



KNOWLEDGE
KEEPER

Kim MacDonnell

EMAIL

kim.macdonnell@bentcountynet

TABLE GUIDE

Jeannette Larsen

EMAIL

jlarsen@semhs.org

RULE 1: Create and maintain a safe space for deep, focused conversation.

RULE 2: Frame a conversation around an appreciative question.



FRAMING QUESTION

How might we increase access to industry certifications for Colorado high schoolers?

RULE 3: Uncover hidden assets people are willing to share.

15 min.

What assets is each person willing to share? Focus your conversation not so much on what you do, but on resources you are willing to share with a new network (e.g., physical assets, skills and knowledge assets, social/network assets, capital assets.)

PERSON	ASSET(S)
	Relationship with BOCES
	Understanding of the certification process for Career Readiness Certificate
	Strong ^{Partnership} Collaborator w/ Lamar Community College, Otero Jr. College and Trinidad State Jr. College
	TSJC Program / CDL / High School Shops
Betty Velasquez	Relationships with all rural school districts in S.E. & South Central Subareas
	Family Contact in the electrical trade. Can easily get in if needed.
	I assist on all programs at the Workforce Center. Can help link students to resources
	Contacts: Michael Klouzer @ Technical College of the Rockies / Gary Hutchiff @ CMU / Montrose
Kim MacDanne II	Partnership with DOLA, Div. of Housing to develop vocational opportunities in southern Colorado, specifically for homeless individuals, and open to public.

>> Use the next page to connect these assets to create new opportunities

p. 1 of 2



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PERSON	ASSET(S)
Kim MacDonnell	Relationship with Kathy Pirani, H.S. Counselor @ Montrose H.S. I am on the Southeast Council of El Pomar Foundation. Can bring ideas to the Council for addl. support
	Mapping of Industry Certifications currently available in CO
	Relationship w/ several industries as a ^{member of the local} workforce dev. Board
Kim MacDonnell	Research of Colorado school requirements Strong relationship w/ the Supt. of Schools and Elementary Principal @ Las Animas School District

>> Use the next page to connect these assets to create new opportunities

p. 2 of 2

RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).

15 min

Quickly jot down connections that spring up from the discussion. Ask questions like “What would that look like?” or “What if we...?”

Combined 1-3
1
2
3

OPPORTUNITIES

- 1. Bring together representatives from industry, high schools & Community Colleges to increase awareness of industry certifications.
- 2. Increase awareness in high schools about what certifications are “out there”
- 3. Identify school districts who are doing excellent work or offering effective programs. See opportunities to replicate
- ② 4. Define “industry recognized credentials.” - by CDE
“ “ “ - by industry
- ③ 5. Define “industry certifications.” - Is there overlap w/ “industry recognized credentials?”
- ④ 4. Schools need to be at the table
- ⑤ 4. Send information from research to an identified individual in the group, who will send it back out. (Dawn Farrington)

>> Use the next page to narrow your ideas to three opportunities

RULE 4: Link and leverage your assets to create new strategic opportunities (Part 2).

15 min.

Narrow your link-and-leverage ideas to your three top choices. How could you describe each opportunity in one or two phrases?

3

Obtain CDE definitions of industry certifications as it relates to graduation requirements

2

Identify school districts that are doing excellent work or offering effective programs to see opportunities to replicate

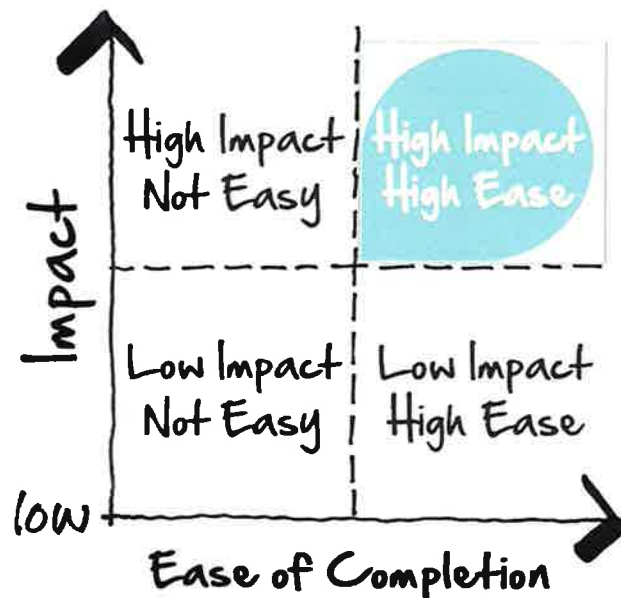
1

>> Use the next page to find your "Big Easy"

RULE 5: Rate all your strategic opportunities to find your “Big Easy.”

