Program Year 2020 - End of Year Report

Career Pathway Development

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

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

Through the first half of PY20, Denver Workforce Services (DWS) has engaged with its employer partners to inform development career pathways and career ladders not only through convening or participating in Sector Partnerships, but also through virtual job fairs and hiring events, as well as consistent outreach to employers in Denver’s target industries.

Through this engagement, digital literacy emerged as a required skill that all jobseekers need within the current COVID-19 environment to access training and employers in most industries. Digital literacy can be a challenge for many of our WIOA jobseekers. Denver and its service providers acted quickly to address the gap in digital literacy skills. In the first half of PY20, Denver’s Workforce Centers connected jobseekers with the Northstar Digital Literacy program, which provides the basic skills needed to use a computer and the internet in daily life, employment, and continuing education, in a user-friendly platform. Frontline staff have completed the Northstar Digital Literacy proctor training to allow workforce centers to directly engage in training and certification. To address the related gap in access to laptops and WiFi and the internet. DWS entered into a partnership with the Denver Public Library that makes laptops and internet hotspots available for loan out through branch libraries for workforce center customers.

By the end of the program year, over 1,000 households had checked out equipment through the Tech Loaner Program with DPL. This allowed DWS customers, over 75% of whom had been laid off due to the pandemic or otherwise unemployed, the means to connect with available services. DWS identified additional funds to allow the program to continue and expand in PY21. Additionally, DWS staff, along with our Denver Workforce Integration Network partners and other community partners, compiled a list of free digital literacy resources to ensure that all individuals and communities have access to the technology they need to thrive and succeed. Through the Workforce Center at Denver International Airport (DEN), DWS began offering virtual training in computer fundamentals, which, over the course of PY20, expanded to include basic email, Microsoft Word, and Excel.
In addition to its focus on connecting jobseekers with the digital literacy skills necessary to access career pathway opportunities within the COVID-19 labor market, Denver also connected its customers with information and career pathways in its target and growth industry sectors.

**Construction & Skilled Trades:** Denver’s Construction Employer Services Team actively promoted pre-apprenticeship and apprenticeship programs in the Denver Metro area. They worked with the Denver Metro Construction Sector Partnership (DMCSP), area employers and representatives from Association of General Contractors (AGC) Colorado Construction Careers Now, Colorado Home Building Academy and Master’s Apprentice programs to support career pathways to the trades and promote enrollment into the programs. Additionally, Denver staff facilitated access to Construction career pathways in metro area high schools through the DMCSP’s Careers in Construction and Construction Career Mentoring programs. Denver supported 19 individuals in training related to construction career pathways in the first six months of PY20. 6 individuals were connected with employment in a construction career. Specific examples of how Denver engaged with its employer partners to inform development and promote participation in career pathways, include:

- **Denver Construction Career Pilot (DCCP)** – DCCP continued its work to connect individuals to the pathways towards apprenticeships and careers in the skilled trades available through the city’s large-scale infrastructure and development projects. In the first half of PY20, construction projects in the pilot accounted for 176 new hires (14% from Denver neighborhoods that experience stubborn unemployment and poverty) with an average new hire wage of $25.74/hour. City projects employed 65 apprentices, primarily in the Electrician, Sheetmetal, and Ironworker trades. The team is also evaluating ladders to upskill “Labor Craft” workers employed on many of Denver’s capital projects into higher paying prevailing wage jobs.

- **WORKNOW** – Denver continued its support of and partnership with WORKNOW to provide virtual orientations and information sessions to connect jobseekers with Construction career pathways available through WORKNOW. In the first half of PY20, WORKNOW enrolled 281 new participants (including 87 incumbent workers), place 113 in industry employment (77 in the trades) and connect 65 individuals to apprenticeships with an average starting wage over $20/hour.

- Denver’s OSY provider Center for Employment Opportunities (CEO) connects participants with work experiences in the construction industry and offers OSHA training on its online training platform CEO NEST (Network for Employment Services and Training). In PY20, CEO has placed 10 participants in work-based learning opportunities in the construction sector.

- Denver International Airport (DEN) workforce center hosted Construction Career Info Session in September which resulted in 14 WORKNOW enrollments.

- In October, DEN workforce center hosted the DEN Capital Projects Virtual Workforce Hiring Event, at which 9 contractors, 24 job seekers, and 4 workforce partners participated.

- In November, DWS staff collaborated with other workforce regions, labor organizations and business entities to introduce local youth and jobseekers to construction career pathways at the annual Apprenticeship Fair.
• In the fall, the DCCP Team facilitated the submittal of the operating engineers (Heavy Highway) registered apprenticeship program application by DEN Pena Blvd Phase 1 Prime Contractor IHC; the program was approved by the USDOL.

• DWS staff successfully worked with the International Facility Management Association (IFMA) to develop the Facilities Management Registered Apprenticeship application, which the USDOL approved in January. IFMA serves as the Related Instructor and Sponsor and Jones Lang LaSalle (JLL) as the first employer.

Denver supported 31 individuals in training related to construction career pathways in second half of PY20. 22 individuals were connected with employment in a construction career. Specific examples of how Denver engaged with its employer partners to inform development and promote participation in career pathways, include:

• Denver Construction Career Pilot (DCCP) – In the second half of PY20, construction projects in the pilot accounted for 406 new hires (13% from Denver neighborhoods that experience stubborn unemployment and poverty) with an average new hire wage of $25.22/hour. City projects employed 117 apprentices, primarily in the Electrician, Sheetmetal, and Ironworker trades, who earned on average $25/hour. The team is also identified multiple methods to enhance the construction sector talent pipeline.

• WORKNOW – In the last two quarters of PY20, WORKNOW enrolled 388 new participants (including 126 incumbent workers), placed 119 in industry employment (97 in the trades) and connect 87 individuals to apprenticeships with an average starting wage over $19.67/hour. Through the course of PY20, WORKNOW members earned 322 certificates.

• Denver’s DCCP Team worked with SEMA Construction to deploy $25,000 in MSU Denver scholarships and $50,000 in WORKNOW supportive services.

• DCCP secured an additional $1.69M to support the WORKNOW collaborative.

• In the third quarter, Denver’s One-Stop Partners, the Denver Workforce Integration Network (DWIN), featured RK Industries at a meeting to discuss sponsored apprenticeships and the opportunities available for women in this career pathway.

• Denver ISY provider, Denver Public Schools placed participants in the Construction Careers Now pre-apprenticeship program and RTD’s Diesel Mechanic Certification Program.

• In PY20, Denver OSY provider CEO has placed 11 participants in work-based learning opportunities in the construction sector.

• DWS hosted a Construction Job Fair for youth.

• DEN Workforce Center hosts a regular Construction Workforce Partners meeting with employers engaged on the Great Hall Project.

Additionally, Denver hosted weekly Careers in Construction Virtual Informational Sessions to provide customers with information about Construction career pathways. In the first half of PY20, these sessions connected 315 jobseekers with training and employment opportunities, including apprenticeships and pre-apprenticeships, WORKNOW, and Construction Sector employers with open positions.

• In the second half of the year, another 390 jobseekers participated in Denver’s Careers in Construction Virtual Information Sessions. Denver began to offer similar virtual sessions to connect jobseekers with information about career pathways in production, agriculture,
construction, and engineering (PACE) which were attended by 162 jobseekers in the second half of the year.

Early Childhood Education (ECE): DWS partners with Denver’s Early Childhood Council (DECC) to convene the ECE Sector Partnership. In alignment with this group’s priority to recruit and train the ECE workforce and informed by DECC’s recommendations on options for new training and pathway opportunities, Denver promotes this pathway with our customers and community partners. Denver In-School Youth provider, DPS placed one individual in an ECE work experience and DWS supported one individual in skills in an educational pathway in the first half of PY20, although this was for middle-grade students, rather than ECE.

- In December, Denver partnered with Adams County Workforce and Lutheran Family Services to recruit 10 New Americans into WIOA and/or the State Apprenticeship Expansion Grant programs to support participation in the Child Care Development Specialist pre-apprenticeship program at Red Rocks Community College (RRCC).
- In February, nine individuals enrolled in the RRCC ECE program.
- By the end of PY20, all nine were still enrolled in classes at RRCC; upon completing the class at the end of July 2021, participants will enroll in additional classroom and work-based learning to complete the registered apprenticeship program.

By the end of the program year, 14 individuals engaged in training opportunities in Educational career pathways and 13 were connected with employment in the industry (as indicated by UN codes in Connecting Colorado).

Healthcare: Partnering with Arapahoe Douglas Works as Workforce Liaison to the Greater Metro Denver Healthcare Partnership (GMDHP), DWS supported Healthcare career pathways throughout the first half of PY20. Collaboration with partner organizations, including Centura Health, Denver Health, Central Colorado Area Healthcare Education Center (AHEC), and Denver Housing Authority (DHA), along with other Workforce Regions including Pikes Peak, has resulted in the continuation of five registered apprenticeships.

In the first half of PY20, 17 Denver customers engaged in training for healthcare sector pathways, including the Sterilization Tech apprenticeship, Medical Assistant Registered Apprenticeship, Pharmacy Tech apprenticeship and certification programs in Phlebotomy and Addictions Counseling. 21 individuals entered employment in the Healthcare industry.

Additional efforts related to Healthcare career pathways included:

- Denver worked with AHEC, Denver Health and Centura Health to enroll 3 individuals in WIOA programs to support training and apprenticeships.
- Denver hosted weekly Careers in Healthcare virtual information sessions throughout the first half of PY20 that were attended by 515 jobseekers. In the second half of the year, another 543 participated in these sessions.
- In December, Denver hosted a Veterinary Technicians Apprenticeship Info Session.

