COUNCIL MEETING MINUTES

May 16-17, 2019
La Junta, CO

ATTENDEES


State Agency Representatives: Barry Pardus, Katie Zaback, Steve King, Macain Hildebrand, Misti Ruthven, Kristin Corash

CWDC Staff: Alba Duque, Jean Dougherty, Madison Murphy, Lee Wheeler-Berliner, Thomas Hartman

Guests: Tami Grant, Clarke Becker, Daniel Chase, Cynthia Nieb, Timothy A. Alvarez, Joseph (JC) Carrica, Jeannie Larsen, Betty Velasquez

MATERIALS

- Agenda
- Slides
- Other docs
MINUTES

Thursday, May 16, 2019
Location: Otero Junior College

Kyle Sickman, Chair, called the meeting to order at 10:30 a.m. He welcomed attendees to the May council meeting. He made a clarification about the agenda and talked briefly about logistics for the meeting.

- There will be a discussion about strategies, priorities, and the vision of the council to determine if there is a good understanding of the purpose of the council and explore changes if necessary.
- Have other discussions that will lead to an exercise.
- Kyle explained the set-up of the room and how it will help with the group discussion.

Kyle asked people to introduce themselves:
- Kristin Corash has been recently appointed as director of the Division of Vocational Rehabilitation (DVR)
- Lisanne McNew has been appointed to the National Association of Workforce Boards (NAWB).

Approval of the agenda: Kyle called for a vote to approve the May meeting agenda. The agenda was approved unanimously.

Approval of the January meeting minutes: Kyle called for a vote to approve the January meeting minutes. The January 2019 meeting minutes were approved unanimously.

Success stories: Kyle read some success stories from the Southeast Sub-area.

Welcome- Cynthia Nied, Executive Director of Economic Development in La Junta:
- She welcomed the Council to La Junta and thanked the workforce center and Betty Velasquez for the work they are doing to help the region.
- Population in the area has increased.
- Working on economic vitality and try to find ways to support businesses by asking them what they need.
- They want to bring more business to the region and they want to promote business.
- They are a farming and industrial community.
A lot of people who are retiring want to move to the region.

The Mayor is very progressive, she makes deals to bring in business and it works.

La Junta needs more variety of jobs and needs to train people to be creative and to problem-solve.

Kyle asked about the necessities in the region:
  - We need people to fill out empty houses.
  - Young people are leaving La Junta and that’s one of the problems.

**Council business**

**Pre-work - Lee Wheeler-Berliner, CWDC:**
Lee thanked people for completing the pre-work and explained why it is helpful for the CWDC office. He briefly talked about waivers as there were a few questions about it on the pre-work.

**TalentFOUND Op-Ed - Ryan Keiffer, A-Train Marketing Communications:**
- Ryan thanked people for the feedback received about the video.
- He asked the council’s help to spread out the word about TalentFOUND.
- Ryan asked council members who may have connections with a publisher or are willing to reach out to a publisher to let him know. Messages can be provided so that we can use the same language.
- We want to align this with workforce month and other things that the Department of Labor and Employment (CDLE) is doing.
- We will collect information and make sure we are not duplicating information.

**Legislative session report - Daniel Chase, CDLE and Lee Wheeler-Berliner, CWDC:**
- HB19-1107: The bill creates the employment support and job retention services program within the Division of Employment and Training in the Department of Labor and Employment to provide emergency employment support and job retention services to eligible individuals in the state.
- HB19-1210: This bill will allow local jurisdictions to set their own minimum wage, provided it is higher than the state minimum wage.
- HB19-1267: The bill prohibits wage theft with the intent to coerce a person who is owed wages.
- SB19-085: This bill modifies wage discrimination law and creates new provisions regarding transparency in wages and promotions.
- SB19-171: The bill requires the Colorado Department of Labor and Employment to create the Colorado State Apprenticeship Resource Directory.
SB19-196: The general contractor for a public project financed in whole or in part by state money in the amount of $1 million or more is required to submit, prior to the contract award, documentation to the contracting agency that certifies that all subcontractors used on the project participate in apprenticeship training programs that have been approved by a federal or state apprenticeship agency and have a proven record of graduating apprentices at specified rates. Bills HB19-1314 and SB19-188 are considered key bills, council members interested are encouraged to reach out to CDLE.

