DISCLAIMER: This guide is not sufficient to serve as an actual Workforce Development Plan. Use as helpful.
Table of Contents

The following provides additional information to support your success during participation in the Denver Construction Careers Pilot.

This guide is not sufficient to serve as an actual Workforce Development Plan. Use as helpful.

In addition to these resources, please work closely with your Denver Economic Development and Opportunity (DEDO) Project Liaison and Data Lead over the course of the project.

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Pilot Overview

Pilot Intention
The Mayor and City Council are committed to ensuring that Denver residents – particularly those in economically disadvantaged areas and backgrounds – benefit from unprecedented investments being made in Denver’s infrastructure. This pilot program is the next step in our efforts to strengthen training and job placement supports for large public projects, building Denver’s workforce of the future.

The Denver Construction Careers Pilot focuses on approximately 15 major projects including the Colorado Convention Center expansion, key National Western Center facilities, significant construction at Denver International Airport, and select Elevate Denver Bond Program projects that are entering construction procurement in the next three years. These large-scale public projects represent the best opportunities to utilize and grow apprenticeship and job training in Denver.

The identified major infrastructure projects total more than $900 million in value and will create job opportunities for Denver residents and other key populations as another important step in increasing access to opportunity for those that need it most.

Management of the Pilot is housed at Denver Economic Development and Opportunity (DEDO).

Pilot Overview
In order to test ways to effectively bring new talent to the industry and connect residents with economic opportunity, the Pilot requires contractors on select projects to:

- Develop **targeted outreach, marketing, and training** plans
  - Target areas include disadvantaged neighborhoods (based on periodically updated poverty, education and unemployment rates) and those facing barriers to employment such as veterans, formerly incarcerated individuals, Colorado Works (TANF) program participants, those exiting the foster care system, and people who have experienced homelessness

- Ensure **15% of all project construction hours are performed by apprentices** in registered apprenticeship programs
  - 25% of the 15% must be performed by registered apprentices from targeted areas or targeted populations
  - 25% of the 15% must be performed by first year registered apprentices

- Utilize the **WORKNOW platform**, which is facilitated by the Colorado Resource (CORE) Partners Alliance and provides jobseekers and current workers with integrated resources including supportive services, industry job training, connections to open positions, and community resources. Learn more about WORKNOW at [www.work-now.org](http://www.work-now.org)

Generally, projects included in the program are:

- **Vertical projects** over $10 million in estimated construction value that include new buildings or large-scale renovation
  - Examples of projects meeting this criteria include: National Western Equestrian and Livestock Centers, Central Library renovations, and Green Valley Ranch new indoor pool

- **Horizontal projects** over $10 million in estimated construction value, excluding those that are primarily paving or concrete work, which currently offer too few apprenticeship opportunities
Examples of projects meeting this criteria include: 56th Avenue construction, Washington Street reconstruction, and Broadway Corridor multimodal improvements.

All other Elevate Denver bond projects that do not meet the threshold above will also instead seek to advance similar values through requirements that contractors:

- Identify a point of contact for workforce activities
- Work with DEDO to post jobs in Connecting Colorado (www.connectingcolorado.com)
- Utilize the WORKNOW platform, which is facilitated by the Colorado Resource (CORE) Partners Alliance, as a resource to find new talent and support existing employees

Projects that include federal funding may be limited by conditions of that funding from meeting the requirements of the pilot program; these projects will utilize existing federal programs to maximize workforce opportunities.

Pilot Outcomes
The Pilot’s initial three-year window and focus on high opportunity projects will allow the City to evaluate and develop a longer term set of workforce expectations informed by experience. It will also allow partners in the construction industry to understand the city values and provide feedback and innovative solutions to ensure residents are supported in growing their careers.

In addition, the City will seek to help forecast talent needs and facilitate feedback loops with training providers to support expansion of apprenticeship programs to fill gaps. The Pilot will also continue to invest in developing and implementing a data system to manage information specific to workforce goals, leveraging data and documenting best practices to inform future City policies and initiatives.

