

*Letter from the Governor*  
**Bill Owens**



Education and the development of a highly skilled workforce has become the number one economic development issue facing Colorado. This is reflected in the tag line for our Office of Workforce Development – *“The State of Colorado is committed to building a skilled, internationally competitive workforce for the new century.”*

We are moving aggressively to emphasize skills development and life long learning to workers in areas that our businesses indicate they need. Our objectives are simple: to gather input from our business communities, to provide seamless services to all workers that assist them in reaching their employment goals and to marshal our partners to

achieve new levels of customer service and greater resource efficiencies.

Even though this is our first year of implementation of the Workforce Investment Act, we are pleased with our progress. The challenges have been significant and the effects have rippled through many State departments and local offices forging better collaborations and enhanced services for the citizens of Colorado. I am pleased to report that Colorado has successfully implemented WIA. The creation of One-Stop Centers throughout the State and designation of and fully functioning Workforce Investment Boards in all nine regions of the State plus meeting our Statewide performance goals are a testament to our success.

I have learned much from my participation in this transitional process from JTPA to WIA. Working with the Workforce Investment Council has been invaluable in guiding our overall progress. I commend their efforts and look forward to another great year. Even though I am proud of our success to date in making our workforce development system more responsive to the needs of Coloradoans and Colorado’s business community, I am equally excited by our future prospects for service improvements. After all we are preparing tomorrow’s workforce today and the future of Colorado rests squarely on that fact.

Bill Owens  
Governor

*Letter from State Workforce Development Council Chairman*  
***Keith Baumgardner***

It is my great honor and pleasure to serve as the chair of the Colorado Workforce Development Council (WDC) and report on the progress of the WIA implementation in the State of Colorado. The WDC has taken its role as advisor to the Governor on workforce development policy and its charge to shepherd the development and continuous improvement of the Workforce Investment System very seriously. The past year has been a very busy time and much has been accomplished. I would like to acknowledge some of the Workforce Development Council's major achievements following its inception last year this past year:



1. Completed the State Five Year Plan Unified Plan and submitted it on time.
2. Reviewed and approved local plans for nine (9) workforce regions.
3. Certified nine (9) Colorado Local Workforce Investment Boards and approved and designated nine (9) workforce regions.
4. Approved and forwarded to the Governor the WIA Allocation funding formula for program year 2001.
5. Issued RFP opportunities for local WIBs and Youth Councils to obtain \$850,000 in discretionary funds.
6. Sponsored four training sessions for 400 case managers to increase their ability to service citizens in the WIA program.

The Council also established and designated the State Youth Council and gave it the authority over the distribution of the youth portion of the State Discretionary Funds, which were used to establish and strengthen the local Youth Councils and their youth programs. Additionally the WDC established three active committees to steer the development of Colorado's Workforce System. We created a Skills Development Partnership Committee, State Workforce Investment System Committee, and a Business Outreach and Marketing Committee.

Lastly, I am very pleased with the Council's active efforts in creating and fostering the development and evolution of a Continuous Improvement Management System (CMIS). The

CMIS will be instrumental in refining Colorado's Workforce Investment System for years to come.

It has been a rewarding year for me and I'm sure that I speak for my colleagues on the Council as well. Although much has been done to facilitate the successful WIA implementation, next year's opportunities and challenges are daunting beacons that lie ahead. This Workforce Development Council stands ready to meet those with commitment, creativity and compassion.

Keith Baumgardner  
Workforce Development Council Chair

*Letter from Director of Colorado Department of Labor and Employment  
Vickie Armstrong*

It is a privilege to serve Governor Owens and the people of Colorado, and to guide the Colorado Department of Labor and Employment through the dynamic changes initiated by the Workforce Investment Act. The experts and the professionals in the department have enthusiastically supported the transformation of the system into a new workforce paradigm. There is an obligation that comes from participating in this transformation to engage in honest and real dialogue to improve the services that are offered to the citizens of Colorado. Our State has taken a leadership position of local control by re-inventing the system, thereby fostering continuous improvements in all facets of the system.



My role as the Director of the Colorado Department of Labor and Employment has afforded me the unique opportunity to work with the Governor and the Workforce Development Council to implement this paradigm shift in employment and training programs while meeting the individual needs of Colorado's labor market community.

We all recognize and emphasize the value of local control and self-determination for developing effective workforce policy. This is reflected through the strong linkages between the Colorado Department of Labor and Employment and the Workforce Investment System and has been essential to Colorado's exceeding its WIA performance standards.

This first year of WIA implementation has been extraordinary in that we have witnessed the emergence of a new partnership dynamic between the Council and the Department. The dedication of staff in establishing bridges to service excellence is inspiring. I am confident that we will surpass this year's performance through further enhancements to our workforce investment system.

A handwritten signature in blue ink that reads "Vickie Armstrong". The signature is fluid and cursive.

Vickie Armstrong  
Director  
Department of Labor and Employment

## Executive Summary

**The State of Colorado has completed the implementation of the Workforce Investment Act (WIA) for program year 2000 with great success.** The structure that supported the transition from the Job Training Partnership Act to the implementation of WIA was already in place due to the foresight of the State's leadership. This insight enabled Colorado to move with certainty of purpose and dedication to principles. The Workforce Development Council, Workforce Investment Boards, local elected officials, Colorado Department of Labor and Employment, and all the other partners in this endeavor are committed to ensuring that the Workforce Centers and the employment and training efforts effectively meet the needs of both individuals and business.

Colorado's structure for the WIA consists of the Office of Workforce Development and the Workforce Development Council, which perform the policy functions in tandem with the Governor's Office. The Colorado Department of Labor and Employment is responsible for providing the administrative and the fiscal management systems for the program. The planning and delivery of services is performed at the local level. The system embodies the Colorado tradition of local control, with State partnership and guidance to produce true efficiency and effectiveness of government.

Colorado is taking the opportunity to direct its efforts to include workforce investment initiatives that respond to workplace needs through the alignment of educational training and workplace standards. The State's vision of a competitive and diverse workforce is based on these principles which are inherent in our heritage and culture:

- Individual responsibility
- Limited and efficient State government
- Local responsibility for planning and service delivery
- Employer investment
- Innovative and effective solutions

Colorado's major accomplishments for the first year of WIA implementation are a testament to the impact that this legislation has had on the employment and training system and how many facets of the legislation mirrored Colorado's vision of local control and responsibility. On many levels, WIA has necessitated changes that are fundamentally different after this year in Colorado than before. Specifically those accomplishments are:

- **Physical and programmatic changes-** the employment and training landscape has noticeably altered, from moving or expanding service office locations to establishing resource rooms for customers, offering universal access to basic services, and measuring customer satisfaction;
- There are new roles that break out responsibilities and accountabilities that have been adopted with the appointment of the **Colorado Workforce Development Council**;

- **The integration of the business community** into every aspect of WIA implementation - policy development and oversight to the delivery of services at the local level, not just as an input mechanism, but as a vital and critical customer;
- **The systemic changes to the delivery of services** has been extraordinary in that the orientation to the customer is quite different, even defining who the customer is has changed, the adoption of tiered service levels and assessing how customers could or should progress through qualified training providers; and
- **The coordinated effort between the State Workforce Development Council, the Colorado Department of Labor and Employment and the local Workforce Investment Boards** has been the primary impetus behind Colorado's WIA success. Their willingness to engage in difficult, trying situations to establish a viable program for all of Colorado's communities is the connection and spark that ignited that success.

**Colorado exceeded all of the negotiated performance targets.** The State is proud of this achievement given the complexities and challenges of the WIA. This was not business as usual.

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## Introduction

Passage of the Workforce Investment Act of 1998 created an opportunity for states to radically alter the way employment and training services were delivered. Colorado Governor Bill Owens, the Colorado Department of Labor and Employment and the newly created Colorado Workforce Development Council initiated the foundation for a system that would be responsive to the needs of Colorado businesses and workers, yet maintain the essential characteristics of the State's heritage.

In order to fully appreciate the Colorado system and its performance in this first year of the WIA implementation, it is essential to look at the system's core. This annual report identifies our successes and challenges, and will also show the structural integrity of the system.

### Colorado State Vision

Colorado implemented the WIA on July 1, 2000. One of the basic principles of the State's system was its capacity to change with the needs of its employers, thereby enabling them to stay competitive in the ever-expanding global market. Such an endeavor required well-coordinated efforts with public and private educational institutions working in close coordination with State and regional Workforce Investment Boards, and other local and State elected officials. It was equally important that the State's employers, business associations, local and State Economic Development Commissions, and employees be involved.

Colorado based its vision for developing a competitive and diverse workforce on these principles:

- Individual responsibility
- Limited and efficient State government
- Local responsibility for planning and service delivery
- Employer investment
- Innovative and effective solutions

### Strategic Goals

The basic tenets of the WIA system pointed to the need for Colorado to create a Unified Five Year Plan. Within this plan were four principal goals to strengthen the State's workforce development resources and enable Colorado to continue to be a leading economic competitor:

1. Make education and workforce development the State's number one economic development priority.
2. Meet the needs of employers and individuals in technology-based careers.
3. Strengthen the diverse regional economies of Colorado through locally driven, strategically targeted workforce development.
4. Produce a workforce development system that meets the needs of Colorado's businesses, individuals and communities.

## Implementation of the Workforce Investment Act in Colorado

The implementation of WIA significantly altered the employment and training system that had been operational for the past fifteen years under the Job Training Partnership Act. The WIA legislation required that existing employment and training systems revamp their service design. This past year has been one of major transformation.

As early as 1996, Colorado anticipated some of the changes that the Workforce Investment Act would effect, and modified the employment and training landscape within the State. Despite this, the first year of implementation saw some culture shock: the changes took many by surprise. First, it was necessary to redefine the governance and operational aspects of the employment and training efforts in fundamentally different ways. This fundamental change combined with federal guidance for a “work-first” approach to serving customers caused many workforce areas to experience staff and customer resistance. The cultural shift from serving “economically disadvantaged clients” to serving “all customers,” was sobering. Add performance accountability to the equation and one sees why this transition was so complex.

There were many transitional activities required to implement the WIA requirements, especially the “One-Stop Center” concept. The magnitude of the system change was monumental; it required partners to be “under one roof”. Clearly some handled these changes with some degree of aplomb while others struggled. The magnitude of systemic change challenged even the most cooperative, and momentarily overwhelmed those with “cooperation issues”. While WIA legislation set performance measures, many partner programs’ legislation remain unchanged. This lack of program congruency slowed program start-ups, made for difficulties in getting Memorandums of Understanding (MOUs) signed, and made for complicated discussions about cost sharing . Despite these difficulties, much progress was made. However, the full realization of the WIA vision will take several years to achieve.

### Staff Training from specialist to generalist

Universal access required significant operational changes; the most salient requiring many workforce center staff to take on the role of “program generalists.” This change required extensive retraining of staff that generally dealt with only one aspect of a program (e.g., interviewing job seekers, case management, job training, placement, and training workshop providers...) would now be vested in knowing required program services. This new operational strategy allows Workforce Center staff to serve customers more efficiently and comprehensively.

The downside for operations management is that this retooling requires a substantial amount of re-orientation for staff; under the WIA framework most of the jobs have grown exponentially in their complexity. To produce the most dynamic and capable staff to serve the citizens of Colorado, it becomes necessary to examine virtually all of the operational processes and determine if there are systemic design changes needed to facilitate a smoother and more effective workflow. Process mapping out the intricacies of daily work patterns will assist workforce regions and their staff to accommodate the challenges of the “generalist”

and better enable the distinction between flawed processes versus staff capacities and/or inclinations.

### “Work First Hurdle”

The perception of WIA as a “work first” program, in which training was the last resort option on the services menu, resulted in a very slow start in WIA enrollments. This hurdle had a major impact on the publics and staffs perception of the program’s purpose and intent. Workforce staffs were hesitant to enroll customers into the program due to the lack of understanding about the various “service tiers” and concern for “making an enrollment mistake” that would negatively affect a center’s performance outcomes. The impact of failed performance is real and could result in a restructuring of the local WFB. Mid-year the USDOL clarified that the WIA was not a “work first” program.

Another aspect of the systemic change that WIA wrought was the distinction of customer service levels. Colorado utilizes a three tiered approach to providing services based on the customer request coupled with a staff assessment of need and viability for success. The three service levels consist of the 1) Core level which is self-directed information and referral along with job search; 2) Intensive level which includes testing, vocational counseling and job search; and 3) Training level focuses on the actual participation in vocational training within a demand occupation through an eligible training provider combined with individualized case management and supportive services as needed.

### Youth Program

In the youth program, new eligibility requirements coupled with mandated procurement of services proved to be a barrier to program operators. Greater awareness of eligibility parameters and clarification by USDOL on allowable service activities led to modest program gains at year end.

