Colorado Workforce Development Council PY19 Mid and End of Year Report

Mid-year Report Due: January 24, 2020
End of year Report Due: August 14, 2020

Local Area: Denver

Contact for Report (Name/Phone/E-mail):
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Instructions: Please provide us with a summary of your accomplishments for PY19 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 2020 will be used to create Colorado’s PY 2019 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

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

Through convening with industry employers and education providers participating in our Sector Partnerships, Denver Workforce Services (DWS) has developed, vetted and sustained career pathways and ladders in Construction, Early Childhood Education, Healthcare, Information & Technology (IT), and Retail & Hospitality to meet the needs of our region’s businesses and provide workforce participants with educational options to develop the skills needed to obtain employment and advance along these paths. As outlined in Denver’s local plan, Labor Market Information (LMI) and observed hiring trends were presented to Denver’s 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 PY19. Additionally, Denver used LMI and Sector Partnership input to drive development of
career pathways and to advise both jobseekers and training vendors on the hiring practices and trends within an industry/occupation. Below is a discussion of Denver’s career pathway activities throughout PY19:

Construction & Skilled Trades: Denver supported 12 individuals with training related to construction career pathways in the first six months of PY19, another 9, for a total of 21 by the end of the year. 20 individuals were connected with employment in a construction career. Denver’s Construction Employer Services Team actively promoted pre-apprenticeship and apprenticeship programs in the Denver Metro area. They worked with the Denver Metro Construction Sector Partnership and representatives from Construction Careers Now, Colorado Home Building Academy and Master’s Apprentice programs to support career pathways to the trade and promote enrollment into the programs.

- Denver Construction Career Pilot (DCCP) – DCCP continued its work to connect individuals to the pathways towards apprenticeships and careers in the skilled trades offered the city’s large-scale infrastructure and development projects. In the first half of PY19, construction projects in the pilot accounted for 419 new hires (18% from Denver neighborhoods that experience stubborn unemployment and poverty) with an average new hire wage of $28.92/hour. Apprentices worked 13% of total project hours and primarily represented the Electrician, Sheetmetal, Plumber and Pipefitter trades. Of the 2,989 individuals employed on city projects in the second half of PY19, 795 live in Denver (27%) and 426 were from target zip codes (14%). The average wage was $29.85. Of the 575 new hires in quarters 3 and 4 of PY19, 158 live in Denver (27%) and 81 were from target zip codes (14%). The average wage for new hires: $27.35. 212 of the individuals employed on city projects in 2020 were apprentices. Hours worked by these apprentices represented 10% of total hours worked on the projects.

- WORKNOW – Denver continued its support and partnership with WORKNOW to serve 320 individuals, 119 of whom were placed in industry employment (92 in the trades), and 111 of whom were incumbent workers in the first half of PY19. By the second half of the year, WORKNOW had served 610 new individuals and placed 240 in construction industry employment – 185 in skilled trade occupations. In PY19, WORKNOW also connected 112 participants with registered apprenticeships with an average starting wage of $18.93.

- Careers in Construction – DWS and the Denver Metro Construction Sector Partnership (DMCSP) are working with the Association of General Contractors Colorado to promote Careers in Construction, which offers US Department of Labor recognized Pre-Apprenticeship Certified Training in 7 High Schools including the Denver Public Schools’ (DPS) Career Education Center; 24 additional schools participate in the program. Throughout the spring of 2020, DWS continued its work with the Association of General Contractors Colorado to develop expanded in-school construction and skilled trades training for DPS students, including a CareerConnect Internship as well as High School Skilled Trade Mentoring programs and developed a Thank You's are Essential outreach flyer to share with metro schools, instructors, and partners to share construction career pathway information and connection to resources including websites, programs, trainings and supportive services.

- Denver’s Out of School Youth provider, Center for Employment Opportunities (CEO) worked with the Colorado Department of Transportation (CDOT) to develop on-site CDL classes to assist participants with passing the written Commercial Driver’s License permit test. CDOT is open to hiring CDL permit holders who would gain experience with CDOT’s seasoned staff and be tested for a full CDL by CDOT staff testers.

- In July, the Denver Workforce Development Board’s meeting featured Construction sector initiatives which featured the work DMCSP and WORKNOW are doing to promote career pathways in the sector.

- Path to Construction Job & Resource Fairs – Denver’s first Path-to-Construction event in PY18 was so successful that both employers, partners and jobseekers demanded this be a quarterly event in PY19. Through the September 25 event, Denver connected 60 jobseekers with 15 employers and training programs; the January 22 event connected 59 jobseekers with 18 employers. A third event was scheduled for early April but was cancelled due to the COVID-19 closures.
• In September, DWS participated with 25 employers and 15 training and service providers in the Transportation & Construction Girl Event to support several hundred young women in entering construction career pathways.

• In November, DWS staff collaborated with other workforce regions and labor organizations and business entities to introduce local youth and jobseekers to construction career pathways at the annual Apprenticeship Fair. The team also toured Independent Electrical Contractors Rocky Mountain and Construction Industry Training Council to get a better perspective on local registered apprenticeship programs.

• In January, DWS kicked off the Essentials of Facility Management program for Youth in partnership with the International Facilities Management Association. Although this training shifted to a virtual in April, 4 participants completed the training, which included on-site work-based learning opportunities.

• In the fourth quarter, Denver began conversations with a new employer, EcoMark Solar about creating a work-based learning opportunity with the potential to become a Registered Apprenticeship.

• DWS launched weekly Careers in Construction virtual informational sessions in May. By the end of June 9 sessions were attended by 67 jobseekers.

• In June, Denver partnered with WORKNOW to host a virtual event with employers and jobseekers to discuss 5 trade career pathways and began planning, with the Association of General Contractors Colorado, an event to connect high school students with construction employers that will be held in August.

Early Childhood Education (ECE): DWS partners with Denver’s Early Childhood Council (DECC) to convene the ECE Sector Partnership. One of the partnerships’ priority workgroups is focused on Workforce Qualifications & Career Pathways. This group reviews skills and credentials required in the ECE industry and recommends options for new training and pathway opportunities. In the spring of 2019, DECC was awarded funding through Early Milestones’ Transforming the Early Childhood Workforce Initiative. Based on recommendations from the ECE Sector Partnership, the program will focus on employed worker training and advancement along the ECE career pathway. Denver will continue its support of ECE pathways by providing up to $25,000 to fund on-the-job training, for WIOA-qualified participants.

• In June, DWS conducted targeted outreach in Five Points to connect 29 Globeville, Elyria-Swansea and Five Points residents with the Early Childhood Connect earn & learn program.

• DWS provided recruitment events and marketing for the ECE Pathway. Although 20 candidates were enrolled into the program, none were eligible for WIOA at the time.

• Participants took college coursework or equivalent trainings through the fall of 2019 were successful in completing their milestones.

• Denver continued assisting with recruitment throughout the remainder of the program year but was unable to identify WIOA eligible candidates.

In PY19, Denver supported 7 customers in work-based learning and connected 15 with employment in the education sector.

Healthcare: Continuing as the Workforce Liaison to the Greater Metro Denver Healthcare Partnership (GMDHP), DWS supported Healthcare career pathways throughout the first half of PY19. Collaboration with partner organizations, including Central Colorado Area Healthcare Education Center, Denver Opportunity Youth Initiative, and Denver Housing Authority (DHA), along with other Workforce Regions including Pikes Peak, has resulted in the creation of four new registered apprenticeships and the continuation of the Medical Assistant Registered Apprenticeship with Centura Health.

In PY19, 100 Denver customers engaged in training for healthcare sector pathways, including the Certified Nurse Aide apprenticeship, Medical Assistant Registered Apprenticeship, and Licensed Practical Nurse. 57 individuals entered employment in the Healthcare industry.

• Youth and Pre-Apprenticeship: Building upon four years of partnership with metro Denver’s workforce
regions, Denver hosted its second Healthcare Pre-Apprenticeship for adults over 24-years-old in the first targeting Denver Colorado Works and our WIOA participants. 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. The schedule for the next cohort has been moved up to ensure participants are able to attend the Registered Apprenticeships Informational Sessions, and if necessary, can utilize Work Experiences to build upon their skill sets.

- **Registered Apprenticeships**: 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 $45,000 and Centura Health matched over $48,000 for training that began in mid-July for 20 apprentices. In December 19 successfully completed the program, 16 passed and received their Certified Clinical Medical Assistant (CCMA) certificate and 15 have secured permanent placement within Centura Health. Centura was pleased with the results and committed to a fourth cohort that began in January 2020. Denver and Centura partnered to recruit for this cohort, as well as the fall 2020 programs, in collaboration with Arapahoe Community College, A/D Works and Adams and Jefferson County workforce centers, holding 5 informational sessions for the MARA and newly created Pharmacy Technician and Sterile Processing Technician throughout the Denver metro area and Colorado Springs. Additionally, DWS is partnering with HealthOne to implement the MARA model as well as a Patient Care Technician Registered Apprenticeship; recruitment began for 30 apprenticeship positions, all of which are filled and will be supported by braided Colorado Opportunity Scholarship Initiative (COSI) and WIOA funding to leverage and maximize benefits for participants. HealthOne matched over $60,000 for training.

- **DWS launched weekly Careers in Healthcare virtual informational sessions in June. By the end of June, 3 sessions were attended by 38 jobseekers.**

**Information & Technology**: DWS has utilized information gathered through its business relationships, including collaboration with the Denver Metro Technology Partnership, now branded as Tech Talent Denver, to inform the development of career pathways, training and tools to increase awareness of information and technology sector employment. In the first half of PY19, 21 individuals participated in training activities for careers in IT, including the SecureSet HUNT program in Cybersecurity, which Denver developed in PY18 and 23 jobseekers were newly employed in IT careers. By the end of PY19, Denver had supported 27 customers in IT career pathway training and connected 25 to IT employment.

- Since July 2019, DWS has met with over 25 employers, educators and public partners to determine a talent pathway for the IT sector. With the collaboration DEDO’s Business Development Team, DWS has met new and potential employers establishing a footprint in Denver to determine their talent shortage issues and how DWS can support their needs.

- In November, this collaboration resulted in Denver connecting with Ardent Mills, an IT company with a flour mill brand that struggles to find quality tech talent locally. To alleviate this local talent shortage, DWS and Ardent Mills are partnering to develop and establish a year-long adult apprenticeship program to diversify the IT workforce by educating and preparing priority populations for IT careers. The first cohort should launch in the summer of 2020. Ardent Mills and DWS hope to share the model among the local IT employers to create a vast ecosystem of tech talent. Although these efforts were paused in early March due to the pandemic, DWS re-engaged with Ardent Mills late in PY19 to continue planning for the program.

- In December, DWS joined steering committee for Colorado Technology Association’s SheTech Colorado 2020, a one-day camp to expose young women ages 14 and 15 to STEM career opportunities.

- In April, DWS launched a session of SecureSet Academy’s free Cyber PREP course with 20 attendees.

- Throughout the second half of PY19, DWS connected customers to Turing’s Try Coding Workshops,
which were offered at the Denver Central Library and the Castro One-Stop Center prior to the COVID-19 closures, and on-line after. Additionally, General Assembly offered a variety of free workshops including Intro to Digital Marketing.

- In June, Denver began offering weekly Careers in Tech virtual information sessions; by the end of the program year, 64 jobseekers attended 3 sessions.