For additional detail on this Pilot and associated contracting opportunities or other city workforce development activities please contact Marcus Johnson, Workforce Services Project Manager at Denver Economic Development and Opportunity, 720-913-1638 or marcus.johnson@denvergov.org.
Targeted Outreach

The Pilot emphasizes outreach to the following populations and targeted zip codes:¹

- **Veterans** - any person who has served any amount of time in any branch of the United States Armed Forces.
- **Formerly Incarcerated** – anyone incarcerated for any amount of time because of a felony conviction.
- **TANF Recipients** – individuals who have been Temporary Assistance for Needy Families (“TANF”) Recipients within the last two years.
- **Individuals with a History of Homelessness** – individuals who are or have in the past two years lived in public or private shelters, transitional housing, or have a History of Homelessness.²
- **Individuals Exiting the Foster Care System** – individuals who attest that they have aged out of the foster care system, or who have attained 16 years of age and left foster care for kinship, guardianship or adoption qualify as having exited the foster care system whether or not they return to their foster families before turning 18.
- **Graduates of Pre-Apprentice Programs** approved by Denver Economic Development and Opportunity (DEDO) in partnership with WORKNOW (see page 13).
- **Priority Zip Codes**: 80204, 80205, 80207, 80216, 80219, 80223, 80239, 80249.

¹ May vary by contract due to Federal and/or contract-specific requirements.
² History of Homelessness: those who are living in a place not meant for human habitation, in an emergency shelter, in transitional housing or are exiting an institution where they temporarily resided. People who lose their primary nighttime residence, which may include a motel or hotel, or a doubled-up situation.
Community Talent Partners

The following organizations all support Denver’s economy by providing training and support to help individuals build their careers and supporting businesses in connecting to talent. There are different ways you can engage these organizations such as:

- **Hiring**: Sharing your job postings with potential candidates and b) send you referrals and/or resumes
- **Job Fairs**: Several of these organizations host or participate in job fairs you can join
- **Community Events**: Hosting events in the community that are a great way to engage with residents and share information on your company
- **Education**: Providing career development offerings. It is great opportunity to pitch the benefits of working in construction
- **Supports**: Connecting your workers with housing, banking, transit, childcare supports, etc.

The following lists the organizations based on the primary populations they serve that meet the targeted outreach categories (most serve multiple populations):

| **Veterans** | CO Coalition for the Homeless  
|             | CO Dept. of Labor and Employment Veterans Program  
|             | Helmets to Hardhats  
|             | Volunteers of America |
| **Formerly Incarcerated Individuals** | Center for Employment Opportunities  
|                                | CO Coalition for the Homeless  
|                                | CO Dept. of Corrections |
| **TANF Recipients** | Denver Human Services Temporary Assistance for Needy Families |
| **Individuals with a History of Homelessness** | CO Coalition for the Homeless  
|                                | StepDenver  
|                                | Saint Francis Center  
|                                | Volunteers of America |
| **Individuals Exiting Foster Care** | Denver Human Services Chafee Foster Care Independence Program |
| **Graduates of Pre-Apprenticeship Programs** | WORKNOW |
| **Priority Zip Codes** | WORKNOW  
|                                | Ability Connection CO  
|                                | CareerConnect  
|                                | Cross Purpose  
|                                | Denver Office of Financial Empowerment  
|                                | Denver Opportunity Youth Initiative  
|                                | Denver Public Schools  
|                                | Denver Scholarship Foundation  
|                                | Impact Empowerment Group  
|                                | Spring Institute |
WORKNOW
WORKNOW facilitates community-centered hiring on infrastructure projects to improve economic self-sufficiency for residents and to provide project contractors with a pipeline of local workers in craft and professional service positions. Through an alliance of existing organizations that integrate training and community resources to support comprehensive construction career readiness, WORKNOW ensures that working families living in communities directly affected by enterprise economic development projects benefit from those project opportunities. (See page 12 for more details.)

*Primary Target Population(s) Served:* Graduates of Pre-Apprenticeship Programs, Priority Zip Codes

*Primary Contact:* Katrina Wert [Katrina.Wert@ccd.edu](mailto:Katrina.Wert@ccd.edu)

**WORKNOW core partners include:**
Center for Workforce Initiatives at Community College of Denver
*Website:* [https://www.ccd.edu/org/center-workforce-initiatives](https://www.ccd.edu/org/center-workforce-initiatives)

Colorado Home Building Academy

Construction Careers Now
*Website:* [https://www.buildcolorado.com/CCN](https://www.buildcolorado.com/CCN)

