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**Career Service Board Meeting #2420**  
**Minutes**  
**Thursday, January 19, 2023, 9:00am**  
**201 W. Colfax Ave, First Floor, Career Service Hearings Office**  
**Microsoft Teams**

**Erin Brown**  
**Patricia Barela Rivera**  
**Michelle Devoe**

- I. Opening:** *The meeting was called to order at 9:02am by Board member Patricia Barela Rivera. Members of the Career Service Board were present, are listed above, in addition to Bob Wolf, Sr. Asst. City Attorney to the Board, and Kathy Nesbitt, Executive Director, Office of Human Resources (“OHR”).*
- 1. Approval of the Agenda for the January 19, 2023 Board Meeting.**  
*Board Member Patricia Barela Rivera made a motion, seconded by Board Member Michelle Devoe, to approve the agenda for the January 19, 2023, meeting, which was approved unanimously by the Board.*
  - 2. Approval of the Minutes for the December 20, 2022 Board Meeting.**  
*Board member Patricia Barela Rivera made a motion, seconded by Board Member Erin Brown, to approve the minutes for the December 20, 2022 meeting, which was approved unanimously by the Board.*
  - 3. Approval of the Minutes for the January 12, 2023 Executive Session.**  
*Board member Patricia Barela Rivera made a motion, seconded by Board Member Erin Brown, to approve the minutes for the January 12, 2023 executive session, which was approved unanimously by the Board.*

**II. Board Comments:** *None.*

**III. Public Comments:** *None.*

**IV. Public Hearing:** *None.*

**V. Director’s Briefing:**

Migrant Shelter Update – Kathy Nesbitt

*Mrs. Nesbitt started by wishing everyone a Happy New Year and emphasizing the alignment between the sheltering work and what she shared during December’s Board meeting about OneHR’s vision and how they’ll operate in the future.*

*Mrs. Nesbitt indicated that on December 8, The Emergency Operations Center (EOC) was activated due to the arrival of migrants to the city. It was decided to open shelters to accommodate the migrants into the city. Initially, the Department of Housing Stability (HOST) reported an increase in several buses arriving in the city with migrants. To address it, the city decided to open a couple of shelters to accommodate these guests. Mrs. Nesbitt emphasized that the timing for their arrival was critical due to two factors: the holiday season and the cold weather.*

Mrs. Nesbitt stated that the OneHR team mobilized and took leadership assignments. Kathy Nesbitt and Theresa Marchetta stepped into EOC to understand the scope of the in-progress developments. Mrs. Nesbitt briefly explained how the EOC operates: every critical department in the city is assigned a shift and location to have immediate conversations and decision-making during any crisis. During this emergency, OneHR adopted the model used during Covid, in which multiple OneHR directors participated as part of the EOC and joined in shifts. Heather Britton and Tony Gautier took additional shifts within the EOC.

Kathy Nesbitt stated that due to the rising demand, she decided to visit the shelter along with Theresa Marchetta to assess the shelter's needs. Mrs. Nesbitt then added a few unique areas of operations within the shelter: a space for food, clothing, care items, a place to sleep, and an area to assist in connecting with individuals within the US so they could move to another city or destination. One of the areas that improved was the type of food provided, as most migrants were not accustomed to the kind of food offered. This area was then escalated to the EOC to coordinate food with an Equity, Diversity & Inclusion perspective in mind.

In addition, Mrs. Kathy indicated that the executive decision was made to bring additional staff and research on incentivizing the city's workforce to volunteer for these shifts. At that moment, there were three (3) shelter locations, each of which had approximately 200 people per day, about 1,700 shifts in a week.

Mrs. Nesbitt acknowledged the hard work of all the individuals who assisted during this crisis. Kathy also noted that many of the migrants were non-English speakers. Therefore Cinthia Febres- Sutherlin volunteered for an overnight shift to help at the shelter with translation services during that shift. Below is the timeline for the development of migrant sheltering.

Timeline:

Dec 8: Emergency Operations (OC) activated.