HB19-1314: In order to assist coal transition workers and communities, the bill creates the Just Transition Office in the Division of Employment and Training as a type 2 transfer in the Colorado Department of Labor and Employment (CDLE). The Just Transition Advisory Committee will be created. No later than January 1, 2023, the director-led office will administer benefits to coal transition workers and grants to eligible coal transition communities.

SB19-188: The FAML bill originally would have created a Division of Family and Medical Leave Insurance, which would have been tasked with implementing a $1 billion family leave program. The bill was amended by the Senate sponsors to postpone actual implementation of the program in order to conduct further study between now and 2020 legislative session on a variety of factors which were contested on questioned by business community and local government skeptics.

Bills that were postponed indefinitely:

- **HB19-1293**: Government youth apprenticeship program stipends. Concerning the creation of a program to award stipends to governmental entities to assist them in providing government youth apprenticeships.
- **HB19-1252**: College credit for work experience. Concerning a statewide plan for awarding college credit work-related experience.

**Education pathways update**- Katy Anthes, Ph.D., CDE; Misti Ruthven, CDE; Thomas Hartman, CWDC:

- Education is the industry we are working on this year. Colorado is the first state in the nation to name education as an industry.
- This year there was a lot of time spent trying to change the way people think about education (shifting minds).
- Education is Colorado’s 5th largest employer. $10.3 billion for the 2017-18 academic year.
- Education was the first industry to have a statewide sector partnership. This is a good shift.
- TECHColorado.org was created. The purpose was to create a one-stop-shop that ignites interest and guides people into the profession of teaching.
Thomas thanked Melissa Martin, Scott Fast and everyone else in the room for their help and talked about the education career pathways mapping project. The project team has conducted more than 30 education industry stakeholder meetings and presentations this year. They also conducted surveys on the education sector occupations and career pathways and received feedback from almost 500 education professionals.

Deliverables:
- All the information will be added to Careers in Colorado in July 2019.
- A summary report will be included as an appendix on the talent pipeline report in December 2019.
- Continue to work with the sector partnerships to iterate and improve the education career pathways in a continuous improvement cycle.

Implementation: Currently developing training modules on how people will use the tools available (workforce to serve people, counselors, etc). This will be a self-service platform.

Three things happened because education was named an industry:
- Development of pathways.
- TEACHColorado.org- outreach campaign and tools.
- Free kindergarten.

Comments:
- Happy to see these things happening.
- We never thought before about education as an industry with employees. This project in one year is doing very good. Dr. Anthes thanked everyone for helping developing this.

Affordable housing- Lee Wheeler-Berliner, CWDC:
- The council was invited to a room with stakeholders to talk about what we are going to do about affordable housing in Colorado.
- CWDC is working with this working group.
- This group will be getting together this summer to talk about affordable housing (rental and buying) and the group will have some recommendations.
- Information will be included in the talent pipeline report.
- There will be an update about this at the September meeting.
- There are 15 members on this working group. Associations representing a group of businesses are some of the people in this group. Government is also involved with this group.
Unemployment insurance - Lee Wheeler-Berliner, CWDC:

- CWDC received a letter in April from USDOL requesting support to decrease the improper payment rate in Colorado.
- Everyone receiving unemployment insurance needs to register on a website.
- Look at our policy and add this to our intensive criteria.
- Bryan mentioned that there are a lot of people tracking their information on spreadsheets.

Kyle called for a vote to delegate authority to the Executive Committee to create a policy related to unemployment insurance. The council approved to delegate this work to the Executive Committee.

Strategic priorities for the state of Colorado - Joe Barela, CDLE:

Joe talked about the Governor's priorities and how the goals of the council can be aligned with those priorities.

- Education: People are living longer, so there probably will be a necessity of working longer. Incentive for employers that provide training.
- Renewables: Changes on how we use energy in Colorado. Some jobs will probably be eliminated and we need to think about it.
  - Have structure and policies in place for those jobs that are hard to transition from.
  - How are we going to come up with solutions and be creative to create opportunities?
  - There will be some opportunities with the changes in technology.
- In alignment with the governor’s goals, CDLE is also going to make some changes (like other state agencies) to make sure CDLE’s goals are aligned.
- The Executive Team reviewed CDLE’s mission and vision.
  - CDLE new mission: Working together to promote a thriving employment environment with opportunity for every Coloradan to prosper.
  - CDLE new vision: A working economy that elevates all of Colorado.
- New CDLE priorities:
  - Model employer: Lead the state in becoming a model employer
  - Workers prosper: Through meaningful employment, every Colorado worker prospers.
  - Exceptional services: Exceptional execution of core services.
  - Employers thrive: Cultivate processes and policies that help employers thrive- Reward industry and employers that treat their workers well.
  - Future of work: Ensure Colorado is prepared for the future of work-
    - The work of the council is going to be very important.
Influencing every Colorado learner to learn the skills that will help them move up.