### Overcoming the Challenges

The genius of WIA legislation is that it recognized on fundamental levels that access to the basic employment and training services should be applicable to who ever needs them- thus the universal access directive. Delivering this universal access and creating a single point of entry for all the services to be rendered in a seamless manner has been a true test of creative thinking, testing the boundaries of cooperation and the capacities of those partner agencies to deliver in this new paradigm.

The result of these challenges though has been productive for virtually all concerned by enabling the creation of “One-Stop” centers that redefines effective customer service and measures the customers’ satisfaction. The capacity to provide more comprehensive services to customers is often realized due to resource sharing and proportionate costs allocation.

Many Workforce Centers changed their operational locations and service hours to be more accessible for their customers. One such example is the Pikes Peak Workforce Center



(PPWFC) in Colorado Springs. The main facility is open on Tuesday and Thursday from 8:00 a.m. until 9:00 pm and on Saturday from 8:00 a.m. to noon. Customers have access to computer labs and can meet with a Workforce Development Specialist to receive case management and assessment services. Depending on customer demand, the OSC is looking at offering workshops during these hours.

Among other services, the Pikes Peak Workforce Center website offers customers another option for accessing Tier One services, and information about upcoming events, job search activities, and workshop registration. Employers are able to enter their own job order, and receive information about their industry, labor laws, and information on the local labor market. In the future, PPWFC will hold workshops for employers. From the website customers can access a wealth of information about labor, employment, and training issues, and can link to community organizations including the Economic Development Corporation, Chamber of Commerce, and other partner agencies.

Many of the Workforce Centers relocated and/or expanded to provide better customer accessibility. Some existing facilities were enlarged to accommodate agency partners and to allow for the development of customer resource centers. Most Workforce Centers have internet capabilities and provide this service for their customers. The “One-Stop” refrain takes on different connotations when it uses a “mouse” instead of a physical location

Colorado has nine workforce regions. Each region has a business-led local Workforce Investment Board (WIB) comprised of community members selected by the Local Elected Officials (LEOs). The local WIBs in concert with the LEOs selected One-Stop systems to deliver program services. Within each One Stop Center (OSC), mandated partner agencies entered into Memorandums of Understanding (MOU). These MOUs define the scope of services and their costs, and the financial and/or in-kind contributions partner agencies will provide.

Both State and local Five-Year Plans helped define the structure of the workforce development system. To support these plans, funds were allocated to the One- Stop system,

contractors were procured where appropriate, and contracts were let. New policies and procedures were developed to meet regulatory requirements. Training on this new legislation was provided to Workforce Center staff.

The Workforce Development Council, the Colorado Department of Labor and Employment, the Workforce Investment Boards, and partner agencies identified the need to market this new system to the public. A universal marketing “brand concept” was selected by the State: the brand “Colorado Workforce Centers” was created and an outreach effort was begun. Public education on the new service matrix offerings strengthened the brand concept. The Workforce Development Council devoted funding and support to this effort.

Enormous systemic change has occurred within the One Stop delivery system. The Governor’s leadership coupled with the programmatic and organizational support provided by the Colorado Department of Labor and Employment, the State Workforce Development Council and the Local Elected Officials has been essential to the WIA implementation effort. The professional expertise of local Workforce Investment Boards, and local program directors and their staff took the WIA system from a theoretical framework to a tangible and accessible system that benefits the public. These efforts enabled Colorado to meet or exceed all WIA performance standards this first year of implementation.

## Colorado Workforce Development Council

Governor Bill Owens created the Colorado Workforce Development Council to comply with the WIA requirements in 1998, through Executive Order 1099. The Council was created as a policy board charged with establishing the Statewide Workforce Investment System. State law HB 1083 further strengthened the policy role of the Council. Created as a conduit for business input and to set the direction for the development and operation of a New Economy Workforce Investment System, the Council has taken a leadership role.

Governor Owens states, "The availability of a skilled workforce is critical for Colorado employers to be competitive in the national and global economies. Our rapidly growing economy has created a severe and growing shortage of workers in several industries across the State." Recognizing the importance of education to the development of a highly skilled workforce in Colorado, the Governor named 43 leaders from business, industry and government to serve with him on the Workforce Development Council (see membership listing in Appendix).

While substantive change has been accomplished, further enhancements to the system are needed. The WIA offers the opportunity to create a system that really works for Colorado and is congruent with our Rocky Mountain heritage. The workforce system we envision will display the following characteristics:

- Locally controlled
- Market driven
- Business lead

- Responsive to the needs of business and workers in the local community.

The business community has been empowered to take action and build a system designed to meet its workforce needs. Colorado businesses can influence the process of determining how Colorado develops human talent. Colorado is taking the opportunity to advance its employment and training efforts in new directions and make sure workforce investment initiatives respond to workplace needs. Education and training will be aligned with workplace standards. This is all possible because of the local control and design of one-stop centers and their connection to the local business community, and the Workforce Development Council's link to the local boards and the business community.

Organizing the Colorado Workforce Investment Council to lead this effort has been and will be essential to achieving our success. The Council has focused on four broad categories:

- Policy and standards
- System Development and Improvement
- Business Outreach and Marketing
- Government Relations and Coordination.

## Youth Council

The mission of the Colorado State Youth Council is to create a pathway of economic success for Colorado's youth through the influence of policy and practice. The objectives through which the State Youth Council aims to achieve its mission are the following:

- To provide policy recommendations regarding youth to the Workforce Development Council and the Governor.
- Provide support and technical assistance to local youth councils.
- Make recommendations regarding youth discretionary money.

Colorado is coordinating youth activities funded under Title I of the Workforce Investment Act with other youth focused agencies. These agencies include Job Corps agencies, local housing authorities, adult and local education agencies, juvenile justice and local law enforcement agencies, rehabilitation agencies, county social services offices, community-based organizations, and local businesses. The collaboration with these agencies helps with the non-duplication of services and promotes the most effective and efficient delivery of services to youth.

Since the State Youth Council has the responsibility to recommend to the Workforce Development Council the use of the Youth Discretionary Funds, the SYC recommended the following six parameters would be emphasized for grants:

- Interagency Partnerships/Collaboration

- At-Risk Non-Eligible Youth
- Accessibility of youth programs for youth with disabilities
- Business Partnerships
- Other: Proposals that fall within the allowable youth activities under WIA

The Colorado State Youth Council developed a local needs survey and each member of the State Youth Council interviewed the Chair of a regions local youth council. The survey asked what the needs of the local youth councils were, how the State Youth Council could help address those issues, and what was going right/wrong with their youth council. With that information, the State Youth Council developed a strategic plan around what their role would be and how they could help address the issues local youth councils were dealing with.

The State Youth Council identified several issues and planned on how to address those issues. Issues included increased communication, increased technical assistance, additional training for the youth councils, and better dissemination of information.

The first action step the State Youth Council (SYC) took was to hold local youth council trainings around the state. The trainings were held in Grand Junction, Denver, and Pueblo. There were 140 participants at the three trainings which included topics such as strategies for recruitment and participation of youth council members, how to engage employers, development of a mission, best practices, and local youth council presentations. The trainings went extremely well and the feedback was very positive.

## Workforce Investment Areas Regional Structure

Nine regions constitute the framework for the State's Workforce Development System. The ninth region is the Rural Consortium, which is subdivided into ten sub-regions or service delivery areas. Each sub-region has its own workforce board and develops its own local workforce plan.

Colorado's structure is composed of both single-county workforce regions and multi-county regions. There are five single-county regions and four multi-county workforce regions in the State. Jefferson County partners with two nearby mountain communities, Gilpin and Clear Creek and together they form the Tri-County Workforce Region. The Pikes Peak Workforce Region includes El Paso County and Teller County. The counties of Arapahoe and Douglas have partnered to make the Arapahoe/Douglas Region. The Rural Consortium Region consists of the remaining counties. To promote local control, the Colorado Rural Consortium is divided into ten sub-regions. These sub-regions each comprise a county or group of counties that have banded together, through intergovernmental agreements, to effectively guide workforce development efforts in their area (refer to map). Fifty-one of Colorado's sixty-three counties have joined the Consortium, representing the majority of the State's land mass, but comprising only about 22% of the State's population.

Colorado's nine regions and ten sub-regions are listed below:

- |                            |   |
|----------------------------|---|
| <b>1. Arapahoe/Douglas</b> | <b>9. Rural Consortium</b> (The Rural Consortium contains 10 sub-regions) |
| <b>2. Adams</b>            | (Eastern -Northwest-Mesa-Rural  |
| <b>3. Boulder</b>          | Resort-Southcentral-Southeast-  |
| <b>4. Denver</b>           | Southwest-Western-Pueblo-Upper  |
| <b>5. Larimer</b>          | Arkansas)   |
| <b>6. El Paso/Teller</b>   |   |
| <b>7. Tri-County</b>       |   |
| <b>8. Weld</b>             |   |

Employment and training services have been consolidated and are offered throughout the nine regions and the ten sub-regions of the rural consortium. There are regional and local workforce centers throughout all regions in the State (see Appendix for listing). Each workforce region is locally controlled, led by an employer-driven local workforce investment

board and staff who determine the mix of programs and services offered, based on regional and economic factors. Workforce centers offer similar "core services" for job seekers including job preparation skills training, access to national, state and local job banks, employment counseling, resume preparation and career assessment. Core services offered to employers include customized recruiting, screening of skilled applicants, on-the-job training and industry-related information.

## Promising Practices

The Colorado Office of Workforce Development identified progressive and promising Workforce Center practices during WIA's first year implementation effort.

### Pike's Peak Workforce Region Business and Industry

The **McFamily Benefits Program** gives employees an opportunity to gain access to health care, childcare, education, housing, and transportation in exchange for excellent work performance over a two year period. The McFamily Benefits program employs performance incentives to build trust and stability in the workforce. The founding premise is to start small and build upon initial successes through the development of soft-skills curriculums, building incentive raises into successful completion of integral program stages, integrating WIA performance standards up-front, and integrating McDonald's Personal Action Plans with the PPWFC Individualized Service Strategies (ISS) for employee development.

In a newly-formed partnership with a local businessman and McDonald's franchise owner, the Pikes Peak Community College (PPCC), the Pikes Peak Workforce Center (PPWFC), and Adult and Family Education of Colorado Springs, School District 11 are preparing to deliver an innovative "pilot education program." This program will deliver Life and Work Skills classes, High School Equivalency Training (GED), computer training, and English as a Second Language (ESL) instruction to McDonald's employees. The program is a small part of a much larger vision designed to help stabilize a critical, but highly mobile segment of the local workforce in the Colorado Springs area. Many aspects of the program could be replicated in other regions and industries throughout the State of Colorado with the coordinated involvement of workforce centers, community colleges, and partnering school districts. In coordinating this educational program, the PPWFC recognized the valuable contributions of literate, educated and well-trained workers in the workplace.

The McFamily Benefits Program demonstrates the type of business and Workforce Center partnership that produces outcomes for customers and exemplifies the vision of the Workforce Investment Act.

### Arapahoe/Douglas Workforce Region Non-traditional Locations

When American Furniture Warehouse opened (February 2001) the doors of its new retail and distribution center (the largest furniture showroom in America- 685,000 square foot) in Douglas County, Arapahoe/Douglas Works!, in partnership with the Colorado Department of Labor and Employment provided two Labor Exchange Specialists. These staff provided employment services to job seekers and employers, in exchange for free office space and furniture. Though the One Stop office closed June 2001, due to insufficient traffic, the project paved the way for public/private partnership ventures.

Arapahoe/Douglas Works! Explored another non-traditional work site. The One Stop Center (OSC) moved its full service operation to a shopping mall to be more accessible to the job seeking community. Within three months Arapahoe/Douglas Works! converted a vacant woman's clothing store to a One-Stop Career Center and immediately experienced a 64% increase in customer service levels. This is certainly "going where the people are" to create true community accessibility.

### Older Worker Career Job Fair

Having competed for and received an WIA Older Worker Discretionary grant, in the spring of 2001. Arapahoe/Douglas Works!, in collaboration with the Southeast Business Partnership, offered a "50 and Better Job Fair" designed by local employers to mitigate the labor shortages experienced by employers throughout Arapahoe and Douglas counties. The event drew over 500 mature job seekers and offered access to 23 employers. The job fair identified an alternative labor supply of older workers while streamlining access to employers, offering jobs with competitive hourly compensation, plus other benefits responsive to the needs and interests of the senior population.

### Denver Workforce Region Essential Skills Program

The program sponsored by the Community College of Denver and the Mayor's Office of Workforce Development (MOWD) earned national recognition by winning a National Workforce Development Award for its innovative partnership to assist low-income workers to move into high-demand career paths. This program highlights innovative and effective partnerships between community colleges and their local Workforce Investment Boards.

The Essential Skills Program, focuses on training low-income residents for career paths in high-demand occupations, and was highlighted as an exemplary program for the last two years by AACC/DOL. Since the fall of 1998, over 250 Essential Skills participants have been placed in jobs, with 75% still employed at the one-year mark. The program works because MOWD is able to bring employers to the table and negotiate internships for students, giving them the support they need to begin a new career.

