Council Meeting  
May 10-11, 2018  
Vail, CO

Attended by:  

State Agency Representatives: Misti Ruthven, Inta Morris, Max Math, Diane Hegeman

Staff Members: Alba Duque, Brandon McReynolds, Britta Blodgett, Jenny Smith, Lee Wheeler-Berliner, Madison Murphy, Renise Walker, Stephanie Veck, Wendy Brors

Others Present: Becky Burns, Tom Green, Melissa Martin, Rhonda McNair, Michael Muszynski, Mandy Spannagel, Clarke Becker, Tami Grant, Johannes Faessler, Katy Boothby, Diane Scherr.

Thursday, May 10, 2018  
Location: Sonnenalp Hotel

Chair, Kyle Sickman called the meeting to order at 10:50 am.

Welcome
Kyle welcomed attendees to the May meeting. Next, each attendee introduced themselves and shared some of the problems related to workforce that they are facing.

- Hard time trying to find the right people for a position.
- Increase in salaries.
- Sometimes they bring talent from other companies.
- More help from workforce centers is needed.
- Struggling filling up positions.
- Housing.
- Keep Colorado talent here.
- Educate our youth to understand that it is fine not to go to a four year college. Apprenticeship programs are important and are a good opportunity too.
- People are not using workforce centers.

Next, he reviewed the meeting goals and shared some success stories.

- Approval of Agenda: Kyle called for a vote to approve the May meeting agenda. The May meeting agenda was approved.
Approval of last meeting minutes: Kyle called for a vote to approve the January meeting minutes. The January meeting minutes were approved.

Mentimeter: CWDC Assistant Director, Lee Wheeler-Berliner, introduced Mentimeter, a tool used to gather information during a meeting. A test was performed.

**Council Business**

**High Performing Board Assessment Results**

Kyle introduced Lisanne McNew, president and CEO, McNew & Associates; Wendy Brors, CWDC assistant director, and Britta Blodgett, CWDC Communications. They represented Colorado in Washington D.C. at the National Association of Workforce Boards conference. Stephanie recognized the great job they did in DC.

Britta:
- She acknowledged Abigail Ault’s work on helping create an official definition of a high performance board.
- Local areas chose the area they want to improve.

Lisanne:
- They did a test pilot before NAWB. It was a great experience and they had good results.
- They presented the results in NAWB and discussed with the group the importance of high performance boards in Colorado and the definition.
- Afterwards, and once they figured out what they were, they went to the state and asked for money.
- We all want to be high performing, but how do we do that?

Wendy:
- They took the assessment adopted from sector partnerships and for the CWDC Executive committee, and CWDC board. Wendy thanked all the people who participated in the survey.
- She shared the results and the opportunities for improvement.
- One of the opportunities to improve is having more members actively participate in a committee. She circulated the roster with all the committees, task forces, and work groups and asked people to sign-up for the committee/group they were interested in participating with.

The following people volunteered for committees:

**Advocacy Committee:**
- Policy and Legislation: Nancy Jackson, Ashley Valdez, Sean McCarville, Kelly Folks
- Marketing and Outreach: Kelly Folks, Carol Lewis, Ashley Valdez, Eric Ward (Assistant Director at Pickens), Peggy Gair

**E&T Committee:** Teina McConnell
- State Youth Council: Joe Anzures
- Career Pathways Work Group: Teina McConnell, John Fleck, Kevin Cory, Carol Lewis, Rachel Patrick, Sean McCarville, Heather Terenzio, Kristin Todd
- Disability Employment Initiative: Joe Anzures

**Sectors Committee:** Joe Anzures
BEL Communications Committee: Carol Lewis, Ashley Valdez

Stephanie, Lee, and Wendy talked about the advocacy committee, E&T committee, and the sectors committee. They talked about the work of each of those committees and their working groups. The idea is to have a council member as a chair for each of the committees.

Selection of Council meeting locations
Two proposals for council meeting locations were presented, one for the September meeting and one for the January meeting.