Additionally, Denver’s 2019 summer youth activities have connected 82 youth with 4 IT career pathway opportunities in PY19: two one-week coding camps developed in partnership with the Denver School of Science and Technology (DSST) and Tuning School of Software and two one-week camps that allowed youth to choose from a wide selection of IT training, including Robotics, 3-D modeling, Artificial Intelligence, and Rebuilding A Laptop. The 3-D Modeling students received a 3-D printer to take home and the Rebuilding a Laptop students took home the laptops they built. Throughout the late winter and spring of 2020, DWS worked with the Colorado Technology Association to develop virtual Summer Youth Tech Camps for 2020 (which will be held in PY20).

Retail & Hospitality: Through its efforts in the Metro Denver Retail Partnership (MDRP), and with the support of the Lives Empowered grant, DWS and partners provided feedback to the Colorado Workforce Development Council (CWDC) and Innovate Educate on the development of the Retail, Hospitality and Food & Beverage Career Pathways for the My Colorado Journey website. In addition, DWS also identified several training options to help jobseekers and employed workers enter into and advance along career pathways in the retail and hospitality industry. DWS staff continues to focus on serving the retail and hospitality sector employers based at Denver’s Workforce Center at Denver International Airport (DEN) and plays an integral part in developing relationships with DEN contractors, managers, concessionaires and employees.

DWS connected 261 individuals with classroom and work-based learning in the first half of PY19, and another 178 customers in the second half. This training included:

- 8 ServSafe Food Handler classes (131 employed workers) and 3 ServSafe Alcohol classes (27 employed workers)
- 27 employers (84 employed workers) were provided with Certified Hospitality Supervisor Training in the first half of the year and another 12 employer locations and 41 employed workers in the second half
- Eight individuals are enrolled in the American Hotel and Lodging Association’s (AHLA) Lodging Manager Registered Apprenticeship through Stonebridge Companies program at 5 employers, in the first half of the year. Another 14 employees at 8 locations enrolled in the program in the second half of PY19.
- 16 DEN employers/concessionaires (29 employed workers) participated in Workplace English classes in the first half of the year. In the second half, Cash Handling and Customer Service English classes were also offered. By the end of the year 71 DEN concessionaire employees had participated in these classes
- 1 DEN employer (6 employed workers) participated in Conflict Management classes
- In February, Denver hosted an industry awareness event for Sage Hospitality.

Throughout PY19, 116 customers found employment in Retail and Hospitality sector.

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. DWS supported 8 youth from Denver’s Westwood neighborhood in summer internships with Denver’s Office of the Independent Monitor which immersed them in juvenile justice reform work. In May, DWS staff hosted the Closing the Skills Gap virtual webinar with the Denver Metro Chamber of Commerce and Skillful. DWS participated in the Live Annual Continuing Education Training Institute (CETI) Conference featuring the nation’s top continuing education leaders exploring workforce trends.

Denver does not convene a sector partnership for the manufacturing industry, however DWS staff continued to
participate with Colorado Advanced Manufacturing Association (CAMA) when appropriate and continued to engage employers to inform the development of Manufacturing career pathways that meet employers’ needs. As of October, the Metro Area Manufacturing Partnership is now convened by Jefferson County Business & Workforce and the Jefferson County Economic Development Council.

- In the first half of PY19, 5 DWS customers connected with occupational training and work-based learning, and 13 found new employment in the manufacturing sector. By the end of the year, 21 customers were engaged in training and 17 were placed in manufacturing sector employment.
- Throughout the program year, 93 individuals participated in Professional & Financial training and work-based learning, 44 were hired into the industry.
- DWS hosted Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program (AMTAP) Information Session in July 2019 and promoted the fall 2020 cohort in May but was unable to identify WIOA-eligible candidates.
- In November, DWS participated in Hercules Industries’ CareerX event, which provides youth from Cherry Creek and Denver Public schools with an opportunity to learn about the career opportunities this sheetmetal and fabrication employer through talking with the young people employed there and hands-on experience learning the skills.

Denver’s service providers work closely with DEDO staff to develop career pathways in high demand sectors of Construction, Education, Healthcare, Manufacturing, Professional & Financial Services, and Retail & Hospitality and connect jobseeking customers with these opportunities.

Throughout the year, Denver’s Adult service provider, ResCare Workforce Services, connected 69 WIOA Adult, Dislocated Worker and TANF jobseekers with training opportunities in Healthcare, Construction, IT, Professional & Financial Services and Retail & Hospitality and 158 with employment in target sector careers.

Denver’s youth service providers worked closely with DEDO staff to develop career pathways for youth customers and to support 53 youth engaged in career training within Denver’s high demand sectors and 21 with target sector employment throughout PY19.

Denver Out-of-School Youth (OSY) provider Ability Connection Colorado (ACCO), leverages career pathway activities to help employers become more invested in what is often considered “entry level, low skill youth employees.” With the advocacy of ACCO’s business services team, employers gained a greater understanding that upfront investment creates better employees, stronger community relationships, and reduces training and eventual employee turnover costs. Although the COVID-19 closures presented challenges, ACCO quickly identified online training in target industries for its customers, including Certified Nursing Assistant and Commercial Driver’s License, and connected youth with entry level positions in essential businesses. In the second half of the year, ACCO worked with employers to identify necessary technological and soft skills youth needed to adapt to the post-COVID-19 work environment and economy.

Urban Peak, Denver’s OSY provider serving youth experiencing homelessness, coordinates with its business arm, Peak Thrift, to develop a career pathway for retail occupations and includes Customer Service and Sales Certification Training. This course is required, prepares participants for a retail work experience and covers workplace communication norms, customer service, cash handling, and products and service delivery.

OSY provider Center for Employment Opportunities (CEO) works with employers to identify not only open job opportunities, but also the skills and competencies they are regularly looking for in their employees. Through this information, as well as its own research into labor market information, CEO develops and provides training opportunities for participants.

To develop career pathways that prepare youth for work experiences and employment, Denver’s ISY service provider, Denver Public Schools (DPS), conducted targeted conversations with employers and businesses about the technical skills, soft skills, certifications, etc., needed by employees. DPS also used these conversations to assess their employer partners’ needs in working with opportunity youth and provide employers with robust
training, resources and ongoing personalized support on topics such as implicit bias, toxic stress and trauma-informed best practices for serving youth to further increase the success rate of work-based learning activities. Through its scaffolding of pre-placement supports and career pathway exploration for its youth customers, DPS case managers ensure youth who have little or no employment experience are adequately prepared to engage with employers and maximize the success rates of work experiences and job placements. Supports include occupational wage and growth information through ONET Online. Although DPS had secured partnerships with healthcare (Risas Dental, CREA Health, DPS Nursing Services) and financial (Westerra, State Farm, Key Bank) sector employers for job shadowing and work experiences, these activities were put on hold due to the COVID-19 closures.

The table below outlines Denver’s planned career pathway outcomes as of June 30, 2020.

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<th>Classroom Training</th>
<th>Work-based Learning</th>
<th>Apprenticeships</th>
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1.b. 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 partners with its Core and required WIOA partners, including human services, corrections, local school districts, community colleges, and four-year institutions, as well as local community-based organizations and training providers, to integrate services and increase awareness of the career pathways in its target industries.

Construction:

- Denver’s DCCP team partners with the Colorado Coalition for the Homeless, Construction Careers Now and Colorado Homebuilders Academy at the Coalition’s monthly Transition from Jail to Community Collaborative employment fairs.
- DWS works with Focus Points Family Resource Center and the GES Workforce Group to support individuals and families in Denver’s Globeville and Elyria-Swansea neighborhoods with career development, job exploration, and employment.
- In September, DWS participated with 25 employers and 15 training and service providers in the Transportation & Construction Girl Event to support several hundred young women in entering the construction career pathway.
- At its September and November meetings, the DMCSP discussed construction career pathways with the Community College of Denver, Arapahoe Community College, Jefferson County School District, Cherry
Creek School District and Denver Public Schools.

- In October, DWS and the DMCSP participated in career days at Boulder High School.
- In November, Denver worked with Emily Griffith Technical College (EGTC) on their Ignite – Women Supporting Women in Trades event, to share information on career pathways through live demonstrations and hands-on experience in EGTC’s Welding, Auto Service, Geographic Information Systems, HVAC, and Water Quality Management programs, as well as insight from industry leaders and instructors.
- Denver continued its partnership with Mile High Youth Corps to support 27 eligible individuals placed into Healthcare and Construction WBL’s opportunities.
- Throughout the year, DWS has conducted outreach to recruit for the Skilled Trades Education Program (STEP) pre-apprenticeship opportunity that provides hands-on training in the fields of electrical, plumbing, pipefitting, and sheet metal/HVAC.
- In early February, Denver staff helped recruit employers for Lakewood High School’s Careers Week, which aimed to support high school vocational training programs and increase awareness for construction employers.
- Denver’s In-School Youth provider Denver Public Schools worked with Construction Careers Now and Colorado Homebuilding Academy to secure partnerships for job shadowing and work experience placements in second half of PY20.
- Denver hosted a June 30 Construction Career event in partnership with Pipefitters Local 208 to promote career pathways in the trades.

Healthcare

- DWS partnered with Central Colorado Area Healthcare Education Center (AHEC), to recruit participants for the Healthcare Pre-apprenticeship from DWS Youth Services, Denver Human Services’ Colorado Works, and WIOA priority populations.
- DWS presented information on the top five Healthcare occupations, industry credentials and career pathways to several community-based organizations with AHEC, including CWEE and Denver Housing Authority.
- DWS conducted interviews for Denver Housing Authority’s Healthcare Academies to fill Work Experience Opportunities with Denver Health.
- Shared information about Healthcare career pathways at area schools including SOAR Academy in Sheridan High School.
- To promote career pathways in healthcare after the COVID-19 closures, Denver utilized the virtual Careers in Construction conference call as a model to develop the Healthcare Careers calls to connect jobseekers with career opportunities and training resources including AHEC, community colleges and community-based organizations.

Information & Technology:

- DWS worked in partnership with SecureSet to develop and offer a 6-week series of cybersecurity prep sessions for jobseekers 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. In July, DWS launched a free 5-week SecureSet Cyber Pilot Workshop, which provided pre-training to determine interest and abilities for cybersecurity occupations; 14 participants passed the final exam. Seven of those participants enrolled in the full-time immersive HUNT program at SecureSet academy and six graduated from the program in December 2019. One graduate, a Veteran, was offered her “dream job” as a Cybersecurity Analyst; Denver continues to support the other 5 students as is SecureSet Academy in their search for “dream jobs”.
- In October, DWS kicked off a new partnership with Turing School of Coding and the Denver Public Library (DPL) to offer monthly, free, one-day Try Coding workshops to the public at the Central Library’s computer lab or Denver Workforce Resource Room at Castro. Try Coding by the numbers:
• October Class at the Castro Workforce Center had 6 attendees
• November Class at DPL had 19 attendees
• December Class at DPL had 15 attendees
• January Class at Workforce Center had 8 attendees
• Virtual classes were held in the second half of the year with a total of 15 attendees.
• In November 2019, DWS discussed a partnership opportunity with General Assembly (GA) to offer free “Try...” programs at the Workforce Center and Denver Public Library in 2020. GA has agreed to provide a free all day Try Digital Marketing and Try UX/UI starting in March of 2020. DWS’ Employer Services Manager appeared as a panelist in the Employable in 2030: Closing the Skills Gap Virtual Panel hosted by General Assembly attended by 67 participants.
• In the fall, DWS toured St. Vrain Innovation Center in Longmont and Cherry Creek Innovation Center; both provide amazing opportunities to high school students in each respective district.
• In September, DWS and Emily Griffith Technical College met to discuss a female-focused job fair to take place sometime in Spring 2020. EGTC has secured the McNichols Building and is continuing to fine tune the details.
• In October, DWS attended the Career Connect Fall Summit at Community College of Aurora and participated in a Career Pathways Event at Denver School of Science and Technology.
• In November, DWS participated at Community College of Aurora’s Tech Month Mix & Mingle event to discuss tech careers in with graduating GetIT students.
• In December, discussions started with DPS Career Connect to ensure current student pathways are in line with the IT industry’s current and future needs and identify additional opportunities to collaborate and support curriculum development around industry need.
• Shared information about IT career pathways at area schools including SOAR Academy in Sheridan High School in the second half of the year.
• To promote career pathways in in the IT sector after the COVID-19 closures, Denver utilized the virtual Careers in Construction conference call as a model to develop the Tech Careers calls to connect jobseekers with career opportunities and training resources including Turing, Secure Set, General Assembly, community colleges and community-based organizations.
• DWS partnered with Coursera for Government to offer unemployed Denverites the opportunity to access over 3,800 free courses until December 31, 2020. These courses include the Google IT Certificate program various other certs.