Denver Area Labor Federation
*Website:* [https://www.denverlabor.org/](https://www.denverlabor.org/)

Denver Housing Authority
*Website:* [http://www.denverhousing.org/Pages/default.aspx](http://www.denverhousing.org/Pages/default.aspx)

Denver Economic Development and Opportunity

Denver Works
*Website:* [www.commwrks.org](http://www.commwrks.org)

Focus Points
*Website:* [https://www.focuspoints.org/](https://www.focuspoints.org/)

Mi Casa Resource Center
*Website:* [https://micasaresourcecenter.org/what-we-do/career-development/](https://micasaresourcecenter.org/what-we-do/career-development/)

mPowered

WorkLife Partnership
*Website:* [https://worklifepartnership.org/](https://worklifepartnership.org/)
Ability Connection Colorado
Ability Connection serves more than 2,800 people annually through a host of programs including Ticket to Work and the Ready to Achieve Mentoring Program.
Website: https://www.abilityconnectioncolorado.org/
Primary Target Population(s) Served: Priority Zip Codes

CareerConnect
Denver Public Schools’ CareerConnect partners with more than 300 companies, colleges, and non-profits to provide hands-on learning opportunities to ensure that students are prepared for an increasingly global 21st-century economy.
Website: http://www.dpscareerconnect.org/engagement-opportunities/
Primary Target Population(s) Served: Priority Zip Codes

Center for Employment Opportunities
CEO provides people returning from prison (the majority of whom are on probation or parole) with immediate paid employment, skills training, and ongoing career support. Once participants find full-time positions, CEO continues working with them for a year to ensure they have the support they need to grow in their careers.
Website: https://ceoworks.org/
Primary Target Population(s) Served: Formerly Incarcerated

Colorado Coalition for the Homeless
CCH has several vocational programs including the ReHire Colorado Program and the Renaissance Works Vocational Services Program which assesses individual’s skills, helps them develop individual employment plans and resumes, and provides job interview coaching.
Website: coloradocoalition.org
Primary Target Population(s) Served: Homeless, Veterans, Formally Incarcerated

Colorado Department of Labor and Employment Veterans Program
CDLE’s Veteran Employment Specialists provide one-on-one assistance to eligible veterans and spouses seeking guidance in obtaining employment. Our team is dedicated to helping you understand and align your skillsets with available opportunities across the state. Our goal is to provide you with the information necessary to make confident career choices. All of this at no cost to you.
Website: www.colorado.gov/cdle
Primary Target Population(s) Served: Veterans

Colorado Department of Corrections
The Department of Corrections ensures individuals return to their communities with expertise and skills in areas including construction, carpentry, welding. Individuals at the Fremont Correctional Facility primarily return to Denver.
Primary Target Population(s) Served: Formerly Incarcerated
**Cross Purpose**

CrossPurpose offers a 6-month career and community development program for adults in Denver who are ready to start a new career path, improve their financial situation, and become self-sufficient.

*Website: [https://www.crosspurpose.org/](https://www.crosspurpose.org/)*

*Primary Target Population(s) Served: Priority Zip Codes*

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**Denver Human Services – Chafee Foster Care Independence Program**

The Chafee Foster Care Independence Program (CFCIP) was created to assist youth emancipating from foster care to connect to educational programs, financial aid, housing, employment, and gain life skills to pursue their goals.

*Website: [http://denverchafee.org/](http://denverchafee.org/)*

*Primary Target Population(s) Served: Foster Care*

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**Denver Human Services – Temporary Assistance for Needy Families**

Finding a job can be a difficult process, and DHS helps clients access the tools, training, and resources needed to overcome any challenges meet their goals.

*Website: [https://www.denvergov.org/content/denvergov/en/denver-human-services/be-supported/jobs.html](https://www.denvergov.org/content/denvergov/en/denver-human-services/be-supported/jobs.html)*

*Primary Target Population(s) Served: TANF Recipients*

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**Denver Office of Financial Empowerment**

OFE improves residents’ economic mobility by identifying and bridging gaps through coordinated efforts across partners to stabilize families and individuals.

- The **Denver Financial Empowerment Centers** provides free financial coaching to help residents reduce debt, develop savings and establish and improve their credit rating.
- The **Bank On Denver** program helps un- or underbanked residents access free or low-cost accounts and opportunities to improve credit ratings.


