DENVER WORKFORCE DEVELOPMENT BOARD
Meeting Minutes

Date: Friday, September 9, 2016
Location: Denver Metro Chamber of Commerce, 1445 Market Street, 4th Floor, Denver CO 80202

Attendance

<table>
<thead>
<tr>
<th>Yes</th>
<th>Board Members</th>
<th>Category &amp; Industry</th>
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<tbody>
<tr>
<td>Y</td>
<td>Stephanie Van Cleve-DeHerrera, Kinsley Meetings (CHAIR)</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>Corry Avery, Sheet Metal Workers’ Apprenticeship Training Institute</td>
<td>Labor – Training</td>
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<td>Y</td>
<td>Sid Basu, Chatham Financial</td>
<td>Business – Finance</td>
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<td>Y</td>
<td>Maggie Bolden, Palace Construction</td>
<td>Business - Construction</td>
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<td>Y</td>
<td>Mary Broderick, IBEW Local #68</td>
<td>Labor</td>
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<td>Y</td>
<td>Mark Genkinger, Denver Health</td>
<td>Business – Healthcare</td>
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<td>Y</td>
<td>Megan Huffnagle, Oasis Outsourcing</td>
<td>Business – Food Services</td>
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<td>Y</td>
<td>Cara Johnson, Optiv</td>
<td>Business – IT</td>
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<td>R</td>
<td>Kelli Kelly, PCL Construction Enterprises, Inc.</td>
<td>Business – Construction</td>
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<td>Y</td>
<td>Elise Lowe-Vaughn, CO Department of Labor &amp; Employment</td>
<td>Workforce Partner</td>
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<td>P</td>
<td>Mark Miller, Pipefitters #208 (Geoff Herrig)</td>
<td>Labor</td>
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<td>R</td>
<td>B. Solomon Muwanga, Wells Fargo</td>
<td>Business – Finance</td>
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<tr>
<td>Y</td>
<td>Lindsey Paccheo, CO Division of Vocational Rehabilitation</td>
<td>Vocational Rehabilitation</td>
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<td>R</td>
<td>Holly Reed, RK</td>
<td>Business – Construction</td>
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<tr>
<td>Y</td>
<td>Paula Schriefer, Spring Institute</td>
<td>Local Adult Education</td>
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<td>Y</td>
<td>Joshua Torrez, ClimbOnTek Solutions</td>
<td>Business – IT/Prof. Services</td>
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<tr>
<td>Y</td>
<td>Cecil Velazquez, Hispanic Chamber of Commerce of Metro Denver</td>
<td>Economic Development</td>
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<td>R</td>
<td>Sandra Wagner, AARP Foundation/SCSEP</td>
<td>CBO/Workforce Partner</td>
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<tr>
<td>Y</td>
<td>Ashley Walker, The Center for Work Ethic Development</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>Marcus Weaver, New Genesis, Inc.</td>
<td>CBO/Nonprofit Corporation</td>
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<td>Y</td>
<td>Katrina Wert, Community College of Denver</td>
<td>Higher Education</td>
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<td>R</td>
<td>Leanne Wheeler, Wheeler Advisory Group LLC</td>
<td>Business – Prof. Services</td>
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<tr>
<td>Y</td>
<td>Kathy Workman, InnovAge</td>
<td>Business – Healthcare</td>
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18 5 23 78 % of the Voting Members (VM) attended

