Meeting Minutes

Date: Friday, June 8, 2018
Location: Denver Metro Chamber of Commerce, 5th Floor
1445 Market Street, Denver, Colorado, 80202

Attendance

Legend: Y=Present; P=Proxy present; R=Regrets/Excused; N=Absent

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
<th>Board Members</th>
<th>Category &amp; Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>1</td>
<td>Robert Andrews, DenverWorks</td>
<td>Workforce Partner</td>
</tr>
<tr>
<td>Y</td>
<td>2</td>
<td>Corry Avery, Sheet Metal Workers’ Apprenticeship Training Institute</td>
<td>Labor – Training</td>
</tr>
<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>
</tr>
<tr>
<td>Y</td>
<td>5</td>
<td>Bryan Cook, Associated General Contractors of Colorado (AGC Colorado)</td>
<td>Business – Construction</td>
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<tr>
<td>R</td>
<td>6</td>
<td>Valerie Greenhagen – Center for Employment Opportunity (CEO)</td>
<td>Workforce Partner</td>
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<tr>
<td>Y</td>
<td>7</td>
<td>Christina Gregoire, Denver Health Hospital</td>
<td>Business – Healthcare</td>
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<tr>
<td>R</td>
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<td>Ahmed Hassan – Colorado Technology Association</td>
<td>Business – IT</td>
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<tr>
<td>Y</td>
<td>9</td>
<td>Joseph Herold – Design Thinking Denver</td>
<td>Business – IT</td>
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<tr>
<td>Y</td>
<td>10</td>
<td>Kelli Kelly, PCL Construction Enterprises, Inc.</td>
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<tr>
<td>P</td>
<td>11</td>
<td>Barbara Lindsay – Emily Griffith Technical College (EGTC)</td>
<td>Local Adult Education</td>
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<td>Y</td>
<td>12</td>
<td>Elise Lowe-Vaughn, CO Department of Labor &amp; Employment (CDLE)</td>
<td>Workforce Partner</td>
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<tr>
<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>14</td>
<td>Turid Nagel-Casebolt, Denver OED - Business Development</td>
<td>Economic Development</td>
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<tr>
<td>P</td>
<td>15</td>
<td>Fabiana Nardi, Green Hat Web Solutions</td>
<td>Business – IT/Prof. Services</td>
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<td>Lindsey Pacheco, CO Division of Vocational Rehabilitation (DVR)</td>
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<tr>
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<td>Holly Reed Sturgeon, i4Talent</td>
<td>Business – Prof. Services</td>
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<tr>
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<td>18</td>
<td>Paula Schriever, Spring Institute for Intercultural Learning</td>
<td>Local Adult Education</td>
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<tr>
<td>R</td>
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<td>Lorena Toland, Brown Palace Hotel</td>
<td>Business – Hospitality</td>
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<tr>
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<td>Stephanie Van Cleve-DeHerrera, University of Denver</td>
<td>Higher Education – Hospitality</td>
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<td>Cecil Velázquez, The Wendy’s Company</td>
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<tr>
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<td>Ashley Walker, The Center for Work Ethic Development</td>
<td>Business – Prof. Services</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>
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<td>Katrina Wert, Community College of Denver (CCCD)</td>
<td>Higher Education</td>
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<tr>
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<td>Leanne Wheeler, Wheeler Advisory Group LLC</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>26</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>27</td>
<td>Kathy Workman, InnovAge</td>
<td>Business – Healthcare</td>
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19 8 27 70% of the Voting Members (VM) attended