No matter what you do, you can work with technology.

Next, Lee divided attendees in groups for a discussion.

Comments from the groups:
- Quality of housing is an issue.
- As we promote economic development in big areas, rural areas are affected. It's a paradox.
- Need for a balancing approach. We need employers
- Training for rural communities.

Strategic vision - Lee Wheeler-Berliner, CWDC:

Lee played a video about the future of the job.

Comments:
- Love the way they talked about post-secondary education.
- 30 years to think about this shift is too much time.
- The brewery we visited yesterday can run with seven people because the technology they have, that's a shift.

Lee shared the CWDC current vision and mission and he asked attendees to review them and align them with the new goals. Lee talked about the status of the current strategies and their results:

1. Assess, improve and integrate services. Results: Shared staff, shared approaches.
2. Establish an integrated system of measurements and outcomes. Results: TalentFOUND dashboard.
4. Utilize the CWDC committee and task-forces to convene partners, increase collaboration, leverage resources. Results: active and ongoing.
5. Champion the creation of user-friendly information sources. Results: TalentFOUND, talent pipeline report, apprenticeship evolution.

Council members were asked if they think the mission and vision of CWDC needs to be reassessed at this time. The council agreed that it's a good time to review the CWDC mission and vision.
Next, Lee posed the following questions for discussion and asked groups to write down ideas on the color cards provided and put them up on the blue wall.

- What steps could the CWDC take to best fulfill its mission in the next four years?
- Of the current strategies, are there items that should carry forward in some way, and if so, which ones?
- What must be done with the Talent Development Network to best support the Governor’s goals?
- What type of activities should the CWDC focus on to best create success?

**Welcome from Otero Junior College** - Timothy Alvarez, PhD., President

Dr. Alvarez welcomed the council and talked about the college.

- It is one of the nicest junior colleges in the state.
- He thanked the council for the work they are doing and mentioned the importance of it. He asked them to think about the future and what it means for the workforce.
- They want teachers to talk about critical thinking and what is it.
- Some students have their associate degree before finishing their high school.
- Biggest challenge: Getting talent, people that can teach concurrent enrollment classes. Housing is another challenge. Trying to recruit people to go to La Junta is a challenge.

**Mental and behavioral health** - JC Carrica and Jeannie Larsen, Southeast Health Group (SHG):

Commissioner Nancy Jackson introduced this topic, she asked the council to have a session on this area. There are a lot of people in need for mental health but it is hard to find professionals. This is a good topic to explore. How do we support training and development in this area and how organizations deal with employees with mental health issues.

JC shared a little bit about the organization.

- SHG services: Mental health services, substance abuse, primary care, peer support services, physical therapy, vocal training/social enterprise.
- They teach people how to talk, hygiene, and how to answer the phone. They do an internship and they check on them for one year to make sure they are not deteriorating.
- In the process of designing a transportation system across the region.
- Growth: Clinical services, staffing, locations, strategic partners, business lines, visibility, research participation.
- Rural communities are not dying, this generation is different.
• Housing is challenging.
• Workforce is another challenge:
  ○ Master level licensed counselors- Hard to find.
  ○ Unlicensed master's level counselors- A little easier but we can lose them easily.
  ○ Bachelor level behavioral health providers.
  ○ Certified addiction counselors.
  ○ Peer support specialist.
  ○ Psychiatrist- They haven’t had one for a long time.
  ○ Nurse practitioner- When they are stable, a nurse can help them with their necessities.
• Having a difficult time getting the community to understand that addiction is a choice and not an illness.
• Getting people in the treatment for opioid and addiction is very difficult.
• Workforce efforts:
  ○ Behavioral health providers are important part of the Colorado’s safety net. There are about 6000 employees in the 17 community mental health centers (CMHC)
  ○ Colorado Behavioral Council (CBHC) worked with survey group to collect statewide salary and turnover data.
    ■ Community mental health centers wages lag behind state employee wages by 32%.
  ○ CBHC requested a 10% funding increase this spring.
• Opportunity for professional development: professional development assistant program, loan forgiveness program, training and conference budgets by department, paid training and transportation, Relias Learning Membership, contract for on-site training. They do ask for some time with the organization in exchange.
• Recruitment and retention: Wage increase upon receipt for license/certification or degree, 29 vehicle fleet, 36 month technology replacement, flexible work schedule, production bonus pay, agency-wide margin sharing, new/newer office space.
• Challenges:
  ○ Drug free working environment.
  ○ Remote locations.
  ○ The region has a hard sell, not easy to get people to move here.
Agriculture industry and labor changes- John Knapp, Agriculture:
He talked about the agriculture in the region and some of the challenges they faced, and shared a video.
- Colorado agriculture is number two in the state for their diversity.
- Mental health is a big issue in agriculture.