- September 27-28, 2018. Meeting location proposal for Weld County presented by Paul Harter and Kevin Cory. Kyle called for a vote to approve the meeting location proposal for the September meeting. The Council approved the proposal to have the September meeting at Weld County.
- January 2019 meeting (Dates TBD). Meeting location proposal for Aurora presented by Tenia McConnell (Rep. Dominique Jackson’s district). Kyle called for a vote to approve the meeting location proposal for the January meeting. The Council approved the proposal to have the January 2019 meeting in Aurora.

Call for Local Plan Reviewers:
Lee explained the process and thanked the people who volunteered to be a local plan reviewer in the pre-work:

Nancy Jackson            Diane Hegeman
Kevin Cory              Lisanne McNew
Kristin Todd            Kristie LaRose

Lee explained some details about work that they will need to do:

- The council can delegate to the executive committee. There were no comments against the pre-work.
- The required time is between 3-4 hours divided among several weeks. Lee mentioned that if somebody else wants to volunteer they can talk to him or Alba.
- The local plan is created for four years, but every two years the Council has to certify boards based on:
  - No fiscal issues
  - Performance of local area
  - Local area in compliance with membership

Kyle called for a vote to delegate the board certification to the executive committee. The board approved the delegation of the board certification to the executive committee.

Call for Local Board Grant Reviewers
Lee thanked the people who volunteered to be a grant reviewer on the pre-work:
Lee explained some details about the work they will need to do:

- There will be 7-8 proposals to review
- The required time is about 4 hours on June
- If somebody else wants to volunteer please let Lee know

2018 Talent Awards Program
Stephanie explained the talent awards program

- Kelly Folks was our talent champion last year.
- Stephanie asked attendees to consider the importance of having a talent champion.
- There will be an event to recognize talent champions at the end of the year.
- Dec 15, 2018 is the deadline for awarding organizations to submit the names of their winners as nominees to TalentFOUND awards.
- Nominations can be submitted by filling out the form on the CWDC website
- Champion awards will be announced in January 2019.

Budget Update
Kirstie LaRose, CWDC treasurer and Wendy Brors, CWDC assistant director, gave a finance update. They explained some of the changes that are making this update easier to explain and highlighted some important information:

- CWDC received money from different places and need to be in compliance with regulations.
- Wendy explained 2017/2018 actuals to budget.
- Wendy recognized the good work that Madison Murphy, CWDC operations coordinator has been doing.
- Discretionary is the only money we can make decisions about. The other money is mandated by State legislation or by specific law that says how to spend the funds. With the work that Wendy Brors and Madison Murphy have done in the last year, we can look it now at as a portfolio of investments to make smarter decisions.

Council member spotlight
Carol Lewis, human resources manager, Sonnenalp hotel, talked about her job, professional background, and the story of the hotel.

Work Based-Learning

Setting the Context for the Day
Kyle introduced Sam Walker, CDLE executive director.
- Colorado is an expert on WBL and skills based-learning and is leading the nation.
He talked about his trip to Montana and mentioned that one of the topics was related to the problem of automatization and how it’s going to affect the workforce.

Colorado could inspire the nation.

Cultivate the intersection of WBL and skills-based hiring.

Good opportunity with Colorado’s historically low unemployment rates. We need to do more work in rural areas.

How do we make WBL sustainable?

TalentFOUND is a great tool.

A talent pipeline needs to be business lead.

Commitment with 5,000 people who have no voice.

Plan for accelerating work-based learning through April 2019

Renise Walker, CWDC and Jenny Smith, Metro Denver Chamber of Commerce/CWDC introduced themselves and explained briefly what they do.

- Work-based learning wants to help business to meet their necessities and to find quality talent.
- Renise explained the x-factor concept.
- WBL is not only apprenticeships, is a lot more things.
- WBL is not only a program; it’s a change of initiative.
- What other states are doing:
  - Tennessee: Pathways, WBL leadership.
  - South Carolina: Marketing apprenticeships.
  - Washington: Building off of successful career preparation models (CORE Plus and I-BEST) Washington developed guided pathways collaborative to integrate both models to scale statewide.

To know more about what is happening in other states go to National State Coalition.

- What is hope to be accomplished in Colorado this year:
  - Operationalize WBL, as a core talent development strategy.
  - Awareness and adoption campaign.
  - Streamline businesses engagement and adoption, strategy across initiatives.
  - WBL community of practice.

