COLORADO WORKFORCE INVESTMENT ACT
ANNUAL REPORT – PY 2013

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Dear Stakeholders:

We are proud to present the Colorado Workforce Investment Act (WIA) Annual Report for Program Year 2013 (July 1, 2013 through June 30, 2014). This report is a testament to the efficient, effective, and elegant services that Colorado's workforce system has provided to job seekers and businesses over the past year.

Across Colorado, the workforce system and our partners in education, economic development, and business are hard at work ensuring that Colorado businesses have the talent and workforce they need to thrive, that Coloradans have access to meaningful employment, and that Colorado's workforce system is essential to a vibrant and healthy Colorado economy. Colorado is turning this vision into reality through implementation of the Colorado Blueprint,specifically its fifth core objective, which is to educate and train the workforce of the future.

John Hickenlooper
Governor, State of Colorado

Key Industry Networks, Sector Partnerships and Career Pathways provide the framework for targeted work in Colorado. Accomplishments are many, as you will see throughout this report. Here a just a few highlights:

- Served over 400,000 job seekers and 20,000 businesses.
- Hosted 50 virtual job fairs impacting 30,000 job seekers (including 3500 veterans) and 400 businesses since September 2012.
- Tested and certified 17,251 customers with the CareerReady Colorado Certificate.
- Leveraged partnerships for National Discretionary Grants to CDLE totaling $17 million and serving over 5,000 job seekers; and for grants of over $25 million to other partners such as the Colorado Community College System to support shared work across agencies.
- Expanded or launched over 19 regional sector partnerships.
- Met or exceeded all WIA and Wagner-Peyser performance measures.
- Recognized in Vice-President Biden's Ready to Work: Job-Driven Training and American Opportunity Report, for our statewide business services alignment model with shared measures.

Throughout this report, you will also learn about Colorado's innovative service models for serving youth, veterans, unemployed, under-employed and all Coloradans. We are proud of the accomplishments of Colorado's Workforce System that have been made possible with WIA formula and discretionary (state set-aside) funding, as well as the structure we have built that positions us well for implementation of the Workforce Innovation and Opportunity Act in the future.

Sincerely,

John Hickenlooper
Governor
State of Colorado

Ellen Golombek
Executive Director
Colorado Department of Labor & Employment

Dear Stakeholders:

We are pleased to present to you the Program Year 2013 Annual Report on the Workforce Investment Act (WIA). This report illustrates the innovative accomplishments of Colorado's public workforce system in partnership with local, regional and state level agencies, organizations and industry.

The Colorado Workforce Development Council (CWDC) is a business-led collaboration of state agencies and their local system partners working to ensure that Colorado is aligning the efforts of workforce development, economic development, education, and training to meet the needs of our businesses, job-seekers and students.

The foundation of this work is laid by the Colorado Blueprint, specifically Core Objective 5: To Educate and Train the Workforce of the Future. The framework for implementation is carried out through Key Industry Networks, Sector Partnerships and Career Pathways. As demonstrated throughout this report, implementation is supported by state partners and executed at the local level through public-private partnerships and cross-system collaboration.

- Key Industry Networks: Colorado's Key Industries were identified as critical to Colorado's economy through the analysis of labor market data and the Colorado Blueprint. Business leaders in each of these key industries collaborated to develop statewide strategic business plans, including critical elements needed to train and educate the workforce of the future to meet the needs of the industry.
- Sector Partnerships: Colorado has a long history of sector partnerships, business-led regional partnerships focused on the issues of one industry. As a result of launching the next generation of sector partnerships in 2013, Colorado now has 19 active or emerging sector partnerships, with 18 more under consideration (exploring stage). These partnerships span every region of the state and 10 different industries. Sector partnerships define the way "we do business with business"; treating business as a partner rather than only a customer.
- Career Pathways: Over the last year Colorado developed and released a "Step-by-Step Guide" for Career Pathways that has received national attention. The Guide was created built off of best practices throughout Colorado and beyond, including the development of a statewide manufacturing career pathways resulting from legislation (HB 13-1165). Career Pathways are creating the culture of cross-public-sector partnerships that are leading the development of an integrated Talent Development System for Colorado.

The Workforce Investment Act provides the infrastructure and support needed to accomplish this innovative work. This report demonstrates the successes of this collective work in PY13 by Colorado's public workforce system including the CWDC, CDLE Workforce Development Programs, local workforce centers and local Workforce Investment Boards. We are proud to share our accomplishments with you in this report.

Colorado Workforce Development Council

Sincerely,

Toya Paynter
Chair
Colorado Workforce Development Council

Stephanie Steffens
Director
Colorado Workforce Development Council

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**Please note that this is meant to be an interactive document. Statewide initiatives and regional profiles are hyperlinked and should be utilized to find more information.*

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Executive Summary

Program Year 2013 was filled with great accomplishments in Colorado's workforce system, despite catastrophic wildfires and flooding in our state. This year's annual report reflects the diverse accomplishments across the state that are resulting in Coloradans entering employment, businesses connecting with the talent they need, and a strengthening of Colorado's economy.

None of these accomplishments would be possible without close collaboration and coordination between the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), local workforce investment boards and local workforce regions. 78.84% of adults and 81.90% of dislocated workers served through the Workforce Investment Act in Colorado entered employment in PY13, and 73.05% of youth served earned a degree or certificate.

Throughout this report, you will learn about the innovative programs serving Coloradans statewide through CDLE's Workforce Development Programs and locally through the workforce regions. Together, statewide programs and local workforce regions are positively impacting the lives of our customers and contributing to the growth of Colorado's economy.

Colorado Department of Labor and Employment

Vision

Quality and excellence in all we do.

Mission

To protect and promote the integrity and vitality of Colorado's employment environment.

Division of Employment and Training:

The Division of Employment and Training encompasses Workforce Development Programs and the Colorado Rural Workforce Consortium. Both perform functions relating to employment and training in the State of Colorado, and play a critical role in Colorado's well-being.

Workforce Development Programs (WDP):

Vision: We keep Colorado working through business engagement and talent development.
Mission: We administer and deliver workforce initiatives that enhance Colorado's economic vitality through: strategic business alliances; leading edge technology; creative partnerships; employee expertise and commitment; integrated services, tools and resources; innovative programs; and exceptional customer service.

Colorado Rural Workforce Consortium (CRWC):

Vision: Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.
Mission: Our mission is to foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.

Government, Policy and Public Relations:

Assists with communication and understanding between the Department and its various "publics," including Congress, the Governor, the press, and Colorado citizens. Includes Labor Market Information, policy, and design teams.

Unemployment Insurance (UI) Division:

The UI Program provides temporary and partial wage replacement to workers who have become unemployed through no fault of their own and meet the eligibility requirements of the Colorado Employment Security Act. UI and Workforce Development Programs closely partnered to implement legislation (HR 3630) that provides enhanced reemployment services to UI claimants transitioning to Extended Unemployment Compensation Tier 1 or Tier 2 benefits through a Reemployment Eligibility Assessment (REA). Claimants are required to complete additional activities that will increase their chances for reemployment, through a variety of workforce center reemployment services.

Colorado Workforce Development Council (CWDC):

The CWDC falls under the umbrella of CDLE; in addition to WIA specific roles, CWDC is responsible for convening partners and ensuring collaboration between workforce development, education and training, and economic development partners. Additional details can be found in the next section.

Colorado Workforce Development Council

Vision: Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

Mission: The mission of the Colorado Workforce Development Council is to create and sustain a business-led Colorado talent system that appropriately integrates the work of economic development, education, training and workforce development to meet the needs of businesses, students and job-seekers.