*Primary Target Population(s) Served: Priority Zip Codes*

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**Denver Opportunity Youth Initiative**

The Denver Opportunity Youth Initiative, supported by the Denver Metro Chamber of Commerce, is aimed at providing education, career opportunities and support systems to opportunity youth by partnering with nonprofit, government and business organizations to create a pipeline to meaningful work experiences and careers.

*Website: [https://denveroy.org/](https://denveroy.org/)*

*Primary Target Population(s) Served: Priority Zip Codes*
Denver Public Schools
Denver Public Schools is comprised of more than 200 schools, including traditional, innovation, magnet, charter and pathways schools, with a current total enrollment of more than 92,000 students.
Website: dpsk12.org
Primary Target Population(s) Served: Priority Zip Codes

Denver Scholarship Foundation
The Denver Scholarship Foundation inspires and empowers Denver Public Schools’ students to enroll in and graduate from postsecondary institutions of higher education, by providing the tools, knowledge, and financial resources essential for success.
Website: https://denverscholarship.org/
Primary Target Population(s) Served: Priority Zip Codes

Impact Empowerment Group
Impact Empowerment Group’s mission is to strengthen and build our communities by providing youth and families the positive tools and knowledge they need to succeed. Their vision is to see thousands of children will grow up in safe, beautiful communities where they can become highly successful leaders of peace by helping build their community.
Website: http://www.impactempowermentinc.org/
Primary Target Population(s) Served: Priority Zip Codes

Helmets to Hardhats
Helmets to Hardhats is a national, nonprofit program that connects National Guard, Reserve, retired and transitioning active-duty military service members with skilled training and quality career opportunities in the construction industry. The program is designed to help military service members successfully transition back into civilian life by offering them the means to secure a quality career in the construction industry.
Website: https://helmetstohardhats.org/
Primary Target Population(s) Served: Veterans

StepDenver
Step Denver is a men’s residential recovery community that helps low-income men overcome the consequences of addiction and rebuild their lives through sobriety, work and accountability.
Website: stepdenver.org
Primary Target Population(s) Served: Priority Zip Codes, Homeless

Saint Francis Center
St. Francis Center’s mission is to provide a safe place for people who are homeless in Metro Denver, to meet their basic needs for day-to-day survival while offering them assistance to transition out of homelessness.
Website: www.sfcdenver.org
Primary Target Population(s) Served: Homeless
Spring Institute
Spring Institute for Intercultural Learning is a nationally recognized provider of effective intercultural learning programs and services fostering more inclusive organizations. Its Adult Education program provides affordable and convenient classes to help adult students achieve their personal and career goals. 
Website: https://springinstitute.org/
Primary Target Population(s) Served: Priority Zip Codes

Volunteers of America
Through more than 30 distinct human service programs, Volunteers of America helps more than 200,000 Coloradoans each year, empowering at-risk youth, low-income families, homeless individuals and families, women and children escaping domestic violence, and those seeking affordable housing solutions. 
Website: www.voacolorado.org
Primary Target Population(s) Served: Veterans and Homeless

Are there other community talent partners you’ve successfully worked with that aren’t on our list? Let us know!

Additional Construction Training Partners:
• Associated General Contractors of Colorado
• Building Crafts - Community College of Denver
• Center for Workforce Initiatives (CWI) at Community College of Denver
• Colorado Contractors Association
• Colorado Homebuilding Academy
• Colorado SheetMetal Training Institute
• Community College of Aurora
• Community College of Denver
• Construction Careers Now
• Conference of Minority Transportation Officials (COMTO)
• Construction Industry Training Council (CITC)
• Denver Area Labor Federation (DALF)
• Denver Joint Electrical Apprenticeship and Training Center (DJEATC) 68
• Emily Griffith Technical College
• Hispanic Contractors of Colorado Contractor Academy
• International Facilities Management Association (IFMA)
• LiUNA Laborer’s Apprentice
• The Master’s Apprentice
• Registered Apprenticeship JATC’s
• Southwest Carpenters Training Fund
WORKNOW Overview

Denver Economic Development and Opportunity (DEDO) strongly encourages you to engage with WORKNOW (https://work-now.org/) to support your project though activities, outreach, and possible involvement on their committees.

The WORKNOW collaboration came together because of a shared commitment to ensuring that families living in communities directly affected by construction projects benefit from them.

