Date: Friday, November 8, 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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<tbody>
<tr>
<td>R 1</td>
<td>Robert Andrews, CommunityWorks</td>
<td>Workforce Partner</td>
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<td>Y 2</td>
<td>Corry Avery, Sheet Metal Workers' Apprenticeship Training Institute</td>
<td>Labor – Training</td>
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<td>R 3</td>
<td>Maggie Bolden, Palace Construction (CHAIR)</td>
<td>Business - Construction</td>
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<td>R 4</td>
<td>Mary Broderick, IBEW Local #68</td>
<td>Labor</td>
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<td>R 5</td>
<td>Sara Butz, Black Creek Group</td>
<td>Business – Prof. Services</td>
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<td>Y 6</td>
<td>Lynda Campbell, Stonebridge Companies</td>
<td>Business – Hospitality</td>
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<td>Y 7</td>
<td>Bryan Cook, Associated General Contractors of Colorado (AGC Colorado)</td>
<td>Business – Construction</td>
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<td>Y 8</td>
<td>Valerie Greenhagen – Center for Employment Opportunity (CEO)</td>
<td>Workforce Partner</td>
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<td>Y 9</td>
<td>Ahmed Hassan – Amaze PBC</td>
<td>Business – IT/Healthcare</td>
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<td>R 10</td>
<td>Joseph Herold – Design Thinking Denver</td>
<td>Business – IT</td>
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<td>Y 11</td>
<td>Kelli Kelly, Kiewit</td>
<td>Business – Construction</td>
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<td>R 12</td>
<td>Barbara Lindsay – Emily Griffith Technical College (Linda Van Doren)</td>
<td>Local Adult Education</td>
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<td>Y 13</td>
<td>Elise Lowe-Vaughn, CO Department of Labor &amp; Employment (CDLE)</td>
<td>Workforce Partner</td>
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<td>Y 14</td>
<td>Mark Miller, Pipefitters #208</td>
<td>Labor</td>
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<td>R 15</td>
<td>Turid Nagel-Casebolt, Denver EDO - Business Development</td>
<td>Economic Development</td>
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<td>Y 16</td>
<td>Fabiana Nardi, Green Hat Web Solutions</td>
<td>Business – IT/Prof. Services</td>
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<td>R 18</td>
<td>Paxton Oliphant, Center for Work Ethic Development</td>
<td>Business – Prof. Services</td>
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<td>Y 17</td>
<td>Lindsey Pacheco, CDLE Division of Vocational Rehabilitation</td>
<td>Vocational Rehabilitation</td>
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<td>R 19</td>
<td>Holly Reed Sturgon, i4Talent</td>
<td>Business – Prof. Services</td>
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<td>Y 20</td>
<td>Paula Schriever, Spring Institute for Intercultural Learning</td>
<td>Local Adult Education</td>
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<td>R 21</td>
<td>Stephanie Van Cleve-DeHerrera, University of Denver (Anthony Cherwinski)</td>
<td>Higher Education – Hospitality</td>
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<td>Y 22</td>
<td>Cecil Velázquez, FareHarbor</td>
<td>Business – IT/Hospitality</td>
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<td>Y 23</td>
<td>Dan Weinstein, Aon Hewitt</td>
<td>Business – Prof. Services</td>
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<td>Y 24</td>
<td>Michael Williams, U.S. Immigration &amp; Customs Enforcement</td>
<td>US Government – Youth</td>
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<td>R 25</td>
<td>Kathy Workman, InnovAge</td>
<td>Business – Healthcare</td>
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<td>14 11 25</td>
<td>56% 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) Vice Chair Kelli Kelly called the meeting to order at 11:37 a.m.
     - Guests at the meeting included: Antonio Barreiro, Mile High Youth Corps; Lauren Brown, Mi Casa Resource Center; Delta Donahue, Focus Points Family Resource Center (Focus Points); David Edmonds, Denver Public Schools (DPS); Judith Emery, Colorado Urban Workforce Alliance (CUWA); Kathy Ford, Colorado Department of Labor & Employment (CDLE); Matthew Fredrickson*, Jewish Family Services; Ryan Goetzl, Denver Indian Center; Gerald Hamel, Make a Chess Move; Katy Hamilton, Center for Work Education & Employment (CWEE); Tracie Hammons, Ability Connection Colorado; Kierston Howard, CDLE Unemployment Insurance Division; Jaime Koehler Blanchard*,
Lutheran Family Services; Lauren McClanahan, Energy Outreach Colorado; Lindsay McNicholas, DPS; Slavica Park, Focus Points Family Resource Center; Lauren Patti*, Bayaud Enterprises; Cedric Pride, Hercules Industries; Sue Richardson*, Bayaud Enterprises; Sarah Secrist, The Learning Source; Paris Sherman*, ResCare Workforce Services (ResCare); Dorothea Steinke, Literacy Coalition of Colorado; Matthew Sweeney, Community College of Denver (CCD); Matt Thomas, Concorde Career College; Lois Todd, Alchemy Strategy Group; and Camille Whisler, Denver Human Services (DHS).

