Colorado Workforce Development Council
PY18 Mid and End of Year Report

Mid-year Report Due: January 25, 2019
End of year Report Due: August 16, 2019

Local Area: Denver

Contact for Report (Name/Phone/E-mail): Cindy Gaertner / 720.913.1665 / cindy.gaertner@denvergov.org

**Instructions**: Please provide us with a summary of your accomplishments for PY18 thus far for each of the questions below. Please also alert us to any adjustments that you made to your annual plan as a result of changing conditions since the plan was submitted.

**Please save your mid-year report responses and add to them to create your end of year report.** The cumulative report submitted in August 2019 will be used to create Colorado’s PY 2018 WIOA Annual Report. Your responses should be comprehensive of the full program year. Please take your time and provide thoughtful responses. Please keep in mind the following as you respond:

As in previous years, the Annual Report will be an interactive online document, so please include live, accurate web links to specific programs or stories you would like to highlight.

**Instructions for Submission**: Use this document to write and submit your report content. The end of year report should be cumulative, and build upon answers submitted in the mid-year report. Email your finished report to CWDC@state.co.us by close of business on the designated due date.

**Career Pathway Development**

Areas to be considered by raters:
- Employer/business voice informing local career pathway development
- Partnerships with WIOA partners and K-12 in Career Pathway development work

Questions to be answered:

1.1. How have you utilized information gathered through Sector Partnerships, other business led initiatives and/or Business Services activities to inform the development of Career Pathways in your local area? How have your Career Pathway activities helped to meet the needs of employers? Please reference planned objectives and measurable outcomes.

As outlined in Denver’s local plan, Labor Market Information (LMI) and observed hiring trends were presented to and vetted through our Sector Partnerships to ensure accuracy and relevance. This information, along with additional input from the partnerships, was used when making strategic decisions on work-based learning and ITA funding commitments in the first half of PY18. Additionally, Denver used LMI and Sector Partnership input to drive development of career pathways and to advise both job seekers and training vendors on the hiring practices and trends within an industry/occupation.

Consistent feedback from employers has been key to increasing successful placement of youth in work-based learning experiences. Denver’s employer partners define the needs of the business community to assist Denver Workforce Services (DWS) and its Youth Services provider Denver Public Schools (DPS) develop and leverage training opportunities for youth seeking placement within a career pathway. The voice of employers additionally helps to define which youth will be a good fit at each organization. Building out those relationships with employer
partners and collecting that information on the front end has allowed DPS to increase the success rate of interview to placement in work-based learning opportunities. These targeted conversations with employers and businesses about ideal job candidates, including any technical skills, soft skills, certifications, etc., have been beneficial and inform preparing youth for work experiences and, ultimately, entering the workforce within a career pathway.

DPS also takes advantage of monthly newsletters received from DWS’ Employer Services Team and organizations like the Denver Opportunity Youth Initiative (DOYI) that highlight upcoming job fairs and hiring events. These have been helpful to highlight specific opportunities aimed at youth interests and career goals. Through this shared information, DPS can more successfully prepare youth to enter career pathways for specific jobs or work-based opportunities.

In collaboration with industry employers and education providers engaged through our Sector Partnerships, Denver Workforce Services (DWS) has developed and vetted career pathways and ladders in Construction, Early Childhood Education, Healthcare, IT, and Retail & Hospitality that reflect and meet the needs of business and provide workforce participants with up-to-date information regarding career pathways and the education and skills needed to advance within these paths. Throughout the first half of the year, most Sector Partnerships identified talent pipelines as a continuing issue for each industry. Below is a discussion of career pathway activities of Denver’s Sector Partnerships.

**Construction & Skilled Trades:** A primary focus of the Denver Metro Construction Sector Partnership (DMCSP) is identifying career pathways in construction and education and outreach about those pathways with a specific focus on youth. The partnership mission is to *Engage, Inform, Educate* and *Certify* skills in the industry. In the current program year, local pre-apprenticeship and registered apprenticeship programs, including Construction Careers Now, Colorado Homebuilding Academy and Painters and Allied Trades, worked together with Colorado Laborers and Contractors, Colorado Contractors Association, Baker Concrete and other industry partners to develop career pathway presentations to meet the industry training needs identified in the meetings. This partnership discussion resulted in showcase examples of industry outreach to promote career pathways:

- **AGC – Construction Career Pathways** education for students, parents, and educators in a total of 22 front range schools, this program takes place in the fall and the goal will be to increase the number of schools participating in the upcoming year.
- **Project Road Shows** – Central 70 has put together a project outline for partners that defines project pathways and includes a flow chart of project work opportunities and pay ranges, as well as an outline of project-related apprenticeships and application requirements. The road show kicked off the presentation with front line staff at the Denver Workforce Center.
- **Construction Career Workshops** – in May, Denver partnered with WORKNOW, the National Western Center, Northeast Denver Community Collaborative and local registered trade apprenticeships and employers to conduct two workshops promoting career pathways in the construction industry.

Denver also partners with Servicios de La Raza to connect youth, WIOA Adults and TANF participants with the Skilled Trades Education Program (STEP). DWS staff is working with the DMCSP to draft and develop a *Construction Career Desk Aid*, using the template developed for the Technology Career Desk Aid (see below).

DMCSP Industry representatives including Baker, JE Dunn, Hensel Phelps, Heggem-Lundquist helped to bring Renee Zentz the CEO of Housing & Building Association of Colorado Springs to present on some of the best practices in Construction Industry Curriculum implemented in her community. Training certificates offered in the Colorado Springs program include PACT Core (Safety & First Aid, Vocation Math and Reading, Vocabulary), OSHA10, Plumbing, Masonry, Carpentry, Electrical, Landscaping, HVAC, Painting and Finishing and Building Maintenance. DWS And the DMCSP are working to bring this program curriculum to select high schools in the Denver area.

**Early Childhood Education:** As discussed in previous reports, DWS successfully partnered with Denver’s Early Childhood Council (DECC) on a proposal in response to Early Milestones Colorado’s Early Childhood Workforce Innovation Grant RFP. DWS worked with DECC to develop an accelerated program to connect jobseekers with
partnerships support Healthcare as continue its year will focus on Early Childhood Workforce Initiative.

In the spring of 2019, DWS Center, another initiative partner, adapted its Career Next Step program to serve DECC’s participants. DWS and the DECC launched the ECE Sector Partnership on September 19, 2018. One of the partnerships’ priority workgroups is focused on Workforce Qualifications & Career Pathways. This group has reviewed skills and credentials required in the ECE industry and recommended options for new training and pathway opportunities.

In the spring of 2019, DECC was awarded another year of funding through Early Milestones’ Transforming the Early Childhood Workforce Initiative. Based on recommendations from the ECE Sector Partnership, the second year will focus on employed worker training and advancement along the Education career pathway. Denver will continue its support of ECE pathways through providing interviewing preparation and job search services, as well as up to $25,000 to fund on-the-job training, for WIOA-qualified participants.

**Healthcare:** As the Workforce Liaison to the Greater Metro Denver Healthcare Partnership (GMDHP), DWS supported career pathways throughout PY18, as well, in collaboration with other partner organizations, including Central Colorado Area Healthcare Education Center, DOYI, and Denver Housing Authority (DHA). These partnerships have resulted in several successful career pathway training programs in the Healthcare sector.

- **Youth and Pre-Apprenticeship:** Building upon the three previous Youth Healthcare Pre-Apprenticeships, Denver hosted its first Healthcare Pre-Apprenticeship for adults over 24-years-old in the first half of PY18. This 3-week program provides hands-on experience in, and exposure to, a range of healthcare industry settings, including Long-term Care and Hospital Facility, as well as 6 certifications (BBP, BLS, HIPPA, ServSafe, Mental Health First Aid). A job fair with employers is held for graduates. Adjustments were made based on the pilot to identify and address barriers to enrollment and Denver planned the fifth cohort for June 2019 to be held at the centrally-located Denver Health, rather than the Anschutz Campus, hoping to attract more participants from the west metro area and increase enrollment to 25 individuals.

- In the second half of the year, the pre-apprenticeship’s fifth cohort was held at Denver Health, exceeding target enrollments and previous capacity with 29 participants from throughout the Denver metro area. Job readiness training was added to the curriculum on each Friday.

- **Registered Apprenticeship:** In the first half of the program year, Denver also partnered with Centura Health to support its Medical Assistant Registered Apprenticeship (MARA), along with other regional partners, including Pikes Peak and Arapahoe Community College (ACC). Candidates were drawn from informational sessions, screened by regional workforce center staff and then connected with Centura for interviews. Workforce regions funded over $58,000 and Centura Health matched over $55,000 for training. Centura was pleased with the results (retention, participants, curriculum) and committed to a third cohort that will begin in July 2019. Denver and Centura partnered to host the second cohort of the MARA that began in January 2019, in collaboration with ACC, A/D Works and Adams and Jefferson County workforce center. The metro-area workforce regions funded 10 of the 12 participants; all 12 successfully completed the MARA Program, 10 passed the Certified Clinical Medical Assistant test, and all 12 secured employment with Centura, which plans to increase candidate enrollment to 30 for the July 2019 cohort. Workforce regions funded $30,000 and Centura matched $35,000 for the second MARA cohort.

Additionally, HealthOne has expressed interest in working with Denver metro workforce regions to implement the MARA model. Denver began discussions with HealthOne to coordinate enrollment for Medical Assistant and Patient Care Technician apprenticeships in PY19.

- **Training and Upskilling:** DWS partnered with the Denver Health Foundation to enroll employed workers in the Medical Laboratory Scientist (MLS) Program; this successful program trained a fourth cohort in the first half of PY18. DWS is also in discussions with Denver Health to provide upskilling for existing employees through certificate training. Denver Health is interested in training that will allow
environmental technicians to promote to Certified Nurse Assistant (CNA) or another short-term certificate program.

In July 2018, the GMDHP convened industry employers to review goals and priorities for supporting career pathways and training. Employers included Kaiser Permanente, Colorado Visiting Nurses Association, HealthOne, Denver Health, Children’s Hospital, Centura Health, SCL Health and UC Health. The group decided to continue to support apprenticeships and prioritize the following in-demand occupations:

- Certified Nursing Assistant
- Medical Lab Technician
- Pharmacy Technician
- Medical Assistant
- Surgical Technician

DWS staff worked with the GMDHP to develop a Health Care Career Desk Aid, using the template developed for the Technology Careers Desk Aid (see below), however, the group determined that the GMDHP’s website healthcaredenver.com provided as much information on the GMDHP’s priority occupations as a desk aid would.