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

QUORUM: Yes

Agenda Items

1. Call to Order, Welcome & Introductions
   - Board Chair, Stephanie Van Cleve-DeHerrera, called the meeting to order at 11:40 a.m., welcomed everyone, and invited all members and staff to introduce themselves.
   - Geoff Herrig, from Pipefitters #208 attended as proxy for Mark Miller.
   - There were several guests at today’s meeting including Sonia Adame from Arrupe Jesuit High School; John Altland, ForeFront Fuse Impact Center; David Currier, Concorde Career College; Dan Frederick, DenverWorks; Chad Gentry, mpowered; Mary Graft, Colorado Succeeds; Audrey Krebs, Colorado Department of Human Services; Karis Morrall and Joe Saboe, Denver Public Schools (DPS); and Christa White, Colorado Department of Labor and Employment (CDLE). Representatives from Denver Workforce Services (DWS) contracted providers included: Alex Monk, (DPS); Paul Dunn (Dynamic Workforce Solutions); Barbara Lindsay (Emily Griffith Technical College (EGTC)); Nicole Kramis (ResCare Workforce Services (ResCare)); and MaryKate Zukiewicz (Mathematica Policy Research). Denver Office of Economic Development (OED) and DWS staff in attendance included: Denise Bryant, Barbara Callison, Cindy Gaertner, Liz Kisse, Lisa Lujan, Lisa Martinez-Templeton, and Dana Williams.
   - Chair’s Remarks. Stephanie quickly reviewed the agenda items and the meeting packet.
2. Workforce Development Board Business

- **Approval of Minutes.** Cecil Velázquez moved and Corry Avery seconded a motion to approve the minutes of the July 8, 2016, Board meeting without modification. 
  - **Action Taken:** The minutes were approved unanimously by all Board members present.

- **Ad Hoc Nomination Committee.** Stephanie addressed an email she sent to the board earlier in the week and explained that since she would not be seeking another term as Chair, the board must create a Nomination Committee, to identify prospective candidates for the Board Chair and Vice Chair; Stephanie will continue as Past Chair. The Nomination Committee is composed of Stephanie Cecil and Ashley Walker. Stephanie asked that any members of the group communicate their interest in serving as Chair or Vice Chair via email to Stephanie and Cindy within the next few weeks. Paula Schriefer clarified that both the Chair and Vice Chair need to be business representatives. The group plans to have nominations presented for a vote by the board at the November 4, 2016 meeting.

- **Amend Bylaws for Committee Membership Requirements.** Stephanie explained that the Executive Committee (EC), in light of the new Strategic Plan and committee structure, reviewed the Board Bylaws to ensure it reflects the work the committees are doing, as well as allow the Board to foster the workforce community and grow a pipeline for new Denver WDB members. The EC recommended changes to the Board Bylaws that would allow flexibility in committee structure by allowing committees to include more members of the community. Cindy directed the group’s attention to Article 8, paragraphs 5 and 8 on page 9 of the Bylaws in the handout package and reviewed the proposed changes: (1) deleting paragraph 8.5 in its entirety to remove the requirement that the majority of committee members must be Board members, and (2) changing 8.8 (which will be 8.7 after removal of 8.5) to require that committee actions are approved by the Executive Committee or the full Board. Kathy Workman asked how a member of the community would join a committee. Stephanie explained that committee chairs are vetting potential committee members and submitting committee membership nominations for EC approval. Cara Johnson moved and Sid Basu seconded a motion to amend the bylaws as proposed.
  - **Action Taken:** The proposed modifications to the bylaws were approved unanimously by all Board members present.

3. Spotlight 2.0

- Cara Johnson, Human Resources Director of Optiv, began her Spotlight 2.0 presentation by explaining that although she is not a cybersecurity specialist by any means, she understands how important cybersecurity is to everyone’s lives. Cara is a “turtle”, who enjoys meeting and working with people to reach solutions. She is a wife and mother of eight in a “combined” family, and grew up in a large Denver family. While she considers herself an HR leader with 20 years HR experience, she humbly describes her role as “to serve the organization” and to learn from others. She is passionate about life and enjoys learning about the good in everyone.

