

**Wednesday, May 21, 2008  
7:00 a.m. – 9:30 a.m.  
Larkspur Fire Station  
9414 South Spruce Mountain Road**

**MEETING AGENDA**

- 7:00 a.m.     **Breakfast**
- 7:30 a.m.     **Call to Order & Introductions** – Sharon Van Ramshorst
- 7:35 a.m.     **Welcome and Jurisdictional Update – Town of Larkspur**
- 7:40 a.m.     **Jurisdictional Updates** (*Please limit to 5 minutes each*)
- |             |                                |
|-------------|--------------------------------|
| Castle Rock | Douglas County                 |
| Lone Tree   | Douglas County Libraries       |
| Parker      | Douglas County School District |
- 8:10 a.m.     **Higher Education Update**
- 8:40 a.m.     **Youth Congress Video Recap**
- 8:55 a.m.     **Public Art Program Update**
- 9:10 a.m.     **Monthly Updates**  
Civic Engagement  
Environmental Sustainability  
Joint Dispatch
- 9:20 a.m.     **Discussion of June Meeting**
- 9:25 a.m.     **Listing of Action Items from Meeting**
- 9:30 a.m.     **Adjourn**

**NEXT MEETING:**  
***Hosted by Douglas County***  
**June 18, 2008**

Map to Larkspur Fire Station  
Higher Education Report  
Economic Outlook Forum Information

Joint Projects Memo  
April 16, 2008 Minutes

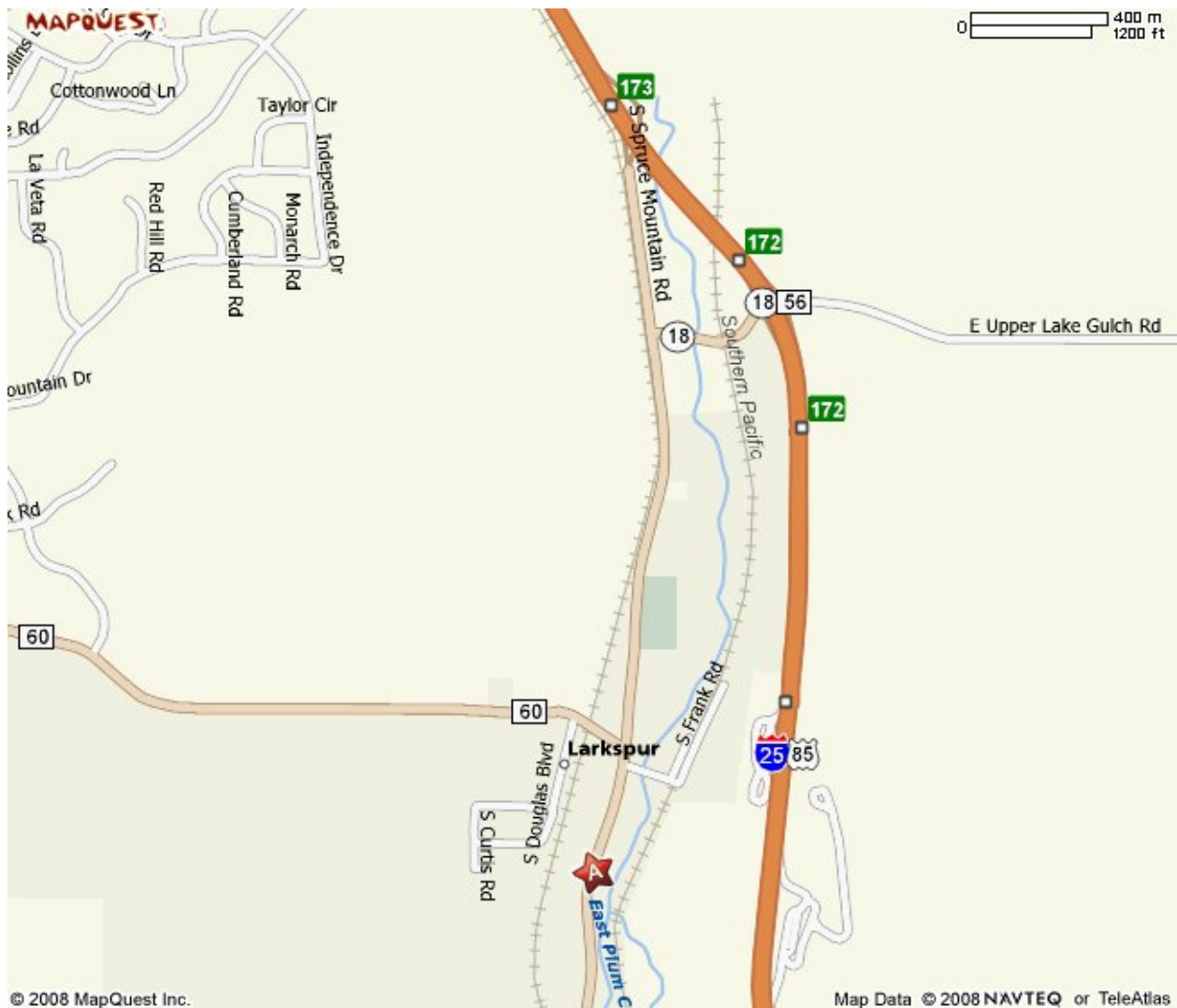
## DIRECTIONS TO LARKSPUR:

