CWDC Board Meeting  
November 14-15, 2016  
Canon City, CO

**Attended by:**  
*Council Members:* Jay Hardy, Kyle Sickman, Liddy Romero, Josh Davies, Joel Buchanan, John Fleck, Peggy Gair, Dennis Hisey, Kristie LaRose, Reggie Bicha, Kelly Causey, Noel Ginsburg, Ellen Golombek, Karla Grazier, Carol Lewis Zilli, Lisanne McNew, Bob Nogueira, Rachel Patrick.

*State Agency Representatives:* Susan White, Inta Morris, Chantal Unfug, Phyllis Albritton, Max Math, Misti Ruthven.

*Staff members:* Alba Duque, Stephanie Veck, Lee Wheeler-Berliner, Wendy Brors, Lauren Victor


**Monday November 14-15 – Quality Inn & Suites, Canon City**

Chair, Jay Hardy, called the meeting to order at 11:00 a.m.

**Welcome**

Jay welcomed everyone to the November Council Meeting. He opened the meeting by reading the goals of the meeting. Next, he read a story from the Workforce Investment Works website. Next, each attendee introduced themselves. Afterwards, Jay introduced the new Assistant Director for the CWDC Wendy Brors. She talked about her professional background and mentioned that her position will focus on the CWDC operations as well as sector partnerships and career pathways programs.

Afterwards, Jay presented Brian’s story, a video of a veteran who after returning from the active duty in Iraq was struggling to find a successful career path for him. He used the services of the Colorado workforce system to move forward. Jay reminded the attendees the importance of the work that the Council is doing and he said that the success stories are proof of that and that is why it is important to mentioned a few in every council meeting.

**Approval of Agenda and Past Minutes**

Next, Jay called for a vote on approval of the November meeting agenda. The November meeting agenda was approved unanimously. Next, he called for a vote to approve the July meeting minutes. The July meeting minutes were approved. Afterwards, Jay called for a vote on approval of the September virtual meeting minutes. The September virtual meeting minutes were approved.
Jay reminded that the Council Kristie LaRose was nominated for the treasure position in July’s meeting and he asked her if she accepted the nomination. She did accept the nomination. On the September Virtual session the council members had the opportunity to nominate other people for the treasurer position, but no other nominations were made. Jay asked the council again if they wanted to nominate somebody else however, no other nominations were made. Jay called for a vote for the treasurer position, Noel Ginsburg made first motion and Dennis Hissey seconded. Kristie LaRose was elected as the new treasurer.

2017 Council Meeting Calendar
(See calendar)

Next, Jay reminded the attendees the 2017 meeting dates. He explained that the change was made to try to avoid other conflicts that people usually have and mentioned that the meeting will be on Thursdays and Fridays. He also confirmed that the January meeting will be in Longmont.

Pre-work Feedback

Next, Jay introduced Stephanie Veck, director of the CWDC. She spoke about the pre-work for the November meeting and she answered questions and concerns that people have about the different materials that were sent in the pre-work.

WIOA Implementation Update
(See WIOA Implementation Update slides)

Next, Jay introduced Lee Wheeler-Berliner, Assistant Director, CWDC. He updated the council about the work that is being done regarding WIOA implementation and how they want to help all the job seekers. He mentioned that some of the key accomplishments are:

- The State plan has been officially approved
- They are coordinating efforts with adult education on the RFP review process.
- They have committees working on the Job seekers services alignment to help them move forward.

After the implementation they will be doing training and some of the council members will be participating. They are working on an infrastructure cost negotiation pilot with the Arapahoe Workforce area, and the transfer funds and funding policy may have some changes. More information will be sent in the pre-work for the January meeting. The state plan dashboard is under development to help track progress. With the change of administration, there may be some changes on the budget, but no changes in the police are expected.