Next, they addressed questions from the pre-work.

Misti Ruthven, CDE, talked briefly about what is happening now in the K-12 system:

- In order for WBL to work, businesses must lead and partner with education.
- Students in high school are earning credentials.
- There are incentives in place to help K-12 and business to connect together. Colorado is paying for these incentives and we have thousands of credentials that students are not earning.
- Need help with the WBL incubator that Renise is leading.
- Need to rethink the experience students have in high school and education and make this more relevant. WBL is the one answer.
Changes in K-12 education take around 7 years.
What is the best way in which education can help business?
Business needs to understand their responsibility.
Advisors need to have career conversations and have a consistent message.
Employers need to let education know what they are missing.

Diane Hegeman, CCCS:
- Collaboration is necessary to move forward.
- Need from employers to be more actively engage in committees to let education know what is happening and what they need.
- Concurrent enrollment is very important.
- Huge necessity on healthcare.
- Hybrid apprentice: online & classroom.

Tim Fry, Mesa County Workforce Board Chair:
- How to attract more business to Mesa County?
- Work with workforce centers.
- WBL is helping these efforts in Mesa County.
- There is an 89% retention rate for those people who go to WBL programs.

Renise thanked everyone for sharing their experiences and divided attendees in groups for an activity. Afterwards, she made some final comments:
- We cannot do this alone.
- We need to take advantage of the low unemployment rate in the state.
- Sharing experiences is important.

Business Engagement and Marketing

Wendy gave an update about the sectors committee
- Two new sector partnerships launched.
- OEDIT blueprint model: Launch a Sector Partnership.
- Business partnership guide: value of a partnering resource that people can use to help guide the conversation.

Attendees shared histories about WBL best practices:
- Paul Harter:
  - After working with a lot of different manufactures and educators they came up with a training program of 10 modules on things like scheduling, team leading, OSHA, problem solving, etc. (front line supervisor program) We have experts who understand education who helped with the creation of the modules. It is not only in a classroom.
  - Critical thinking is one of the skills employer need. They need to be able to identify problems.
- Peggy:
  - Problems with location.
People working 2-3 jobs because they need money, so apprenticeships sometimes do not work for them.

Problems with payment because it is not enough.

- Carol: They are helping employees with housing to attract workforce.
- Paul: Does anyone have a successful shadowing program? If you have a model of thoughts, please share.
- Misti: part of the CareerWise model is work shadowing. Students go and shadow in one or several positions/industries to see where they would like to be an apprentice.
- Local government does not have internships. They need workers too. They do not pay but they give credits.

The conversation wrapped-up by asking attendees for:

- Two more volunteers for local board grant reviewers: John Fleck, Joel Buchanan
- Two more volunteers for local plan reviewers: Misti Ruthven, John Fleck, Max Math
- Volunteers for other committees.

Meeting adjourned at 4:45 pm

Friday, May 11, 2018
Location: Sonnenalp Hotel

Chair, Kyle Sickman called the meeting to order at 7:30 am.

Kyle welcomed attendees, thanked everyone for the wonderful participation on the Thursday session, and shared some success stories.

**Work-Based Learning (Continuation)**

**Coordinated Communication Strategy**
Stephanie and Britta gave an update on the work that has been done on communication strategy.

- If we can start changing the minds of the people about apprenticeships, the entire WBL continuum will benefit.
- Everyone in the room is struggling to find the right talent.
- CWDC has two apprentices and it will have another one soon.
- Stephanie explained the communications plan structure:
  - Is a multiagency project.
  - It has a communications committee.
  - CDLE/CWDC received a USDOL grant ($200,000) to promote apprentices.
- Project goals:
  - Launch a statewide campaign to promote apprenticeships.
Set foundation for future BEL Commission Communications work.
- Key deliverables: Communications plan, communications roadmap, collateral, and support material.

**Messaging takeaways:**
- When marketing to adults, message should emphasize opportunities.
- When marketing to family, message should emphasize subsidized or “free” college, earning a wage, and increasing competitive job market.
- When marketing to business leaders, message should emphasize cost savings, improve safety and knowledge transfer, and state/industry support.
- Campaign should have testimonies from students, adult learners, and business leaders.

