

**Denver, CO | February 27, 2019**

### **Visioning Exercise**

- Build relationships, connect people to the right resources (not duplicating and able to support)
- Better support businesses that are facing difficulties
  - Bridge challenges before they close
  - Not offering things that they do not need (strategic and streamlining)
- Know your partner
- Collaboration is key
- Establish need
- What does an ideal partnership look for the person you are serving
  - e.g., business

### **What are we required to do?**

- **Workforce Boards**
  - Role of business engagement
    - WIOA
    - Engagement Drives innovation
  - Critical link to business (51% of members must come from the business community)
  - Business drives the conversation
    - Align resources to increase economic vitality
  - Conduct LMI
    - Understand what the picture is and how to act, not react
  - Lead & implement CPs
  - Worker training
    - E.g., apprenticeships
    - Ensure there are workers for years to come
  - Labor exchange services
    - All about connection
  - Business performance measures
    - Make sure we do not get weeded by the measure and we focus on the business need
    - 3 measures: employer retention, market penetration,
  - Services they provide are seamless for business
    - Core services are the same geographically
  - 11 core services to provide
  - Board acts as a convener, but all of us gather in that place

- **Economic Development**

- Create economic vitality/wealth
- Provide good jobs for everyone
- Programs and policies that help create economic vitality
- A rising tide raises all boats
- Work closely with OEDIT
- Provide **data** for talent, ROI
- Retention visits, partnership meetings
- Acts as a connector (link people up with appropriate resources)
- Know our relationships, know who to call to make the whole picture visible/clear to the businesses
- How do we retain those employees
  - Mentor employers in retention
- Have flexibility
- Registered apprenticeships
  - Bringing associations together

- **Chambers**

- People join us if they like us
- Association for businesses in the area
  - Act as voice/advocate
- Do not have any restrictions from legal requirements
- Business is the customer
- **Talent**
  - Businesses #1 asset
- Can play the role of convener/champion
- Consolidate information
- Collaboration is a huge role (with workforce boards, education...)
- Put on a program to spread information/resources
- Best interest is always the business
  - **We only succeed if businesses succeed**
- Trusted voice
- Biggest need is workforce right now

### **What are we capable of doing?**

- **Workforce Boards - Tony Anderson**

- We are capable of doing the work we are asked to do **really well**

- Workforce planning
      - Data network team supports statewide
    - Hiring & Recruiting
    - Training
      - WBL opportunities, internships, work experiences
      - Apprenticeships
      - Cross-regional focus
    - Retention
      - Programs that allow employers to upskill the current workforce
  - Bringing dollars into the system through grants, state funding, foundations, etc.
    - Collaborate to employ these resources
  - Leverage the sector partnership model
    - Impact true talent pipelines
    - An example of how we should spend our funds
    - Partner with the other organizations after hearing the needs from business leaders
  - What compliments the work you are doing: Employer connections, high paying jobs, and career pathway opportunities - how do we get to a lot of businesses in a short amount of time? The chambers help bring in that diverse employer voice
  - In order to have trust with your partners, you need to have clear communication - need to be able to give feedback back and forth
- **Economic Development**
    - Tricia Allen - SR. VP Adams County
    - Attract and retain primary employers
    - Increase tax base
    - Do not do workforce development, but partner and promote partners who do workforce development
    - Attract companies to the county and then keep them happy/growing
    - Connect companies to workforce centers when they come to them looking for help with recruitment/talent needs
    - Survey existing business community - “what keeps businesses up at night” - shares with partners
    - Uses data to help with attracting businesses

- Negotiates tax incentive agreements on behalf of the county, provides these incentives to business in the county - some businesses can qualify for longer incentives if they employ X number of county residents
  - Something to work on: how do we incentivize local businesses to provide apprenticeships?
  - What complements the work you are doing: strong communication across the different county economic development entities, shared understanding and trust of the resources that exist at other partner agency organizations.
- **Chambers - CJ**
    - Chambers are the voice for existing businesses in your community
      - Advocacy
        - Sometimes politically, but not always
        - Listening and hearing your businesses and DOING what is best for them
    - The collaboration of partnerships - other partners: workforce, economic development, etc. come together around a shared vision
    - Take action for businesses before they even know they need it - pay attention to trends, etc.
    - What complements the work you are doing: staying in your lane, understanding what you are good at and doing it to the best of your ability. Do the best thing for businesses. Trust in development and workforce partners to served shared customers well. A shared understanding of who can fill what needs
    - A need for concise messaging