### Boulder County Workforce Region

## Leanin' Tree Project

The Leanin' Tree Project is a partnership between Workforce Boulder County and Front Range Community College to assist a private employer (Leanin' Tree) with job specific and basic language skills for front line and supervisory staff.

Leanin' Tree has been making greeting cards in Boulder, Colorado since 1949. The project provides customized training classes for front line staff, tailored to their specific job functions. The focus is on teaching English vocabulary and visual recognition cues to enable staff to perform their jobs more efficiently and to address safety concerns. The project also provides customized Spanish classes for supervisors with the focus on building basic conversational skills around key needs identified in the interview process, including cultural concerns, vocational vocabulary, and other issues.

## Solaris Training Lab

In a unique pairing of local government and business, Workforce Boulder County teamed up with Sun Microsystems to offer training in Solaris, a UNIX operating system. The first class began with 14 students from the Boulder County area. Classes are held at the Longmont facility, and the duration of the training runs approximately seven weeks.

The classes, faculty training and computer hardware are provided through a grant from the Sun Foundation. The grant is intended to help the community at large, with the overall goal of providing enhanced employment opportunities for those who take part in the training. The grant was developed through a working partnership between employees at Sun Microsystems and Workforce Boulder County.

Another integral part of the Solaris training program are workshops covering such topics as customer service skills, team building and problem solving. There will also be a workshop on how to conduct a successful job search, which complements the overall goal of the training to help people find work. All participants who successfully complete the Solaris training will be given placement assistance through Workforce Boulder County.

## Rural Consortium Region

### Professional Services Division

The Professional Services Division (PSD) located at the Mesa County Workforce Center is a joint venture between two of the partner agencies at the Center: the Mesa County Department of Human Services and Hilltop Community Resources, Inc., a Grand Junction community-based non-profit organization. PSD provides assessment and training services on a fee-for-service basis. The Division opened for business in May of 2000 and has served over 1,426 customers in the first year.

Following the customer-focused system envisioned by the Workforce Investment Act (WIA), PSD has designed its delivery system to meet the workplace training needs of local businesses *and* of job seekers and those who want to further develop their workplace skills. Training is flexible. Several customized classes have been held on location for employers;

the workplace-specific conversational Spanish classes have been very successful. The emphasis on meeting the training needs of local employers is new and exciting.

Businesses regularly send employees to one-day classes in the Computer Lab to learn or enhance their computer skills. Classes are offered in widely used software such as Excel, Word, Access, PowerPoint, Web Design, QuickBooks, Windows 98, Publisher 2000, and Medical Manager. Other “soft skills” courses are delivered in a classroom setting. These include Supervisory Skills, Workplace Communication, Time Management, Thinking Creatively, Problem Solving, Team Building, and Workplace Spanish.

The Professional Services Division has been instrumental in increasing employer awareness of the Mesa County Workforce Center and the services available to employers. By providing a full complement of workplace training and assessment services, the Workforce Center can effectively serve both employers and job seekers – improving the quality of the workforce and offering opportunities for career development.

## Larimer County Workforce Region Employer Symposiums

Each year, since 1982, the Larimer County Workforce Center presents monthly (October-May) informational seminars (one and a half-hours in length) designed for small businesses, called Employers’ Roundtables. The organization also presents an annual September Symposium, a half-day series of workshops that includes a keynote speaker. The Workforce Center has been presenting September Symposia since 1983. Thanks to sponsorships from the public and private sectors, Employers’ Roundtables and September Symposia are presented free of charge.

Attendance at the monthly Employers’ Roundtables averages between 50 and 175 people. In addition to small business, Roundtable attendees represent large business, private non-profit, and government agencies. Seminars for the 1999-2000 Employers’ Roundtables series included such topics as: The Bottom Line Benefits of a Drug-Free Workplace; Practical Tips for Preventing a Claim of Sexual Harassment; Trading Roots for Wings (New Strategies for Responding to Change); Understanding and Managing Your Finances; Put Me in Coach, I’m ready to Play (Coaching for Peak Performance); Six Hats of Edward deBono (Creative Thinking in the Workplace); Measuring Your “EI” (The Connection Between Emotional Intelligence and Your Bottom Line); and 360 Degree Feedback (A Tool for Successful Work Teams).

## Adams County Workforce Region Youth Job /Resources Fair

A model youth job and resources fair was held in May of 2001. The event was well attended exceeding all expectations with thirty-one employers and twenty-three partner agencies participating. The fair offered not only information and guidance, but employment opportunities to 1094 registered youth. The event was such a success that demand has already assured that it will be repeated next summer.

## Tri-County Workforce Region Public Information Team

The Tri-County Workforce Center's Public Information Team focused on three areas of the identified twelve priorities developed through their internal planning activities. The team targeted areas of customer service, image and awareness, and employer services. As an example of these efforts the Tri-County Workforce Center has a new look. As customers enter the foyer of the center, they are greeted with a large wall mural displaying the new slogan "Reach for Hire Results" along with a montage of photographs of people served at the center. The same look is found in directional signs inside and outside the center as well as on all publications. The account managers are able to give current and prospective businesses a professional looking folder containing valuable information that is perceived as valuable and creates the right image for the center and its work.

## Lookout Mountain Youth Services

Tri-County Workforce Center, Adams County One Stop Center, Arapahoe/Douglas Works! and Pikes Peak Workforce Center in conjunction with the Colorado Department of Youth Corrections received a two million dollar grant from the Federal Department of Labor to fund a program providing youth services. This project will work to provide workforce services and build capacities within the regions. The projects will result in enhanced services to juvenile offenders and other youth and an increased number of appropriate referrals and registrations in the WIA program.

## Weld County Workforce Region Triage Targeted Populations Program

The purpose of the Triage Targeted Populations Program is to provide enhanced and focused employment services to individuals with disabilities, offenders and non-English speaking customers who are seeking assistance through the Weld County Workforce Center. This program enables staff to work directly with these special populations through a triage approach, giving customers assistance beyond the usual "universal access" type of services.

## Statewide Collaboration

The WIA implementation year has no better partner or supporter than the Colorado Department of Labor and Employment under the leadership of Director Vickie Armstrong. She has been a valuable partner on the Workforce Investment Council, bringing her personal expertise and her staff's to bear on the multitude of issues brought before the Council.

The relationship between the Colorado Department of Labor and Employment and the Colorado Office of Workforce Development is synergistic and demonstrates both agencies willingness to experiment and challenge status quo assumptions. In this first year of WIA implementation this has proven to be invaluable chemistry.

The Job Vacancy Survey project by the Colorado Department of Labor and Employment is a perfect example of that symbiosis. The Job Vacancy Survey reports are written, designed, and produced with the consumer in mind. The data can also be gathered and tailored to create informative reports on the workforce situation as it pertains to individual corporations.

Several other State level departments were significant partners in this year's planning and implementation process. Other significant Colorado State Departments were:

- Department of Human Services
- Department of Education
- Department of Local Affairs.
- Community Colleges of Colorado

## Successful Statewide Projects

Colorado has undertaken several statewide projects during this WIA implementation year. The leadership provided by the Governor, the State Workforce Investment Council, the Office of Workforce Development, the local Workforce Investment Boards, the local Directors and the cooperation of many State and local partners has resulted in the successful implementation and/or completion of many projects.

Training for Youth Councils The Colorado Office of Workforce Development, the State Youth Council, and the School and Main Institute requested funds from the United States Department of Labor to provide technical assistance to the State and Local Youth Councils in Colorado. The USDOL/ETA approved the request for funding. Each Youth Council in the State will have the opportunity to participate in the comprehensive training. The primary areas that will be addressed are: Partnership, Systems Building, Ownership and Results. There is a great deal of excitement about this opportunity to strengthen Colorado's Youth Councils.

Completion of Five Year Plan The Colorado Department of Labor and Employment and the Workforce Development Council completed the State's five year unified plan on time and disseminated information via the internet and through a short summary presentation. Local Workforce Regions have also completed their five year plans. This accomplishment provides Colorado with the grounding and framework to build and revise plans as business conditions change, new performance data and or programmatic designs unfold.

Planning Task Force This task force seeks to more effectively coordinate and support the workforce programs, employment programs and other State Employment and Training Programs among the Colorado Community Colleges, the Department of Human Services, the Colorado Department of Labor and Employment, and the Colorado Workforce Development Council along with two local community colleges. This planning effort provides linkages among the critical players in the State that should ultimately improve the overall service mix and delivery matrixes within the State.

**Statewide Training for Field Staff** The State conducted an intensive orientation to WIA. Over 400 program and partner agency staff attended from around the State. The training was quite successful and paved the way for a more successful WIA implementation.

**Job Vacancy Survey** The Job Vacancy Survey (JVS) was initiated to measure the demand for employees at a specific point in time and to provide detailed information on the demand for quality of employees. Colorado's Department of Labor and Employment (CDLE) adopted the Job Vacancy Survey (JVS) through the Denver Metro pilot studies of September 1999 and April 2000, which were initiated by Arapahoe/Douglas Works! The popularity of the reports based on the survey data led the CDLE to expand its coverage to include the entire State. The survey instrument has been revised to eliminate ambiguity and enhanced to gather more specifics on job vacancies within survey constraints. Funded by a grant from the U.S. Department of Labor's Employment and Training Administration. The JVS is produced by Labor Market Information Office of Workforce Research and Analysis at the CDLE.

**Public Outreach Efforts** Anderson & Associates Public Relations, Inc. (A&A PR) began working with the Colorado Workforce Development Council in 1999 to implement a Statewide campaign for the Workforce centers. Initially, a new logo and tagline were developed to unify all of the regions.

Workforce participation in the Taste of Colorado, Labor Day weekend, was so effective that they participated in an increased capacity this year. With their sponsorship of the event, Workforce received booth space at the Taste of Colorado along with sponsorship mention in the pre-event newspaper ads, pre-event brochure, news releases, web site, weekend brochure and the sponsor recognition boards. More than 400,000 people attended the four-day event. The event was a great success again this year and will be considered in the future.

Earlier in the year, Workforce also participated in The Denver Metro Chamber of Commerce's Business Expo. This yearly event is well attended by the Denver business community with approximately 12,000 business leaders attending. Workforce representatives who staffed the booth reported being able to establish contacts with several employers.

Perhaps one of the most successful ventures this past year was the booth at the Colorado State Fair, manned by Workforce Center's staff for eighteen straight days. This booth provided great exposure and brand identification of the new Workforce Centers to over one million people.

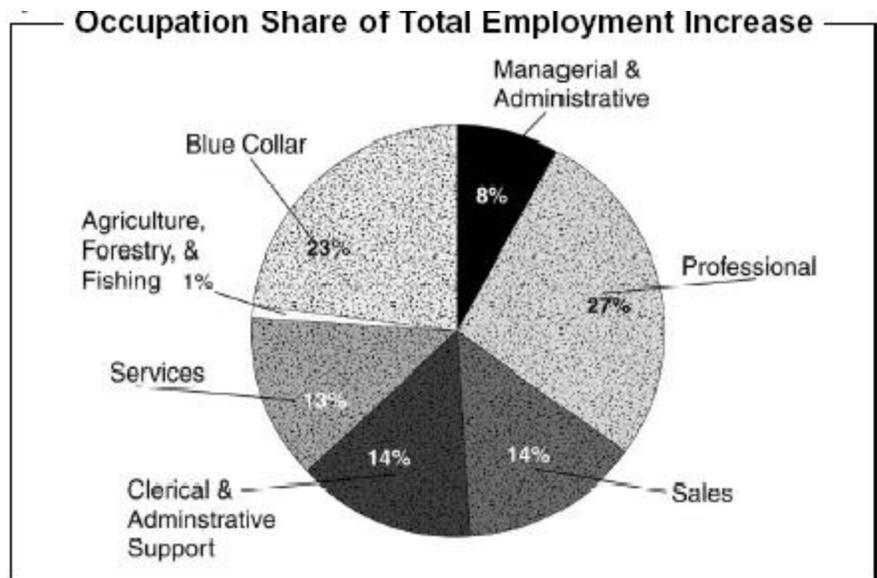
The Workforce Development Council also co-hosted the "HEAT is on" event with The Higher Education and Advanced Technologies Center at Lowry. The event included display booths and an open house for people to experience the HEAT Center and its programs.

Colorado updated the [servicelocator.org](http://servicelocator.org) web site. Each region assumed the responsibility of maintaining the accuracy entries to ensure customers received the most updated information on locations for local workforce centers. Some regions incorporated graphics and additional information to advertise their services. In addition, posters and various marketing materials were distributed to each regional.

## Colorado's Economic Picture and the Challenge to WIA

Colorado's economic picture is varied and diverse, with a strong presence of the service sector, that includes many high tech industries. During PY00 Colorado's economy remained healthy, despite indications of moderating job growth and larger than normal layoffs in the spring of 2001. The State's unemployment rate has remained below 3.0 percent for 26 consecutive months. A slowing national economy, tepid retail sales growth in the State and numerous local job cutbacks, however, were considered likely to slow Colorado's economy during PY01 and apply upward pressure on the jobless rate. Statewide first-time and continued claims for unemployment insurance were considerably greater in June 2001 than the same period the previous year. The length of time it takes newly unemployed individuals to find work will determine, in large part, the impact on the State's unemployment rate over the near-term.