Throughout the second half of the program year, another 33 individuals began training in healthcare occupations, including Centura Health’s and Denver Health’s Med Lab Certification, Medical Assistant Apprenticeship, AHEC’s Healthcare Pre-Apprenticeship, Paramedic and EMT
as well as healthcare insurance coding. 15 additional jobseekers were connected with employment in the industry.

- Denver Public Schools, Denver’s WIOA In-School-Youth provider, partnered with Denver Health Medical Career Collaborative (MC2), Healthcare Interest Program, the Community College of Denver, Emily Griffith Technical College, and FACES for the Future Coalition to place 10 youth in Certified Nursing Assistant courses.
- Denver worked with Kroger and MedCerts to promote the Pharmacy Tech career pathway with incorporates classroom and on-the-job training. Up to 10 OJTs at King Soopers pharmacies will be supported by Denver.
- DWS hosted two Healthcare Career Exploration events with the Community College of Denver and another Veterinary Technician Apprenticeship Info Session.

Additionally, DWS hosts weekly Healthcare Careers Information Calls to connect jobseekers with career pathways, training providers and job opportunities. Throughout PY20, over 1,000 jobseekers participated in these calls.

Information & Technology: DWS utilized information gathered through its business relationships, including collaboration with Tech Talent Denver, to inform the development of career pathways, and identification of training and tools to increase awareness of information and technology sector employment. In the first half of PY20, 16 individuals participated in training activities for careers in IT, including the SecureSet HUNT Cybersecurity program and Turing’s Web Developer. 13 jobseekers were newly employed in IT careers in the first half of PY20.

- Denver connected a number of area training providers with employer partners at a Tech Talent Denver meeting. The providers, including ActivateIT, Adams12 Five Star Schools, AdvanceEDU, Denver Public Schools, General Assembly, Grow with Google, PCs for People and Turing, presented information on their programs and employers provided feedback on training strategies.
- As part of its summer youth programming, Denver partnered with iD Tech to provide week-long Tech Camps to a total of 49 youth who gained hands on training in coding, Python, Java, Minecraft, AI, Unreal, Roblox, 3-D Game development, 3-D Modelling, CG Animation for YouTube and more. All participants received laptops to keep.
- In September, Denver hosted an Apprenticeship Recruitment Event for Twilio; 65 Denver candidates and another 22 Colorado candidates applied for the program.
- Denver met with CDLE, Adams, and AD Works regarding an Intertech Youth Apprenticeship.

In the second half of the year, 40 jobseekers engaged in training in IT career pathways, including the University of Colorado - Colorado Springs’ (UCCS) Cybersecurity Registered Apprenticeship, Turing’s Front and Back-End Engineering, and user support courses through a variety of providers. 10 individuals found employment in the IT sector (CoCo UNs).

- In February, Denver, as fiscal lead in the partnership with six other workforce regions, was awarded $7.38 million from the USDOL to invest in its Technology Employment in Colorado Partnership (TEC-P 2.0) program, which focuses on training and upskilling the local
workforce in key industries including IT, advanced manufacturing, and transportation & logistics.

- Denver hosted the virtual TEC-P 2.0 Launch Event in May, which outlined the program’s overall goals to build a talent pipeline for the IT, Advanced Manufacturing and Transportation sectors through training and upskilling 750 unemployed and under-employed participants and introduced each of the regional partners. The event was attended by over 115 employer, workforce, and education partners.
- Denver worked to establish partnership alignments with Techtonic’s Software Development Registered Apprenticeship and the UCCS Cybersecurity Registered Apprenticeship to support classroom and on-the-job training with TEC-P 2.0 grant funding.
- DWS hosted UCCS’ Cybersecurity Registered Apprenticeship director for a regional presentation on business engagement for over 70 apprentices who have recently completed classroom training.
- DWS supported three employers in the creation of and recruitment for three new IT registered apprenticeships:
  - Two Octobers’ Digital Marketing Apprenticeship
  - Analytics Computers’ Network Support Technician and Network and Computer Systems Administrator Apprenticeship
  - Bitwise Industries’ Tech Apprenticeship

Denver also offered weekly Tech Careers virtual information sessions to inform jobseekers about IT sector career pathways. In the first half of PY20, these sessions connected 576 jobseekers with employment and training and apprenticeship opportunities in the IT Sector; another 665 attended in the second half of the year.

Retail & Hospitality: Through its efforts in the Metro Denver Retail Partnership (MDRP), and with the support of the Lives Empowered grant, DWS and partners supported the Retail, Hospitality and Food & Beverage Career Pathways through the first half of PY20. As retail, hospitality and food & beverage companies were adjusting to the economic impacts of COVID-19, the Colorado Workforce Development Council (CWDC) expanded the Lives Empowered Grant’s target population to include not only incumbent workers but also furloughed and laid-off workers. DWS staff leveraged their relationship with the Colorado Restaurant Association to serve restaurants impacted by COVID-19 throughout Metro Denver area. Additionally, Denver continued its focus on serving the retail and hospitality sector employers based at Denver’s Workforce Center at Denver International Airport (DEN) and played an integral part in developing relationships with DEN contractors, managers, concessionaires, and employees. DWS connected 142 individuals with Retail & Hospitality classroom and work-based learning in the first half of PY20; 16 jobseekers entered employment in the sector.

- DWS collaborated with Colorado Restaurant Foundation and Dynamic Learning Inc., to provide ServSafe Food, Alcohol and Manager Certifications to help incumbent, laid off and furloughed retail workers, as well as employees of Tea Lee’s Tea House, Sexy Pizza and Fire on the Mountain throughout the first half of the program year.
- To serve DEN employers, Denver partnered with Spring Institute and Teach by Tech to provide Virtual Workplace English, Customer Service English as a Second Language and Cash Handling.
Additionally, Denver developed and provided Security Identification Display Area training, which prepares new and existing employees for the SIDA badge and security tests at the airport.

SIDA Test Preparation will be offered as part of the DWS DEN Gateway Onboarding training is being developed in collaboration with DEN concessionaires.

Denver also collaborated with WorkLife Partnership to provide a presentation on the support, resources and tools for DEN workers impacted by the pandemic.

Denver Out-of-School Youth Provider Urban Peak has worked with SAME Café to connect youth with culinary training and ServSafe certification.

Although the Lives Empowered Grant expired in the first half of PY20, Denver continued efforts to connect jobseekers with career pathways in the Retail & Hospitality sector in the second half of PY20 – 34 jobseekers participated in training activities and 7 found new employment in the industry.

DEN Workforce center continued to partner with Spring Institute to provide Virtual Workplace English, Customer Service English as a Second Language and Cash Handling, supporting 26 individuals in the second half of the year. Most of these individuals were already employed.

DEN provided SIDA badge preparation classes for an additional 14 individuals employed at the airport.

Denver collaborated with CWDC on the marketing and enrollment of participants the Lives Empowered Training Academy, which provides a Retail Career Readiness bootcamp, Enrich Financial Services training and retail career pathways training (National Retail Federation Retail Fundamentals, Customer Service and the Business of Retail). 12 individuals registered for classes in PY20.

Denver collaborated with CWDC, SE2 and WorkEd on a toolkit that includes case studies of the upskilling efforts happening in Colorado retail partnerships.

In the efforts to increase and track economic mobility of frontline workers and assessing the on-going effects of COVID-19 and employee upskilling initiatives, Denver continued to collaborate with CWDC and the Center for Regional and Economic Competitiveness (CREC) on the development of a Regional Empowerment Score.

Denver OSY Provider Urban Peak connect 3 youth with culinary training and retail industry work-based learning.

Other Industries: In support of Manufacturing career pathways, Denver funded 2 customers in Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program and another 2 customers in Manufacturing OJTs. 12 individuals found employment in the Manufacturing sector in PY20.

Denver also supported 13 customers in Professional/Financial Service classroom training and 2 WIOA Youth in Professional Service work experiences in the first half of PY20. By the end of the year, Denver connected 60 individuals with training to advance along Professional and Financial Services career pathways, including project management, appraisal, paralegal and quality improvement certificates – 42 customers found employment in Professional Service occupations.
Additionally, DWS met with the Colorado Department of Transportation to explore development of Transportation and Freight Sector career pathways. This partnership was instrumental in Denver’s successful TEC-P 2.0 grant application and the program will support customers in pursuit of a Transportation & Logistics career pathway.

In the first half of PY20, 333 youth participated in virtual work experiences in a variety of industries through Denver’s Summer Youth Employment Program (SYEP). Denver SYEP provider DPS successfully adapted its program to meet the restrictions of the COVID-19 environment, providing online job readiness skills, workplace preparation, and career exploration opportunities through Google’s Applied Digital Skills platform.

In the second half of the program year, over 125 youth were placed in work experience opportunities for the summer – an additional 89 youth will be placed in PY21. Denver’s SYEP participants have overwhelming requested employer-led work experiences.

The table below outlines Denver’s progress toward its planned career pathway outcomes as of June 30, 2021.

