

Technology Employment in Colorado Partnership (TEC-P)

FINAL GRANT REPORT | 2014-2019

The Technology Employment in Colorado Partnership (TEC-P) – the largest workforce development grant of its kind to-date in Colorado – was a collaborative approach to connecting workers to middle- to high-skilled jobs in the information technology and advanced manufacturing sectors. Denver Economic Development & Opportunity was the recipient of the grant, coordinating efforts across the state.



PREPARED
BY



DENVER
ECONOMIC DEVELOPMENT
& OPPORTUNITY

In partnership
with



TECHNOLOGY EMPLOYMENT
IN COLORADO PARTNERSHIP

EXECUTIVE SUMMARY

BACKGROUND

In the fall of 2014, the U.S. Department of Labor (USDOL) awarded the City and County of Denver's Office of Economic Development (since renamed Denver Economic Development & Opportunity, or DEDO) a \$6.17 million grant to support six Colorado workforce development areas, prioritizing training long-term unemployed and incumbent workers in occupations most commonly filled with foreign workers brought over on H1B Visas.

The grant was part of the USDOL, Ready to Work Partnership (Ready-To-Work) initiative to support and scale innovative collaborations between employers, education & training organizations, and workforce development areas to connect ready-to-work Americans with ready-to-be-filled jobs. The grant supported a convener, supervisory management, labor force analysis, case management, tuition assistance, and supportive services for eligible participants.

RESULTS

The TEC-P program met or exceeded nearly all metrics for enrolling, training, and employing eligible jobseekers. As of May 15, 2019, **674 individuals have been served, including 59 incumbent workers**, who were upskilled to avoid future layoff, **and 615 long-term unemployed**. Of these, **440** have been placed at an **average annual wage of \$78,547**.

TEC-P cost roughly \$9,158.11 per participant, which is higher than most workforce programs in the region but reflects both the barriers faced by jobseekers looking to get back into the market at higher skilled jobs, as well as the higher training costs in the targeted sectors. Workforce regions also had the ability to serve a high skilled customer group that may not have had access to traditional training dollars.

Upskilling and reskilling assisted new and expanding businesses to build higher skilled capacity for their workforce needs. TEC-P not only helped the sectors fill critical positions but added substantial new worker earnings to the regional economy.

Foundational to this work, strong partnerships with businesses and training providers in the information technology and advanced manufacturing sectors were established. This proved necessary to lead participants to successful employment in middle- to high-skilled jobs in both sectors.

Performance Metrics	Goal	Total ¹	% of Goal
Enrollments	593	674	114%
Long-term Unemployed	538	615	114%
Incumbent Worker (IW)	55	59	107%
Education/Training Enrollment	508	633	125%
Training Completions	508	542	107%
Training w/Credentials	338	329	97%
Employment	458	440	96%
Average Wage	\$ 63,280	\$ 78,547	124%

¹ As of May 2019; data still coming in

TEC-P BY THE NUMBERS

Results of the USDOL Ready to Work Grant 2014-2019

SIX
regions

COLLABORATION BETWEEN SIX WORKFORCE REGIONS

Arapahoe/Douglas, Boulder, Denver, Jefferson, Larimer, Mesa

\$6.172
million

AWARDED IN FUNDING

674
people served

29% veterans, 24% women, 33% minority,
30% over the age of 55

542
trained

59
upskilled
incumbent workers

329
credentialed

☑ 48% trained in software development, IT project management, cyber security, network administration

☑ Most upskilled employees trained as production managers, computer systems analysts, industrial/manufacturing engineers, and aerospace engineers

440
people employed

\$78,547
average wage

- ☑ 45% in occupations such as computer user support specialist, computer systems analyst, computer system engineer
- ☑ 35% in occupations such as IT project manager, data/web administrator, network systems administrator, software developer, and systems software developers

A special thanks to the following companies that lead our Advisory Board and Sector Partnerships; HOMEADVISOR, PAIRIN, TECHTONIC GROUP, and ZAYO

THE TEC-P ECOSYSTEM

THE COLLABORATION

A key to the success of the program is the strength and depth of the collaboration. Nearly 70 TEC-P partners came together to develop a unified approach to workforce challenges that were similar across their various economic markets – namely a need for higher skilled talent in the targeted sectors, and many skilled individuals looking for re-training and support to reconnect to the labor force.

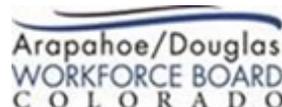
That collaboration led to a sharing of best practices to inform and strengthen all partners' work, and a singular brand that was helpful to both employers and jobseekers looking for sector-specific support.

PROJECT LEAD: Denver Economic Development & Opportunity (DEDO), Denver Workforce Services (division of DEDO)

PROJECT CONVENER: Colorado Urban Workforce Alliance (CUWA)

WORKFORCE LOCAL AREAS: Arapahoe/Douglas, Boulder, Denver, Jefferson, Larimer, Mesa²

Counties: Arapahoe, Boulder, Clear Creek, Denver, Douglas, Gilpin, Jefferson, Larimer, and Mesa



EDUCATION PARTNERS

Agile, APICS, CA Technologies, Code Craft, Colorado State University, Community College of Aurora, DaVinci Coders, EdX, Front Range Community College, Galvanize, General Assembly, IQ Shares, LeaderQuest, New Horizons, Red Rocks Community College, Salesforce, SecureSet, Techtonic, Turing, T3 Resources, University of Denver, Western Colorado Community College, 360 Training

INDUSTRY ASSOCIATIONS

(and other community partners)

Colorado Technology Association, Metro Manufacturing Partnership, Women in Manufacturing, Society of Manufacturing Engineers, Manufacturers Edge, and the Mountain Plains Minority Supplier Development Council, The Commons on Champa

SOFT SKILLS TRAINING PARTNERS

City and County of Denver Office of Financial Empowerment, City and County of Denver Office of Human Resources, Cultivage, Kranect, LinkedIn, Red Oak Technologies, Robert Half, Q Digital Networking, Universal Mind, Zayo Group

COMPANIES

Industry lead an advisory board comprised of 18 companies, which went on to support the development of two sector partnerships to inform training beyond the scope of the grant.

²Mesa County, which contains the Grand Junction metropolitan area on Colorado's western slope, participated in TEC-P for part of the first year, but because both advanced manufacturing and IT were still in recovery from the 2008-2009 recession and the region could not meet wage levels demanded by the grant, it had to withdraw

TEC-P ECOSYSTEM (CONT'D)

ECONOMIC CHANGES

Colorado's economy changed dramatically over the life of the grant. In January 2014 Colorado faced a statewide unemployment rate of six percent with 69.7% of "long-term unemployed" (LTU) individuals³ living in the six partner counties⁴. Since then unemployment has dropped to 2.9 percent as of July 2019. *See Appendix A for more information.*

COLORADO UNEMPLOYMENT

6%
in 2014



2.9%
in 2019

SECTOR OVERVIEW: INFORMATION TECHNOLOGY

The majority of people and businesses served through TEC-P were in the Information Technology (IT) sector. In addition to being an industry in its own right, in 2018, IT occupations made up 4.9% of employment in advanced manufacturing, 4.8% in broadband and telecommunications, 7.9% in finance, insurance and real estate, 1.5% of healthcare, and 3.7% of employment in government.