Information & Technology: DWS has utilized information gathered through its business relationships, including collaboration with the Denver Metro Technology Partnership (TEC-P), to inform the development of career pathways, training and tools to increase awareness of information and technology sector employment. Most notably, DWS has developed a Technology Careers Desk Aid for jobseekers and workforce center staff that includes:

- Key Competencies for a Career in Technology
- General Fields for a Career in Technology
- Resources for career exploration and training
- A Sample Career Pathway in Technology
- Resume and Interviewing Tips

The material in the Desk Aid has also been converted into a Tech Resource Guide for job seeker workshops held in the workforce centers. DWS staff trained 30 ResCare workforce center and DPS youth services staff on utilizing the Technology Careers Desk Aid. The training emphasized assessment, career coaching, and support of job seekers entering the tech field. The template of the Desk Aid has also been shared with other Denver Economic Development & Opportunity (DEDO) Employer Services staff for use with other industries and staff will deliver Tech Desk Aid training for Skillful coaches statewide in 2019.

In September, Denver hosted the Hacking Cyber panel discussion, which provided information on the cybersecurity career pathway from private sector cybersecurity professionals. Over 40 individuals attended, including job seekers, training providers, recent cybersecurity training graduates, and private sector security firms.

DWS worked in partnership with SecureSet to develop and offer a 6-week series of cybersecurity prep sessions for job seekers with strong interest in cybersecurity, and to pilot the use of Income Sharing Agreements as a mechanism to help jobseekers pay for additional training after this introductory workshop.

Additionally, over the past two summers, Denver’s summer youth activities have connected 45 youth with two IT career pathway opportunities in PY18: a one-week coding camp developed in partnership with the Denver School of Science and Technology (DSST) and Turing School of Software and Design and a 6-week, 120 hour paid work experience in hands-on end-user and network support at Goodwill Industries.

The TEC-P grant ended and closed out four years of operation in the second half of PY18. Across its five participating workforce regions, TEC-P met or exceeded nearly all metrics for enrolling, training, and employing eligible jobseekers:

- 674 individuals served, including
o 59 incumbent workers, who were upskilled to avoid future layoff
o 614 long-term unemployed
• 440 have been employed at an average annual wage of $78,546
o 45% in occupations such as computer user support specialist, computer systems analyst, computer system engineer
o 35% in occupations such as IT project manager, data/web administrator, network systems administrator, software developer, and systems software developers.

Retail & Hospitality: Through its efforts in the Metro Denver Retail Partnership (MDRP), Denver staff has developed or identified a number of training options to help jobseekers and employed workers enter into and advance along career pathways in the retail and hospitality industry. Throughout PY18, this training included:

• Digital Literacy classes which provide basic computer skills not only for retail and hospitality positions, but also for most of today’s jobs, was provided for Cross Purpose Career Program participants.
• National Retail Federation Customer Service and Sales Training – provided for British Airways employees and participants of the Metro Caring Seeds to Success Program
• ServSafe Certification – provided for Woods Boss Brewery, Paradies Lagardere and Prodigy Coffee House Fire on the Mountain Restaurant, as well as the Dahlia Health and Wellness Farmers’ Market Vendors
• American Safety and Health Institute First Aid Training – provided for Prodigy Coffee House employees
• Emily Griffith Technical College’s (EGTC) Culinary QuickStart program that covers prep skills, knife skills, soft skills and ServSafe training
• Ready for American Hospitality Program – provides Food Safety, English as a Second Language (ESL) and Cultural Competency classroom training, along with work experience participation
• Certified Hospitality Supervisory Certification (CHS) and Certified Hospitality Supervisory Training – identified through MDRP and Denver’s partnership with the Colorado Hotel and Lodging Association as necessary to successfully complete the American Hotel and Lodging Association’s (AHLA) Lodging Manager Registered Apprenticeship through Stonebridge Companies – was provided for Vail East and West Resort properties’ employees
• Associate Professional in Human Resources and Senior Professional in Human Resources – to meet the training needs of Denver International Airport (DEN) concessionaires’ staff
• Workplace English (ESL) classes – provided for employees of DEN concessionaires, vendors and businesses
• Job Readiness classes including the Workplace Readiness Credential (soft skills), Virtual Job Shadow, Resume Essentials, Interviewing Skills, Mock Interviews and the Digital Literacy Assessment – provided to the Hope Communities Career Series participants

Additionally, DWS staff that focus on serving the retail and hospitality sector are based at Denver’s Workforce Center at DEN and continue to play an integral part in developing relationships with DEN contractors, managers, concessionaires and employees.

• DWS partnered with the Great Hall Partners (GHP) on the development and implementation of content for DEN’s Concession Retail Academies. The 6-hour orientation class for new employees at DEN includes the Vision and Values of DEN, and overview of the Great Hall, Airport Operations, employee benefits, the DEN Customer Service Training, which integrates the DEN Core Values and Service Standards with customized Customer Service and Professionalism curriculum.
• DWS established a training partnership with DEN concessionaires to provide two certificate classes, Associate Professional in Human Resources and Senior Professional in Human Resources training, which will allow employed workers to advance along the Retail and Hospitality career pathway.
• DWS collaborated with Spring Institute for Intercultural Learning to provide Workplace English (ESL) classes to DEN employees.

The 4-week Ready for American Hospitality program is a PY18 collaboration between DWS, African Community Center of Denver and the University of Denver’s Knoebel School of Hospitality Management that provides Food Safety, English as a Second Language (ESL) and Cultural Competency classroom training with Work Experience
participation. Of the first cohort, 5 participants received job offers from the Gaylord Rockies, Skyport and a Day Care program.

In the first half of PY18, Denver also partnered with Johnson & Wales to provide training for employed workers (Vail East and West resort properties), which resulted in 42 participants earning their Certified Hospitality Supervisory Certification (CHS). In the second half of PY 18, 11 employees (Denver Tech Center, Downtown and Boulder hotel properties) earned the CHS as part of the Stonebridge Companies Lodging Manager Registered Apprenticeship Program.

In March, DWS worked with Mi Casa Resource Center (Mi Casa) to conduct an Entrepreneurial and Mentorship Series in culmination with a Shark Tank Pitch. The two-week series provided courses and training for starting and growing a retail business. Seven participants pitched their business plan proposals to a panel of judges, with three winners being selected for seed money awards.

DWS and Prodigy Coffee House met with the Colorado State Registered Apprenticeship Office regarding Prodigy’s program becoming a registered apprenticeship for Barista Training.

DWS also met with the Colorado Hospitality Advisory Board to discuss collaboration with the Colorado Tourism Office on the development of a Colorado Hospitality Training Program. The first round of training will focus on a Concierge Training.

Other Industries: Although no sector partnership currently exists for the financial and professional services sector, DWS staff is working with Goodwill, BankWork$, and Mi Casa, which has built a first-of-its-kind stackable credential training programs for the financial services industry in partnership with the Community College of Aurora (CCA), MSU Denver (MSU), and industry employers that simultaneously provides post-secondary credentials and an on-ramp into the banking career pathway and meaningful employment.

Denver does not convene a sector partnership for the manufacturing industry, however DWS staff has continued to participate with Colorado Advanced Manufacturing Association (CAMA) when appropriate and continues to engage employers to inform the development of Manufacturing career pathways that meet employers’ needs.

- Twelve DWS customers have connected with apprenticeships, occupational training and work experiences for the manufacturing sector.
- DWS participated in the Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program (AMTAP) Information Sessions in November 2018, February 2019 and prepared to host the July 2019 session.
- Denver collaborates with CAMA’s efforts to increase middle school STEM students understanding of Career Pathways in Manufacturing; CAMA participated in Denver’s Summer Youth Job Fairs in the spring.

1.2. How have you partnered with, human services, corrections, local schools and/or districts, community colleges, and four-year institutions to integrate services and increase awareness of Career Pathways and the critical role that workforce development plays in them? Please reference each listed partner. What results have you seen in doing this work?

Denver has continued to coordinate education and workforce activities with secondary and post-secondary education programs, including the Colorado Community College System, Denver Public Schools, and EGTC, through collaborative career pathway development. Denver has entered into a formal agreement with Denver Public Schools as its Youth Service Provider. Additionally, efforts continue with AEFLA partners, including Asian Pacific Development Center, Focus Points Family Resource Center, Spring Institute for Intercultural Learning and The Learning Source, to provide Adult Basic Education and English Learning Acquisition. These programs all include contextualized learning related to career skills and pathways.

To align and integrate programs and services and promote exchange of effective and innovative practices Denver and twelve agencies and training providers formed launched the WORKNOW employment platform specifically to
build-out a collection of construction industry career pathways, as well as a workforce pipeline for the Central 70 construction project. These partners include, the Community College of Denver, Colorado Homebuilding Academy, CommunityWorks, Construction Careers Now!, Denver Area Labor Federation, Denver Economic Development & Opportunity, Denver Housing Authority, Focus Points Family Resource Center, Gary Community Investments, Mi Casa Resource Center, Mile High Youth Corps, mpowered and WorkLife Partnership.

WORKNOW leveraged partner funding, resources and services to deliver collective impact on shared goals. By the end of PY18, more than 1,119 individuals had been enrolled with 546 completing certificate training (including 128 registered apprentices), with 459 placements in new jobs, 69% in Construction trade positions, at an average wage of $19.25/hour.

Denver’s One-Stop Operator and service provider ResCare Workforce Services (ResCare) coordinates integrated services and referrals between the WIOA-mandated partners, other community partners and Denver Workforce Services. The One-Stop Operator convenes the Denver One-Stop System monthly meetings, now known as the Denver Workforce Integration Network (DWIN). In the first half of PY18, DWIN established focus groups to create actionable items for PY18. DWIN partners collaborated to present service integration and career pathway information focused on one priority population each quarter. The DWIN group discussed and held workshops in the following topics in PY18:

- 55+ and age discrimination (1st Quarter, August)
- Re-integration population (2nd Quarter, November)
- Language & Cultural Barriers (3rd Quarter)
- Under-Educated (4th Quarter)
- Trauma-Informed Care and Opioid Awareness (4th Quarter, April)

Given the positive outcome and feedback from these events/workshops, the DWIN group is planning to hold similar focus groups during PY19.

In addition, ResCare conducted several DWIN meetings to engage WIOA-mandated and community partners to review and compare each providers’ mission statements, demographics, intended outcome of service, etc., in an effort to identify overlapping services, as well as service gaps.

The network continued to grow in PY18, adding 12 organizations in quarters 3 and 4, through ResCare’s efforts. Attendance is consistent, and participation includes providing updates on events, enrollments, best practice, and resource sharing. To increase understanding about and integration of DWIN partners’ services, network meetings are held at partner locations, including Focus Points, the Learning Source, Colorado Homebuilding Academy, and the CCD Advanced Manufacturing Center. Additionally, ResCare conducts open-houses that allow community-based organizations and training providers to learn about the One-Stop Center and DWIN. ResCare also coordinates a quarterly Community Resource Fair to connect jobseekers with DWIN partners.