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<tr>
<th>Target Industry Training</th>
<th>Classroom Training</th>
<th>Work-based Learning</th>
<th>Apprenticeships</th>
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</table>

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

Eckerd Connects, Denver’s One-Stop Operator, also convenes the Denver Workforce Integration Network (DWIN), which includes all WIOA mandated partners, as well as additional service providers and community partners interested in collaboration, alignment, and integration across the service network. At monthly DWIN meetings, the partners share information about their services, highlight specific events, discuss issues of broad interest, and identify
opportunities for collaboration and alignment. Throughout PY20, DWIN meetings were attended by:

- AARP Foundation
- Ability Connection Colorado
- Asian Pacific Development Center
- CDLE-DVR
- CDLE-Vets
- Center for Employment Opportunities
- Colorado Literacy Coalition
- Community College of Denver
- CommunityWorks
- Denver Indian Center
- Denver Housing Authority
- Denver Human Services
- Denver Indian Center
- Denver Public Schools
- Focus Points Family Resource Center
- The Gathering Place
- Goodwill
- Ladies of Hope Ministries
- The Learning Source
- Mi Casa Resource Center
- Mile High United Way
- Mile High Youth Corps
- Remeg
- SER Jobs for Progress National
- Volunteers of America
- Work Options for Women
- WORKNOW

In the first half of PY20, DWIN focused on strategies to increase digital literacy and access across all populations served by the partners. Many workforce system participants struggle with navigating the virtual world due to lack of technology skills – skills that are necessary in the current socially distant COVID-19 environment. These populations, including mature workers, ex-offenders, veterans, dislocated workers, English Language learners, and public benefit recipients, are also impacted by additional barriers to employment. To address this issue, DWIN established a focus group, which has created a needs assessment survey and an asset map identifying basic digital training providers and resources for access to free and low-cost PCs and internet access.

- With the launch of Denver’s TEC-P 2.0 program, DWIN established a focus group to develop targeted strategies for One-Stop Partners to recruit individuals with barriers to employment. The focus group assembled a toolbox of information on IT, manufacturing, and transportation career pathways to inform partners and their customers.

Eckerd Connects has set up a DWIN SharePoint site, where all partners can share events, flyers, brochures, and other information about their services. The site features DWIN’s Virtual Resource Guide, a desk aid providing descriptions of services offered by our WIOA partners, directory for points of contact, and referral processes. This SharePoint site is an ongoing and dynamic communication portal to ensure that DWIN discussion continues beyond monthly meetings.

Additionally, Denver welcomes all partners to weekly workforce center staff huddles to discuss leveraging programs through co-enrollment and connect participants to expanded training and/or career services.

In December, DWS began created bi-weekly Community Connections Virtual Informational Sessions. By the end of the program year, these sessions had connected 145 jobseekers with a range of training partners, including AARP’s Back to Work 50 Plus, Colorado Homebuilding
Academy, Emily Griffith Technical College, Emu Systems, Goodwill Colorado, and Work Options for Women.

Denver partnered with several human services organizations, corrections agencies, local schools, community colleges, and four-year institutions to integrate services and increase awareness of Career Pathways throughout the program year. These partnerships facilitated collaboration across organizations to better serve our jobseekers and employers and have increased digital literacy awareness, jobseekers’ digital skills, and access to virtual services.

**Human Services:** Denver Human Services’ (DHS) offices have been closed to customers since March 2020. Although DHS and Denver Workforce Services have developed a strong collaboration in referrals to WIOA Youth and co-enrollment of SNAP customers, work continues to establish a virtual referral process for job-ready TANF participants. Denver’s partnership with community-based organizations that serve individuals with barriers to employment, however, has continued through the pandemic’s closures:

- **Cross Purpose** – to enroll customers in WIOA to support CDL training.
- **Lutheran Family Services** – to recruit and enroll New Americans in ECE training programs.
- **AARP Foundation** – to provide Back to Work 50+ program services to connect mature workers with supports and skills necessary to re-enter the workforce.
- **CDLE Division of Vocational Rehabilitation** – to provide ongoing co-enrollment workshops to maximize services available to customers.
- **Denver Indian Center** – to increase awareness of available services in order to leverage programs and ensure Native Americans have broader access.
- **CWEE** – to co-enroll participants and collaborate to support employers and their workforce.
- **Taste of Ethiopia** – to present a Facebook Live event in Amharic on the Unemployment Insurance process and workforce resources to assist New Americans; over 3,000 individuals viewed the event.
- **Mercy Housing** – to expand the referral network for WIOA Adult and Youth customers.

**Corrections:** In the first half of PY20, Denver engaged with corrections agencies and CBOs serving justice-involved individuals to align services.

- Denver’s WIOA Adult program has partnered with Mile High Behavioral Healthcare to collaborate on co-enrollment of Denver Second Chance Act participants and the Center for Employment Opportunity (CEO) to provide digital literacy and expanded job placement support for out-of-school youth.
- Denver planned activities to provide justice-involved individuals with pre- and post-release employment and training services under the Pathway’s Home grant worked with CommunityWorks. In the second half of the year, Denver developed its subrecipient agreement with CommunityWorks; activities are scheduled to begin in PY21.
- Since Denver’s OSY provider CEO primarily serves justice-involved youth who are currently on supervision, it has developed extensive and deep partnerships with both Colorado Department of Corrections and metro area probation departments. In the first half of PY20, CEO began to work more closely with the Denver District Attorney’s Young Adult Diversion program.
• DWS collaborated with Second Chance community organizations to provide resources related to Unemployment Insurance, COVID-19 healthcare, and small business support.
• Denver hosted a Community Re-Entry Workshop for Adult Jobseekers.
• DWS partners directly with Remerg to connect re-entering jobseekers with additional providers and supports as they engage in training and employment.
• DWS works with Ladies of Hope Ministries, which also engaged with DWIN to share opportunities for justice-involved women.
• DWS collaborated with the Colorado Department of Corrections, CDLE, Pikes Peak Workforce, ADWorks! and Pairin on the customization of MyColoradoJourney.org for the Pathways Home Grant.
• DWS participated in the Fair Chance Hiring Event, the Second Chance Summit, and the Inclusive Hiring Corporate Round Table hosted by the Center for Employment Opportunities.
• Denver OSY provider Ability Connection Colorado conducted regular outreach at Lookout Mountain Youth Services Center, Gilliam Youth Services Center, and area probation agencies.

Local K-12 Schools: Denver works closely with our local K-12 schools to integrate services and increase awareness of career pathways and the critical role workforce development plays.

• Denver Public Schools serves as provider of both Denver’s WIOA In-School Youth and Summer Youth Employment Programs, and is actively engaged with Denver’s other WIOA providers, as well as DWIN.
• Denver Public Schools and DWS are collaborating to promote IT, manufacturing, and transportation career pathways available through the TEC-P 2.0 program.
• Denver provided resume and cover letter training to the Denver Public Schools Career and College Success – Career Development Team to help them prepare their students for internship opportunities.
• Denver’s OSY provider, Ability Connections Colorado, partners with Emily Griffith Technical College to co-enroll youth to assist them with HSE preparation, occupational skills training, and supportive services.
• Denver has provided Virtual Digital Literacy Assessments for 160 Arrupe Jesuit High School students.
• Denver sat as a panelist on the Robert F. Smith STEAM Academy Tech Industry Roundtable.

Community Colleges and 4-Year Institutions: In the first half of PY20, Denver partnered with several community colleges and 4-year institutions to integrate services and increase awareness of Career Pathways and the critical role of workforce development.

• Community College of Aurora – Denver worked with CCA to support its SWIFI program to connect eligible participants in with SparqU’s IC3 Digital Literacy program to pursue an IT career pathway.
• Community College of Denver – Denver partnered with CCD’s TRIO-Educational Opportunity Center to provide WIOA adult and Youth customers with the Strong Interest Inventory (SII) Assessment, increase their self-awareness and connect them with appropriate career pathways.
In third quarter, DPS established a partnership with CCD and Emily Griffith Technical College to create a pipeline for the Certified Nursing Assistant program.

- **Red Rocks Community College** – Denver recruited 10 New Americans from Lutheran Family Services to participate in RRCC’s Child Care Development Specialist apprenticeship program. Nine New Americans enrolled in the program and are all expected to complete in early PY21.
- **Front Range Community College** – Denver enrolled WIOA customers in FRCC’s Arborist apprenticeship program and RTD’s Diesel Mechanic Certification Program.
- **Metropolitan State University of Denver** – 24 Denver SYEP students participated MSU Denver’s CollegeWorks summer youth program that addresses summer melt for first generation college students. 88% SYEP participants successfully matriculated from high school to college: 19 are currently enrolled in MSU Denver classes, 2 are attending other schools, and 3 are taking a gap year.
- **Metropolitan State University of Denver** – along with industry leaders, Denver is working closely with MSU Denver to develop its Construction Management Program to connect diverse students to construction leadership careers; the program started spring semester 2021.
- **Metropolitan State University of Denver** – additionally, DWS has been engaged with MSU Denver in discussions around opening a workforce center on the Auraria campus.
- **University of Colorado - Colorado Springs** – Denver worked with UCCS to recruit and enroll 3 participants in the Colorado Cybersecurity Apprenticeship Program and to ensure alignment between UCCS and TEC-P 2.0 in order to support classroom and on-the-job training with grant funding.
- **Denver** has also partnered with Concorde Career College, AdvanceEDU, TechNation, Western Governors University, SnapIT, MedCerts and Activate IT to strengthen career pathways in Healthcare, IT and Professional Services.