The high tech industry in Colorado has experienced the same downsizing as other high-tech employment states have. Of the nearly 855,000 jobs expected to be added statewide over the 1998-2008 period, two thirds of the positions are forecasted to occur within four occupational groups: Professional, Sales, Clerical and Administrative Support, and Services. Of those 855,000 jobs about 35.7% or 305,000 are anticipated in the Services division.



### Dislocated Worker Program

The Dislocated Worker program provides services to eligible dislocated workers who lost their employment due to business closures, downsizing, or other economic conditions beyond their control. Colorado has developed Rapid Response Layoff Transition Workshops that emphasizes identifying transferable skills and highlighting those in work search efforts. Due to demand we have had to offer these workshops on a massive level by conducting them in large hotels. The workshops are promoted on our partner Channel 9 News so that those affected have a greater possibility of being aware of these services. These workshops are particularly useful to workers impacted by industry downturns and career changes are probably necessary. In conjunction with the workshops Colorado developed a Rapid Response video that describes the Unemployment Insurance process.

Colorado also partnered with Channel 9 and their news program to offer Job Line 9 service in which workforce staff answers the hotline and share information with callers about services

and employment issues. This partnership has been expanded to include the planning and operation of a Workforce Resource Fair in which the television station sponsors and promotes the all day event.

One of the challenges faced by Larimer County's Dislocated Worker Team was the lack of job opportunities in the manufacturing sector. The majority of applicants for the Dislocated Worker Program had considerable work experience in manufacturing. Hiring in this sector has been extremely limited during the last 2 quarters of PY 2000 due to general economic conditions. Consequently, many of these participants needed to engage in career exploration and retraining. Despite the overall economic slowdown, the Dislocated Worker Program exceeded program performance standards.

## Customer Satisfaction Analysis

The State of Colorado contacts all exited WIA customers within 30-days of their exit from a program. Contact of exited program customers is made by telephone and seeks to assess customer satisfaction with One-Stop services. The American Customer Satisfaction Index (ASCI) is used in compliance with federal directive. The results of the ASCI survey are reported as the average rating of the three mandatory questions combined, and do not indicate the rating each individual question. In addition to the ASCI, the State has developed a customized list of questions to supplement the ASCI. All WIA programs evaluate customer satisfaction for the performance indicators.

## Data Collection and Analysis

Colorado has a comprehensive system to collect enrollment and performance outcome data. The data is reviewed and analyzed for regional trends and troubleshooting for gross under or over enrollments, special populations service levels, and job placement demographics. Colorado uses the Job Link system for data management and tracking. Thus system has built in edit checks to confirm that an individual coded as a Vietnam Era Veterans is old enough to have served in Vietnam; these edit checks are done on-line.

There are also task reports that can be run off-line which report data entry errors that cannot be checked real-time, along with reports that help counselors manage their caseloads, analyze demographics and one-stop activity and determine where they currently stand on performance standards. To monitor performance standards Colorado authors reports that list who are being counted in each factor to help regions determine where they may need to get additional customer information.

## Continuous Improvement Plan

The Colorado Workforce Development Council developed a Continuous Improvement Plan (see full plan in the Appendix) based on the State's vision for the workforce system. This continuous improvement system focused on four key areas: exemplary performance, local coordination, regional cooperation and business involvement. The objective of the plan is to develop and improve the workforce systems capacity and enable local WIBs to deliver a

market responsive, high performance, customer-focused workforce center, and as well as meeting all other requirements of the WIA.

Local performance will be rewarded in two categories: Performance Incentive Awards (PIA) and the Continuous Improvement Bonus Awards (CIBA).

This first year of Continuous Improvement Management System (CIMS) implementation, more weight will be given to the performance measures and local coordination to promote local system building. Eighty percent of the available funds will be awarded for performance and local coordination and twenty-percent of the available funds will be awarded for Continuous Improvement Bonus Awards.

The Seven Criteria for the Management and Innovation Bonus Award are:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Information And Analysis
- Human Resource Focus
- Process Improvement
- Business Results

In addition to the State Workforce Boards (SWFBs) Continuous Improvement Policy Guidance Letter # 00-01 dated, May 16, 2001, the SWFB established the need for the implementation of a comprehensive research effort. Using research results from federal and state workforce development activities the system will evaluate results in performance categories. The research contains these elements:

- Fit for Competition, which incorporates research results from a study that examined emerging industries and skill shortages and resulted in workforce policy initiatives.
- Colorado's Incumbent Worker Planning Project, based on documentation of needs in 1999, Community Colleges invested \$1.4 million to prepare Colorado residents to work in an e-commerce environment.
- Colorado Job Vacancy Survey, an analysis of occupational supply and demand occupations for skilled workers in Colorado.
- Statewide Capacity Building Evaluation, a process evaluation report which will include a review of barriers, success factors, and recommendations for state led workforce planning initiatives.

Using data collection from the Community Audit grant "Moving Up" the Council will evaluate outcomes from the summer of 2002. This will be done through an evaluation of participants who exited workforce development programs between July 1999 and June 2001. The Council will look at entry level wages and make a comparative analysis of exit wages. The data will include outcomes from the JTPA carry-ins: adults, dislocated workers, youth programs, and community college levels, adult basic education, private vocational programs

and apprenticeship programs. This report will look at low wage workers and evaluate efforts to improve opportunities for obtaining higher wage jobs with career ladders. The associated net impact study will measure long-range outcomes for program participants who exited between July 1999 and June 2000 and measure short-range outcomes for participants who exited between July 2000 and 2001. This research will provide a good baseline data for measurement of WIA. Colorado will use UI records, surveys of program participants, and surveys of a large random sample of Colorado employers as data sources for its research. Colorado will also evaluate client performance data from two-year and four-year colleges and data gathered from private vocational programs based on information obtained from the Eligible Provider List and measure post-program education and training enrollments. Colorado's Job Link System provided the means to measure baseline data for WIA performance measures and provided a high degree of accuracy in measuring WIA results. Colorado's net-impact study methodology compares training participants with a matched comparison group made up of participants in Colorado's Wagner-Peyser labor exchange system who have registered to look for work but who have not participated in a workforce development program. Participants are matched with comparison group members on age, gender, geographic location, prior education, prior employment history, and prior receipt of public assistance or unemployment insurance.

## Cost Effectiveness

A complete and comprehensive cost-effective analysis is accomplished by using a quantitative method for comparing the costs of alternative means of achieving the same objective or benefit; or by comparing the relative value of various employment, education, and training service strategies within a state. Colorado is choosing to use a variation of the latter method for determining cost effectiveness.

- **For the WIA Adult Program cost effectiveness can be measured as follows:**

a. 
$$\frac{\text{Total Cost of the Program for PY00}}{\text{\# Employed After Exit}} = \text{Cost per Successful Client}$$

$$\frac{\$3,857,824}{1025} = \$3763.73$$

b. 
$$\frac{\text{Avg. Annualized Earnings Change for those Employed After Exit}}{\text{Total Cost of the Program for PY00}} = \text{Rate of Return}$$

$$\frac{(\$3948 \times 2) \times 1025}{\$3,857,824} = 210\%$$

These formulas demonstrate that there is a 210% rate of return in terms of earnings change for clients who successfully exit the program.

- **For the WIA Dislocated Worker Program cost effectiveness can be measured as follows:**

a. 
$$\frac{\text{Total Cost of the Program for PY00}}{\text{\# Employed After Exit}} = \text{Cost per Successful Client}$$

$$\frac{\$3,907,465}{1422} = \$2747.86$$

b. 
$$\frac{\text{Annualized Avg. Earnings per Participant Employed After Exit}}{\text{Total Cost of the Program for PY00}} = \text{Rate of Return}$$

$$\frac{(\$ 17,997,898 \times 2)}{\$3,907,465} = 921\%$$

These formulas demonstrate that there is more than a 9 to 1 ratio of earnings potential versus dollars spent for clients who successfully exit the program.

- **For the WIA Youth Program cost effectiveness can be measured as follows:**

a. 
$$\frac{\text{Total Cost of the Program for PY00}}{\text{Total Number of Clients Served}} = \text{Cost per client}$$

$$\frac{\$3,229,493}{1434} = \$2252.09$$

b. Cost figures are not currently broken out by younger youth and older youth. As a result, cost effectiveness based on earning potential or completion of a credential or diploma cannot be calculated at this time.

c. The cost per client is slightly higher for the youth program than for the adult and dislocated worker programs. This is a natural result of all youth clients receiving the equivalent of intensive services for adults and dislocated workers, whereas at least 15% of adults and dislocated workers receive core services only, which typically involve shorter durations and fewer costs.

- **For the Statewide Rapid Response Program cost effectiveness can be measured as follows:**

a. 
$$\frac{\text{Total Cost of the Program for PY00}}{\text{Total Number of Clients Served}} = \text{Cost per client}$$

$$\frac{\$238,353}{6210} = \$ 38.38$$

b. Every client served participated in a 2-hour layoff transition workshop designed to educate them on available work search resources and how best to maximize the services available through the workforce centers. In the future we anticipate analyzing the impact of Rapid Response workshops on the duration of Unemployment Insurance claims for those who participated versus those who did not.

**Colorado WIA PY 2000 Financial Statement**

<b>Operating Results</b>	<b>Available Monies</b>	<b>Expended Percentage</b>	<b>Balance Remaining</b>
Adult Program Funds	\$5,025,523	67.30%	\$1,645,640
Carry-in Monies	\$878,948	54.40%	\$401,007
Dislocated Worker Program Funds	\$5,953,836	57.20%	\$2,550,425
Carry-in Monies	\$926,488	54.00%	\$422,433
Youth Program Funds	\$5,011,280	55.50%	\$2,234,911
Carry-in Monies	\$760,869	59.60%	\$307,774
Out-of-School Youth	\$1,910,978	74.60%	\$790,087
In-School Youth	\$3,100,302	47.20%	\$1,444,824
Summer Employment Opportunities	\$-		\$-
Local Administrative Funds	\$1,776,680	44.60%	\$984,608
Carry-in Monies	\$284,517	60.00%	\$114,602
Rapid Response Funds	\$871,000	23.40%	\$668,009
Carry-in Monies	\$87,253	89.00%	\$8,817
Statewide Activity Funds	\$3,289,843	33.00%	\$2,203,763
Carry-in Monies	\$875,776	42.00%	\$510,344

<b>Cost-Effectiveness</b>	<b>C-E Ratio</b>
Overall All Program Strategies	
Adult Program	\$1718
Dislocated Worker Program	\$1848
Youth Program	\$1831

Performance Tables & Charts

**Table A – Workforce Investment Act Customer Satisfaction Results**

<b>Customer Satisfaction</b>	<b>Negotiated Performance Level</b>	<b>Actual Performance Level-American Customer Satisfaction Index</b>	<b>Number of Completed Surveys</b>	<b>Number of Customers Eligible for the Survey</b>	<b>Number of Customers Included in the Sample</b>	<b>Response Rate</b>
<b>Participants</b>	<b>66.0%</b>	<b>79.5%</b>	<b>507</b>	<b>2470</b>	<b>919</b>	<b>55.2%</b>
Employers	<b>68.0%</b>	<b>78.8%</b>	<b>3697</b>	<b>13867</b>	<b>6504</b>	<b>56.8%</b>

Table B – Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	62.2%	70.5%	778
			1104
Employment Retention Rate	71.0%	77.8%	813
			1045
Earnings Change in Six Months	2788	3948	4047003
			1025
Employment And Credential Rate	50.0%	58.5%	585
			1000

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	68.8%	269	60.7%	34	60.0%	57	0%
		391		56		95		17
Employment Retention Rate	79.9%	275	78.6%	33	74.2%	49	43.5%	10
		344		42		66		23
Earnings Change in Six Months	3573	1204238	5174	206941	4051	263305	2234	24570
		337		40		65		11
Employment And Credential Rate	56.1%	194	49%	25	45.2%	38	35.7%	5
		346		51		84		14

**Table D – Other Outcome information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	70.0%	512 731	71.3%
Employment Retention Rate	79.7%	578 725	73.4%	235 320
Earnings Change in Six Months	4093	2898032 708	3625	1148971 317

**Table E – Dislocated Worker Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	71.5%
Employment Retention Rate	85.0%	89.4%	1271 1422
Earnings Change in Six Months	88.8%	91.8%	18115683 19730424
Employment And Credential Rate	50.0%	67.4%	774 1149