DWS and ResCare partner with Denver Human Services (DHS) to assist Colorado Works/TANF participants in assessments, career pathway information, job placement and strategic enrollment into WIOA for classroom and work-based learning. Through a partnership with DenverWorks (now CommunityWorks), services for mature and justice-involved jobseekers have increased. DWS has a seat on the Denver Welfare Reform Board to strengthen collaboration and partnership with DHS. DHS staff from the Family and Adult Department and Employment First Unit are active participants of DWIN and collaborate in Path to Payday job fairs.

Colorado Department of Corrections is frequently represented at DWIN meetings, as are Second Chance Act subgrantees DenverWorks and Servicios de La Raza, and Center for Employment Opportunities. These partners cross-refer customers and leverage funding to connect jobseekers with construction and retail pathways. Denver staff conduct bi-weekly Job Readiness workshops at Denver County Jail and have provided services in Cañon City to prepare individuals for re-entry into the workforce. In March, DWS partnered with Safe City, Denver Opportunity Youth Initiative and the Denver Metro Chamber of Commerce to pilot Job Readiness Training to prepare justice-involved (diversion, pre-trial, and probation) youth for Summer Youth and City Position Job Fairs.
Colorado Department of Labor & Employment (CDLE) Jobs for Veterans State Grant Program (JVSG) staff are also active partners of DWIN in relation to priority of services to Veterans. DWIN has been instrumental in creating career opportunities for veteran job seekers in partnership with DWS. ResCare’s Community Business Coordinator (CBC) and the CDLE JVSG Business Development Representative regularly coordinate efforts to bring employment opportunities to veterans, including at the Re-Entering Citizen & Veteran Job Fair on November 28. Additionally, CDLE’s Division of Vocational Rehabilitation (DVR), is also an active member of DWIN and partner of the One-Stop Center, where DVR staff speaks with customers twice a month, and accepts customer referrals to assist with services provision.

Denver and its contracted partner ResCare have developed a wide network of providers and fostered strong collaboration and partnership through the program year. In doing so, DWS is able to leverage a community of resources to support job seekers as they access opportunities to increase their skills and access career pathways thorough Work-Based Learning activities and Individual Training Accounts that will lead to successful employment placement and retention.

Denver and its Youth Services provider, DPS, worked with WIOA-core and required partners to serve youth and families throughout the first half of PY18. DPS partnered AEFLA and Perkins Act provider EGTC to provide GED services and other direct training services and when referring youth and families to local community colleges. Additionally, DPS coordinated with AEFLA provider Focus Points on collaborative services. DPS also worked with AEFLA provider The Learning Source to refer WIOA youth located in far northeast Denver for adult education and GED support.

A DPS case manager was assigned to work with DHS’ Colorado Works/TANF program. That case manager coordinated cross-referrals between WIOA and TANF from office space within the DHS-TANF office. Additionally, DPS hosted DHS case managers in its Family and Community Engagement (FACE) Centers to provide community-based DHS support. DPS has also established a cross-referral pipeline with Second Chance Act subgrantee DenverWorks; this relationship provides additional supports for youth in pre-apprenticeship trainings.

DPS partnered with CommunityWorks, Mile High Youth Corps (MHYC), Colorado Construction Careers Now and Master’s Apprentice. DPS collaborated with MHYC to cross-refer and support participants in the areas of construction and health and wellness. Colorado Construction Careers Now placed WIOA youth in quick start training, via Emily Griffith Technical College (EGTC), and then co-supported job placements in the construction industry. Through cross-referrals with CommunityWorks and Master’s Apprentice, DPS funded pre-apprenticeship training for youth in a variety of trades and facilitated placement in an associated apprenticeship after program completion.

In October, DWS participated in the DPS CareerConnect Industry Summit, a bi-annual convening of industry and education to discuss skills sets, certifications and other requisites that employers would like to see in the DPS curriculum. George Washington High School and DPS Career Connect Representatives also participate in monthly Sector Partnership meetings to discuss career pathways, pipelines, mentorship and employment opportunities for youth.

DWS hosted a site visit of Denver International Airport (DEN) for Adams County 12 and 14 high school students and counselors, who received an introduction to the wide variety of career pathways (retail and hospitality sector, aviation and aviation support) available at the airport, an overview of the services and training opportunities provided by the DWS offices, and a presentation by Menzies Aviation. DWS is developing a strategy to connect with DPS students to share information about retail and hospitality career pathways.

DWS also partners with Johnson & Wales to provide Certified Hospitality Supervisor training related to the AHLA Lodging Manager Registered Apprenticeship Program and the Colorado and employed worker training, the University of Denver on the Ready for American Hospitality Program, and Emily Griffith Technical College (EGTC) to provide its Culinary QuickStart Program.

DWS, through its Disability Employment Initiative (DEI) program, was designated as an Employment Network by
the Social Security Administration in March and can now issue tickets to work; this will allow Denver to act as a benefits counselor for SSI/SSDI recipients and provide funding through Ticket to Work for additional training or subsidy opportunities for SSI/SSDI recipients. In January, DWS hosted an event with Denver County training providers to increase awareness about serving DEI jobseekers, as well as the importance of the Eligible Training Providers List.

In addition, DWS partners with other City agencies and many community-based service organizations to provide training and share information related to career pathways:

- **DenverWorks/CommunityWorks** – Leadership and Customer Service Training for Call Center and Administrative Office career pathways.
- **Cross-Purpose** – DWS provides Digital Literacy assessments and classes for its Career and Community Development Program to prepare participants for multiple pathways. In the spring, DWS staff presented Healthcare pathways information.
- **Metro Caring** – DWS provides National Retail Federation’s Customer Service and Sales Certification for the Seeds for Success Program.
- **Hope Communities** – Résumé Writing, Interviewing, Mock Interviews, Virtual Job Shadow, Soft Skills and Digital Literacy workshops for the residents’ Career Series.
- **African Community Center of Denver** – partnering on the Ready for American Hospitality Program
- **Denver Public Library** – In August, DWS staff provided one-on-one job skills enhancements to its TEC-P customers and the DPL community. This offering included navigation of employment (and employer) websites, soft skills practice, American vocabulary and culture for English Language Learners, résumé review, and interview role playing.
- **Servicios de La Raza** – to connect youth, WIOA Adults and TANF participants with the Skilled Trades Education Program (STEP) and construction career pathways.
- **Denver Housing Authority (DHA)** – DWS supports DHA’s Healthcare Academies-to-Work program by facilitating a Healthcare Industry Overview for two classes – Healthcare Pre-Professional Occupations Academy and the Certified Medical Administrative Assistant Academy. DWS staff present to the class on the top five in-demand positions in Healthcare, [www.denverhealthcare.com](http://www.denverhealthcare.com), and discuss the 8-week Work Experience partnership with Denver Health, the Medical Assistant Registered Apprenticeship and the AHEC Youth Healthcare Pre-apprenticeship. In March, DWS Partnered with DHA to support 5 participants with paid work experience at Denver Health to earn a Certified Medical Administrative Assistant credential.
- **Spring Institute for Intercultural learning** – partnering to provide contextual ESL training for employees of DEN vendors.
- **Mayor’s Office** – Throughout the year, DWS hosted job fairs at the Mayor’s Cabinets in the Community to reach residents in neighborhoods throughout the city.
- **Denver Parks & Recreation** – throughout the second half of PY18, DWS, ResCare and other WORKNOW partners provided weekly outreach and information sessions on construction career pathways at 12 recreation centers.
- **Volunteers of America (VOA)** – Denver partnered with VOA on a successful proposal to provide workforce services for veterans at the Daniels Veterans Service Center.
- **AARP Foundation** – to connect mature workers with SCSEP services and develop a 50+ Employment Initiative that will launch in PY19.
- **Goodwill Industries** – to develop career pathways in Technology and Residential Maintenance for youth.
- **CDLE Division of Vocational Rehabilitation and Bayaud Enterprises** – to expand coordination under the Disability Employment Initiative, particularly of work-based learning and support services.
**Work-based learning opportunities**
(internships. work experiences, OJTs, customized training, incumbent worker training, transitional jobs, and registered apprenticeships)

Areas to be considered by raters:
- Expansion and/or enhancement of opportunities for the local area’s out-of-school youth
- Partnership with K-12 and Postsecondary Education
- Local area has met CDLE related WBL funding requirements
- Meeting the needs of business through WBL expansion and/or enhancement

Questions to be answered:

2.1. Please provide a status update on the WBL targets identified in your local plan for (a) youth (b) Adult/DW (c) transitional jobs and (d) incumbent workers.

Denver Workforce services exceeded its PY18 total annual targets for Classroom Training, Work-Based Learning, Employed Workers and Youth by December 31, 2018. By the end of PY18, DWS connected 278 customers with work-based learning opportunities: 209 youth, 81 WIOA Adults, 7 Dislocated Workers, and 54 employed workers; and 369 customers with classroom training: 25 youth, 175 WIOA Adults, and 36 Dislocated Workers. Although it exceeded the work-based learning goals in Education, Healthcare, IT, Professional & Financial Services and Retail & Hospitality, DWS fell short of its WBL goals for Manufacturing and Construction, as well as apprenticeships goals for Healthcare and IT, despite working through PY18 to increase outcomes in these sectors. The table below details Denver’s performance towards the training service targets outlined in the updated Local Plan and includes TEC-P, TAA, Relimage Retail, Lives Empowered, Veterans Service to Career and Summer Youth funding; it includes multiple services provided to individual customers.

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<td>2</td>
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<tr>
<td>Retail &amp; Hospitality</td>
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<td>137</td>
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<td>Other</td>
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<td>Total Unique Individuals</td>
<td>125</td>
<td>369</td>
<td>125</td>
<td>320</td>
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Per OED Policy Series *2017-WD-7 WIOA Transitional Jobs*, Denver Workforce Services does not currently provide Transitional Jobs training as defined by WIOA; however, Denver Workforce Services, in coordination with contracted service providers, will continue to support those who have barriers to employment and are chronically unemployed or have inconsistent work histories through traditional work experience opportunities.

Per OED Policy Series *2017-WD-4 Incumbent Worker Training*, the Denver Workforce Development Board and Denver Workforce Services does not currently provide Incumbent Worker training; however, Denver Workforce Services, in coordination with contracted service providers, will continue to support businesses and employed individuals through other established employed worker training, such as on-the-job trainings (OJTs) and customized trainings.
2.2. What percent of your Youth Programs funds have you spent on Work Experiences?