QUORUM: Yes

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 about 11:40 a.m.
     - Tiffany Jaramillo, Emily Griffith Technical College, attended as proxy for Barbara Lindsay; Dorothea Steinke, Literacy Coalition of Colorado, attended as proxy for Fabiana Nardi; and Josh Davies, The Center for Work Ethic Development, attended as proxy for Ashley Walker.
     - Guests at the meeting included: Sonia Adame, Arrupe Jesuit High School; Lynda Campbell, Stonebridge; Lauren Garrett, Denver Indian Center; Sir Green, ResCare Workforce Services (ResCare); Rob Hanni, CDLE; Melanie James, Colorado Rockies; Steve King, Colorado Department
of Human Services (ReHire Colorado); Cedric Lindsay, The Learning Source; Emily Marques, Denver Public Schools (DPS); Lauren McClanahan, DPS; Natelie Rivera, ResCare; Sarah Secrist, The Learning Source; Matt Sneed, ResCare; and Matthew Thomas, Concorde Career College.

- Denver Office of Economic Development (OED) and Denver Workforce Services (DWS) staff in attendance included: Tony Anderson, Chris Berthiaume; Deborah Cameron, Barbara Callison, Cindy Gaertner, Tom Haslee, Eric Hiraga, Marcus Johnson, Liz Kisse, Ola Kukoyi, Merissa Macias, Matthew Mason, Todd Nielsen, James Roina, Alisa Tucker, Dana Williams, Mamay Worku and Biruktawit Zelalem.

- **Opportunities for Involvement.** Cindy Gaertner, Board Liaison, directed the group to the Opportunities for Involvement handout and highlighted upcoming activities:
  - She encouraged the board to attend City Council’s Business, Arts, Workforce & Aeronautical Services Committee meeting on June 13 in support of Tony Anderson, Interim Workforce Director, who will be presenting the Program Year 2018 service provider contracts for approval.
  - Paula Schriefer provided information on Spring Café’s Global Food & Brews Fest on June 14, which will support its on-the-job training program.
  - Lauren Garrett shared details about Denver Indian Center’s Father’s Day Frybread Sale on June 15 and Résumé Building Workshop for youth on June 16.
  - Registration for Asian Pacific Development Center next set of adult education classes will run from July 16 through 19.
  - Maggie encouraged board members to sit in on ResCare’s jobseeker workshops, which provide help with job readiness, résumé writing, job search, etc., to learn more and provide input to support the services.

2. **Workforce Development Board Business**

- **Approval of Minutes.** Corry Avery moved and Cecil Velázquez seconded a motion to approve the May 11, 2018 Board meeting minutes without modification.
  - **Action Taken:** All Board members present voted to approve the minutes; the motion passed.

3. **Office of Economic Development.** Maggie introduced Eric Hiraga, OED’s Executive Director, by reminding the board that Denver Workforce Services is a division of OED and as such, the Denver WDB tries to align its vision, mission and strategic priorities with those of OED and Mayor Hancock.

- Eric relayed that he is in his ninth month as Executive Director, although he had previously started at OED in 1998 when the agency included only Business Development and Small Business. Over those 20 years, OED has grown from 20 employees to its present 126 by adding Workforce Development, Affordable Housing, Neighborhoods, and Small Business Opportunity.

- Eric discussed OED’s mission, “OED will be a driving force that advances economic prosperity for the City, its businesses, neighborhoods and residents through purposeful and intentional economic development,” and explained four drivers of the OED realignment:
  - To meet the challenges of housing and neighborhood change;
  - To support minority and women-owned business enterprises;
  - To increase the emphasis on global trade;
  - To sustain and improve outcomes for OED’s customers.

- Eric explained that his direct reports now include OED’s Chief Business Development Officer, Chief Housing Officer, Division of Small Business Opportunity (DSBO) Director, Chief Operating Officer and Chief Economist.
  - Deborah Cameron, Chief Business Development Officer (CBDO), oversees Business Development, Workforce Development and Global Business Development. Eric explained that although these divisions are integrating their services, they will not be merging. Board member Turid Nagel-Casebolt, Director of Business Development, focuses on business attraction, retention and expansion. Eric expects Global Business Development to concentrate on direct foreign investment.
He introduced Deborah to the board, acknowledging that OED is lucky to have hired her with her background and technical expertise in both workforce and economic development.