- Optiv’s goal is to be the market-leading provider of end-to-end cyber security solutions. Cara described the activities of the Attack and Penetration division with clients Apple, Hyatt and Hilton to increase security. Optiv was created when Accuvant and FishNet Security merged in 2015. Although the company is based in Denver and Kansas City, 85% of employees are remotely officed, including 60% who work onsite at client facilities. She reported that the unemployment rate in cybersecurity is at -6% and that Optiv is addressing its workforce needs through the creation of an associates program to recruit and train future employees while they are still in school. These programs include partnerships with Katrina Wert and the Community College of Denver (CCD), DPS, and Regis University. Optiv’s wide-ranging clients include at least 50% of the market share of
healthcare, hospitality & retail, financial services, utilities & energy, tech, media & telecomm, professional services, and manufacturing industries, as well as over 1,250 educational institutions and almost 800 government agencies. Cara indicates that Optiv, which currently employs 1,700, is in a “growth” mode and hopes to triple in size by 2018 through acquisition of smaller security companies. Cara enjoys that the Denver WDB allows her to fulfill her corporate/community responsibility, engage in relationship building with, strengthen Optiv’s presence and opportunity for a greater impact, and ensure corporate reliability and trust.

4. Guest Presentation – DPS CareerConnect
   - Joe Saboe, Director of DPS CareerConnect, introduced his colleague, Karis Morrall, and acknowledged that Optiv employee Justin Shankle is a CareerConnect volunteer who provides resources to DPS staff and that Denise’s son is a participant. Over 6,200 students participated in CareerConnect 2015-16; this year’s goal is 7,000 students. Through the presentation, Joe described how the program resolves three issues, (1) students do not see the relevance of classroom learning (2) students are unprepared for the workforce and (3) the disconnect between college (theory) and career (practice), through providing participants with engaging classes and experiential learning that create wide-ranging, unlimited career and educational pathways and allowing them to participate in the real world of work with adults that challenge them.
   - Career programs offered include business, education, engineering, technology, hospitality, manufacturing, public safety and medicine, many of which align with Denver’s current and projected growth industries. In addition to Optiv, CareerConnect partners with over 150 organizations, including Cisco, IBM, & Tuliva; Bank of America, JP Morgan Chase, Wells Fargo and the Young Americans Bank; Denver Health, Kaiser Permanente, National Jewish, PSL, Porter, & Rose; Lockheed Martin, ULA and the US Air Force; as well as many unions, colleges and universities. CareerConnect also partners with DPS’ FACE program to ensure parent engagement, internship placements and WIOA-implementation.
   - Although, CareerConnect recently introduced exploratory STEM classes throughout 23 K-8 schools, most of the programs’ classes and industry exploration begin in high schools, and include career exploration events, opportunities to earn industry credentials and college credits, engage with career coaches/mentors and participate in internships, industry consultations and residencies. Program participants have a 30% higher graduation rate than their non-participant peers. Over summer 2016, 212 students participated in paid internships at 74 companies, funded with both DWS and the employer contributions, which allowed participants to deliver babies, build websites, and contribute to ozone studies at NOAA. All of these employers plan to participate in summer 2017.
   - CareerConnect is funded through private and public grants, Perkins funds and DPS general fund allocations. The program has raised $20M in grants since early 2014, however Joe expressed a desire to identify a more stable and sustainable source of support, such as the mill levy and bond proposals included on the November ballot.
   - Joe also relayed that Governor Hickenlooper will announce, at a press conference the week of Sep. 12, a statewide Career Residency program to begin September 2017. This program is modeled after the Swiss apprenticeship program and PILOT industries will include advanced manufacturing, banking, healthcare, technology and possibly construction. Students will obtain a high school diploma, a 2-year college degree, industry-recognized competencies and experience, as well as earn wages, during participation in this program. CareerConnect will provide the pilot Residency program to 100 students from DPS, another 150 will participate in Cherry Creek, La Junta, Mesa and other school districts. Businesses & Schools in Collaboration (BASIC) will lead the statewide effort, using CareerConnect as a model and provider of technical support for other districts.
   - Joe fielded a few questions from the board to clarify that CareerConnect is open to any student who wants to participate: although not all programs may available at all schools, they are available within the district. The program serves a full range of students including adjudicated youth, teen moms, students with low GPAs and valedictorians. The program will invest in regional transportation, extended hours and adding summer programming. Joe also offered to connect Lindsay Pacheco with DPS’ ACE Connect program, CareerConnect’s partner program which is funded through the
Colorado Division of Vocational Education that serves students with disabilities. Elise Lowe-Vaughn announced that CDLE, working with the Governor and BASIC, has just submitted a proposal to the USDOL for funding to expand the state’s apprenticeship program. Joe also explained that the program is connecting with disconnected youth through collaboration with Denver Metro Chamber of Commerce’s Opportunity Youth Initiative and the FACE program. He also clarified that he cannot promise that construction will be one of the pilot Career Residency industries, but that he wants to establish connections with the construction industry representatives on the board.