**Work-based learning opportunities**
(internships, work experiences, OJTs, customized training, incumbent worker training, transitional jobs, and registered apprenticeships)

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

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

Placement in WBL has been a challenge for all programs and all industries in the first half of PY20. Both jobseekers and employers demonstrate significant reluctance to engage in WBL activities amid the social distancing requirements of the COVID-19 pandemic. Additionally, to
ensure the health and safety of our customers, DWS issued an order to its providers prohibiting in-person work experiences for youth under the age of 18.

DWS had connected 21 customers with work-based learning opportunities, including 13 WIOA Youth, 6 WIOA Adults, 2 Dislocated Workers, and provided training to 163 employed workers (through the Lives Empowered Grant) in the first half of PY20.

Denver continued to work to increase WBL placements through the second half of the year. It increased outreach to DWIN and other community partners and developed an initiative to engage with WIOA customers nearing completion of classroom training in discussions about on-the-job training or apprenticeship opportunities. Additionally, Denver’s Career Coaches, Workforce Development Specialists and Employer Service staff strengthened their collaboration to match jobseekers with WBL opportunities.

In the second half of PY20, as the number of vaccinated individuals increased, so did Denver’s placement of individuals into WBL opportunities – another 33 individuals were connected with apprenticeships, on-the-job training and work experiences, including 8 WIOA Adults, 2 Dislocated Workers and 21 WIOA Youth.

The table below details Denver’s performance towards the training service targets outlined in the updated Local Plan and includes WIOA programs, Lives Empowered, Veterans Service to Career (VS2C) and the RecoverCO and COResponds grants; it may include multiple services provided to individual customers due to co-enrollment in multiple programs. It does not include Summer Youth programs, which, as noted above, provided 333 youth with virtual work experiences in a variety of industries through Google’s Applied Digital Skills platform in the first half of the year, and over 125 youth were placed in work experience opportunities for the summer in June 2021.

<table>
<thead>
<tr>
<th>Target Industry Training</th>
<th>Work-based Learning Totals</th>
<th>Apprenticeships</th>
<th>AD/DW</th>
<th>Youth</th>
<th>Employed Workers</th>
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</thead>
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<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
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<td>Total Unique Individuals</td>
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<td>Professional &amp; Financial Services</td>
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<tr>
<td>Retail &amp; Hospitality</td>
<td>12</td>
<td>2</td>
<td>7</td>
<td>192</td>
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</tbody>
</table>

Per OED Policy Series 2021-DWS-2 WIOA Title I Transitional Jobs, Denver Workforce Services does not currently provide Transitional Jobs training as defined by WIOA.
Per OED Policy Series 2017-WD-4 Incumbent Worker Training, the Denver Workforce Development Board and Denver Workforce Services does not currently provide Incumbent Worker training; however, Denver Workforce Services, in coordination with contracted service providers, will continue to support businesses and employed individuals through other established employed worker training, such as on-the-job trainings (OJTs) and customized trainings.

b. What percent of your Youth Programs funds have you spent on Work Experiences?

In the first half of PY20, DWS expended $283,791.50 in WIOA Youth program costs. Work Experiences represented $16,293.61, or 5.74%, of that amount. As noted above, WBL placement has been significantly impacted by COVID-19, especially for the WIOA Youth. Denver is confident that as vaccines are administered and schools, as well as the economy, reopen, WIOA Youth Work Experience expenditures will increase.

By the end of the program year, DWS expended $988,653.44 in WIOA Youth program costs. Work Experiences represented $103,980.63, or 10.52%.

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

Denver contracts with three community-based organizations to provide out-of-school youth services, Ability Connection Colorado (ACCO), Center for Employment Opportunities (CEO) and Urban Peak. Despite the challenges created by the COVID-19 closures, Denver and its youth providers have worked to expand work-based learning opportunities for youth through a number of strategies.

Although ACCO has conducted outreach to many employers in the first half of PY20, it has experienced reluctance on the part of both youth and employers related to the pandemic and the safety of in-person work experiences. Denver has worked with ACCO to develop an MOU with Mile High Youth Corps to host OSY work experiences beginning in early 2021; ACCO is strengthening partnerships with other CBOs, as well as employers with essential workers, in order to provide virtual and safe in-person work experiences.

- In the second half of the year, ACCO executed an MOU with Mile High Youth Corps for collaboration on WIOA Youth support of work experiences and training in Construction and Healthcare careers in PY21, and has established a relationship with Urban Farms for WBL opportunities in agriculture.

CEO had to reduce participation in work experiences, early in the COVID closures, to allow for more effective social distancing. It has, however, placed 6 participants in construction sector work experiences. CEO serves justice-involved youth with little or no previous work experience. While engaged in work experiences, youth also receive individualized support to help them plan and gain additional job readiness skills they can apply towards their career goals.

- Throughout PY20, CEO placed a total of 11 participants in work experiences.

Urban Peak, which serves unhoused youth, placed 5 youth in work experiences in the first half of PY20. Urban Peak provides most work experiences in its social enterprise, Peak Thrift,
which allows youth to gain skills in customer service and retail within a supervised setting closely aligned with case management. In the first quarter of PY20, Urban Peak secured SAME Café, a long-time partner, as its newest work experience site to host youth who are interested in the restaurant industry career pathways. SAME Café recently created a comprehensive Cook to Work program that teaches youth soft skills and essential culinary skills, provides customer service experience and an opportunity to learn about restaurant management, and offers ServSafe Certification and job-search support. Additionally, Urban Peak’s Job Developer has worked to expand relationships and partnerships with employers in the community to expand work experience sites and help connect youth to career pathways.

- In the second half of program year, Urban Peak placed another 4 youth in work experiences in the Retail & Hospitality sector and secured a new partnership with Sage Hospitality for placement in unsubsidized employment, and is working with NOVO Coffee and Lucky Bikes to host work experiences.

DWS has also engaged with partner agencies in the City & County of Denver to expand opportunities for work experiences. In the first half of PY20, Denver worked with Denver Department of Public Health & Environment on the Facilities Management Registered Apprenticeship and COVID-related positions eligible for COResponds funding, and began discussions with the Denver Office of Sustainability around establishing Urban Farms Youth Work Experiences, to increase participation in a small but growing industry’s career ladder.

DPS serves as both Denver’s WIOA In-School Youth and Summer Youth Employment Program provider. Although Denver had enacted a policy prohibiting youth under the age of 18 from participating in in-person work experiences due to COVID-19, DPS adapted its summer program to provide SYEP services through Google’s Applied Digital Skills platform. Denver’s SYEP program was expanded into the fall and provided online job readiness skills, workplace preparation, career exploration and virtual work experiences, to over 300 youth throughout the first half of PY20; in the second half of the year, DPS placed another 125 youth in both virtual and in-person work experiences.

- In the second half of the program year, DPS developed work-based learning and occupational skills training opportunities through partnerships with Denver Botanic Gardens, B-Konnected, GrowHaus, Community College of Denver (CCD), Front Range Community College, and Emily Griffith Technical College (EGTC).

- Additionally, DPS developed a numerous virtual work experiences with area employers and utilized Google Applied Digital Skills virtual job readiness training, originally used in 2020’s SYEP program, to provide another layer of paid workforce readiness and career exploration based on student interest and employers’ needs.

- In March, DPS partnered with Denver Health Medical Career Collaborative (MC2), Healthcare Interest Program (HIP), CCD, EGTC, and FACES for the Future Coalition to place 16 youth (including 10 WIOA ISY) in Certified Nursing Assistant courses.
• DPS’ ISY program collaborates with other DPS departments, including the Career Development Team and ACE Connect, to identify and enroll WIOA-eligible youth and establish work-based learning tracks for them.

Throughout the second half of the program year, DWS worked with DEDO Neighborhoods staff, DPS and CareerWise Colorado to recruit for Denver’s Youth Apprenticeship Program. In this three-year partnership, the city and CareerWise offer a comprehensive and well-designed apprenticeship opportunity within the city. Apprentices become part of the workforce while developing relevant skills, gaining valuable work experience in professional fields, and creating paths to high-wage, high-growth careers. The Apprentice Cohort works together to develop professional skills and perform community service projects, while engaging in coursework at local colleges and universities to further their knowledge, abilities, and career, as well as receive an industry-recognized credential upon completion of the three-year program. The cohort will work with city agencies including:

• Community Planning and Development
• Denver Economic Development & Opportunity
• Denver International Airport
• Department of Transportation and Infrastructure
• Department of Finance
• Denver Parks & Recreation
• General Services

Denver’s OSY provider ACCO partnered with DPS’ Emily Griffith Technical College to connect youth with occupational training programs that provide workplace experience, including Medical Assistant and Cosmetologist.

Denver will also support graduates of Turing School of Software & Design in a three-month, paid work experience.

Denver’s WIOA provider Eckerd began a partnership with the Community College of Denver (CCD) to pilot the Strong Interest Inventory (SII) Assessment with Denver’s WIOA recipients to help them gain an in-depth view of their interests. SII Assessments will allow customers to engage in better conversations with career coaches, feel confident in their choices, and select appropriate training and career pathways, which will result in successful work-based learning opportunities.

In the second half of the year, DWS worked with post-secondary partners to explore WBL options for their students. Although initial work for the Child Care Development Specialist registered apprenticeship is primarily in the classroom at Red Rocks Community College, as the 9 New Americans supported by DWS continue with the apprenticeship program, they will obtain important work experience through embedded placements at early childhood education provider locations.

DWS supported three individuals in coursework required for the University of Colorado, Colorado Springs’ Cybersecurity Registered Apprenticeship.
e. How have you utilized Work Based Learning programs to meet the talent pipeline needs of your local industry sectors? How have you engaged Business to inform your work-based learning efforts?