**Key Audience:**
- Primary: Youth, adult job-seekers, and business leaders.
- Secondary: Parents, counselors, policymakers, and community members.

**Communications goals:**
- Change perceptions.
- Increase understanding.
- Increase interest.
- Communicate outcomes to secondary audiences.

**Key strategies:**
- Launch statewide PSA campaign.
- Pursue paid and earned media opportunities.
- Leverage agency/organizational social media channels.
- Craft unified messaging that informs collateral and resources.

Next, they shared a public service announcement: [Apprenticeship Evolution](#)

**Comments and feedback:**
- More images of employers and apprentices working together.
- People are not watching commercials now.
- Is more intended to target population over 40 years old.
- Very metro Denver focus.
- The word apprentice is repeated several times and that is good.
- Very good work on putting everything together in 30 seconds.

Marketing on radio: It will have the same audio that is on the video

**Comments:**
- It is good radio advertising, is answering questions to problems.

**Next Steps:**
- PSA and microsite to debut on June 1, 2018.
- Looking for business to partner with one case study, video testimonials, and blog post.
- Working on a social media and traditional media plan for a coordinated push.
- If anyone would like to be part of the resources of ApprenticeshipEvolution.com, or if you want to be part of the marketing outreach group, please let somebody from CWDC team know.
Next, they asked four questions and opened up for discussion:
1. How do you think a colleague would react? How would students react? Adults?
2. Does the PSA leave your with any questions?
3. What would you expected to find on the microsite?
4. What aspects of work-based learning resonate most with you?

**WBL Community of Practice**

Renise and Lee talked about WBL community of practice.
- Change management model: Knowledge, abilities, reinforcement.
- They explained the term “Community of Practice”
- The CWDC will manage the community of practice for 18 months.
- They explained who will be a member of a community of practice.
- The final design for a community of practice will be finished in two to three weeks. People can sign-up then or now, if they want.

They divided the attendees into groups and asked them to share experiences of things that worked and things that did not work in a community of practice.

Questions:
- Who are the grantees? The list of the official organizations/industries is in the CWDC website.
- What would be some of the topics? The goal is accelerating WBL and increase opportunities.

Comments:
- Bring to the table more successes and issues.
- Great opportunity. Good that the council staff is putting this design together.
- This is the same idea as the sector partnerships. The state has the expertise to work on accelerate WBL.
- It requires a lot of time, almost a full time person working on it.
- Liddy is doing it on a rural level and she will share experiences, best practices, etc.

**Career Pathways for Critical Occupations**

Melissa Martin, CCCS, introduced herself, explained what career pathways are and mentioned that the presentation will finalize with a vote to select the two industries to focus on career pathways development from July 2018- June 2019.
- The careers pathways that have been already developed are: advanced manufacturing, information technology, healthcare, construction and skilled trades.
- Cybersecurity and business operations are under development in 2017-2018.
- CareersInColorado.org is a free online resource for career pathways and critical occupations in Colorado.

Pathway selection: Legislation said the council need to create career pathways on healthcare and manufacture, and afterwards it will depend on the Talent Pipeline Report.
Decision factors:
- Top jobs (weigh 4)
- Critical occupations (weight 3)
- Industry engagement (weight 2)
- Strategy alignment (Weight 1)

Lee explained the process to select the next two career pathways. They will share the staff recommendations but he clarified that people do not need to agree with the recommendation. Of the 138 top jobs highlighted in the Talent Pipeline Report, 88 have been covered in pathways. They are now working on the remaining top jobs.

Lessons learned:
- Industry engagement is critical.
- There are data limitations.

Pathways selection:
- Factor 1: Share of top jobs
- Factor 2: Critical need: Education, mental/behavioral health, energy, and investment services.
- Factor 3: Industry readiness.
- Factor 4: Strategy alignment.

Misti Ruthven, CDE, made comments about the importance of education:
- Education is very important.
- We are in crisis; we do not have the talent we need.
- Education can slow down the growth of the economy in the state.
- Education has been committed to other career pathways, now is the time for us to do it.
- Inta proposed to look at all education, because a child does not know about all of the options available.