15 min.

Your “Big Easy” is the opportunity that best combines impact with ease. Rank the ease and impact of the three opportunities from the previous page. First, each person evaluates the potential impact of each opportunity if it was completely successful with 5 being high and 1 being low. Add everyone’s numbers. Next each person evaluates how easy or difficult each would be fully execute with 5 being easy and 1 being difficult. Add everyone’s numbers then total impact and ease scores for each opportunity to find your “Big Easy.”



OPPORTUNITY

1

2

3

	IMPACT	EASE	TOTAL
1	40	8	48
2	31	24	55
3	40	40	80

>> Use the next page to convert your “Big Easy” into an outcome

RULE 6: Convert your "Big Easy" into a strategic outcome with measurable characteristics.

20 min.

What would people see, how would people feel, how would people's lives be different if we were completely successful?

STRATEGIC OPPORTUNITY	CHARACTERISTIC	SUCCESS METRIC
Our group's "Big Easy" was #3 on p. 4. The question was answered in the p.m. session		
With respect to #2: Develop a matrix for inventorying and comparing best practices.		

>> Use the next page to define guideposts and a pathway to reach your outcome

RULE 7: Define a Pathfinder Project with Guideposts.

15 min.

Your Pathfinder Project moves you toward your outcome. Guideposts are key steps that are critical to your success; defining these will help you stay on your path.

"Best Practices"

PATHFINDER PROJECT	GUIDEPOSTS	BY WHEN
Develop a matrix for inventorying & comparing best practices	1. Determine the characteristics of the inventory -	
	2. Explore sources of information (internally & externally)	
	3. Establish means of communicating with our group	

Checklist for a good Pathfinder Project:

>> Use the next page to develop an Action Plan

- ☐ It will engage all the people around the table
- ☐ You don't need permission to carry it out
- ☐ It will be completed within approximately 3 to 6 months (90-180 days)
- ☐ It will serve as a vehicle to attract others and "create a buzz"
- ☐ It will help the participants test some key assumptions
- ☐ It will have a clear endpoint for a "go/no go" decision

RULE 8: Draft a short term Action Plan with everyone taking a small step.

15 min.

An Action Plan includes what each of you will do in the next 30 days. The more clearly you understand where you want to go, the more clearly you can see your next steps.

WHO	WHAT WILL BE DONE	DELIVERABLE	BY WHEN
Kim	research other matrices		11/1/19
Anne /	put Kim's research into ^{Google} Docs		11/6/19
Michael	obtain list of rural school districts ^{& principals}	- Clarke will do this.	11/6/19
Joannice	send characteristics		11/1/19
Dawn	send characteristics -		11/1/19

>> Use the next page to plan your next meeting

RULE 9: Set a 30/30 meeting to review progress and make adjustments.

5 min.

Maintaining alignment is a dynamic process requiring continuous, but not constant, attention and communication. What has been done in the last 30 days? What needs to happen in the next 30?

FOLLOW-UP MEETING & COMMUNICATION		
DATE		How we'll share information: <i>Google Docs</i> <i>Phone conference</i>
TIME		
PLACE	<i>v.a conference call</i>	

When you meet again for your 30/30 use these questions to guide your conversation.