As of the end of December 2018, Denver’s Youth services provider DPS had obligated close to $142,450 for participant work experiences and on-the-job training. Based on the current WIOA Youth program budget totaling $1,137,182, 12.53% of total program budget will be reimbursed for work experiences in the first two quarters of PY18. This was on track to meet the required 20% performance benchmark of $227,436. This amount did not include personnel costs dedicated to developing and managing Work Based Learning opportunities for WIOA Youth.

By the end of June 2019, DPS had obligated $217,955 in direct WBL expenditures, and another $179,568 in personnel costs (through May) in support of work experiences, for a total of $439,702. This is on track to exceed the 20% performance benchmark of $227,436.

DWS has expended $444,213 in total WIOA Youth funding, $435,442 of which were program costs. Work Experiences represented $105,070.13, or 24.13%, of that amount.

To address previous year’s shortfall in work experience expenditures, Denver implemented the following monitoring and tracking strategies in PY18:

- Current amounts obligated, expended and invoiced for work experiences and OJT were added to monthly DPS reporting dashboards.
- DPS monitored work experience expenditures on a weekly basis.
- Each month during the scheduled Technical Assistance meeting, the first agenda item was to address work-based learning expenditures. DWS staff review the current amounts obligated, expended and invoiced for work experiences and OJT.
- Additionally, DWS and DPS discuss the pipeline of youth participants scheduled to engage in work-based learning opportunities.
- DWS staff collaborates with DPS to address barriers to identifying employer sites and engaging the youth in work-based learning opportunities.

2.3. How have you expanded and enhanced work-based learning opportunities for out-of-school youth?

In the first half of PY18, Denver and its youth provider DPS have expanded work-based learning opportunities for youth through a number of strategies.

DPS reorganized its Youth Business Services Team: additional staff are spending more time developing work-based opportunities with area employers. This year’s 5-member DPS Business Services Team focuses on all of Denver’s target regions and is reflective of the Denver Workforce Services (DWS) Employer Services Team. Individuals on the team are each assigned an in-demand industry based on their professional experience and are tasked with establishing work experience and on-the-job training opportunities within that industry. By attending monthly DWS Employer Services Team meetings, the DPS Business Services Team established relationships with the DWS Employer Services team; this allows both teams to collaborate, share information on opportunities and combine their efforts. This collaboration also provides DPS team members with direct access to sector partnerships and specific points of contact to engage in developing new business relationships as needed to inform the placement of youth in work-based learning opportunities. Through this intentional alignment of the DPS and DWS Employer Services Teams, the program has developed more robust relationships with in-demand industry partners that lead to work experience opportunities and on-the-job trainings.

Additionally, DPS broadened its network of work-based learning supports through operating the Denver Mayor’s 2018 Summer Youth Employment Program (SYEP) and continued to engage those partners with WIOA-focused work-based learning opportunities across the Denver Metro area. DPS Management staff joined the Denver Workforce Development Board’s Work-Based Learning Committee, which provides an additional avenue for work
## 2.4. Additionally, please provide information on how you are partnering with K12 and postsecondary education partners in expanding WBL opportunities for youth and jobseekers.

<table>
<thead>
<tr>
<th>Location</th>
<th>Youth</th>
<th>Employers</th>
<th>Hires</th>
</tr>
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<tr>
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<td>20</td>
<td>12</td>
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<tr>
<td>Green Valley Ranch Recreation Center</td>
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<td>Athmar Recreation Center</td>
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</tr>
<tr>
<td>Central Park Recreation Center</td>
<td>61</td>
<td>19</td>
<td>21</td>
</tr>
</tbody>
</table>

Denver’s Youth Services provider is a department of the public K-12 school system. DPS utilizes a referral pipeline through its FACE Centers, located at John H. Amesse Elementary, in far northeast Denver, and Johnson Elementary, in southwest Denver, for both recruitment and service delivery purposes. Through service delivery, FACE Center staff conduct workforce development workshops for youth and support their career search efforts. Youth are also able to take advantage of application and resume writing as well as mock interview practices.

Additionally, DPS has formal partnerships with Emily Griffith Technical College (EGTC) to support youth in postsecondary education and credential attainment for employment in a variety of in-demand industries. Most EGTC programming includes hands-on education, apprenticeships, or quick-start programs designed to allow youth to apply their new skills in a workplace setting that can lead directly to unsubsidized employment. To further support youth access to work-based learning and employment opportunities, DPS also developed partnerships and hiring pathways across the city with local trades, pre-apprenticeship providers, DPS facilities, teacher training programs, food services, and transportation teams.

WIOA In-School Youth services partners with DPS’ CareerConnect apprenticeship program. As the CareerConnect model has continued to grow, this partnership offered a new pathway and increasing opportunities into work-based learning for students through subsidized wages. In the first half of PY18, DPS CareerConnect expressed interest in expanding this partnership in the future and actively matched WIOA-qualified in-school youth with FACE case managers for enrollment into WIOA. CareerConnect youth applied for apprenticeships early in the spring semester and were notified of placements by late spring. Those that were enrolled into the DPS WIOA In-School Youth program benefit from subsidized work-based learning as well as the one-on-one direct engagement with a case manager that provides wraparound supports beyond the capacity of CareerConnect alone. Not all youth that applied to the apprenticeship program were placed and those who were not accepted and hired by partnering...
organizations were given the opportunity to apply for a variety of work-based learning opportunities specifically through the WIOA program in PY19.

Denver’s Adult Services provider ResCare has a partnership with MHYC (YouthBuild) to place 27 Youth (18-24 years old) into Healthcare, and Construction work-based learning opportunities and staffs a Registered Apprenticeship (RA) Subject Matter Expert who meets with the Work-Based Learning Community including registered trade apprenticeships, to assist candidates with supportive services to overcome barriers to participation.

Denver partners with the Community College of Denver and Metropolitan State University of Denver on its accelerated Early Childhood Teacher qualification, and with Arapahoe Community College and Community College of Aurora on a variety of Healthcare work-based learning opportunities.

Denver’s ReImagine Retail Program partners with Johnson and Wales on training related to the American Hospitality and Lodging Association’s (AHLA) Lodging Manger Apprenticeship and the Colorado Hospitality and Lodging Association’s (CHLA) Certified Hospitality Supervisory (CHS), Certified Hospitality Sales Professional, Supervisory Skills Builder and Certified Hospitality Department Trainer, works with the University of Denver on its Ready for American Hospitality program and collaborates with EGTC for work-based learning, as well as employment related to the Culinary QuickStart program.

Additionally, to provide training and work skills to young people participating in Prodigy Coffee’s Barista Pre-Apprenticeship, Dynamic Learning conducts a half-day ServSafe Food Handler Certification Course and Colorado Cardiac provides a half-day First Aid Certification Course.

2.5. How have you utilized Work Based Learning programs to meet the talent pipeline needs of your local industry sectors? How have you engaged Business to inform your work-based learning efforts?

Apprenticeships and work-based learning continued to be a focus for Denver throughout PY18. DWS included K-12 education, community colleges, youth programs, trade unions, government, and others in implementing the strategy to meet the workforce development and talent pipeline needs businesses. However, Denver acknowledges the need to educate workforce job seeking customers, students, families, communities and businesses, of the important alternative that apprenticeships and work-based learning provides.

Denver’s Adult and Dislocated Workers’ service provider ResCare’s Community Business Coordinator (CBC) met with sector partners to provide them with information on WBL opportunities. Marketing material was created and circulated in Resource Centers and throughout the community at libraries, Recreation Centers, etc.

Construction & Skilled Trades: Denver Workforce Services continued to engage, promote, support curriculum development, refer candidates and bring industry to established pre-apprenticeship and apprenticeship programs to increase opportunities for workforce participants to gain exposure of opportunities in the skilled trades. DWS partnered with programs already supported by the Construction sector, such as Colorado Homebuilding Academy and Construction Careers Now, that offer hands-on opportunities to experience different trades and identify strengths and interests of the participants. The graduates of these programs have an opportunity to join contractors working on local projects or register with a formal apprenticeships program to continue work-based learning. Eleven Denver customers participated in construction industry work-based learning opportunities in PY18, this is below the planned target, despite DWS Employer Services staff connecting ResCare subsidy staff to WORKNOW employers and programs that have opportunities for workforce customers to increase subsidized training opportunities and apprenticeship referrals. However, an additional 128 WORKNOW participants were enrolled in registered apprenticeships for the construction trades and 73 workforce center customers participated in construction industry classroom training, including 5 youth in pre-apprenticeship training.

The Denver construction industry has a high demand for qualified and capable construction talent at all levels. Denver residents are also looking for opportunities to participate in building the city and having access to
high paying construction jobs. In September, Denver announced a new demonstration workforce program to help increase outreach, pre-apprenticeship training, job opportunities and employment of local residents through requiring city project prime contractors to develop a workforce plan. This Denver Construction Career Pilot (DCCP) also requires contractors to achieve a key workforce training goal: 15% of all project construction hours must be performed by apprentices enrolled in registered apprenticeship programs, 25% of these hours must be completed by apprentices from targeted neighborhoods and populations and another 25% by first year apprentices. The purpose of DCCP is to test and identify best practices for connecting Denver residents to city-funded construction jobs over the next 3 years. Although the first city project subject to the pilot’s requirements will be the Colorado Convention Center expansion, the program was extended to Elevate Denver Bond Program projects, as well as the National Western Center equestrian and livestock centers. This program leverages DEDO’s participation in the Colorado Resource (CORE) Partners’ WORKNOW platform, which integrates construction industry job training with community resources. DCCP also allows DWS an opportunity to demonstrate, measure and evaluate outreach, training and engagement efforts across numerous construction industry trades and positions. This pilot addresses shortages in qualified construction workers generally and in targeted categories by increasing the number of apprentices. In the second half of PY19, Denver’s public construction projects employed 206 apprentices who worked over 55,000 hours (almost 20% of all hours worked) on the city’s cultural projects.

**Early Childhood Education:** In addition to funding the four on-the-job training placements for the WIOA-eligible Early Childhood Milestones EC Workforce grant participants, Denver connected 16 individuals with work-based learning opportunities in the first half of PY18 and another 10 in the second half, for a total 26 individuals supported in Early Childhood Education (ECE) WBLs. In the first half of the program year, DWS continued its collaboration with the Denver Early Childhood Council, MSU Denver and CCD to develop a program that will allow the ECE workforce to advance along the ECE career pathway after completing Early Childhood Teacher qualification by earning a degree while employed. The partners are also investigating the next steps with Red Rocks Community College in establishing a registered apprenticeship to address the significant shortage in the ECE workforce in the metro area.