Dec 12: In-person ECO shift

- OneHR mobilization and leadership assignments
- First outline of possible shelter recruiting/staffing model

Dec 14: Shelter site visit & response escalation

Dec 16: On-call positions posted

Dec 20: 175 Candidates screened

Dec 22: First orientation for new, on-call shelter workers

Mrs. Nesbitt also acknowledged the following individuals:

- Heather Britton, Tony Gautier, and Troy Bettinger- First to report to the EOC to provide expert agency support and information.
- Tara Eckberg & Talent Acquisition team- Immediate emersion in EOC training, creator, and leader of overall staffing effort
- Kat Barker- EOC shift coverage, critical leadership, and conduit for ongoing agency response.
- Tammy Davis & DHS Team- providing critical shift management and scheduling support.
- Nicole Schwartz, Sandra Loftin, Tara Thompson & Esperanza Nuanes- Exceptional support for orientation and onboarding of on-calls
- Alexis Kaufmann, Danielle Peterson & TA Recruiting Team- Record-setting rapid turn-around of applications, expediting the process.
- HRTI, L&D, Class & Comp, Marketing & Communications (MarComm), Service Teams- from filling one-time requests to filling shelter shifts.
- City workforce across all agencies that volunteered at the shelters in different capacities.

In addition, below are a few of the additional highlights provided by Mrs. Nesbitt:

- 4,380 migrants served by the City and County of Denver
- 330 migrants at the city shelters as of January 18, 2023.
- Talent Acquisitions: 105 positions filled in just three days; total 190 positions; 499 shifts per week or 4,060 hours/week.
- City volunteers: employees from nearly every agency also stepped up to fill shelter shifts, many working overtime and on holidays.

*Mrs. Nesbitt thanked all city employees on behalf of the Mayor's Office, EOC, and OneHR, as it took everyone's efforts to handle this emergency.*

*Ongoing efforts mentioned by Mrs. Nesbitt are:*

- Recruitment and orientation for on-call shelter staff and managers. Classes are held twice a week with approx. 20-25 people per class.*
- Scheduling and personnel management. Redeployment to new locations.*
- MarComm produces a weekly newsletter with updates for all on-call shelter staff, produces/send weekly new hire emails, and manages employee volunteer messaging.*
- OneHR leaders continue to fill EOC personnel shifts, daily meetings, issues resolution, decommission planning, and strategy.*

*Mrs. Nesbitt also stated they are working on possibly transitioning some of these on-calls when they finish with this emergency into current jobs in the city if they meet the requirements of the job postings.*

*Mrs. Nesbitt invited Kat Barker and Tara Eckberg to share their experiences but were unable to join the call. However, Troy Bettinger and Heather Britton were able to share their experiences with the migrant sheltering.*

*Troy Bettinger, Sr. Workday Administrator, thanked his team that picked up the extra work within the HRTI department while Troy fulfilled his all-day duties at the EOC. Mr. Bettinger thanked: Karuna Dhingra, Justin Wolfe, Emi Baker, Katrina Bishop, Jordan Dullea, and Tony Gautier.*

*Heather Britton stated she has been in the EOC for four years. Mrs. Britton said the EOC work is very structured as it is based on FEMA guidelines. Mrs. Britton emphasized that although the training provided to join the EOC is focused on natural disasters, terrorist attacks, and so forth, she has spent most of her time in the EOC, working at shelters that FEMA does not prepare workers for. In addition, Mrs. Britton stated that it is new to everyone and that more state and federal support is needed, which is critical in these types of emergencies. Mrs. Britton indicated that Denver is the only municipality that has used the state funds allocated for sheltering.*

*Kathy Nesbitt thanked Denver Humans Services (DHS), the Department of Transportation and Infrastructure (DOTI), and Denver Parks and Recreation (DPR). Also, The Budget and Management Office (BMO and City Attorney's Office) assisted in creating and generating incentives for city employees working shifts at the shelter. She thanked General Services (Badging team) for helping generate badges for on-call new hires.*