Retail & Hospitality:

• In July, DWS participated on panel for the Aspen Institute Webinar on New Approaches to Engaging Retailers: A First Look at Research on Workforce Boards and Retail.
• August: DWS provided Results Lab and the Rose Workforce Cluster with promising practices in workforce service delivery to clients with substantial barriers to employment through cohort training model.
• October: DWS partnered with its Veterans Service to Career provider, Volunteers of America Colorado, to provide our veteran, Thomas Downing with much needed services and employment with Code 4 Security. This partnership was highlighted on the Kelly Clarkson Show.
• Throughout the second half of PY19, DWS collaborated with Spring Institute for Intercultural Learning and Teach-by-Tech to provide online contextual English language training for 71 DEN vendor employees, as well as jobseeker workshops. Training included Cash Handling, English for the Workplace, Customer Service, Targeted Résumés and Acing the Interview.
• Denver also worked with additional partners over PY19 to further sector career pathways including Johnson & Wales University – for ongoing alignment between curriculum and employer needs, Denver Housing Authority’s Osage Café, and Work Options for Women’s culinary program.
Other Industries:

- DWS and its Veterans Service to Career provider, Volunteers of America Colorado partnered with CU Denver at the Auraria Campus to support 26 Veteran students that are completing their degrees or certificate programs.
- In October, DWS staff participated the DPS CareerConnect Sectors Industry Summit, as well as the Student Showcase, job fair and resource fair at George Washington High School (10 employers, 38 youth attended, 28 youth interviewed and 3 hired to date).
- Denver partnered with Mile High United Way to connect more than 1,500 individuals with accessed crucial resources and services at the October Project Homeless Connect. DWS organized a job fair that connected 440 jobseekers with employers and resulted in 286 job offers on the spot.
- DWS worked to recruit participants for Mi Casa Resource Center’s (MCRC), stackable credentials pathway program for the financial services industry. MCRC developed this program in partnership with the Community College of Aurora, Metropolitan State University of Denver, and local banks and credit unions.
- DWS participated in the Denver Scholarship Foundation Annual Youth Leadership Conference
- Denver also leveraged its engagement with the Denver Opportunity Youth Steering Committee, Children’s Cabinet and My Brother’s Keeper Executive Board to promote career pathways and the workforce system throughout PY19.
- In the spring, Denver met with the Blind Institute of Technology regarding workforce programming to support individuals with disabilities.
- In the second half of the year, DWS staff shared information on Early Childhood Education and Manufacturing career pathways at area schools including SOAR Academy in Sheridan High School.

DWS partners with the AARP Foundation on the Back to Work 50+ program, which provides the training and tools older adults need to compete in today’s in-demand jobs. The program consists of a workshop, one-on-one job coaching, and group coaching to assist mature workers with educational opportunities for upskilling, résumé and cover letter writing, networking strategies, effective interviewing, meeting with HR recruiters, and personal marketing. The program launched on July 31. By December 31, 2019, Denver had served 47 individuals through the workshops, 27 enrolled in the program and 7 found employment with an average wage of $21 per hour. By the end of PY19, Denver served 188 workshop customers, 56 enrolled, and 25 found employment with an average wage of $24.16. In the second half of the year, Denver worked with the AARP Foundation to ensure participants could connect to services virtually – allowing 10 participants to attend Back to Work 50+ Virtual Workshop, and eight jobseekers to participate in a virtual 4-day Back to Work 50+ Cohort Coaching Clinic. Additionally, DWS met with CDLE’s Office of Future Work regarding the development of their new website and how the older worker persona would be represented throughout the COVID-19 and DWS actively engaged in the Strategic Action Plan Group on Aging (SAPGA) and is working on projects to address the digital divide amongst older populations, as well as telehealth and support for informal caregivers. DWS also participated in the Denver Commission on Aging to determine the best ways to engage older adults during COVID-19.

In May, DWS partnered with the Denver Metro Chamber of Commerce and Skillful to share with jobseekers the importance of upskilling to make them more competitive in this new marketplace, available apprenticeships and other ways to get and stay connected.

As One-Stop Operator, ResCare convened the WIOA One-Stop partners monthly to align resources and services. The Denver Workforce Integration Network (DWIN) meets at partner locations including the Center for Work Education and Employment, Inner City Parish, Division of Vocational Rehabilitation, Denver Indian Center. Additionally, ResCare distributed information to this network through the DWIN Weekly Update newsletter which includes information on career pathways, upcoming job fairs, recruitment/hiring events, and training opportunities. Additional examples integration of Denver’s workforce and educational partners’ services include:
• Co-enrolled Denver Human Services (DHS) TANF customers – connecting 63 individuals with target industry training and 106 with target industry careers.
• Utilized information gathered through the state Disability Employment Initiative (DEI) Career Pathways Workgroup meetings, that promote agency partnerships with the Division of Vocational Rehabilitation, Atlantis Community, Bayaud Enterprises, Maximus, and CDLE in the development and use of career pathways to help individuals with disabilities.
• Created career pathways for Individuals with Disabilities enrolled in DEI/WIOA Adult and Dislocated program.
• Enrolled three Emily Griffith Technical College students into WIOA, to ensure their participation in the Culinary Quick-Start Cohort.
• Held “in-reach” community resource fairs at corrections facilities (Arapahoe County Residential Center, Camp George West Correctional Center,) to connect justice involved individuals with Workforce Services.
• Presented on employer and jobseeker services to Denver’s Road Home Network.
• Worked with Senior Planet to put on two technology trainings for older adults titled “Job Seeking in the 21st Century”
• Participated in the Colorado Coalition for the Homeless’ Transition from Jail to Community Collaborative (TJCC) Employment and Resource Fair to connect about 50 individuals with WORKNOW and Construction Sector opportunities.
• Hosted two Path to Community resource fairs at the Castro One-Stop Center; 17 CBOs participated in September and another 12 participated in February.
• Partnered with Red Rocks Community College to promote the CyberSecurity Registered Apprenticeship.
• Presented IT and Healthcare career pathway information to CWEE staff and customers and attended the quarterly Denver Digital Equity Coalition meeting.

Denver OSY provider Ability Connection Colorado (ACCO), partnered with over 20 of the core/required partners in the first half of PY19, including ResCare (WIOA Adult/DW) to provide informational sessions at the Montbello Workforce Center to connect with and enroll youth. ACCO also conducted outreach with the Division of Vocational Rehabilitation, Denver Department of Human Services (TANF/COWorks), Emily Griffith Technical College (CTE), Denver Public Schools (K-12) and several other agencies. ACCO has long-established relationships with these organizations and is leveraging these relationships to recruit youth for the WIOA training and support services with a focus on the Construction, Healthcare and Retail & Hospitality industries, which are not only industries with high demands for workforce, but also the industries most often requested by existing youth customers. In the second half of the year ACCO expanded its efforts to include CDLE Division of Vocational Rehabilitation (DVR) and Lookout Mountain Youth Center to connect additional youth with career pathways through WIOA co-enrollment. These efforts were hampered by the COVID-19 pandemic.

OSY provider Urban Peak partners with the Community College of Denver’s Educational Opportunity Center (EOC) to assist customers with career pathway exploration. The EOC helps youth navigate their futures through career exploration assistance, including assessments like the Strong Interest Inventory or the Myers-Briggs Type Indicator, educational planning, options for post-secondary degrees and vocational-technical certifications, and financial aid resources.

OSY provider Center for Employment Opportunities (CEO) has continued to participate in the Denver Workforce Innovation Network (DWIN), building relationships with the various WIOA core/required partners to better support young adult participants with additional services. CEO also participates in the GES Workforce Jobs and Education Task Force group, hosted by Focus Points Family Resource Center, to keep abreast of the opportunities available for young adults who may be living in the Globeville and Elyria-Swansea neighborhoods. Additionally, to provide justice-involved youth connection to career pathway and enrollment options, CEO consistently attended probation graduations and subsequent job and community resource fairs hosted by the Special Drug Offender Program (SDOP), attended Department of Corrections (DOC) re-entry orientations at parole offices, as well as DOC resources fairs in Denver Women’s, Camp George West, Denver Reception and
**Diagnostic Center**, the **Youth Offender System**, and **La Vista**. These methods allow CEO to engage with both PO’s and clients, to successfully reengage participants with careers.

**ISY provider Denver Public Schools (DPS)** re-established their partnership with **Denver Housing Authority (DHA)** in the second quarter, setting up a work experience with Arts Street to start in January and will pursue additional placements with DHA programs including health care and culinary arts training programs with Osage Cafe. In the third quarter, DPS will continue to collaborate with **Mile High Youth Corps** to cross-refer and support participants in the areas of construction and health and wellness, as well as Colorado Construction Careers Now. Additionally, in the second half of the year, DPS ISY participants attended a nursing and health sciences tour at the **Community College of Denver** and **Emily Griffith Technical College’s Women in Trades program**. DPS also hosted **Denver Human Services (DHS) case managers in the DPS Family and Community Engagement (FACE) Centers** to provide community-based DHS support and referrals for TANF and unemployment services. Case managers utilized these connections in referring families to support outlets during the COVID-19 economic crisis.

Denver also supported 136 youth participating in **DPS CareerConnect** paid summer internships in STEM occupations in early PY19.

In response to the COVID-19 pandemic, a number of DWS staff members were redeployed to assist DEDO’s Neighborhood Equity and Stability Team (NEST) to identify the needs of and provide services and resources to Denver’s most vulnerable populations. DEDO staff partnered with a number immigrant and refugee service organizations in the Globeville, Elyria-Swansea, Park Hill, and East Colfax neighborhoods; **Metro Caring,** **Roots Family Center,** **Redeeming Love Church Fellowship,** **Montbello 20/20** and Montbello Organizing Committee in far Northeast Denver; and **Colorado Coalition for the Homeless** and **St. Francis Center** to serve individuals experiencing homelessness. Additionally, Denver’s **Office of Immigrant & Refugee Affairs** to develop an Immigrant and Refugee town hall to address this community’s needs and questions; DWS in collaboration with the **COVID-19 Task Force** donated 25 computer monitors to agencies representing our immigrant and refugee communities to facilitate connection to online services. DWS participated in weekly meetings with **Second Chance Community**, a collaboration of organizations that provides shared resources related to Unemployment Insurance, workforce services, COVID-19 healthcare, and small business economic supports.