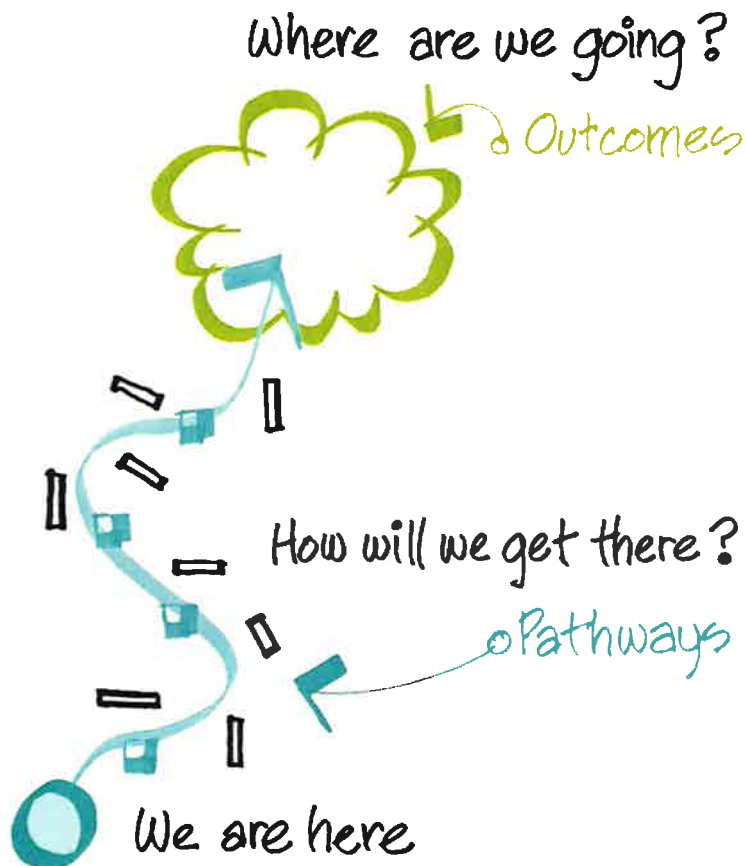
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3. Does our proposed course forward still make sense? Any course corrections need to be made in light of what we've learned over the last 30 days? Do our dates (guideposts, etc.) need adjusting?
4. Now...what will each of us do over the NEXT 30 days – who will do what, by when, and what is the deliverable?
5. When, where, and how will we get together the next time (in about 30 days)?

>> Use the next page to map your Strategic Doing plan

RULE 10: Nudge, connect and promote relentlessly to build your new habits of collaboration.

5 min.

Having your strategy on one page can help you see the big picture and communicate it with others. Summarize your strategy to prepare to share your information in a larger format.



OUTCOME Where are we going?	
SUCCESS METRICS How will we know when we've arrived?	1
	2
	3
PATHFINDER PROJECT How will we get there?	
GUIDEPOSTS How will we know we're not lost?	1
	2
	3
ACTION PLAN What will we start doing by next week?	1
	2
	3

Pass a copy of this sheet to collect contact information for each person at the table.

NAME	AFFILIATION	EMAIL
Michael Young	Alamogosa County Com.	myoung@alamogosaCounty.org
Betty Velasquez	CRWC Staff	Betty.Velasquez@state.co.us
Dawn Farrington	SoCoCHA/The Training Advantage	dfarrington@sococaa.org
Bill Dowling	E4T, COLIE State & Colo-do	william.dowling@state.co.us
Jeannie Larsen	Southeast Health Group	jlarsen@sehhs.org
Anne Ventrello	Montrose Adult Education Center	anne.ventrello@mcscd.org
Kim MacDonnell	Bent County Commissioner	kim.macdonnell@bentcounty.net
Amanda Waltrip	CRWC staff (Western+SW)	amanda.waltrip@state.co.us
Ray Lucero	Colo Dept of Labor	ray.lucero@state.co.us

>> Use the next page to connect these assets to create new opportunities



KNOWLEDGE
KEEPER

(Tommy Roberts)
Me

EMAIL

TABLE GUIDE

1st day Jeremiah
2nd day Diana

EMAIL

RULE 1: Create and maintain a safe space for deep, focused conversation.

RULE 2: Frame a conversation around an appreciative question.



FRAMING QUESTION

How might we create a clear step by step road-map (for youth, parents, business, & WF System) that builds a robust Apprenticeship program for rural Colorado?



RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).



15 min.

Quickly jot down connections that spring up from the discussion. Ask questions like "What would that look like?" or "What if we...?"

OPPORTUNITIES

1st step on roadmap → Build interest & knowledge base

National Apprenticeship Week 11/11 - 11/17

NAW - DOL website all events posted

Small business by-in & resources.

youth engagement → remove stereotypes

upskill staff to be resource - WFC
find potholes that business get stuck
build pockets of like industries to leverage effort.