From Plum Creek (exit 181) in Castle Rock take I-25 South approximately 7 miles. Take Exit 173 on to Spruce Mountain Road.

Continue South on Spruce Mountain Road to stop sign at Perry Park Avenue.

Continue south on Spruce Mountain Road, approximately 3/10 mile, to the Fire Station on the left. Enter driveway on the North side and park in the rear.

Address: 9414 South Spruce Mountain Road



# **Douglas County Higher Education Subcommittee**

## **Executive Report**

Submitted by:  
Jim Christensen, Superintendent of Schools



## **Introduction:**

The Douglas County Higher Education Subcommittee (HES) has spent the past five months doing some exceptional work studying the presence and delivery systems of Higher Education in Douglas County (DC).

This report's purpose is to serve as a high-level review of the committee's mission to collect information and present a position about a greater Higher Education presence in DC, and what vehicle(s) of delivery would be aligned with County needs. The subcommittee was directed to review several "impact zones" that would provide direct feedback to our scope of work. The scope of work included validating how Higher Education should be delivered and at what cost.

The committee set its sights on the following scope:

- Input from business
- Higher Education expert testimony
- Means of delivery
- Taxation

The HES goal is to ensure the PDCG will be better informed in response to citizen, business and economic interest groups Higher Education in DC.

The HES presents this report with recommendations to the Partnership of Douglas County Governments (PDCG) members.

## Methodology:

In order to collect useful information from various DC subgroups, the HES developed targeted questions. In the case of business and industry representatives, the questions were provided prior to scheduled meetings where the committee would gather feedback, so participants could come well informed with their perceptions and facts.

The following questions were utilized:

- What short-term recruiting challenges do you face related to workforce skills?
- What long-term workforce needs and trends do you see?
- Are there any negative impacts on business (i.e. impact on operations, expansion capability, business growth) due to the lack of higher education opportunities in Douglas County:
  - Baccalaureate and graduate level
  - Continuing education
  - Skills certification
  - Other
- Would you, as an employer, support higher education opportunities for your employees?
  - Time off to attend classes
  - Tuition reimbursement
  - Promotion upon attaining certain degrees or certificates
  - Other
- How important is it to you to have workforce training/higher education available in Douglas County?
- What type of educational requirements are you seeking, are they currently available, and how important are they to you?
  - Credentials (academic degrees)
  - Skills (certification)
- How would you like workforce education to be delivered?
  - On-site
  - Separate location
  - Online
  - At what cost?
  - What duration?
  - What sort of flexibility would you like to see in the education?
  - What is acceptable community distance to travel?
  - Do you prefer public or private institutions?

## Business and Industry Feedback

The business/industry focus covered a broad level of industry representation as well as a targeted industry employer for direct feedback.

The *Workforce Innovation in Regional Economic Development (WIRED)* initiative, a Federal Department of Labor study, focuses on the role of talent development in driving regional economic competitiveness, increased job growth and new opportunities for workers. Five industry sectors are being studied – aerospace, energy, bioscience, information technology and financial services. This initiative is convening four panels to address K-12 education, higher education, small business development and workforce development.

