

## Meeting Minutes

Date: Friday, September 13, 2019  
 Location: Denver Metro Chamber of Commerce, 5th Floor Conference Room  
 1445 Market St, Denver, CO 80202

### Attendance

| Yes | No |    | <u>Board Members</u>   | <u>Category &amp; Industry</u> |
|-----|----|----|--|--------------------------------|
|     | R  | 1  | Robert Andrews, CommunityWorks   | Workforce Partner              |
| Y   |    | 2  | Corry Avery, Sheet Metal Workers' Apprenticeship Training Institute      | Labor – Training               |
| Y   |    | 3  | Maggie Bolden, Palace Construction (CHAIR)                               | Business - Construction        |
|     | R  | 4  | Mary Broderick, IBEW Local #68   | Labor                          |
|     | R  | 5  | Sara Butz, Black Creek Group   | Business – Prof. Services      |
| Y   |    | 6  | Lynda Campbell, Stonebridge Companies                                    | Business – Hospitality         |
| Y   |    | 7  | Bryan Cook, Associated General Contractors of Colorado (AGC Colorado)    | Business – Construction        |
| Y   |    | 8  | Valerie Greenhagen – Center for Employment Opportunity (CEO)             | Workforce Partner              |
| Y   |    | 9  | Ahmed Hassan – Amaze PBC   | Business – IT/Healthcare       |
|     | R  | 10 | Joseph Herold – Design Thinking Denver                                   | Business – IT                  |
| Y   |    | 11 | Kelli Kelly, PCL Construction Enterprises, Inc.                          | Business – Construction        |
| P   |    | 12 | Barbara Lindsay – Emily Griffith Technical College (Linda Van Doren)     | Local Adult Education          |
| Y   |    | 13 | Elise Lowe-Vaughn, CO Department of Labor & Employment (CDLE)            | Workforce Partner              |
|     | R  | 14 | Mark Miller, Pipefitters #208  | Labor                          |
|     | R  | 15 | Turid Nagel-Casebolt, Denver EDO - Business Development                  | Economic Development           |
|     | R  | 16 | Fabiana Nardi, Green Hat Web Solutions                                   | Business – IT/Prof. Services   |
| Y   |    | 18 | Paxton Oliphant, Center for Work Ethic Development                       | Business – Prof. Services      |
| Y   |    | 17 | Lindsey Pacheco, CDLE Division of Vocational Rehabilitation              | Vocational Rehabilitation      |
|     | R  | 19 | Holly Reed Sturgon, I4Talent   | Business – Prof. Services      |
| Y   |    | 20 | Paula Schriefer, Spring Institute for Intercultural Learning             | Local Adult Education          |
| P   |    | 21 | Stephanie Van Cleve-DeHerrera, University of Denver (Anthony Cherwinski) | Higher Education – Hospitality |
| Y   |    | 22 | Cecil Velázquez, FareHarbor  | Business – IT/Hospitality      |
| Y   |    | 23 | Dan Weinstein, Aon Hewitt  | Business – Prof. Services      |
| Y   |    | 24 | Michael Williams, U.S. Immigration & Customs Enforcement                 | US Government – Youth          |
|     | R  | 25 | Kathy Workman, InnovAge  | Business – Healthcare          |
| 16  | 9  | 25 | 64% of the Voting Members (VM) attended                                  | QUORUM: Yes                    |

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 11:42 a.m. and wished everyone a happy Workforce Development Month.
  - Linda Van Doren, Emily Griffith Technical College, attended as proxy for Barbara Lindsay; Anthony Cherwinski, University of Denver, attended as proxy for Stephanie Van Cleve-DeHerrera.
  - Guests at the meeting included: Theresa Becker, Denver Public Schools (DPS); David Edmonds, DPS; Judith Emery, Colorado Urban Workforce Alliance (CUWA); Kathy Ford, Colorado Department of Labor & Employment (CDLE); Matt Fredrickson, Jewish Family Services; Sir Green, ResCare Workforce Services (ResCare); Gerald Hamel, Community Outreach Service Center; Rob Hanni, CDLE; Samantha Herlein, Child Care Partners; Kelly Hummel, ResCare; Barbara Mahnen, Bank of

America; Lindsay McNicholas, DPS; Josh Rathbun, Denver Community Credit Union; Sandra Sharp, CDLE Division of Vocational Rehabilitation (DVR); Ale Spray, Mortenson; Dorothea Steinke, Literacy Coalition of Colorado; Arys Subiadur, DPS; Matt Sweeney, Community College of Denver (CCD); Amy VanMeter, ClayDean Electric; and Whitney Wise, Focus Points Family Resource Center.

- o Denver Economic Development & Opportunity (DEDO) and Denver Workforce Services (DWS) staff in attendance included: Tony Anderson, Ken Arellano, John Fraundorfer, Cindy Gaertner, Shannon Jahn, Kathleen McCleary, Liz Ojeda, James Roina, Bret Walker, and Mamay Worku.