- Deborah thanked the board for their public service, dedication to workforce development issues and commitment to the community. She also acknowledged the workforce staff that she had met with in her first five days at OED. A native of Tennessee, Deborah’s first job was in Workforce Development – providing Rapid Response services in the Baltimore area. She has also held economic development positions in Maryland and rural Tennessee, as well as with the Tennessee Valley Authority. Deborah previously headed the Business Development Team of the Colorado Office of Economic Development and International Trade (OEDIT). Prior to starting as OED’s CBDO, Deborah returned to workforce development in South Carolina, working to grow the aerospace workforce for Boeing’s Dreamliner production facility.
  - Britta Fisher will start on June 11 as Chief Housing Officer and will oversee four teams. Housing Production currently provides gap financing for construction and preservation of affordable units – 1,500 under construction and 1,200 in the pipeline. The Office of HOPE develops and implements innovative housing policies and programs. Housing Compliance is working to ensure compliance of city-funded housing assistance programs. Housing Finance has a budget of $43 million to invest in affordable housing projects.
    - Britta will also be responsible for achieving the goals set out in Denver’s Housing Plan over the next five years, which include creating 2,000 affordable units, preserving 1,000 affordable units, promoting equitable and accessible housing options for 20,000 households and stabilizing 10,000 households at risk of displacement.
    - OED has proposed doubling the Affordable Housing Fund to $30 million through increased marijuana taxes and city general funds to create or preserve 6,400 affordable units and serve over 31,000 households.
  - Demarcus Peters, Director of DSBO, started in May and works to connect Denver’s minority- and woman-owned or small businesses to opportunities with the $4 billion in Denver’s planned public construction projects, as well as overseeing prime contractors’ compliance to the DSBO goals set for each project.
  - Jeff Romine, Chief Economist, leads the Neighborhoods Division, which invests (primarily federal Community Block Development Grant funds) in neighborhood programs and projects, and is responsible for Special Projects and Grants, Quality Assurance and Data Analytics
  - Amy Edinger, Chief Operating Officer, oversees Communications and Government Affairs, Office Administration, Finance, and Contracts.

- Eric responded to several questions from the board and meeting guests.
  - Mary Broderick, explained that the board’s Work-Based Learning Committee had identified housing affordability as a barrier for participation in apprenticeships and observed that the workforce housing discussed in the housing plan focused on homeownership. Eric responded that the plan outlines additional analysis of workforce housing in 2018, as well as preservation of and increased access to workforce units; both of which are still in progress. He also relayed that discussion of rental options for 80% - 110% AMI, to meet the needs of teachers, firefighters, and other workforce households, needs to be discussed further with the Housing Advisory Council.
  - Maggie asked if DSBO certification classes could be offered in the evening or at locations in the community. Eric acknowledged that he had heard the certification process is more cumbersome than necessary, however, an outreach specialist has been hired. In response to a Hark Herold’s inquiry about Veteran-Owned certification, Eric anticipated it would be added under the new ordinance.
  - In response to a question from Lauren Garrett, Eric shared information on trauma-informed housing services for the homeless through city agencies.
  - Christina asked what the city was doing to support inclusion, as well as diversity, to drive and lead
Employer action. Eric relayed that discussions around involuntary displacement and increasing minority participation in city business are happening. OED has been tasked to analyze the change in populations, income levels, property values, and education of its target neighborhoods to determine where to strategically invest its affordable housing and business loans to address involuntary displacement. Through DSBO, the Mayor is engaging the contractor community to communicate the Denver’s diversity and inclusion values. In response to Kelli Kelly’s question about Executive Order 101, Eric indicated that although it requires contractors to have a diversity plan, it could have included stronger requirements.