The IT sector is expected to experience a more modest annual growth of 2.8% during the next five years⁵. Even so, employment concentration in the IT sector within the counties that make up the TEC-P region is projected to be 2.22 times greater than the average in the United States as a whole⁶. *See Appendix B for projections on the future of the IT sector in the TEC-P region.*

SECTOR OVERVIEW: ADVANCED MANUFACTURING

Advanced Manufacturing, a critical sector to continued economic vitality of the region, was the only other sector targeted by TEC-P. The predominate type of advanced manufacturing varied widely by local area:

- ☑ Arapahoe/Douglas County: fabricated metal products and medical equipment & supplies
- ☑ Boulder County: computer & electronic product and food
- ☑ Denver County: food and printing
- ☑ Larimer County: computer & electronic product and machinery
- ☑ Jefferson (Tri-County): rocket & guided missile and medical and other technological devices.

See Appendix C for projections on the future of the Advanced Manufacturing sector in the TEC-P region.

H1B-ELIGIBLE OCCUPATIONS

The USDOL Ready-to-Work grant focused on training and employing American workers in occupations most commonly filled by foreign workers brought over on H1B Visas. The list of H1B occupations did not change over the course of the grant and labor market data continues to classify these occupations as difficult to hire for.

This presented a challenge when H1B occupations did not always align with the needs expressed by individual employers who came to TEC-P for support. Since the Ready to Work grant, the US Department of Labor has structured H1B grants to cover not only H1B occupations, but also job titles that lead along a career pathway to those occupations. *See Appendix D for a full list of approved occupations.*

³Unemployed for six to 29 months | ⁴Data based on unemployment records | ⁵Taking into account projections of slowing employment growth from a number of sources, including Moody's and the Federal Reserve Banking System | ⁶North American Industry Classification System (NAICS) data

TEC-P ECOSYSTEM (CONT'D)

JOBSEEKER DEMOGRAPHICS

Most individuals engaged through TEC-P – the bulk of whom were classified “LTU” – were highly skilled and did not usually look to the federally-funded workforce system for support. This meant partners had to creatively find new ways to engage people and let them know about services available to them. Many jobseekers had formed their own support groups and were finding short term work as consultants or through the gig economy, even while applying for more stable long-term employment.

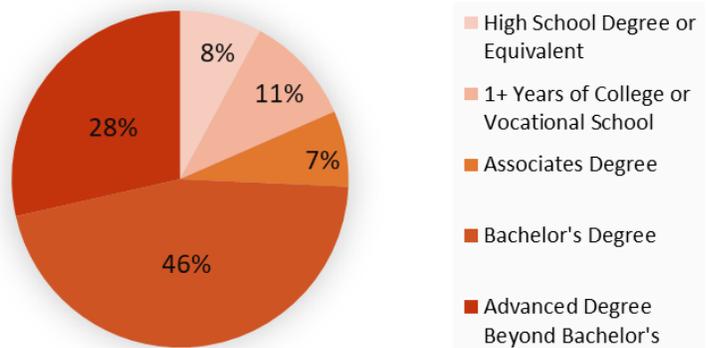
In the beginning of the grant many of the individuals being served in TEC-P had been laid off from the tech and telecom downturn in the early 2000’s as well as earlier layoffs in the oil and gas industry. Three quarters had a bachelor’s degree or above, including several individuals with PhDs. Even so, they faced numerous challenges and barriers to employment from hard and soft skill development to transportation and housing supports.

Towards the end of the grant, with the lower unemployment rate, individuals coming to TEC-P often faced greater barriers to employment. In addition to the barriers listed above, jobseekers had a greater need for mental health support, transportation and housing support, upskilling through training or certification, and the opportunity to build experience through internships and fellowships.

Of the 674 participants:

- ☑ 76% were male and 24% were female
- ☑ 7.5% had disabilities
- ☑ 19% were veterans
- ☑ 66% were white, 11% were black, 10% were Latino, 5% were Asian, 3% identified as more than one race, 3% were Native American

Education Attainment of TEC-P Participants



“ Jamie had been unemployed for nine months when she attended a TEC-P event. She has over 20 years of experience as a project manager and business analyst but felt her biggest barriers to employment were a lack of certifications and now having a significant employment gap. Through TEC-P Jamie was able to update her resume and train at *Agile for All* where she obtained her Certified Scrum Master Certificate. Since then, Jamie accepted a position as an IT Project Manager for E-Builder and is earning \$107,000 per year.



TEC-P BEST PRACTICES

A COLLABORATIVE APPROACH TO MEETING THE REGION'S TALENT NEEDS

INDUSTRY PARTNERS

Two sector partnerships were established that support multiple regions as well as cross-over collaboration.

NETWORKS

Larimer launched an Alumni Bank System where current customers connected to former jobseekers to network— a practice now used by teams across all industries

COMMUNICATION

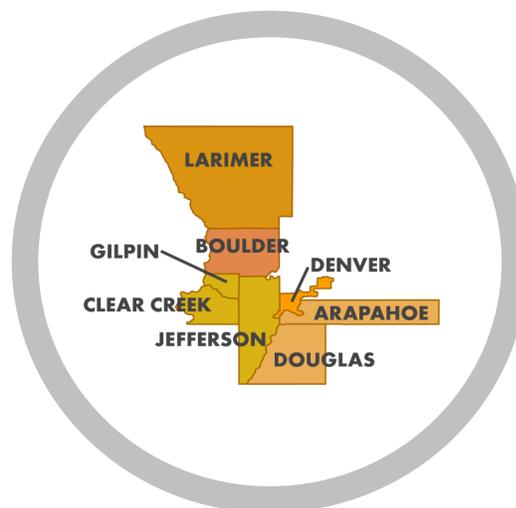
Partners had a joint web presence, including on social media, which went out multiple times a week

MENTORSHIP

Jefferson launched the P4 Mentorship Program, matching interns with mentors to help them overcome challenges during the internship and advocate for them during their job search

Participating Workforce Regions:

Arapahoe/Douglas, Boulder, Denver, Jefferson, Larimer, Mesa



STRENGTHENING FUNDAMENTALS

Denver delivered communication courses requested by industry in: active listening, speaking/presenting, business writing, and body language.

JOINT PROCESSES

Partners developed a unified screening process to determine jobseeker eligibility and consistent messaging for employers regarding funding

APPRENTICESHIPS

Techtonic Group has been a multi-regional success, showing the power and sustainability of employer-led public/private partnerships. As of July 2018, 68 TEC-P customers had successfully completed its apprenticeship program and are working at an average annual salary of \$65,000. At this writing, 85% are still employed in IT

BUILDING CAPACITY

After the grant's deep dive into tech, staff created a resource and trained other workforce professionals on particulars of the sector

A special thanks to Judy Emery and Colorado Urban Workforce Alliance for supporting this collaboration.

TEC-P BY THE NUMBERS: DENVER WORKFORCE SERVICES

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019



DENVER
WORKFORCE SERVICES

192

people served 28%
of total served
during the grant

157

trained

12

upskilled
(incumbent
workers)

128 PEOPLE EMPLOYED

\$77,956 AVERAGE WAGE



I am writing this to show how TEC-P has supported me immensely in my entire IT career, especially Elaine Lint-Scott. I was unemployed and was having troubles getting job interviews, after taking some time off to take care of my sick family members, and struggling.

I was able to find a job as an IT analyst after the training that I received through the TEC-P program...without that assistance for training, and the fact that I was supported with job leads, money for gas, and interview clothes, I (would not) have been able to make it during the period of time I was unemployed and get back to a pay rate that allows me to pay my bills and be a contributor to society again!

I am very indebted to the TEC-P program, and don't know what I would have done without their help, and Elaine Lint-Scotts above and beyond dedication in particular.