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	72.9%	105	72.8%	59	79.3%	88	100%
	144		81		111		4	
Employment Retention Rate	91.4%	96	91.5%	54	85.2%	75	100%	4
		105		59		88		4
Earnings Change in Six Months	95.2%	1452736	108.5%	674784	75.9%	1021079	245.2%	53952
		1525881		621762		1346004		22003
Employment And Credential Rate	59.8%	55	59.3%	32	68.2%	45	66.7%	2
		92		54		66		3

**Table G – Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	77.8%	894	80.7%
	1149		654	
Employment Retention Rate	88.8%	794	90.3%	477
		894		528
Earnings Change in Six Months	94.0%	11181534	88.5%	6934149
		11894639		7835785

**Table H – Older Youth Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	55.2%	76.5%	150
			196
Employment Retention Rate	71.0%	77.8%	154
			198
Earnings Change in Six Months	2100	3096	560325
			181
Employment And Credential Rate	40.0%	48.8%	125
			256

**Table I – Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
	Entered Employment Rate	77.2%	44	0	0	50.0%	7	0%
		57		0		14		9
Employment Retention Rate	76.5%	39	100%	1	100%	11	42.1%	8
		51		1		11		19
Earnings Change in Six Months	3103	136553	0	0	4923	49234	1683	13467
		44		1		10		8
Employment And Credential Rate	42.6%	29	0	0	35.0%	7	50.0%	5
		68		1		20		10

**Table J – Younger Youth Results At-A-Glance**

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Skill Attainment Rate</b>	<b>60.0%</b>	<b>83.4%</b>	<b>1060</b> <b>1271</b>
<b>Diploma or Equivalent Attainment Rate</b>	<b>50.0%</b>	<b>54.3%</b>	<b>69</b> <b>127</b>
<b>Retention Rate</b>	<b>44.0%</b>	<b>61.1%</b>	<b>157</b> <b>257</b>

**Table K – Outcomes for Younger Youth Special Populations**

<b>Reported Information</b>	<b>Public Assistance Recipients</b>		<b>Individuals With Disabilities</b>		<b>Out-of-School Youth</b>	
<b>Skill Attainment Rate</b>	<b>77.7%</b>	<b>227</b>	<b>81.9%</b>	<b>113</b>	<b>73.2%</b>	<b>71</b>
		<b>292</b>		<b>138</b>		<b>97</b>
<b>Diploma or Equivalent Attainment Rate</b>	<b>51.7%</b>	<b>30</b>	<b>46.2%</b>	<b>6</b>	<b>43.5%</b>	<b>20</b>
		<b>58</b>		<b>13</b>		<b>46</b>
<b>Retention Rate</b>	<b>58.9%</b>	<b>33</b>	<b>63.3%</b>	<b>19</b>	<b>61.9%</b>	<b>13</b>
		<b>56</b>		<b>30</b>		<b>21</b>

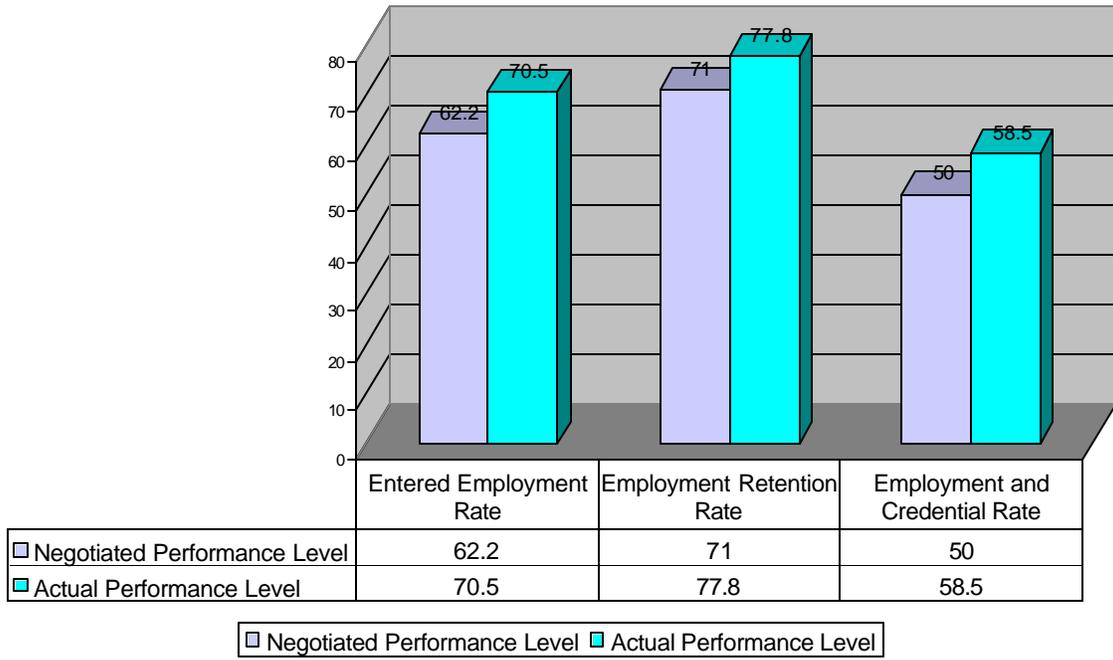
**Table L - Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults & Older Youth) OR 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment	Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment			Entry Into Unsubsidized Employment Related to the training Received of Those Who Completed Training Services	
Adults	N/A	N/A	N/A	N/A	4.2%	12	2519	2703166	12.5%	5
		N/A		N/A		287		1073		40
Dislocated Workers	N/A	N/A	N/A	N/A	2.2%	13	5110	8839669	3.7%	4
		N/A		N/A		583		1730		109
Older Youth	N/A	N/A	N/A	N/A	9.3%	4	1627	287927		
		N/A		N/A		43		177		

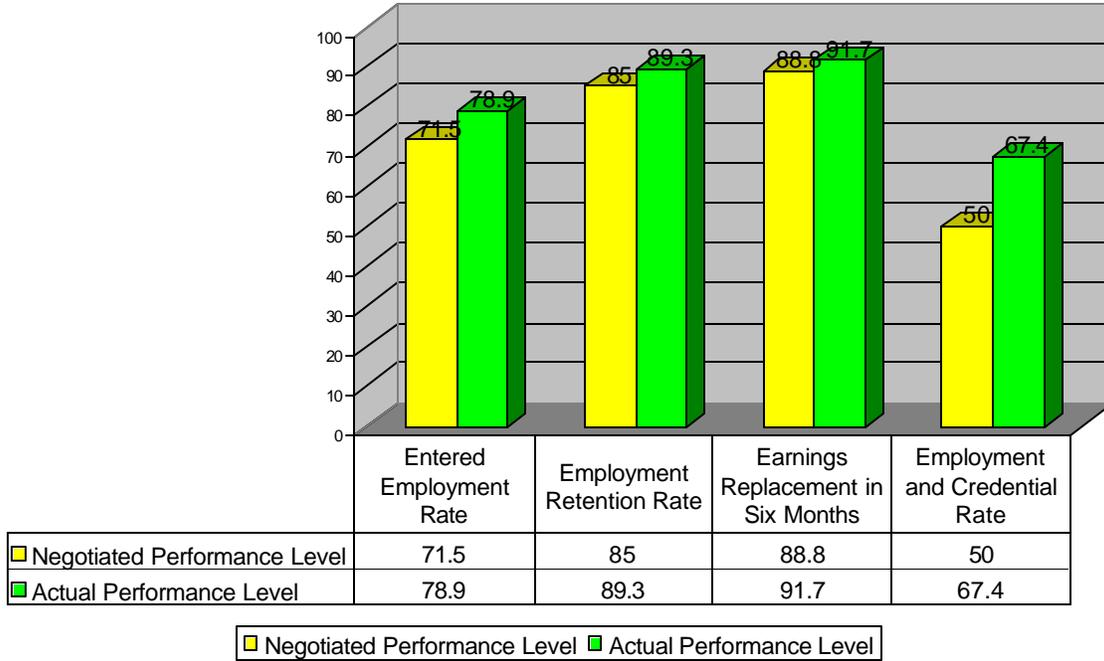
**Table M – Participation Levels**

	Total Participants Served	Total Exiters
Adults	1975	1056
Dislocated Workers	1838	841
Older Youth	335	162
Younger Youth	1199	428