In the first half of PY20, Denver has used registered apprenticeships, pre-apprenticeships, and OJT’s to meet the talent pipeline demands of our target industries.

- Denver has supported 3 individuals in Healthcare apprenticeships (Pharmacy Tech, Medical Assistant, and Sterilization Tech) at Centura Health and Denver Health.
- Denver placed 2 customers in Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship Program.
- The 7 WBL in construction included 1 WIOA Adult electrician apprentice and 6 youth work-experiences.
- In addition to the 4 Youth Retail & Hospitality WBL activities described above, Denver provided 1 VS2C customer with certified Culinary Arts Bootcamp and training through its Lives Empowered grant to increase the skills of employed workers in the Retail & Hospitality sector, in partnership with the Colorado Restaurant Foundation, Sexy Pizza, Fire on the Mountain, Tea Lee’s Tea House and DEN’s concessionaire employers.
- Although not reflected in ConnectingColorado data, Denver partners with WORKNOW to connect individuals with apprenticeship opportunities, as well as additional supports necessary to successfully enroll and participate in a registered apprenticeship. In the first half of PY20, WORKNOW connected 65 individuals to registered apprenticeships.
- The Denver Construction Career Pilot (DCCP) continued its work to connect individuals to the pathways towards apprenticeships and careers in the skilled trades created by the city’s large-scale infrastructure and development projects. In the first half of PY20, city projects employed 65 apprentices, primarily in the Electrician, Sheetmetal, and Ironworker trades.
- Denver began working with Adams County, and the Early Childhood Education Center (Early Childhood Education) to prepare jobseekers for early childhood education positions.
- DWS continued collaboration with International Facility Management Association (IFMA) and JLL to submit obtain approval by USDOL of the Facilities Management Registered Apprenticeship program with an emphasis on recruiting youth apprentices.
- Denver facilitated the submittal of the operating engineers (Heavy Highway) registered apprenticeship program application by DEN Pena Blvd Phase 1 Prime Contractor IHC; the program was approved by the USDOL.

In the second half of PY20, Denver continued to use registered apprenticeships, pre-apprenticeships, and OJT’s to meet the talent pipeline demands of our target industries.

- Nine New Americans began pre-apprenticeship classroom training in Early Childhood Education (ECE) at RRCC in February. The program is aligned with the Child Care Development Specialist Registered Apprenticeship program and includes a WBL element.
- WORKNOW connected an additional 87 individuals with registered apprenticeships; the 152 new apprentices earned an average of $19.82 per hour. WORKNOW also placed 246 individuals with construction industry employment.
• In April, Denver partnered with CareerWise to host a City Apprenticeship Career Night to recruit participants for a three-year apprenticeship with the city that was attended by 67 individuals.
• Denver also met with the Building Owners and Managers Association and Analytics Computer Systems to promote and develop new apprenticeships.
• DWS worked with Centura Health to place customers in spring apprenticeship programs for Medical Assisting, Pharmacy Tech and Sterile Processing.
• Denver has also placed WIOA customers in WBL opportunities at a marketing firm, a dentist office, a food bank, a retail bakery, a tech design firm.

Throughout the program year, Denver continued to conduct outreach for apprenticeship programs including Colorado Cybersecurity Apprenticeship Program, Denver Pipefitter Apprenticeship, Facilities Management Registered Apprenticeship, Front Range Community College’s Arborist Registered Apprenticeship, Lockheed Martin’s Advanced Manufacturing Technician Apprenticeship, and Pilatus, as well as youth apprenticeships within Denver city government offices, pre-apprenticeships like the Master’s Apprentice and Healthcare Careers Apprenticeships and Pre-Apprenticeship

Through the CDLE Apprenticeship State Expansion (ASE) grant, DWS also supported the role of the Statewide Registered Apprenticeship Consultant with DWS staff member Ken Arellano. In PY20, Ken has supported Denver’s employers in the creation and registration of new apprenticeship programs. As of the end of PY20, he had registered 3 new apprenticeship programs and continued work with 12 additional employers that expressed interest in apprenticeships either through direct referrals from Denver’s Employer Services team or through CDLE’s Apprenticeship Interest form. Ken also worked with Denver Health and Emily Griffith Technical College to create their first apprenticeship program – Certified Nursing Assistant. Throughout the program year DWS Employer Services and Youth Services Staff, as well as our DWIN partners have collaborated with Ken to engage employers in support of establishing new apprenticeships or to assist in the recruitment for existing apprenticeship programs to meet their talent pipeline needs.

Business Engagement, Enhancement, WIOA Services

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

2. Questions to be answered
   a. How have you enhanced or expanded employer engagement? Please list any activities your business services team has accomplished in meeting the needs of employers in your local area.

In addition to traditional, albeit virtual, face-to-face customer contact and outreach, DWS Employer Services Team continued to utilize social media, including LinkedIn, Facebook and Twitter, and virtual meeting tools, including Skype, Zoom and GoTo, to attract new employers, retain existing employers and promote ways to connect employers to expanded services.
Denver utilized its weekly Workforce Wednesday and monthly Employer Connect newsletters to promote virtual job fairs, recruitment and hiring events and other opportunities, as well as the full array of 11 core employer services. In the first half of PY20, Denver’s Employer Services continued to provide services to connect local employers to qualified jobseekers. Services included job postings, candidate assessments, virtual hiring events, virtual job fairs, and the on-the-job training/work-based learning program. Per the Connecting Colorado Employers Served Report, Denver served 1,122 employers in the first two quarters of PY20. In the last two quarters of the program year, Denver provided 1,409 employers with business services.

- **Virtual Job Fair:** Maintaining the success from the previous program year, the DWS virtual job fair connected an average of 82 employers with 1290 jobseekers each month in the first half of PY20. Employers included Amazon, Aramark, Cabela’s, CVS Health, DPS, Goodyear Automotive, Monarch Casino, Owens Corning, RTD, Securitas, Staples, University of Denver, UPS, the US Post Office, and Xcel Energy.
  - In the second half of PY20, the DWS virtual job fair connected an average of 79 employers with 1,163 jobseekers each month.
  - DWS also connected 50 employers to the Statewide Virtual Job Fair in February.
  - In May, DWS assisted the Daddy Bruce Randolph Legacy Foundation hold their annual job fair, which connected 9 employers with 70 jobseekers in the virtual space.
  - DWS staff supported the Metro Denver Retail Partnership in its virtual retail and hospitality industry job fair.

- **Now Hiring! Events:** Denver continued to offer Now Hiring! Virtual events, which began in the spring. Through the first half of PY20, Denver connected an average of 11 employers each month with 751 jobseekers. Aramark, Ameristar Casino, Denver Public Schools, InnovAge, Veolia North America, Colorado Department of Human Services, Colorado Homebuilding Academy, Morton Building, UPS, Work Options for Women.
  - In the second half of PY20, Denver’s Now Hiring! Virtual events connected almost 1,200 jobseekers with over 50 employers, including 7-11, Aramark, Amazon, Ameristar Casino, Atlas Distributing, Blue Canyon Tech, Buckhead Meats, Clayton Early Learning, Concessions International, Continental Properties, Denver Public Schools, Denver Post, Elitch Gardens, Extended Stay America, Food Service Holdings, Hampton Inn & Suites, Hyatt Regency Denver, InnovAge, Mile High Early Learning, Sage Hospitality, SpringHill Suites, Transportation Security Administration (TSA) UC Health, United Ground Express, United Health Group, Veolia North America, Vivage Senior Living, Western Paper Distributors. A total of 128 employers participated in Now Hiring! events.

- **Rapid Response:** To directly serve the large number of individuals impacted by the COVID layoffs, Denver’s Employer Services team launched an ongoing Rapid Response Layoff Assistance conference call in the spring that was offered up to 7 times each week to provide information about services and benefits available to help individuals overcome their job loss, including unemployment insurance, career counseling, resume preparation and job search assistance. In the first half of PY20, DWS offered 35 Rapid Response calls that reached 655 customers. Additionally, DEN Workforce Center partnered with A Taste of Ethiopia to provide a Facebook Live Rapid Response streaming event that was presented in both English and Amharic that was attended by over 1200 people (and another 1000 hits on the
posted recording). DWS also provided a virtual Rapid Response workshop for Menzies Aviation employees impacted by layoffs; Swissport USA shared employment opportunities to laid off employees through a reverse job fair.

- Demand for Rapid Response Layoff Assistance calls dropped in second half of the year; however, Denver provided another 4 sessions.