>> Use the next page to narrow your ideas to three opportunities

link like industry to leverage (sector approach)

↳ EMSI like busin.

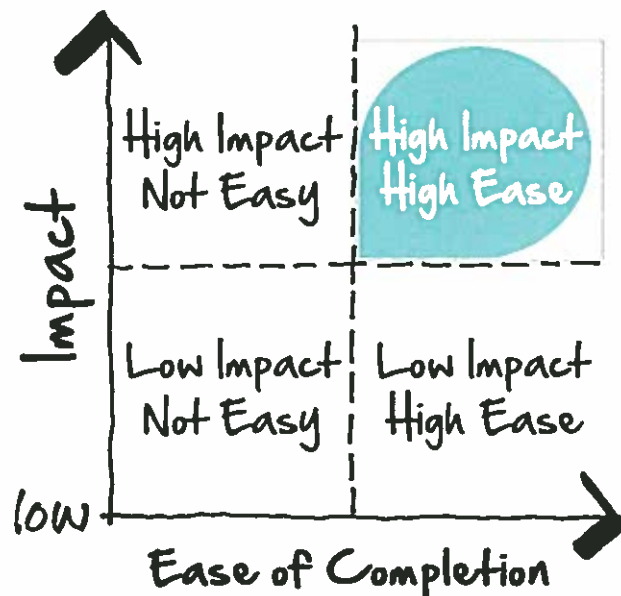
de-stigmatize union re: apprenticeship data.

RULE 5: Rate all your strategic opportunities to find your “Big Easy.”



15 min.

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OPPORTUNITY

1

2

3

	IMPACT	EASE	TOTAL
1			
2			
3			

>> Use the next page to convert your “Big Easy” into an outcome

RULE 7: Define a Pathfinder Project with Guideposts.



15 min.

Your Pathfinder Project moves you toward your outcome. Guideposts are key steps that are critical to your success; defining these will help you stay on your path.

PATHFINDER PROJECT	GUIDEPOSTS	BY WHEN
Create internal Strategic project team.	1. online training	10/25 invite by 10/7
	2. follow up session for committee	Nov 18 th target
	3. form working group to develop roadmap.	check in 12/6 for 1 st draft. end game date 12/13/19

>> Use the next page to develop an Action Plan

Checklist for a good Pathfinder Project:

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5 min.

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FOLLOW-UP MEETING & COMMUNICATION		
DATE	10/25/19	How we'll share information:
TIME	1030 am.	
PLACE	Virtual.	

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RULE 10: Nudge, connect and promote relentlessly to build your new habits of collaboration.

>> Use the next page to map your Strategic Doing plan

Pass a copy of this sheet to collect contact information for each person at the table.

Day 2

	NAME	AFFILIATION	EMAIL
x	Dawn Bray-Jenks	CRWC - NW	dawnbray-jenks@state.co.us
x	Christina Conant-WilTsc	Job Corps	wiltsc.christina@jobcorps.org
x	Vicky Casey	CRWC VA	VICTORIA.CASEY@VAACOG.com
x	Diana Esquivel	CRWC Pueblo/Work	diana.esquivel@state.co.us
x	Tish Nelson	Education Edge Now	tnelson18@gmail.com
	Jeremiah Minogun	Pueblo JATC	jeremiah@puebloelectrics.com
x	Dan Kraus	Pueblo Electrical JATC	dan@pueblojatc.org
x	Dawn Robards	CRWC - Eastern	dawn.robards@state.co.us

>> Use the next page to connect these assets to create new opportunities



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TABLE GUIDE

EMAIL

RULE 1: Create and maintain a safe space for deep, focused conversation.

RULE 2: Frame a conversation around an appreciative question.



FRAMING QUESTION

How MIGHT WE INCREASE ACCESS
TO INDUSTRY CREDENTIALS FOR
COLORADO HIGH SCHOOLERS?

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15 min.

What assets is each person willing to share? Focus your conversation not so much on what you do, but on resources you are willing to share with a new network (e.g., physical assets, skills and knowledge assets, social/network assets, capital assets.)

