



Colorado Workforce
Development Council

Sector Strategies in Colorado

GWDB-MAWB Joint Annual Winter Meeting
November 8, 2023

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Colorado Workforce
Development Council

Agenda

- Introductions
- Why sector strategies?
- Colorado's approach
- Guiding principles and practices
- Discussion

Acronyms to Know

R & D

Rip-off and Duplicate

SWIPE

Steal With Integrity, Pride, and Enthusiasm

Vision, Mission, and Values

Vision: Every Colorado employer has access to a skilled workforce and every Coloradan has the opportunity for meaningful employment, resulting in individual and statewide economic prosperity.

Mission: Enhance and sustain a skills-based talent development network that meets the needs of employers, workers, job seekers, and learners for today and tomorrow.

Values: Equity, agility, integration

Why Sector Partnerships?

WIOA Section 101(d)(3)(D)

The development and expansion of strategies for meeting the needs of employers, workers, and jobseekers, **particularly through industry or sector partnerships** related to in-demand industry sectors and occupations;

WIOA Section 107(d)(4)(D)

To develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (**such as the establishment of industry and sector partnerships**), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.

Why an industry-led approach?

- Industry-led means that firms have joined forces to identify and implement projects that they all believe are critical to the health and prosperity of their industry.
- These businesses collaborate to grow their industry, provide job opportunities, and contribute to the region's economic stability.
 - Sector Partnerships can inform public partners of their critical needs with one voice.



Sector Strategy v. Sector Partnership

- Colorado implemented its Sector Strategy in 2005. The State has since expanded Sector Partnerships using the NextGeneration Sector Partnerships Model
 - Promotes industry-driven alignment across economic development, workforce development, and education.