Council Member Spotlight-Peggy Gair
(See Council Member Spotlight slides)

Next, Jay introduced Peggy Gair, Human Resources manager and public relations manager in the Royal Gorge Bridge and Park, and council member. He thanked her for hosting the meeting in her region. She welcomed the council to Cañon City and she shared some of her professional background. She was the first human resource manager in the Royal Gorge Bridge and Park and she has been with them for 17 years. The bridge was built on 1929 and in 2013 there was a fire that caused serious damaged to the park. They reconstructed the part and they re-opened in 2014 with its new visitor center. The grand reopening was in 2015.
Next, Jay introduced Lauren Victor, talent development research and policy analyst for the CWDC and CDHE. She shared some of the most relevant points within the talent pipeline report. She spoke about the changing demographics in Colorado and she addressed the Colorado paradox—Colorado attracts a highly educated population and consistently ranks as one of the top states to do so. It is also true that the majority of educated workers in Colorado were not born in Colorado; however, the majority of all adults (70%) were not born in Colorado—People with more education tend to move more to other states mostly due to job opportunities. She mentioned the importance of understanding how demographics have the power to impact characteristics of the future workforce. She said that it is expected that the labor force in Colorado will continue to increase in size, but at a slower rate than historical growth. By 2040, the labor force will be larger in number and it will include a larger share of females. It will also be smaller relative to the total population it supports.

Lauren mentioned that Colorado does not have complete data about how the students are progressing through educational and training options outside the path of attending a college or university, the most complete data is from K-12 to graduate college. She explained the impact of post-secondary education in Colorado and how people earn depending on the skills they have. Regarding top jobs, she explained that the report uses market data from Colorado Office of Labor Market Information to identify the jobs that are projected to have high annual openings with above average growth rates and that will offer a living wage. Previous reports were done based on a family of three with one working adult. For this year’s report, it was added the concept of a job that meets a living wage for an individual. The importance of a job posting that is aligned with the skills required for the specific position was also considered for the top posting jobs. Lauren explained that most common professional competences that are posted are oral and writing communication skills, detail oriented, and integrity among others. She said that it is important to pay attention that the skills listed for a specific job posting are the correct ones to do the job. Lauren mentioned that this report was done in partnership with the Department of Higher Education, Department of Education, Department of Labor and Employment and the Office of Economic Development and International Trade, with the support of the Office of State Planning and Budgeting and the State Demography Office at the Department of Local Affairs. They all contributed on the recommendations.

Next, Stephanie Veck mentioned four points they will need to work on to improve: Data-driven decisions, engaging peers within their community, utilizing that framework for future meetings, and gather other ideas for engagement. She said that she wants to start building the agendas for upcoming meetings around these points. Afterwards, she opened for comments and feedback about the report. Some of the comments were related to how important it is to engage Human Resources manager because not all of them are paying attention to this data. Also, managers need to know that the job postings have been analyzed to gather some of the data for the Talent Pipeline report and that is important to pay close attention to the information they are posting. Other comments made referenced to the importance of knowing the benefit of using the data in the report. Jay mentioned that they will probably have to talk more as council about the Talent Pipeline Report and maybe consider creating a subcommittee.

Some of the recommendations made for the council were:

- Using the information on community and students presentations, but with other words so that people can easily understand and help them get familiar with the terminology.
- Additional information about what is being done to retain and to help people who is not going to graduate is needed.
- Having a clear definition of what is a top job and how the information will be shared.
- Finding out the best way in which the Talent Pipeline report can help create paths that are available to get people from the middle class dig deeper into this.
Creating strategies for the minorities and embrace the importance of diversity and inclusion inside organizations.

**Every Student Success Act (ESSA)- Misti Ruthven**  
(See ESSA slides)

Jay introduced Misti Ruthven, Executive Director Innovation and Pathways for the Department of Education. She explained that the ESSA is a reauthorization of the ESEA, and it was signed into Federal law on December 10, 2015. The ESSA replaces the Child Left Behind Act and the ESEA Flex Waiver. It establishes policy requirements for states and school districts, as well as creating programs and providing funding to support state and local implementation of the requirements. The policy states that you will need to say what you are going to do and how you will do it. Colorado must submit an ESSA state plan by March 6 or July 3, 2017, but they are not sure if the timeline will be affected with the change of administration. The ESSA themes that have been included on how the funds will be used are: career and technical education, early learning, healthy students, well-rounded education, supports for teachers, and supports for students.