The HES is interested in the following issues:

- Workforce trends: the baby boom generation is getting ready to retire and no one is trained to take their place
- Career Opportunity Interest: Need to fill the pipeline with trained workers; need to reach out to parents, teachers, counselors and students regarding career opportunities
- Student options: help students understand that you don't necessarily need a four-year degree to get a \$50,000/year entry level job
- Perceptions: Need to poll parents, teachers, counselors and students regarding their perceptions of specific industries
- Curriculum relevance: campaign on how math and science fit into a careers (what is math's practical application in certain careers?); need to help students understand the relevance of their course studies to real world employment
- Road Map: An asset map and jobs matrix focusing on high demand/difficult to fill jobs exists, prepared by the WIRED Initiative
- Student Preparation: Industry wants the education system to get students/future workers through the basics (math, mechanical aptitude, etc.), with industry prepared to train these students/workers for specific jobs
- Need to define basic skills
- Future Outlook: IT and Energy sectors are perceived by students and parents to be insecure industries and not sure of what jobs will look like in the future
- Experience: Internships for students and externships for teachers are both important ways to convey real world needs

## **John Lay, Southeast Business Partnership**

John Lay, SEBP, recently presented his thoughts on business and education to the HES members. Lay focused primarily on long-term strategies for junior and senior high school students.

The following is a summary of his comments:

- Douglas County needs an escalator rather than a series of silos (where students progress through increasing immersion in career-prep areas)
- Offering experiential/internship summers to high schoolers are great opportunities for providing more career direction
- Non-traditional learning opportunities are essential (internships, etc.) and should take place earlier rather than later (8<sup>th</sup> or 9<sup>th</sup> grades)
- Start small and build up a program – start by impacting one student at each middle school
- High schools need a strong advisory program by knowledgeable professionals
- It is problematic that some students are taking “easy” classes to keep their GPA up, rather than risk lowering their GPA by taking more challenging classes
  
- Short term workforce issues
  - New graduates working in administrative positions often can’t read or take coherent messages
  - Important to help employ both top and bottom of class – both academic and vocational career tracks
  - Need more voc/tech education
  - Need more career exposure in the classroom, by bringing in young engineers, technology workers, etc.; and develop career oriented mentorships
  
- It is the responsibility of higher education institutions to aggressively find employment for their graduates

## **Maureen Tarrant, Chief Executive Officer, Sky Ridge Medical Center**

Maureen Tarrant, CEO of Sky Ridge Medical Center, indicated that her facility needs skilled workers for all three shifts, and has particular difficulty filling night and weekend shifts. They are beginning to look to the Philippines for degreed nurses.

The following is a summary of comments from the medical profession:

- Industry does need a higher education presence in Douglas County.
- They are leaving the country to fill nursing positions, both diploma and baccalaureate
- Their first year turn-over is awful – particularly from those working nights and weekends who would rather work days
- Sky Ridge is now training their own nurses through affinity programs with both ACC and Webster University (the later for MBA health care administrators)
- Can't produce nurses fast enough to fill positions due to lack of teachers (teaching doesn't pay well enough) and not enough sites for clinical rotations
- Sky Ridge offers generous tuition programs – they have a tuition reimbursement program for employees as well as paying back tuition for new hires
- Retention of employees is as critical as recruitment
- Need a reliable temp pool to draw from
- In addition to traditional employee benefits they offer tuition reimbursement, in-house training, time off to attend workshops, RTD bus/transit pass and are adding a child care center on site
- Need to offer formal internship program for high school and college students, with a way for students to receive educational credit for this work
- Sees educational needs delivered at satellite centers, direct to industry, program-based training; not as much need for general higher education
- Hard to know specific technical needs of future workers because the future technologies are as yet unknown; need to always check in with industry to make sure education is still meeting their needs

## Higher Education Feedback

The HES spoke with two higher education Presidents. Bert Glandon of Arapahoe Community College and Stephen Jordan of Metro State College (four-year college) shared their thoughts on the current state of Higher Education and needs to deliver Higher Education to DC with the committee.