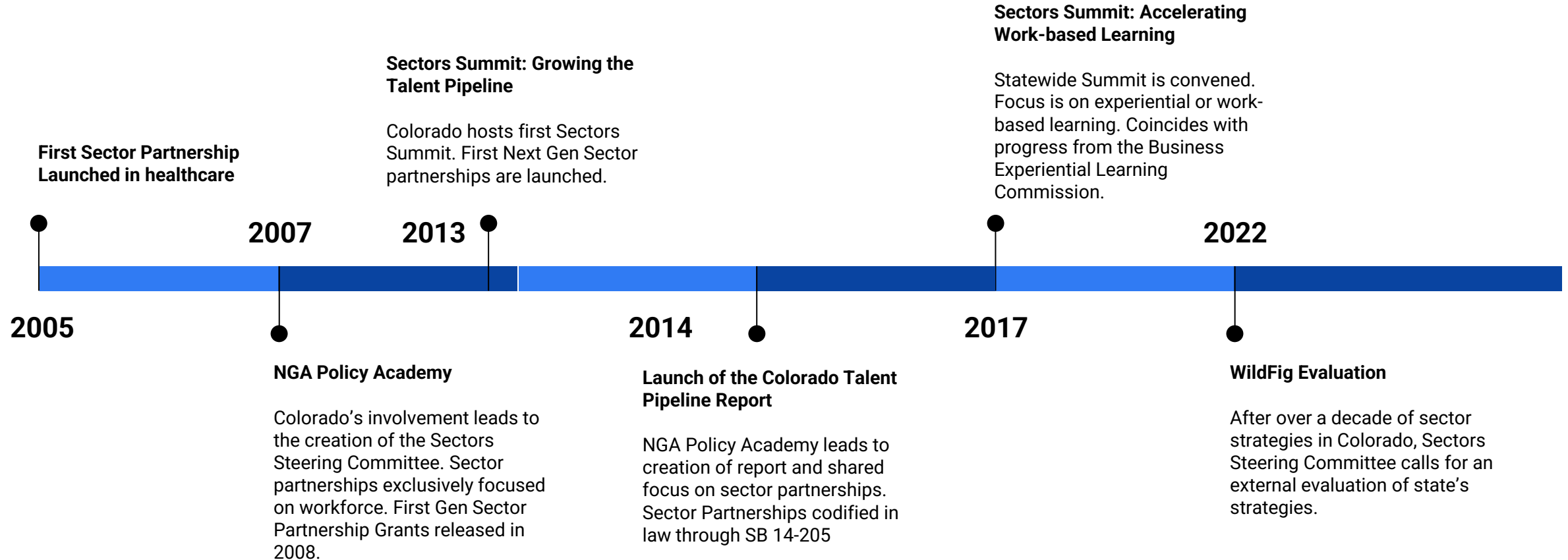
Definition: Next Gen Sector Partnership

Regional partnerships of business leaders within one industry, who work together with public partners from economic development, workforce development, education and training, and other community organizations, to address the shared workforce and broader competitiveness needs of their industry.

Operating Principles

1. Industry pull vs. program push
2. Shared table vs. owned by a single institution or system
3. Integrated response from education, workforce and economic development vs. one-off solutions

Background on Sector Partnerships





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Why Next Gen Sector Partnerships?

GOAL:
Growing Good jobs
for local people

**The Challenge:
It's (a little bit) of everyone's job...**

Growing Good Jobs

- City/County/State Economic Development Organizations
- Chambers of Commerce
- Small Business Development Centers
- Industry Associations

Preparing People for Good Jobs

- Workforce development boards
- Community Colleges
- K-12 Career Tech Ed
- Universities
- Adult Basic Education
- Vocational Rehabilitation
- Community-Based Workforce Training

Source: Institute for Networked Communities

Roles of the State and Local Boards

State

- Provides a state-level framework to align programs and resources.
- Proactively integrates sector strategies as a core way of doing business.
- Utilizes a public-private steering committee that fosters business leadership.
- Recognizes existing work and build upon regional differences and strengths.
- Promotes promising practices working to grow and sustain public/private partnerships statewide and nationally.
- Provides technical assistance and support to regions and industries.
- Incentivizes partnerships developing innovative solutions to their local workforce needs

Regional & Local Partners

- Convenes partnerships
- Utilizes and customizes the sector partnership framework to drive action across regional system partners.
- Proactively integrates industry-led sector strategies as a core way of doing business.
- Builds a core team of public partners that foster support for business led priorities.
- Recognizes the value of frameworks and sharing across the state while adapting for regional differences and strengths.
- Utilizes Technical Assistance and shares promising practices with other regions and Industries.
- Tests innovative solutions to regional and local workforce challenges

Sector Steering Committee Purpose

The purpose of the Sectors Steering Committee is to play an integral role in CWDC's work by providing strategic guidance on how to best ensure that we remain an **industry-led** economic and talent development system in Colorado.

Strategic Value

Convene on a sustaining basis to set the direction of initiatives and programs that need to be industry-led in our state to drive alignment and scale across agencies and partners.

Committee Member Roles

Convene

Convene business members from sectors with top jobs twice a year to discuss and advise existing sector strategies and talent pipeline efforts underway in Colorado.

Make strategic connections across key sectors strategies and support the industry-led work of CWDC.

Inform and educate

Act as the voice of employers and local communities to help policy makers and education and training providers understand the needs, challenges and opportunities of businesses in Colorado.

Advocate

Advocate for the flexible use of government monies to allow stakeholder use of innovative solutions to address employers' talent development needs.

Recommend

Guide CWDC's sector strategy and industry-led approaches by informing strategy, suggesting funding allocations and identifying policy and procedure changes as needed to remove barriers or better support alignment to industry needs in Colorado.

Business Innovation Strategies Unit

Supports Sector Partnerships throughout the State of Colorado through a variety of means and mechanisms. Support / Resources include, but are not limited to:

- Present current funding or resources to partnership
- Present work-based learning programs
- Connect partnership to State agencies, i.e. ODEIT, CDE, CDHE, DOLA, DORA and more
- Provide opportunity to collaborate around strategies

An example of a recent partnership for local: Presented Work Based Learning Initiatives program to Northern Colorado, Manufacturing Partnership in November 2023

Local Sector Strategy Example

Aerospace Sector Partnership

The Aerospace Sector Partnership is an industry-led, workforce, education and economic development collaborative designed to meet the hiring, retention, and training needs identified by the Aerospace companies in the greater denver metro area.