In the second half of PY18, DWS assisted with Denver’s Early Childhood Council’s successful application of a second round of Early Childhood Milestones grant funding which will focus on connecting individuals already employed in ECE with resources to earn the Early Childhood Teacher qualification and advance along the ECE career pathway. Denver will fund another five on-the-job training placements for this second year.

**Healthcare:** Denver connected 42 individuals with work-based learning opportunities within the Healthcare Sector in the first half of PY18 and another 64 in the second half, for a total 106 individuals. DWS also has worked to meet the healthcare industry’s talent needs through staff support of regional programs aligned with the GMDH, including:

- DWS partnered with Denver Housing Authority (DHA), ResCare and Denver Health to offer work-based learning opportunities to low-income participants. Through this partnership, three cohorts (for a total of 12 participants) completed Certified Medical Administrative Assistant training through DHA’s Healthcare Academy and an 8-week Work Experience at Denver Health; two individuals from the first cohort were encouraged to apply to Denver Health and another from the third cohort enrolled in the July 2019 Centura Health Medical Assistant Registered Apprenticeship.
- The first PY18 cohort for the Centura Health Medical Assistant Registered Apprenticeship began in July and participants completed the education portion in December. Eleven successfully passed the classwork and 10 passed the Certified Clinical Medical Assistant test exam on their first attempt. Workforce regions began recruiting for the second cohort in October: to enroll 15 individuals, 100 attendees were referred and screened, 40 were interviewed by Centura, and 15 were selected: 2 internal candidates and 13 workforce candidates – 12 of whom successfully completed the program. At the end of the program year, Denver led the recruitment and screening of 30 individuals for the July 2019 cohort.
- Denver customers represented 12 successful completions of the AHEC Healthcare Pre-apprenticeship in FY18.
• DWS funded three employed workers in the fourth cohort of Denver Health Foundation’s Medical Laboratory Scientist (MLS) Program; all three participants have secured employment as an MLS.
• DWS is in discussions with Denver Health to support existing employees with upskilling through certificate training. Denver Health is interested in training to promote environmental technicians to Certified Nurse Assistant (CNA) or another short-term certificate program.
• Through its role with the GMDHP, Denver has connected HealthOne, Arapahoe Community College and Community College of Aurora to begin discussions around using the CNA apprenticeship model to initiate an apprenticeship program for the Patient Care Technician and Sterile Processing.

DWS continued to discuss and explore new ways to support participants, many of whom have significant barriers to employment, to succeed in healthcare Registered Apprenticeships, even as employer demand increases and funding decreases. DWS has applied for two grants and was not awarded either.

**Information & Technology:** As the TEC-P grant was wrapping up in the first half of PY18, Denver provided 8 new customers with work-based learning opportunities which provide hard-skills training for customers that are starting out in the tech industry. Additionally, another five customers successfully completed apprenticeships, employed worker training or work experiences. However, development of the Technology Careers Desk Aid early in PY18 improved successful enrollments into and completions of tech-related work-based learning in the second half of the program year. In December, Denver staff delivered a review of TEC-P training opportunities to identify 4 workforce center customers as appropriate for co-enrollment. By the end of PY18, 21 individuals had engaged in work-based learning and 46 in classroom training. Throughout the second half of PY18, DWS worked on developing a free 5-week pre-training pilot to determine interest and abilities for cybersecurity occupations, which launched in early PY19.

**Retail & Hospitality:** Due to the success of the ReImagine Retail grant, Denver connected 87 individuals with work-based learning opportunities in the first half of PY18; this included 13 apprenticeships, 30 employed workers, 23 OJTs, and 21 paid work experiences. Many of these activities directly met the needs of Retail & Hospitality employers:

- DWS continued its collaboration with Stonebridge Companies, Johnson and Wales and the American Hospitality and Lodging Association (AHLA) on the Lodging Manger Apprenticeship.
- In November and December, 42 participants completed the Johnson and Wales Certified Hospitality Supervisor Certification (CHS) training for Stonebridge Companies, AHLA Lodging Manger Registered Apprenticeship Program, and Vail East and West resort properties.
- DWS provided the National Retail Federation (NRF) Customer Service and Sales class to British Airways employees at DEN, resulting in 4 employees earning their NRF certifications.
- In the first half of PY18, DWS coordinated Prodigy Coffeehouse’s Barista Pre-apprenticeship training, which includes ServSafe Food Handler and First Aid class.
- DWS continued to work with Sodexo Dining Denver on the development of a registered apprenticeship program for the Cook position.
- The 4-week Ready for American Hospitality program provided the 21 participants with Food Safety, English as a Second Language (ESL) and Cultural Competency classroom training and Work Experience participation.
- ServSafe training was provided to a total of 21 Paradies Lagardere (DEN) and Woods Boss Brewery employees.

By the end of the year, DWS provided WBL opportunities for another 31 individuals, serving a total of 118 individuals with 141 services, including 19 apprenticeships, 34 OJTs and 55 paid work experiences.

- In February, DWS’ ReImagine Retail Program partnered with Mi Casa Resource Center to provide seven small business owners with Entrepreneurship Mentorship Training which wrapped up with participants pitching their business plans to a shark-tank panel of judges, with the top prize of $5,000 going to Lakeshia Hodge for her DIY Beauty-Mat.
- DWS coordinated Workplace English Language classes for 12 employees of DEN merchants and vendors with Spring Institute for Intercultural Learning.
- In May, DWS enrolled another 11 individuals in the third Lodging Manager Registered Apprenticeship.
- 17 Dahlia Health and Wellness Farmers Market Vendors completed ServSafe training funded through Denver’s Lives Empowered grant.

Other Industries: In the first half of PY18, Denver continued to support and refer customers as appropriate to Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program (AMTAP). Additionally, DWS connected six individuals with work-based learning opportunities in the manufacturing sector and created apprenticeship opportunities with companies like Visser Precision, an advanced manufacturing solutions provider utilizing special alloys and proprietary manufacturing methods. By the end of PY18, DWS has connected 14 individuals with WBL opportunities in Manufacturing.

In the first two quarters, Denver connected 12 customers with classroom training for financial and professional services; 11 had engaged in work-based opportunities. This is just over half of the annual target. By the end of the program year, 27 customers had enrolled in classroom training and 18 engaged in work-based learning.

**Business Engagement, Enhancement, WIOA Services**

Areas to be considered by raters:
- Enhancement or expansion of employer engagement
- Support of local sector partnerships

Questions to be answered

3.1. How have you enhanced or **expanded employer engagement**? Please list any activities your business services team **has accomplished in meeting the needs of employers in your local area**.

Denver’s Employer Services continued to provide services to connect local employers to qualified job seekers, including providing direction and support to Denver’s One-Stop Operator’s business engagement team. Services included job postings, candidate assessments, hiring events, job fairs, and the on-the-job training/work-based learning program. Per the Connecting Colorado Employers Served Report, Denver served 1,965 employers in PY18. Denver and service providers, ResCare and DPS, hosted 157 job fairs and customized hiring events, through which 3,033 job seekers connected with 601 employers, who filled 760 positions (many candidates were offered positions during these events).

Many employers from Denver’s target sectors, as well as other industries, utilized Denver’s Path to Payday Job Fair model, which allows featured employers to setup recruitment tables at the workforce center to meet with and hire job seekers from the Workforce Center and Denver Human Services. At each of these monthly job fairs, 15 - 20 employers connect with at least 50 job seekers. In PY18 almost 250 employers met with over 725 job seekers. Partner agency Denver Human Services participated to ensure Fatherhood Program participants, youth transitioning out of foster care, Employment First and TANF customers joined DWS WIOA and Employment Services participants at these events. Employers participating have included AT&T, Amazon, Colorado Department of Transportation and Colorado Human Services, Elitch Gardens, FedEx Ground, First Transit, FirstBank, Kroger, Sage Hospitality, Sodexo, T-Mobile, US Census Bureau, UPS, US Navy, US Postal Service, and Whole Foods. As a result, employers have hired about 25% of Path to Payday applicants.

ResCare continued its demand-driven service delivery strategy model to coordinate Job Seeker Consultants and Sales and Recruitment Managers through ongoing collaboration using an Employer Dashboard to track upcoming customized hiring events and to ensure event success through participation of appropriate, job-ready candidates. ResCare has also developed “On-Demand” hiring events, which allow employers with an immediate need for staff could set up a table in a workforce center to accept applications, interview and hire TANF, WIOA and Employment
Services jobseekers. In addition to strategic recruitment for direct hire, Denver also collaborated on job-seeker recruitment with One-Stop and community partners to meet employer needs at these events and through on-the-job training opportunities. Partners include Center for Employment Opportunity, DenverWorks, the Denver Day Works Program, Community College of Denver (CCD), CDLE Veterans Programs, the Homeless Veteran Reintegration Program, and AARP. The Denver Workforce Innovation Network (DWIN) hosed an Employment Fair helping workers aged 50+ with their job skills and employment search in September.

Denver continued to focus on its in-demand industry sector partnerships – Construction, Healthcare, IT, Early Childhood Education, and Retail & Hospitality, as well as Financial & Professional Services and Manufacturing – utilizing sector partner relationships to align education and training providers around business needs to develop more relevant and real-time training programs and a more qualified talent pool. In the first 6 months of PY18, Denver’s in-demand industry employers hosted 174 work-based learning opportunities for Denver Workforce Services job-seeking customers. By the end of the year, DWS connected customers with a total of 307 work-based learning services within target industries.

Construction & Skilled Trades: DWS continued to support employer engagement and outreach services in the first part of the program year. In partnership with WORKNOW, DWS promotes monthly Meet and Greet opportunities with large Central 70 contractors such a Kiewit, Sturgeon Electric and Local Apprenticeships including LiUNA, IBEW, and Southwest Carpenters Apprenticeship Program.

- In November, Central 70, in partnership with DWS and WORKNOW, hosted a successful hiring fair connecting job seekers with high-paying jobs on the Central 70 Project. Employers in attendance included Kiewit, signatory unions and subcontractors that will be working on the project.
- DWS also attended DPS Construction Minority Supplier Event.
- In February, DWS coordinated with WORKNOW to host a meet and greet hiring fair with Sturgeon Electric, St. Andrews Construction Services, IBEW Local 111 and IBEW Local 68 for close to 60 WORKNOW participants.
- In March, Denver Construction Career Pilot staff and Denver EDO’s Division of Small Business Opportunity Construction Empowerment Initiative (CEI) sub-contractors established a taskforce to address concerns about the Construction pilot’s requirements; the taskforce’s recommendations were shared at the July 2019 CEI meeting.
- In May, DWS partnered with WORKNOW, area Registered Apprenticeship programs and construction industry employers to share info and resources for over 69 families (an estimated 200 individuals) through two Construction Career Workshops at the Denver Coliseum.

