. Medical Assistant apprentices earn $15 per hour and will receive a salary bump of $1.50 per hour once they are certified.

- Ken relayed that two additional RAs, Sterile Processing and Patient Care Technician, are in development.
- The 3-week AHEC Pre-Apprenticeship provides training for a variety of certifications, including first aid, mental health first aid, HIPPA, ServSafe, blood-borne pathogens. Hands on experience with the cadaver lab, suture lab, visits to hospitals and long-term care facilities, as well as résumé writing and mock interviews, is offered free of charge to participants – workforce regions support most of the costs. The program has an 80% placement rate and the average participant age is 20 or 21.

4. Denver Workforce Services Updates. Because Maggie had to leave the meeting, Denver WDB Vice Chair Kelli Kelly introduced DWS Director Tony Anderson, who presented an overview of the proposed PY19 workforce service provider contracts for board approval. He explained that although DWS had originally intended to conduct a bidding process for all PY19 providers, it decided to stagger the Adult and Youth Services request for proposals processes, to ensure stability in services. The PY19 Youth Services RFP process began in the fall of 2018 and resulted in five awards; the Adult Services RFP will be issued in the fall of 2019 for PY20.

- DWS would like to engage ResCare Workforce Services (ResCare), its current Adult and Dislocated Worker service provider and One-Stop Operator, for another year to provide services to 405 WIOA Adult and 125 Dislocated Worker customers, act as the One-Stop Operator, provide support to another 250 customers under the Lives Empowered Grant, and support under the Disability Employment Initiative. The proposed budget is $2,830,000, which represents about a 25% reduction from the original PY18 budget.
• DWS will also contract with ResCare to provide assessment, job search and employment placement services for Denver’s Tier 1 job-ready ColoradoWorks/TANF customers; the total budget for these services is $600,000.

• DWS intends to award three contracts to provide WIOA out-of-school Youth Services to organizations that have experience serving youth with barriers to employment.
  o Ability Connection Colorado has been awarded $725,000 to provide services to 220 youth with disabilities, those with the foster care system and youth with additional barriers.
  o Center for Employment Opportunities (CEO) has been awarded $100,000 to provide services to 20 youth with convictions as a barrier.
  o Urban Peak has been awarded $95,000 to provide services to 15 youth experiencing homelessness.
  o Tony relayed that these awards position DWS to meet the WIOA requirement that 20% of program funds are expended on work experiences. Both CEO and Urban Peak integrate a strong work experience model into their services.

• DWS also awarded Denver Public Schools (DPS) two contracts to continue as In-School Youth and Summer Youth Employment Program (SYEP) provider. DPS will utilize a $300,000 budget to provide services to 92 WIOA in-school youth and $600,000 to connect 325 SYEP youth with paid internships, career readiness training and career exploration. DPS has been a strong and successful partner that leverage its other services to serve these youth.
  o In response to a question from Paula Schriefer, Tony relayed that the state is anticipating a 10% cut in WIOA Adult, 1% in Dislocated Worker and 10% for Youth. Elise cautioned that those amounts may change as CDLE allocates funding to the local regions.
  o Elise encouraged the board to reach out to legislators in advance of the 2020 WIOA reauthorization to encourage increased workforce funding. She also announced that the National Skills Coalition and a contingency of legislators will visit Colorado in August to review workforce system innovations at the state and local level.
  o Paula announced that the support services bill that the board learned about a few months ago passed in the 2018 Colorado Legislative session. Although it included a budget of only $250,000, she anticipates it will provide about 500 individuals with funds to support workforce training or retention of new employment.

• Approval of contracts:
  o Cecil Velázquez moved to approve the contract with ResCare to provide WIOA services to Adults and Dislocated Workers and serve as the One-Stop Operator; Stephanie Van Cleve-DeHerrera seconded the motion.
    ➢ Action Taken: All other Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.
  o Stephanie Van Cleve-DeHerrera moved to approve the contract with ResCare to provide services to TANF Customers; Cecil Velázquez seconded the motion.
    ➢ Action Taken: All Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.
  o Bryan Cook moved to approve the contract with Ability Connection Colorado to provide services to WIOA Out-of-School Youth; Kathy Workman seconded the motion.
    ➢ Action Taken: All Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.
  o Kathy Workman moved to approve the contract with the Center for Employment Opportunities to provide services to WIOA Out-of-School Youth; Bryan Cook seconded the motion.
➢ **Action Taken:** All Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.

 o **Paula Schriefer** moved to approve the Contract with Urban Peak to provide services to WIOA Out-of-School Youth; **Sean McBee** seconded the motion.