Career pathways industry selection - Thomas Hartman, CWDC:
- Career pathways multi-year phase methodology: new process they wanted to propose.
- The new methodology will bring more quality to the end product.
- Three years working with the same industry in phases:
  - Sector development- Industry/local partners will lead this phase.
  - Career pathways systems development- Career pathways project team will lead this phase.
  - Career pathways programs development and outreach- Public partners will lead this phase.
- With this methodology, they recognized that they would need to cover the industries that they already have worked on pathways and make sure they go through all the phases.
- Thomas answered clarifying questions from all the attendees.

Questions:
- Do you think businesses will be engaged during three years?
  - If the industry wants to speed up, we can do it with more resources.
- Manufacturing is a pathways that was worked on some time ago, is this pathway still valid?
  - Data is refreshed yearly.
  - CWDC will do a refresh and will add advancing manufacturing to the Careers in Colorado website. The date is still to be determined.

The council voted to approve the proposed career pathways methodology: The council approved the proposed methodology. A few people approved the new methodology with changes. Lee asked them to contact him or Thomas to talk about those changes.

Selecting new industries: The criteria for selecting new industries include the following:
- Is there a significant concentration of top jobs within an industry?
- Is there a critical need for a specific industry in our state?
- Is the industry already organized and engaged or prepared to engage in career pathways development?
The CWDC needs to identify the next four industries of focus and council members can vote for 4 industries. Energy, behavioral health, agriculture, transportation, Science, creative industries, protective services.

Kyle asked the council members to vote for the next four industries to focus on career pathways development. The council selected energy, behavioral health, agriculture, and transportation as the next industries. The team will still have the opportunity to work on the industries that were not selected after the first year depending on capacity.

**Financial prioritization part 1**- Lisanne McNew, CWDC Treasurer:
- Lisanne explained the CWDC funding sources: Discretionary, postsecondary, innovative industries, career pathways, operating, lives empowered (Walmart), and industry infrastructure grant program.
- Discretionary: We decided how much we want to spend on things like career pathways, operations, sectors, TalentFOUND, workforce infrastructure (local workforce boards supports, incentives) A lot of these funds go to local areas.
- Lee explained more about the investment activities
  - Workforce infrastructure: Performance incentives, local board support, business services, job seeker services, labor market information, data platforms, regional implementation, regional planning.
  - Sectors: Next Gen Sector Partnerships, industry intermediaries, convener training, convener support.
  - Career pathways: Work based learning, BEL commission, pre-apprenticeships, pathway program development.
  - TalentFOUND: network development, gateway development and maintenance, gateway adoption, brand awareness.
- The video shared about the future of work is to help think about how to invest in other activities.
- Lee explained briefly the financial exercise and that each table should come to a consensus. The result should be added to Mentimeter.
- He mentioned that the activity was going to continue on Friday.
- Lee explained that there were a few slides on Mentimeter and that each table needed to enter one result on each of the slides. There were eight tables.

**Wrap-up**
- Kyle asked attendees to give feedback about the meeting on Mentimeter.
Lee talked about logistics for the night. Meeting adjourned at 5:30 p.m.

**Thursday, May 16, 2019**  
**Location: Otero Junior College**

Kyle Sickman, Chair, called the meeting to order at 8:00 a.m., welcomed attendees to the second day of the meeting.