- Maggie thanked Eric for taking the time to meeting with the Denver WDB and asked if he could spare more time to learn more about the board.
  - Kelli outlined the Denver WDB’s Vision and Mission.
  - Cecil explained that the Board convenes key workforce partners including Denver’s employers and businesses representing key industry sectors of Healthcare, Construction, Hospitality & Retail, Information Technology, Manufacturing, and Professional Services, economic development organizations, labor organizations and registered apprenticeships, adult education providers, higher education organizations, state employment services and vocational rehabilitation and community partners who serve the hardest to serve.
  - Paula described that, in addition to the business sector, the Denver WDB includes representatives from Workforce partners including education institutions, community-based organizations, and unions that provide training and support for the workforce system to WIOA’s priority populations.
  - Kelli provided information on board member engagement and commitment, highlighting that six board members, Kelli, Mary, Elise Lowe-Vaughn, Mark Miller, Stephanie Van Cleve and Katrina Wert, had served on the board for over five years and that 89% of members participate in events beyond board meetings. Maggie outlined board achievements over the past few years, which included most notably navigating the transition from WIA to WIOA and implementing the Workforce System Redesign. Since the redesign, Denver has served 35,650 jobseekers, 6,930 employers, and connected 27,338 jobseekers with employment.
  - Committee chairs provided brief overviews of each committee’s membership and priorities.

- Maggie closed by asking Eric if the board could assist in the search and selection of the new Workforce Director and if he would be available to provide guidance and assistance as the board researches the implications of establishing a 501(c)(3) to help supplement OED’s workforce funding. She also offered the board’s assistance to Eric and Deborah as they moved forward. Eric agreed that the board should participate in the selecting the Workforce Director and suggested that a board representative join an interview later in the process. He also relayed that he was involved in establishing a non-profit while at the airport, but would like to see more information on best practices before significant steps are taken. Eric acknowledged that since he and Deborah are new, they both would appreciate future discussions with and education from this board, which Eric called very impressive in its attendance, expertise and professionalism. Deborah added that she would reach out to Maggie and other members to learn more and that she anticipated the unique alignment of workforce and business development could result in a great advantage in the marketplace. Eric also expressed his trust in Tony Anderson, Acting Workforce Director, and assured the board that nothing would slow down during the recruitment process.

4. Denver Workforce Services Updates
- Tony Anderson shared that DWS, its contractors and OED’s Fiscal Unit have been busy preparing for the close out the 2017 program year (PY17) and the start-up of the 2018 program year (PY18). As mentioned previously, Tony will be presenting the PY18 contracts with ResCare and DPS to City Council next week.
- Tony has been involved in selecting ResCare’s new local director. He will participate in the final round of interviews on June 25.
• Dana Williams, Training & Education Manager/Interim Assistant Director, began her update on DWS grant projects by relaying that the Phase II Relimagine Retail grant contract with the Chicago Cook Workforce Partnership, which will provide $285,000 over the next year, is nearing execution.
  o Due to the success of the Metro Denver Retail Sector Partnership, DWS has been asked to partner with the Colorado Workforce Development Council (CWDC) on its application to the Walmart Foundation to expand retail sector partnerships to 10 additional regions in the state.
  o ResCare recently hired a disability resource coordinator; this will allow DWS to expand services for customers with disabilities through Disability Employment Initiative grant funding.
  o Bret Walker will be leading DWS’ partnership with the Denver’s Early Childhood Council to develop apprenticeships for early childhood education and create and subsidize placement opportunities.
  o Christina asked the board to acknowledge the work that DWS has been doing.
• Tony relayed that he and Dana have been working with other city agencies, including Parks and Recreation and Denver Human Services, to adapt CDLE’s “Go/No Go” grant review process to create a streamlined, uniform grant application process across the city.

5. Public Session Wrap-up and Announcements
  • Maggie announced that the board would take a short break before reconvening in closed session.
  • The next board meeting will be July 13, 2018 at the Denver Metro Chamber at 11:30 am.
  • Elise Lowe-Vaughn announced that Stephanie Veck will be leaving the CWDC and Councilmember Sam Walker will be acting director.