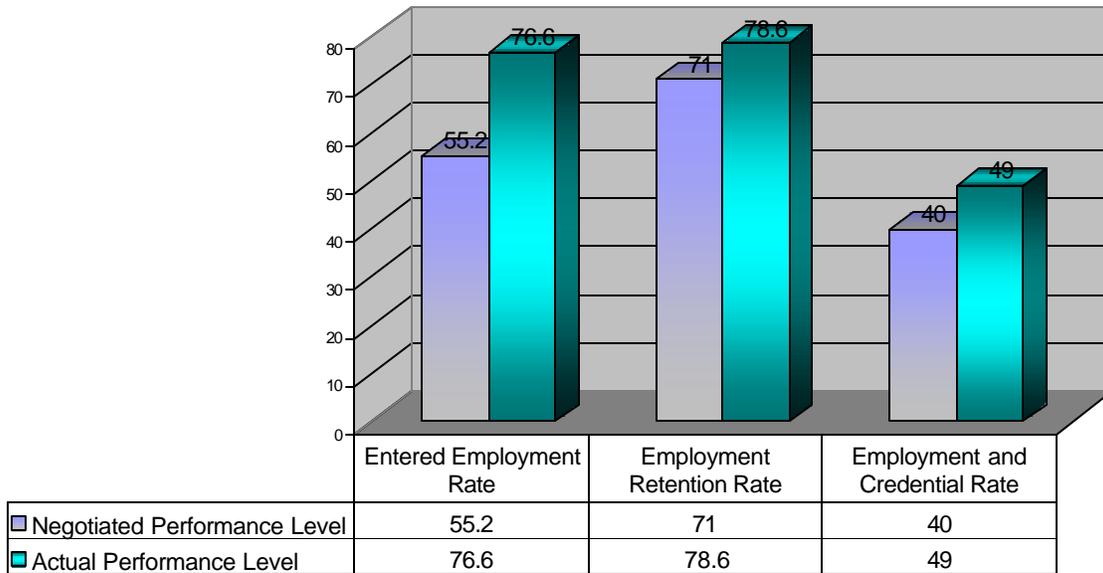
### Adult Program Results



**Dislocated Worker Results**



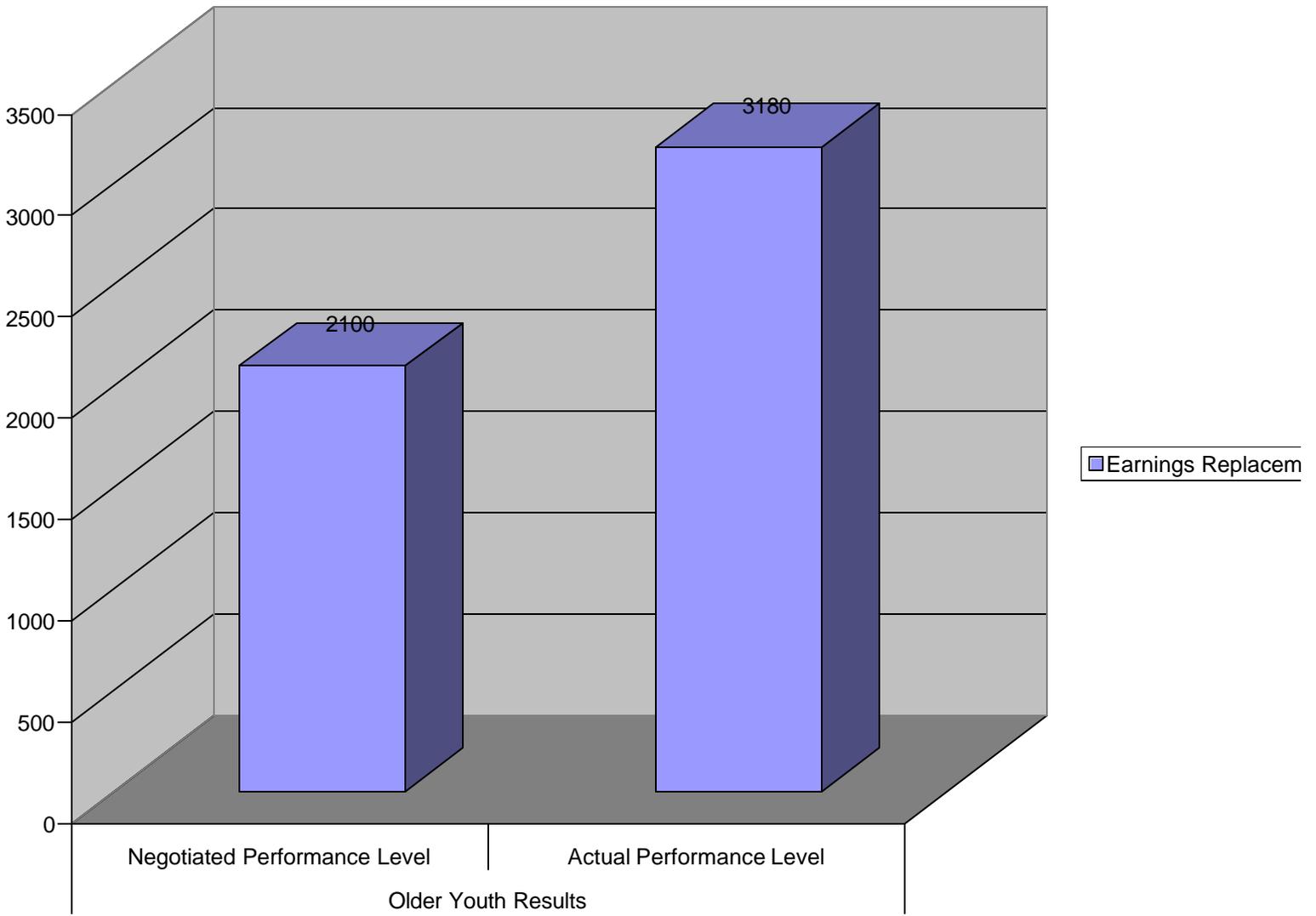
### Older Youth Results



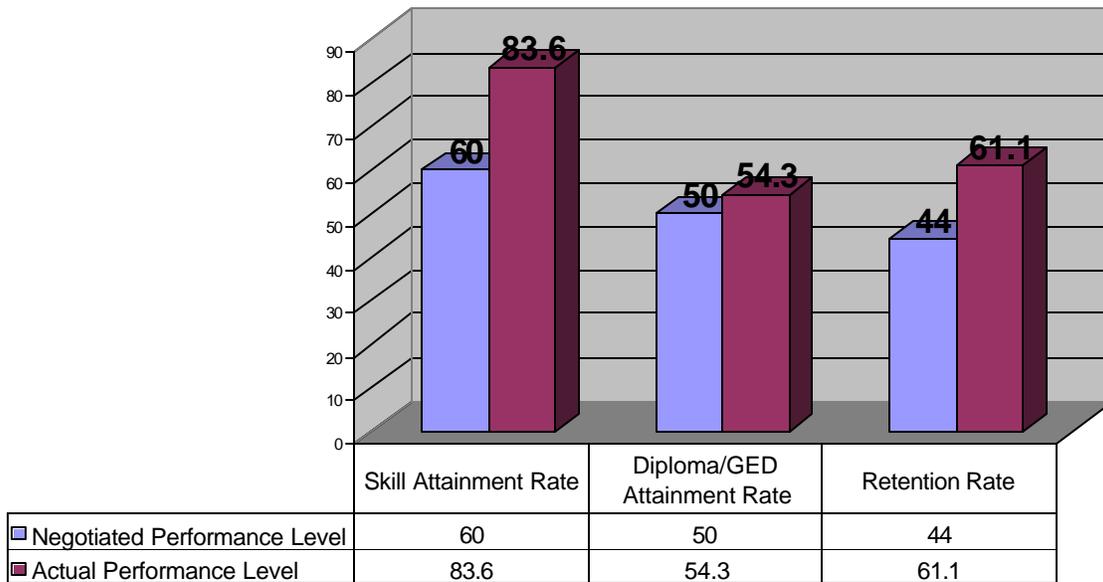
■ Negotiated Performance Level 
 ■ Actual Performance Level

# Older Youth Results

Colorado Program Year 2000 Annual Report



### Younger Youth Results



■ Negotiated Performance Level ■ Actual Performance Level

**Table N – Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
<b>Local Adults</b>		<b>\$3,857,824</b>
<b>Local Dislocated Workers</b>		<b>\$3,907,465</b>
<b>Local Youth</b>		<b>\$3,229,493</b>
<b>Rapid Response (up to 25%)</b>		<b>\$281,427</b>
<b>Statewide Required Activities (up to 15%)</b>		<b>\$1,407,671</b>
<b>Statewide Allowable Activities</b>	<b>Performance Incentive</b>	
	<b>Capacity Building</b>	
	<b>Statewide Training</b>	
	<b>Maintenance of Eligible Training Providers</b>	
	<b>Job Vacancy Survey</b>	
	<b>Workforce Council Grants</b>	
	<b>Total Allowable Statewide Activities</b>	
<b>Total of All Federal Spending Listed Above</b>		<b>\$12,683,880*</b>
<b>* Plus 10% local admin</b>		<b>961,981.00</b>
<b>Total including admin</b>		<b>13,645,861.00</b>

Table O – Local Performance

<b>Local Area Name</b> <b>Statewide</b>	<b>Total Participants Served</b>	<b>Adults</b>	1975	
		<b>Dislocated Workers</b>	1838	
		<b>Older Youth</b>	335	
		<b>Younger Youth</b>	1199	
<b>ETA Assigned #</b>	<b>Total Exiters</b>	<b>Adults</b>	1056	
		<b>Dislocated Workers</b>	841	
		<b>Older Youth</b>	162	
		<b>Younger Youth</b>	428	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	79.5%	
	<b>Employers</b>	68.0%	78.8%	
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	70.5%	
	<b>Dislocated Workers</b>	71.5%	78.9%	
	<b>Older Youth</b>	55.2%	76.5%	
<b>Retention Rate</b>	<b>Adults</b>	71.0%	77.8%	
	<b>Dislocated Workers</b>	85.0%	89.4%	
	<b>Older Youth</b>	71.0%	77.8%	
	<b>Younger Youth</b>	44.0%	61.1%	
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	3,948.	
	<b>Dislocated Workers</b>	88.8%	91.8%	
	<b>Older Youth</b>	2,100.	3096.	
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	58.5%	
	<b>Dislocated Workers</b>	50.0%	67.4%	
	<b>Older Youth</b>	40.0%	48.8%	
	<b>Younger Youth</b>	50.0%	54.3%	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	83.4%	
<b>Description of Other State Indicators of Performance</b>				
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>0</b>	<b>17</b>

**Table O – Local Performance**

<b>Local Area Name</b> Adams Cty Onestop	<b>Total Participants Served</b>	Adults	108
		Dislocated Workers	230
		Older Youth	8
		Younger Youth	39
<b>ETA Assigned #</b> 08005	<b>Total Exiters</b>	Adults	47
		Dislocated Workers	70
		Older Youth	3
		Younger Youth	3
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	Program Participants	66.0%	70.3%
	Employers	68.0%	70.1%
<b>Entered Employment Rate</b>	Adults	62.2%	60.5%
	Dislocated Workers	71.5%	79.3%
	Older Youth	55.3%	82.4%
<b>Retention Rate</b>	Adults	71.0%	77.8%
	Dislocated Workers	85.0%	85.1%
	Older Youth	71.0%	72.2%
	Younger Youth	44.0%	40.0%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	Adults	2,788.	4,181
	Dislocated Workers	89.0%	87.5%
	Older Youth	2,100	2,447.
<b>Credential/Diploma Rate</b>	Adults	50.0%	46.1%
	Dislocated Workers	50.0%	72.3%
	Older Youth	40.0%	22.7%
	Younger Youth	50.0%	100.0%
<b>Skill Attainment Rate</b>	Younger Youth	60.0%	84.4%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		5	0
		<b>Exceeded</b>	12

**Table O – Local Performance**

<b>Local Area Name</b> Arap/Douglas WORKS	<b>Total Participants Served</b>	<b>Adults</b>	210	
		<b>Dislocated Workers</b>	325	
		<b>Older Youth</b>	24	
		<b>Younger Youth</b>	126	
<b>ETA Assigned #</b>  08010	<b>Total Exiters</b>	<b>Adults</b>	108	
		<b>Dislocated Workers</b>	146	
		<b>Older Youth</b>	8	
		<b>Younger Youth</b>	48	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	78.5%	
	<b>Employers</b>	68.0%	69.3%	
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	72.2%	
	<b>Dislocated Workers</b>	71.5%	80.6%	
	<b>Older Youth</b>	55.2%	84.2%	
<b>Retention Rate</b>	<b>Adults</b>	71.0%	83.3%	
	<b>Dislocated Workers</b>	85.0%	91.2%	
	<b>Older Youth</b>	61.0%	90.0%	
	<b>Younger Youth</b>	44.0%	75.0%	
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	5,097.	
	<b>Dislocated Workers</b>	89.0%	89.8%	
	<b>Older Youth</b>	2,100.	4,597.	
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	63.8%	
	<b>Dislocated Workers</b>	50.0%	75.4%	
	<b>Older Youth</b>	40.0%	54.2%	
	<b>Younger Youth</b>	50.0%	0.0%	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	85.7%	
<b>Description of Other State Indicators of Performance</b>				
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>1</b>	<b>0</b>	<b>16</b>

**Table O – Local Performance**

<b>Local Area Name</b> Boulder Cty Onestop	<b>Total Participants Served</b>	<b>Adults</b>	39
		<b>Dislocated Workers</b>	79
		<b>Older Youth</b>	10
		<b>Younger Youth</b>	43
<b>ETA Assigned #</b> 08015	<b>Total Exiters</b>	<b>Adults</b>	15
		<b>Dislocated Workers</b>	38
		<b>Older Youth</b>	6
		<b>Younger Youth</b>	27
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	80.5%
	<b>Employers</b>	68.0%	68.4%
<b>Entered Employment Rate</b>	<b>Adults</b>	58.0%	57.9%
	<b>Dislocated Workers</b>	71.5%	82.9%
	<b>Older Youth</b>	55.2%	66.7%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	90.0%
	<b>Dislocated Workers</b>	85.0%	85.3%
	<b>Older Youth</b>	69.3%	81.8%
	<b>Younger Youth</b>	44.0%	36.4%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	9,562.
	<b>Dislocated Workers</b>	88.8%	93.8%
	<b>Older Youth</b>	2,100.	3,261.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	42.3%
	<b>Dislocated Workers</b>	50.0%	54.8%
	<b>Older Youth</b>	40.0%	56.3%
	<b>Younger Youth</b>	50.0%	50.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	89.7%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>3</b>	<b>1</b>
		<b>Exceeded</b>	<b>13</b>

**Table O – Local Performance**

<b>Local Area Name</b> Mayor's Office E & T	<b>Total Participants Served</b>	<b>Adults</b>	396
		<b>Dislocated Workers</b>	178
		<b>Older Youth</b>	93
		<b>Younger Youth</b>	217
<b>ETA Assigned #</b> 08025	<b>Total Exiters</b>	<b>Adults</b>	239
		<b>Dislocated Workers</b>	97
		<b>Older Youth</b>	60
		<b>Younger Youth</b>	132
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	77.1%
	<b>Employers</b>	68.0%	66.8%
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	69.5%
	<b>Dislocated Workers</b>	71.5%	77.3%
	<b>Older Youth</b>	50.0%	61.1%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	67.1%
	<b>Dislocated Workers</b>	85.0%	89.1%
	<b>Older Youth</b>	69.3%	57.1%
	<b>Younger Youth</b>	44.0%	70.0%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	3,535.
	<b>Dislocated Workers</b>	89.0%	90.0%
	<b>Older Youth</b>	2,100.	1680.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	42.6%
	<b>Dislocated Workers</b>	50.0%	73.3%
	<b>Older Youth</b>	40.0%	38.1%
	<b>Younger Youth</b>	50.0%	43.5%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	71.5%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		7	0
		<b>Exceeded</b>	10

**Table O – Local Performance**

<b>Local Area Name</b> El Paso/Tell Onestop	<b>Total Participants Served</b>	<b>Adults</b>	100
		<b>Dislocated Workers</b>	155
		<b>Older Youth</b>	7
		<b>Younger Youth</b>	84
<b>ETA Assigned #</b> 08060	<b>Total Exiters</b>	<b>Adults</b>	38
		<b>Dislocated Workers</b>	45
		<b>Older Youth</b>	2
		<b>Younger Youth</b>	10
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	77.9%
	<b>Employers</b>	68.0%	72.0%
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	64.0%
	<b>Dislocated Workers</b>	71.5%	72.1%
	<b>Older Youth</b>	55.3%	70.0%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	76.0%
	<b>Dislocated Workers</b>	85.0%	92.4%
	<b>Older Youth</b>	67.0%	69.2%
	<b>Younger Youth</b>	44.0%	77.8%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	4,756.
	<b>Dislocated Workers</b>	89.0%	98.0%
	<b>Older Youth</b>	2,100.	5,440.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	64.6%
	<b>Dislocated Workers</b>	50.0%	66.5%
	<b>Older Youth</b>	40.0%	40.5%
	<b>Younger Youth</b>	50.0%	80.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	85.2%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>0</b>
		<b>Exceeded</b>	<b>17</b>