Throughout the program year, Denver provided additional ongoing supports to its employer customers. Some examples include:

- Collaborated with WorkLife Partnership to provide support to DEN employers and their employees impacted by the COVID-19 pandemic
- Presented to the Globeville/Elyria-Swansea Workforce Group on Retail Industry opportunities
- Assisted the Colorado Workforce Development Council to host the ReEnvisioning Retail convening, which discussed shared solutions for recovery for businesses and frontline workers in retail, food service, accommodations, and hospitality that will keep Colorado’s economy moving forward.
- Participated in the Gaylord Rockies Virtual Hiring Event
- Participated in SM Cargo Hiring Event
- Participated in the 2020 C-Level @ Mile High Event hosted by Colorado Technology Association (CTA)
- Consulted and advised AGC Colorado on strategies to increase diversity in the Construction sector
- Hosted and Employer Info Session with Google, Emily Griffith & CTA
- DEN Workforce Center provided Security Identification Display Area (SIDA) Test Preparation Training for DEN concessionaire employees
  - Additionally, Back-to-Work Workshops, customer service, and a range of digital literacy classes were provided to both active and furloughed DEN employees
- In partnership with Spring Institute and Teach by Tech, DEN Workforce Center provided contextual English language classes in customer service and cash handling for DEN concessionaire and vendor employees
- DEN Workforce Center hosted regular employer panels to help identify their hiring needs and challenges
- DEN Workforce Center hosted hiring events for airport employers including Concessions International, Gaylord Rockies, Hertz Corporation, Hudson Group, SM Cargo, United Airlines, and United Ground Express – the event for Concessions International was provided in the Amharic language
- Worked with Hensel Phelps to recruit justice-involved workers for Convention Center project jobs through city-contracted partner Center for Employment Opportunities
- DWS partnered with Centura Health and other metro workforce agencies to support temporary healthcare positions under the Colorado Responds Grant
- DEDO hosted a Youth Construction Job Fair
• DWS partnered with Pearl Interactive Network, a multichannel contact center that serves as a subcontractor for Federal and State agencies, including the IRS, U.S. Census and Department of Education, to recruit for 400 remote, work from home, positions
• DWS provided information sessions for apprenticeship opportunities at Two Octobers Digital Marketing, Analytic Computers and HealthOne.
• Denver provided weekly information sessions for USG Corporation, a wall, ceiling, flooring, sheathing, and roofing products manufacturer-distributor that recently announced a new manufacturing and distribution center in Denver

Throughout PY20, DWS leveraged the ASE grant and the Statewide Registered Apprenticeship Consultants to support Denver’s target industries of IT, Construction, Healthcare and Advanced Manufacturing by recruiting participants for registered apprenticeships including Application Developer, Operating Engineer, Medical Assistant, Veterinary Technician, and Machine Operator.

Denver Economic Development & Opportunity’s Business Development team offered Small Business Emergency Relief Fund grants to supplement PPP loans, support Denver’s most vulnerable small businesses and encourage employers to keep their staff employed. By the end of 2020, almost 1,800 grants were awarded. This activity supported through a combination of federal, state, city and private sector funds and will continue to be available through rolling applications in 2021.

• In the second half of PY20, DEDO awarded over 1,250 Small Business Emergency Relief Fund grants – almost half of these grants were to restaurant and food industry employers.

DWS engaged with Denver’s Economic Relief and Recovery Committee, which is identifying strategies to ensure a strong economic recovery for Denver’s business community. DWS staff serves on its Back in Business, Large Employer and Anchor Institutions, Micro Business, Buy Local, Gyms and Fitness Studios subcommittees.

b. How has your local workforce area supported new or emerging Sector Partnerships, and active Sector Partnerships? Please include how your Business Services Team and LWDB has supported this work. Please reference the specific planned objectives and measurable outcomes that your area submitted in its local plan. Please indicate any changes in status to Sector Partnerships.

In the first half of PY20, Denver’s Employer Services Team leveraged participation in Sector Partnerships to meet the needs of employers, to prioritize the strategies of work-based learning and other training opportunities in our targeted industry sectors of Construction, Education, Healthcare, Information & Technology (IT), Manufacturing, and Retail & Hospitality in support of our customers’ success. Denver recruited and engaged employers in the targeted sectors and occupations for participation in Sector Partnerships and Advisory Councils to advise on the development of career pathways, training curriculum and work-based learning experiences.

Denver staff convenes or co-convenes five of the Sector Partnerships. Below is a list of accomplishments for those partnerships as well as Denver’s other partnerships, throughout PY20:
**Construction & Skilled Trades**: Denver convened two meetings of the Denver Metro Construction Sector Partnership (DMCSP) in the first half of PY20. The group’s Construction Career Mentoring Workgroup continued to develop (and adapt to virtual delivery) its mentoring program to connect high school students interested in construction careers with construction industry representatives and career pathway advice and updates. DMCSP partnered with DPS’ CEC Early College School for a pilot mentorship program. Additionally, the team reviewed career pathway training provided by Emily Griffith Technical College, RK Mechanical’s in-house registered apprenticeship, and Careers in Construction CIC Program, which provides High School Skilled Trades Training and virtual career exploration for 40 Colorado high schools. The DMCSP also began planning for the 2021 Construction Careers Virtual Hiring Event.

In the second half of the year, Denver convened 2 meetings of the DMCSP. The partnership continued its focus on engaging local high schools to address industry pipeline priorities, including assessment and alignment of school programs, promoting entry level training, mentoring students interested in construction careers and growing specialty apprenticeship opportunities. Additionally, with support from DWS and the Construction Education Foundation, the DMCSP hosted a High School Construction Hiring Event in April.

**Early Childhood Education (ECE)**: In partnership with the Denver Early Childhood Council, Denver supports the Metro Denver Early Childhood Sector Partnership, a collaborative group of public and private organizations, including businesses and associations, that have joined together to find solutions to the challenges facing early childhood education. Since the COVID closures significantly impacted this industry, meetings have been focused on providing a safe environment as well as monitoring state and local policy and legislation that will help ECE providers maintain their ability to provide affordable services for Denver’s families while offering a lucrative career for their employees, as well as sustain themselves through the pandemic and grow once the economy opens back up. DWS also participated in the Early Childhood Workforce Policy Coalition.

In the second half of the year, meetings continued to focus on providing a safe environment in childcare centers. DWS staff shared information on CARES Act and other funding that could be used to support personal protective equipment and cover additional operating costs necessary to respond to COVID-19. The group also discussed ways to increase enrollment and attendance, to leverage COResponds funds to support ECE staff, and to increase public support (CCAP, other state and federal funding) of ECE services in order to make ECE staff pay more competitive without increasing the costs to families. DWS worked with the sector partnership to distribute 3,750 masks to childcare centers.

**Healthcare**: DWS has continued to serve as the Workforce Liaison of the Greater Metro Denver Healthcare Partnership (GMDHP). GMDHP has continued its priority of promoting the top 5 occupations, targeting youth, and continuing to develop registered apprenticeships and supporting other training opportunities like the Healthcare Pre-apprenticeship and Denver Housing Authority’s Healthcare Academies. DWS convened the GMDHP virtually on a quarterly basis. Because of the pandemic, the group was on hiatus most of PY20.

**Information & Technology**: Denver is the primary convener of Tech Talent Denver, which includes 30 industry partners and 29 public agencies and training providers. In the first half of
PY20, Denver convened one meeting of Tech Talent Denver, at which industry partners learned about a number of training partners including ActivateIT, Adams12 Five Star Schools, AdvanceEDU, Denver Public Schools General Assembly, Grow with Google, PCs for People and Turing. Training partners provided information on their services and their strategies for preparing the IT sector workforce pipeline.

In the second half of the program year, Denver convened one Tech Talent Denver meeting, and hosted the first of four workshops aimed at increasing diversity in the industry, Demystifying Non-Traditional Hires, in May. This workshop featured Sarah Herzog (Ardent Mills), Michael Simpson (PAIRIN), Aaron Clark (Justice Reskill), Cordelia Randall (ESquared), and Zack Torres and Whitney Wise (Focus Points) in a discussion about the importance of and ways to hire a diverse IT workforce. The panel also debunked myths about non-traditional hires and provided strategies to increase diversity through skills-based interviewing and onboarding.

Retail & Hospitality: In the first half of PY20, Denver convened three meetings of the Metro Denver Retail Partnership (MDRP) and met monthly with its co-chairs and working group leads. To provide retail employers a voice in COVID recovery, Denver encouraged retail and hospitality businesses to complete a survey on the tools and resources necessary to reopen, operate and sustain businesses. The results, which indicated a majority of businesses were looking to the state for direction and guidance on reopening strategies, as well as for financial assistance to keep businesses open, were shared with members at the August meeting. Although the sector partnership is facing membership challenges as a result of ongoing layoffs and furloughs, MDRP meetings were attended by 4 new employer partners in the first half of PY20.

In the last two quarters of the program year, Denver convened four MDRP meetings. Denver also assisted with the planning of the Reenvisioning Retail 2021 convening April. In response to attracting individuals to Retail & Hospitality employment, the MDRP hosted an industry job fair in May in collaboration with the city of Englewood. The MDRP elected Kim Tranter from the Colorado Hotel & Lodging Association to support Tina Castro as co-chair; Kim develops training programs that can assist the partnership’s members.

Denver is also engaging in conversations with the Colorado Department of Transportation regarding establishing a Freight Sector Partnership to develop Career Pathways and recruit jobseekers to fill occupations. The establishment of a transportation and logistics Sector Partnership was included as part of its proposal to the USDOL to lead a partnership of Colorado workforce regions in TEC-P 2.0 to provide training and employment services to fill H-1B occupations with local talent.

In the second half of the year, Denver worked to support the Open Media Foundation with the Colorado Media and Journalism Sector Partnership. Denver also continued to participate with the Freight Sector Partnership and the Metro Manufacturing Partnership.
Additional Questions for End of Year Report (These questions will not be rated):

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

Although a link no longer exists on the CWDC website, Denver submitted three success stories to Workforce Investment Works:

- OSY Ty lost his job and housing due to COVID-19 closures but worked with his case manager to find employment and a home.
- Dislocated Worker Randy connected with support from DWS and our Back to Work 50+ program to land a six-figure IT position.
- Chairman of Taste of Ethiopia Nebiyu Asfaw’s quote about the success of DWS’ Layoff Assistance workshop presented in Amharic that was attended by 1,240 individuals.