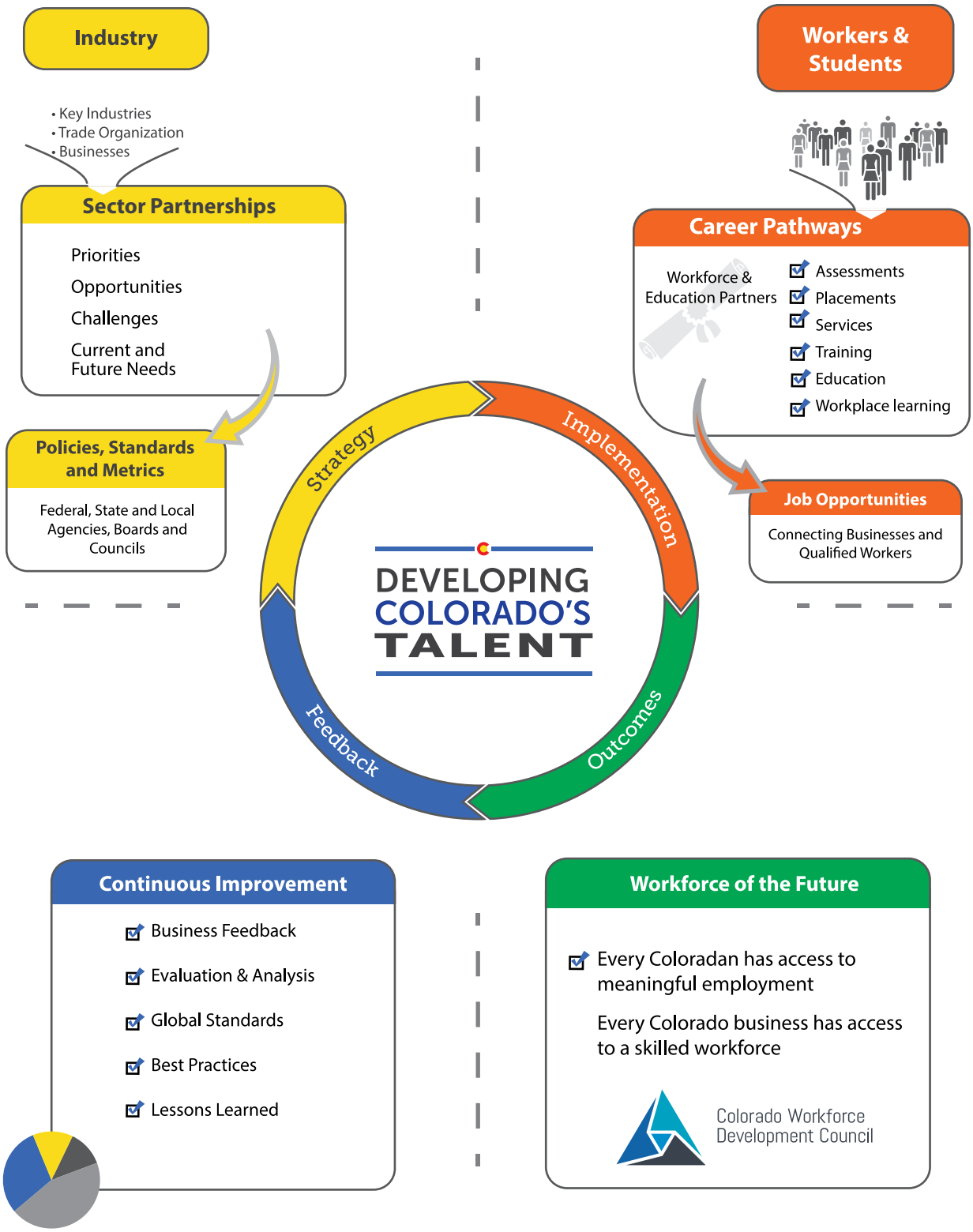
Composition of the Council

The Council is composed of: 25 business representatives from across the state that represent industries critical to Colorado's economy; Cabinet-level positions (10) that impact workforce, education, and economic development; elected officials including the Governor, state legislators, and county commissioners; appointed workforce and education leaders; representatives from community-based organizations; and organized labor.

Strategic Partnerships: The Council has strategic partners who represent both the demand and supply side of Colorado's labor market. Strategic partnerships enable the development of effective solutions for both industry and Coloradans.

The Council and its partners are focused on matching and integrating the supply (workforce) and demand (industry) of the workforce system to ensure a business-driven system. The infographic and narrative on the following pages describe how this vision is translated into action.

CWDC In Action - Sectors Model: The Way of Doing Business in Colorado


Industry
• Key Industries
• Trade Organization
• Businesses
Sector Partnerships
Priorities
Opportunities
Challenges
Current and Future Needs
Policies, Standards and Metrics
Federal, State and Local Agencies, Boards and Councils
Workers & Students
Career Pathways
Workforce & Education Partners
Assessments
Placements
Services
Training
Education
Workplace learning
Job Opportunities
Connecting Businesses and Qualified Workers
Strategy
Implementation
Outcomes
Feedback
DEVELOPING COLORADO'S TALENT
Continuous Improvement
Business Feedback
Evaluation & Analysis
Global Standards
Best Practices
Lessons Learned
Workforce of the Future
Every Coloradan has access to meaningful employment
Every Colorado business has access to a skilled workforce
Colorado Workforce Development Council

Demand: Industry input informs the creation of strategy in the public sector.

Industry input is gathered through Key Industry Networks, trade organizations, regional sector partnerships, businesses that serve on the Council and local workforce investment boards (LWIBs), economic development partners, business resource centers, and education boards and committees. Input from industry helps to identify the workforce needs of businesses, including their priorities, opportunities, challenges, and current and future needs. As the workforce and education industry-led intermediary, the Council conveys the information gathered to federal, state, and local agencies, boards, and councils to ensure the development of policies, standards and metrics aligned with industry needs.

Supply: The strategy set on the demand side is implemented as workers and students enter career pathways.

Individuals (workers and students) have many different entry points to career pathways. Education, workforce, and support organizations (i.e.: community-based organizations, human services offices, workforce centers, private education providers, community colleges, and state colleges and universities) provide services to individuals to help them become work and career ready. Services include assessments to identify work readiness and educational needs, support services, placements into employment or education/training programs, training and education programs, and workplace learning opportunities. Through thoughtful strategy and aligned implementation, Colorado's workforce and education partners prepare individuals for the jobs of today and tomorrow, and connect those individuals to career opportunities. By utilizing industry-led strategies, these individuals will meet the demand for Colorado's businesses.

Outcomes of the Business-Driven System:

Colorado businesses have the skilled workforce they need to grow and create jobs. Colorado's citizens have access to the services they need to obtain valuable skills and placement into meaningful employment. Ultimately, this results in a strong Colorado economy.

Continuous Improvement of Workforce and Education Systems:

Continual feedback from businesses, measurement and tracking results in evaluation and analysis of the system, global standards and best practices, and lessons learned provide a continuous feedback loop to ensure that workforce and education strategies implemented meet the continually evolving needs of industry and citizens.

The Colorado Blueprint

The Colorado Blueprint is the policy framework that guides Colorado's sector partnerships. As we have reported the past three years, one of the first tasks that Governor Hickenlooper embarked on when he took office was to create a bottom-up economic development strategy: The Colorado Blueprint. The Administration held a series of meetings across the state that engaged more than 5,000 Coloradans to develop the comprehensive and collaborative statewide economic development strategy, resulting in six "core objectives." The fifth core objective is to *Educate & Train the Workforce of the Future*. One of the major initiatives guided by the Colorado Blueprint is the Key Industry Initiative.

www.advancecolorado.com/blueprint

Overview of Key Industry Initiative

Key Industries were identified as critical to Colorado's economy through analysis of labor market data and the development of the Governor's bottom-up statewide economic development plan, the **Colorado Blueprint**. Business leaders from each of the Key Industries developed a strategic business plan focused on the needs of the industry statewide. The goal of the Key Industry Initiative is to align people, economic development organizations, communities, ideas and resources to focus on the strategies and tactics that create jobs in Colorado, align services to better serve Coloradans, attract new businesses, and increase competitiveness of Colorado's businesses. The Key Industry strategic plans cover six core objectives identified in the Colorado Blueprint:

1. Build a Business-Friendly Environment
2. Retain, Grow & Recruit Companies
3. Increase Access to Capital
4. Create & Market a Stronger Colorado Brand
5. *Educate & Train the Workforce of the Future*
6. Cultivate Innovation & Technology

www.advancecolorado.com/key-industries

The Colorado Workforce Development Council owns responsibility for Core Objective 5, to *Educate and Train the Workforce of the Future*. Through coordination across workforce development and education partners, we have identified existing efforts and best practices, disseminated information, analyzed the workforce and education section of plans, and developed action plans for implementation.