Several key themes emerged from these interviews:

- Many systems exist and they just need more collaborative attention to get the desired outcome. (less talk and more walk)
- The State of Colorado has minimal capital dollars available for Colorado Colleges. The rate of funding example showed one-sixth the funding that another Western state's capital building funding revenue received.
- State law prohibits four-year institutions from delivering any curricula off campus without building or utilizing a "satellite space" in the community.
- Metro State has over 20,000 students enrolled in school and 16,000 of the students enroll in at least one online class.
- A critical need is to create K-12, 13-14 and 15-16 partnerships with businesses and higher education on the employer's site.
- The Community Colleges currently only receive 50% of the per pupil revenue that is distributed in the system. The autonomy of the Higher Education Community College system should be reviewed to create more flexibility and creativity in alignment with workforce demands.
- There are current examples of partnerships with ACC; the Burt Automotive/DCSD partnership can be replicated in most workforce environments with Community Colleges, but cannot currently be accomplished with four-year institutions.
- ACC, with two other community colleges, is seeking a grant from the National Science Foundation to establish an Advanced Technology education Center
- ACC is currently working with the Rockies Energy Workforce Collaborative, a seven state organization; the Center for Advanced Process Technology at Red Rocks Community College is also involved

## Recommended Delivery Systems

The targeted age for training our workforce in higher education is 18-life. We must not only recognize high school graduates and re-entry students in their twenties, but we must retrain the aging workforce on an ongoing basis.

The primary delivery system from all participants is recognizing a “traveling curricula” as part of the higher education model. In other words, interviewees prefer to have the students with basic skills on-site or, “within reach” in order to more directly impact succession development, transitioning students to employee.

The primary issue of concern is a lack of workforce in the high-need areas. There appears to be a gap in education and skills acquisition needed to prepare students. A research-based institution has an important economic and preparation impact. However, the immediate need which is not being served, is flexibility in schooling and training.

Many facilities exist in Douglas County that can house student learning beyond a K-12 system. Since the K-12 system in DC continues to experience growth at a high rate and there is a need for continuous support from taxpayers, it is more economically feasible to consider constructing institutions that fit K-12, Higher Education and Career/Technical developments together.

## Tax Ramifications

There is a large concern within the HES regarding the current economy as it relates to taxpayer tolerance for new taxes. The committee's assumptions of the taxpayers' appetite include the rise of cost of living: expenses such as groceries, mortgages and gasoline are impacting flexible income. These pressures, in turn, impact support for more funding initiatives.

The most recent election results would show that voters consider continuation of existing taxation palatable, but will deny efforts at new taxes at this time. The Library, Justice Center and Road Construction votes reinforce this message.

The subcommittee does not see a need for or support for construction of a new campus at this time – based on industry and higher education representative input and election results. Rather we believe we should rely on the delivery of education in existing (both public and private sector) facilities and via the internet. Therefore, the committee does not recommend a new tax mill levy be imposed on the citizens of DC.

Moreover, the subcommittee believes the existing systems of public government may have legitimate concerns regarding too much existing competition for limited funding. The lack of tolerance for acceptable taxation in Douglas County and the continuous need of public government to support higher demands of product and service must be carefully considered. Public entities must achieve goals through cooperation and collaboration rather than operating in silos.

The college preparation and existence plan can utilize user-based funding, existing finance system in schools and universities and employer support systems to ensure proper programming for the workforce skills.

## **Conclusions and Recommendations**

There is a need for higher education in Douglas County

Employers are interested in supporting on-site education for skills aligned to their industry needs with college credit complimenting the training toward a degree or certification

Virtual education will be a viable delivery system in Douglas County

We can effectively use existing structural systems to compliment the "traveling curricula" in Douglas County through schools, libraries, places of employment and recreational centers.

The Higher Education Subcommittee recommends avoiding any new tax-added recommendations to the public at this current time.

The Partnership of Douglas County Governments will need to increase efforts with the County's legislative delegation to change the law regarding 4-year institutions, their options for providing a presence and delivery system in our communities.

We must partner with existing higher education institutions for any necessary brick and mortar classroom environments.

The Higher Education Subcommittee recommends the Partnership of Douglas County Governments consider forming a "school-to-workforce" team from existing leaders in Douglas County that can impact a collaboration of industry needs and funding with students of all ages.