2. If your mission, vision, or the description of your local area has changed since submitting the PY19 end of year report, please update us here for use in the py20 annual report. If you do not provide a response, we will use the same information contained in last year’s report. (Response only required for End of Year Report)

Denver Workforce Services’ mission, vision and local area description have not changed in PY20.

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

Early in PY20, Denver Workforce Services established a call center system to connect jobseekers and employers effectively and efficiently with front line workforce center and employment services staff. The call center allows customers to call one number - 720-337-WORK – and use an automated phone menu to specify the purpose of their call:

- Unemployment Insurance claims
- Connecting Colorado passwords and other technical assistance
- Jobseeker Services available through the workforce centers
- State Veterans staff services
- Employer services
- Denver Construction Career Program
- Other programs

Since opening the call center in August 2020, Denver has answered over 11,700 calls.

Prior to the call center’s launch, DWS staff could only answer a fraction of incoming calls to our main workforce center numbers. Despite establishing a virtual communications procedure, connecting with customers in a timely manner proved to be a challenge – DWS staff often responded to customer voicemails or emails well into each evening and through the weekends.
The call center allows multiple staff to login to the system and answer queued calls in the order they are received. The call center also allows customers to connect directly with specific program staff including state Veterans staff, the Employer Services Team, Back to Work 50 Plus, Trade Adjustment Act and DCCP. This allows DWS to immediately engage with customers and has reduced the number of voicemails and emails to which staff must respond, as well as the number of lost calls.

4. What are you most proud of accomplishing in this program year that you would like to be highlighted in the CWDC annual report? (Response only required for End of Year Report)

As the COVID-19 pandemic continued into PY20, Denver embraced and expanded our virtual service offerings to continue to meet our customers – both jobseekers and employers – where they are.

Since the COVID-19 closures prevented jobseekers from visiting our workforce centers, the Denver Workforce Call Center allowed us to meet them where they were and provide over 7,000 individuals with assistance related to Unemployment Insurance and almost 9,000 with phone and email support navigating Connecting Colorado.

At the center of the needs of job seekers was, and has continued to be, questions regarding Unemployment Insurance claims. The Denver Workforce Services team realized quickly, that while UI was not necessarily our program our area of expertise, we needed to skill-up and provide any and all UI information and services that we could within reason and ability. For over 16 months our call center team, as well as the majority of DWS staff, has been available to listen directly to our customers’ issues and situations and have responded with world-class customer service in a time of very difficult circumstances for all. The team has adapted and innovated countless times to continue to improve the systems, programs, and services that we offer both job seekers and employers.

Throughout PY20, Denver provided services to jobseekers and employers almost exclusively through virtual means – which allowed us to serve over twice as many jobseekers – 12,808 – with staff-assisted Employment Services in PY20 as in PY19, as well as more employers – 1,696.

To ensure our workforce customers had access to our services – as well as other agencies and training partners – DWS entered into a partnership with the Denver Public Library to create a Tech Loaner Program. Through this partnership, CARES Act funding was used to purchase Chromebooks and WiFi Hotspots, which DPL loaned to workforce customers with little or no access to a computer or internet to access such tools at no cost with a library card through their branch locations. By the end of the program year, 1031 individuals gained access to virtual services by checking out equipment through the Tech Loaner Program.

Denver also applied our virtual service strategies to ensure the success of many of our other targeted programs, including our Back to Work 55+ partnership with the AARP Foundation. Despite a significant reduction in program participants in the early months of the closures, through determined outreach efforts, participation increased throughout PY20 to end the year.
with almost 90 participants. A cumulative 37 BTW50+ participants have connected with employment – with an average wage of $29.88.

The Denver Construction Career Pilot also transitioned to virtual services in order to meet partners where they are – whether working with city agencies to establish workforce goals for each pilot project, convening contractors for virtual monthly community of practice meetings, and engaging contractors and subcontractor in one on one support to maximize apprentice utilization and hiring from targeted populations. Despite the challenges of the pandemic, DCCP has proven to be a success and city leadership is taking steps to not only continue, but to also expand the program.

Additionally, Denver was able to lead the regional efforts in the successful TEC-P 2.0 proposal for USDOL H-1B funding, which will bring $7.3 Million to Colorado to train and upskill 750 jobseekers across the partner workforce regions in key industries such as information technology, advanced manufacturing, and transportation & logistics.

Denver looks forward to implementing the innovations necessitated by the COVID-19 pandemic to continue to expand and augment our service delivery strategies to continue to meet even more of our customers in PY21.

5. Please submit a Best Practice Action Form if there are any concepts that you would like recognized as a best practice. In order to receive the maximum points for business engagement, at least one form must be submitted. (Optional to include with End of Year Report)

Denver has submitted 4 Best Practice Action Forms:

- Career Pathway: Connecting New Americans with the ECE Career Pathway
- Work-Based Learning: Denver Construction Careers Pilot
- WIOA Services: Denver’s Tech Loaner Program
- Employer Engagement: Denver’s Certified Youth Employment Program
Best Practice Action Form

PY20 PIF Category this Best Practice has most impacted:

Career Pathway Development

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

A majority of Early Childhood Education program directors report difficulty finding and retaining qualified staff. The population of children under the age of four in Colorado is expected to increase by 10% over the next two years and 22% by 2026. In addition, the early childhood education workforce in Colorado lacks important diversity and cultural representation.

Many of Denver’s New Americans find it difficult to engage in a career pathway to self-sufficiency due to financial, language and paperwork barriers.

Empowering Communities Globally’s Pamoja Early Childhood Education Workforce Program (Pamoja) was established to increase the diversity of the ECE workforce to meet the growing diversity of children. Pamoja builds a career pathway for women from both Afghanistan and Swahili-speaking countries. Multiple layers of support are designed to prepare refugee and immigrant populations to enter the early care and learning (ECE) workforce with success.

Through a partnership with Lutheran Family Services of the Rocky Mountains (LFSRM), Pamoja received a grant from Early Milestones Colorado to expand the program.

The ECE career Pathway developed by Pamoja includes English language training, an 18-week training for the Child Development Associate credential through Mile High Early Learning, ECE Pre-apprenticeship classes at Red Rocks Community College and possibly RRCC ECE registered apprenticeship.

Target (What was the goal):

Although the grant from Early Milestones Colorado allowed Pamoja to expand, the program could provide services to even more New Americans if workforce system funding could be leveraged. DWS wanted to leverage WIOA and/or State Apprenticeship Expansion Grant funds to support Pamoja participants to increase Denver’s ECE workforce while connecting our New Americans with the workforce system and the ECE career pathway.

Action (Who was involved/what was done):

LFSRM identified and recruited the participants for Pamoja.

Adams County Workforce Center led the collaboration efforts of metro area workforce regions to coordinate recruitment, referral, and enrollment into workforce programs to support New Americans training.
Denver enrolled 9 New Americans in the State Apprenticeship Expansion Grant and/or WIOA programs as appropriate to support coursework for RRCC ECE Pre-Apprenticeship – first step in completing the RRCC Registered Apprenticeship in Early Childhood Education.

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

The following outcomes were observed:

- All 9 of Denver’s Pamoja participants are expected to successfully complete coursework at RRCC
- Oklahoma Workforce Development Board is interested in replicating this pilot and reached out to Denver Workforce Services to learn more
- Based on the success of this pilot program, DWS has determined that it is a sustainable, replicable program which can also serve as a model for connecting targeted groups to career pathways for other occupations.
  - The Denver Workforce Integration Network of WIOA and community partners has created a New American Workgroup including staff from LFSRM, Pamoja, and DWS. The workgroup will develop an action plan to improve this pilot and identify other career pathways for New Americans.

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

Although DWS has previously partnered with community service providers to leverage workforce funding to support career pathway training, it has never done so on as large a scale or targeted New Americans.

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

When entering into a new partnership with pilot program like this, start the enrollment process early – and co-enroll where possible to ensure that sufficient funds are available to meet participants’ needs, which may include supportive services and any additional classroom costs.

Connect with all partners as early as possible to ensure that everyone has a clear understanding of all requirements, expectations and limitations (expenses, allowable costs, program eligibility, etc.) from the start. Check with the training provider to confirm that the program costs are correct in the ETPL.

Engage an in-person interpreter to provide language assistance services during enrollment and interpretation rather than depend on LanguageLine.

Require monthly progress reports from training providers to ensure successful completion by participants.
Best Practice Action Form

PY19 PIF Category this Best Practice has most impacted: Work-Based Learning Opportunities

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

With the passage of the 10-year, $937 million Elevate Denver Bond Program in 2017, as well as a number of other public construction projects including the Central I-70 Construction, Colorado Convention Center expansion, National Western Center facilities, and the significant work being done at Denver International Airport, Denver’s construction industry was about to experience unprecedented job growth. The city’s leadership wanted to ensure not only that the construction sector workforce pipeline would be able to meet the demand for the estimated 50,000 individuals needed to fill the jobs created by these projects and all the other construction in the metro area, but also that Denver residents, particularly those residing in the neighborhoods most impacted by the work or from economically disadvantaged populations, could benefit from the job opportunities that would be created.

Target (What was the goal):

Denver desired to leverage these large public infrastructure projects to build Denver’s workforce by strengthening construction career training and expanding registered apprenticeship programs. Additionally, the city wanted to ensure the job opportunities created by these city-funded construction projects would be available for Denver’s more vulnerable residents in order to help them build income and wealth for their future.