**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, Adult Education, and Postsecondary Education
- Local area has met CDLE related WBL funding requirements
- Meeting the needs of business through WBL expansion and/or enhancement

2. Questions to be answered:
   2.a. 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 is on track for the training targets outlined in its local plan. Although in the first half of the program year, Denver focused its investments in preparing the workforce with skills through occupational training that are necessary prior to beginning a WBL opportunity, by the end of 2019, DWS had connected 46 customers with work-based learning opportunities: 24 youth, 10 WIOA Adults, 2 Dislocated Workers, and 10 employed workers. Although Denver has already met or exceeded the work-based learning goals in Healthcare, DWS will continue to work to increase outcomes in this and the other target sectors.
By the end of the program year, Denver had provided 97 individuals with work-based learning: 47 youth, 30 WIOA Adults, 4 Dislocated Workers, and 348 employed workers with classroom upskilling. The COVID-19 pandemic significantly impacted placement of Denver customers in work-based learning: in the third quarter of PY19, prior to the COVID-19 closures, Denver had placed 45 customers in work-based learning opportunities; after March 16, only two. In the interest of customer safety, DWS ceased most placements.

The table below details Denver’s performance towards the training service targets outlined in the updated Local Plan and includes Lives Empowered, Veterans Service to Career and Summer Youth funding; it may include multiple services provided to individual customers due to co-enrollment in multiple programs.

<table>
<thead>
<tr>
<th>Target Industry Training</th>
<th>Work-based Learning Totals</th>
<th>Apprenticeships</th>
<th>AD/DW</th>
<th>Youth</th>
<th>Employed Workers</th>
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</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Target: 20</td>
<td>Actual: 7</td>
<td>Target: 5</td>
<td>Actual: 1</td>
<td>Target: 10</td>
</tr>
<tr>
<td>Early Childhood Education</td>
<td>Target: 10</td>
<td>Actual: 7</td>
<td>Target: 5</td>
<td>Actual: 1</td>
<td>Target: 10</td>
</tr>
<tr>
<td>Healthcare</td>
<td>Target: 20</td>
<td>Actual: 35</td>
<td>Target: 5</td>
<td>Actual: 10</td>
<td>Target: 10</td>
</tr>
<tr>
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<td>Actual: 4</td>
<td>Target: 5</td>
<td>Actual: 10</td>
<td>Target: 15</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Target: 20</td>
<td>Actual: 1</td>
<td>Target: 7</td>
<td>Target: 10</td>
<td>Target: 10</td>
</tr>
<tr>
<td>Professional/Financial Services</td>
<td>Target: 15</td>
<td>Actual: 7</td>
<td>Target: 10</td>
<td>Actual: 5</td>
<td>Target: 5</td>
</tr>
<tr>
<td>Retail &amp; Hospitality</td>
<td>Target: 20</td>
<td>Actual: 35</td>
<td>Target: 5</td>
<td>Actual: 24</td>
<td>Target: 10</td>
</tr>
<tr>
<td>Other</td>
<td>Total Unique Individuals: 125</td>
<td>97</td>
<td>20</td>
<td>35</td>
<td>65</td>
</tr>
</tbody>
</table>

* Includes all employed workers connected with training through their employers’ engagement with the Lives Empowered Initiative.

Per DEDO Policy Series 2019-DWS-21 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.b. What percent of your Youth Programs funds have you spent on Work Experiences?

As of the end of December 2019, Denver’s four Youth Services providers report spending $38,578 on 23 paid work experiences. This amount is 3.2% of the total contract program budgets, however it primarily includes only youth wages and stipends, and, for the most part, excludes expenditures of staff time working with employers to identify, develop, manage and evaluation work experiences and placing and retaining youth in the work experiences. By the end of the program year, Youth Services providers reported having spent a total of $51,281 in Work Experience youth wages, 4.2% of contract budgets. This amount does not include staff time related to work experiences.

In the first half of PY19, DWS expended $763,281 of its PY18 WIOA Youth funding, $745,427 of which were program costs. Work Experiences represented $243,934, or 32%, of that amount. By the end of PY19, DWS expended $608,430 of its PY19 WIOA Youth funding, $562,623 of which were program costs. Work Experiences
represented $72,466, or 13%, of that amount.

To address low work experience expenditures by the PY19 youth service providers, Denver is working with its contractors to identify other allowable costs countable toward the 20% work experience expenditure requirement and is implementing the following monitoring and tracking strategies in PY19:

- DWS staff will work with contractors to ensure all allowable and appropriate expenses count toward the work experience expenditure requirement.
- DWS monitors work experience expenditures on a monthly basis.
- Each month during the scheduled Technical Assistance meeting, the first agenda item addresses work-based learning expenditures. DWS staff review the current amounts obligated, expended and invoiced for work experiences and OJT.
- Additionally, DWS and its contractors discuss the pipeline of youth participants scheduled to engage in work-based learning opportunities.
- DWS staff collaborates with its contractors to address barriers to identifying employer sites and engaging the youth in work-based learning opportunities.

Denver was making significant progress prior to the COVID-19 closures in the third quarter of PY19, having placed an additional 20 youth in work experiences. However, all work experiences for youth under 18 were cancelled in mid-March to protect the health and safety of Denver’s customers. As of the end of PY19, Denver’s Youth providers placed 45 individuals in paid work experiences.

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

Denver contracted with three new out-of-school youth providers in PY19, Ability Connection Colorado (ACCO), Center for Employment Opportunities (CEO) and Urban Peak. Denver Public Schools (DPS) continued as Denver’s In-School Youth provider. Much of the first quarter of PY19 was spent transitioning to and training the new providers. However, Denver and its youth providers expanded work-based learning opportunities for youth through a number of strategies.

In coordination with the Denver Employer Services team, ACCO has conducted outreach to over 30 employers and has developed a strong relationship with Mile High Workshop, a manufacturing company that works with youth and adults with previous criminal history. The company provides paid training for a period of six months in specific manufacturing areas as well as rehabilitation services to participants in the program. Outreach activities continued through the second half of PY19 and focused on developing virtual work experiences for youth.

CEO engaged many new employers through its job development efforts. CEO also held a job fair with its most active employer partners for participants during which job-ready participants had the opportunity to interview for openings. Not-yet-job-ready participants also had the opportunity to participate in mock interviews with real employers to receive additional feedback and coaching on their interview skills. This provided employers an opportunity to interact with participants who may be a good fit for them in the future as CEO continues to help them develop their skills. After the COVID-19 closures, CEO’s business engagement shifted to identifying employers with immediate hiring needs as well as developing strategies for future work experience and employment opportunities.

Urban Peak recently hired a Job Developer to expand relationships and partnerships with employers in the community. These partnerships will lead to potential work experience sites and help connect youth to career pathways. In the second half of the year, Urban Peak had to postpone two work experience placements and were unable to place a third youth due to the COVID-19 closures, but were able place one youth in the fourth quarter.
DPS was on track for work-based learning placements through the second quarter of PY19 and aimed to increase the number of youth engaged in work experiences through the third quarter. At the end of the second quarter, an additional 14 work experiences were requested and were in the process of finalization, with the expectation that they begin early in the third quarter. DPS’ internal target for the number of work experiences was approximately half of all youth enrolled in PY19. These placements support further goal development and allows case managers to provide targeted career exploration activities and alignment to appropriate postsecondary options. Although the COVID-19 closures paused DPS work experiences, DPS developed more community-based placement opportunities and focused on industries that are challenging for youth to enter, including healthcare industry and IT, both of which are currently in even higher demand due to the pandemic. With Shelter-in-Place orders, extended business closures and employers shutting down, most employer engagement moved to virtual platforms in an effort to provide customer service and support as needed. DPS worked to create virtual work experiences with partners and supported employer partners in need of staffing upon reopening by reengaging youth older than 18 to complete their work experience hours as desired and allowable by city orders. In the fourth quarter a number of DPS youth returned to culinary experiences at Osage Café, a cosmetology experience at Celena’s and virtual work experiences with Make A Chess Move.

2.d. Additionally, please provide information on how you are partnering with K-12, Adult Education, and Postsecondary Education partners in expanding WBL opportunities for youth and jobseekers.

ResCare partnered with Mile High Youth Corps to connect 27 individuals with Healthcare and Construction work-based learning opportunities and supportive services. ResCare has hired a Registered Apprenticeship Subject Matter Expert who has created partnerships with these programs to assist candidates and apprentices with supportive services and navigation to successfully enroll and complete apprenticeship programs, including transportation, testing and assistance in securing high school transcripts.

ACCO partners with Emily Griffith Technical College, the Denver Public Schools (DPS) 18-21 program, DPS ACE Connect, Aurora Community College and Metro State Denver University to recruit for co-enrolled youth and to collaborate on workforce transition ideas, including work experiences, for youth. These partnerships continued through the second half of the year and focused on how to modify services to best meet the needs of youth with ongoing closures.

CEO partners with education providers who best meet the needs of our participants and their future career goals. Vocational staff work with each individual to understand their educational goals and to make referrals to the appropriate partner. The Job Coach/Retention Specialist then checks in on and follows the participants’ progress toward those goals. When appropriate, the Job Coach/Retention Specialist will reach out on behalf of the participant to ensure a smooth handoff and to connect them with a point person.

DPS has developed work-based learning opportunities with Community College of Denver, Red Rocks Community College, and Emily Griffith Technical College. DPS managers continued to meet with DPS CareerConnect administrative staff, as well as other CareerConnect staff including Pathways Directors and ACE Connect (Special Education work focused program) in schools to conduct needs assessments and identify youth eligible for enrollment into WIOA and establish work-based learning tracks for these youth. By utilizing the CareerConnect Apprenticeship model, DPS will be able to leverage on-the-job training for those youth entering the apprenticeship space once it is safe to do so again.

2.e. 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 the first half of PY19.
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. Additionally, the COVID-19 closures significantly inhibited Denver’s work-based learning efforts in the second half of the program year.

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. Below is a discussion of work-based learning programs that Denver supports and utilizes to meet its target industry sectors’ workforce needs.

**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. 5 Denver customers participated in construction industry work-based learning opportunities in PY19. 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 209 WORKNOW participants were enrolled in registered apprenticeships for the construction trades and 7 workforce center customers participated in construction industry classroom training.

The Denver Construction Career Pilot (DCCP) requires contractors working on Denver’s construction projects 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. 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 the 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 first half of PY19, Denver’s public infrastructure and construction projects employed 307 apprentices who worked over 80,000 hours (over 12% of all hours worked) on the city’s cultural projects. By the second half of the program year, DCCP transitioned from a pilot to a continuing program. 212 of the individuals employed on city projects in 2020 were apprentices and the hours they worked represented 10% of total hours worked on the projects.

**Early Childhood Education:** Denver funded 3 individuals with work-based learning opportunities in the first half of PY19 at Early Childhood Education (ECE) WBL experiences.

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. Denver connected 20 individuals with this program, but they were not WIOA-eligible.

Denver’s OSY provider Ability Connection Colorado’s (ACCO) currently operates four early childhood education
facilities in the Denver area. ACCO will provide support for eligible youth interested in ECE careers by providing work experiences for youth and help support them in their journey towards a career in early childhood education.