Comments about mental health:
- The pay is not enough.
- Workforce is needed.
- Incredible need for counselors, therapist, etc.

Options:
A. Early childhood Education AND K-20 Education.
B. Education (all) AND mental/behavioral health.
C. None of the above, additional discussion is needed.

The staff recommended option A.

Kyle called for a vote to select the next two industries to focus career pathways development on 2018-2019.
Option A: 16 votes
Option B: 11 votes
Option C: 2 votes

Sam made the first motion and Paul seconded. Option A-Early childhood Education AND K-20 Education was approved.
Legislative Update Overview
Stephanie gave a brief legislative update and showed attendees the CWDC website and how the legislative session bill tracker tool works.

TalentFOUND Gateway Launch
Ryan Keiffer, A-Train and Britta Blodgett, CWDC
- The goal is not to tell people how to do their job; the goal is that people have access to the right resources.
- Public awareness campaign will start on September.
- PSA similar to the one at apprenticeships evolution will be created.
- Building media partners.

Electronic gateway design: Ryan explained briefly the design of the website. The picture is going to be different but the design will remain the same. Messages will target specific audiences and depending on what they click on, the website is going to take them to different pages. It will ask for the zip code to connect people with the resources within that area. It will be live in June, but the real public push will be in September.

Attendees gave feedback on the gateway through Mentimeter.
- An email with the link to test the gateway will be sent to everyone. There is no app right now.
- Aunt Bertha is probably not going to be the ultimate technology because the idea is to have something that does exactly what we want.
- Once we have the final technology, we will work on an app.
- The deadline to sign-up to be a charter affiliate was May 30, 2018.

2018 Talent Pipeline Report Strategy Session
Brandon McReynolds, CDHE/CWDC, talked about the Talent Pipeline Report and used Mentimeter to collect ideas for the 2018 report.

What is new in the 2018 report?
- Basic demographic information.
- Regional visual.
- Tie into TalentFOUND dashboard.
- Stories through date.
- Stronger framework for defining top jobs.
- New methodology for higher performer skills.

Comments:
- Need a report that is easier to read. Moving away from a page document and instead making a website.
● The report is too long.
● Stories are good but there is a concern about bias.
● One issue with the report is that not all audiences can understand the content.
● Clarify the audience.
● School drop-out is growing.
● Disability sectors: Three times the unemployment rate and school drop-out.
● Coloradans without a high school diploma.
● Stories about the report can be used instead of focusing on people.
● How the report can be used by a legislator? What is the value of using it?
● Looking from a technology perspective, capability to use the data/information that is on the report.

The report will be out the first week of December.

Local Area Roundtable: Realities of Operating in a Colorado Mountain Community. A discussion of opportunities, challenges and solutions:

Johannes Faessler - Owner Sonnenalp Hotel
Katy Boothby - Employment Specialist/Youth Career Coach, CDLE
Mandy Spannagel - Career-X & Avid Coordinator, Eagle County Schools
Becky Burns - HR Manager, Vail Resorts
Diane Scherr, Development Officer- CMC Foundation

Each panelist made a brief introduction and they mentioned some of the biggest barriers in terms of hiring:

● Tracking development. Training consistent workforce.
● Small talent pools in general.
● Cost of living in the mountain area is high.
● Cultural trends and factors.
● Challenges with social skills with today’s generation. In the service industry social skills are very important.
● Communications skills.

Comments from panelists:

● Johannes Faessler- Things we can control to some degree:
  ○ Housing.
  ○ Focus on current employees.
  ○ Creativity on recruitment: Bring people from other states and countries. It helps in building a service culture.
  ○ Pay benefit structure.

● Social skills are important. People rather text than talk.
● Main seat for people has been “You need to go to college”
● There are people who have been changed career paths 11 times.
- Encouraging students to go to high school. Parents do not want their kids to have two or three jobs.
- Diversification on recruiting.
- Important to listen to our industry necessities and creating paths to help. We need to think outside of the box.
- More than 38% of success rate in the Latino population.

Closing
Reviewed meeting goals and asked attendees for feedback about the meeting.
Next in-person meeting will be September 27-28, 2018.

Meeting adjourned at 1:45 pm.