A special thanks to the entire Denver Workforce Services team that supported these efforts.

DENVER WORKFORCE SERVICES

Managing the Grant

TEC-P Denver led regional efforts to train and/or support workforce staff, education providers, community agencies, and special populations in vocation rehab and refugee programs. Each local area had its own marketing, practices, and procedures so Denver worked to help craft a unified brand that was simple for both jobseekers and businesses to navigate including:

- ☑ A marketing campaign including social media and a dedicated website that provided information on events, region contacts, industry employment updates, and success stories
- ☑ A unified prescreening check list for staff that aided the customer in providing eligibility information and expedited approval process for program enrollment
- ☑ A Technical Assistance Request form for regional use for assistance on program activities
- ☑ Increased use of career counseling sessions post-training to support application of new skills and discuss changes in the current tech work environment
- ☑ Leading the Denver Metro Tech Partnership and partnering with the Colorado Technology Association to make sure industry had a leading voice in shaping the workforce offerings in the region and what they would like to see moving forward.

Customizing Outreach, Events and Services

During the first year of the TEC-P program, long-term unemployed customers with high level work skills did not regularly access services through the participating workforce centers, due to lack of awareness. Ultimately, staff found the most effective participant recruitment efforts included: community outreach, training provider referrals, and network and meetups in IT and manufacturing.

DEDO also implemented a digital marketing campaign, whereas TEC-P customers received information about current job notices or useful job tips via email and social media. There were also sponsored meetups, presentations, and sector-specific job fairs, all to provide direct networking opportunities for TEC-P job seekers. By offering continual, relevant education and training-related events, Denver was able to more holistically prepare job seekers for the next step in their careers.

Despite TEC-P customers' technical expertise, most needed – and asked for - more practice in core communication skills. Staff offered and trained customers in customized courses on:

- ☑ resume and cover letter writing
- ☑ speaking/presenting and
- ☑ active listening
- ☑ body language (emphasis on interviewing; selling one's skills).

Additionally, there were a number of non-native, English-speakers, so workshops were developed to focus on typical American business idioms and culture and prep sessions for practicing phone interviews.



DENVER WORKFORCE SERVICES

Building Skills and Experience

One of the most important lessons learned is that a significant number of individuals working in IT didn't have the fund to support ongoing training and new credentials necessary to keep up with the rapidly evolving sector. Because of this, TEC-P put a greater emphasis on partnering with short term training programs to support people as individuals and in cohorts in gaining in-demand skills. Simultaneously, the credentials and training alone were often not enough to secure a job. Because most jobseekers had significant career histories, the "internship" branding did not always feel appropriate. Instead TEC-P marketed "fellowship" and "work-based learning" opportunities along the lines of gig work to employers, with the expectation of associated mentorship and support. These experiences were important for jobseekers to show eventual employers that they not only knew the content but had put it to use in "real world" settings with actual clients.

Building Capacity

Additionally, the workforce centers were ill-equipped to assess, advise, or educate job seekers regarding career pathways in the tech sector. Due to the rapid evolution of the tech sector, coupled with this lack of staff knowledge about the sector, in the early days of the grant a significant number of clients obtained classroom or online training that was not entirely appropriate for their employment needs. Jobseekers had difficulty discerning which courses were "nice to have" and what ones made a real difference to employers to assist them in advancing their careers.

Denver addressed this by developing tools that increased understanding of both staff and job seekers about business needs in the tech sector. It developed several effective tools, including tech communications training, networking events, a Tech Desk Aid for staff, and a Tech Career Resource Guide. This enhanced staff knowledge is one of the sustainable outcomes Denver experienced as a result of TEC-P. Because of it, Denver is now more effective at helping special and priority populations successfully navigate career pathways in IT and advanced manufacturing. TEC-P staff trained additional groups on the desk aid including staff in Vocational Rehabilitation, Skillful's Coaching Core, Denver Public schools, several community colleges, and other Ready to Work grantees. Denver is developing desk aids and career resource guides for other sectors now, based on the success with this approach in TEC-P.

Creating Sustainability

In an effort to ensure TEC-P's work continued past the life of the grant, Denver worked with the Colorado Technology Association (CTA) to merge their Talent Committee and the TEC-P Advisory Board into one Denver Metro Technology Sector Partnership (DMTP), now Tech Talent Denver (<https://www.techtalentcolorado.com/>). This gave employers a centralized way to engage and provide input on what they saw going well or identify gaps in the local talent pipeline. CTA served as the lead convener for the DMTP in the beginning, Denver lead it for a while, and Denver, ADWorks! and Jefferson County now work together to support the partnership.

“ Customer BP was laid off in 2015. He was a chemical engineer and unable to find work for several months. Denver Workforce Services assessed how he could utilize his current skills through additional credentials and connected him with PMP and Lean six sigma training. He completed his training and found work as Application Engineer with a local automation company. His starting salary was \$72,000 plus bonuses.



TEC-P BY THE NUMBERS: ARAPAHOE/DOUGLAS WORKS!

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019



119

18% of total served
during the grant

109

trained

84 PEOPLE EMPLOYED

\$70,949 AVERAGE WAGE

“ Matthew worked with Citi for over ten years as a systems architect when he was laid off in December 2016. After months of not gaining employment, he attended a meet up where he learned about the TEC-P program. Matthew was enrolled into the TEC-P and Dislocated Worker program in November 2017. He was able to receive funding to attend training with QS Academy for Server Administration and AWS. Matthew completed his training by March 2018 and obtained both his Server Administration and AWS certifications. He was still struggling to find employment so he worked with his workforce specialist and completely overhauled his job search plan. During the next several months, he worked on his networking, interviewing and resume. In December 2018, Matthew obtained full time employment as a Senior Systems Engineer earning \$105,000 a year.

ARAPAHOE/DOUGLAS WORKS!

Best Practices and Lessons Learned

Arapahoe/Douglas Works! began its localized TEC-P efforts with a focus group held with three participating employers in the region: American Automation, C-Squared Computer Consulting, and Red Oak Technologies. As Arapahoe/Douglas Works! responded to the needs of these employers, key partnerships with other IT and advanced manufacturing firms were developed and sustained. TEC-P participants got jobs in a variety of IT positions at retail companies such as Home Depot, and Dick's Sporting Goods as well as advanced aerospace companies like Northrop Grumman and in telecommunications firms such as Charter.

The type of occupational training that worked best varied. At the beginning of the grant's performance period, employers were reluctant to enter into work-based learning because they wanted TEC-P participants to undergo classroom training, test for, and then receive a credential. This was particularly true for software developers, who needed to learn specific coding languages, did so using a variety of training resources, some free, such as Lynda.com, Kahn Academy, and FEDVTE, after which they asked Arapahoe/Douglas Works! to pay for their credential through TEC-P.

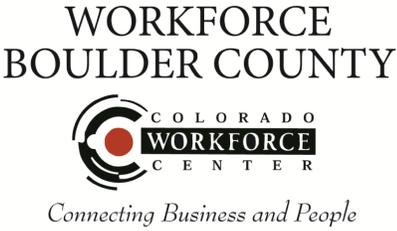
The mock interview approach implemented with participants connected the Business Services team with case managers and was successful and increased employment outcomes.

A benefit of TEC-P was how it allowed Arapahoe/Douglas Works! to amass a great deal of knowledge about the IT industry and computer sciences across other industries. This allowed the agency to train for all the sub-skills required in the rapidly evolving sector. Arapahoe/Douglas Works! is one of several workforce local areas now participating in both manufacturing and IT sector partnerships in greater metro Denver and is now a co-convenor for the Denver Metro Tech Partnership.