The WORKNOW partners, known as the Colorado Resource (CORE) Partners, include organizations that integrate construction industry job training and community resource partners for comprehensive construction workforce readiness and career success. (See page 7 for a full list of the partners.)

Services you can access through the WORKNOW CORE Partners and include:

✓ Meet & Greet networking events with project contractors, signatory unions, and apprenticeship programs
✓ Job fairs specific to your project
✓ Training for your new and current employees
✓ Support for “earn and learn” pathways like registered apprenticeship and on-the-job training positions.

WORKNOW also partners with communities to help build a strong workforce by providing jobseekers and current construction workers with:

• Skills Training and tuition assistance for Registered Apprenticeships
• Equipment/tool purchase assistance
• Interview and resume coaching (some partners provide apprenticeship application support)
• Recruitment for open positions and training programs
• Family support services including childcare, transportation and others
• Mentoring and networking
• Career coaching

The Partnership measures impact, and data is shared quarterly and annually through public venues to support program accountability and continuous improvement.

Contractors can take an active role in ensuring they get the most out of WORKNOW by applying to join one or more of their subcommittees on the following topics:

• Outreach and Engagement
• Placement and Advancement
• Operations and Evaluation.

To get started, you can email coreworknow@gmail.com, call at 720-389-0999, or reach out directly to Katrina Wert at Katrina.Wert@ccd.edu.
Pre-Apprenticeship Programs

Pre-apprenticeship programs do not go through the same approval process as registered apprenticeship programs, but the U.S. Department of Labor Office has defined quality pre-apprenticeship programs as those that incorporate the following:

- Connection to existing apprenticeship programs
- Approved training and curriculum
- Opportunity to earn an industry-recognized credential
- Hands-on learning with a career focus
- Access to support services and career counseling.

Below is the list of pre-apprenticeship programs currently approved by Denver Economic Development and Opportunity (DEDO) and WORKNOW. If there are other programs you think would be appropriate for consideration as recognized pre-apprenticeship programs by the City, please reach out to your DEDO project liaison.

Construction Careers Now
https://www.buildcolorado.com/CCN
The Construction Careers Now program consists of a 4-week Introduction to Construction Careers curriculum through Emily Griffith Technical College.

Colorado Homebuilding Academy
http://cohomebuildingacademy.org/
The Colorado Homebuilding Academy offers an 8-week Construction Skills Bootcamp that covers the basics of constructions skills, OSHA-10 certification, and basic training specific to various trades.

Careers in Construction
https://www.buildcolorado.com/cic-0
In the Careers in Construction program, high school students earn Pre-Apprenticeship Certified Training (PACT) certificates which certify them as work-ready in a particular trade.

The Master’s Apprentice
https://themastersapprentice.org/
The Master’s Apprenticeship is a 7-week program that covers basic construction, life skills, and connections to apprenticeship programs in carpentry, electrical, HVAC, plumbing, and masonry.

YouthBuild
https://www.milehighyouthcorps.org/program/youthbuild
In YouthBuild’s roughly 10-month program participants earn their high school equivalency while learning construction skills and building low-income housing units.
Apprenticeship Programs

In some contracts the Pilot requires fifteen percent of the construction hours to be completed by individuals enrolled in registered apprenticeships (either union and non-union) to prepare workers for construction jobs and ensuring quality work on public projects.

Nationally there are over 150,000 employers using apprenticeship models to train people in more than 1,000 different occupations.

Benefits for Businesses:

- Highly skilled employees
- Reduced turnover costs and quicker time to hire
- Increased capacity to take on new projects
- More diverse workforce

Benefits for Workers:

- Increased skills
- Higher wages over time
- Transferable skills and credentials
- Career advancement options

Benefits for the City and County of Denver:

- Proven model to help job seekers immediately start working and increase skills and earnings
- Supports the development of a ready and able workforce
- Fosters diversity and inclusion on public projects

Registered Apprenticeship programs include these five main components that are approved through the USDOL:

- Business leadership
- Structured on-the-job training
- Related classroom instruction
- Rewards for skill gains (usually in the form of wage gains)
- National occupational credentials

To learn more about current registered apprenticeships available in Colorado go here:

- Colorado Department of Labor and Employment: [https://www.colorado.gov/pacific/cdle/apprentice/programs](https://www.colorado.gov/pacific/cdle/apprentice/programs)

- Build Colorado, managed by the local Associated of General Contractors of Colorado and Colorado Contractors’ Association: [https://www.buildcolorado.com/apprenticeships-education](https://www.buildcolorado.com/apprenticeships-education)
Registering an Apprenticeship Program

Denver Economic Development and Opportunity (DEDO) cannot approve or register a program – that function lies with the United States Department of Labor. We are here if you have questions or need connections to the right people or resources.