WORKNOW ended 2018 with 705 enrollees, which is an amazing 28% of its 5-year goal! At the end of PY18, 1,119 individuals had enrolled in WORKNOW. DWS has doubled its $250,000 catalyst investment for the 2019 program year because of the success we have seen as a result of the National Western Center.

Construction & Skilled Trades employers that have participated in the monthly Path to Payday job fairs or customized hiring events include Sturgeon, MAI Mechanical, STEP, and CEI Constructors.

Early Childhood Education: Through its role within the Denver ECE Sector Partnership, DWS is developing relationships with Denver’s ECE employers, providing business services (including local market data and job postings) to industry employers beyond supporting the OJTs with to employers participating in the Early Childhood Milestones EC Workforce grant.

Healthcare: Although Healthcare employers regularly participate in Denver’s Path to Payday job fairs – those represented at these monthly events include Mile High Home Care, Anthem, and April Home Care – most of DWS services are focused on filling the industry’s needs through work-based learning as discussed above and the annual Regional Healthcare Job Fair. Tasked with coordinating enrollment for three Registered Apprenticeships, DWS supported both Centura and HealthOne through marketing, staff assistance, organizing recruitment and informational sessions and candidate screening for all cohorts through the year.
Jefferson County hosted the Fifth Annual Metro Denver Regional Healthcare Job Fair, in partnership with Adams, Arapahoe/Douglas, Denver and Jefferson County. This year’s event was a learning opportunity for the partners. Just over 100 job seekers attended to connect with over 40 employers. In addition, not all GMDHP Industry Partners participated due to other hiring events and job fairs scheduled for the same week. Since attendance has been declining since the first event in 2013, the workforce partners and the GMDHP are discussing how to continue the event and are investigating alternative formats, which may include employer panels and specialized hiring events.

To provide referrals for the AHEC Pre-Apprenticeships and Centura Health’s Medical Assistant Registered Apprenticeship, DWS conducts outreach with community partners including Cross Purpose, CWEE, DHA and DPS.

Information & Technology: Denver has continued as the lead convening workforce region in support the Denver Metro Tech Partnership (DMTP). In addition to coordinating meetings and sub-committee activities, DWS collaborated with Colorado Technology Association on business outreach and communications planning, as well as coordination with other TEC-P regions and Denver workforce services on action planning. To better serve the needs of the IT sector, DWS provided the following services throughout PY18:

- DWS TEC-P and Trade Adjustment Assistance (TAA) partnered to provide a combined career fair with IT employers.
- The DMTP Deliverables Sub-Committee developed two surveys, one for employers and another for public partners, to identify the IT industry’s workforce needs and provide details on deliverables and training outcomes that public partners contribute to industry employers. The surveys were distributed in January.
- DWS is coordinating with the DMTP on a collaborative website to provide resources and information identified by industry partners.
- Denver continued collaboration with community partners. Denver Opportunity Youth Initiative presented in August on collaboration for an IT academy pilot – GetIT – which was reviewed by DMTP employers who also provided marketing support.
- Jefferson and Arapahoe Counties have identified local workforce business services staff as part of the convening team to support DMTP.
- DWS partnered with Adams, Arapahoe/Douglas, and Boulder counties for Workforce needs of Amazon.
- DWS provided job fair and customized recruitment for IT employers including Amazon, American Automation, and OmniPro.
- Denver provided development and training of a technical resource guide to support local workforce agencies and non-profit partners to assist job seekers in navigating careers in the IT sector.
- Created an IT sector-specific desk aid to equip staff to have tech-specific conversations with jobseekers and share Colorado-specific tech resources.
- Began development of a web-based tool to connect employers to local resources for a range of workforce activities including bringing on interns, offering shadowing or mentoring opportunities, and hiring apprentices.

Retail & Hospitality: Denver provided services (job fairs and hiring events) to 166 retail and hospitality employers in the first half of PY18, and another 82 in the second half (248 for the year). This includes participation by Saratoga Casino, Sodexo, LGC Hospitality, Macy’s, Sage Hospitality, Monarch Casino, Menzies Aviation, Ross Dress for Less, Kroger, Whole Foods, Good Times and Shake Shack at Denver’s monthly Path to Payday job fairs and customized hiring events for Menzies, Sodexo, Concessions International, Quiznos, McDonald’s, Skyport Hospitality, Office Depot and LSG Sky Chefs. Additional employer services included:

- The DEN Workforce Center developed the Find Your Future at DEN Job Fairs and hosted these quarterly hiring events for Denver International Airport concessionaires and other DEN employers. Throughout PY19, these job fairs connected 52 employers, 130 jobseekers and resulted in 58 offers.
- Partnered with Adams, Arapahoe/Douglas, and Boulder counties to participate in the Gaylord Rockies Grand Hire Event.
- Provided ServSafe Certification for 12 Woods Boss Brewery employees, 9 Paradies Lagardere employees,
7 Prodigy Coffeehouse baristas and 17 Dahlia Health and Wellness Farmers Market vendors.

- DWS connected five DEN employers with 30 graduates of EGTC’s Culinary QuickStart at a hiring fair that was provided for the August 13th QuickStart cohort.
- In May, DEN Workforce Center piloted customer service training that will be used for Great Hall Partnership new employee orientation.

**Other Industries:** A number of manufacturing and manufacturing support employers have participated at the monthly Path to Payday job fairs, including Publication Printers Corp., MAI Mechanical, Smithfield Pet and National Assemblers. DWS also hosted several financial and professional services employers at its monthly Path to Payday job fairs, including FirstBank, Express Employment Professionals, Xclusive Staffing, Colorado Staffing Solutions, SMX Staffing, and Clear Choice Staffing. In addition, Denver provided two customized hiring events for Global Securities.

Denver’s Employer Services Team continued its partnership with other divisions within Denver Economic Development & Opportunity: Small Business Opportunity, Business Development and Neighborhood Development to coordinate activities and increase employer engagement.

As mentioned above, the DPS establishment of its own business services team led to more intentional promotion of WIOA programs and services with community partners and businesses to increase targeted sector-based work experience opportunities. The first quarter focused primarily on relationship building not only with youth, but also with the business community; this resulted in a significant growth of partnerships.

Through these concentrated efforts, DPS business services created a Catalogue of Opportunities that listed active work experience opportunities. Youth were able to align their interests with the job descriptions of the work experiences and if there was something they were interested in exploring, the business services team member would work to set up an interview.

The DPS business services team also found it helpful to work with current partners and leverage their network to promote work experience opportunities with other organizations across the Denver metro area, effectively expanding work experience opportunities with businesses they had previously been unsuccessful in engaging.

DPS staff have demonstrated an increase in knowledge on WIOA policies surrounding on-the-job training opportunities and are able to articulate the benefits of this type of work-based learning opportunity to potential and active business partners. As youth were hired in unsubsidized positions, case managers approached those organizations and businesses to discuss the benefits of on-the-job trainings and how it benefits both organization and youth. In some instances, the introduction of on-the-job trainings have prevented youth from being fired from jobs as businesses better understand the role of case managers and the level of support they provide youth.

**Rapid Response:** Throughout the program year, Denver either joined CDLE and other metro counties or led Rapid Response efforts to serve the employees impacted by layoffs through Rapid Response events, including:

- The August 28 event for the Denver Art Institute, which was attended 30 employees.
- The August 3 event for Jackson National Life Insurance in the Denver Tech Center that connected 28 staff with information about available services.
- The November 28 Right Management event that was attended 6 staff.
- The April 1 Payless Shoes event served 9 staff.
- Supported Denver Public Schools with job seeker job search assistance. Although a job fair was canceled by DPS due to low interest in employees affected by the layoff, individuals were provided the opportunity to reach out to Rapid Response/Employer Services team after the event was canceled.
3.2. How has your local workforce area supported new or emerging Sector Partnerships, and active Sector Partnerships? Please include how your Business Services Team and LWDB has supported this work. Please reference the specific planned objectives and measurable outcomes that your area submitted in its local plan. Please indicate any changes in status to Sector Partnerships.

To meet the needs of employers, Denver’s Employer Services Team leveraged our Sector Partnerships to prioritize the proven strategies of work-based learning and other training opportunities in our targeted industry sectors of Construction, Early Childhood Education, Healthcare, Information & Technology, Manufacturing, and Retail & Hospitality in support of our customers’ success. Denver recruited and engaged employers in the targeted sectors and occupations for participation in Sector Partnerships and Advisory Councils to advise on the development of career pathways, training curriculum and work-based learning experiences.

At the end of PY17, Denver staff assumed convener roles for four of the Sector Partnerships. In September 2018, Colorado Department of Labor & Employment Awarded grants to strengthen Denver’s sector partnership activities in Construction, Healthcare, and IT. Below is a list of accomplishments for those partnerships as well as Denver’s other partnerships, throughout PY18:

Construction & Skilled Trades: The Denver Metro Construction Sector Partnership is convened by DWS. The convener’s role includes coordinating meetings of industry and public partners, managing project priorities, and updating community activity and engagement opportunities. The partnership has hosted six full partnership meetings and four convening team meetings this program year. The DMCSP currently represents 54 employers, 15 associations and 69 public partners. New partners since July 1 include Independent Electrical Contractors Rocky Mountain, Flatiron Construction, Gilmore Construction, Jacobs, and GE Johnson. The partnership’s priority is to build career pathways for youth. The partnership has two subcommittees: Career Awareness & Messaging Subcommittee and Industry & Education Curriculum Subcommittee.

The DMCSP focus in 2019 also included introducing participating industry members to resources and best practices from across the state, which included:

- Drew Ceccato, SKILLFUL – Pilot Programs for Career Pathways

The DMCSP’s Youth Internship Job Training committee is currently engaged in developing a White Paper – Myths VS Realities in Youth on the Job Site. The group’s focus is on student training, internship best practices, legal FAQ, a program implementation outline, and success stories from current contractor internship programs for high school students.

DWS partnership convener James Roina utilized the Bridge Sector Grant to help with the administrative costs of coordinating the partnership activities. The funding specifically covered the staff time of convening full meetings, sub-groups, reporting partnership activities, engaging additional industry representatives and identifying opportunities for industry to actively participate. The partnership was not able to utilize the matching growth grant funds due to its transition to focus on supporting their establishment of skilled vocation education programs in local high schools.