Several common themes emerged across the Key Industries:

1. Improving the perception and awareness of career paths (i.e. what it means to work in different industries).
2. Increased opportunities for hands on work experience (e.g. internships, OJT, etc.).
3. Identification of career and education pathways within particular industries.
4. Training opportunities for staff that work with students and job seekers (i.e. teachers, counselors, workforce center staff, etc.) to learn about careers and career pathways so that they are able to share this knowledge with students.

Colorado Key Industries: Advanced Manufacturing, Technology & Information, Electronics, Energy & Natural Resources, Bioscience, Food & Agriculture, Defense & Homeland Security, Aerospace, Health & Wellness, Creative Industries, Tourism & Outdoor Recreation, Transportation & Logistics, Infrastructure Engineering, and Financial Services.

In order to implement the common outcomes from the Key Industry Initiative, the CWDC and partners in the Colorado Department of Labor and Employment (CDLE), Office of Economic Development and International Trade (OEDIT), Colorado Department of Higher Education (CDHE), and Colorado Department of Education (CDE) launched the next generation of sector partnerships in 2013, and provided a framework for aligning sector partnerships and career pathways across the state. In 2014, this framework has expanded with intensive technical assistance to the regional sector partnerships, including step-by-step guides for both sector partnerships and career pathways.

Colorado's strategy for aligning and integrating sector strategies and career pathways provides a sustainable framework for continuing this important work into the future, and positions Colorado well for implementation of the Workforce Innovation and Opportunity Act. The Colorado Blueprint provides the policy framework for the implementation of the Key Industry Initiative's education and training action items through sector partnerships and career pathways. The remainder of this section will focus on Colorado's Sector Partnerships and Career Pathways initiatives.

Sector Initiatives

For the last ten years, Colorado has been a pioneer in sector-based workforce strategies, which engage local businesses, workforce, education, and economic development in the development of workforce programs customized to meet the labor needs of growing industries.

- WELLS Center: Successes include the development of the WELLS Center at the Fitzsimons Medical Campus, which has offered state-of-the-art patient simulation training to over 10,000 health care workers each year from all major health care systems within the state, and the Metro-Denver Health Care Partnership, which utilizes WELLS Center training.
- Sector Pilot Grants: From 2009-2013, over 1,100 people received industry-driven training through Colorado's 10 pilot sector partnerships, and 93% received industry-recognized credentials. Pilot grants were extended into PY13 in many of the local workforce regions.
- Legislative Support: Governor Hickenlooper signed Colorado Senate Bill 14-205, in May 2014, which codifies sector partnerships as the framework to align workforce development, economic development, and education in our state to meet the needs of our key industries. This legislation arises from the acute need to match the skills and competencies required for key industry jobs with the development of career pathways to provide those skills.

In Colorado, industry-led sector partnerships are the vehicle for aligning workforce development, education, and economic development initiatives with industries' needs in an effective, results-driven manner. Colorado sector partnerships provide a unique employer engagement methodology to drive industry input for public programs. Although sector partnerships are not just about workforce issues in Colorado, the next generation of sector partnerships have all identified workforce and training issues as critical. One of the Council's top priorities in 2013 was to launch the next generation of sector partnerships across the State. The Council convened the *Sectors Summit: The Next Generation* in January 2013 in order to achieve this goal. The Summit resulted in regional convening teams identifying 32 new or expanding sector partnerships across the state

The event was so well received that local partners requested a follow up summit to continue to learn, network, and share best practices. The *Sectors Summit II: Growing the Talent Pipeline*, held in May 2014, focused on continuing to grow and expand sector partnerships across Colorado, and utilizing sector partnerships as the vehicle to develop industry-driven career pathways. Of the 335 people that attended the Sectors *Summit II*, 27% were state agency or organization partners, 13% were industry representatives, 21% were from education, and 29% were regional staff from workforce centers, economic development, and industry trade associations. The CWDC is committed to sustaining momentum and further supporting and expanding sector partnerships.

www.SectorsSummit.com

IMPACTING COLORADANS

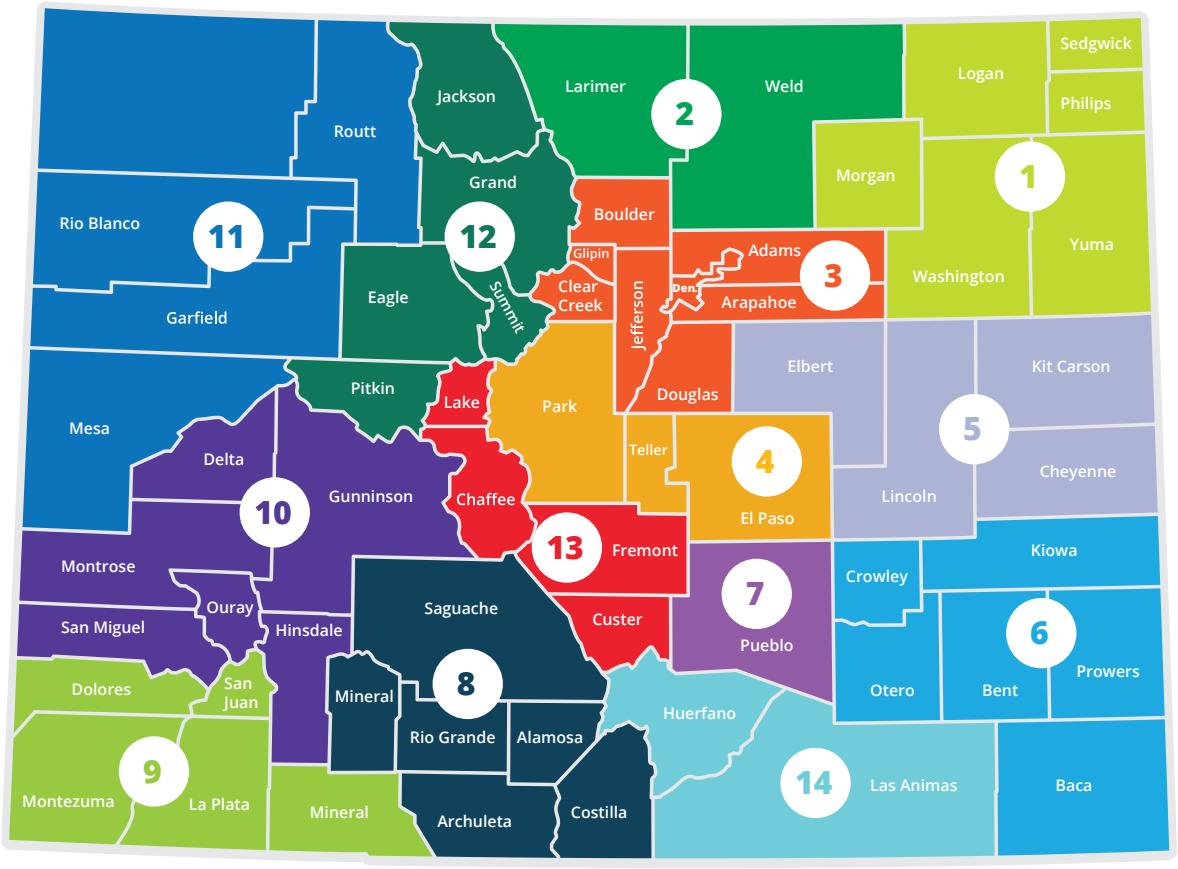
Sector partnerships in Colorado are producing results.