**2. Workforce Development Board Business**

- Approval of Minutes. **Cecil Velázquez** moved to approve the July 12, 2019, board meeting minutes without modification; **Corry Avery** seconded the motion.
  - **Action Taken: All Board members present voted to approve the minutes; the motion passed.**

**3. Denver Workforce Services Updates.** Tony Anderson, Denver Workforce Director, shared a few updates with the group

- Denver Workforce Services Annual Report. Tony handed out the professionally printed report, which provides a six-page summary of the 2018 program year (PY18). The DEDO Marketing team assisted DWS to prepare and produce the document. Tony expressed that DWS receives strong support from Mayor Hancock, DEDO Executive Director Eric Hiraga and DEDO Chief Business Development Officer Deborah Cameron. The report includes a section on key performance numbers and accomplishments:
  - o Served 3,325 employers and 22,323 jobseekers in PY18
  - o Produced \$7.36 Million in additional wages for workforce center customers (a \$6.97 return on investment for every \$1 spent). The methodology for determining these amounts has been recently agreed upon by the state’s workforce directors.
  - o Launched the Denver Construction Career Pilot to connect residents with employment opportunities related to city construction projects.
  - o Enrolled 762 youth in summer programs.
- Tony directed the group’s attention to the Workforce Development Month schedule of events developed by Bret Walker, DWS Employer Services Manager. Events include a Government Job Fair (9/10), Discover Denver Job Fair (9/14), a Path to Construction event (9/25), and an Employer Services Symposium (9/26).
- The U.S. Department of Labor (USDOL) recently concluded a complete audit of the past four-years of DWS WIOA programs. Although DWS is not perfect, Tony was not disappointed with the results. The USDOL recognized DWS for its policies, the Denver WDB for its engagement and organization, and the city for the collaboration and alignment between DWS and Denver Human Services.
- Maggie thanked Tony and his team for the Employer Appreciation Luncheon (9/11) that showcased all that DWS does.

**4. Committee Overviews.** In preparation for the October committee meetings, each Denver WDB Committee Chair provided an overview of their committee’s purpose, goals and successes.

- Governance & Oversight (G&O) Committee. Cecil provided information on some of the goals of the G&O Committee, which works to track and review the performance of Denver’s One-Stop workforce system, ensure compliance under WIOA, and maintain and improve WDB membership, engagement and performance. He highlighted the major wins in direct customer services over the past three years.

| <u>Goal</u>   | <u>Change since 2016</u> |
|---|--------------------------|
| Improve One-Stop Effectiveness – Obtaining Employment                         | 2.7%                     |
| Improve participation rates of job seekers leveraging WF Development services | 80.6%                    |
| Reduce recidivism of unemployed job seekers                                   | 54.2%                    |
| Host structured hiring events for targeted industries/ sectors                | 1000.0%                  |
| Improve the number of skills individual job seekers are obtaining             | 16.5%                    |

- Improve rates of job seekers completing workforce development training 14.7%
- Improve how quickly WF Development trainees find employment 10.1%
- Increase the customer satisfaction for participants in One-Stop program services 47%
- Increase the income per participant in One-Stop Shop program services (Pre/Post) 71%
- Bret Walker estimated that DWS hosted 161 total recruitment events in in PY18, which included 87 direct hiring events and job fairs. DWS' goal for PY19 is to host over 100 direct hiring events at the Westside One-Stop Center, Montbello Workforce Center, DEN Workforce Center and throughout the city.

Cecil also shared board related goals with the group.

- | <u>Goal</u>   | <u>Change since 2016</u> |
|---|--------------------------|
| Improve the percentage of WDB members attending Board meetings        | 13%                      |
| Improve the percentage of WDB members attending Committee meetings    | 77%                      |
| Improve the number of WDB members attending other events & activities | -9%                      |
| Improve the number of WDB members utilizing business services         | 57%                      |
- Tony commented that this committee tracks the board's progress toward Denver Performance Incentive Funds, which includes being designated a high performing board by the Colorado Workforce Development Council (CWDC). Although Tony believes the Denver WDB is the most engaged board in the state, Denver has fallen short of all the requirements.
    - Lynda Campbell suggested that invitations to workforce and community events include a notation that would allow board members to prioritize participation.
    - Cecil reminded the group that other activities, events or volunteer efforts could count toward the board's engagement goals and to check with Board Liaison Cindy Gaertner.
  - Sustainability & Funding (S&F) Task Force. Paula Schriefer and Dan Weinstein discussed the progress of the S&F Task Force, which has determined that it should become a standing committee due to the importance of its work and momentum of its progress. Due to declining availability of federal funding, the board decided to identify alternative resources and ways to sustain services, including establishing a 501(c)(3) non-profit. The S&F Task Force has made significant progress by:
    - Evaluating the current model from both a funding and efficiency/marketing standpoint.
    - Researching other WDB models nationwide, including multiple nonprofit models.
    - Researching funding opportunities exclusive to nonprofits. This included several significant grants that underscored the importance of creating a nonprofit entity.
    - Creating a potential organizational structure that would keep the current WDB and DEDO staff in place to oversee WIOA funds and establish a new board and nonprofit structure to apply for and disburse other funds.