**Healthcare:** Denver connected 20 individuals with work-based learning opportunities within the Healthcare Sector in the first half of PY19 through its WIOA programs. DWS also has worked to meet the healthcare industry’s talent needs through staff support of regional programs aligned with the GMDHP, 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, two cohorts (for a total of 6 participants) completed Certified Medical Administrative Assistant or Medical Coding and Billing training through DHA’s Healthcare Academy and an 8-week Work Experience at Denver Health; one individual was hired by Denver Health.
- The first PY19 cohort for the Centura Health Medical Assistant Registered Apprenticeship began in July and participants completed the education portion in December. 19 successfully passed the classwork and 16 passed the Certified Clinical Medical Assistant exam on their first attempt. Workforce regions began recruiting for the second PY19 cohort in October: to enroll 70 apprentices, over 200 applicants attended 4 informational sessions.
- Denver customers represented 10 successful completions of the AHEC Healthcare Pre-Apprenticeship in the first half of PY19.
- Through its role with the GMDHP, Denver has connected HealthOne, Arapahoe Community College and Community College of Aurora to successfully register a Medical Assistant Apprenticeship and Patient Lab Technician Apprenticeship and recruited for over 30 open apprenticeship positions.
- Additionally, Denver has assisted in establishing registered apprenticeship for Sterile Processing Technician and Pharmacy Technician and recruited for over 30 open apprenticeship positions.
- 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.

**Information & Technology:** Although the TEC-P grant had closed out by the end of PY18, Denver continued to focus on the IT industry and provided 2 new customers with work-based learning opportunities in the first half of PY19. As discussed above, DWS is working with Ardent Mills to establish a year-long adult apprenticeship program to diversify the IT workforce by educating and preparing priority populations for IT careers. Denver is investing in preparing the workforce with basic IT skills that are necessary prior to beginning a WBL opportunity. In July, DWS launched a free 5-week SecureSet Cyber Pilot Workshop, which provided pre-training to determine interest and abilities for cybersecurity occupations; 14 participants passed the final exam. Denver also partnered with Turing, General Assembly and the Denver Public Library to provide free Try Coding, Try UI/UX and Try Digital Marketing workshops. Not only do these activities prep jobseekers for WBL activities, but also, and more often, connect them directly with unsubsidized employment. Additionally, in March, DWS met with Ardent Mills to establish a work-based learning partnership.

**Retail & Hospitality:** Due in great part to the success of the Lives Empowered grant, Denver connected 10 individuals with work-based learning opportunities in the first half of PY19; this included 7 apprenticeships, 7 OJTs, and 3 paid youth work experiences. Additionally, DWS provided classroom training for 173 employed workers in the sector. In the second half of the year, another 25 customers were connected to Retail & Hospitality work-based learning, including 7 apprenticeships, and 17 OJTs; another 175 employed workers were provided with classroom upskilling. These activities directly met the needs of 56 Retail & Hospitality employers in the first half of the year and another 52 in the second half:

- DWS continued its collaboration with Stonebridge Companies, the American Hospitality and Lodging Association (AHILA) and the Colorado Hotel and Lodging Association (CHLA) University on the Lodging Manager Apprenticeship.
- 84 participants completed the Colorado Hotel and Lodging Association (CHLA) University Certified
Hospitality Supervisor Certification (CHS) training for various Denver, Denver Tech Center, Aurora and Vail East and West hotel properties. DWS enrolled another 42 participants, over 2/3 of whom are from Gaylord Rockies, into the Spring 2020 cohort of the program, which began on Feb. 28.

- First Aid and CPR classes were provided to 9 Prodigy Coffeehouse employees.
- ServSafe training was provided to a total of 158 Fire on the Mountain Restaurant, Sexy Pizza Restaurant, Prodigy Coffee House and Sheraton DTC hotel employees throughout PY19.
- Prior to the COVID-19 closures, DWS staff had scheduled retail upskilling for 42 DEN kiosk merchants that would include customer service and retail operations and profits classes through Provenzano Resources, which manages airport kiosk managers; however, these plans were cancelled when most merchants had to cease operations.
- DWS coordinated with Spring Institute for Intercultural Learning and Teach by Tech to provide Workplace English Language classes for 29 employees of DEN employers and concessionaires in the first half of the year and another 42 by the end of the year. In the last two quarters, the classes had been expanded to provide Customer Service English as well as contextual cash handling and were offered online to ensure social distancing and increase accessibility.

**Other Industries:** Denver continued to support and refer customers as appropriate to Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program (AMTAP). DWS connected 82 participants to the AMTAP program via our Summer 2019 information sessions; although 6 participants were residents of Denver, none were eligible for WIOA funding. Additionally, DWS connected one individual with work-based learning opportunities in the manufacturing sector and 7 customers with work-based learning for financial and professional services;

As discussed above, Denver connected 22 adults and 24 youth with work-based learning – 10 in Retail & Hospitality, 20 in Healthcare, 5 in Construction, 3 in Education, 5 in Professional Services, 2 in IT and 1 in Manufacturing in the first half of PY19.

To address the lower than expected number of WBL services, Denver’s Adult service provider ResCare continued to meet with sector partners and employers to share the benefits of WBL opportunities and worked with DWS staff to identify employers looking to expand. Marketing materials were updated and circulated in Resource Centers and community partners (Libraries, Recreation Centers, community organizations, convener partners, etc.). Over 30 employer outreach efforts, with a large focus on OJT outreach were conducted, including presenting to a group of media sector employers on OJTs, Workforce Centers and employer’s services offered. The Media Sector employers wanted to focus on building diversity within the sector, so Denver provided expanded labor market information and connected the group with the BTW50+ program, Disability Employment Initiative, and Veterans’ services. Since the presentation, this group of employers collectively applied for a grant with the CDLE to start a next generation sector partnership in the Media/Journalism industry.

Denver’s OSY provider Center for Employment Opportunities CEO immediately reconnects youth to the workforce by employing them in work experiences within a week of enrollment. While employed in transitional work, participants meet weekly with job coaches and job developers, who provide them with individualized support and help them plan towards their career goals. When helping participants to plan for their futures, CEO focuses on the target industries ensuring that youth understand the demand and future opportunities those sectors offer. This gives the youth the support needed to make thoughtful and strategic plans for a career path in a growing field.

By the end of the year, a total of 50 adults and 47 youth had engaged in work-based learning: 7 in Construction, 7 in Education, 35 in Healthcare, 4 in IT, 1 in Manufacturing, 7 in Professional Services and 35 in Retail & Hospitality. Denver is confident that had the COVID-19 pandemic not led to wide business closures, work-based learning placements would have been significantly higher.
Business Engagement, Enhancement, WIOA Services

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

3. Questions to be answered
   3.a. 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 jobseekers, 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 1,331 employers in the first two quarters of PY19. Denver Employer Services staff and its adult service provider ResCare hosted 263 job fairs and customized hiring events, through which 1,082 jobseekers connected with 314 employers, who filled 180 positions (many candidates were offered positions during these events). In the second half of the year, Denver served 1,177 employers, hosted 141 job fairs and hiring events, which connected 4,048 jobseekers with 436 employers. In the first half of the program year, Denver has reactivated 62 employers and processed 107 new employers. By the end of the year, Denver reactivated a total of 167 employers and processed a total of 256 new employers.

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 jobseekers from the Workforce Center and Denver Human Services. At each of these monthly job fairs, an average of 24 employers connect with at least 75 jobseekers. In PY19 149 employers met with over 450 jobseekers. 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 Allegiance Home Care, Amazon, Apartment Association of Metro Denver, Black Hawk Casinos, CVS Health, First Bank, Fiat Chrysler Auto, HIC National Western, HomeAdvisor, King Soopers, Macy’s, Sodexo, and Superior Roofing.

Denver has added Quarterly Path to Construction Job and Resource Fairs to meet the demands of employers (3 events held this program year, which connected 86 jobseekers, with 30 employers, CBOs and training programs).

- In September, DWS hosted business leaders from 57 employer partners at the Sept. 11 Employer Appreciation Luncheon to share information about available services and to directly hear about their workforce needs from them.
- DWS participated in the Mountain Plains Minority Supplier Development Council’s Business Alliance Fair
- Denver’s DCCP participated in DEDO’s Division of Small Business Opportunity’ December Bridging the Gap event, which directly connects city contractors with city agencies and contracting opportunities, to share information on employer and workforce services DWS provides.

To continue to meet the needs of employers after the COVID-19 public safety closures, Denver immediately pivoted to offering virtual job fairs and hiring events – online via Connecting Colorado or through hosting phone and video conferences. From March 16 through June 30, Denver’s virtual job fair connected over 3000 jobseekers with 71 employers. Employers represented Denver’s in-demand industry sectors, including Amazon, American Striping, Centura Health, Colorado Premium Foods, CDOT, CVS Health, Denver Public Schools, ilending Direct, InnovAge, King Soopers, Open Media Foundation, Owens Corning, Staples, and Trulite Glass & Aluminum. Denver hosted Now Hiring! Teleconference events for over 30 employers to fill essential positions including Amazon, Aramark, ClayDean Electric, CDOT, DPS, FirstBank, InnovAge, Natural Grocers, Phipps

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Construction, Soderberg Masonry, and UPS.

Additionally, DWS staff participated and supported the Denver Economic Relief and Recovery Council (ERRC), an advisory group of business and community leaders across industry sectors created to provide strategic recommendations to the Mayor and the City’s Executive Leadership on how to mitigate and prevent further negative impacts of COVID-19, as well as accelerate future growth to the Denver economy and businesses, through an equitable lens. DWS staff participated in the ERRC’s Micro-Business Subcommittee, which hosted a Micro-Business Townhall in June to give a voice and directly address the recovery, reopening and sustainability needs of Denver micro- and small businesses.

Throughout PY19, 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.

Construction & Skilled Trades: DWS continued to support employer engagement and outreach services in the first part of the program year. The Construction Workforce Team successfully partnered with the Business Services Team to offer quarterly Path to Construction Events held at our local workforce centers. The team also participates in several community groups with industry including the GES Workforce Group, Association of General Contractors Colorado’s Diversity Committee, and the WORKNOW CORE Partnership.

- In July, DWS joined approximately 80 members of the NAACP representing professional service, construction and retail businesses to share information on the initial steps to access the $200M in contract opportunities related to DEN Concourse Expansion. In January, Denver presented an overview of opportunities, services and resources to the Hispanic Construction of Colorado’s Aviation Subcommittee to assist with hiring for DEN and Peña Boulevard projects.
- In October, the DCCP Team presented workforce requirements for city infrastructure and development project contractors to about 50 DSBO certified small, minority- and women-owned businesses at the Construction Empowerment Initiative meeting.
- WORKNOW ended 2019 with 1,439 enrollees. 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. By the end of PY19, WORKNOW had enrolled 1,731 and placed 699 individuals in employment.
- In September and January, DWS hosted Path to Construction Job and Resource Fairs and connected 119 jobseekers with 27 employers and training programs, including American Striping Company, Ames Construction, Cintas, Phipps Construction, Haselden, Soderberg Masonry, and Union Pacific Railroad, and community partners, including Colorado Home Building Academy, Denver Housing Authority, National Western Center, The Master’s Apprentice and Workforce Initiative Now. DWS hosted a third construction job fair virtually in June in that connected 20 employers with 115 jobseekers.
- The DWS DCCP team developed an outreach plan and began connecting Peña Blvd project subcontractors with WORKNOW jobseekers.
- In early February, Denver staff helped recruit employers for Lakewood High School’s Careers Week, which aimed to support high school vocational training programs and increase awareness for construction employers. Companies participating included Baker Concrete, Colorado Homebuilding Academy, Encore Electric, Golden Triangle Construction, JE Dunn, Kenny Electric, Palace Construction, and Southwest Regional Council of Carpenters.
- In the third quarter of the year, DWS partnered with employers to plan the Construction Careers Hiring Event which was originally scheduled for April 8. This event would connect employers, including Baker Concrete, Encore, GH Phipps, Haselden, Hensel Phelps, ISEC, Inc., and JE Dunn, with 15- to 18-year-olds students that participated in the Home Builders Institute’s PACT Core and OSHA Certification training for work-based training opportunities. Due to the COVID-19 closures, this event will not take place until; PY20. Employers that participated in planning and supporting this event include.