Misti asked the council feedback and recommendations regarding expectations of education, top three current activities occurring to make sure to continue, other activities that they need to consider change or stop, and any other questions that they may have. Although she highlights the importance of the council’s feedback, the council members want to have more information before making any recommendations. Misti explained that the final decisions are made by CDE, the governor’s office, State board, ESSA, committee of practitioners, and the ESSAA working group. She also explained that the money will go straight to the school district and they will decide how to spend it. This is the same money that the schools have always received, but they will need to replant how it will be used (it will be 20% less money than last time). She highlighted the importance of the business voice. It was decided that the council members did not have enough information to make any solid recommendations. Misti will follow up and send background information to the council members so that they can feel comfortable making recommendations. Jay recommended having clear outcomes, expectations, how the finance formula works and the business’ role.

**2017 Legislative Discussion- Pat Teegarden**

Stephanie took over this point of the agenda because Pat Teegarden, legislative liaison of CDLE called in sick. She reminded the council that during the pre-work session, there was a question regarding the bills they would like to know more about and most of the people said they would like to hear about all of them. She said that if there is a specific piece of legislation somebody would like to know more about, she can help them connect with the right people. She also addressed specific questions that some of the council members asked during the pre-work. Council members shared comments about the different pieces of legislation that is affecting them on the 2017 legislation session. Council was told that no major new legislature will be pursued in 2017 due to current all-consuming legislation.

**Education and Training Committee Evaluation- Josh Davies and Summer Gathercole**  
(See Education and Training Committee slides)

Jay introduced Josh Davies, chief executive office of the Center for Work Ethic Development who initiated the presentation by doing an activity with the attendees in which they had to share their thoughts with another person in the room about the education and training in Colorado. Then, Josh explained how the committee was formed and that the goal is to make it more useful. Afterwards, he introduced Summer Gathercole from SHG Advisors. She shared a little of her professional background and she said that Colorado is ahead of the rest of USA in terms of workforce development. The Education and Training (E&T) Committee was created as a result of SB14-205 and shared the committee’s vision and mission. The E&T is comprised of voting and non-voting members and it tries to
convene all stakeholders, connect efforts across all those stakeholders, communicate and disseminate information and recommended how to remove barriers. It also provides guidance and recommendations to different sub-committees and task groups.

SHG completed over 15 interviews to non-voting and voting members and there were several key themes that emerged from these interviews such as:

- the amount of work that is going on across Colorado and that sometimes cause confusion regarding who is doing what
- The lack of clarity and understanding about the role of the committee
- The value of the communication is dependent on the member’s role
- Josh Davies is doing a terrific job facilitating this group

Committee members expect that in the future they will be able to improve overall the workforce system, engage more youth apprenticeship, align the work of all agencies that touch workforce, and ensure that the workforce staff are using consistent and coherent language. Also, the committee members had the following recommendations:

- Being more proactive on informing and making policy recommendations
- Ensuring that we are being inclusive of all populations we are serving
- Continuing to clarify how the different initiatives are aligned
- Clarifying roles and expectations of committee members

Summer mentioned that SHG recommended the committee to let the CWDC Executive Committee provide direction to the sub committees, create a learning circle for stakeholders to share information and that the CWDC should execute additional leadership. She opened for questions or comments. Ellen Golombek mentioned that the council has done great job alignment efforts, but she is not sure the council has the capacity to take over this role.