- Denver Economic Development & Opportunity (Denver EDO) and Denver Workforce Services (DWS) staff in attendance included: Tony Anderson, Cindy Gaertner, Macrina Ghiran, Matthew Karnes, Olga Karpov, Ola Kukoyi, Kathleen Mc Cleary, Yohana Mengistu, Liz Mulei, Todd Nielsen, Liz Ojeda, Kevin Rhoades, Laddie Somorin, Shonta Trotman, Bret Walker, Dana Williams and Mamay Worku.

2. Financial Report. Laddie Somorin, Financial Manager of Denver EDO’s Fiscal Team, reported on fiscal performance in the 2018 Program Year (PY18) and the first quarter (Q1) of PY19. DWS fully expended PY17 WIOA funding and more than 70% of PY18 WIOA funding as of the end of PY18.

- **WIOA Adult:** DWS expended $1,473,039 (100%) in PY17 Adult funding and $1,150,646 (92%) in PY18 funding as of June 30, 2019; this amount includes all submitted PY17 invoices. Administrative expenses remained below the 10% cap (9.9% for PY17 and 1% for PY18). A total of $865,081 in combined PY17 and PY18 funds was invested in customer direct training expenditures, and $1,602,057 in other program costs. PY17 carry-in funding was not as great as in previous years, which accounted for the higher percentage of PY18 funds expended.

- **WIOA Youth:** $1,001,797 (100%) in PY17 Youth funding and $695,996 (82%) in PY18 funding was expended as of June 30, 2019; this amount includes all submitted PY18 invoices. Administrative expenses remained below the 10% cap (9.9% for PY17 and 0.5% for PY18). In compliance with the WIOA requirement that 75% of program costs support Out-of-School Youth, Denver has expended 80% ($1,244,709) on OSY services. A combined $506,236, about 25% of PY17 and PY18 program costs, was spent on work experiences; this is above the 20% requirement.

- **Dislocated Worker:** By the end of PY18, DWS expended $480,667 (100%) in PY17 Dislocated Worker funding and $455,451 (93%) in PY18 funding. Administrative expenses remained below the 10% cap at 5% for PY17 and 8% for PY18 combined. A total of $154,962 in combined PY17 and PY18 funds has been expended in customer direct training expenditures, and another $731,133 in other program costs.

- **Contractors:** Laddie reported that his team has processed all invoices for both ResCare’s $4,205,000 PY18 contract, which included $700,000 in TANF funding, and DPS’ $1,560,000 PY18 contract. Due to reductions in WIOA allocations, PY19 contract amounts have decreased. ResCare’s PY19 contract budget totals $3,430,000 and includes $600,000 in TANF funds. DPS will provide services only to in-school youth with a budget of $300,000 in PY19. PY19 Out-of-School Youth services will be provided by Ability Connection Colorado ($725,000 contract budget), Center for Employment Opportunities ($100,000) and Urban Peak ($95,000).