“ Steve was an LTU and referred to TEC-P by a friend in the program. Unemployed for over year, he was looking to upgrade his skills and obtain certifications. Funded by TECP, Steve was able to attend Agile for All and certified Scrum Master training. In September 2018 he successfully became a Certified Scrum Master then started attending mock interviews where he was able to practice and get feedback. He recently accepted a management position with Cherwell Software. He credits the mock interview and certifications with giving him the confidence to go into the interview and get the job. Steve is earning over \$36/hour and is happy to be back at work after his lengthy unemployment.

TEC-P BY THE NUMBERS: WORKFORCE BOULDER COUNTY

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019

 <p>WORKFORCE BOULDER COUNTY</p> <p> COLORADO WORKFORCE CENTER</p> <p><i>Connecting Business and People</i></p>	<p>107</p> <p>people served 16% of total served during the grant</p>	<p>72</p> <p>trained</p>	<p>33</p> <p>upskilled (incumbent workers)</p>
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46 PEOPLE EMPLOYED

\$81,055 AVERAGE WAGE

“ Aaron last worked in January 2017 where he was a Sr. Systems Engineer with Mondo. He learned about the TECP program while he was attending workshops and enrolled into the TECP program in September 2017. At the time he stated that his biggest barriers to employment were lack of current certifications and being out of work for over 8 months. Through funding provided by the TECP program, he was able to attend Amazon Web Services for several courses that led to him obtaining his AWS Certified Solution Architect Associate certification. He obtained his certification in November 2017 and became employed at Northrop Grumman as a Systems Engineer 4 and is earning \$137,488.00 a year, \$20,000 more a year than he was previously earning. Aaron credits his employment and boost in salary to TEC-P training.

WORKFORCE BOULDER COUNTY

BEST PRACTICES AND LESSONS LEARNED

One of the biggest positive outcomes from TEC-P was the collaborative partnership that grew between the workforce development system, Tectonic Group and the Colorado Technology Association. The apprenticeship program that grew out of that partnership has expanded beyond the needs of Tectonic Group and now serves other TEC-P employers as well as benefiting all the TEC-P regions in enrollments and successful employment.

Some internal process changed as well. At first, the Boulder County Workforce (WFBC) Center had multiple staff working on the grant, but later moved to one person acting as a single point of contact for job seekers and business services staff.

Regionally, WfBC was able to step up and serve jobseekers when some local areas had fully expended their funding, determining how best to share data, processes, and funding.

In September 2018, WfBC hosted the annual Apprenticeship Business Breakfast with an employer panel from IT, manufacturing, & healthcare. Colorado Dept of Labor & Employment was also on the panel. This event brought together local employers Centura Health Physicians Group (health care), Research Electro-Options REO (advanced manufacturing), Tectonic Group (IT), and Home Care of the Rockies (health care). In addition, Boulder Chamber of Commerce and the Colorado Department of Labor Employment (CDLE) participated. Together these industry and economic partners discussed successes and challenges for apprenticeships as well as best practices. Seventy five employer & community partners attended.

WFBC partnered with the Broomfield Workforce Center to form the Boulder-Broomfield IT Sector Partnership, now TechTalent Boulder, to address the larger needs of the local area industry partners and promote the Region. The partnership focused on five priority areas:

1. Diversity helps to foster innovation, increased productivity, richer brainstorming, and better decision making;
2. Hiring, skills, & training have become a focus of many employers as they compete in an environment with low unemployment;
3. Partnerships with start-Ups are important part of any industry coalition;
4. Access to capital is an essential ingredient to growing businesses;
5. Infrastructure investment is an issue that impacts employee satisfaction and productivity



A mature worker over 50 years old had been unemployed since 2013 when he was accepted into the Tectonic apprenticeship program. As a result, he is now employed by them earning \$60,000.

Another TEC-P participant successfully finished her UX training at General Assembly, and found work as a Senior UX Writer at major tech firm in metro Denver.

TEC-P BY THE NUMBERS: APPRENTICESHIPS

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019

As of Sept 2019 | More information in Appendix E



125

APPRENTICES

\$65,000

IN YEAR 1, A 110%
INCREASE IN SALARY FOR
MOST APPRENTICES

TECHTONIC GROUP APPRENTICESHIP

For 18+ years, Tectonic has been a premier partner for developing onshore, commercial-grade software. The journey to apprenticeship began in 2014 when Tectonic's CEO, Heather Terenzio, was looking for a way to move the company's development team from eastern Europe. The cost of software developers in the US triggered an idea to hire "apprentices" with little or no previous software development experience and pair them with senior software developers who could train and mentor them. Early in the process, Workforce Boulder County assisted by providing On-the-Job Training dollars to launch this program. Heather's mission was also to leverage this program to increase diversity and Tectonic worked closely with TEC-P to make sure missions were aligned to supporting the diverse populations with the appropriate supports.

At the suggestion of Workforce Boulder County, Tectonic pursued establishing an actual registered apprenticeship with USDOL. After 18 months, **Tectonic's competency-based Software Developer Apprenticeship was approved as the first USDOL software developer apprenticeship in the country.**

Tectonic was a small company of eight to 12 employees and needed assistance from TEC-P to jumpstart their apprenticeship program. The first few cohorts attended pre-apprenticeship training funded by TEC-P. That initial funding allowed Tectonic to launch and prove their business model. More importantly, this partnership was vital to establishing a model that has been able to grow dramatically.

Apprentices receive training while also working on real client projects to learn how to apply their knowledge to solve business problems. They bring creative and fresh solutions to any project, delivering unique digital experiences that meet the demands of an ever-changing customer landscape. Former Tectonic apprentices now work for a range of Colorado and national companies including Zayo, Misty Robotics, IHS Markit, and Pivotal to name a few.



TEC-P BY THE NUMBERS: JEFFERSON COUNTY

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019

 <p>americanjobcenter SERVING JEFFERSON, CLEAR CREEK AND GILPIN COUNTIES</p>	138 people served 20% of total served during the grant	114 trained	14 upskilled (incumbent workers)
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97 PEOPLE EMPLOYED

\$74,612 AVERAGE WAGE



Clayton came into the TEC-P program in February 2017. He had been previously employed as a Project Leader, but was laid off in July of 2016 and his Unemployment benefits were exhausted at the time of enrollment.

He completed training for the PMP Certification at Leader Quest and passed the Exam in September of 2017, but was still finding it difficult to secure employment as a Project Manager.

Through the TEC-P partnership, Clayton was introduced to the IT Manager at the City of Arvada. An internship with the City then led to him landing a job at City of Arvada as a Project Manager. Clayton is now an advocate for our program and mentors others to help them find their own success.

JEFFERSON COUNTY

Best Practices and Lessons Learned

As part of its participation in TEC-P, Jefferson County Workforce Center created the P4 Mentorship Program in response to the challenges experienced by some program participants to find employment upon completion of training. They had significant gaps in their resumes and almost no professional network. These factors also contributed to a debilitating loss of confidence that made the job search process more difficult. Additionally, employer feedback indicated that while the training was beneficial, they wanted to see the skills applied in real life settings before hiring someone.