**Table O – Local Performance**

<b>Local Area Name</b> Larimer Cty Onestop	<b>Total Participants Served</b>	<b>Adults</b>	92
		<b>Dislocated Workers</b>	186
		<b>Older Youth</b>	19
		<b>Younger Youth</b>	79
<b>ETA Assigned #</b> 08035	<b>Total Exiters</b>	<b>Adults</b>	34
		<b>Dislocated Workers</b>	96
		<b>Older Youth</b>	8
		<b>Younger Youth</b>	8
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	75.9%
	<b>Employers</b>	68.0%	78.0%
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	60.0%
	<b>Dislocated Workers</b>	71.5%	85.4%
	<b>Older Youth</b>	55.3%	70.0%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	77.3%
	<b>Dislocated Workers</b>	85.0%	90.9%
	<b>Older Youth</b>	69.3%	83.3%
	<b>Younger Youth</b>	44.0%	60.0%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	3,018.
	<b>Dislocated Workers</b>	89.0%	89%
	<b>Older Youth</b>	2,100.	1,924.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	62.5%
	<b>Dislocated Workers</b>	50.0%	75.4%
	<b>Older Youth</b>	40.0%	60.0%
	<b>Younger Youth</b>	50.0%	62.5%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	86.2%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>2</b>	<b>1</b>
		<b>Exceeded</b>	<b>14</b>

**Table O – Local Performance**

<b>Local Area Name</b> Rural Job Training	<b>Total Participants Served</b>	<b>Adults</b>	790
		<b>Dislocated Workers</b>	434
		<b>Older Youth</b>	139
		<b>Younger Youth</b>	500
<b>ETA Assigned #</b> 08045	<b>Total Exiters</b>	<b>Adults</b>	445
		<b>Dislocated Workers</b>	235
		<b>Older Youth</b>	62
		<b>Younger Youth</b>	133
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	80.8%
	<b>Employers</b>	68.0%	83.0%
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	72.3%
	<b>Dislocated Workers</b>	71.5%	75.8%
	<b>Older Youth</b>	55.2%	77.9%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	79.9%
	<b>Dislocated Workers</b>	85.0%	88.2%
	<b>Older Youth</b>	71.0%	77.5%
	<b>Younger Youth</b>	44.0%	50.0%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	3,485.
	<b>Dislocated Workers</b>	88.8%	94.0%
	<b>Older Youth</b>	2,100.	2,133.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	59.8%
	<b>Dislocated Workers</b>	50.0%	61.4%
	<b>Older Youth</b>	40.0%	50.0%
	<b>Younger Youth</b>	50.0%	50.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	84.7%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>1</b>
		<b>Exceeded</b>	<b>16</b>

**Table O – Local Performance**

<b>Local Area Name</b> Tri-County Onestop	<b>Total Participants Served</b>	<b>Adults</b>	130
		<b>Dislocated Workers</b>	168
		<b>Older Youth</b>	27
		<b>Younger Youth</b>	51
<b>ETA Assigned #</b> 08030	<b>Total Exiters</b>	<b>Adults</b>	70
		<b>Dislocated Workers</b>	71
		<b>Older Youth</b>	11
		<b>Younger Youth</b>	38
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	83.1%
	<b>Employers</b>	68.0%	72.9%
<b>Entered Employment Rate</b>	<b>Adults</b>	63.1%	77.6%
	<b>Dislocated Workers</b>	71.5%	82.7%
	<b>Older Youth</b>	55.2%	85.7%
<b>Retention Rate</b>	<b>Adults</b>	71.0%	80.0%
	<b>Dislocated Workers</b>	85.0%	89.5%
	<b>Older Youth</b>	71.0%	88.9%
	<b>Younger Youth</b>	44.0%	72.7%
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,801.	4,404.
	<b>Dislocated Workers</b>	88.3%	89.6%
	<b>Older Youth</b>	2,100.	4,746.
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	67.4%
	<b>Dislocated Workers</b>	50.0%	76.5%
	<b>Older Youth</b>	40.0%	57.1%
	<b>Younger Youth</b>	50.0%	66.7%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	91.8%
<b>Description of Other State Indicators of Performance</b>			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>0</b>
		<b>Exceeded</b>	<b>17</b>

**Table O – Local Performance**

<b>Local Area Name</b> Weld Cty Onestop	<b>Total Participants Served</b>	<b>Adults</b>	111	
		<b>Dislocated Workers</b>	87	
		<b>Older Youth</b>	8	
		<b>Younger Youth</b>	60	
<b>ETA Assigned #</b> 08065	<b>Total Exiters</b>	<b>Adults</b>	60	
		<b>Dislocated Workers</b>	47	
		<b>Older Youth</b>	2	
		<b>Younger Youth</b>	29	
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0%	78.2%	
	<b>Employers</b>	68.0%	76.4%	
<b>Entered Employment Rate</b>	<b>Adults</b>	62.2%	83.6%	
	<b>Dislocated Workers</b>	71.5%	88.2%	
	<b>Older Youth</b>	55.3%	100.0%	
<b>Retention Rate</b>	<b>Adults</b>	71.0%	80.0%	
	<b>Dislocated Workers</b>	85.0%	91.1%	
	<b>Older Youth</b>	71.0%	87.5%	
	<b>Younger Youth</b>	44.0%	100.0%	
<b>Earnings Change/ Earnings Replacement in Six Months</b>	<b>Adults</b>	2,788.	2,357.	
	<b>Dislocated Workers</b>	86.9%	93.8%	
	<b>Older Youth</b>	2,100.	3,229.	
<b>Credential/Diploma Rate</b>	<b>Adults</b>	50.0%	55.9%	
	<b>Dislocated Workers</b>	50.0%	73.3%	
	<b>Older Youth</b>	40.0%	100.0%	
	<b>Younger Youth</b>	50.0%	54.2%	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60.0%	97.7%	
<b>Description of Other State Indicators of Performance</b>				
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>1</b>	<b>0</b>	<b>16</b>

## Appendix

### Colorado Workforce Development Council

#### Workforce Investment Council Membership for Program Year 2000

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Vickie Armstrong	Department of Labor and Employment
Keith Baumgardner	Intel Corporation
Bob Brooks	Department of Local Affairs
Pat Buys	Arapahoe/Douglas Works!
Susan Carparelli	Southeast Business Partnership
Patrick Carr	ITT Industries
Ruth Dusenbury	Speer Cushion Company
Tom Flanigan	Outback Steak Houses
Tim Foster	Department of Higher Education
Marie Gambon	Celestial Seasonings
Marva Hammons	Department of Human Services
Carol Hedges	Piton Foundation
Don Hernandez	International Brotherhood of Electrical Workers
Brad Kruchten	Kodak
Joe Livingston	7-Grain
Annie Lupp	Western Colorado Workforce
Frana Mace	State Representative
Joe May	Community Colleges of Colorado (Ex-Officio)
Dr. William Moloney	Department of Education
Ron Montoya	Plasticom Communications
Jo Dawn Newlon	Women in Community Service
Bill Owens	Governor
Dave Owen	State Senator
Skip Paterson	J. D. Edwards
Pam Pease	Jones International University
Mark Pingrey	Heritage Bank
Joe Rall	Commissioner
Paul Read	Trane Company
Jim Rowell	Regis University
John Schafer	Hyatt Regency
Nancy Stahoviak	Commissioner
Van Walbridge	Mobile Tools International
Mark Warne	WCT & LA

## Colorado Workforce Centers

### **Alamosa WFC**

1016 West Avenue #6  
Alamosa, CO 81101  
(719) 589-5118  
[alamosa@cwfc.net](mailto:alamosa@cwfc.net)

### **Aurora WFC**

3508 Peoria Street, #D  
Aurora, CO 80012  
(303) 363-9380

### **Aurora Career Transition Center for Dislocated Workers**

545 Sable Boulevard  
Aurora, CO 80011  
(303) 340-1212  
[jsied@adworks.org](mailto:jsied@adworks.org)

### **Basalt WFC**

234 Cody Lane, #B  
Basalt, CO 81621  
(970) 927-3825  
[jdysart@cwfc.net](mailto:jdysart@cwfc.net)

### **Blackhawk WFC**

2960 Dory Hill Road  
Blackhawk, CO 80403  
(303) 582-5444  
[Jharig@co.jefferson.co.us](mailto:Jharig@co.jefferson.co.us)

### **Boulder County WFC**

2905 Center Green Court, Suite C  
Boulder, CO 80301  
(303) 441-3985

### **Brighton WFC**

1931 E. Bridge Street  
Brighton, CO 80601  
(303) 659-4250

### **Buckingham Square Shopping Center**

1210 S. Havana Street  
Aurora, CO 80012  
(303) 752-5820  
[hgold@adworks.org](mailto:hgold@adworks.org)

### **Burlington WFC**

1490-A Martin Avenue  
Burlington, CO 80807  
(719) 346-5331  
[burlington@cwfc.net](mailto:burlington@cwfc.net)

### **Canon City WFC**

172 Justice Center Road, #B  
Canon City, CO  
<mailto:hgold@adworks.org> (719) 275-7408  
[canoncity@cwfc.net](mailto:canoncity@cwfc.net)

### **Colorado Springs WFC**

2306 E. Pikes Peak Avenue  
Colorado Springs, CO 80909  
(719) 667-3700 (**Applicants**)  
(719) 667-3761 (**Employers**)  
[padilla.a@ppwfc.org](mailto:padilla.a@ppwfc.org)

### **Colorado Springs WFC Job Seeker/Training Services**

17 N. Spruce, Room 111  
Colorado Springs, CO 80905  
(719) 444-8024  
[padilla.a@ppwfc.org](mailto:padilla.a@ppwfc.org)

### **Colorado Springs WFC**

5675 S. Academy, Suite A-210  
Colorado Springs, CO 80913  
(719) 579-3080  
[padilla.a@ppwfc.org](mailto:padilla.a@ppwfc.org)

### **Commerce City WFC**

7190 Colorado Boulevard  
Commerce City, CO 80022

(303) 227-2000  
**Cortez WFC**  
217 West Main  
Cortez, CO 81321  
(970) 565-3759  
[cortez@cwfc.net](mailto:cortez@cwfc.net)

**Craig WFC**  
480 Barclay  
Craig, CO 81625  
(970) 824-3246  
[craig@cwfc.net](mailto:craig@cwfc.net)

**Delta WFC**  
206 Ute. Street  
Delta, CO 81416  
(970) 874-5781

**Denver-Bear Valley WFC**  
3100 S. Sheridan Boulevard  
Denver, CO 80227  
(303) 922-2450

**Denver-Dahlia Street One Stop  
Satellite Ofc.**  
3376 Dahlia Street  
Denver, CO 80207  
(303) 393-7843

**Denver-East Campus One Stop  
Career Ctr.**  
3532 Franklin Street  
Denver, CO 80205  
(303) 295-1550

**Denver-Montbello WFC**  
4685 Peoria Street  
Denver, CO 80239  
(303) 375-4084

**Denver-Quigg Newton One Stop**  
4440 Navajo Street  
Denver, CO 80211  
(303) 458-4891

**Denver-Westside One Stop Career  
Center**  
1200 Federal Boulevard  
Denver, CO 80204  
(720) 944-1615

**Denver Workforce Center**  
Main Office  
1391 N. Speer Boulevard  
Denver, CO 80204  
(720) 865-5700

**Divide WFC**  
11505 Highway 24 (P.O. Box 995)  
Divide, CO 80814  
(719) 687-5480  
[Lowry.A@ppwfc.org](mailto:Lowry.A@ppwfc.org)

**Durango WFC**  
331 S. Camino Del Rio, #C  
Durango, CO 81301  
(970) 247-0308  
[durango@cwfc.net](mailto:durango@cwfc.net)

**Edwards WFC**  
0057 Edwards Access Road  
Edwards, CO 80632  
(970)926-4440  
[edwards@cwfc.net](mailto:edwards@cwfc.net)

**Fort Collins WFC**  
3842 S. Mason Street  
Fort Collins, CO 80527  
(970) 223-2470  
[wirthdm@co.larimer.co.us](mailto:wirthdm@co.larimer.co.us)

<mailto:cadalpra@co.weld.co.us>

**Fort Morgan, WFC**  
411 Main Street, #200  
Fort Morgan, CO 80701  
[fortmorgan@cwfc.net](mailto:fortmorgan@cwfc.net)

**Frisco WFC**  
602 Galena Street  
Frisco, CO 80443

(970) 668-5360

[frisco@cwfc.net](mailto:frisco@cwfc.net)

**Front Range Community College  
WFC**

3645 West 112<sup>th</sup> Avenue, Room B 1315

Westminster, CO 80031

(303) 404-5163

[sburke@co.adams.co.us](mailto:sburke@co.adams.co.us)

**Glenwood Springs WFC**

118 W. 6<sup>th</sup> Street

Glenwood Springs, CO

(970) 945-8638

[glenwoodsprings@cwfc.net](mailto:glenwoodsprings@cwfc.net)

**Granby WFC**

469 E. Topaz

Granby, CO 80446

**Grand Junction WFC**

2897 N. Avenue

Grand Junction, CO 81501

**Greeley WFC**

1551 North 17<sup>th</sup> Avenue

Greeley, CO 80632

(970) 353-3800

[cadalpra@co.weld.co.us](mailto:cadalpra@co.weld.co.us)