There are a wide variety of pre-existing apprenticeship programs but if you would like to pursue registering your own program, here are some resources to get started:

1. **Currently Approved Occupations**

   The process for registering a program can sometimes be faster if there is already a program approved for that particular occupation, establishing standards for the hours required, the type of training, etc.

   See the list of occupations here: https://www.doleta.gov/OA/occupations.cfm.

2. **Program Design**

   At a minimum, most programs will need to answer the following questions:
   
   - What type of program structure is best suited for this occupation:
     - **Time-Based** (progression determined by hours worked leading to some maximum necessary hours)
     - **Competency/Performance-Based** (rather than hours, relies on observable and measurable skills and knowledge)
     - **Hybrid-Based** (a combination of time and competency-based measures)
   - Who will teach the classroom portion of the training? This might be through an education institution or a trained professional educator
   - Who will oversee the on-the-job training portion? Topics need to align with the classroom lessons.
   - What is the Program progression? Productivity should increase over time and you should map clear milestones that lead to associated wage gains
   - What support systems will you have in place? Depending on your organizational structure, you may want to consider identifying a mentor for the apprentice, think through how supervisors will interact with the apprentice and trainer, and have an apprenticeship steering committee to build buy-in and feedback loops within your organization

   This Employer’s Playbook for Building an Apprenticeship Program is focused on manufacturing but has some great content and goes into further detail on the above: https://www.doleta.gov/oa/employers/playbook.pdf

3. **From Design to Standards**

   Your program design will eventually have to be presented as apprenticeship program “standards.” USDOL has boilerplate templates that outline the required elements you will need to submit when registering.
There are different boilerplates based on:

- how many **employers** will participate in your Registered Apprenticeship program, and
- whether any **intermediaries** will be involved, such as a labor organization or a community-based organization.

USDOL uses the following language to describe each type of program:

<table>
<thead>
<tr>
<th></th>
<th>One Employer</th>
<th>Two or More Employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Intermediaries</td>
<td>&quot;Single Employer&quot; Program</td>
<td>&quot;Employer Consortia&quot; Program</td>
</tr>
<tr>
<td>One or More Intermediaries</td>
<td>&quot;Jointly-Managed Single Employer&quot; Program</td>
<td>&quot;Jointly Managed with Multiple Employers&quot; Program</td>
</tr>
</tbody>
</table>

You can download the boilerplates here: [https://www.doleta.gov/oa/boilerplates.cfm](https://www.doleta.gov/oa/boilerplates.cfm)

And here you can request access to a Standards Builder Guide: [https://www.doleta.gov/oa/registration/form.cfm](https://www.doleta.gov/oa/registration/form.cfm)

For more information about creating a new registered apprenticeship program go here:

- Colorado Department of Labor and Employment: [https://www.colorado.gov/pacific/cdle/apprenticeships](https://www.colorado.gov/pacific/cdle/apprenticeships)

### Leveraging Labor Market Data

DEDO has access to labor market information to support your workforce approach and ways to support your subcontractors. The data, from federal government databases and sources like LinkedIn and Indeed, can be pulled for local areas such as Denver, the metro area, or Colorado. Reports include data such as:

- Staffing Patterns (current numbers, % change over time, primary employers, etc.)
- Occupation-Specific Data (jobs, earnings, demographics, etc.)
- Compensation Trends (workforce available at certain wages)

The data can inform your efforts to attract as well as to retain staff. Reach out to your DEDO Project Liaison to schedule a time to go over any of the data as useful.
Forecasting Talent Needs

Partner organizations, while they will not solve all your talent needs, are working to recruit and train individuals to succeed on your projects. To do that, Denver Economic Development and Opportunity (DEDO) is still looking for the most effective way to forecast talent needs and communicate those needs to the appropriate parties.