Jefferson County Workforce Center knew internships would help fill that gap but wanted to make sure the experience would be valuable for both the intern and the business. The P4 Mentorship Program combined internships with strong mentoring support. During “Match Meetings” all participants—interns and mentors—had an opportunity for a 5-minute speed meeting and evaluated each other on common interests. Following the event, Mentors and Mentees were paired based on combined scores. The job site mentor not only helped overcome any challenges during the internship but was also an advocate for interns when seeking employment. The hands-on experience coupled with support from a Mentor increased the likelihood of successful employment for the interns.

This mentoring process has proven so effective, it is now being used to develop WBL opportunities for other grant programs including for youth, adults, Employment First, Colorado Works Subsidized Training, and Employment Program customers.

“ C Squared Computer Consulting joined the TECP (Technology Employment in Colorado Partnership) mentorship program in the fall of 2017 in order to help provide opportunities for work-based learning and mentoring to IT professionals who are facing challenges in finding employment. The C Squared team provided a supportive team environment for an IT Intern to develop new technical skills and crucially, to practice the soft skills that are critical in business. Chris Kaiser (CEO) has also been personally mentoring a TECP participant who is interning at another company in order to help them in their career development. C Squared was honored at Jefferson County’s Rising Stars Awards Ceremony in 2018.

TEC-P BY THE NUMBERS: LARIMER COUNTY ECONOMIC & WORKFORCE DEVELOPMENT

RESULTS OF THE USDOL READY TO WORK GRANT 2014-2019



114

people served
17% of total served
during the grant

87

trained

82 PEOPLE EMPLOYED

\$92,187 AVERAGE WAGE



Jeff C. earned a full stack certificate through the TEC-P program, and is now employed as a Senior Analyst/Application Developer at an annual wage of \$90,000.

Bill M. received training as a Scrum Master from TEC-P, and landed a job as a Test Engineering Technical Program Manager in November 2018. Thanks to the training and other guidance he received through TEC-P, Bill now earns an annual salary of \$105,000 with room to advance.

After participating in TEC-P, Liza S. went to work as a Front-End Developer in January 2019. She is putting her training in C# and Angular to good use in a position that paid a \$10,000 starting bonus and an annual salary of \$60,000.

LARIMER COUNTY ECONOMIC AND WORKFORCE DEVELOPMENT

BEST PRACTICES AND LESSONS LEARNED

Larimer County Economic and Workforce Development found that many of the long-term unemployed customers enrolled in TEC-P had difficulty networking. The agency encouraged customers to network to increase their chance of finding work quickly and stressed the importance of in-person connections as well as LinkedIn.

TEC-P brought in highly skilled customers, but many had not had to job search for many years. Networking was a challenge for many of them, and the Larimer County Workforce Center realized over time that even one personal contact in their field could be invaluable to the customer. Personal contacts can provide information, advice, understanding, and/or additional contacts.

Larimer County Economic and Workforce Development also recommended informational interviewing to learn about employers, application processes, and training ideas for TEC-P participants. When a customer goes to work, the workforce professional asks if they are willing to connect with current or future job seekers. A link is provided where they can enter their contact information, training, and employment details so they can be called by subsequent job seeker customers for informational interviews as appropriate. This way workforce development professionals across all teams within the agency can access all willing participants and increase the connections for job seekers.

This is now known as the **Alumni Bank** and is a growing network of contacts in businesses across Northern Colorado that were served successfully through the workforce development system and now are willing to help its current customers. The alumni bank system, in which current customers are connected to former customers, is used by our team across all industries. Workforce development professionals at Larimer County Economic and Workforce Development have accumulated a lot of knowledge about training providers, training programs, and employers through this tool.

Similar to other local areas, TEC-P helped the Larimer County Workforce Center team become more familiar with employers, credentials and training providers related to IT and advanced manufacturing. Through customers and internship host sites, connections to people in the TEC-P occupations have been significantly increased, which benefits other parts of the Larimer County talent development system.

But first-hand experience is invaluable. Connecting customers to that primary source of information can help the job seeker make critical decisions. Serving TEC-P customers, and TEC-P outreach, has helped make connections with other workforce local areas, outplacement agencies such as Lee Hecht Harrison, recruiters and training providers.

“ Customer JB completed his software full stack training at Turing on last quarter of 2017 with the software credential. However, after being on job search status for several months, he was not able to land a job as a software developer. Unfortunately, from the employer’s perspective, JB was still considered to be at entry level even though he came with the several years of technical skills. Another option was needed to support him with hands-on experience. This would show real life project work that could be reflected on his resume. Denver Workforce Services reached out to TEC- P partner Larimer County Workforce Center, and, with the region’s approval, co-enrolled JB for a paid work experience. Once completed, he used these new skills to find a full-time software position at a Denver software developer earning \$70,000.

PROJECT CONVERNER ROLE

KEY SUPPORT FOR A REGIONAL APPROACH

The Colorado Urban Workforce Alliance (CUWA) is a multi-regional workforce alliance of ten local workforce areas which promotes industry led sector initiatives, regional collaborations, and best practices within the public workforce system.

As the Director of CUWA, Judith Emery coordinates activities identified by the ten associated Workforce Directors related to economic development strategies and employer linkages. Since she already had the responsibility of convening sector regional activities when TEC-P was funded, this was a logical role for CUWA to take on. The CUWA Director was a neutral role that didn't represent anyone workforce area's specific interest and could speak from the place of ensuring the federal project and the local partners were successful. CUWA:

- Assisted in the development of the operations manual to ensure alignment across the participating local workforce areas
- Facilitated the initial "Launch" of the Industry Led Advisory Board, working directly with the industry co-chairs to ensure the Project was industry led
- Initiated bi-weekly "Sprint" calls at the request of the Advisory Board to discuss and learn about pertinent topics and advance certain action items
- Assisted Techtonic in successfully applying to become a recognized US DOL registered apprenticeship program in software development, a model that received national recognition as the first IT registered apprenticeship in the country



SECTOR PARTNERSHIPS

Sector Partnerships are industry-specific regional collaborations led by business in partnership with economic development, education, and workforce development.

The Denver tech sector partnership was launched in 2017, combining the talent committee of the Colorado Technology Association (CTA) and the TEC-P advisory board. It is currently convened by a collaboration between CTA, Denver Workforce Services, Arapahoe Douglas Works!, and Tri County.

The Boulder tech sector partnership was launched in 2018 through the Boulder Chamber of Commerce.

A third tech sector partnership was started outside of the TEC-P regions in Canyon City, Colorado focused remote workers.

The partnerships each have different priorities but are working together to share resources and collaborate on joint challenges.

LEARNING FROM ONE ANOTHER

Industry meets quarterly with the benefit being that partners bring “tools” to the table rather than “packaged solutions” and members can learn from one another. For example, sessions have been held on:

- Skill-based Hiring with Skillful
- Exploring Tech Careers with Couragion
- Cybersecurity Trends with SecureSet
- Diversity Focus at Zayo
- Apprenticeships at Techtonic
- Internships at HomeAdvisor



See Appendix F for more information.

CONCLUSION

TEC-P proved to be a very successful grant. TEC-P facilitated industry partnerships and in-kind efforts in a more collaborative and timely manner so that these types of partnerships have become part of the overall strategic tech talent planning in metro Denver and expanding across the Front Range.

The principal partners have now experienced success in working together around tech talent availability, and a number of best practices have been developed that are now inspiring other sector partnerships and programs.