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Douglas County Government  
Phone: 303.660.7347  
Fax: 303.688.1293  
ksmith@douglas.co.us

100 Third St.  
Castle Rock, CO 80104  
www.douglas.co.us



## PRESS RELEASE

FOR IMMEDIATE RELEASE:

May 9, 2008

### Douglas County Treasurer to Sponsor Economic Outlook Forum

*Former Senior Economist to Governor comes to Douglas County*

Douglas County, Colo... The Douglas County Treasurer's Office, and County Treasurer, Sharon Jones, will host an Economic Outlook Forum on Thursday, May 29 featuring former Senior Economist to the Governor of Colorado from 1980 to 1986, Chris Blackwood.

The Forum, highlighting Blackwood's presentation entitled, "The U.S. and Local Economic Outlook: Is there Turmoil Ahead," will be held in the Douglas County Administration Building, County Commissioner's Hearing Room, 100 Third St., Castle Rock, from 8 to 10 a.m. It will also be audio broadcast on the County's Web site, [www.douglas.co.us](http://www.douglas.co.us).

"We invite members of the Douglas County business community, budget and finance, staff from municipalities and special districts, and citizens of the community to attend," said Treasurer Jones. "The state of the economy is on everyone's mind, yet there is not always easy access to a source of information that helps make sense of it all," she said. "This forum will attempt to provide insight and clarity as we move through 2008 and look ahead to 2009."

Space is limited for this free event. RSVP by May 27 to the Douglas County Treasurer's Office at 303.660.7452 for attendance at the event either in the room or virtually via the web.

Audio of the presentation will be broadcast on the County's Web site and a PDF of Blackwood's presentation will also be posted for listeners to follow along with the proceedings.

Additionally, for those who want to attend the forum virtually, questions for Blackwood may be e-mailed during the event to [dhammerv@douglas.co.us](mailto:dhammerv@douglas.co.us).

For more information, please contact the Douglas County Treasurer's Office at 303.660.7452 or by e-mail to [dhammerv@douglas.co.us](mailto:dhammerv@douglas.co.us).

###

**Bio: Christopher K. Blackwood**  
Senior Vice President, Managing Director

Chris Blackwood manages the day-to-day activities of Davidson Fixed Income Management, an investment advisor with \$4.3 billion under management. In addition, Mr. Blackwood represents the firm in his role as Fund Administrator and Investment Adviser to two local government investment pools, Colorado Surplus Asset Trust (CSAFE) and Florida Surplus Asset Fund Trust (FLSAFE). Previously, he served as Chief Financial Economist for Boettcher & Company and Senior Economist to the Governor of Colorado. Mr. Blackwood holds Bachelor and Master of Arts degrees in economics from the University of Colorado, and currently is a candidate for a Master of Science degree in E-commerce and Technology Management from Denver University.



TO: Partnership of Douglas County Governments

FROM: Jack Hidahl

DATE: May 9, 2008

RE: Partnership Regional Facilities Steering Committee

In 2007 the Partnership acted on the recommendation of the managers to create the Partnership Regional Facilities Steering Committee to determine the feasibility of joint planning of current and future needs and the potential locations within the County for regional, recreational, cultural, educational and government operational facilities. To the chagrin of many, including myself, I volunteered to head the investigation.

The theory was that rather than respond to opportunities for natatoria, ice sheets, soccer complexes and the like, there would be an advantage to the residents and taxpayers if the governmental entities cooperated rather than competed for those facilities. The thought was that certain facilities may be better suited in certain jurisdictions due to the interests of the community, infrastructure and regional accessibility.

My staff of one, proceeded to solicit information from the Partnership members intended to identify the needs and desires of Partnership communities, the kinds of facilities that might qualify for a regional approach to site selection and cooperation and assets such as vacant land that had already been dedicated to a member organization. We considered a number of approaches including review of local and county surveys of residents, comprehensive and master plans, planning department goals, etc. It must be said that collection of data was incomplete. There was not a great deal of interest in this project nor did it rank very high on the list of tasks that individual staffs could devote a significant amount of time in order to consider.