Next, Josh organized the attendees in small groups to discuss how the work of the Committee could be re-directed to be of value to them at the Council. He asked them to consider the following points:

- Shared strategies to promote participation in apprenticeships
- Guide creation of key performance indicators for career pathways programs
- Guide the creation of a post-secondary workforce
- Develop position statements on issues coming before the state legislature
- Strategically advice the creation of statewide career pathway maps

Some of the council members would like to have more information about the E&T to give appropriate recommendations.

Next, Jay reminded the attendees about logistics of the dinner and the prison tour.

**Monday November 14-15 – Quality Inn & Suites, Canon City**

Chair, Jay Hardy, called the meeting to order at 11:00 a.m.

He opened the meeting by reading a success story from the Workforce Investment Works website and reviewing the meeting goals. Next, he asked the attendees about the prison tour and the agenda of the day before.
Next, Wendy Brors moderated the Local Sector Partnerships panel; she introduced the presenters Amanda Corum from Pueblo Community College, and Peggy Gair from Royal Bridge and Park. Amanda shared some of her professional background and how the Pueblo Community College has been involved in sector partnerships. She said that they have 15 employers that come to every quarterly meeting and several representatives that join them for every quarterly meeting. She shared some of their accomplishments such as the concept of Southern Colorado and Innovation Center, the strong K-12 subcommittee among others. She also said that continue professional development and expand to more schools are their priorities.

Peggy spoke about the tourism sector partnership. She said that after the bridge was re-opened, they decided to send letters out to several business and they received a good response. They are experiencing a lot of growing in the community and a lot of people want to visit the region. The outdoor industry is growing very fast and the people are doing other things like fishing, skiing, etc. Restaurants, business, and hotels are seeing a growth in the area. They now need a marketing program to promote the area and the theme will be the Arkansas River. She explained that the major problem with the meetings is the geography because sometimes it is hard for people to attend the meetings, but they will start using webinars to help people get together.

Wendy asked them what they would change if they had a magic wand. Amanda said that she would like to have one champion employer with enough time to learn everything about sector partnerships. Peggy said that she would do the same thing and that she would add more hours to her days. When Wendy asked if they would stop having sector partnerships, they both replied no. Wendy explained that the CWDC is working on trying to have an expert that could help lead and almost train the people across the state.

Next, Stephanie shared with the council some of the results of the measure of sector partnership impact that is on the Talent Pipeline report. Businesses see value on this and they want to come back; community sees value on the work sector partnerships; public partners, and businesses see value on working together and having a sector partnership. Last year we moved from 8 active to 12 active sector partnerships. Stephanie said that a sector partnership cannot be forced to happen, they do it because they want to. In some cases it is just not the right time and it is not considered a failure.

**TalentFOUND Update**
*(See TalentFound slides)*

Jay stepped out and Kyle Sickman took over.

Next, Stephanie gave an update about TalentFOUND. It was soft launched on September 30, 2016. It was the launch of the brand. The full launch will be in spring 2017. She explained that TalentFOUND is the brand of the Colorado talent development network and its goal is to help students, job seekers, workers, and business understand and facilitate the access to tools and resources already in existence to create their own unique path to success. She said that some of the partners work well together, but they do not necessarily communicate well with the general public. Stephanie shared a video and some examples of how the brand could be used. She also clarified that they are not asking people to change anything, TalentFOUND is meant to be aligned with all the tools that are already out there. They are currently in the process of recruiting the charter affiliates.

The way TalentFOUND will work is that people will answer some general questions and then the website will connect them with the most relevant results. She asked the attendees to help spread the word; she said that when an organization becomes a charter affiliate, they will receive the logo and they can use it anyway they want. Stephanie also asked to send an email to the CWDC if they think that something is missing or is not working. Some of the
comments were to use social media to spread the word; it could be tweets the day of the launch like a “TalentFOUND day”, and look for strategies to keep the search engine updated.

Next, Kyle opened for questions and comments. He thanked the council members and the guest for attending the meeting, he reviewed the meeting goals and Friday’s presentations.

He called the meeting to a close at 1:05 pm