Supporting Opportunity Now Grant Application and Innovative work around security clearance process

Partners Involved in the Sector Partnership:

- Arapahoe/Douglas Works! Convener
- 3 Industry Chairs - Lockheed Martin, Astroscale and Centennial Software Solutions
- Strong Industry Engagement - Blue Origin, Booz-Allen-Hamilton, York Space Systems, ULA, Boeing, Leidos, Northrup Grumman, Raytheon, Sierra Space, Ball Aerospace and NASA
- State and Local Education (HE & K-12)
- Colorado OEDIT
- Local Economic Development
- Municipalities
- CDLE
- Library System
- Community Based Organization



Local Sector Strategy Example

The Greater Metro Denver Healthcare Partnership

The Greater Metro Denver Healthcare Partnership (Partnership) is an industry-led, workforce, education and economic development collaborative designed to meet the hiring, retention, and training needs identified by six of the largest hospital systems and ambulatory care facilities in the Greater Metro Denver area.

Partners Involved in Sector Partnership

Economic Development Partners:

- Aurora Chamber of Commerce
- Denver Office of Economic Development
- Denver South Economic Development
- Partnership
- Adams County Economic Development

Business/Industry Partners:

- Children's Hospital Colorado
- Centura Health System
- Denver Health
- HealthONE System
- Kaiser Permanente
- Lutheran/Exempla
- University of Colorado Hospital

Workforce Partners:

- Adams County Workforce Center
- Arapahoe/Douglas Works!
- Denver Office of Workforce and Economic Development
- Jefferson County Workforce and Business Center
- Colorado Urban Workforce Alliance

Association Partners:

- Denver Area Healthcare Recruiters Association
- Association of Operating Room Nurses
- Colorado Center for Nursing Excellence

Education Partners:

- Metro State University
- Colorado Center for Medical Laboratory Science
- Adams County Education Consortium
- Arapahoe Community College
- Front Range Community College
- Area health Education Center

Local Sector Strategy Example

The Greater Metro Denver Healthcare Partnership Continued:

Strategies Created for Success

Subject Matter Experts from Business/Industry drive the occupations to focus on training and the most critical occupations:

- Nursing, Medical Technologist, Medical Laboratory Technician and Surgical Technician
- **Registered Apprenticeships:**
 - Medical Assistant Apprenticeship Program
 - Medical Laboratory Technician Apprenticeship Program

Vetted Data – Neutral/Objective Discussion

- Industry Profile
- Regional Growth Projections
- Top Regional Employers
- Competitive Wage Analysis
- Saturation Rates
- Skills Gap
- Critical Occupations

A Snapshot of Sector Partnership Success

Colorado Tree Care SP: First cohort of Arborist Journeyworkers graduated from the apprenticeship program at Front Range CC in 2022.

South Central Tech SP: Creation of a co-working space and incubator and Pax8's move to Fremont County The Workforce Innovation.