KEY HURDLES

Economic Changes

- Sharp change from high to low unemployment
- Changing industry needs

Regional Partnership

- Processes vary
- Balance consistency and local needs

Jobseeker Needs

- Training to fit barriers
- Ageism

Ready-to-Work Parameters

- Targeted industries
- Partner changes based on needs

SUSTAINABILITY

Industry

- Establish sector partnerships and continue to expand to insure efforts are industry-lead
- Ability to change based on economic needs

Job Seeker Needs

- Technical assistance based on industry requirements
- Worked with community partners and common goals for career services
- Used lessons from high skill occupations to understand entry level needs

Partnership

- Culture of continuous improvement
- Local approaches but one collective operational voice
- Data-driven decisions

MOVING FORWARD

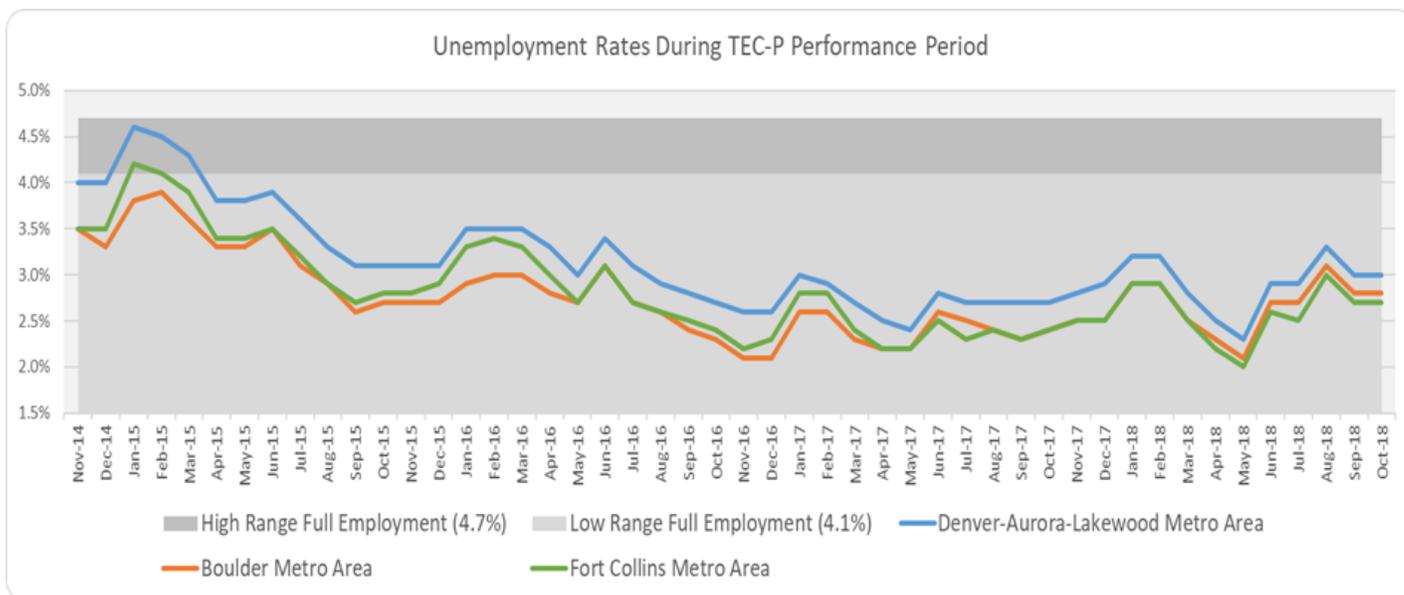
The need for qualified tech talent in IT and advanced manufacturing continues to flourish in a near full-employment labor market. With decreasing funds through the federal workforce system, partners will need to find creative ways to continue working together and with industry to continue developing the talent needed across the career spectrum from entry level to higher skilled positions.

Additionally, many of the TEC-P customers were aged 50+ and Denver embraced the opportunity to serve this specific population. At the end of the grant period, DEDO partnered with the AARP Foundation to sustain this work, delivering workshops and intensive 1:1 and group coaching to individuals to ageing adults, regardless of their sector of interest.

In conclusion we would like to thank the many, many organizations and individuals who came together to think outside of the box and work together toward the common success of our economies, companies, and people.

We would especially like to honor Dawn Gardner, the Business and Economic Development Coordinator at Arapahoe Douglas Works!, whom we lost too early. Dawn was an integral part of TEC-P from the very beginning, and her spirit will be missed.

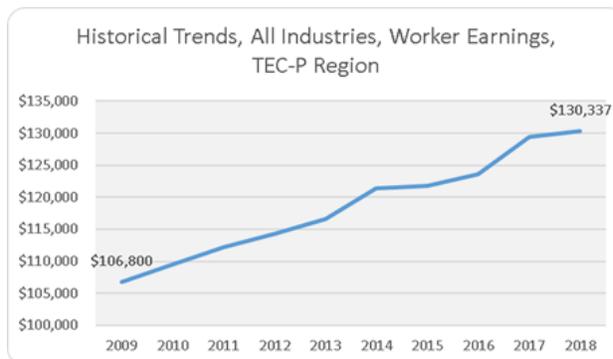
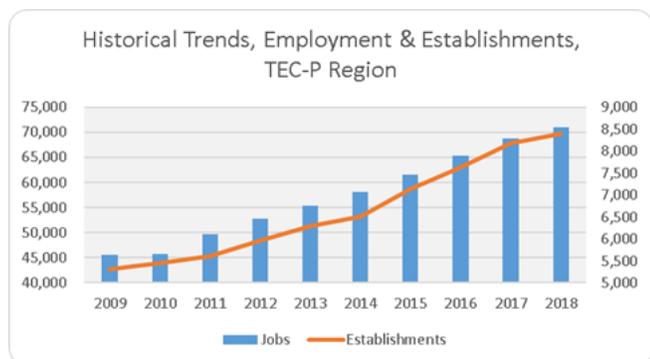
APPENDIX A: UNEMPLOYMENT DATA DURING TEC-P



APPENDIX B: IT DATA

The following provides more detailed data on projected growth in the IT sector.

- In 2014, the IT sector in the TEC-P region employed 58,090 people, and grew by 2018 to 71,009, a 5.1% compounded annual growth rate (CAGR).
- Only 45% of computer occupations are found in the IT industry *per se*, while 55% of all employment in computer occupations is in other industries.
- In 2014, 71,111 people were employed in computer occupations in the TEC-P region. By 2018, this had grown to 85,134 a 4.6% CAGR.
- IT occupations make up 4.9% of employment in advanced manufacturing, 4.8% in broadband and telecommunications, 7.9% in finance, insurance and real estate, 1.5% of healthcare, and 3.7% of employment in government.