More than 1,100 people received training through Colorado's pilot sector partnerships in the last four years and 93% received industry-recognized credentials, resulting in over 83% entering employment, retaining employment, or advancingin their careers as a result of the industry aligned training programs.

The Northern Colorado Manufacturing Partnership was launched in 2013 and is led by manufacturers in Larimer and Weld counties with a focus on supply chain and networking, rebranding the image of manufacturing, and vocational and technical education. Their rebranding effort is engaging youth and getting them excited about manufacturing careers. In just the past few months, they have sponsored more than 60 high school students in tours of six manufacturing facilities.

"I love the connections between employers, government agencies, economic development, and education. We share a common goal. I am enthusiastic that we will be working together side-by-side and not just headed in similar directions." - *Sectors Summit II* Participant.

Colorado's Sector Partnerships



1
Emerging: Energy & Natural Resources

2
Active: Health & Wellness
Active: Advanced Manufacturing
Emerging: Creative Industries
Exploring: Energy & Natural Resources
Exploring: Construction & Development

3
Active: Health & Wellness
Emerging: Technology & Information
Emerging: Advanced Manufacturing

4
Emerging: Advanced Manufacturing
Exploring: Hospitality

5
Emerging: Health & Wellness
Exploring: Energy & Natural Resources
Exploring: Transportation & Logistics

6
Active: Advanced Manufacturing
Emerging: Health & Wellness
Exploring: Creative Industries

7
Active: Advanced Manufacturing
Emerging: Health & Wellness

8
Emerging: Health & Wellness
Exploring: Food & Agriculture

9
Emerging: Energy & Natural Resources
Exploring: Advanced Manufacturing
Exploring: Food & Agriculture

10
Active: Health & Wellness
Emerging: Advanced Manufacturing
Exploring: Tourism & Outdoor Recreation
Exploring: Food & Agriculture
Exploring: Energy & Natural Resources (mining)

11
Exploring: Tourism & Outdoor Recreation
Exploring: Energy & Natural Resources

12
Emerging: Health & Wellness

13
Active: Health & Wellness
Exploring: Tourism & Outdoor Recreation

14
Exploring: Advanced Manufacturing
Exploring: Energy & Natural Resources
Exploring: Tourism & Outdoor Recreation

Strategies to Advance Colorado's Highly Skilled Workforce: H-1B Technical Skills Training Grant H-1B Technical Skills Training Grant

In 2011, Colorado was awarded a four-year $5 million grant from the U.S. Department of Labor to provide education, training, and job placement assistance to 558 highly-skilled incumbent workers and 239 long-term unemployed in the occupations and industries for which employers are using H-1B visas to hire foreign workers. These occupations include engineers, scientists, and other types of high tech jobs. The purpose of the program is to reduce business dependence on foreign workers and to ensure that American workers qualify for these jobs.

As of June 30, 2014, 1,983 participants have received services, 249% of the grant target, with 1,978 completing training and receiving a total of 2,734 industry-recognized certificates and credentials. Over $2.64 million in employer match (exceeding Colorado's $2.5 million match requirement) has been provided to date, mostly coming from paid time away from work to attend training.

www.colorado.gov/cdle/h1b

Career Pathways

In order to meet the talent needs of Colorado's businesses, educational institutions and training providers must align their curricula and programs with the needs of businesses. In Colorado, Career Pathways are seen as a means for this alignment.

As a key action item identified through the Key Industry Initiative, a new Career Pathways initiative has been launched. Current Career Pathway efforts include a joint initiative between the CWDC and the Colorado Community College System. A technical assistance grant was received from the U.S. Office of Vocational and Adult Education to develop a prototype for a career pathway system across multiple education and training programs, to navigate and coordinate the multiple resources and funding streams that could support the statewide development of career pathway systems, and to establish shared or common performance metrics to evaluate career pathway systems.

Over the last year, Colorado developed and released a "Step-by-Step Guide" for Career Pathways that has received national attention. The Guide was created from best practices throughout Colorado and beyond, including the development of a statewide manufacturing career pathway resulting from legislation (HB 12-1165).

Step-by-Step Guide - Career Pathways

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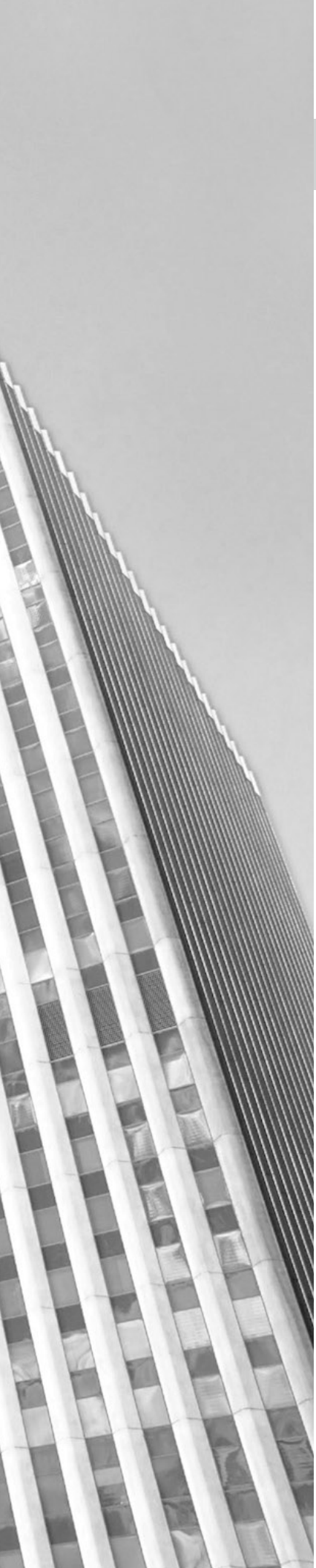
Colorado Department of Labor and Employment's Workforce Development Programs



Vision:

We keep Colorado working through business engagement and talent development.

Mission:

We administer and deliver workforce initiatives that enhance Colorado's economic vitality through:

- Strategic business alliances
- Leading edge technology
- Creative partnerships
- Employee expertise and commitment
- Integrated services, tools and resources
- Innovative programs
- Exceptional customer service

Colorado Department of Labor and Employment (CDLE) Workforce Development Programs (WDP) is the grant recipient for USDOL Wagner-Peyser and Workforce Investment Act programs. In this capacity, WDP has responsibility for:

- Disseminating funds to workforce regions and other sub-recipients
- Overseeing the statewide one-stop delivery system
- Developing policies and providing training and technical assistance
- Monitoring regions and sub-recipients for program and fiscal integrity
- Maintaining systems to allow reporting of activities and performance outcomes
- Fostering continuous improvement by developing virtual technologies and other innovative service delivery strategies
- Pursuing supplemental funding sources and administering discretionary grants

In addition, WDP administers and operates statewide programs, including those outlined in this section of the report.

Performance Excellence

Colorado has excelled as one of three demonstration states, fully embracing the key reform principles of the Workforce Investment Act. Demonstration state status has allowed our statewide network of locally operated workforce centers to achieve total integration of Workforce Investment Act, Wagner-Peyser, veterans, and Trade Act employment and training programs, as well as many key partner programs including Temporary Assistance for Needy Families (TANF), the Work Opportunity Tax Credit (WOTC), and more.

- For PY13, our fully integrated one-stop system provided a full range of workforce services to over 400,000 job seekers and 25,000 businesses, and met or exceeded all performance measures.
- In addition, we provided training services to over 5,300 job seekers to increase the talent pipeline and meet the needs of the state's businesses in key growth industries.

The following statewide programs and initiatives leverage the resources of WIA to achieve successful outcomes for Colorado's workforce system.