6. Adjourn. The public session of the Board meeting adjourned at approximately 12:47 p.m.

7. Reconvene. The Denver WDB reconvened in closed session at approximately 1:05 p.m. Board members in attendance included Corry Avery, Maggie Bolden, Mary Broderick, Bryan Cook, Christina Gregoire, Hark Herold, Kelli Kelly, Elise Lowe-Vaughn, Turid Nagel Casebolt, Holly Reed Sturgon, Cecil Velázquez, Dan Weinstein, Michal Williams and Kathy Workman. Josh Davies attended as proxy for Ashley Walker. Staff in attendance included Tony Anderson, Deborah Cameron, Cindy Gaertner, and Dana Williams.

8. Approval of PY18 Contracts. Tony provided an overview of the contracts proposed for the board’s review and approval: ResCare’s Adult Workforce Services contract. ResCare’s TANF services contract, DPS’s WIOA youth services contract and DPS’s Summer Youth services contract.
  • He discusses that WIOA required an increase in serving priority populations and 80% of DWS’ program enrolled jobseekers represent priority populations including 898 individuals who receive public benefits (SNAP or TANF) or experience homelessness.
  • Tony also presented a table illustrating the continuing trend in the reduction of federal funds Denver receives.

<table>
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<th>Program</th>
<th>2016</th>
<th>2017</th>
<th>2018 (projected)</th>
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<tr>
<td>WIOA Adult</td>
<td>$1,164,923</td>
<td>$1,021,261</td>
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<td>WIOA Displaced Worker</td>
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<td>WIOA Youth</td>
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<td>Employment Support Fund</td>
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<td>$1,050,036</td>
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  o In response to a question from Mary, Elise explained that Wagner-Peyser has existed since the 1930s, and is often considered a “sacred cow” that protects it from larger budget cuts. She also announced that Colorado is driving a national conversation to modify the formula used to allocate funding. Josh Davies asked if the Wagner-Peyser allocation formula used was the same as the WIOA formulas. Elise indicated the formulas are different.
  • DWS anticipates serving slightly fewer total jobseekers in PY17 (22,717 have been served in 11 months) than in PY16 (27,647) and providing fewer customers with staff-assisted services (6,449,
compared to 8,944). However total program-enrolled jobseekers who receive intensive services may increase a bit (1,917 enrolled thus far in PY17 compared to 2,012 in PY16). Several PY17 performance metrics indicate improvement over PY16: the entered employment rate is at 61.20% compared with PY16’s 59.33%; employment retention is up to 79.14% over last year’s 78.09% and the average wage of employed customers is at $17.69 ($15.54 in PY16). Of the 1,917 program-enrolled customers, 1,533 represent priority populations. The average wage in Denver is currently $33.35 according to the CDLE Labor Market Information website (www.colmigateway.com). Tony also provided program specific metrics:

- Of the 528 WIOA Adult customers, 260 have received training. 68% of customers were employed in the second quarter after exit and 67% in the fourth quarter; these are slightly below the goals of 75% and 70%, but within allowable variances. However, median second quarter earnings are at $4,221, well below the goal of $7,388. Tony acknowledged that this is concerning, and DWS has been watching this number, which represents the initial customers served after the redesign. He believes this may be impacted by the populations served and the fact that at the beginning of PY16, many individuals were enrolled in the Adult program but never returned for follow up services or training.
  - In response to a question from Christina, Tony explained that not all customers require training. Elise suggested adding the other services to the report. Cecil agreed that telling fuller, specific stories is more effective.
  - Elise pointed out that although Denver performance is within the allowable variance of 80% of goal, any performance below target puts Colorado at risk of further reduced funding because Denver’s customers represent such a large percent of the state’s total customers.
  - Tony and Elise clarified that the employment numbers are not reflecting retention at the same job, per se, but rather any employment in the second and/or fourth quarter after program exit.
  - Elise suggested that perhaps performance could be improved by implementing more follow-up and retention services. Dana acknowledged that DWS has been working with Rob Hanni from CDLE on improving these metrics.
  - The group discussed ways to present the goals, allowable variances and actual performance in a manner that would be less confusing.