The group's next tasks include:

- Finalizing the potential new nonprofit structure and obtaining buy-in from the Denver WDB, DEDO and Mayor Hancock
- Implementing the new structure: hire staff, establish a board, and select a fiscal agent.
- Continuing to identify and solicit new funding outside of WIOA.
- Investigating the ability to market and partner with businesses in unique ways that cannot or does not get accomplished within the current structure.
  - Tony encouraged members that have experience in creating or managing nonprofit entities to join the committee to assist in these efforts.
- Work-Based Learning (WBL) Committee. Corry Avery shared that the WBL Committee's overall purpose is to increase the pipeline for WBL opportunities and registered apprenticeships. The committee has developed a website that includes information about WBL opportunities in all target sectors, including Information Technology, Healthcare, and Hospitality to help achieve this purpose. Currently however, no WBL Committee members represent any sectors other than Construction, so Corry asked the group to think about joining the WBL Committee, or encouraging their colleagues to

join, to bring the perspective of other industries. He also encouraged the group to visit the website ([ASAPform.com](http://ASAPform.com)) and provide input on what may be missing. The group has developed the ASAP Form to connect interested individuals with resources to meet all the requisites of apprenticeships (driver's license, GED, proof of previous training, etc.).

- Elise Lowe-Vaughn added that the USDOL is funding IT and Healthcare programs through the community colleges, which increases funding in these apprenticeships.
- Paula clarified that people who are not on the board can join committees.
- Cindy will compile a document outlining the expectations of board committee membership.
- **Youth Committee.** Maggie provided an overview of the Youth Committee, which works to increase disengaged youth access to services and connection to job opportunities. The two main goals of the group are to (1) decrease the number of disconnected youth within the City & County of Denver and (2) increase the number of paid internships for Denver youth. The youth committee will hold a strategic planning session to develop tactics to achieve their goals, engage additional community stakeholders to participate and establish subcommittees to engage more youth in programs and services and increase internship opportunities. Current members include representatives from the Denver Office of Children's Affairs, Denver Opportunity Youth, DPS, Center for Work Ethic Development, and Mile High Youth Corps.

**5. Program Year 2018 Performance.** The group broke into tables for 15-minute sessions on four elements of PY 18 performance.

- **Adult Programs.** Sir Green, ResCare's Deputy Project Director, provided a summary of Adult and Dislocated Worker performance. Please see Attachment 1 to these minutes.
  - Board members requested information the number of jobs into which ResCare has placed jobseekers?
  - Discussion included how the paperwork required may contribute to low number of OJT's and prevent employers from using subsidized funds?
  - Additionally, low retention numbers may be impacted by losing contact with jobseekers once they have completed training.
- **Youth Programs.** DPS Family and Community Engagement Senior Manager of Youth Self Sufficiency Arys Subiadur presented on the performance of WIOA In-School and Out-of-School Youth. Please see Attachment 2 to these minutes.
  - Biggest challenges to youth WBL participations include the limited time employers have for supervising youth. Additionally, construction jobs require participants to be 18 or older.
- **DWS Annual Report & Strategic Plan Metrics.** Cindy Gaertner discussed PY18 End of Year Report Denver submitted to the CWDC as well as the progress made toward the goals outlined in the board's strategic plan. Please see Attachment 3 to these minutes.
  - Lynda relayed that Retail Sector Partnership has been a great model and benefit to the Lodging Manager apprenticeship, specifically the support of DWS' Yohannes Mengistu.
- **PY18 Next Level Metrics.** Todd Nielsen, DWS Program Manager of Data & Quality Analytics, and Tony Anderson shared information on the return on investment of workforce development funding. Please see Attachment 4 to these minutes.

**6. Meeting Wrap-Up, Q&A, Discussion**

- The Board meeting adjourned at approximately 1:40 p.m.

*Meeting Handouts:*

- *9/13/2019 Board Meeting Agenda*
- *7/12/2019 Board Meeting Minutes (Draft)*
- *Workforce Development Month Events Flyer*
- *PY18-Adult WDB Presentation*
- *PY18-Youth WDB Presentation*
- *DPS 9.13.19 WDB Presentation - Narrative*
- *DEDO Workforce Annual Report*
- *Director's Report 91319*
- *CCN 2019 Hiring Fair Flyer*
- *Denver PY18 Local Plan EndOfYear Report*
- *2019 DWDB Strategic Plan Metrics*