Colorado Veterans Programs

State veteran staff and local workforce centers have delivered and been recognized for exceptional service to over 44,000 veterans and eligible spouses during the past year. Key accomplishments included:

- The Pikes Peak Workforce Center received the Annual National Employment Service Award from the American Legion. This award was "given in recognition of the Center's efforts during 2012 to ensure the economic well-being of the veterans of Colorado."
- Military and Veteran Employment Expo: This May 2014 event was held in the Colorado Springs area, serving our largest concentration of veterans. Major military and veteran organizations partnered with state veterans staff to provide critical employment preparation classes and a day–long hiring event. Outcomes included:
  - Over 951 service members, veterans, and spouses participated in the hiring events
  - A total of 200 employers participated by acting as mentors and offering more than 400 job openings
- Lockheed/Blackfox Model: The State Veterans Coordinator was approached by Blackfox, a training provider that specializes in customized electronics technology curricula, with a proposal to serve veteran job seekers. To ensure that job opportunities would be available once training courses were completed, Blackfox and the State worked in partnership to identify businesses seeking electronic technicians with the credentials offered by their program. Among the first identified was Lockheed Martin, a major aerospace employer, who was seeking to hire 100 qualified technicians. Blackfox and Lockheed jointly developed a curriculum for potential employees to achieve NASA certification levels and ensure that they were prepared to pass Lockheed's specialized assessment tests. Outcomes included:
  - Between September and November 2013, 60 veterans participated in the training

and 42 were hired with an average starting wage of $15-17/hour.

- This public/private partnership model has proven to be an excellent win-win-win opportunity for a business looking for well trained employees, a training company who is willing and able to train to business standards, and a workforce agency that can leverage training funds from various grants to effectively prepare qualified veterans for not just a job, but a career opportunity.

www.colorado.gov/cdle/veterans

National Emergency Grant to Address Flood Recovery Efforts

In record time, and despite the general shutdown of the federal government, the Colorado Department of Labor and Employment applied for and received a National Emergency Grant from the U.S. Department of Labor for up to $4.6 million, with $2.3 million released initially. The grant will create over 230 temporary jobs for eligible individuals to assist with cleanup, recovery, and humanitarian efforts in counties hardest hit by the September floods. Eight of the eligible disaster counties are participating and have received their first allotment of grant funding. To date, over 124 impacted workers have been enrolled and placed in jobs with local governments and non-profits involved in the recovery effort.

Veteran's Workforce Investment Program

This is a $1.25 million grant awarded to the State of Colorado on September 5, 2012, by the U.S. Department of Labor, Veterans Employment and Training Service, for a three-year period of performance ending June 30, 2015. The purpose of the grant is to provide services and training to veterans with barriers, with a goal of 190 veterans a year, which will result in unsubsidized employment in in-demand occupations. Since inception through June 30, 2014, 479 veterans have been served by the grant, 451 have entered into training, and 248 have entered unsubsidized employment.

Workforce/Unemployment Insurance Partnership

Workforce Development Programs and the Unemployment Insurance Division formalized their long-standing partnership in early 2012 with the out-stationing of two workforce program implementation specialists at the Unemployment Insurance offices, who were charged with coordinating reemployment initiatives for claimants and the long-term unemployed. The two offices now work more closely than in the past to strategically plan and support implementation of initiatives that are designed to benefit their shared customers. The largest joint endeavors during PY13 were:

- Colorado Enhanced Approved Training Program, serving 5,471 claimants who participated in training activities, with supplemental unemployment insurance benefits and additional reemployment services
- Extended Unemployment Compensation Program/Reemployment Eligibility Assessment Program, serving 61,499 long-term unemployed claimants through work readiness assessments and reemployment services

- UI Pilot Project, targeting unemployment insurance claimants early in their claims, pre-determining their Dislocated Worker eligibility, and referring them directly to Colorado Workforce Centers to participate in their Reemployment Services Programs, funded with over $4.5 million in Dislocated Worker grants from the state. Almost 350 claimants have been prequalified for these services; additional claimants have been recruited by the workforce centers.

Virtual Job Fairs

Colorado has led the way in virtual technologies with its development of the Virtual Job Fair, designed to reduce costs of job fairs and increase access to workforce services for job seekers and businesses, especially in the rural areas of the state. Since September 2011, we have conducted 82 virtual job fairs impacting 68,467 job seekers (including 8,925 veterans) and 814 businesses. This system has also been used to provide resources and job information to transitioning National Guard troops before their return from Afghanistan. In addition, the Colorado Department of Corrections has utilized Virtual Job Fairs to recruit staff for their facilities and is the first state correctional agency in the nation to use Virtual Job Fairs for their offender pre-release program.

Business Services Lean Initiative - Pilot Project

As part of the statewide Business Services Lean Initiative, the Business Services staff of six local workforce regions participated in a data pilot project to track key services provided to businesses using a uniform metric tool. These services are among 11 core services that have been identified for inclusion in an automated scorecard being developed for the Connecting Colorado online job matching system and workforce customer database. The number of services, the results, and the level of customer satisfaction with the services were tracked through the data pilot to assist with the design of the online tracking system. The intent was to be able to generate business service metrics reports by region on a quarterly basis and "tell the story" of the workforce system's ability to offer a pipeline of qualified workers that meet the needs of the business community. Connecting Colorado system changes were developed in PY13 and are currently being pilot tested across regions. Statewide rollout and training of the Business Services Representatives in the workforce regions is scheduled to begin during October 2014.

Expanding Business Engagement Grant

Colorado was among 13 states receiving this $70,000 technical assistance grant from the U.S. Department of Labor that is designed to improve business customer engagement and delivery of business services statewide. Among Colorado's accomplishments:

- Conducted multiple sessions with the states of Florida, Minnesota, Wyoming, and Massachusetts to share best practices in the areas of sector strategies, Business Services Representative training, measurement of outcomes for business services, and business outreach strategies

- Designed, developed, and delivered interactive e-learning modules on topics that include: Business Relationship Strategies, Account Management, and Strategic Outreach.

Two states, Massachusetts and Florida, traveled to Colorado to learn first–hand about the state's Business Standardization and Sector Strategy models. The Massachusetts visit occurred in April 2014, and included exposure to strategies for engaging business, LEAN business services action planning, and business performance outcome measures development, as well as a trip to the WELLS Healthcare Simulation Training Center, Colorado's first sectoral project. This was followed by their participation at the annual Business Services Summit in Keystone, CO, where they experienced Colorado's model of statewide training for Business Services Representatives.

CareerReady Colorado Certificate (CRC)

The CRC is an employer supported work-readiness credentialing system launched in 2009. The CRC assessments measure work-readiness skills, help take the guesswork out of hiring and promoting employees for businesses, and give job seekers an edge when competing for jobs. During 2012, the Career Pathways/Assessment Alignment work group was created to explore statewide partnerships that prepare Colorado's workforce to be competitive in the global economy. This partnership continues to work on expansion of the CRC assessment toolbox and common use across partnering agencies. Through June 2014, the state's workforce system has reached a total of 17,251 workers tested and certified through the CRC programs.

Governor's Summer Job Hunt (GSJH)

The Governor's Summer Job Hunt (GSJH) is a statewide program that assists Colorado's youth, ages 14-21, with career exploration and interest-based job search. During the 2013 season, running from February through September 2013, the GSJH had the following successes at the state and local level:

- The program served 43,720 youth, with a 47% employment rate. Over 65,000 staff-assisted services were provided to these job seekers, and over 77,000 referrals were made to job opportunities.
- Workforce Boulder County worked with youth from Skyline High School (St. Vrain Valley School District) and the University of Colorado at Boulder to create a fantastic youth-friendly job search and career exploration website, **http://jumpintojobs.wfbc.org/**.
- Larimer County greatly expanded their Youth Entrepreneur Tournament (in partnership with the Otter Foundation and Colorado State University), doubling participation rates from the prior year. YET consists of a series of three 6-hour learning labs, two business plan pitch events, and access to a business mentor to provide expertise and support after the tournament is completed. The purpose of the YET is to provide participants with insight to the world of entrepreneurship and to give each of them the tools to serve customers and generate income through their business.
- The Broomfield Workforce Center once again incorporated youth input and participation from their school district's Future Business Leaders of America program into developing their annual job fair and to advise their programming.