We ask that you map out when you anticipate different trades will be needed. We also recommend that you include this forecast as part of your workforce plan proposal.

**Sample Projection Chart**

<table>
<thead>
<tr>
<th>Anticipated Trades</th>
<th>Anticipated Labor Hours</th>
<th>% of Total Labor</th>
<th>FTE Equivalent</th>
<th>Year 1*</th>
<th>Year 2*</th>
<th>Year 3*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carpenter</td>
<td>15,000</td>
<td>30%</td>
<td>5</td>
<td>5</td>
<td>20</td>
<td>60</td>
</tr>
<tr>
<td>Drywall and Finishes</td>
<td>28,000</td>
<td>20%</td>
<td>12</td>
<td>10</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>Earthwork</td>
<td>5,000</td>
<td>15%</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Electrician</td>
<td>140,000</td>
<td>25%</td>
<td>60</td>
<td>5</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>HVAC</td>
<td>230,000</td>
<td>40%</td>
<td>50</td>
<td>10</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

* % of anticipated labor hours for trade utilization on the project

Your workforce plan forecast should be updated and adjusted throughout the life of the project in consultation with your DEDO Project Liaison. In your quarterly report, DEDO asks that you include as much information as possible. For example, if 12 mechanics are needed in Q3 and Q4, then ideally you would share this forecast at the end of Q1. This will allow time to recruit, train, and prepare individuals to meet that need. Providing this type of information in quarterly reports will help ensure successful implementation of the workforce plan. Below is an example of a quarterly report forecast.

**Example: First Quarter (Q1) Report (anticipating Q3 and Q4 labor utilization)**

<table>
<thead>
<tr>
<th>Top 3 Anticipated Trades (greatest number of workers expected to be needed)</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade: Contractor(s):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade: Contractor(s):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade: Contractor(s):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade: Contractor(s):</td>
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<td></td>
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</tbody>
</table>

Some sub-contractors will be fully staffed prior to being awarded a contract, but still work with your DEDO Project Liaison and WORKNOW to socialize services early with potential contractors for the greatest chance of making appropriate connections to support incumbent employees.

It is also helpful to know which trades are dropping off, so partners can assist those individuals connecting with a new project if need be or go through training in between projects.
Hosting “Job” Events

1. Don’t Go it Alone
   Denver Economic Development and Opportunity (DEDO) and the Community Talent Partners (page 6) are well connected to community events that might benefit your project. Lean on their expertise and experience. Also take advantage of the opportunity to bring partners together, which may draw a bigger audience and highlight the larger scope of economic opportunity on the site. Ask yourself:
   • Are there other companies looking to hire on your project site?
   • How can you use these partnerships to support subs?
   • What trades or professions are in demand?

2. Set Realistic Expectations Upfront
   As employers, it is extremely unsatisfying to show up to a hiring event and only find a few people who are “interested” or don’t have the skills you are looking for. Similarly, as a jobseeker, it can be frustrating to show up prepared and find the company is not actually hiring or is hiring for a completely different job. To help avoid this, be clear about your intentions. For example, is this a:
   • “Hiring Event” where candidates will be interviewed and possibly offered an opportunity on the spot
   • “Meet and Greet Event” where you get to know the candidates and they get to know your company and the project better
   • “Career Exploration Event” for people to learn about your industry and how to navigate both getting into it as well as advancing in their careers

3. Know your Market
   In low unemployment markets most people are working but are looking for a) jobs with better pay or benefits and/or b) jobs more closely aligned to the work they want to do. Accordingly, think about creative ways to attract these individuals such as:
   • In your marketing, clearly posting the jobs you are looking to hire for and the wage ranges
   • Hosting your events in the evenings or on the weekends
   • Including kid-friendly activities for parents who may need to bring their children (especially for evening events when most childcare providers are closed)
   • Choosing locations where you can make transportation and parking as simple as possible

4. Include Action Item(s)
   As indicated in #2, be clear on what you want from the event and what you hope people gain.
   • Do you want people to apply online? Provide clear directions or tablets to do it onsite
   • Do you want people to come to a mentoring event at your company? Provide details on when and where to show up
   • Do people need to attend a program or meet certain qualifications before you could bring them on board? Make that clear and perhaps make an introduction at the event itself

In summary, communication before, during, and after an event is key. This will help all parties involved feel like they got what they came for and help spread the word for the next one.
Posting Jobs to Connecting Colorado

Denver Economic Development and Opportunity (DEDO) asks employers to use Connecting Colorado – a free State resource – as a tool to advertise their job openings, search for candidates, and reach out to Colorado applicants directly.