Early Childhood Education: Through its role within the Denver ECE Sector Partnership, DWS continues
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. The ECE sector was heavily impacted by COVID 19 in the second half of the program year. Most work shifted to recruitment of new teachers into ECE occupations and helping employers understand the changing child care needs and concerns most their employees will face.

Healthcare: Although Healthcare employers, including Centura Health, InnovAge, Mountain Home Health Care, Personal Home Care Plus, SCL Health, Seniors’ Resource Center, Sheridan Healthcare, and United Health Care regularly participated in Denver’s Path to Payday job fairs, Customized Now Hiring Events and the Virtual Job Fair, 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 the Fair, Personal Home Care Plus employed the program year Childhood Milestones EC Workforce grant. and job postings) to industry employers beyond supporting the OJTs with 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. The ECE sector was heavily impacted by COVID 19 in the second half of the program year. Most work shifted to recruitment of new teachers into ECE occupations and helping employers understand the changing child care needs and concerns most their employees will face.

DWS conducted informational sessions to connect over 300 individuals with Centura Health and HealthOne’s Registered Apprenticeships.

DWS conducted interviews for Denver Housing Authority’s (DHA) Healthcare Academies to fill Work Experience Opportunities with Denver Health

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 Denver Pubic Schools.

Denver connected Healthcare sector employers with the Greater Metro Denver Healthcare Sector Partnership to virtually to discuss the “new normal” with regards to COVID-19.

In the second half of the year Denver helped promote Centura Health’s Fall 2020 apprenticeship cohorts and refer customers to the May virtual information sessions.

Information & Technology: With our continued efforts to support IT employers, DWS has coordinated meetings and sub-committee activities of Tech Talent Denver (the new name of Denver Metro Tech Partnership) and has successfully added 11 new employers to the partnerships roster. DWS collaborated closely with Colorado Technology Association on an apprenticeship taskforce to tackle the ongoing tech talent shortage in the regional workforce.

DWS has engaged 25 IT employers and supported the IT industry employers with the following activities since July 2019:

- Developed a website with a grant from CWDC to create a space for the partnership to showcase industry members, public partners and show value to our sector partnership
- Supported the DMTP in launching the Tech Talent Denver webtool to provide resources and information identified by industry partners for Colorado’s three tech sector partnerships (Tech Talent Denver, Tech Talent Boulder and Upper Arkansas Technology Sector Partnership) to show their alignment and support of one another.
- DWS and SecureSet Academy (a Tech Talent Denver Education partner) developed a cybersecurity workshop pilot that was a free 6-week program for anyone to attend and explore a career in cybersecurity.
- DWS partnered with Boulder and Cañon City sector partners to explore IT industry workforce needs and provide continued support.
- Denver expanded an IT Resource Guide to include a comprehensive list of local higher education programs/tech bootcamps/workshops to further support employers, local workforce agencies and non-profit partners to assist jobseekers in building careers in the IT sector.
- DWS is currently planning an IT job fair/hiring event for the spring 2020.
- DWS, Colorado Technology Association and DEDO Business Development staff engaged with Ardent Mills CIO in January to discuss the build-out of Apprenticeship Program for IT entry level adults. This program is still in development phase and will potentially kick off in 2021.
• DWS and Twillo have connected with the state to create and IT Apprenticeship (Hatch Program) that will hire on 8-10 apprentices by the end of 2020.
• DWS and Two Octobers are working with the state to create a Digital Marketing Apprenticeship program that will start with 1-2 apprentices by end of 2020 and scale up from there.
• DWS has partnered with Google to connect employers with graduates by tapping into the Google Employer Consortium. This consortium is a free resource to all employers across all sectors who are looking for entry level talent and who have completed the Google IT Cert.

Retail & Hospitality: DWS conducted hiring events for 33 sector employers with 947 open positions (of which 400 open positions were with a single employer that took over a contract from another vendor). A total of 615 jobseekers participated in these events and 479 received job offers.

In January, DWS connected 91 jobseekers and 14 employers, who reported 22 job offers, at the quarterly Find Your Future at DEN job fair. In February, Denver hosted an industry awareness event for Sage Hospitality. In the spring, DWS began collaborating with the Colorado Restaurant Foundation and Dynamic Learning Inc., to provide ServSafe Manager Certifications through the Lives Empowered Initiative for incumbent and displaced workers beginning in PY20. DEN Workforce Center utilized Lives Empowered grant funding to provide more than 50 DEN Concessionaires’ employees with contextualized Workplace English and 14 with Customer Service ESL classes provided by Spring Institute. When the COVID-19 pandemic necessitated workforce center closures, DWS migrated these classes to an online format to continue to address the needs of DEN businesses and their employees.

Other Industries: A number of manufacturing and manufacturing support employers participated at the monthly Path to Payday job fairs, Now Hiring events and the Virtual Job Fair, including AmeriCold Logistics, Colorado Premium Foods, Harvest Moon Baking Company, Kroger, MAI Mechanical, National Assemblers, Ouray Sportswear, Smithfield Pet, Trulite Glass & Aluminum, and. DWS also hosted several financial and professional services employers at its monthly Path to Payday job fairs, including Clear Choice Staffing, Colorado Staffing Solutions, Connections Training and Staffing, FirstBank, iLendingDIRECT, Sage Telecommunications and Staff Zone. In January, DWS participated in Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship recruitment event at the Arapahoe Community College Castle Rock Campus to provide information to over 80 job seekers interested in the training program.

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.

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 September 5 event for the Kroger/ King Soopers Bakery, which was attended 37 employees and included a reverse job fair with employers including Amazon, Whole Foods and Sprouts Farmers Market.
• The October 8 event for Nestlé that connected 12 staff with information about available services.
• The October 22 conference call to prepare for the 50 flight attendants being separated from Trans-State Pays with Delta Airlines.
• The December 19 event for Molson-Coors.
• The June event with Blueprint attended by 67 employees. Denver has provided ongoing support for these individuals to transfer their skills to new employers or industries before their last day.

When the COVID-19 pandemic closures led a sudden flood Denver’s employees to layoff or furlough tens of thousands of employees, Denver’s Employer Services team immediately launched an ongoing Rapid Response Layoff Assistance conference call that was offered 7 times each week to provide information about services and benefits available to help individuals overcome their job loss, including unemployment insurance, career counseling, resume preparation and job search assistance. By the end of PY19, 74 calls provided information to
over 650 individuals and over 70 employers.

3.b 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 participation in Sector Partnerships to prioritize the proven strategies of work-based learning and other training opportunities in our targeted industry sectors of Construction, Education, Healthcare, Information & Technology (IT), 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.

Denver staff convenes four of the Sector Partnerships. Below is a list of accomplishments for those partnerships as well as Denver’s other partnerships, throughout PY18:

Construction & Skilled Trades: DWS convenes the Denver Metro Construction Sector Partnership on a monthly basis. 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 2 full partnership meetings and 2 convening team meetings this program year. The DMCSF currently represents 60 employers, 11 associations and 77 public partners. New partners since July 1 include Haselden, GH Phipps, SMG Homebuilding, and the Denver Scholarship Fund. The partnership’s priority is to build career pathways for youth. The partnership has one subcommittee: Youth Internship Committee. The DMCSF’s Youth Internship committee is currently engaged in finalizing its White Paper *Myths vs Realities in Youth on the Job Site*. The group’s focus is on student training, internship best practices, legal FAQs, a program implementation outline, and success stories from current contractor internship programs for high school students.

The DMCSF focus in PY19 is to continue its work to develop a robust youth talent pipeline in the industry. The partnership is working with the Association of General Contractors (AGC) to host a collaborative Youth Hiring Event at the Denver Coliseum on April 8th of 2020. The partnership has formed 3 teams made up of Industry, Education and Workforce members to work on event planning, industry outreach and student and CTE outreach to coordinate this collaborative event. Although the event could be held at the Coliseum due to the COVID-19 closures, Denver coordinated a virtual Careers in Construction Job Fair in June which was attended by 115 jobseekers and 20 employers and training providers.

In the second half of the year the DMCSF has refocused on creating virtual mentorship opportunities for local high school vocation programs and has selected the DPS CEC Early College Vocation Training Program as the pilot school. DMCSF will provide 12 - 14 mentorship opportunities in the fall or spring depending when schools open with employees from the AGC Colorado, Baker Concrete, EmpowerCom, GE Phipps, Golden Triangle Construction, Hensel Phelps, and JE Dunn.

Early Childhood Education: DWS and the Early Childhood Council launched the ECE Sector Partnership in PY18. In the first half of PY19 Denver supported the group in the following activities:

- The Policy committee worked with the state on policy change and guidance.
- The Messaging committee worked on recruitment and education of early childhood educators through its Facebook page, which now has more than 150 members.
- Increasing attendance at and involvement of members at meetings through partnerships with Mile High Early Learning, Teach for America, St. Vrain School District.
- Coordinating Career Pathway resources through messaging and the best strategies for connecting individuals interested in entering or growing in the field.
The group was working to conduct two job fairs in the spring of PY19, which were cancelled due to the COVID-19 closures.

In the second half of the program year, DWS staff participated in Early Childhood Education Workforce Legislation Virtual Meeting with the Denver Early Childhood Council.

In June, the ECE Sector Partnership hosted an employer focused webinar: “Including Child Care in Your Business Back to Work Plan,” and is planning a second webinar for September 2020.

The ECE Sector Partnership began planning for a virtual ECE hiring event for PY20.

**Healthcare:** DWS has continued to serve as the Workforce Liaison of the Greater Metro Denver Healthcare Partnership (GMDHP). GMDHP has continued its priority of promoting the top 5 occupations, targeting youth, and continuing to develop registered apprenticeships and supporting other training opportunities like the Healthcare Pre-apprenticeship and Denver Housing Authority’s Healthcare Academies.

GMDHP was awarded a 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 the “Growth” of business investment through a CWDC match with funding through 2020. Since Centura Health and HCA/HealthOne contributing over $75,000 to the GMDHP, the group was able to receive the full CWDC matching award amount.

Hopefully securing the Growth grant will allow a GMDHP’s industry partners, educators, and/or workforce staff to attend the Jobs for the Future (JFF) Conference in June 2020. Collecting key takeaways from the would be shared to CWDC, Denver’s Workforce Board and DWS Staff to continue to build upon our successes in the Work-Based learning model.

In the second half of the year, DWS convened the GMDHP virtually on a quarterly basis and recruited new industry co-chairs for the partnership from Colavria Hospitality and the Colorado Department of Human Services.

**Information & Technology:** DWS continued to co-convene Tech Talent Denver Sector Partnership (formerly Denver Metro Technology Sector Partnership) alongside conveners from Colorado Technology Association, Jefferson County and A/D Works. The current membership list includes over 100 employers/industry partners, including: Ardent Mills, Pairin, Techtonic, STUNG Technologies and RTL Networks, as well as public and education partners. In October, DWS and Tech Talent Denver launched a search for a new industry champion to co-chair alongside Pairin. Because of this DWS outreach, a new C-level industry representative from Ardent Mills was named co-chair for PY20.