- The Sterling Workforce Center (Eastern Region) offered a comprehensive Post-Secondary Workforce Readiness event, a collaboration between the workforce center, Northeastern Junior College, the Northeast BOCES, and 13 high schools, which served over 200 youth.
- The Denver Office of Economic Development – Workforce Development was able to weave together multiple streams of funding and services to enhance the outcomes for all youth by offering: Professional Development Certification, Soft Skill Training, College in Colorado, Healthy Relationships, Financial Literacy, and Customer Service Training. In addition, Denver assisted the overall GSJH program by spreading its knowledge and mastery of technology related to enrollment and capturing service delivery to many other regions around the state.
- The Southeast Region helped to coordinate and implement two very successful events with community partners: Youth Rocks Trinidad and the Girls in the Middle Conference, which is a career exploration event for over 200 middle school-aged girls, promoting careers in STEM (Science, Technology, Engineering, and Mathematics).

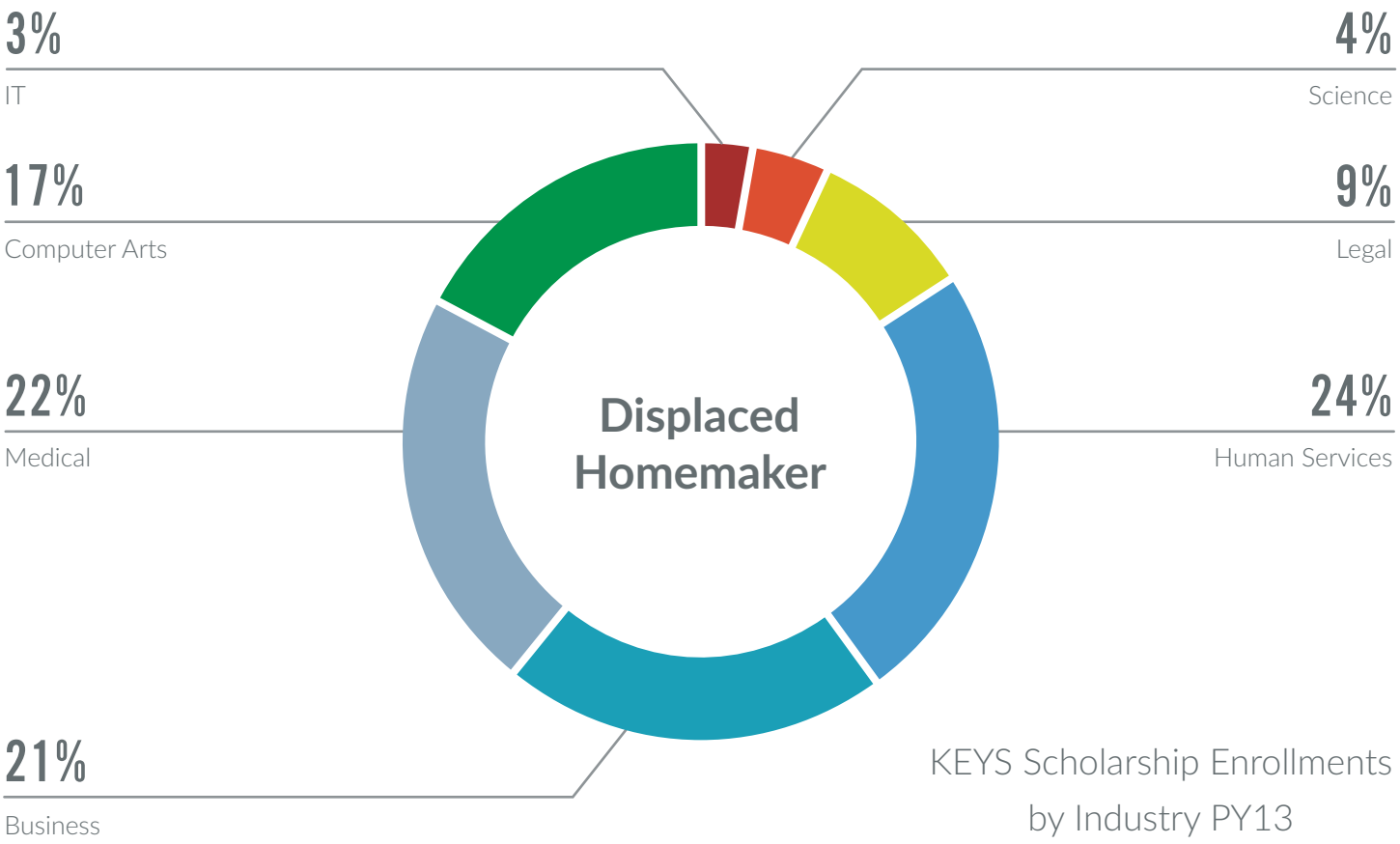
www.colorado.gov/cdle/youth

Colorado Displaced Homemaker Program

This program is a partnership between Workforce Development Programs (WDP) and the Community College of Denver (CCD) that provides reemployment services to individuals who have lost their primary source of income and must re-enter the labor market. Named the KEYS Scholarship, its primary goals are to provide self-sufficiency and self-confidence, encourage and reward academic excellence, provide a financial support mechanism for displaced homemakers, encourage success in achieving excellence in education, and assist students with overcoming barriers.

With additional funding from WDP, CCD was able to increase scholarships for summer students. By better facilitating summer enrollment, students were encouraged to achieve their educational goals faster and move towards successful employment. Overall during PY13, 120 students received scholarships and books, exceeding the program goal of 100 enrollments by 20%. Programs of study focused on the major industries of healthcare, business, legal, and education. 27 students graduated in the spring of 2014; 62 are scheduled for continuation into PY14. 38% of students in the program earned a grade point average (GPA) of 3.9 – 4.0, 35% earned a 3.0 – 3.8 GPA; 16% earned a 2.0 – 2.9 GPA; and 11% earned a 0.0 – 1.9 GPA.

www.ccd.edu/org/keys-scholarship



KEYS Scholarship Enrollments by Industry PY13

IMPACTING COLORADANS

"When I began classes at CCD, I was in a financial bind. I had just moved to Denver with my daughter, and was a single mother trying to start a new chapter in my life. I was overwhelmed by the cost of tuition and books. I heard about the KEYS Scholarship, and applied for it when I heard about it. As a blessing, I received the Scholarship and had my books and tuition paid for. I couldn't believe it when I had received the phone call that I qualified for the Scholarship.

Not only did the KEYS Scholarship help me financially, it helped me graduate from the Community College of Denver with an Associates of Applied Science/Paralegal. I now work for the Arapahoe County 18th Judicial District Attorney's Office as a District Court Paralegal. I attend the University of Colorado Denver, majoring in Political Science and minoring in Pre-Law. Thank you to the KEYS Scholarship, as I was able to reach my goal of completing my Associates degree and attending the University for my Bachelors. Without the KEYS Scholarship, I could not have completed my schooling. Thank you KEYS Scholarship for helping my dream and goals become a reality." - Stephanie A.

Colorado On-the-Job Training National Emergency Grant (OJT-NEG)

The On-the-Job Training National Emergency (OJT-NEG) grant was designed to provide training opportunities for dislocated workers who experienced prolonged unemployment in the Boulder, Denver, El Paso, Larimer, and Tri-County regions, and two sub-regions of the Colorado Rural Workforce Consortium: Eastern and Pueblo/Upper Arkansas. Colorado received this grant award as a result of its success with the initial Colorado Earn-to-Learn OJT initiative.