Action (Who was involved/what was done):

Denver Workforce Services assisted Mayor Hancock and City Council Members-at-Large Robin Kniech and Deborah Ortega to establish the Denver Construction Career Pilot (DCCP). The Pilot allowed us to research and identify successful strategies used by other municipalities to achieve similar goals, including Los Angeles, San Francisco, and Seattle. This allowed Denver to develop and test these best practices on our high-opportunity projects in order to establish a permanent program to strengthen construction career training, expand registered apprenticeship programs, and connect Denver residents to the job opportunities created by large public infrastructure projects.

The DWS DCCP team worked with Denver’s Department of Transportation & Infrastructure (DOTI) and Department of Finance to identify the major projects most appropriate to include in the pilot. Additionally, DWS recommended that all bids for prime contractor on the pilot projects include a workforce development plan; DWS then conducted reviews of all proposed plans and worked with selected prime contractors to strengthen workforce development plans.
The DWS DCCP team provided ongoing technical assistance once a project breaks group to ensure contractors and subcontractors were meeting their workforce targets. The team also facilitated relationships between prime contractors, subcontractors, WORKNOW and the network of community training providers and registered apprenticeships to establish and maintain a community of practice.

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

Since DCCP began, the pilot projects have employed 9,343 individuals:

- 27% of employees have been Denver residents
- 15% of employees have been from Denver’s economically disadvantaged neighborhoods.
- 794 apprentices have been employed on these projects

DCCP, through its collaboration with WORKNOW and the network of community training providers and registered apprenticeships, has contributed to increasing the construction sector workforce since 2019:

- Total Construction Workforce has increased by 89%
- New individuals entering the construction workforce has increased by 80%
- Apprentices have increased by 50%

DCCP engaged with IHC, the prime contractor on the Peña Boulevard Expansion project, to assist in preparing an Operating Engineers (Heavy Highway) registered apprenticeship program application which was approved by the US Department of Labor in PY20.

City and County of Denver leadership has determined the pilot a success and is currently drafting an ordinance creating the Denver Construction Career Program with the intent to leverage more public infrastructure projects to strengthen construction career training, expand registered apprenticeship programs, and ensure job opportunities exist for Denver’s residents.

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

Although Denver has long required prevailing wages on its infrastructure projects, Denver had never included targets for hiring Denver residents or priority populations or apprentice utilization. The pilot allowed DWS to thoughtfully identify challenges to the program and spotlight best practices to achieve the overall goals as well as a real chance to close equity gaps and increase access to economic opportunity to Denver’s vulnerable neighborhoods, individuals and families who need it the most.
Tips (What would you tell other local areas that may try to replicate this action?):

*Identify projects that have multiple phases and involve a range of trades to maximize job opportunities for individuals who may have a diverse set of job skills and skill levels.*

*Multi-phase, larger projects will also allow time to address challenges with primes and subcontractors early in the project so that targets can be achieved in the long run.*
Best Practice Action Form

PY19 PIF Category this Best Practice has most impacted: WIOA Services

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

As Denver Workforce Services pivoted to virtual services in the wake of the COVID-19 closures, digital access emerged as a barrier preventing many of its jobseeking customers from taking advantage of our online services, as well as those of other government agencies, community partners and training providers. Many DWS customers had relied on the computers in the Workforce Center Resource Rooms to search for jobs and complete online applications. Additionally, jobseekers lacking appropriate technology could not connect with employers who were hiring and conducting virtual interviews.

After a little research, DWS learned that almost 20% of Denver households did not have broadband service at home, and low-income households and vulnerable groups – many of whom were DWS customers – were much less likely to have internet access beyond a smartphone.

Target (What was the goal):

DWS needed to connect jobseekers with equipment that would allow them access to the internet in order to connect not only to virtual workforce services, but also to the full range of government and community resources that were available online, as well as employers and opportunities for remote work.

Action (Who was involved/what was done):

DWS entered into a partnership with the Denver Public Library to make laptops and WiFi internet hotspots available for loan through branch libraries for workforce center customers.

Early in PY20, DWS worked with other city agencies to identify $475,000 in CARES Act funding for this effort. After investigating a number of options for distribution, DWS identified the Denver Public Library as the appropriate partner with the expertise to loan out the equipment through its branch libraries. DWS and DPL entered into an MOU for the Tech Loaner Program.

DPL leveraged existing partnerships to purchase 400 laptops and 400 WiFi hotspots and add them to circulation.

DWS conducted outreach to its customers about the Tech Loaner Program and began taking “reservations”.

On February 1, 2021, DPL began distributing the laptops and hotspots through 23 of its branches and the bookmobile. Although the program was targeted to DWS jobseeking customers, the program was available to all Colorado residents aged 18 and over with a Denver
Library Card. Borrowers could check out a Chromebook or a WiFi Hotspot (or both) for a 3-month period.

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

The following outcomes were observed:

- Over 800 households have checked out a laptop and/or WiFi hotspot since the Tech Loaner Program began.
- 76.5% of borrowers indicated that they were either unemployed and looking for work or had recently been laid off. Another 5.5% worked less than 20 hours per week.
- Borrowers included English Language Learners (13.7%) and public assistance recipients 18.3%.
- At the end of PY20, all available equipment was out on loan and 143 households were on the wait list.
- To meet the demand for this resource and continue it into 2022, Denver identified an additional $675,000 to purchase more equipment.
- The city is also partnering with Joining Vision and Action (JVA) to develop a digital equity plan that will identify communities experiencing low digital literacy and limited connectivity in order to upskill individuals to increase access. DWS is also working with other city agencies and the Digital Equity Coalition in these efforts.

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

The Tech Loaner Program allowed DWS to leverage our existing partnership with the Denver Public Library to quickly utilize CARES Act funding to address the emergent needs of our customers.

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

Don’t try this at home! Although workforce centers might seem like a great place to provide access to tech equipment, work with your libraries – they are the experts in lending materials to the public and their branch locations allow them to meet people where they are.
Best Practice Action Form

PY19 PIF Category this Best Practice has most impacted: Business Engagement

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

Denver City Council passed legislation that would raise the minimum wage to $15.87 per hour by January 1, 2022. To address concerns that some employers would be hesitant to hire youth as the minimum wage increased over time, the legislation included an exemption for employers that were providing youth with an opportunity to develop workplace skills and competencies. Denver Economic Development & Opportunity (DEDO), and Denver Workforce Services (DWS) in particular, were tasked with developing the rules for the Certified Youth Employment Program.

Target (What was the goal):

DWS wanted to ensure the rules for the Certified Youth Employment Program (CYEP) were aligned with current workforce system standards and could leverage existing workforce programs. The CYEP needed to support employers that offered developmental programs that allowed minors to grow foundational working skills as well as industry-recognized skills that will support their long-term careers.

Action (Who was involved/what was done):

DWS engaged with local employers, the City Attorney’s Office, and the Denver Auditor to develop the draft rules for the Certified Youth Employment Program.

These rules allowed employers to qualify annually to pay 85% of Denver’s minimum wage if they provided opportunities for youth employees who were either student learners or work-based learners.

- **Student learners** are unemancipated minors who are actively participating in a recognized school-based training program (apprenticeship, pre-apprenticeship, work-based learning, etc.). School-based programs must have a connection to an educational institution, either teaching or counseling staff, who are engaged in program operations and oversight.
- **Work-Based Learners** are unemancipated minors who are working towards gaining an industry-recognized credential. Hours spent in credentialing activities outside the work being performed for the job must be paid.

The draft CYEP rules were open for public comment between December 10, 2020 and January 14, 2021. A virtual public meeting was held on January 14, 2021. The Certified Youth Employment Program rules went into effect February 24, 2021.

Employers [apply through DWS](https://dws.denver.gov/) in order to obtain certification as a Certified Youth Employment Program. DWS Employer Services Staff review each application and either approve certification or coach employers on improving their programs in order to qualify.
Result (What was the outcome - please include any quantifiable information if possible):

The following outcomes were observed:

- 5 employers have been certified:
  - Four CYEP employers provide up to 131 youth employees with industry-recognized credentials
    - Groundwork Denver
      Credential(s): Adult CPR, First Aid
      30 youth employees anticipated
    - City Floral Greenhouse
      Credential: Colorado Certified Nursery Professional Credential
      10 youth employees anticipated
    - Urban Air Adventure Park
      Credential(s): CPR, First Aid, Food Safety Handler
      60 youth employees anticipated
    - Lowry Swim Club
      Credential(s): Lifeguard, CPR w/AED, First Aid, Food Safety Handler
      31 youth employees anticipated
  - One CYEP employers provide youth employees with participating in a recognized school-based training program
    - Stanley British Primary School
      Student employees will be participating in summer curriculum for counselors

- One employer was not initially certified; the DWS Employer Services team continues to provide assistance to this employer regarding industry-recognized credentials

- DWS Employer Services staff engage with the employers to also increase awareness of the full range of available employer services that we offer.

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

Through the use of municipal code, the Certified Youth Employment Program allows DWS to engage with employers to expand their understanding of the importance of providing youth with an opportunity to develop workplace skills and competencies. Although DWS incentivizes employers to provide youth with the opportunity to gain important career skills through WIOA Youth and Summer Youth Employment Program work experiences, CYEP operates independently of these programs and is not subsidized with program funds.

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

As you develop this program, be sure to engage with employers that traditionally hire youth for summer or afterschool employment to understand their position and to address their concerns. This can also help you establish a relationship that will help you suggest industry-recognized credentials relevant to their business and occupations if necessary.