- **Additional Funding Streams:** Laddie relayed that, as of June 30, 2019, Denver had expended 100% ($1,256,389) in its PY17 Wagner-Peyser funding; 54% ($607,101) in PY18 Wagner-Peyser, and $944,035 in Employment Support Funding (ESF).

- **PY19 Q1:** As of September 30, 2019, the end of PY19 Q1, Denver had expended $1,101,049 in WIOA Adult, $433,201 in Dislocated Worker, $43,307 in WIOA Youth, and $1,185,721 in Wagner-Peyser, ESF and other funding.

- **Audits:** Since the last financial report to the board, DWS has received the results of three audits:
  - As a result of $800,000 in questioned costs identified by a CDLE fiscal monitoring, the U.S. Department of Labor (USDOL) conducted a full program and fiscal audit of four years of Denver’s
WIOA activities. The USDOL approved Denver’s proposed alternate methodology for allocating DPS personnel costs which mitigated the questioned costs. The auditors did identify a few minor findings. Laddie is working with CDLE to implement the resolutions, which include reporting quarterly accruals in the state’s CLEAR system.

- Elise Lowe-Vaughn reminded the group that CDLE highly recommends capturing and tracking donated services as stand-in costs, which may be used to offset disallowed costs. Laddie relayed that Denver captures and tracks stand-in costs.

- BKD’s fiscal monitoring fieldwork was completed on April 12 and resulted in no findings in Denver’s WIOA programs.
- CDLE conducted its annual fiscal monitoring in May 2019; this also resulted in no findings.

- **Upcoming Events**: Denver issued its Requests for Proposals (RFP) for PY20 Comprehensive Service Providers on October 16. Denver EDO’s fiscal team will take over fiscal management of Denver’s U.S. Housing & Urban Development (HUD) Community Development Block Grant (CDBG) funding when the Housing Team splits from Denver EDO on January 1, 2020.

3. **Workforce Development Board Business**

- **Approval of Minutes.** Corry Avery moved to approve the October 11, 2019, board meeting minutes without modification; Michael Williams seconded the motion.
  
  **Action Taken:** All Board members present voted to approve the minutes; the motion passed.

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

- Tony relayed that he is pleased with the results of the USDOL’s audit. He sees it as a validation of Denver’s service delivery model. Additionally, CDLE recently conducted its full PY18 program monitoring, which resulted not only in no compliance issues and no disallowed costs, but also in designation as a low risk grantee in all four areas of review: governance, administrative, program and financial management systems, program services, delivery and documentation and performance. He thanked the Denver EDO and DWS team, as well as ResCare, for all their assistance.

- Tony shared a clip from the Kelly Clarkson Show, through which a veteran, Thomas Downing, was connected with DWS and workforce service programs.

5. **WIOA Local Planning.** Before the group began local planning activities, Kelli asked that anyone who was planning to submit a proposal in response to our Comprehensive Services Provider RFP, or planning to partner in a proposal, excuse themselves from the rest of the meeting to avoid an unfair advantage in the RFP process. Kelli also reminded board members that one of their functions under WIOA is to develop the Local WIOA plan, and as part of that process, the Denver WDB must convene, broker and leverage the local workforce development system stakeholders to assist in local plan development. She expressed that the board is very interested in its partners’ ideas on ways of aligning services to better meet customer needs. Lois Todd had the group break into tables and led them through a series of discussions around three questions that will inform the next WIOA plan. Although each table captured the ideas they discussed on paper, Lois had the group through a “harvest” of each table’s conversations.