*Board member Patricia Barela Rivera thanked the team on behalf of the Board for their hard work. In addition, Mrs. Barela Rivera added that she has worked with some of the migrant families from Venezuela as she is bilingual; she also asked if the city is assisting the migrants in finding a home as well as English as Second Language (ESL) classes. Mrs. Nesbitt responded that the city is working on it. Still, because it is a sensitive matter, as many migrants are undocumented, the city has been careful in asking questions about their work status. Mrs. Nesbitt stated she was approached by Denver Health and Hospitals and a local business wanting to hire some of the migrants. Also, Mrs. Nesbitt noted that due to some of the migrant's undocumented status, they are careful to avoid putting the migrants into difficult situations. Mrs. Nesbitt admitted she had only a few details on this specific topic but confirmed the details shared and stated above are part of the front-end process, which the OneHR organization does not manage.*

*Mrs. Nesbitt confirmed the city's efforts in assisting with transitional housing, as most migrants have Denver as a transitional location rather than a destination location.*

*Board member Michele Devoe asked if the city currently a referral program for the migrants in partnership with other organizations has (i.e., Mi Casa) to assist with their legal migratory status. Mrs. Nesbitt responded and confirmed that as part of the transition and decommission strategy, the city approach will partner with non-profit organizations to create a referral program for these migrants.*

*Mrs. Nesbit indicated that many of the Executive Directors for the city also stepped up to take on shifts to volunteer in shelters, for which she thanked her peers for volunteering as it was the first time that ever happened.*

Board member Michelle Devoe asked if the shelters were for migrants and people living in Denver. Mrs. Nesbitt responded that these shelters were dedicated only to migrants, as the current shelters for Denver citizens are already saturated, and the city did not want to disrupt that process.

Board member Patricia Barela Rivera asked if they are accepting more volunteers, and Mrs. Nesbitt stated that the current strategy is to keep hiring on-calls to fill the shifts. Mrs. Nesbitt also asked if anyone (including the Board) would like to volunteer they would accommodate that specific request. Board member Patricia Rivera Barela stated she would love to volunteer and asked Mrs. Nesbitt to call her as she said she had heard "horror" stories from these families.

Board member Erin Brown thanked all city employees for their hard work and camaraderie in pulling this together. Mrs. Brown stated she used to work for the city and worked 18 months in the EOC during the pandemic and was aware of the hard work that went into joining the EOC. Mrs. Brown also asked how to retain and transition some on-call new hires to current city job vacancies. Mrs. Nesbitt responded that they are currently working on a strategy to transition the on-calls into city jobs if they choose to.

Theresa Marchetta, Director of Marketing & Communications, added that they are hoping by the following week to start a "hot" job section in the newsletters showcasing jobs that on-calls might be interested in. Mrs. Marchetta indicated that Tara Eckberg, Director of Talent Acquisition, and Patricia Rowe, Director of Learning & Development, are developing a job training program or free opportunity training that teaches how to apply for a city job and/or transition into a city job. Further information will be available during the next Board meeting.

Board member Erin Brown asked if the less than 300 migrants are the number the city is managing now as migrants transition to their other cities. Mrs. Nesbitt responded that the city is in its second week of stability, managing about 300 migrants as they have more migrants leaving the city than coming into the city. The number is slowly decreasing as the Rude Recreation Center is closed, as well as McNichols. McNichols is being used as a warming center due to the cold weather, which shelters the unhoused migrants. This will depend on how much the city's partners can take on more migrants. Mrs. Nesbitt also mentioned that a Request for Proposal (RFP) had been generated so that an organization or entity could take on the ownership of this process, including the on-calls hiring and transition processes.

The Board thanked Mrs. Nesbitt for their leadership during this emergency.

#### Career Service Board Vacancies Update

Mrs. Nesbitt confirmed and reiterated to the Board that she is working along with Romaine Pacheco from the Mayor's office on filling the two vacancies in the Career Service Board.

**VI. Executive Session:** None. The topic on the Executive Session agenda was postponed for the next Board meeting.

**VII. Adjournment:** Adjournment was at 9:38am.