As part of a key strategy for successful grant outcomes, local regions worked to increase job opportunities in high demand occupations with an approach that improved the quality and delivery of services to the customer. Such enhancements include improved internal collaboration between WIA and business development units to form an effective team to develop OJT opportunities. In addition, the OJT-NEG grant provided the platform for enhancing collaboration among workforce regions. Key examples:

- Two large employers, Lockheed Martin and Ball Aerospace, sought to partner on OJTs. Instead of several regions each working with the employer, one region served as a single point of contact on behalf of all the participating regions.
- Linking with the Veterans Programs team to prioritize placement of veterans, regional OJT teams handled contracting, payments, and case management. Teams agreed to a standard uniform contract and enrollment form, providing a seamless experience for the employers.

Among other grant accomplishments were:

- With a total enrollment of 187 Coloradans in the OJT-NEG Grant, Colorado far exceeded the target of 120 participants.
- Five of the seven partner regions exceeded their performance goals, with Boulder and Larimer Counties more than tripling their planned outcomes.
- The top three industries for placements were construction, business, and information technology.

An unforeseen benefit of the grant was improving HR practices in small companies. Most of the companies participating in the OJT-NEG Program in the Pikes Peak Region did not have an employee review process in place. Monthly monitoring visits by workforce center staff were used for employee performance evaluations. Issues were addressed before they became a problem, for both the employee and employer, through access to additional workforce resources such as re-training and supportive services.

Migrant and Seasonal Farmworker Program (MSFW)

Workforce Development Programs administers a bilingual (English/Spanish) outreach program through workforce centers to our predominantly Spanish speaking clientele, as part of Colorado's designation as a significant Migrant and Seasonal Farmworker (MSFW) state. Federal requirements dictate that equitable services are provided to all MSFW clientele with regard to job and training opportunities, supportive services, and other key

reemployment services. To meet these requirements, Colorado must achieve five MSFW equity indicators and three minimum service indicators as follows: referrals to jobs, staff-assisted services, referral to supportive services, career guidance, job development, placement in jobs, placement in jobs paying $0.50 above minimum wage, and placement in non-agricultural jobs for over 150 days. During PY13, Colorado met all five of the equity indicators and all three of the minimum service indicators.

In addition, the MSFW coalitions of workforce and other partner agencies in the state of Colorado sponsor yearly migrant appreciation events throughout the state, with two very successful events occurring during PY13. The Greeley area event was attended by approximately 400 MSFWs, and in Manzanola approximately 150 MSFWs attended. 19 cooperating agencies provided information on services and educational materials to all in attendance.

www.colorado.gov/cdle/migrantfarmworkers

IMPACTING COLORADANS

One of Colorado's MSFW significant workforce centers started branching out to a larger geographical area and slowly obtaining the trust and respect of the agricultural employers. At the same time, the local migrant health clinic was having difficulty obtaining permission to provide services to the farm labor housing areas that are owned and controlled by the employers. The MSFW outreach worker assisted in paving the way for the clinic to obtain entrance, and during the first health visit, the mobile clinic was able to provide a farm worker with life-saving medication. A farm worker with dangerously high blood pressure obtained the medication needed to bring his blood pressure down to a safe level, and the employer was able to see the benefit of allowing these services on his property. Exceptional outreach was achieved, business needs were served, and a life was saved in the process.

Rapid Response/Layoff Assistance Services

The Rapid Response Program is a federally funded initiative dedicated to providing quality, cost-effective, and timely services to businesses and employees facing a layoff due to restructuring, downsizing, or closure. The program provides early connection with the workforce system to access employment and training services and unemployment insurance benefits, thereby improving employment outcomes, stabilizing families, and minimizing the negative impact on businesses, and on state and local economies.

As part of the Rapid Response program, Colorado reaches out to an extensive network of partners including chambers of commerce, temporary employment agencies, outplacement firms, and other community-based service agencies to provide enhanced services to Colorado's businesses and families who are in transition.

During PY13, the Rapid Response team assisted 90 companies that reported mass layoffs affecting nearly 6,000 individuals, and delivered 58 transition workshops to 751 attendees, while achieving a 96% job seeker satisfaction rating. As part of a continuous effort to improve customer service, staff developed and administered an employer satisfaction survey, revealing a 98% satisfaction rating among businesses using Rapid Response services.

To further improve the efficiency of Rapid Response program administration, state and local staff identified inefficiencies using a LEAN approach, and developed "Smart Forms" to streamline and automate many of the manual processes. Database enhancements were also implemented to support this first phase of automation.

www.colorado.gov/cdle/layoffassistance

Trade Adjustment Assistance - Colorado Online Energy Training Consortium (TAA-COETC) Grant

The Trade Adjustment Assistance - Colorado Online Energy Training Consortium (TAA-COETC) grant, in partnership with Colorado community colleges, serves TAA workers and other unemployed or underemployed individuals. Workforce clients are assessed and referred to regional community colleges for specific energy coursework and/or developmental education courses resulting in workforce readiness credentials, certificates, and degrees. Planned project outcomes include enhanced training capacity for employment in the energy sector and strengthened relationships between community colleges and the workforce development system. The TAA-COETC project completed its second year of work as of June 30, 2014. Processes initiated during the first project year were refined and expanded for continued implementation throughout the second year. Significant progress has been made by all regions and schools participating in the grant due to the strong commitment to further improvements for second year activities.

Demonstrated successes of the program through June 30, 2014 include:

- Participating workforce regions projected that they would conduct 1,134 assess ments for the TAA-COETC project. Actual assessments totaled 1,520.
- Projected workforce region referrals to community college energy programs were 236. Actual energy program referrals were 466.
- Projected referrals from participating workforce regions for community college developmental education programs were 341. Actual development education referrals to the community colleges were 441.

Trade Adjustment Assistance (TAA)

This statewide program delivered by workforce center staff and administered by Workforce Development Programs provides enhanced reemployment benefits designed to return workers adversely affected by foreign trade to suitable employment. These include occupational training, job search and relocation allowances, plus Reemployment Trade Adjustment Assistance (RTAA), reemployment case management services, and Trade Readjustment Allowance (TRA), which is extended unemployment insurance benefits.

Reemployment and case management services were provided to 483 trade-affected workers in PY13. 381 participants received retraining services. TRA Weekly Benefits were paid to 195 participants; 52 participants received RTAA benefits. TAA paid job search allowance benefits to 3 participants and paid relocation allowance benefits to 7 recipients. In addition, the Colorado TAA Program has consistently performed well in the three common measures. For PY13, the program achieved:

- Entered Employment Rate of 78.14%
- Employment Retention Rate of 91.48%
- Average Earnings per Customer completing the program of $17,320