PERSON	ASSET(S)
Brandon	High School Student perspective - K-12 & CTE
Kathy	Knowledge of specific industry needs
Robert	FCI & Sax Construction connection - internships
Chloe	Data, Business Services connection - dedicated staff member
Cara	Sister is a teacher. Registered Nurse - personally - Connected to Pueblo CC & GSU P
Judy	Personal connections to CC, HS, Tech Start = internships

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RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).



15 min.

Quickly jot down connections that spring up from the discussion. Ask questions like "What would that look like?" or "What if we...?"

OPPORTUNITIES

- #1 • Pilot test construction internship/apprenticeship $I-22 \quad E-21 = 43$
- #2 • Get data to help inform decision making for schools re: certifications
- which certs do students need for industry $I-34 \quad E-34 = 68$
- #3 • Best practice Road Map that can be shared with other districts to elevate/support all.
- other partner eyes on road maps to help make more robust $I-35 \quad E-14 = 49$

IMPACT & EASE

>> Use the next page to narrow your ideas to three opportunities

RULE 4: Link and leverage your assets to create new strategic opportunities (Part 2).



15 min.

Narrow your link-and-leverage ideas to your three top choices. How could you describe each opportunity in one or two phrases?

OPPORTUNITY	DESCRIPTION

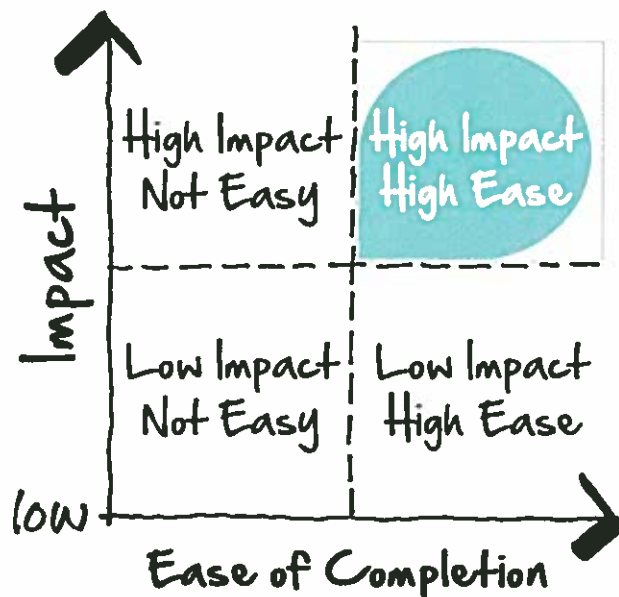
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OPPORTUNITY

1 Pilot Construction

2 Data

3 Road Map

IMPACT	EASE	TOTAL
Pilot test construction Internship/apprenticeship 22	21	43
34	34	68
35	14	49

>> Use the next page to convert your “Big Easy” into an outcome

RULE 6: Convert your "Big Easy" into a strategic outcome with measurable characteristics.



What would people see, how would people feel, how would people's lives be different if we were completely successful?

STRATEGIC OPPORTUNITY	CHARACTERISTIC	SUCCESS METRIC
Identify in-demand occupations in local area What are the required certs for those industries/occupations	High demand jobs that are paying (living wage)	# of kids getting certs # of kids going into industry # coming back to district # B16-1289 ↓ Decreased training time by employer
		↑ Talent retention in area

>> Use the next page to define guideposts and a pathway to reach your outcome

RULE 7: Define a Pathfinder Project with Guideposts.



15 min.

Your Pathfinder Project moves you toward your outcome. Guideposts are key steps that are critical to your success; defining these will help you stay on your path.

PATHFINDER PROJECT	GUIDEPOSTS	BY WHEN
<p>Data dive - define in-demand occupations through LMI/EMSI</p> <p>- Develop a pilot for Southwest that defines in-demand occupations</p> <p>- model that can be replicated for any county</p>	1. Defining high-demand living wage jobs	<ul style="list-style-type: none"> • EMSI report • Data validation by business / Board • Local CTE validation
	2. What certifications are supported by industry	
	3.	

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>> Use the next page to develop an Action Plan

Creating a pilot model to identify in-demand occupations in local area and what industry certifications are required so schools can identify what certs to offer. This model could then be replicated in other areas.

RULE 8: Draft a short term Action Plan with everyone taking a small step.