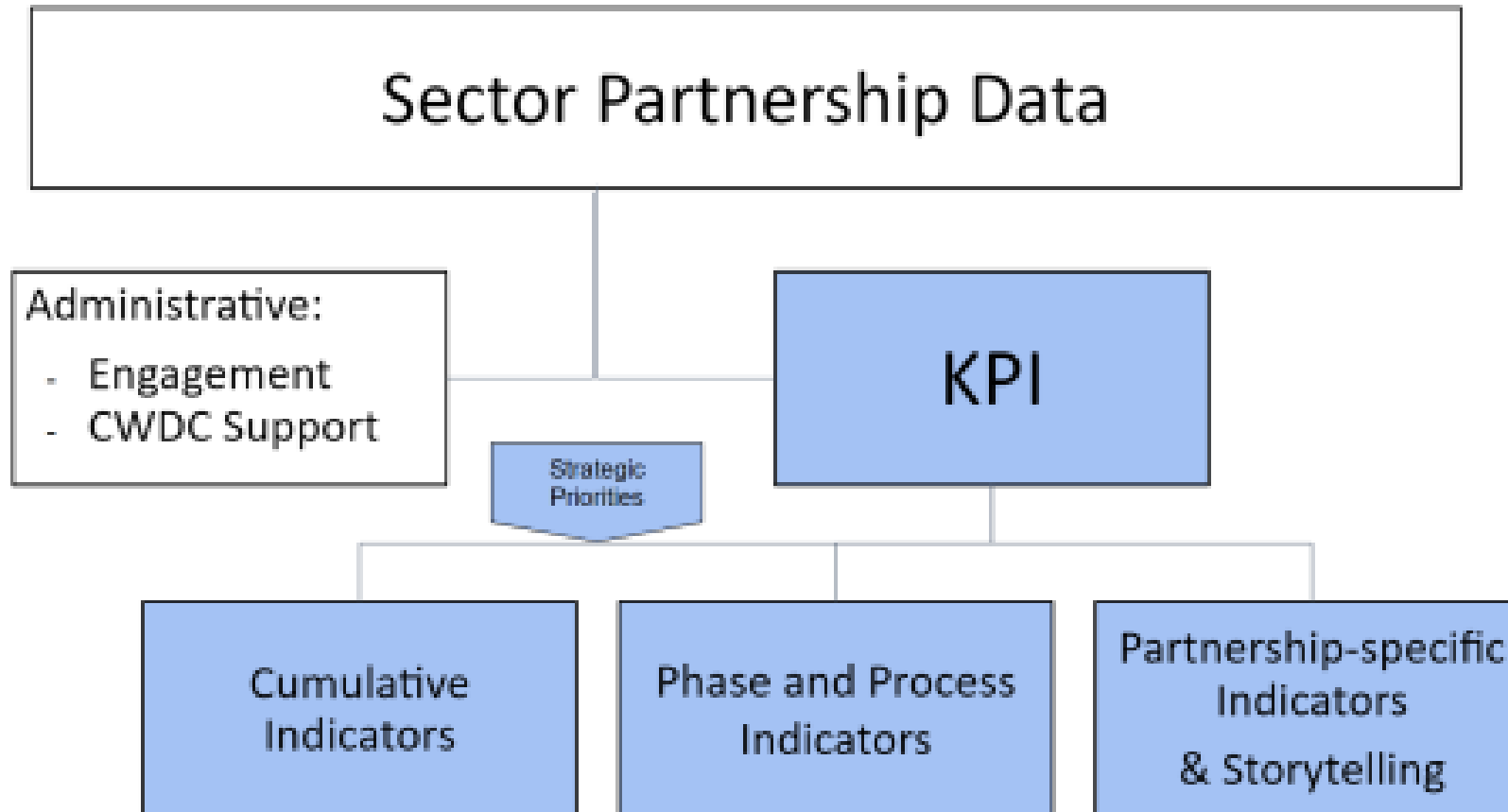
Mesa County Manufacturing SP: Program created in 2019 provides base-level training for job seekers and up-scaling skills for current workers, serving up to 200 students a year.



Key Performance Indicators

- Survey methodology utilized
- Business members and conveners asked to respond
- Impacts examined on businesses and on jobseekers

Key Performance Indicators



KPI Examples

Impact on Businesses

- 82% have businesses that have developed new or enhanced ideas for new products and/or markets
- 91% have businesses that have found support in finding employees with the skills and experiences their business needs
- 82% have businesses that have developed new recruitment practices

Impact on Jobseekers and Students

- 71% increased student/jobseeker awareness of training/education programs.
- 62% experienced increased program alignment across secondary, post-secondary, and/or workforce programming.
- 67% enhanced existing or developed new training/education program(s).

Communities of Practice

Regular calls to provide information, support, and facilitated discussion

- Statewide
- Industry Specific
 - Healthcare
 - Manufacturing
 - Multi-Industry

Where are we now?