➢ **Action Taken:** All Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.

 o **Lindsey Pacheco** moved to approve the Contract with Denver Public Schools to provide services to WIOA In-School Youth; **Kathy Workman** seconded the motion.

➢ **Action Taken:** All Board members present voted to approve the minutes, with the exception of Valerie Greenhagen and Elise Lowe-Vaughn, who both abstained; the motion passed.

 o **Cecil Velázquez** moved to approve the Contract with Denver Public Schools to provide services and to administer the 2020 Summer Youth Employment Program; **Lindsey Pacheco** seconded the motion.

5. **Financial Report.** Matthew Karnes, DEDO Senior Administrator, and Laddie Somorin, DEDO Financial Manager, presented the PY18 third quarter financial report.

- **As of March 31, 2019,** 95% of PY17 WIOA Adult, Dislocated Worker, and Youth funding has been expended. The remaining 5% was budgeted as Administrative and will be moved to Program costs and expended before June 30. An estimated 10% of PY18 WIOA Adult and Dislocated Worker has been expended. Although this is short of the requirement to expend 70% of PY18 funds in the first year, a number of ResCare invoices have not been reimbursed. DEDO’s fiscal team is working with ResCare to process these payments.

- **Laddie reported** that both WIOA Adult and Dislocated Worker programs are currently meeting the 10% Administrative costs cap: Adult is at 6% and Dislocated Worker is at 5%.

- Based on average monthly WIOA Adult expenditures of $100,000 to $150,000, and average monthly Dislocated Worker expenditures of $50,000, Laddie anticipates that DWS will expend 70% of PY18 funds by June 30.

- **WIOA Youth** is currently meeting the 20% Work Experience requirement (currently at 20%), 75% Out-of-School Youth (78%), and the 10% Administrative cap (6%). Based on average monthly expenditures of $80,000 to 100,000 per month, Laddie anticipates that the requirement to expend 70% of PY18 funds will be met by June 30.

- **DWS has reimbursed $1,738,124** of ResCare’s combined WIOA and TANF contract budgets of $4,205,000. **DWS has reimbursed $675,330** of DPS’ $1,560,000 in combined In-School and Out-of-School budgets. These figures include the January invoices.

- **Laddie reported** that PY17 Wagner-Peyser funding has been fully spent. Although $413,302 of the total $944,035 PY18 Employment Support Fund and $92,242 of the total 1,127,497 PY18 Wagner-Peyser budgets have been expended, he does not anticipate problems meeting the 70% spending requirements.

- Based on conversations with the BKD audit team upon the completion of their field work on April 12, Laddie anticipates no findings. Similarly, CDLE indicated there would be no findings resulting from its recent fiscal monitoring.

- **Laddie reported** that DWS has recently received three additional grants: $375,000 through the Lives Empowered Initiative Retail Sector Grant, $350,000 from the Veterans Service to Career Program, and $154,000 for Trade Adjustment Act case management.
• In response to a question from Paula, Laddie anticipated that all PY18 contractor invoices will be reimbursed by August. Elise cautioned that delayed reimbursements create budget management problems for the state as well. Matthew acknowledged this concern and cited process improvements DEDO has implemented that should increase turnaround time of these complex invoices.

6. Meeting Wrap-Up, Q&A, Discussion
• Mary Broderick encouraged the group to make donations to the National Association of Letter Carriers Stamp Out Hunger food drive on Saturday.
• Cecil welcomed the new partners and thanked ResCare for their services over the past three years.
• The Board meeting adjourned at approximately 1:26 p.m.

Meeting Handouts:
• 5/10/2019 Denver WDB Meeting Agenda
• Girls, Inc. Summer Internships Flyer
• WORKNOW Career Pathway & Mile High Shootout Flyer
• Denver Health Career Fair Flyer
• 4/12/2019 Board Meeting Minutes (Draft)
• Board Member Engagement Report
• Industry Snapshot
• Healthcare Occupation Forecast 2017-27
• GMDHP Impact Brief
• Finding Opportunities in Healthcare
• Top Five Healthcare Occupations
• AHEC Pre-Apprenticeship Flyer
• Medical Assistant RA Flyer and Factsheet
• Workforce Director’s Update
• PY18 Third Quarter Fiscal Report
• Youth Committee Minutes 5/2/19
• 5.10.2019 Denver WDB Meeting Slide Deck