5. WDB Committees
- Committee Work: Stephanie listed the five board committees and invited the chairs to provide an update on their activities to the group.
  - **Youth Committee (YC):**
    - Maggie Bolden reported that the YC only has three board members and she would like to identify additional people who are interested in helping the committee succeed. The board offered a number of member suggestions and Maggie will follow up.
  - **Equity and Accessibility Committee (EAC):**
    - Paula Schriefer reported that the EAC has met twice, finalized goals, and accomplished its first goal, to identify the vulnerable populations with barriers: individuals with disabilities, ex-offenders, single parents, mature workers, veterans, women in traditionally male occupations, and individuals with low English proficiency. Next, the EAC plans to identify the major barriers, in particularly cross-cutting barriers, these populations face in accessing the workforce system. Its goal is to make recommendations to address these barriers to DWS in time for the continuation grants. Paula indicated that she will recommend two individuals to the EC for committee membership. The committee also visited the Westside One-Stop Center to tour and discuss operations with ResCare.
  - **Career Pathways and Education Committee (CPEC):**
    - Katrina reported that the CPEC has also met a number of times, has recommended two individuals for membership and is open to additional members. The committee’s goals are focused in two areas: (1) enhancing the connection between registered apprenticeships and the workforce system and (2) supporting career pathway information in general to inform the Denver WDB and develop the Denver Preferred Training Providers List (DPTL). The CPEC has achieved its first task to identify a “Registered Apprenticeship 101” course as a resource for people interested in applying to a program. The committee is also arranging for DWS training team to present to registered apprenticeships in the area to increase the number of these programs included on the DPTL. Additionally, the CPEC is developing a reverse referral system to connect applicants who are not accepted into apprenticeship programs to additional resources that will help them address skills gaps. Corry Avery, CPEC co-chair, added that the committee will be joined at its next meeting by representatives from DenverWorks, ResCare, Mile High Youth Corps to assist in developing the warm referral process.
  - **Strategic Partnerships & Engagement and Committee (SPEC):**
    - Stephanie explained that the neither of SPEC co-chairs, Kelli Kelly or Holly Reed could attend today. The EC will help strategize to get this important committee off the ground.
  - **Governance and Oversight Committee (GAO):**
    - Stephanie explained that the GAO committee is aligned with the work the EC does. The group is working to partner with the one-stop operator to ensure compliance and maintaining the structure of the Denver WDB and increase engagement of the community and board members.
  - Mary Broderick asked if the committees would have an opportunity to work together and share information; Katrina also expressed a desire for a location to share documents. Dana Williams suggested that an eColorado team room be set up for this function. Stephanie suggested that a future board meeting could be dedicated to joint committee work and that board members were welcome to serve on more than one committee.

- Lisa Martinez-Templeton discussed the USDOL jobs report released the first week of September, which is aligned with expectations: showing steady improvement without signs of overheating, which would indicate inflation is not likely.
- Lisa also announced that DWS has received 2016 targets from CDLE. CDLE has opted to pass down the targets it received from the USDOL directly to workforce regions, rather than adjusting them for each region as they have in the past. The USDOL directed states that PY16 will be a baseline year; no sanctions will result from not achieving targets. Lisa described the situation as being between a rock and a hard place: that while DWS will want to demonstrate strong performance and improvement to city council, however, DWS should provide good quality services to those participants with barriers and the greatest needs to develop realistic USDOL targets for future. Lisa is developing additional measures to demonstrate success to City Council and anticipates negotiation with contractors around these measures will be finalized by October.
- Elise relayed to the group that CDLE met with USDOL at least five times trying to negotiate lower targets, since CDLE found the proposed measures, which exceed previous years’ performance, unrealistic given the new focus on serving populations with barriers to employment. She assured the Denver WDB that CDLE understands the difficulties and will support the counties to do the best they can, despite the changes.