Region 2

- ▶ Northern Colorado Health Sector Partnership
- ▶ Northern Colorado Manufacturing Sector Partnership
- ▶ Northern Colorado Construction Partnership
- ▶ Northern Colorado Hospitality Sector Partnership
- ▶ Nonprofit Sector Partnership

Region 4

- ▶ Colorado Springs Retail and Hospitality Partnership

Region 11

- ▶ Mesa Manufacturing

Region 13

- ▶ Upper Arkansas Health and Wellness Sector Partnership
- ▶ South Central Tech Sector Partnership

Region 3

- ▶ Aerospace Sector Partnership
- ▶ Tech Talent Boulder/Broomfield
- ▶ Tech Talent Denver
- ▶ Boulder County Healthcare Sector Group
- ▶ Colorado Media Journalism
- ▶ Metro Denver Retail Sector Partnership
- ▶ Colorado Tree Care Sector Partnership
- ▶ Freight Industry Sector Partnership
- ▶ Metro Denver Construction Sector Partnership
- ▶ Boulder Area Manufacturing Sector Partnership
- ▶ West Metro Advanced Manufacturing Sector Partnership

Updated April 2023

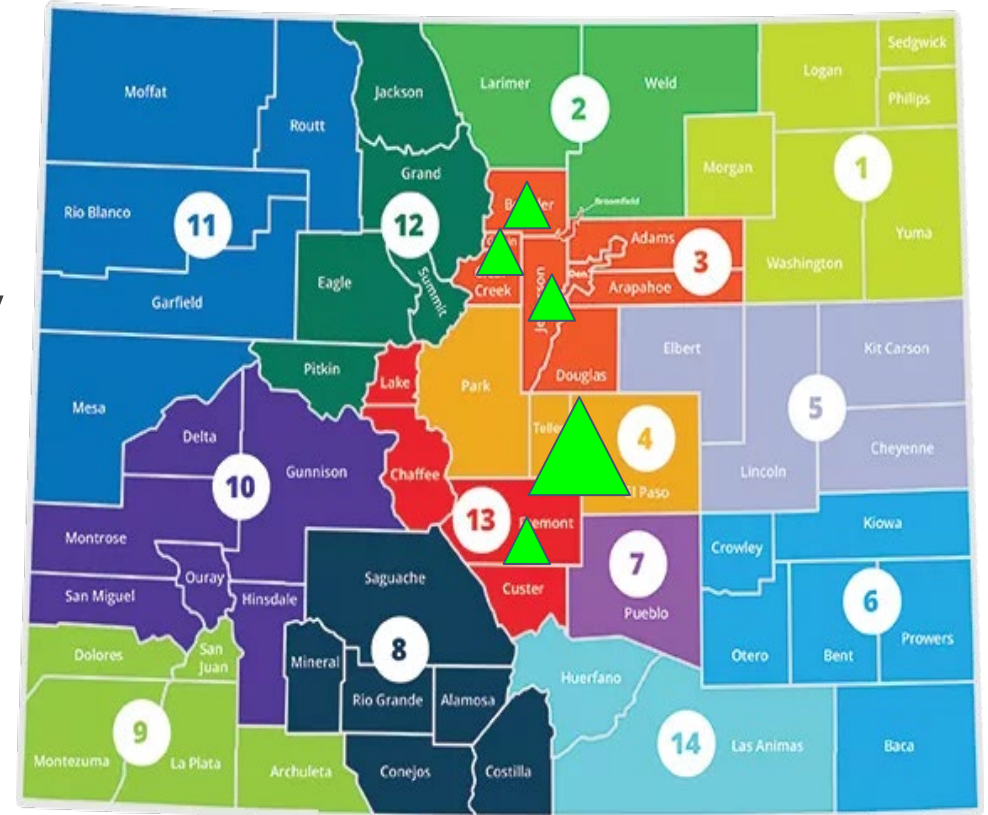
Sector Partnerships by Region



25 Active or Sustaining Sector Partnerships

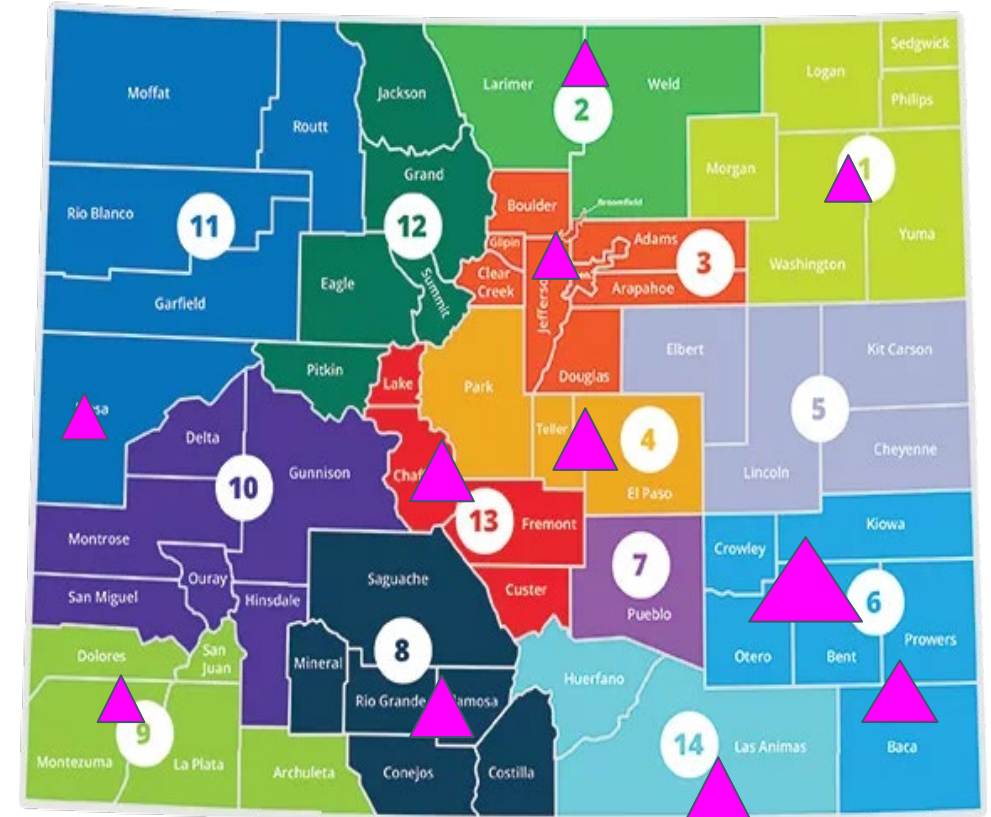
Recent 2023 Launches

- Region 3
 - West Metro Construction
 - Boulder Healthcare
 - Boulder Food, Beverage & Hospitality
- Regions 4, 7, 13
 - Southern Colorado Healthcare
- Region 13
 - Early Childhood Education



2023 - 2024 Explorations

- Region 1
 - Manufacturing - re-launch
- Region 2
 - Financial Services
- Region 3