At this point it became apparent that the greatest interest in cooperative joint facilities came from the jurisdiction facility managers who recognized they individually had similar needs, for storage for the most part, and created their own committee to consider governmental joint facilities leaving the original effort to focus on primarily "non-governmental" facilities of a recreational or cultural nature. I understand that the facility managers are continuing to work together on this endeavor. As a result a new call went out asking jurisdictions to identify their five highest priorities/needs for "non-governmental" facilities. The call again met with mixed results.

On a similar track the Library District had identified regional needs they wanted to address, Parker and Lone Tree had independently been looking at opportunities for performing venues, and the process the three were using seemed to be working quite well. This brought into question the merit of the Joint Facilities investigation.

After reviewing the information that had been gathered, I concluded that a thorough and comprehensive review that would yield reliable results was unlikely without bringing to bear many more resources in order to perform a reasonable analysis of the needs/desires of the communities and how they interrelated, if in fact they related at all.

A nagging thought had intruded itself in the evaluation that I could not ignore. I began to consider the possibility that even if the effort was successful and resulted in some form of intergovernmental understanding, whether the Partnership might not be accused interfering with the free market process of building and operating the kind of facilities we were considering. For example if the report to the Partnership identified the need for three ice sheets and concluded somehow that the best location was midpoint between Highlands Ranch and Castle Rock, what affect would that have on a private business that had already determined the feasibility of building a privately operated ice complex in a different location? The Partnership, or its members, could be perceived as manipulating the approval process to the detriment of some and the advantage of others; and thereby certainly provoke a lawsuit.

In summary, I have concluded that the joint facilities investigation should be abandoned due to lack of interest, lack of resources to properly perform the investigation, the observation that the system most likely works better without this form of collaboration and the potential for litigation. I therefore respectfully request that the Partnership put to rest the effort to identify and create joint recreational and cultural facilities.

Sincerely,

Jack Hidahl



**April 16, 2008**  
**Hosted by Town of Parker**  
**Town of Parker Field House**

### **MEETING MINUTES**

#### **MEMBER ATTENDEES:**

Castle Rock: Randy Reed, Mark Stevens, Sally Misare

Larkspur: Sherilyn West, Matt Krimmer

Lone Tree: Elton Winters, Sharon Van Ramshorst, Jack Hidahl, Michelle Kivela,  
Jennifer Pettinger

Parker: Debbie Lewis, Phyllis O'Reilly

Douglas County: Jack Arrowsmith, Steve Board, Doug DeBord, Jack Hilbert, Vicky  
Starkey, Wendy Holmes

Douglas County Libraries: Jamie LaRue, Priscilla Queen, Mark Weston

Douglas County School District: Kristine Turner, Steve Herzog

#### **GUESTS:**

Ted Leighty, Representative Tancredo's Office  
Jeff Wasden, Highlands Ranch Community Association  
Sandy Gregory, Douglas County Early Childhood Coalition  
Bonnie Osborn, Douglas County Housing Partnership  
Doug Gilbert, City of Castle Pines North

#### **CALL TO ORDER & INTRODUCTIONS – ELTON WINTERS**

Chairman Winters called the meeting to order at 7:32 a.m. and welcomed everyone to the meeting.

Attendees introduced themselves.

#### **JURISDICTIONAL UPDATES**

**Castle Rock** – Randy Reed gave an update on their recent election. He also stated that in honor of Capt. John Anderson's 30 year service to the Town of Castle Rock they will be

celebrating Capt. John Anderson Day. Mr. Reed also explained the recent suspension on building for the Town of Castle Rock which ends July 9<sup>th</sup>.

**Larkspur** – Sherilyn West gave an update on their recent election, which included the election of two new council members, a lodging tax and allowing the option for construction of a railroad underpass. She also reported on development plans.

**Lone Tree** – Sharon Van Ramshorst reported that Lone Tree will hold their election on May 6<sup>th</sup>. She also reported Council has approved changes to the RidgeGate Master Plan, a childcare facility near SkyRidge Hospital, a liquor license for Cru Wine and an update to the Comprehensive Plan. She also stated the Lone Tree Photographic Art Show is being presented until May 3. Ms. Van Ramshorst reported the RidgeGate and I-25 Interchange is currently ahead of schedule.