In early 2019 the Denver Metro Tech Partnership (DMTP) decided to embark on a name change. This change was prompted in part by the desire for a unified brand with Boulder’s Tech Sector Partnership to promote the mission of the partnership. With the help of Boulder’s and the DMTP’s leadership, Tech Talent Denver unofficially became the partnership’s name summer of 2019; Boulder became Tech Talent Boulder. The two partnerships aligned logos but remained differentiated by the geographic location.

In July, the group launched the Tech Talent Colorado Webtool that was an active deliverable from the previous year. The tool allows companies to collaborate and share best practices and resources to find and develop the talent they need. This tool also connects employers to local education and training providers, allows for feedback when new solutions are needed in the market, and shares internal tools use by employers.

DWS has worked diligently since July to engage and recruit members to create free online profiles within the tool. Since its launch in July 2019, over 30 IT Industry and Public Partners have created profiles to start the talent development process. DWS along with the leadership team are establishing tangible action items in 2020 to ensure continued participation and success of the tool going forward.

In the second half of the program year, DWS continued to participate in Tech Talent Denver meetings, including two Tech Talent Denver industry meetings that provided a way for employers to engage in work-based learning.
models for youth and adults and the Tech Talent Virtual Panel Tech During COVID-19 in April. Denver also recruited the Ardent Mills’ CIO as the new Industry Champion for Tech Talent Denver.

Tech Talent Denver had been working on developing a work-based learning outreach program that introduced youth into the world of tech through employer-led “road shows” at metro area high schools. Interested students would be connected in a variety of short- or long-term work experiences to learn a number of occupational roles that exist in tech careers. Once the pandemic hit, the outreach focus shifted to unemployed adults. Tech Talent Denver hopes this program can begin in 2020.

Manufacturing: As noted above, Although Denver does not convene a sector partnership for the manufacturing industry, DWS staff continued to participate with Colorado Advanced Manufacturing Association (CAMA), attend convened sector partnership meetings, and serve as its public partner when appropriate. As of October, the Metro Area Manufacturing Partnership (MAMP) is now convened by Jefferson County Business & Workforce and the Jefferson County Economic Development Council. Denver continued to engage manufacturing sector employers to maintain awareness of their needs and employment opportunities. The MAMP held a re-launch in February at Geotech Environmental Equipment; companies in attendance included dBMEDx, Lockheed Martin, RK Mechanical, Red Rocks Toffee, Wanco, and Warming Trends. Denver will continue to support the group as it looks to increase recruitment with metro high schools and identifying local training programs.

Retail & Hospitality: Denver continues to convene the monthly meeting of the Metro Denver Retail Partnership (MDRP). In the first half of PY19, the following developments occurred:

- Establishment of marketing materials, value proposition, mission and vision statements.
- Direct calls, marketing and emails outreach.
- Restructuring of MDRP meetings.
- Quarterly/Bi-Annual events.
- September MDRP Event with industry panel, networking and an invitation to partners with diverse professional backgrounds to highlight the partnerships work and increase participation.
- Through the Lives Empowered Grant Initiative, DWS has availed itself to provide technical support for potential launches the Vail Valley, Arapahoe Basin, Pagosa Springs and Southwest Corridors.

At the beginning of the second half of PY19, Denver supported the MDRP’s February breakfast networking event to recruit new members, share information on sector employment data and trends that featured presentations from Enrich and the CWDC and development of 2020 action items. Meetings continued virtually for the remainder of the year and focused on 2020 action items, COVID-19 resources and giving voice to members concerns and needs.

Local Workforce Development Board Performance

1. 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 the High Performing Board Rubric and Application Guidelines in Policy Guidance Letter WIOA-2019-01. You can find the full CO High Performing Local Board Report [here](#).

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 submitted three stories to WIW:

1. Jordan, an In-School Youth customer whose application to CSU is initially rejected. WIOA staff at North High
School help Jordan submit an application appeal. Jordan will start his freshman year at CSU this fall semester.

2. DWS partners with IFMA, CCD and area Facility Management employers to develop the Facility Management Talent Development Pipeline (TDP) program.

3. Keven, an In-School Youth, who connects with Denver’s WIOA Youth Program and success: honor roll, graduation and enrollment with training and a culinary internship.

2. If your mission, vision, or the description of your local area has changed since submitting the PY18 end of year report, please update us here for use in the PY19 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 have not changed in PY19. The vision and mission of the Denver Workforce Development Board were modified as a result of its strategic planning activities

Vision: All of Denver’s diverse workforce is empowered with the knowledge, skills and competencies to contribute to and fulfill the employment needs of our evolving business community.

Mission: Mobilizing our key workforce partners to deliver talent to Denver’s business community, generate opportunity for Denver’s workforce and sustain a thriving, inclusive economy for all of Denver.

Values: Accountability, Authenticity, Collaboration, Commitment, Diversity, Innovation, Respect

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)

When the COVID-19 pandemic led Mayor Hancock and Governor Polis to issue orders to close non-essential businesses and resulted in businesses furloughing or laying off tens of thousands of employees, the demands for workforce services increased just when Denver’s Workforce Centers were closed. At the end of February, 2,202 customers were enrolled in Denver’s PT program and 8,486 in Employment Services. By the end of March, PT enrollments had increase by almost 50% to 3,194 and ES enrollments had almost doubled to 16,195. DWS and its contracted providers had to innovate quickly in order to successfully serve these customers.

In an immediate response to the COVID-19 closures and the incredible increase in our jobseeking customers, DWS made most services, job readiness training, workshops and case management available virtually, either online or via phone calls. DWS and contractor staff provided online job readiness training that included WIOA Orientation, Targeted Résumés, Acing the Interview, Job Search and Succeed at Work, as well Connect2Success TANF Orientation, that allowed us to continue to provide services at a time when our customers needed them most.

DWS Employer Services team established a virtual job fair in Connecting Colorado on March 17, quickly engaging employers from essential industries as well as those who had been recruited to participate in a number of planned spring job fairs, including a Construction Sector job fair and a Summer Employment job fair, to participate in the online service. By the end of the program year, 83 employers connected with almost 3,000 jobseekers. Additionally, Denver’s Now Hiring! customized events pivoted to conference calls: 86 Now Hiring! events connected 453 jobseekers with employment opportunities.

To connect the incredible number of individuals impacted by the COVID-19 layoffs with available workforce
services, as well as answers to their questions, the Employer Services team began offering Rapid Response Layoff Assistance calls seven times a week that reached over 650 individuals and over 70 employers.

As the number of Denver’s jobseeking customers rapidly increased, Denver launched a series of Workforce Wednesday Webinars in early April to provide general information and specialized topics targeted to assist these individuals with online job searches, online networking, and updating résumés. Through these webinars DWS provided 157 jobseekers with resources and access to services to keep their careers on track. Evolving out of Workforce Wednesday Webinars were the weekly Careers in Construction calls, which also addressed the ongoing need for the construction workforce to fill open essential positions by providing career pathway information and connect jobseekers with available jobs. The success of Careers in Construction inspired Denver to develop weekly Tech Careers and Healthcare Careers calls to provide jobseekers with career information on additional essential occupations.

The DEN workforce center expanded its virtual service delivery to provide community events, employment events and job readiness training, including virtual Workplace English, Cash Handling and Customer Service English to ensure continuity of services and meet the needs of both jobseekers and employers. Additionally, DEN hosted two Rapid Response Layoff Assistance calls with Amharic interpretation to assist individuals impacted by layoffs.

DWS also worked with AARP to successfully shift the delivery of the Back to Work 50+ Workshops, Job Clubs and Networking events to a virtual format. DWS supported its Veterans Service to Career partner Volunteers of America (VOA) as they redesigned program services to provide 200 veterans with gift cards and connect them with community resources to address their food poverty challenges faced due to the COVID-19 closures.

By the end of PY19, Denver’s ES enrollment had increased to 36,488 – 430% that of the pre-COVID-19 8,486 and our PT enrollment to 5,971, 271% more than the 2,202 from February. With the anticipated additional and continuing numbers of customers in need of our services, Denver will continue to innovate to ensure we provide jobseekers and businesses with everything they need to succeed in these times.

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)

2020 has been an unprecedented year with never-before-seen challenges. Denver has been able to step up and answer the demand of our jobseekers and our employers throughout the year. We have been able to make rapid adjustments to the way we deliver services and have been able to respond to the changing demands of both sides. As detailed above, we were able to convert all services to virtual, while introducing a host of new programs and services in response to the COVID-19 pandemic. Denver was also able to launch new programs and services throughout the year to assist our most vulnerable populations. One example of this is our partnership with AARP, and the launch of Denver’s Back to Work 50+ Program, which delivers tailored assistance to our most experienced jobseekers. Additionally, we faced more audits and monitoring throughout 2019 and 2020 than we ever have before and were able to respond to all of the questions and data requests in an efficient and timely manner, with positive results overall.

The thing that Denver is most proud of is that we were able to accomplish all of those things while onboarding three new Out-of-School Youth providers, issuing a Request for Proposals for our Adult Services provider and One-Stop Operator, and then selecting and transitioning our new partner. Through it all, we feel like Denver is in a better position than ever before to serve the unique needs of our customers. On the Youth side, we retain an important partnership with Denver Public Schools as they continue as our In-School Youth provider. This partnership allows for tremendous access to the ISY pipeline, while also allowing us to leverage the many resources that DPS brings to the table. The biggest change for Denver came on the OSY side, where we awarded three contracts to organizations that can deliver more tailored services that assist in removing the
barriers that our OSY face. Ability Connection Colorado is uniquely poised to assist our youth with disabilities as they have more than 60 years of experience working with these youth and their families. Urban Peak brings unrivaled experience in the Metro Denver area in serving youth who are experiencing homelessness. And lastly, the Center for Employment Opportunities provides a proven work-based learning program for youth with conviction as a barrier.

Throughout the program year, Denver has also been engaged in an RFP process to procure the future Adult Services provider and One-Stop Operator. This rigorous and comprehensive process led us to the decision of selecting Eckerd Connects as that future partner. Eckerd Connects brings a different approach to Denver’s Adult Services and One-Stop Operations with their non-profit approach, mission, and values. Eckerd was able to retain more than 90% of the previous ResCare Workforce Services team, allowing for a seamless transition to start PY20, and a continuity of case management for currently enrolled jobseekers. Denver is confident that we, along with this team of partner providers, will be able to serve our customers at a level never before seen at Denver Workforce Services. The new post-COVID “normal” will bring with it even more change and challenges to face in PY20, but Denver is just as confident that we will meet these developments as we are proud that we have been able to answer those calls in PY19.

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.
Best Practice Action Form

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 your area has taken new action on one of the PY19 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. A best practice will count towards one of the following categories:

1. Work-based learning opportunities (Youth, Adult/DW, transitional jobs, incumbent workers)
2. Business Engagement, Enhancement, WIOA Services
3. Career Pathway Development

PY19 PIF Category this Best Practice has most impacted: Business Engagement, Enhancement, WIOA Services.

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

When the COVID-19 pandemic led Mayor Hancock and Governor Polis to issue orders to close non-essential businesses and resulted in businesses furloughing or laying off tens of thousands of employees, the demands for workforce services increased just when Denver’s Workforce Centers were closed.

Target (What was the goal): 

Denver Workforce Services (DWS) and its contracted providers had to innovate quickly in order to successfully serve these jobseeker and business customers.

Action (Who was involved/what was done): 

In an immediate response to the COVID-19 closures and the incredible increase in our jobseeking customers, DWS made most services, job readiness training, workshops and case management available virtually, either on-line or via phone calls. DWS and contractor staff provided online job readiness training that included WIOA Orientation, Targeted Résumès, Acing the Interview, Job Search and Succeed at Work, as well Connect2Success TANF Orientation, that allowed us to continue to provide services at a time when our customers needed them most.