An Action Plan includes what each of you will do in the next 30 days. The more clearly you understand where you want to go, the more clearly you can see your next steps.

WHO	WHAT WILL BE DONE	DELIVERABLE	BY WHEN
Kathy	What certifications does school have in place currently		
Chloe	Pull EMSI Report - La Plata County - send to group	EMSI data report	Oct. 31
Robert	Vet Data Review data & validate w/ business		
Brandon	Identify Next step from school perspective		
Chris	Resource to Chloe for data		

>> Use the next page to plan your next meeting

RULE 9: Set a 30/30 meeting to review progress and make adjustments.



5 min.

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FOLLOW-UP MEETING & COMMUNICATION		
DATE	11/12-Afternoon	How we'll share information: Review data & discuss next steps
TIME	2:30	
PLACE	Go-to-meeting -invite to come from Chloe	

When you meet again for your 30/30 use these questions to guide your conversation.

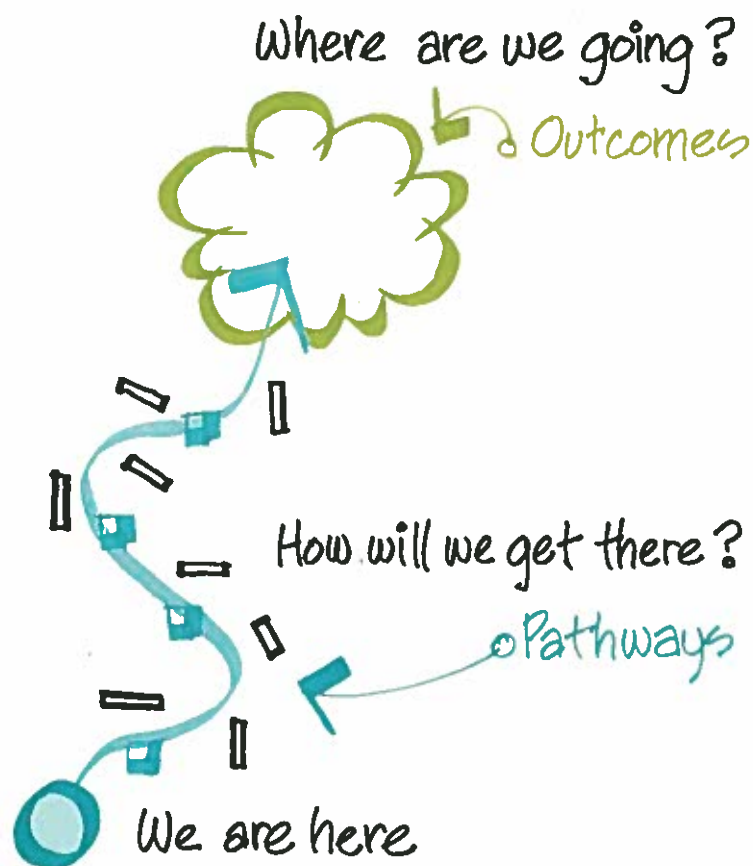
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OUTCOME Where are we going?	
SUCCESS METRICS How will we know when we've arrived?	1
	2
	3
PATHFINDER PROJECT How will we get there?	
GUIDEPOSTS How will we know we're not lost?	1
	2
	3
ACTION PLAN What will we start doing by next week?	1
	2
	3



KNOWLEDGE
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Gregory Carlson

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TABLE GUIDE

Peggy Gair

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pgair@royalgorgebridge.com

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RULE 2: Frame a conversation around an appreciative question.



FRAMING QUESTION

How might we manage access to industry certificates for Colorado High Schoolers?

RULE 3: Uncover hidden assets people are willing to share.



15 min.

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PERSON	ASSET(S)
Gregory	Website Development / Online Host / Techstart / Logistics
Debbie	Network of people / Inside Access / Commissioner
Carolyn	Business Outreach / College Network → background in Ind. Cert. Progs
Andrew	Workforce centers Salida, Cañon City, Pueblo
Don	Tech college & Rockies - Delta School Board Tech certification knowledge
Peggy	Cañon Business Industry, PCC Advisory / Tourism Board

>> Use the next page to connect these assets to create new opportunities

RULE 4: Link and leverage your assets to identify new strategic opportunities (Part 1).