**Gunnison WFC**

109 E. Georgia

Gunnison, CO 81230

**Idaho Springs WFC**

1531 Colorado Boulevard

Idaho Springs, CO 80452

[nbelk@cc.tricolstop.org](mailto:nbelk@cc.tricolstop.org)

**Lakewood WFC**

730 Sims, Suite 300

Golden, CO 80401

(303) 271-4700

[Jharig@co.jefferson.co.us](mailto:Jharig@co.jefferson.co.us)

**LaJunta WFC**

215 Raton

LaJunta, CO 81050

**Lamar WFC**

103 East Elm Street

Lamar, CO 81052

[Lamar@cwfc.net](mailto:Lamar@cwfc.net)

**Leadville WFC**

505 Harrison

Leadville, CO 80461

(719) 486-2428

[leadville@cwfc.net](mailto:leadville@cwfc.net)

**Limon WFC**

179 E Avenue (P.O. Box 875)

Limon, CO 80828

(719) 775-2387

[limon@cwfc.net](mailto:limon@cwfc.net)

**Littleton WFC**

1610 W. Littleton Boulevard, Suite 100

Littleton, CO 80120

[Pholw@adworks.org](mailto:Pholw@adworks.org)

**Longmont WFC**

1500 Kansas Avenue, Suite 4

Longmont, CO 80501

(303) 678-8103

**Loveland WFC**

418 E. 4<sup>th</sup> Street

Loveland, CO 80537

(970) 667-4261

[wirthdm@co.larimer.co.us](mailto:wirthdm@co.larimer.co.us)

**Meeker WFC**

325 Market (P.O. Box 68

Meeker, CO

(970) 878-4211

[meeker@cwfc.net](mailto:meeker@cwfc.net)

**Monte Vista WFC**

2079 Sherman Avenue

Monte Vista, CO 81144

(719) 852-5171

[montevista@cwfc.net](mailto:montevista@cwfc.net)

**Montrose WFC**

525 E. Main Street  
Montrose, CO 81401

**Pagosa Springs WFC**

449 San Juan Street  
Pagosa Springs, CO 81147  
(970) 264-4133  
[pagosasprings@cwfc.net](mailto:pagosasprings@cwfc.net)

**Pueblo WFC**

201 Lamkin  
Pueblo, CO 81003  
(719) 253-7800  
[mark.valdez@co.pueblo.co.us](mailto:mark.valdez@co.pueblo.co.us)

**Rangely WFC**

209 E. Main Street (P.O. Box 506)  
Rangely, CO 81648  
(970) 675-5071  
[rangely@cwfc.net](mailto:rangely@cwfc.net)

**Rifle WFC**

310 West 3<sup>rd</sup> (P.O. Box 1049)  
Rifle, CO 81650  
(970) 625-5627  
[rifle@cwfc.net](mailto:rifle@cwfc.net)

**Rocky Ford WFC**

801 Chestnut  
Rocky Ford, CO 81067  
(719) 254-3397  
[RockyFord@cwfc.net](mailto:RockyFord@cwfc.net)

**Salida WFC**

141 E. 3<sup>rd</sup> Street  
Salida, CO 81201  
[salida@cwfc.net](mailto:salida@cwfc.net)

**Steamboat Springs WFC**

1250 S. Lincoln D-2  
Steamboat Springs, CO 80488  
(970) 879-3075  
[steamboatsprings@cwfc.net](mailto:steamboatsprings@cwfc.net)

**Sterling WFC**

Northeastern Junior College, Walker Hall  
100 College Drive  
Sterling, CO 80751  
(970) 522-9340  
[sterling@cwfc.net](mailto:sterling@cwfc.net)

**Thornton WFC**

550 Thornton Parkway, #200  
Thornton, CO 80229  
(303) 452-2304

**Trinidad WFC**

309 N. Commercial  
Trinidad, CO 81082  
(719) 846-9221  
[trinidad@cwfc.net](mailto:trinidad@cwfc.net)

**Walsenburg WFC**

528 Main  
Walsenburg, CO 81089  
[walsenburg@cwfc.net](mailto:walsenburg@cwfc.net)

**Yuma WFC**

215 Main Street  
Yuma, CO 80759

**STATE OF COLORADO  
COLORADO WORKFORCE DEVELOPMENT COUNCIL**

*Policy Number: 00-01*

**Effective Date: MAY 16, 2001**

**Revision #:**

**Revision Date:**

**Title: CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM**

**PURPOSE**

Describes the Continuous Improvement Management System (CIMS) for the Colorado Workforce Development System.

*REFERENCES*

**COLORADO REVISED STATUTES**

Workforce Investment Act (WIA), Sections 111(d), 117(d)(7)(8), 129(b), 134(a)(2)(B)(iii), 136, 185, 189, 502

20 CFR Part 666 Federal Register, Vol. 64, No. 150/Thursday, August 5, 1999/Notices. U.S. Department of Labor, Consultation Papers on Performance Accountability Under Title I of the WIA Training and Employment Guidance Letter No. 7-99, March 3, 2000 - Core and *POLICY STATEMENT*

The Colorado Workforce Investment Act (CWIA) envisions a high performance workforce investment system. A system that is market driven, locally controlled, offers universal access and meets the needs of the state's employers. The system must continuously improve to be successful.

Continuous improvement is defined as producing better outcomes for the employers and workers by developing active, involved workforce centers and enhancing system-wide performance. The achievement of more superior outcomes involves effective alignment of system-wide resources and objectives to achieve excellence.

In order to encourage performance excellence the program will recognize and reward top performers, that take active steps to improve, and promote the system, while taking actions that assist the achievement of the Workforce Development Council goals.

Pursuant to section 136 of the WIA, the U. S. Department of Labor (USDOL) has established performance standards to measure the results of programs under Title 1 of the Workforce Investment Act (WIA). The State and USDOL have reached agreement on standards to measure Colorado's performance. In turn Colorado and local WIBs have agreed on standards that reflect each, regions particular, ability to assist the achievement of state performance measures.

WIA provides incentives to reward good performance and tools to assist WIBs, should a local workforce investment area fail to meet levels of performance in any program year. If

this occurs, technical assistance will be provided. Additionally, a series of sanctions and corrective actions is provided when a local area fails to meet standards in two consecutive years.

Governors must ensure that the principle of continuous improvement is embedded in statewide workforce investment activities. The state Workforce Development Council (WDC) assists the governor and the administrator (CDLE) in the development and continuous improvement of a statewide workforce investment system.

The state and the council adopted a vision of workforce development for Colorado in the Unified Five Year plan, which was approved by the USDOL in November 2000. This vision confirms the Governor's belief that workforce is critical to the attraction and retention of successful business and industry in the state. The attainment of this vision will help maintain Colorado's highly desirable quality of life and support its vibrant economy.

Four goals were identified to guide workforce strategies, bolster economic growth in all geographic regions and balance the needs of the state's various industries. These goals were:

- 1. Make education and workforce development the state's number one economic development priority.**
- 2. Meet the needs of technology-based employers and individuals in technology-based careers.**
- 3. Strengthen the diverse regional economies of Colorado through locally driven, strategically targeted workforce development.**
- 4. Produce a workforce development system that meets the needs of Colorado business, individuals and communities.**

**The WIA charges Local Workforce Investment Boards (WIBs) with wide-ranging responsibility for workforce development and Economic Development within their communities. The WIA also encourages WIBs to think and act in terms of labor market areas and, as such, promotes regional cooperation among local workforce boards. To successfully meet these challenges, WIBs must understand their labor markets and communities to make informed, long-term strategic decisions. They also must reach out to involve and/or develop partnerships with a broader group of Businesses and stakeholders within their localities. Moreover, the WIBs are expected to lead their workforce area in the development of a locally driven workforce investment system that strives for high performance, delivers high levels of service to workers and employers and responds to the needs of the local business communities.**

To support the Colorado workforce development council's vision for the system and the charge for the WIBs, the continuous improvement system for the state will focus on exemplary performance, local coordination, regional cooperation and business involvement. This policy contains guidelines for implementation of the Continuous Improvement Management System. The continuous improvement system is presented in sections. Those sections are:

- I.** Definitions
- II.** Performance Measures
- III.** Incentives

IV. Sanctions

**GUIDELINES FOR THE CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM**

I. Definitions

- A. **CONTINUOUS IMPROVEMENT** – the systematic and ongoing improvement of programs, services and processes by small increments and major breakthroughs. The goal is to develop and improve organizational and WIB capacity (systems and processes), thus enabling committed local boards to deliver market responsive, high performance, customer-focused services, as well as meeting all other requirements of the WIA.
- B. **COMMUNITY AUDIT** – a mechanism used by a community or region that collects data from regional employers regarding actual and projected short term and longer term labor surpluses and needs, to enable the regional workforce system (the entire community) to plan effectively for expected events – both positive and negative – in order to improve the functioning of the market and minimize the overall negative impact on the community.
- C. **EMPLOYING/RE-EMPLOYING A TARGET POPULATION** – Although, the WIA promises universal service, frequently WIBs also have reasons to target specific sub populations and devise strategies appropriate to their special needs. These could be workers seeking to upgrade their skills, welfare recipients, the working poor or dislocated Hi technology workers who formerly were employed in Convergence Corridor cutting edge firms or Space Industry companies.
- D. **EXEMPLARY PERFORMANCE** – performance which meets the 17 federally required performance standards and **exceeds** the following six standards: 1) Adult Employment and Credential Rate; 2) Dislocated Worker Employment and Credential Rate; 3) Youth (ages 19-21) AND Entered Employment Rate; 4) Youth (ages 14-18) AND Diploma or Equivalent; and the (5 AND 6) two Customer Satisfaction standards.
- E. **LOCAL COORDINATION** – WIBs providing leadership within the Workforce Investment Area through partnering with entities representing key local area policy makers and the business leaders in the area in developing tangible strategies and processes for strategic planning, WIA program implementation and resolving local workforce issues.
- F. **REGIONAL COOPERATION** – More than one WIB working together as a cooperative unit to provide excellent community leadership and customer service as a region. A region may comprise several labor market areas, one large labor market, or one labor market joined together with several adjacent districts
- G. **RESOURCE SHARING** – the way that programs and agencies pay for, or fund, their equitable portion of total shared costs.

## II. PERFORMANCE MEASURES

The WIA requires that there must be core indicators of performance for each workforce investment area. There are 17 federal core measures of performance. The measures are:

### **ADULT PROGRAM**

1. Entry into employment.
2. Retention in employment six months after entry into employment.
3. Earnings received in employment six months after entry into employment.
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills by participants who enter employment.

### **DISLOCATED WORKER PROGRAM**

5. Entry into employment.
6. Retention in employment six months after entry into employment Same as
7. Earnings received in employment six months after entry into employment relative to earning of the job of dislocation.
8. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills by participants who enter employment.

### **Youth Program – Older Youth (aged 19-21)**

9. Entry into employment.
10. Retention in employment six months after entry into employment.
11. Earnings received in employment six months after entry into employment
12. Attainment of recognized credential relating to achievement of educational skills, which may include attainment of postsecondary school diploma or its recognized equivalent, or occupational skills, by participants who enter employment or who enter postsecondary education, advanced training or employment.

### **YOUNGER YOUTH (AGED 14-18)**

13. Attainment of basic skills and, as appropriate, work readiness or occupational skills.
14. Attainment of secondary school diploma and their recognized equivalents.
15. Placement and retention in postsecondary education, advanced training, military service, employment or qualified apprenticeship.

### **ACROSS FUNDING STREAMS**

16. Customer satisfaction for participants.
17. Customer satisfaction for employers.

The WIB and the chief local elected official LEO must negotiate with the State and reach agreement on the local level of performance for each of the 17 indicators. The levels will be based on the State negotiated levels with the U.S. Department of Labor. In determining

appropriate levels of performance, the State, WIB and LEO must take into account specific economic, demographic and other characteristics of the populations to be served in the local workforce investment area.

### III. CIMS INCENTIVES PROGRAM

The state of COLORADO will reward local performance in two categories: Performance Incentive Awards (PIA) and Continuous Improvement Bonus Awards (CIBA). **The first year of CIMS implementation, more weight will be given to performance measures and local coordination to promote local system building. Eighty percent of the available funds will be awarded for performance and local coordination and twenty-percent of the available funds will be awarded for Continuous Improvement Bonus Awards. Thereafter, the division of available funds, between the two categories, will be made by the council, each year. Incentive funds may be used to carry out local coordination and regional cooperation activities, services to target populations and staff incentives.**

#### A. PERFORMANCE INCENTIVE AWARDS (PIA)

In order to be considered for performance incentives, a local workforce investment area must meet the 17 federal core performance standards and **exceed the two customer satisfaction measures of the exemplary performance standards. A WIB may be recognized for performance in more than one category.**

The PIA categories are:

- (1) Performance Standards
- (2) BUSINESS INVOLVEMENT

### Job Vacancy Survey

<http://www.coworkforce.com/LMI/WRA/DenMet.htm>