**Recap day 1:** There were no comments from the attendees.

**Success stories:** Kyle read some success stories from the Southeast Sub-area

**Final prioritization part 2** - Lisanne McNew, CWDC Treasurer:
- The first day was a good day.
- Lee explained the second part of the financial exercise
- He talked briefly about the BEL commission:
  - Governor Hickenlooper created the BEL commission.
  - CWDC staff the BEL commission.
  - There is no additional funding to support that work.
- Lee explained that there were five buckets in the blue wall. People can put items where they think there should be investment or not, and how important is it to invest on that.
  - Do we need to build capacity?
  - Do we need to do it internally?
  - Anything else?

Groups had some time to discuss. Afterwards, Lee said that Madison was going to capture everything and that the staff will work to have the letter for the Governors with the priorities the council have decided.

**Council member spotlight** - Rachel Patrick, Small Business Development Center (SBDC):
- SBDC helped anyone who want to start a business.
- Small business is less than 500 employees.
- Rachel is a Colorado native and her mother was the first police woman. Her father was an engineer who helped build the Eisenhower tunnel.
**Tour- Innovative Water Technologies, Inc**

Innovative Water Technologies is dedicated to researching and developing products for water treatment and purification. As a global company, their products are in use around the world in commercial applications, humanitarian initiatives, as well as disaster relief efforts.

**Older workers task force** - Lee Wheeler-Berliner, CWDC:
- In the January meeting there was a discussion about this topic. There were some recommendations on how the council could get involved.
- One of the recommendations was to create a task force to help figure it out how to move forward.
- The task force was created and had a few meetings.
- Nilesh Parikh, Phill Nash, Wade Buchanan, Doug Elliot, Janice Blanchard, and Lee Wheeler-Berliner, are part of the task force. Other people are welcome to participate.
- Conducting research to understand what they want to do.
- There will be a report out about this topic in the January 2020 meeting (invite Next50 to talk)
- There was a toolkit developed in the past. We want to understand what is in there and know what can be updated.
- The governor’s office is very interested in marketing.
- New professions but there are no certifications or licenses for those new titles.
- Campaigns through unions or other groups.
- We will send out the task force meeting schedule.

**2020 actions:**
- Develop a Silver Print Colorado or similarly names white paper to promote activity.
- Develop technical assistant modules for the communities connected to the future of work.
- Examine options showing up the new occupations being created based on demand.

**Comments:**
- Awareness services that the workforce is providing.
- There are a lot of issues with this topic.
- A lot of people are working on this issue, but there are a lot of disconnections.
- We may need something for the next legislative session.
Something was done on 2008 around this issue. We need to look into that so that we don’t duplicate resources.

Reach out to AARP.

Phil Nash presented a document with the recommendations that they will work on moving forward.
  - Support for employers who are hiring.
  - There is unlimited potential on the adult population that could help solve some of our social problems.

**WIOA 2020 state plan** - Lee Wheeler-Berliner, CWDC:
- We expect it to be reauthorized.
- State plan submitted in 2016 was for four years, so we will need to submit a new state plan for four years in 2020.
- It looks like there will not be a lot of guidance this time. The thought is that we go with the same documents we received in 2016.
- The plan needs to be submitted on March 31, 2020.
- We have to do public comments.
- We need to work with our local workforce boards, what opportunities they see and what they need.
  - What are you focusing on?
  - What strategic priorities are you working on?
  - We need to see those things reflected on our state plan goals.
- The current plan has five goals and strategies under those goals.
- We will get some consensus on those new goals in September.
- We will create a draft and it will be shared with the Council. Once the Council is comfortable with that, it will be released for comments and we will make the necessary changes.
- How to get involved: If you are on a local board and your area wasn’t mentioned, please talk to Lee to make sure there is a space on the agenda in alignment with the goals in the CWDC the playbook.

**Wrap up**
- Kyle asked attendees to give feedback regarding the meeting by answered some questions on Mentimeter.
- Paul: Discussion is always very good. Make sure good conversations are not cut off due to another meetings.
- Bryan talked about the September meeting in Durango. He encouraged members to stay an extra night and enjoy the area.
Call to action: If you want to get involved with the aging task force or any other committee, please check with Alba.

Next meeting will be September 26-27, 2019 in Durango.

Meeting adjourned at 12:26 p.m.