15 min.

Quickly jot down connections that spring up from the discussion. Ask questions like "What would that look like?" or "What if we...?"

OPPORTUNITIES

Plumber vs Elec. vs Gas Different Levels in Fields / Different Tracks Why are students turned off the trades?

OSHA certifications concurrent enrollment?

Skillsets vs. certifications Dealing with cell phones

CPR / First Aid

Basic Math / Industry Mathematics / ^{geometry/algebra} short certificates (even 3 hours) vs longer certificates / workshops

Lack of certifications???

change oil / checking / change tire / independence / HVAC

Basic knowledge Funding for high school programs

Standards?

Make sure businesses recognize certifications. Educate employers what to look for.

Business Survey / Awareness Businesses need to know that schools must offer broader curricula than any single job. PCC/CCU Metro Rotary / YH

Is there other delivery systems than traditional school? Tech colleges? Boys and Girls Club? YMCA/YWCA

Not all volunteer based.

Build Colorado.com Program/Template we could look at this →

Break it up into modules.
We could look at this → Colorado Concierge Program

No clear path for trades vs Really clear path for college

>> Use the next page to narrow your ideas to three opportunities

RULE 4: Link and leverage your assets to create new strategic opportunities (Part 2).



15 min.

Narrow your link-and-leverage ideas to your three top choices. How could you describe each opportunity in one or two phrases?

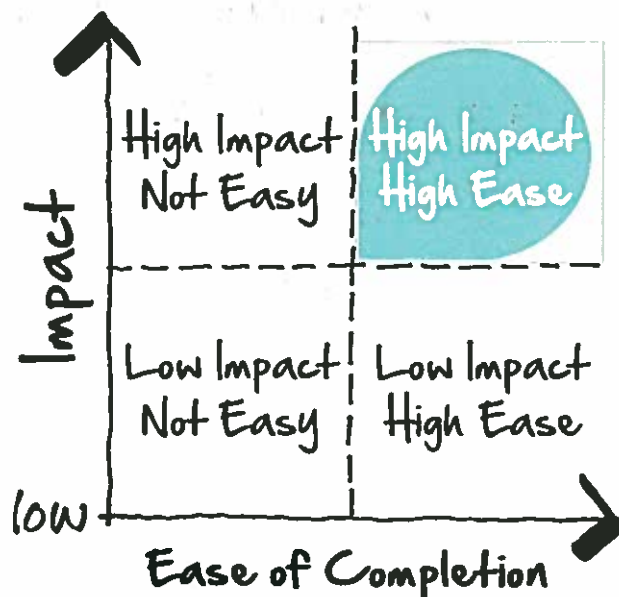
OPPORTUNITY	DESCRIPTION
<u>30</u> What universal certifications would you accept ↳ <u>summary</u> businesses / Industry	
Look at build Colorado.com or Colorado Concierge Program and other curriculum to learn from	
Seek out entities outside traditional education who can deliver the certificates training	

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OPPORTUNITY

1
2
3

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What would people see, how would people feel, how would people's lives be different if we were completely successful?

STRATEGIC OPPORTUNITY	CHARACTERISTIC	SUCCESS METRIC
#2 - Look@ what opportunity/internships that are all ready out there that we could apply to real "Certifications"	streamline the process implementation by the districts <u>inventory</u>	streamline the process of how to find, offer, internships/certifications between school/workforce Schools could find a certification to hire them
	more certifications varied certifications	intro new certifications find them who can offer the school guidance from the business industries
	more business students involved	Increase access to certifications thru education and business outreach

>> Use the next page to define guideposts and a pathway to reach your outcome

RULE 7: Define a Pathfinder Project with Guideposts.



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PATHFINDER PROJECT	GUIDEPOSTS	BY WHEN
Communicate the opportunities to inventory of internships "the road map" and "the road map" organization	1. repository & road map online <u>Developing matrix</u> <u>Rural Centers</u>	2020
	2. gather the info. experts in the industry - those doing <u>Rural Centers</u>	2020
	3. website/w the info & links	2020

Checklist for a good Pathfinder Project:

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WHO	WHAT WILL BE DONE	DELIVERABLE	BY WHEN
Andrew	Conversation started Roadmap for how they started	Roadmap	30 days.
Debbie	hospitality research	written report of findings	30 days
Don	research in the trades	report of findings	30 days
Carolyn	approved vendor list	report findings	30 days
Peggy	research hospitality tourism	report findings	30 days
Gregory	work on name! certificate	Aggishim of a workshop website	30 days

>> Use the next page to plan your next meeting

RULE 9: Set a 30/30 meeting to review progress and make adjustments.