Early Childhood Education: DWS and the Early Childhood Council launched the ECE Sector Partnership on September 19, 2018. At the well-attended launch of Denver’s Early Childhood Education Sector Partnership, the 125 participants identified four priority workgroups focusing on four areas: Mental Health & Social-Emotional Support, Public Perception & Funding for Quality/Access, Workforce Qualifications & Career Pathways, and Regulation & Compliance. DWS ensured co-conveners Denver’s Early Childhood Council attended the National Sector Partnership Academy conferences in August and February. DWS staff facilitated monthly meetings of the full Partnership and its focus groups. On January 22, Denver participated with CDLE and the Colorado
Workforce Development Council at the statewide convening of the education sector to review action plans and map out next steps in moving priorities forward. In April, the partnership decided to implement a summer intermission and reconvene as a whole in September. The group is working to conduct two job fairs this fall and spring of PY19.

Healthcare: Since losing the former full-time convener in June 2018, DWS has taken on the Workforce Liaison role of the Greater Metro Denver Healthcare Partnership (GMDHP). In November, GMDHP co-chair, Mary Reibe stepped down because her position at Kaiser was included in the company’s downsizing, and co-chair Susie Artis, stepped down when she changed employers. Due to additional membership changes, the GMDHP scheduled a “reboot” for its January 2019 meeting to check in on priorities.

DWS assisted in recruiting GMDHP industry partners to attend the two-day, hands-on Sector Academy. The event provided sector partnership conveners, business members and partners with the tools needed to increase business and public partner engagement. Businesses, workforce professionals, economic development professionals, and educators shared best practices to increase engagement and maximize impact on the community.

GMDHP was awarded the Bridge and Growth Grants from CWDC, which supported sector partnerships by providing consultative and financial technical assistance. The grants were intended to support the sustainability and growth of sector partnerships by providing “Bridge” funding for sector partnership initiatives through March 29, 2019 and incentivizing the “Growth” of business investment through a CWDC match with funding through June 30, 2019. Since Centura Health contributed almost $35,000 to the GMDHP, the group was able to receive the full CWDC matching award amount.

Securing the Bridge and Growth grant, allowed two GMDHP industry partners, an educator, and two workforce staff to attend the Next Gen Conference in Austin. Key takeaways from the conference included creating an informational invitation for new sector partners and maintaining a distribution list of all possible partners. As a result of the lessons learned at the conference, the GMDHP partners decided to postpone the “reboot”. In May of 2019, the group began identifying and outlining the industry’s required entry level skill sets in the fourth quarter, and DWS staff and GMDHP employers presented on healthcare apprenticeships and the partnership’s impact at a Denver Workforce Development Board meeting.

Information & Technology: Denver continued to convene the Denver Metro Tech Partnership (DMTP) which includes 20 employers and industry partners, including: HomeAdvisor, Pairin, Techtonic, and Microsoft. At the August and October DMTP meetings, the group developed a strategic plan, which included a Mission, Objectives, SWOT Analysis, and Action Plan. Additionally, sub-committees were identified to address Planned Deliverables and Community Building.

As noted above, the Deliverables sub-committee developed two surveys, one for employers and another for public partners, to identify industry workforce needs and provide details on outcomes for training programs. deliverables and that public partners contribute to industry employer; these surveys will be distributed in January.

The group also coordinated on a collaborative website that will provide resources and information as requested by industry partners and worked with the Denver Opportunity Youth Initiative to develop GetIT, an IT academy pilot.

The DMTP is also collaborating with the Boulder Sector Partnership to build a new platform and associated web tools to allow people, programs, and companies connect with talent-focused programs and resources, which will result in a tool that will:

- Be a talent-focused resource to the local technology industry
- Promote tech talent and diversity success stories
- Review/vet tech talent development programs for effectiveness.

Manufacturing: As noted above, Although Denver does not convene a sector partnership for the manufacturing
industry, DWS staff has continued to participate with Colorado Advanced Manufacturing Association (CAMA), attend convened sector partnership meetings, and serve as its public partner when appropriate. DWS Employer Services staff attended CAMA’s workforce planning meetings in July 2018 and April 2019. Denver continues to engage manufacturing sector employers to maintain awareness of their needs and employment opportunities.

Retail & Hospitality: Denver continues to convene the monthly meeting of the Metro Denver Retail Partnership (MDRP). Throughout PY18, the following developments occurred:

- To expand on the existing relationship with George Washington High School to more schools, DWS lead MDRP’s outreach efforts to connect with DPS CareerConnect.
- MDRP invited RTD to provide information to Retail and Hospitality employers on collaborating to provide employee transportation programs.
- MDRP recruited new Business Co-Chair.
- MDRP launched annual review of its existing action plan as a first step in developing a 2019 action plan to reflect updated needs and challenges of the industry.
- As a result of attendance at the Next Generation Sector Partnerships Academy in Austin by DWS and MDRP representatives, the partnership decided to update its branding to reflect all industry subsectors (Retail, Food & Beverage and Hospitality) and develop a more formalized structure to allow employer chairs to lead development of annual goals and action items.

In February, DWS met with the Glenwood Springs Workforce Center to discuss the current retail sector training classes and credentials being provided in the retail sector. Glenwood Springs, Eagle, Rifle and surrounding counties are interested in launching a retail sector partnership in Western Colorado under the Lives Empowered Initiative Grant; Glenwood Springs launched its sector partnership in June.

Local Workforce Development Board Performance

Local areas will receive 2 points for this category when the local board has applied and been designated as high performing. Additional incentives may be identified. This process is outlined in PGL-GRT-2017-02_PY17-PIF-Grants-attach-03-HPBRubric and PGL-GRT-2017-02_PY17-PIF-Grants-attach-04-HPBReportGuidelines. You can find the full CO High Performing Local Board Report here: https://docs.google.com/document/d/1NhPt7O8APdhb5kU_09FPPBrsiQ7jMO8nbRaDix4kMIE/edit?usp=sharing

Additional Questions for End of Year Report (These questions will not be rated):

1. Share your success. Each local area is asked to upload a minimum of three success stories onto WIW or the communicated success story platform annually. Have you submitted success stories at this point?

Denver has submitted four PY18 success stories:

1. A customer quote from Kimberly Edwards whose National Retail Federation certification landed her a position as Boutique Manager at Dress for Success Denver.
2. A customer quote from Walelign Wondimagegnehu about how the training services and guidance he received from Denver’s TAA program are directly responsible for his new job at Ball Aerospace.
3. A success story about Out-of-School Youth Katalina Garcia, who was connected to a work experience with a State Representative and a full-time job through WIOA Youth Program services.
4. A success story about connecting TAA customer Gonzalo Quintana with the confidence and skills to graduate from Emily Griffith Technical College’s Automotive Service Program with the highest GPA of the class.
2. If your mission, vision, or the description of your local area has changed since submitting the PY16 end of year report, please update us here for use in the py17 annual report. If you do not provide a response, we will use the same information contained in last year’s report. (Response only required for End of Year Report)

Denver Workforce Services’ Mission, Vision and Local Area description did not change in PY17. The larger Mission and Values of Denver Economic Development & Opportunity did change with the new Vision:

“Leading an inclusive and innovative economy for all Denver residents and neighborhoods”

and Mission:

“Delivering today while strategically investing for tomorrow. We create, catalyze, connect, and cultivate.”

The Core Values of Denver EDO are Inclusive, Responsive, Transparent, Innovative, and Collaborative.

3. What has been the most important innovation that you have developed or implemented this past year that you would like to be highlighted in the CWDC annual report? (Response only required for End of Year Report)

The most important innovation Denver implemented in PY18 is our tailored approach to priority populations. Through initiatives, grant funding, and a new approach to youth contracts, Denver Workforce Services is positioned to better serve the individuals who have been accessing our system. In PY18, DWS saw significant numbers of low-income individuals and families, recipients of public assistance, individuals experiencing homelessness, customers with one or more documented disabilities, re-entering citizens, and mature workers accessing our system.

In response to this increase in individuals with the barriers to employment, Denver implemented a number of initiatives and programs designed to serve a specific population. First, we leveraged our close partnership with Denver Human Services to tailor workforce development programs and services to their most job-ready TANF customers which focus on training, upskilling, and connecting them to employment within 60 days of referral. Next, we collaborated with Denver’s Road Home Employment Committee on a number of programs to connect individuals experiencing homelessness to employment, training, and other resources. Programs and partnerships include the Denver Day Works Program and the Project Homeless Connect event, which resulting in 157 reported hires. We also continued to implement our Disability Employment Initiative, which has brought increased awareness and improvements in our Workforce Centers regarding accessibility and let to increased training and employment opportunities for individuals with a disability. Next, to better serve our mature workers, we worked throughout PY18 to establish a new program with AARP that allowed us to launch our 50+ Back to Work Initiative in July of 2019.

Lastly, Denver Workforce Services completed an RFP process led by our City’s Procurement Team to select the future vendors for our WIOA Youth In-School and Out of School Programs. We selected multiple vendors to perform this work utilizing an approach to better serve the unique customer populations accessing our services. Denver Public Schools will continue to provide services to Denver’s In-School youth. We feel that their position in the City and access to youth who may need services makes them the ideal partner to serve these youth. In the Out-of-School space, three new vendors were chosen. First, Ability Connection Colorado will serve as our lead agency while also focusing on the areas that they have the most strength which is serving youth with disabilities and youth in, or aging out of, the foster care system. Urban Peak was also selected to provide their unique programs and services to youth who are experiencing homelessness. The Center for Employment Opportunities will be joining us in PY19 to provide work-based learning experiences for disconnected youth with conviction as a barrier.
4. What are you most proud of accomplishing in this program year that you would like to be highlighted in the CWDC annual report? (Response only required for End of Year Report)

Denver Workforce Services is most proud of the improvements we have made across the board regarding federal performance metrics. For the first time since the implementation of WIOA, we have been able to meet or exceed all measures in the Adult, Dislocated Worker, Youth, and Wagner Peyser programs. We worked tirelessly over PY18 to implement changes and develop necessary processes that led to significant improvement on our federal performance measures. We will continue to hone these processes to further improve our performance.

We have also made great strides in correcting areas of weakness. One example of this is DWS’ successful improvements of Individual Employment Plans. We have collaborated directly with the State and other Local Areas to bring the Comprehensive Assessment and the IEP together to ensure a more tailored, and appropriate, plan for our job seekers.

Lastly, we are also proud of the work that has been done to elevate our data to better tell the story of the impact of our services. We are now able to report on things such as return on investment, including the additional dollars going back into the community, and increase in median annual income for customers who successfully complete our programs. This, along with Denver’s ongoing work to better identify long-term wage and employment impacts, will benefit us moving forward as we tell our story and advocate for funding.

Thank you!

Thank you for your participation in the mid and end of year report process. Your thoughtful responses allow us to share best practices, make connections, and to create a meaningful Annual Report that reflects Colorado’s Workforce System successes.
Please fill out the following form to share the work you have accomplished in your workforce area. You should fill this form out if you believe action your area has taken is a new take on one of the PY18 PIF categories. This work should have positive outcomes you believe should be identified as a best practice and could be replicated in other local areas.