**Douglas County School District** - Kristine Turner explained the Student Advisory Group's plan to change the Community Service Program to a Community Service Learning Program. She said the District is struggling to coordinate building permits with all the different water and sewer districts and suggested a possible future discussion item to assist the School and Library Districts with building permit coordination. Steve Herzog gave an update on the current building projects.

**Douglas County** – Steve Boand stated that to date the County is not planning on placing a tax measure on the November ballot. He also stated that the comprehensive plan final hearing is scheduled for April 21. Wendy Holmes stated the comprehensive citizen survey will be conducted and she hopes to have a final report available at the May meeting. Jack Hilbert welcomed Doug Gilbert from Castle Pines North.

**Parker** – Debbie Lewis reported the Town of Parker hosted an e-cycling event in which 400 people participated and 60,000# of electronics was recycled. She also noted that on May 24<sup>th</sup> Parker will be hosting a Historic Walking Tour. Ms. Lewis stated she and staff will be attending the ICSC (International Council of Shopping Centers) conference. She also advised the redesign of Parker's Main Street will begin on May 1<sup>st</sup> and the skate park construction will begin late May. Ms. Lewis said their Chamber will be hosting the Parker Country Festival the second week in June.

**Guests:**

Doug Gilbert, Castle Pines North, gave an update regarding their recent elections and progress they have made in setting up their new city.

**WELCOME – DOUGLAS COUNTY LIBRARIES**

Mark Weston stated this past weekend the Library District hosted Congressman Tancredo's 6<sup>th</sup> Congressional District Art Competition. He also stated two new board members have been elected. Mr. Weston said the Library District included the permanent mail ballot information in their recent newsletter.

### **Douglas County Primary and General Election Update**

Jack Arrowsmith, Douglas County Clerk and Recorder, explained the plans that have been put in place for the primary and general elections. He noted the alliance the County has made with the School District to use district facilities and student election judges during the elections. Mr. Arrowsmith stated the District is planning on having 320 pieces of election equipment and 40 polling places for the 2008 election. He stated voter education until June will be to encourage voters to sign up for the permanent mail ballot and after June they will be encouraging voter preparedness and educate where to go.

Discussion was held regarding the upcoming elections and strategies for assisting the County and educating citizens in the election process.

### **Early Childhood Education Coalition Resolution**

It was the consensus of the Partnership to support the resolution. Jennifer Pettinger will send the resolution electronically for each member to present to their entity.

### **MONTHLY MANAGERS UPDATE**

#### **Civic Engagement**

Wendy Holmes reported they are working on a template to gather information and activities. She also noted the Public Information Officers will be the contact person for gathering the information.

#### **Environmental Sustainability**

Jack Hilbert stated the committee meeting was cancelled and they are waiting to reschedule until the inventory has been sent to everyone. He stated the inventory will be used to share and compile into one document. He noted that there will be two components to the document; internal based and community outreach. Vicky Starkey, Douglas County, gave an update on the Douglas County Goes Green program. Jeff Wasden, Highlands Ranch Community Association, also spoke about their program. Elton Winters spoke about metro-wide efforts.

#### **Joint Dispatch**

Mark Stevens gave an update on the joint dispatch. He stated they need additional evaluation and recommendation and hope to have a significant report in June or July. Mr. Stevens noted the Town of Parker is planning a new police facility.

#### **Elections Committee**

Michelle Kivela asked if there was still a desire to form the committee. It was decided that committee members will contact Michelle to discuss.

### **LISTING OF ACTION ITEMS FROM MEETING**

Wendy Holmes stated the PIO group will be working on communication strategy concerning the Environmental Sustainability, Civic Engagement, Citizen's Survey and the Early Childhood Education Coalition Resolution.

Chairman Winters introduced Jeff Wasden, Highlands Ranch Community Association and Bonnie Osborn, Douglas County Housing Partnership.

Chairman Winters adjourned the meeting at 9:02 a.m.

Respectfully Submitted,  
Jennifer Pettinger, CMC  
City Clerk, Lone Tree

*NEXT MEETING:*  
*Hosted by Douglas County Libraries*  
*May21, 2008*  
*Location: Larkspur Fire Station*