 - Healthcare (with Behavioral Health focus)
- Region 4
 - Construction
- Region 6
 - Healthcare, Manufacturing, Agriculture
- Region 8
 - Healthcare
- Region 9
 - Healthcare, Building Trades
- Region 11
 - Clean Tech, Agriculture
- Region 13
 - Agriculture / Ag-Tech
- Region 14
 - Manufacturing



Sector Strategies (87% critical industries)



Advanced Manufacturing

4 active/4 inactive sector partnerships
CAMA, Manufacturer's Edge



Aerospace

1 active/0 inactive sector partnerships
COS pace Business Roundtable; CO Space Coalition



Bioscience

0 sector partnerships
Colorado Bioscience Association



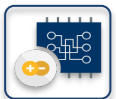
Creative Industries

1 active sector partnership



Defense

0 active sector partnerships



Electronics

0 sector partnerships
Colorado Photonics Industry Association



Energy & Natural

1 active/0 inactive sector partnership (tree care)
CO Cleantech; CO Oil and Gas.; Tree Care Industry.



Financial

0 sector partnerships
Colorado Bankers Association



Food & Ag

1 inactive sector partnership



Health & Wellness

3 active/ 7 inactive sector partnerships
Colorado Health Association (CHA)



Infrastructure Engineering

2 active, 0 inactive sector partnership
AGC CO; HBA; CCA; Bldg & Construction Trades Council;



Technology & Information

3 active sector partnerships
Colorado Technology Association



Tourism & Outdoor Rec

2 inactive sector partnerships
CRA;CHLA.; Outdoor Industry Assoc.