**Situation** (What was the current state prior to action):
Prior to the formation of the Colorado Resource Partners (CORE) and prior to the launch of WORKNOW, the environment that existed for Construction workforce development training in Denver consisted of limited leveraged resources and shared measures of success, disjointed connectivity among support and training organizations, and a growing employer and community need for an expanded pipeline of local industry workers.

**Target** (What was the goal):
The goal was to foster engagement within construction industry career pathways to increase demand-driven skills attainment and employment using regional infrastructure projects as a catalyst, enable upward mobility for Metro Denver residents and families, and to align and integrate programs and services, and promote exchange of effective and innovative practices.

**Action** (Who was involved/what was done):
To address the current situation and to reach the targeted goals, a group of 13 service providers and agencies formed CORE and launched the WORKNOW employment platform specifically to build-out a collection of construction industry career pathways as well as workforce pipeline for the Central 70 construction project. These partners include the Community College of Denver, Colorado Homebuilding Academy, CommunityWorks, Construction Careers Now!, Denver Area Labor Federation, Denver Economic Development & Opportunity, Denver Housing Authority, Focus Points Family Resource Center, Gary Community Investments, Mi Casa Resource Center, Mile High Youth Corps, mPowered and WorkLife Partnership. Almost a dozen community training partners provided and implemented initial training and support services.

**Result** (What was the outcome - please include any quantifiable information if possible):
CORE has been able to secure and leverage funding from Gary Community Investments, the Community College of Denver, Colorado Department of Transportation, the National Western Center, Elevate Denver Bond Projects, and the City and County of Denver to further this collective impact work. To date, more than 1,119 individuals have been enrolled with 546 completing certificate training (including 128 registered apprentices), with 459 placements in new jobs, 69% in Construction trade positions, at an average wage of $19.25/hour.

**Innovate** (Please describe why you find this practice to be new or innovative)
This approach is innovative as it is a true collective impact approach to workforce development with a variety of public, private and philanthropic funding supporting the work. The WORKNOW platform also allows for leveraged resources among a team of navigators located and different organizations with shared goals.

**Tips** (What would you tell other local areas that may try to replicate this action?):
Identify your CORE team first.
Best Practice Action Form

Lodging Manager Registered Apprenticeship Program

Please fill out the following form to share the work you have accomplished in your workforce area. You should fill this form out if you believe action your area has taken is a new take on one of the PY18 PIF categories. This work should have positive outcomes you believe should be identified as a best practice and could be replicated in other local areas.

**Situation** (What was the current state prior to action):

Hotel properties were looking for ways to retain, develop and advance current employees along hotel and hospitality career pathways and into management positions. This posed a problem due to Colorado’s low unemployment in (2.8%).

**Target** (What was the goal):

To develop a Lodging Manager Registered Apprenticeship Program for incumbent workers in the Hotel and Hospitality industry of the Retail Sector. Due to the low unemployment rate in Colorado (2.8%) the program aspired to:

- Become an attraction and retention tool for current employed hospitality and hotel workers
- Create opportunities for post secondary education without the debt
- Provide certifications leading to career advancement
- Decrease turnover
- Increase diversity

**Action** (Who was involved/what was done):

*Partners:*

- American Hotel and Lodging Association (AHLA) and Colorado Hotel and Lodging Association (CHLA) - Sponsors
- Johnson and Wales University - Training Provider for Certified Hospitality Supervisor (CHS) Training
- Stonebridge Companies - Incumbent Worker Pipeline and Registered Apprenticeship Facilitator for On-line Training Requirements and On-the-Job Training
- Denver Workforce Services - Convener
- ReImagine Retail Grant - Funding

AHLA and CHLA identified training topics, related training instruction hours and work-based competencies. Stonebridge Companies developed the employee selection/recruitment process, determined the number of participants in cohort, on-line training activities after CHS training to fulfill required Related Training Instruction (RTI) requirements, planned wage increase and On-the-Job training activities during the 1-year apprenticeship period. Johnson and Wales University provided the nationally recognized CHS training as part of the RTI requirements. Denver Workforce Services (DWS) provided ReImagine Retail Grant funding to support RTI and Work Experience (OJT) with DWS leveraging staff time.

**Result** (What was the outcome - please include any quantifiable information if possible):

As a result, several Stonebridge properties participated in the 1-year Lodging Manager Apprenticeship Program which included 59 hours of classroom training to earn the Certified Hospitality Supervisor Certification (CHS) through Johnson and Wales, E-Learning to complete the 126 hours of Related Technical Instruction (RTI) and On-the-Job Training.
Work-Based Learning

- 13 participants selected;
- 11 obtained CHS Certification
- 7 Completed the Lodging Manager Registered Apprenticeship
- 3 participants were promoted to management positions and made an average of 25% wage gain

Through the success of this program, Denver Workforce Services was able to coordinate an additional CHS training cohort with the Colorado Hotel and Lodging Association (CHLA) and Johnson and Wales. The cohort included 30 participants from hotel properties in the Mountain Regions of Vail and Beaver Creek.

**Innovate** (Please describe why you find this practice to be new or innovative)

This particular registered apprenticeship program was created for incumbent workers as an internal investment in continued education, development and growth – hence it retained talent for an employer. Employees see it as an honor to be selected to participate in the program; this energy has sparked interest from other employees and created an internal referral pipeline for future cohorts. The program has buy-in from the front-line managers, since they serve not only as trainers but also as coaches for apprentices as they rotate through the different roles within the hotel property (i.e., front desk, housekeeping, food and beverage, maintenance and guest services) during their on-the-job training. This is a “holistic” approach to learning.

**Tips** (What would you tell other local areas that may try to replicate this action?):

Having an Employer Champion that understands and is vested in the program and process details is key. Denver’s champion has been engaged in the process and instrumental in creating employer ownership of the program, approving and editing the on-line training to meet program needs and selecting the front-line managers and coaches for internal cross-training.

Front-line managers buy-in as coach and trainer of participants is critical. There must be commitment to an applied learning component that translates into planned and focused on-the-job training experiences and activities for the participants as they are progress through the work-based learning portion of the program.

Lastly, offering a certification/credential that is supported and nationally recognized in the industry brings value to the program.
Best Practice Action Form

Path to Payday

Please fill out the following form to share the work you have accomplished in your workforce area. You should fill this form out if you believe action your area has taken is a new take on one of the PY18 PIF categories. This work should have positive outcomes you believe should be identified as a best practice and could be replicated in other local areas.

Situation (What was the current state prior to action):

On average, Denver Workforce Services (DWS) would host job fairs once or twice a quarter, often targeting a specific industry and focused on the employment needs of participating industry employers. These job fairs often required extensive staff time to set up: scheduling an appropriate day and time, securing a suitable location, recruiting employers to participate and ensuring enough jobseekers attended. However, most employers expressed a need to connect with job seekers on a more frequent and more consistent basis.

Target (What was the goal):

Denver’s goal was to develop a means to meet the needs of these employers – to create a regularly recurring event that would make it easier for both employers and jobseekers to connect and could maximize the number of businesses hiring jobseekers.

Action (Who was involved/what was done):

DWS developed Path to Payday, a monthly job fair at the Westside One-Stop Center at the Castro Human Services Building (1200 Federal). On the third Wednesday of every month, around 20 employers and unlimited jobseekers can sign up via Eventbrite to participate, which allows Denver staff to manage the employer and jobseekers list before the event. Employers are stationed at tables set up in the main hallway of the Castro Building. To maximize the number of jobseekers connecting with employers, Workforce, Temporary Assistance for Needy Families, and Employment First customers, who must pass through this broad hallway on their way to and from program offices, are encouraged to participate without registering. To increase “brand recognition” of Path to Payday, Denver developed a logo to consistently use for on flyers for each monthly job fair, promoted it on multiple websites and via social media, and encouraged all DWIN One-Stop Partners to invite their customers to attend.

Result (What was the outcome - please include any quantifiable information if possible):

Path to Payday job fairs have been a great success in PY18. It has connected 246 employers with 733 jobseekers – and average of 20 employers and 61 job seekers participating in each event – and resulted in 187 hires throughout the year.

Path to Payday is very popular with employers; although DWS tried to limit the number of employer tables to 20 each month by limiting the number of “tickets” available through Eventbrite, each event in the fourth quarter of PY18 saw that limit exceeded when a few employers, after realizing the event was “sold out” on Eventbrite, reached out directly to DWS staff to be allowed to participate. Employers have been very thankful for Path to Payday, expressing gratitude for an easier, more consistent way to receive applications and communicate face-to-face with Denver’s jobseekers.

Most of Denver’s targeted, high-growth industries were represented by participating employers, including:

- Construction: Sturgeon, MAI Mechanical, and CEI Constructors
- Education: University of Colorado Denver, Denver Public Schools
Business Engagement

- Healthcare: Anthem, April Home Care, and Mile High Home Care
- IT: AT&T, T-Mobile
- Retail & Hospitality: Amazon, Concessions International, Elitch Gardens, Kroger, LSG Sky Chefs McDonald’s, Menzies, Office Depot, Quiznos, Sage Hospitality, Skyport Hospitality, Sodexo, and Whole Foods
- Manufacturing: Publication Printers Corp., Smithfield Pet and National Assemblers
- Professional & Financial Services: Clear Choice Staffing, Colorado Staffing Solutions, Express Employment Professionals, FedEx Ground, FirstBank, First Transit, SMX Staffing, UPS, and Xclusive Staffing

Additional employers participating in Path to Payday included a number of government agencies (Colorado Department of Human Services, Colorado Department of Transportation, US Census Bureau, US Navy, US Postal Service). Denver workforce system partners, recognizing the opportunity to recruit new customers to their programs, have also participated. These include: STEP, Work Options for Women, and WORK NOW.

Due to the success of this format and its popularity with workforce partners, DWS has developed a quarterly Path to Community, to connect Workforce, TANF and Employment First customers with employment, training and supportive service providers.

Innovate (Please describe why you find this practice to be new or innovative)

Path to Payday job fairs are held between 11:00 AM to 1:00 PM. This time slot does not require employers, jobseekers and Denver staff to set aside most of the day to participate.

Path to Payday are held in the main hallway of the Human Services building, where jobseeker foot traffic is high. Both employers and job seekers love the spontaneous access to each other.

Requiring employers and jobseekers to register via Eventbrite helps to track customers’ utilization of Path to Payday and allows easy follow up with both employers and jobseekers to record the number of hires from each event and offer additional services.

Tips (What would you tell (what advice would you share with) other local areas that may try to replicate this action?):

For more consistency, try to schedule instances of this event for the same day and time each month and use the same branding on flyers, social media and email announcements.