5 min.

Maintaining alignment is a dynamic process requiring continuous, but not constant, attention and communication. What has been done in the last 30 days? What needs to happen in the next 30?

FOLLOW-UP MEETING & COMMUNICATION		
DATE	11/7/2019	How we'll share information: <i>email report</i>
TIME	ED O	
PLACE	<i>email report</i>	

When you meet again for your 30/30 use these questions to guide your conversation.

1. What have we each learned (new information, insights, etc.) over the last 30 days while performing our action items?
2. Did anything that was to have been done over the last 30 days NOT get done? If not, does it STILL need to be done? If "yes," how will it get done?
3. Does our proposed course forward still make sense? Any course corrections need to be made in light of what we've learned over the last 30 days? Do our dates (guideposts, etc.) need adjusting?
4. Now...what will each of us do over the NEXT 30 days – who will do what, by when, and what is the deliverable?
5. When, where, and how will we get together the next time (in about 30 days)?

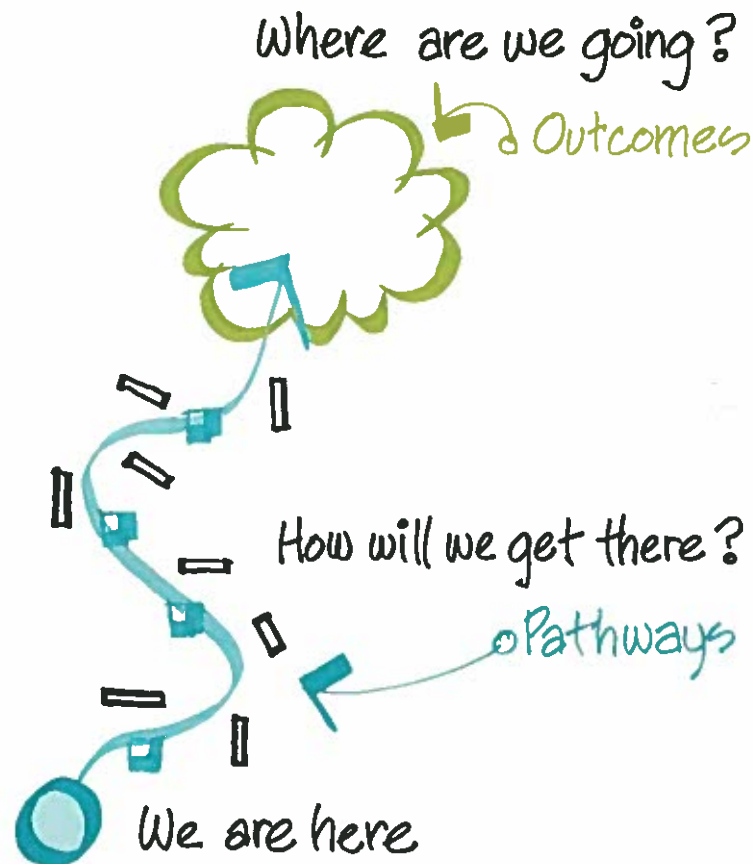
RULE 10: Nudge, connect and promote relentlessly to build your new habits of collaboration.

>> Use the next page to map your Strategic Doing plan



5 min.

Having your strategy on one page can help you see the big picture and communicate it with others. Summarize your strategy to prepare to share your information in a larger format.



OUTCOME Where are we going?	
SUCCESS METRICS How will we know when we've arrived?	1
	2
	3
PATHFINDER PROJECT How will we get there?	
GUIDEPOSTS How will we know we're not lost?	1
	2
	3
ACTION PLAN What will we start doing by next week?	1
	2
	3

Pass a copy of this sheet to collect contact information for each person at the table.

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>> Use the next page to connect these assets to create new opportunities