- **How can we coordinate our programs and leverage our resources and relationships to better serve our customers through collective impact?**
  - Offer services outside of regular hours
  - Use libraries, smaller communities
  - Adult education
  - Aunt Bertha – leverage it
  - Collaborate with other organizations
  - Access points: 311, 211 Talent Found
  - Increase our visibility
- Employer: understand the needs and link the Community Partner to the service/training needed to impact the worker/workforce
- Streamline everything! Bundle services
- Asset mapping – use Google
- Collective Case Management teams
- Braiding of funding sources
- Process improvement for referrals and hand offs to other organizations
- Strengthen referral process
- Analogy – CPR Training – need universal shared language
- Share more success stories like Kelly Clarkson TV show

- Sarah Secrist listed some of the ideas discussed, including strengthening training resources around collaboration, sharing referral success stories to identify what the referral could processes look like, how the system can share information via technology platform and how to integrate systems and share information more efficiently.
- Dana Williams’s table discussed ensuring communication and information sharing is consistent, free, and provides clear messaging. Everyone needs to understand each partner’s customers’ needs. Increased flexibility of processes and reduced bureaucracy will increase efficiency. Community partners encouraged a less encumbered relationship between DWS and Denver Human Services (DHS) to increase integration and effective services, as well as increase multi-generational approaches to serving customers.
- Lois suggested conducting a voice of the customer survey to get their perspective and understand their needs. This could allow ways to assess how many times and at how many points customers touch the system. The integration between DWS and DHS could look to the ways workforce and education have come together as a model.
- Camille Whistler relayed her table’s ideas included improved referrals and warm handoffs. Some partnerships have more effective referral processes. Sharing demographic data will increase understanding the target populations, however no one organization can meet all customers’ needs. Blending and braiding of funds will allow for deeper and wider impact on the community.
- Tracie Hammons’ table discussed developing centrally located asset maps to make it easier to share resources. This could lead to intentional collaboration that would improve communication and reduce silos. Additionally, braiding services through collaboration and awareness of partners will reduce service gaps.
- Dan Weinstein reported that his table talked about education and communication, with an emphasis on marketing to reach those who may not know they need workforce services. However, rather than bringing the resources together, they thought that de-centralizing the system through a virtual One-Stop on common technology shared and updated by all service providers would provide access but would not be a static database that would be out of date as soon as it is posted. “Communicate, Connect, Collaborate”.
- Valerie Greenhagen and her group discussed how to creatively collect feedback to understand who is out there and what they need (employers, jobseekers, individuals who are not aware of the workforce system). Additionally, they discussed how to create long-term relationships between jobseekers, employers, workforce system. This will allow providers to support workforce customers to advance along their careers. Asset mapping that provides the big picture of available services will make it easier to connect customers with a partner that can serve them; not all providers can serve all customer due to funding limitations on most services. The group also recommended leveraging relationships with other boards and the state to streamline Connecting Colorado and the WIOA application process.
- Tony’s group discussed how the workforce system can use the WORKNOW/CORE partners model to apply to or rally around other programs, industry sectors or populations (re-entry citizens, opioid crisis), and to create provider collectives that serve specific niches. Lois identified this as a key strategy and the direction that the discussion was going.
- Lauren Brown relayed that Mi Casa significantly invested into developing WORKNOW, but the group took a different direction, which resulted in the promise of financial incentive that fueled their investment of staff time did not pay off. Setting up a platform for collective impact is easier for large organizations like DWS.
  - Slavica Park commented that it will be hard to remain active in WORKNOW without funding; Focus Points may have to limit services to outcomes on which it is already focused.
  - Katy Hamilton expressed that it is difficult to adapt to a system that is constantly blowing up the model every two to three or four years; the City needs to be more consistent.
- Cecil Velázquez suggested creating a marketing plan that included public service announcements to promote services more effectively and reach out to customers. Hosting regular and recurring events that are marketed like the 9Health Fair could help in this effort.
- Paula Schriefer relayed that the system has made some progress on increasing access to services through extended hours and locations, but she would like to see this expanded through a “workforce-mobile” or other drop-in strategy that would allow the system to meet customers where they are and within their communities.
- Lynda Campbell expressed that as an employer, she would appreciate an asset map or one place where she could identify community partners to connect her employees with services and education.
- Lindsey Pacheco challenged the group to look at how it actually provides services, which is not usually to the degree that worked to serve Thomas in the Kelly Clarkson video.