Transportation & Logistics

1 active sector partnership

Foundation Industries



Education

1 active/2 inactive sector partnerships
EPDC, CEA



Retail

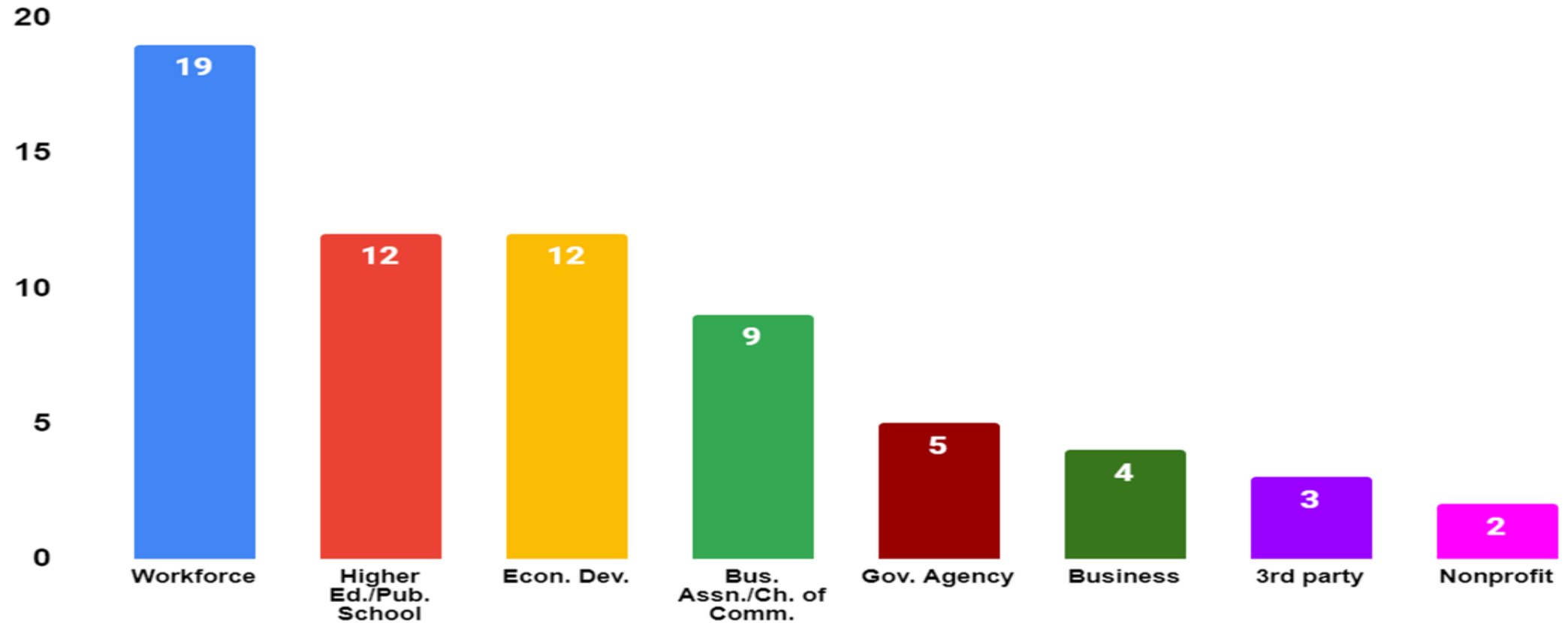
3 active, 2 inactive sector partnerships
CRA;CHLA.

Misc
Nonprofit 1 active

No partnerships

- Defense
- Bioscience
- Financial services

Sector Partnership Conveners by Type



Key Considerations

- State provided resources include money, knowledge, support, supplies
 - web sites
 - training
 - facilitation tools
- Local implementation critical to Colorado's model



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Discussion



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Thank you!

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www.coworkforcecouncil.org