#### **Are we achieving what we're capable of?**

- We are not meeting all of our goals because we do not have all of the right partnerships in place
- How do we communicate with chambers when there are these multiple levels of smaller and larger ones
  - Pull all together, communicate with all

#### **Questions:**

What is the relationship between smaller and regional chambers - are smaller chambers looking to regional chambers, etc.

- **Response:** The chambers that exist do what they're good at. In 'my' region the smaller chambers host more events, etc. and look to the larger chambers to lead advocacy

- It depends regionally - in Boulder the larger chambers are taking on the workforce development board
  - Boulder started the NW Chamber alliance to advocate as a collaborative

### **Panel 1: Alignment of Services to Customers**

- WAT: Workforce action team
  - Local version of bring the TalentFOUND network together
  - If you touch workforce, they want you to be a part of this group
  - Strategic plan to align efforts (prevent squabbling amongst groups)
  - Guided document on how they operate that all stakeholders agree to.
  - Plan for
    - Industry - Takes the lead, accountable
    - education, - Innovative with solutions
    - workforce systems, - Better in line with the needs
    - and policy
- How to keep the momentum from a meeting
  - Address on two levels
    - What are we doing?
    - How do you want to feel at the end of the meeting?
      - E.g., relief, hope, optimism
    - Asking industry: “what question, if we answered it today, would be the most crucial to your success?”
    - Level-setting
- Key city leadership (Colorado Springs)
  - Focus on talent
  - Removing barriers by the way of SPs
  - Internship opportunities
  - Working with innovative programs
  - Workforce asset map (WAM)
    - Resource platform where you can find all of the different workforce needs
    - Allows for people to see what they need.
    - Everyone has buy-in
- Grand Junction
  - Create an MOU (memorandum of understanding) between chamber & GJEP & incubator
  - Collaboration
    - Introducing to the right people

- Consolidate information (revamp of the website, everything in one place)
- Workforce center put together a menu of services
- Created a menu of incentives too (econ dev.)
- “Full service”
- Strong partnerships, clearly defined roles, formalized it, consolidated websites
  - What is the reaction from the businesses?
    - Business and education alliance (Colorado Springs)
      - Employer fatigue → everyone aligns themselves, industry is happy with the organization.
        - “The response has been beyond favorable”
    - Trying to explain what they are doing to the community (everyone is busy, hard to communicate) Mesa County
      - Tell everyone every month what they are working on
    - Strategic doing model
      - Planning and doing at the same time
      - Leave every meeting with what we can accomplish in the next 30-60 days
        - Feeling of progress, action plan
        - Game changer in creating progress
  - How long did all of this take?
    - 1-2 year timeframe
    - Depends on if the community is “hungry” or in pain→ accelerates progress
    - 2016-2018 for Grand Junction 3-4 years, picking up momentum
  - Who funds/runs websites
  - Make information as easy as possible (presentable)
  - Deciding convener
    - tension?--> they recognized that they needed a convener
  - Have a group of leaders exchanging information and working together.
    - Speak as one voice

## **Panel 2: Supportive Activities (behind the scenes)**

- WIDE - data is that secret weapon
- Working with chambers to see if they have a member business to contract with another business (e.g., accountants for another company)
- Show competitive wage scales in the area
- What can we do to make sure residents benefit directly to the work that we do