Regional Industry Growth Projections, TEC-P Region, Information Technology

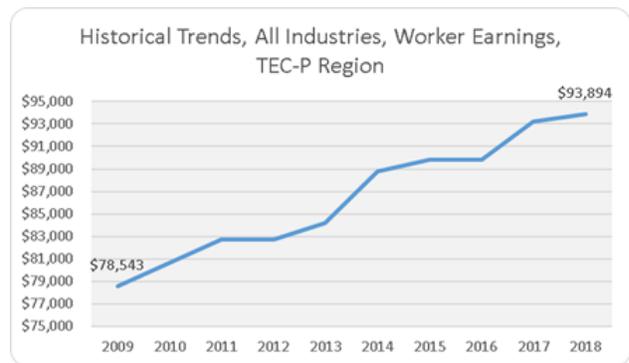
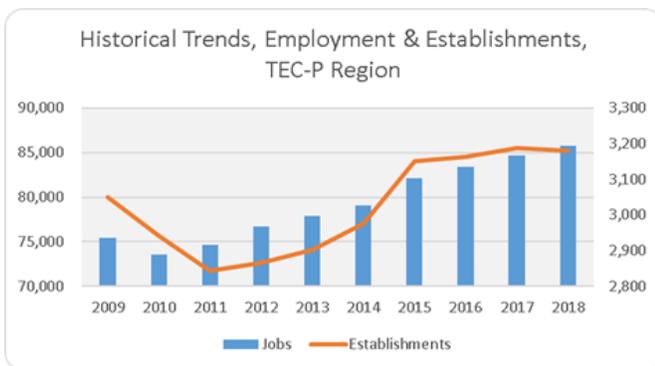
NAICS Code Description	Pay rolled Business Locations, 2018	2019 Jobs	Projected 2024 Jobs	Projected Annual Growth Rate (CAGR)
Software Publishers	494	11,462	12,221	1.3%
Data Processing, Hosting and Related Services	825	10,698	12,773	3.6%
Internet Publishing, Broadcasting and Web Search Portals	350	2,079	2,058	(0.2%)
Custom Computer Programming Services	3,030	23,342	27,312	3.2%
Computer Systems Design Services	3,323	24,058	27,981	3.1%
Computer Facilities Management Services	53	585	529	(2.0%)
Other Computer Related Services	223	2,167	2,380	1.9%
TOTALS	8,395	74,290	85,254	2.8%

Source: EMSI-QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker

APPENDIX C: ADVANCED MANUFACTURING DATA

The following provides more detailed data on projected growth in the advanced manufacturing sector.

- In 2014, the manufacturing sector in the TEC-P region employed 79,113 people. It grew to 85,723 people in 2018, a 2% CAGR
- Between 2009 and 2018, employment in manufacturing grew in the TEC-P region by 10,317 jobs, a CAGR of 1.4%.
- At the same time, the number of establishments or pay rolled business locations in manufacturing in the TEC-P region grew from 3,050 to 3,179, growing annually at a modest 0.5% compounded rate.
- Between 2019 and 2018, the average number of people employed in each manufacturing establishment grew from 24.7 to 27 suggesting some consolidation in the sector.
- Sub-sectors in manufacturing within the region that added the most establishments were food, beverage and chemical manufacturing, while the total number of establishments in the rest of the sector decreased by 247.
- In 2018, the manufacturing sector in the TEC-P region had sales of \$31.2 billion and contributed \$14.9 billion to the state’s Gross Regional Product (GRP), which is the market value of all goods and services produced in the region.



Regional Industry Growth Projections, TEC-P Region, Advanced Manufacturing

NAICS Code Description	Payrolled Business Locations, 2018	2019 Jobs	Projected 2024 Jobs	Projected Annual Growth Rate (CAGR)
Computer and Electronic Product Manufacturing	285	15,377	15,602	0.3%
Food Manufacturing	366	9,374	9,990	1.3%
Transportation Equipment Manufacturing	91	8,107	8,817	1.7%
Miscellaneous Manufacturing	403	7,887	8,080	0.5%
Beverage and Tobacco Product Manufacturing	240	6,888	7,228	1.0%
Fabricated Metal Product Manufacturing	380	6,589	6,666	0.2%
Machinery Manufacturing	177	6,587	7,022	1.3%
Chemical Manufacturing	176	74,290	85,254	2.3%
Nonmetallic Mineral Product Manufacturing	133	4,454	4,542	0.8%
Printing and Related Support Activities	325	4,296	4,168	(0.6%)
Plastics and Rubber Product Manufacturing	111	3,776	3,856	0.4%
Furniture and Related Product Manufacturing	175	2,640	2,675	0.3%
Electrical Equipment, Appliance, and Component	57	1,840	2,078	2.5%
Wood Product Manufacturing	75	1,262	1,219	(0.7%)
Paper Manufacturing	32	1,016	990	(0.5%)
Apparel Manufacturing	29	938	1,050	2.3%
Textile Product Mills	69	670	610	(1.9%)
Primary Metal Manufacturing	37	634	667	1.0%
Leather and Allied Product Manufacturing	11	54	56	0.7%
Petroleum and Coal Products Manufacturing	4	33	34	0.1%
Textile Mills	7	32	30	(1.3%)
TOTAL	3,179	87,230	90,828	0.8%
<i>Source: EMSI-QCEW Employees, Non-QCEW Employees & Self-Employed Class of Worker</i>				

APPENDIX D: TEC-P OCCUPATIONS

OCCUPATION APPROVAL

Listed occupations and accompanying ONETs were from SGA approved H-1B occupations. The alternate job titles correlated with job postings most commonly associated with the ONET in Wanted Analytics for the Colorado region. The grant activities were focused exclusively on training individuals for these occupations and job titles (though titles may have varied on employment due to differences between classifications and actual titles at a given company).

INFORMATION TECHNOLOGY OCCUPATIONS

Computer System Analyst (15-1121)

Business Analyst
Business Systems Analyst
Systems Analyst
Data Analyst
Programmer Analyst
Information Technology Business Analyst
Application Analyst
Technical Analyst
SAP Consultant
Software Configuration Manager
Analyst
Developer Analyst
Technical Business Analyst
Intelligence Analyst
Business Data Analyst

Computer Programmers (15-1131)

Developer (.net/SQL/Cognos/C++)
Programmer
Database Developer
Mainframe Developer
SAP ABAP Developer
Oracle Application Developer
Salesforce Developer
Python Developer
Principal Statistical Programmer
Programmer Analyst

Computer Occupations, All Other (15-1199)

IT Project Manager
Quality Assurance Engineer
Systems Engineer
Quality Assurance Analyst
Software Test Engineer
Solutions Architect
Data Architect
Enterprise Architect

Software Developers, Applications (15-1132)

Software Engineer
Software Developer
Java Software Engineer
Application Engineer
Software Architect
Database Engineer
Application Developer
User Interface Developer

Computer & Information Systems Managers (11-3021)

Information Technology Manager
Program Manager
Director Software Development
Chief Information Officer
Senior Product Manager
Content Manager

Network & Computer Systems Admin (15-1142)

Systems Administrator
Network Engineer
Network Administrator
Systems Engineer
Linux Administrator
Windows System Administrator
Unix Administrator
Noc Technician

Network Systems Administration

Applications Support Engineer
Storage Administrator

Database Administrators (15-1141)

Database Administrator
Oracle/SQL/SQL Server DBA
Data Modeler
Database Analyst
Database Specialist

Web Developer (15-1134)

Java Developer
.net Developer
Ruby Rails Developer
PHP Developer
Sharepoint Developer
Web Application Developer
Web Designer
Front End Developer
User Interface Developer

Information Security Analyst (15-1122)

Security Engineer
Network Security Engineer
Information Security Officer
Security Analyst
Cyber Security Engineer
Information Security Specialist
Information Technology Security Analyst
Senior Risk Analyst

ADVANCED MANUFACTURING OCCUPATIONS

Chemist (19-2031)

Manufacturing Chemist
Research Scientist
Chemical Technician

Engineers, All Other (17-2199)

Civil Engineer
Electrical Engineer
Aerospace Engineer
Chemical Engineer
Electronics Engineer, Except Computer
Materials Engineer
Industrial Engineer
Mechanical Engineer
Sales Engineer
Manufacturing Engineer

Business Operations Specialists, All Other (13-1199)

Management Analyst
Economist
Business Analyst
Financial Analyst
Accountants and Auditors
Market Research Analyst
Marketing Specialists
Financial Specialist
Operations Specialist
Analyst