- **How can we collaborate to identify new resources – financial, people, space, time?**
  - Asset mapping
  - Fixed WFC and CBO – connect these
  - Pick one – Aunt Bertha, 211, 311 – and put all resource on it and market it!
  - Work Now – expand it
  - Cross train
  - Share space for events, meetings
  - Model Detroit Works
  - Dig in to existing resources for ways to leverage and link them together
  - Better grant coordination
  - Mobile services
  - Share databases
  - Google Mapping with layers – organizations, employers, neighborhoods, programming
  - Leverage technology
    - Matthew Sweeney’s table identified using Google Maps layers to visualize data rather than a static spreadsheet as an asset map reflecting libraries, service providers, employers that are participating in the network.
    - Camille relayed that her group talked about a shared database similar to that used to identify child care options, which allows families to input criteria to receive a filtered list.
    - Dana reported that her table discussed a similar searchable asset map that could be filtered by criteria to return a list of available resources and opportunities, as well as utilizing the sector partnership model to create network opportunities.
    - Paula’s group identified creating a non-profit that would allow DWS to work more collaboratively, flexibly and nimbly with multiple partners. Additionally, they discussed ways to
cross-train workforce partners to truly understand how these organizations work with customers and conduct business: limitations, capacities, etc.

- Bryan Cook’s group brainstormed the resources that are already available (TalentFound, 311, Aunt Bertha). It would be beneficial for the group to do a deep dive into one of these resources to analyze what’s included, how it works, what’s missing, etc. Tony added that the group also acknowledged that the customers may know of additional resources.
- Lois asked the group to summarize emerging ideas: transparency, communication, connections, asset mapping, information sharing, flexibility, agility, identification of resources.
- Katy suggested that the group keep consistency in mind and be aware of how changes effect partners within the system. Lauren reminded the group that some things are working.

- **Identify 1-2 quick “wins” – What is the low hanging fruit?**
  - Co-location in communities
  - Dynamic application referral process
  - Existing work-based learning
  - In school youth – graduation rates increase when we focus here
  - Construction pilot – do more with this trade and other trades
  - 501(c)(3)
  - Already SO many resources – let’s get them to the people who need them
  - Market success stories better - #beinspired
    - Kierston Howard identified RESEA as a successful program that connects Unemployment Insurance claimants with services and results in rapid reemployment. Funding is increasing for this program.
    - Tony suggested the 501(c)(3).
    - Lynda would like to see all the success stories collected and published.
    - Valerie relayed that DPS’ ISY program is working: participants have a graduation rate 20% higher than non-participants.

- **Next Steps.** Cindy Gaertner relayed that the ideas discussed at this meeting will be added to those collected at the Employer Appreciation Luncheon in September and included in the WIOA Plan. DWS staff will be analyzing Denver’s economic and demographic data and developing the plan based on the state’s timeline. A draft will be presented to the board and hopefully today’s participants. Additionally, the Denver WDB’s strategic planning retreat is tentatively scheduled for late winter or early spring.

6. **Meeting Wrap-Up, Q&A, Discussion**
- Cecil reminded the board that its Holiday Reception will be on December 12, the next board committee meeting will be on January 10, 2020, and the next full board meeting on February 14, 2020. The Board meeting adjourned at approximately 1:56 p.m.

**Meeting Handouts:**
- 11/8/2019 Board Meeting Agenda
- 10/11/2019 Board Meeting Minutes (Draft)
- November Opportunities & Events Flyer
- Livable Wage Proposal
- Positioning Denver for Shared & Inclusive Prosperity
- Fiscal Report 11.8.19 Presentation
- WIOA Local Plan Template
- Denver WIOA Local Plan 2016-2020 (2018 Update)
- Director’s Report 110819

* Indicates attendee left before WIOA planning activities discussions began.