- What tools?
- Focus on the incentives
- Partnered with other companies (employed Adams county residents)
  - Post positions, work with job fairs, gives Adams county residents first access to those positions via the workforce center
  - Get incentives for doing that
  - Make it standard across the board to include in all economic development contracts
  - Had a lot of conversations with elected officials far in advance
  - Familiarize organizations with the resources
- Ft. Collings
  - 3 seats to the table
    - Convener, champion, and bringing cash (special fundraising campaign) to the table
  - Have many partnerships
    - Address key issues (i.e., poverty)
  - Fixing the I-25 corridor
  - Took the lead on barrier issues
    - Poverty, Housing, Childcare
      - United Way
      - Used data to understand the issue
      - Brought everyone to the table to identify solutions to bridge the gap.
  - In the process of buying services from the county
    - Data
    - Investing in a training spouse
    - WBL
    - Make it easier for business
  - Business is willing to bring things to the table
- Having the chamber as a strong partner
  - Help achieve what we are capable of (Jacob speaking)
- Tony: anyone doing shared staff?
  - It is on to-do list
    - Jacob too, in economic development space
  - Mesa County does
    - Future workforce coordinator position
    - Chamber is the employer record?

- Jacob→ data question
  - If anyone is using data for prognosis/informing strategic decisions
    - A mismatch between training pipeline and business relevant skills
    - Pat: EMSI
      - Help clear out of the weeds
      - Work with training partners to develop adequate programs
        - Can do this system-wide to make sure we are bringing business to the table and coming to business relevant solutions
    - Trish: SWAT analysis on where to start with the spaceport
      - Determine who should be at the spaceport, how do we attract them (without hurting the companies that are already here)

### **Panel 3: Marketing and Communications**

- How do you identify audiences?
- Why is it important
  - Garner public confidence
  - Who are we as a system and how do we make sure our identities are clear and the service and linkage to what the community needs is actually happening
- Boulder County Business Response team
  - How can we as partners be more agile and responsive to the needs of business?
  - Started with strategic doing, followed by vision setting, a youth job fair with all partners, and sector partnerships
- Hosting EDCC regional forums
  - Creative juices were flowing to make it happen
  - Provided background data and information
  - Brought in experts to support and represent the information within the area which really drove attendance
- Healthcare Partnership
  - Housed in Aurora chamber of commerce - 10 hospital systems have funded and explained needs
  - Industry invited industry
- How do you ensure messaging resonates with businesses?
  - Partnerships - Industry driven - representatives from the two boards - always titled with partners listed below
- Pitch articles and stories to media outlets - bring your partners together to do this together



- Where do we want to go in the future?
  - How do we keep to the gold nugget of serving our community
  - How do we let go of things sometimes
  - How are we all going to sit at the table and have unified messaging
- How can we focus on getting the work done, not letting who is getting credit for something hold you back
- Clear messaging
- How do we market to business without using 'government speak'?
  - Economic development has taken this on for their the Grand Junction area
    - Believes her whole job is storytelling, highlighting partners in the area, she takes on the support of this marketing
    - The business development group has been focused on streamlining how we market services to industry for over 10 years - ask first what they need
    - Opportunity to coordinate messaging
  - How can we be more explicit with our partners to get media to share our story, leverage one another
  - Delete website and create a brand new one with new URL, etc. We changed the names for our programs in our local area "Kick Start" "Career Development"
- Build a relationship with the press - which partners in your area have existing relationships
  - Play to your strengths
- It is important for government/public partners to have a PR specialist or point of contact
  - How do we step aside from our business and advocate for more flexibility and agility to respond and tell our story?

#### **Anything not addressed? Outstanding questions not answered**

- Need to reach out to people not in the room
  - There is value to participate
- How complex this is
  - How do we all work together on the PR side of things
    - How do we communicate around that?
- State-level can start to build some bridges to address any gaps in relationships

#### **What are the bright spots?**

- The childcare supportive services
- We have a lot of capabilities that we haven't reached
  - How do we reach those?

- How do we develop those relationships?
    - Telling the collective story (weave in all parts/partners)
- We have a strong **foundation** to build on to improve
  - Horses are pulling in the same direction

#### **Wrap-up and next steps**

- Create an action plan with your next meeting.
- Take information back to your communities