- Of the 216 Dislocated Worker customers, 51 have received training. 75% of customers were employed in the second quarter after exit and 74% in the fourth quarter; this is much closer to the goals of 76% and 72%. Median second quarter earnings are at $8,209, just short of the goal of $8,440.

- Of the 409 WIOA Youth customers, 142 have received training. 67% of customers were employed in both the second and fourth quarters after exit; above the goals of 65% and 57%. The Youth credential rate of 38% is below the 57% goal. Tony believes this is a data entry issue; DWS staff have been providing technical assistance to DPS staff on correct methods to include this information in Connecting Colorado.
  - In response to a question from Hark, Tony clarified that a credential is an industry recognized certificate, GED, or a high school diploma.
  - Elise reported that the proposed PY18 federal measures are higher than PY17’s.
  - Tony explained to Michael Williams that it would be difficult to correct the data because the credential number is based on youth that have exited the program. He is confident that the credential rate will show improvement as current data is entered in a correct and timely manner. These metrics are based on data and reports that lag three to five quarters after a customer has exited a program, which further limits DWS’ ability to address performance.

- Tony continued with a short discussion on TANF performance: 48% of customers have been placed in employment or training; this is again just shy of the 50% goal, but he is confident that the goal will be met by the end of the program year.
- ResCare, which also functions and Denver’s One-Stop Operator, has performed well in convening the WIOA partners in monthly meetings to share and track referrals and common metrics. This furthers Denver’s goal to increase system access by customers.
- Tony reminded the group of the vision for the redesigned service model, in which the employer is customer and the jobseeker is the talent product. This model focuses on leveraging resources and connecting incumbent and underemployed workers with middle-skill jobs and long-term career pathways through stackable credentials.
- He also discussed plans to connect Denver’s residents with jobs on city projects, to expand workforce staff availability into more neighborhoods and to enhance sector partnerships.
  - Christina asked how Denver is recognizing businesses who partner with workforce. Tony acknowledged that although Denver recognizes summer youth employers, it does not hold an event for other employers. Cindy suggested a large annual reception. Elise recommended private sector donations to fund such an event. Turid Nagel-Casebolt suggested leveraging signature events with which Business Development is already involved. Holly commented that these events are excellent methods to increase participation, as long as DWS can meet the needs of the employers.
  - Maggie and Kelli discussed the difficulties of marketing Denver’s workforce services and how an independent website the new proposed federal measures are even higher that this year.
- Approval of PY18 Contracts. Cecil Velázquez moved and Hark Herold seconded a motion to approve the four PY18 contracts with ResCare and DPS that Tony presented.
  ➢ Action Taken: All Board members present, with the exception of Elise Lowe-Vaughn who abstained, voted to approve the minutes; the motion passed.

9. Workforce Director Transition Planning. The Denver WDB convened a short retreat to set priorities for the coming year. Board members in attendance included Corry Avery, Maggie Bolden, Mary Broderick, Bryan Cook, Christina Gregoire, Hark Herold, Kelli Kelly, Elise Lowe-Vaughn, Turid Nagel Casebolt, Holly Reed Sturgon, Cecil Velázquez, Dan Weinstein, and Michael Williams. Josh Davies facilitated the session. Staff in attendance included Tony Anderson, Deborah Cameron, Cindy Gaertner, and Dana Williams.

10. Adjourn. The meeting adjourned at approximately 3:17 p.m.

Meeting Handouts:
- 6/8/2018 Denver WDB Meeting Agenda
- Opportunities for Board Member Involvement – June 2018
- 5/11/2018 Board Meeting Minutes (Draft)
- 6/8/2018 Denver WDB Meeting Slide Deck