**To Open a New Account**
Go to the Connecting Colorado website: [www.connectingcolorado.com](http://www.connectingcolorado.com)

On the Employers side of the homepage, click “Register & Post a Job.”

Enter the following information to create an account.
Complete your account registration you will then be asked to complete a company profile including your FEIN number, address, etc.
To Post a Job
Include both the Job Title and general description, generally with the following categories:

- Position
- Requirements
- Preferred Skills
- Duties
- Wage
- Benefits
- Days and Hours
- Job Site.

You’ll be asked to provide applicant instructions as well.

Your job will stay active for 45 days unless you close it or extend it.
To Search for an Applicant
Go to the listing for a specific job and click in the top menu bar to “Search for Applicants.”

This will take you to a page that shows you the result of an automated search, as well as giving you the option to conduct a more customized search.
Data and Outcomes

As part of your Workforce Plan, you are required to describe metrics and strategies to track and report progress. Example metrics include, but are not limited to:

- Means and method to track progress toward the overall apprenticeship requirements and sub-goals including targeted categories and first-year apprentices
- Utilization of pre-skill, pre-journey and journey upgrade programs
- Risks that may trigger a corrective action plan
- Number of outreach events, job seeker contacts, and advertisements
- Number of hours worked by workers from Targeted Categories
- Lessons learned

All of this information should be shared with the Pilot team on a quarterly basis.

The following reports in LCPtracker include many of the workforce outcomes (see screenshot below):

➢ **Apprentice Hours by Contractor** - apprenticeship and journeyman hours, listed out by contractor and trade.
➢ **Payroll Details** - employee details employees including zip codes, gender, ethnicity, craft classification, date of hire, and hours worked.

![LCPtracker screenshot](image_url)
Building on Past Success

Most of the community partners listed earlier in this document have a long history of successfully supporting companies looking to bring on new talent, as well as deep roots in the Denver community. Reach out to them for guidance and support.

Cities across the country – and programs here in Colorado, including the RTD-WIN program and CDOT’s work on Central 70 – have also worked in collaboration with industry, labor, community and workers to implement similar work. We encourage you to learn from best practices locally and nationally.

<table>
<thead>
<tr>
<th>City (with link to more detail)</th>
<th>Hiring Goals</th>
<th>Target Populations</th>
<th>Apprenticeship Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Milwaukee</strong></td>
<td>50% local workers (on a craft-by-craft basis)</td>
<td>Un- or underemployed residents and those in high poverty zip codes</td>
<td>Maximum ratio established by the State</td>
</tr>
<tr>
<td><strong>Port of Oakland</strong></td>
<td>40% local workers</td>
<td>Residents in areas impacted by the project</td>
<td>20%</td>
</tr>
<tr>
<td><strong>San Francisco</strong></td>
<td>30% of project hours within each trade by residents; no less than 15% of all project hours in each trade performed by disadvantaged workers</td>
<td>Residents of census tracks with an unemployment rate &gt;150% of city rate; or household income &lt;80% AMI or overcoming a barrier (e.g., homeless, single parent, public assistance, criminal justice record)</td>
<td>50% local residents 25% disadvantaged workers</td>
</tr>
<tr>
<td><strong>New Orleans</strong></td>
<td>50% local workers 10% disadvantaged workers</td>
<td>Household income &lt;50% AMI, homeless, veterans, foster care, formerly incarcerated, single parents, receiving public assistance, etc.</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Seattle</strong></td>
<td>40% and no less than 20% local workers</td>
<td>Residents of zip codes with a high concentration of people living at or below 200% of the Federal poverty level, unemployed, or without a college degree</td>
<td>15-20%</td>
</tr>
<tr>
<td><strong>Los Angeles</strong></td>
<td>30% local workers</td>
<td>Tier 1: zip codes at &lt;50% the county median wage or unemployment rate &gt;200% the country rate Tier 2: zip codes with a median household income that is less than the county and unemployment rate &gt;100% the country</td>
<td>20% of total journeymen hours</td>
</tr>
</tbody>
</table>

*Note: Data from 2017*