7. Workforce Update:

- Denise Bryant, DWS Director, added to Lisa’s comments on the USDOL measures. DWS did make promises to City Council on the benefits the new system will bring to residents. However, since this is a baseline year, subsequent years’ metrics will be based on DWS’ PY16 performance. DWS plans to demonstrate some real progress through the additional, non-WIOA metrics that Lisa described.
- At the start of the third month of operations, Denise reports that there are a lot of bugs. DWS is working with all partners to ensure success with this major shift. DWS is currently navigating how all funded partners can streamline access to the one-stop center and ResCare services to avoid redundant processing. Anita Davis, DWS Assistant Director, and most ResCare management are meeting on this at this time. DWS convened its first meeting with contracted partners, which provided communication regarding DWS’ roles, and outline of the referral processes and a detailed overview on factors that go into reporting. Denise anticipates these meetings will occur on a monthly basis and be used to provide training and technical assistance.
- Denise acknowledged Marykate Zukiewicz from Mathematica and reminded the group that she represents a very important partner as DWS “builds the plane while flying it.” In the first phase, Mathematica will be supporting implementation. Their first task is to observe operations and identify obstacles, followed by convening focus groups and then making recommendations to DWS on process improvement testing to allow modifications. Denise expressed that she is confident that, with the support of the Board, the DWS team and Mathematica, DWS will achieve the ideal state for this complex system, and be able to demonstrate that it is an evidence-based model when that in Mathematica conducts its national evaluation.
- As previously reported to the board, DWS was awarded the Third Sector Capital Partners grant, to conduct a feasibility study of utilizing Pay-for-Performance element in subcontracts as allowed under WIOA. The kickoff meeting for that grant will occur on Sep. 13 and 14, during which DWS and Third Sector will discuss what pay for performance will look like. Elise asked for and received clarification to ensure WIOA funds would not be used this program year. Denise and Cindy explained that general funds would be used and Third Sector would provide technical assistance to ensure compliance under WIOA in the future.
- Denise was recently contacted by Washington in regards to the “gig economy,” in which the workforce are contractors rather than employees often work from remote locations. The USDOL is very interested in how the public workforce system is addressing and how it can influence “gigs”. Elise reported that CDLE has been working with USDOL and the National Governors Association to
create the policy academy, “The Gig Economy: The Future of the Workforce,” in collaboration with 13 states. Colorado is driving this effort and will hold a gig economy conference in March 2017; Elise will ensure DWS is invited.

- Denise reminded everyone that September is Workforce Development Month and encouraged the group to attend the Sep. 29 launch of the Walmart Foundation Retail Grant with the Mayor as well as the Oct. 12 City Council Committee meeting. Stephanie expressed that the Denver WDB will continue to support Denise and DWS as they are needed.

8. Wrap-up, Upcoming Events, and Announcements

- Stephanie reminded the group that the Next Executive Committee Meeting is scheduled for Tuesday, Sep. 28, 2016 at the Wellington Webb Building, room 7.C.1 from 11:30 am - 1:30 pm.

- Next Board Meeting. The next meeting will be Friday, Oct. 14, 2016, from 11:15 am - 1:15 pm, at which Corry will share his Spotlight 2.0.

9. Adjourn. The Board meeting adjourned at approximately 1:16 p.m.

Meeting Handouts:

- 9/9/2016 Denver Workforce Development Board Meeting Agenda
- Opportunities for Board Member Involvement – September 2016
- 7/8/2016 Board Meeting Minutes (Draft)
- Denver WDB By-Laws (proposed changes)
- Spotlight 2.0 Cara Johnson - Optiv
- DPS Career Connect Presentation
- Monthly Economic Indicators, Metro Denver Economic Development Corporation, September 2016