Managers, All Other (11-9199)

Engineering Manager
General and Operations Manager
Industrial Production Manager
First-Line Supervisors
Project Manager
Project Coordinator

Biological Technicians (19-4021)

Laboratory Technician
Research Technician
Research Associate
Biologist

Commercial and Industrial Designers (27-1021)

CAD Designer
Product Designer
Engineering Technician
Graphic Designer
3D Modeler

Materials Scientists (19-2032)

Scientist Materials Science
Researcher Computational Materials

APPENDIX E: TECHTONIC, CONT'D

TECHTONIC PROGRAM: TEC-P FUNDED APPRENTICESHIPS

- 125 Apprentices Served - 23 funded from TEC-P
- Average Salary after completing apprenticeship: \$65,000
- Average Salary year 2 salary: \$74,000
- Average Wage Increase prior to the Tectonic apprenticeship to current salary: 110%
- \$209,000 in total TEC-P funding for Apprenticeships
- Total Annualized Salaries paid to Completers - \$890,000 or an annual ROI of 426% from TEC-P funds
- 11 (48%) of apprentices completed the USDOL 2,000-hour apprenticeship
- 16 (70%) of all funded apprentices are still working in technology
- 12 funded apprentices still working for Tectonic

TEC-P FUELS THE DIVERSITY OF TECHTONIC APPRENTICES

	# of Apprentices	% of Apprentices
Diverse Population	18	78.26%
Males	17	73.91%
Females	6	26.09%
Persons of Color	10	43.48%
Veterans	8	34.78%

TECHTONIC'S MESSAGE TO OTHER APPRENTICESHIP STARTUPS

Tectonic's Chris Magyar, Chief Apprenticeship Officer, advised that the workforce center has a tremendous amount of knowledge that can be shared with a potential apprenticeship site, including for example: *insights on potential funding for the apprenticeship, connections to other companies in their region that have established apprenticeships, selecting candidates for the apprenticeship, and making connections to other county workforce centers. Once the apprenticeship has been established, the employer should fully educate the workforce centers.*

RECOGNITIONS

- Colorado Workforce Development Council - 2018 Celebration of Excellence in Apprenticeship - Outstanding Employer Award <https://www.colorado.gov/pacific/cwdc/news/2018-celebration-excellence-apprenticeship>
- Colorado Companies to Watch - 2018 Winner <https://coloradocompaniestowatch.org/winners/2018-winners/>
- Colorado Technology Association - Talent Champion of the year (2018) <https://www.bizjournals.com/denver/news/2018/11/08/cta-apex-awards-talent.html>
- Recognized by the DOL during National Apprenticeship Week 2018 https://www.youtube.com/watch?v=RLMBGL_HWYM&feature=youtu.be

APPENDIX F: SECTOR PARTNERSHIP MEMBERS

DENVER METRO AREA

Participating Companies

Agile Partnering, Chrysalis Partners, Cognizant, Couragion, DaVita, Design Thinking Denver, DISH Network, Epiphany AI, Governor's Office of Information Technology, Greystone Technology, HomeAdvisor, Istonish, Kore1, Microsoft, Ombud, Pairin, Panasonic, Parkifi, Platte River Networks, Professional Employment Group, Quizlet, RTL Networks, SecureSet, Slalom, Swiftpage, Synchron, Techtonic Group, Zayo Group

Participating Partners

Adams 12 Five Star School, Arapahoe Community College, Arapahoe/Douglas Works!, Beyond Campus, CareerWise Colorado, Colorado Dept. of Labor & Employment (CDLE), Colorado Urban Workforce Alliance (CUWA), Colorado Workforce Development Council, Community College of Aurora, Cross Purpose, CTA, Denver Metro Chamber of Commerce - Opportunity Youth, Denver Office of Economic Development, Denver Public Schools CareerConnect, Emily Griffith, Innovate+Educate, Jefferson County Department of Human Services, Mile High United Way, OEDIT/Linked, Regis University, Skillful, Turing, UC Denver Graduate School, Workforce Boulder County, Front Range Community College Worklife Partnership

2018/2019 Co-Chairs

Tanya Jones, Home Advisor
Michael Simpson, Pairin

2018/2019 Conveners

Sarah Bennett, Denver Economic Development and Opportunity
Kelly Stevens, Colorado Technology Association
Mike Aman, Jefferson County
Stephanie Mufic, ADWorks!

BOULDER / BROOMFIELD

Participating Companies

Archethought Inc, Ball Aerospace, Bitsbox, Cognizant, Data Ductus, Front Range Engineering, Galvanize, Gogo Business Aviation, Google, IBM, Intrado, Koziol, Lexmark, Lockheed Martin, Matchstik, Micron Technology, Mojotech, Oracle, Peaksware, PRODONOS, Qualcomm, Scribworks, Seagate Technology, Spectra Logic, Sovrn, Sphero, Techtonic, Trimble / Sketchup, Twitter, VMware, Webroot, Wiland, Inc, Xilinx, Zayo Group

Participating Partners

Boulder Chamber, Boulder County SBDC, Boulder Economic Council, Boulder Valley School District, Broomfield Workforce Center, Broomfield Chamber of Commerce, Careerwise, CDLE – DVR, City of Boulder, City of Broomfield, City of Louisville, Colorado Technology Association, Colorado Urban Workforce Alliance, Front Range Community College, Longmont Chamber of Commerce, Longmont Economic Development Partnership, St Vrain Valley School District, University of Colorado Boulder, Workforce Boulder County

2018/2019 Co-Chairs

Lisa Husby, Zayo Group
Chris Magyar, Techtonic

2018/2019 Conveners

Corine Waldau, Boulder Chamber of Commerce
Lynn Vosler, Front Range Community College
Erin Jones, Workforce Boulder County

APPENDIX G: DOL RECOGNITION AND RELATED EVENTS

- 2015 Q4 - TEC-P recognized in the DOL RTW December newsletter for the success of *Promote Your Tech Talent*
- 2016 Q2 – TEC-P recognized for sector work under the DOL resource brief: *Sector Strategies Part Two: Lessons Learned and Successful Tactics from the City and County of Denver*
- 2016 Q4 Oct 2016 – DOL Secretary of Labor Roundtable - Denver was 1 of 5 RTW awardees asked to participate in a discussion of *Successes and Next Steps in Helping Long-Term Unemployed*
- 2018 Q1 – Ready-To-Work National convening in DC – selected to present on sustainability and support IT apprenticeship partner who participated on convener panel
- 2019 Q3 – TEC-P requested to support for webinar presentation on TechHire plenary, by sharing key perspectives on sustainability; held additional webinars for SWFI and America’s Promise grants

As Ready to Work (RTW) grantees wind down their RTW Grant during their period of performance, the USDOL Division of Strategic Investments (DSI) is planning to collect information from grantees on Innovations, Lessons Learned, Leveraging Resources, Partnerships and Sustainability Planning. The Denver case study will take a deeper dive into how the Ready to Work Grant shaped Denver’s implementation and sustainability process as well as document their lessons learned and community impact. In addition, the information gathered will also showcase the promising practices identified in Sector Partnerships and Sustainability. The team will package the identified promising practices and lessons learned in a report format that will be shared with the DSI for use with future grant programs.



DENVER

ECONOMIC DEVELOPMENT
& OPPORTUNITY

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Denvergov.org/EconomicDevelopment

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TECHNOLOGY EMPLOYMENT
IN COLORADO PARTNERSHIP

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