DWS Employer Services team established a virtual job fair in Connecting Colorado on March 17, quickly engaging employers from essential industries, as well as those who had been recruited to participate in a number of planned spring job fairs, including a Construction Sector job fair and a Summer Employment job fair, to participate in the online service. Additionally, Denver’s Now Hiring! customized events pivoted to conference calls.
To connect the incredible number of individuals impacted by the COVID-19 layoffs with available workforce services, as well as answers to their questions, the Employer Services team began offering Rapid Response Layoff Assistance calls seven times a week.

As the number of Denver’s jobseeking customers rapidly increased, Denver launched a series of Workforce Wednesday Webinars in early April to provide general information and specialized topics targeted to assist these individuals with online job searches, online networking, and updating résumés. Evolving out of Workforce Wednesday Webinars were the weekly Careers in Construction calls, which also addressed the ongoing need for the construction workforce to fill open essential positions by providing career pathway information and connect jobseekers with available jobs. The success of Careers in Construction inspired Denver to develop weekly Tech Careers and Healthcare Careers calls to provide jobseekers with career information on additional essential occupations.

The DEN workforce center expanded its virtual service delivery to provide community events, employment events and job readiness training, including virtual Workplace English, Cash Handling and Customer Service English to ensure continuity of services and meet the needs of both jobseekers and employers. Additionally, the Denver International Airport Workforce Center (DEN) hosted two Rapid Response Layoff Assistance calls with Amharic interpretation to assist individuals impacted by layoffs.

Many DWS training opportunities pivoted to virtual. DEN coordinated with community-based organization partners to offer online English for the Workplace, Customer Service English and Contextualized English: Cash Handling classes for 13 employees of DEN employers and concessionaires to ensure social distancing and increase accessibility. The Turing School of Coding free Try Coding workshops were also offered virtually.

DWS also worked with AARP to successfully shift the delivery of the Back to Work 50+ Workshops, Job Clubs and Networking events to a virtual format. DWS supported its Veterans Service to Career partner Volunteers of America (VOA) as they redesigned program services to connect veterans with community resources to address their food poverty challenges faced due to the COVID-19 closures.

By the end of PY19, Denver’s ES enrollment had increased to 36,488 – 430% that of the pre-COVID-19 8,486 and our PT enrollment to 5,971, 271% more than the 2,202 from February. With the anticipated additional and continuing numbers of customers in need of our services, Denver will continue to innovate to ensure we provide jobseekers and businesses with everything they need to succeed in these times.

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

The following outcomes were observed the end of the program year:
4218 participants received staff-assisted services, 141 received initial assessments, 100 comprehensive assessments, 1213 job search assistance, 67 non-ES job search assistance, and 253 participated in workshops
83 employers connected with almost 3,000 jobseekers through the virtual job fair.
Virtual Careers in Construction Job Fair connected 115 jobseekers with 12 employers and training providers
86 Now Hiring! events connected 453 jobseekers with employment opportunities.
Rapid Response Layoff Assistance reached over 650 individuals and over 70 employers.
Workforce Wednesday Webinars provided 157 jobseekers with resources and access to services to keep their careers on track.
67 jobseekers participated in Careers in Construction calls.
64 jobseekers participated in Tech Careers calls.
38 jobseekers participated in Healthcare Careers
23 participants completed English for the Workplace Customer Service English and Contextualized English: Cash Handling.
13 jobseekers completed virtual Try Coding workshops.
VOA provided 200 at-risk veterans with veterans with gift cards to meet emergent needs.

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

Denver Workforce Services had never before offered virtual services. To ensure our services were available to jobseekers and employers, DWS and our partners explored multiple modes of virtual delivery: Connecting Colorado, Conference Calls, Webinars, Microsoft Teams meetings, Zoom, Skype, WebEx and more.

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

Be flexible so you can pivot to a new platform if necessary! Be confident that any service, workshop or class can be converted and delivered virtually!
**Best Practice Action Form**

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 your area has taken new action on one of the PY19 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. A best practice will count towards one of the following categories:

1. Work-based learning opportunities (Youth, Adult/DW, transitional jobs, incumbent workers)
2. Business Engagement, Enhancement, WIOA Services
3. Career Pathway Development

**PY19 PIF Category this Best Practice has most impacted:** Career Pathway Development.

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

*Because Information & Technology (IT) employers consistently have a great demand for workforce to fill openings for jobs that have a high-income potential, including cybersecurity and software development positions, many jobseekers express an interest in connecting with these opportunities through WIOA-funded training. However, much IT training can be expensive, often in excess of training cost limits, and not all jobseekers will successfully complete training – many of them realizing that they are not really interested in the field.*

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

*Denver Workforce Services sought to identify opportunities for jobseekers to explore IT career pathways training that would allow them to gauge their interest and assess their suitability for in-demand occupations, prior to enrolling into immersive, high-quality workforce development training and, subsequently potentially high-income careers in modern, high-demand, durable jobs. To do this, Denver wanted to partner with local training providers to create free IT information sessions in cybersecurity and software development to provide jobseekers with sufficient financial and social support in this career exploration.*

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

*Denver Workforce Services partnered with SecureSet Academy & Turing School of Software & Design to develop and pilot free information and training session to jobseekers.*

- *SecureSet developed a free a Cybersecurity Prep Workshop that was held two nights a week over six weeks at the Denver One-Stop Center computer lab. SecureSet provided the curriculum for the pilot and DWS provided the space and computers. Once jobseekers passed the final exam, they were offered the opportunity to apply for the immersive 12-week HUNT cybersecurity analytics program with qualifying financial support of Denver Workforce Services.*
• Turing School of Software & Design created two free full-day Try Coding workshops on either Front-End or Back-End coding that provided jobseekers with the ability to create their own website and keep it for personal use upon completion. The workshop also familiarized jobseekers on the extensive role of a Software Developer and how immersive training can prepare them to fill these roles. These workshops were held at Denver Workforce Centers and Denver Public Library.

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

Fourteen jobseekers completed the SecureSet pilot program. Of those, seven, including veterans, single-parents, career-changers and justice-involved individuals, went on to complete the 12-week immersive HUNT program training to gain the skills needed for a career as a tier 1+ security operations center analyst, threat intel analyst, security consultant, and compliance analyst. The HUNT graduates were partnered with a Career Coach and employer partners upon completion of the program. To date, four are now employed as Cyber-Analysts making well over $80,000 per year.

Since starting the partnership with Turing School of Software & Design, Denver Workforce Services has hosted nine Try Coding workshops (eight in person and one virtually). Each Try Coding workshop averaged about 11 jobseekers; over 100 individuals have participated in these free sessions and the chance to further their training with Turing or other IT training programs in the metro area.

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

Not only do Denver Workforce Services and its partners provide jobseekers with “try before you buy” opportunity to explore various high-income IT careers through these programs, we are also reducing local tech talent shortages in high-demand fields by training jobseekers with entry-level skills required to fill these open jobs.

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

There are many IT training providers in Colorado; some are great, some are not – some training is relevant, valuable and appropriate, and some training does not result a great return on investment. Do your homework to ensure the partners you choose are a good fit for your community and understand the needs of the jobseekers and employers you serve. The goal is to educate and upskill individuals (with or without barriers) with the skills employers need to change their lives for the better.
Best Practice Action Form

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 your area has taken new action on one of the PY19 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. A best practice will count towards one of the following categories:

1. Work-based learning opportunities (Youth, Adult/DW, transitional jobs, incumbent workers)
2. Business Engagement, Enhancement, WIOA Services
3. Career Pathway Development

PY19 PIF Category this Best Practice has most impacted: Career Pathway Development.

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

Denver City Councilwoman Stacie Gilmore approached Denver Workforce Services with a problem. The Denver metro area had over 1,300 openings in facility management occupations. With increasing interest in modifying facilities to reduce the environmental footprint of facilities by increasing energy efficiency, the demand for facility management workforce would only grow.

Target (What was the goal):

Denver needed to develop a Facility Management Talent Development Pipeline (TDP) program to increase interest in this exciting career opportunity and connect individuals with training that would prepare them to enter this field.

Action (Who was involved/what was done):

Focused on increasing incomes and workforce preparedness for facility management, Denver Workforce Services (DWS), a division of Denver Economic Development and Opportunity (DEDO), partnered with the International Facility Management Association (IFMA) Foundation, the IFMA Denver Chapter and Denver’s Office of Climate Action, Sustainability, and Resiliency (CASR) to develop a pilot program.

IFMA provided the training, developed from its existing Essentials of Facility Management curriculum. The 13-week course focuses on basic facility management knowledge and concepts, the facility manager’s (FM’s) role in the tactical planning, scheduling and completion of daily FM tasks, and results in an industry recognized credential. The Community College of Denver (CCD) donated the classroom space. DWS and CASR recruited employers to host 120 hours of work-based learning for participants to complement the classroom training.
Denver Workforce Services (DWS) worked with a number of youth-serving organizations to recruit and enroll 10 participants (all aged 18-24, all representing diverse populations, five women and five veterans) in the Facility Management TDP Pilot when class started in January. In addition to classroom training, participants toured a number of facilities, including Broncos Stadium, Auraria Campus, and City & County of Denver buildings. To conclude the training, student teams presented relevant case studies at the IgniteFM! Student Challenge, where they present a solution to a real-life industry problem – returning to Facility Management work after COVID-19 – to a panel of career FM professionals. It was originally planned that classroom training would be followed by a paid internship in facilities management and Career Connections event with local IFMA Denver Chapter members and IFMA Foundation GWI Advisors, including Sodexo, ABM Industries and A&A Maintenance, to support the students in career opportunities and advancement.

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

Although a number of outcomes were impacted by the COVID-19 closures, Denver believes the Facilities Management TDP Pilot was not without its successes. Six individuals completed the classroom training (which was paused in March and then converted to a virtual platform) and Virtual IgniteFM! presentations; two of these individuals were enrolled in the WIOA OSY program to leverage work experience funding for their paid internships. However, due to the COVID-19 closures, employers who had been secured to participate in work-based learning placements were not in a position to host participants. The Career Connection event had to be postponed until the fall due to COVID-19 related hiring freezes. Of the six completing participants, one was hired by a participating IFMA member employer, four were already employed and one moved out of state as a result of the COVID-19 pandemic.

Although the COVID-19 pandemic prevented full implementation of the Facilities Management TDP Pilot, there were several significant successes. IFMA’s Essentials of Facility Management can now be found on COTrainingProviders.org and Denver has approved it as eligible for WIOA funding within the region. Both Metropolitan State University of Denver and CCD are working with IFMA to offer this class, and possibly other IFMA courses, within relevant academic and career technical education programs. DWS is working with the Regional Apprenticeship Consultants to elevate the pilot to a registered apprenticeship.

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

The Facilities Management TDP Pilot brought three new partners into DWS’ ecosystem: the International Facility Management Association (IFMA) Foundation, the IFMA Denver Chapter and the Denver Office of Climate Action, Sustainability, and Resiliency. Additionally, Denver Employer Services has been introduced to a number of new employers in a field with a high demand for workforce and good-paying jobs.
**Tips** (What would you tell other local areas that may try to replicate this action?):

*Try to align the employers that host the work-based learning opportunities, attend the IgniteFM! Presentations and participate in the Career Connection event with the facilities featured in the tours to increase opportunity for relationship-building between employers and participants.*