www.colorado.gov/cdle/taa

IMPACTING COLORADANS

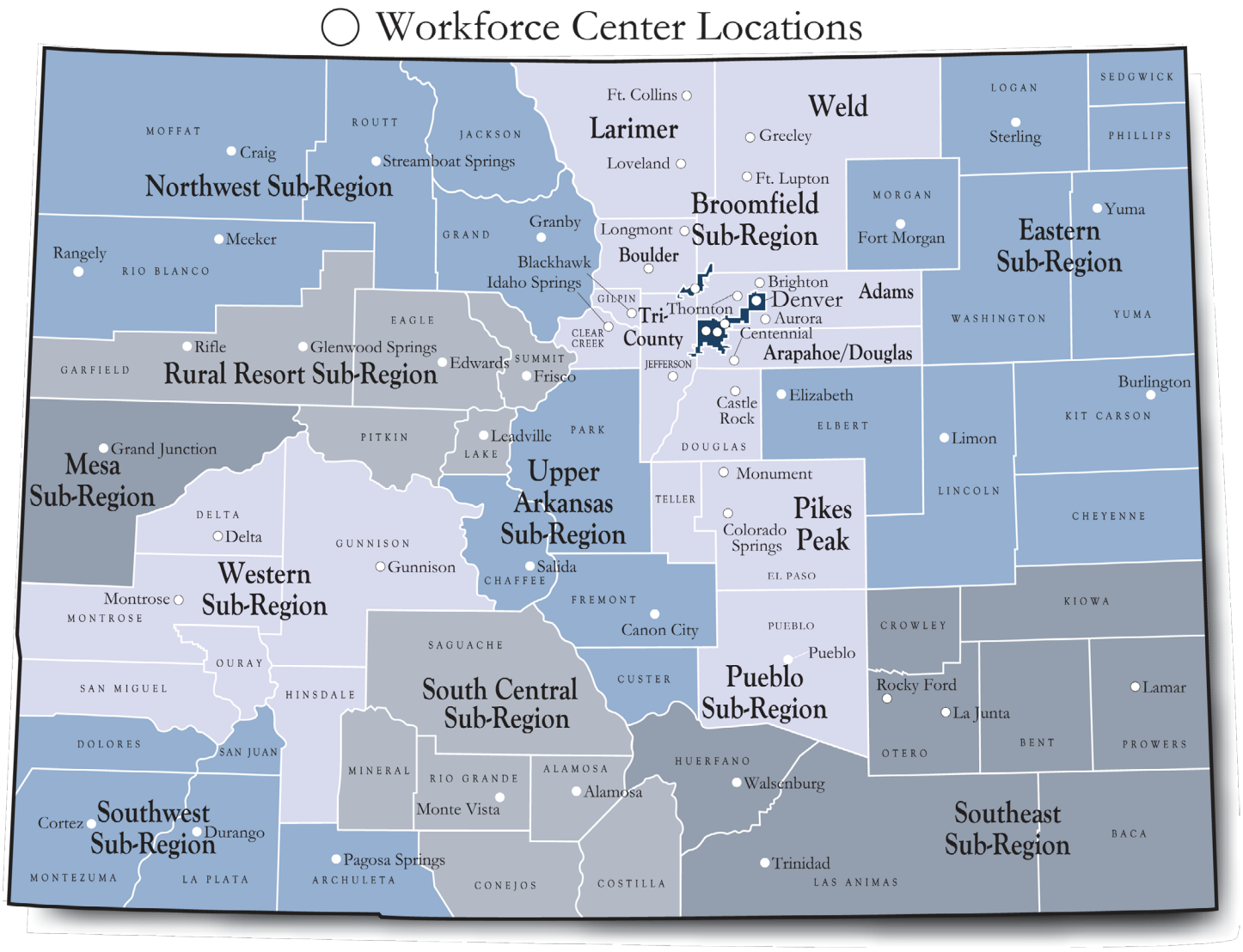
Rebecca was laid off from Quest Manufacturing in 2012 as a line leader earning $13/hour. At the time she was laid off, Rebecca was living in Walsenburg, Colorado where the unemployment rate was around 13.1%. Rebecca was a single parent receiving government assistance and wished to provide a better future for her family. She relocated to the Colorado Springs area and started her journey to become a medical assistant. Despite having young children and attending school full-time, Rebecca successfully earned her Associate's Degree in Medical Assisting at Pikes Peak Community College on August 3, 2014. Even more exciting was Rebecca starting full-time employment as a Medical Support Specialist (medical assistant) for $14/hour at Concentra Urgent Care, the very next day after her graduation on August 4, 2014! Rebecca has plans to continue her education and hopes to one day become a registered nurse.

CDLE Knowledge Management Portal, e-Colorado

e-Colorado is designed to manage virtual resources through a single, comprehensive, electronic interface developed for workforce stakeholders and partners including business customers, workforce professionals, government, and others. The portal provides documents, team rooms, calendars, and more. e-Colorado provides improved services and tools which include the Virtual Job Fair and online fillable "smart" forms. In addition, it houses the Adobe Connect online meeting capability utilized by CDLE and Colorado's workforce centers to conduct webinars. As of August 30, 2013, e-Colorado was successfully migrated to the Colorado Department of Labor & Employment (OIT-CDLE) servers. Also during PY13, the e-Colorado team researched content management software and decided to use Adobe Experience Manager (AEM) Sites for a major re-design project, which will be completed in PY14.

e-colorado.coworkforce.com

Colorado's Workforce Regions



Statewide Common Measures - WIA PY13

(Green = 100% of negotiated level)
(Blue = 80 - 99% of negotiated level)
(Red = below 80% of negotiated level)

	Adams	Standards	Arapahoe/Douglas	Standards
Adult Measures				
Entered Employment Rate	85.71%	75.50%	79.18%	77.30%
Six Month Retention Rate	98.06%	87.90%	88.53%	87.90%
Six Month Average Earnings	$22,395.03	$18,123.00	$18,146.13	$17,861.00
Dislocated Worker				
Entered Employment Rate	86.89%	77.90%	83.19%	82.00%
Six Month Retention Rate	89.83%	89.90%	91.15%	90.70%
Six Month Average Earnings	$20,265.56	$20,563.00	$23,277.81	$21,436.00
Youth Measures				
Degree/Certificate	67.12%	66.40%	70.40%	69.00%
Literacy/Numeracy	55.56%	48.00%	71.88%	48.00%
Education Placement	80.00%	68.00%	70.40%	69.00%
Exceeded/Met/Missed Goal	7 - 2 - 0		9 - 0 - 0	

(Green = 100% of negotiated level)
(Blue = 80 - 99% of negotiated level)
(Red = below 80% of negotiated level)

	Boulder	Standards	Denver	Standards
Adult Measures				
Entered Employment Rate	76.67%	78.60%	64.15%	76.60%
Six Month Retention Rate	81.82%	87.60%	83.33%	87.50%
Six Month Average Earnings	$20,227.67	$16,784.00	$19,031.67	$18,877.00
Dislocated Worker				
Entered Employment Rate	85.11%	84.60%	79.66%	79.40%
Six Month Retention Rate	86.11%	88.70%	92.96%	88.00%
Six Month Average Earnings	$28,861.73	$20,520.00	$19,881.82	$22,238.00
Youth Measures				
Degree/Certificate	70.21%	69.00%	68.46%	69.00%
Literacy/Numeracy	73.58%	48.00%	16.98%	48.00%
Education Placement	75.00%	69.00%	61.42%	67.20%
Exceeded/Met/Missed Goal	6 - 3 - 0		3 - 5 - 1	

	El Paso/ Teller	Standards	Jefferson	Standards
Adult Measures				
Entered Employment Rate	80.95%	76.50%	65.94%	77.20%
Six Month Retention Rate	88.19%	86.70%	87.83%	87.60%
Six Month Average Earnings	$18,476.41	$17,629.00	$15,327.65	$17,068.00
Dislocated Worker				
Entered Employment Rate	86.21%	78.30%	75.69%	81.50%
Six Month Retention Rate	87.50%	87.90%	88.79%	88.30%
Six Month Average Earnings	$25,853.70	$19,741.00	$18,834.61	$19,971.00
Youth Measures				
Degree/Certificate	71.00%	69.00%	56.60%	69.00%
Literacy/Numeracy	45.45%	48.00%	45.83%	48.00%
Education Placement	62.92%	66.90%	53.70%	67.80%
Exceeded/Met/Missed Goal	6 - 3 - 0		2 - 6 - 1	

(Green = 100% of negotiated level)
(Blue = 80 - 99% of negotiated level)
(Red = below 80% of negotiated level)

	Larimer	Standards	Rural Consortium	Standards
Adult Measures				
Entered Employment Rate	83.33%	78.20%	82.61%	77.10%
Six Month Retention Rate	87.50%	87.70%	87.00%	86.60%
Six Month Average Earnings	$13,032.48	$15,602.00	$14,876.66	$16,414.00
Dislocated Worker				
Entered Employment Rate	83.82%	83.80%	80.28%	80.10%
Six Month Retention Rate	89.09%	88.60%	85.92%	90.20%
Six Month Average Earnings	$20,043.81	$18,351.00	$16,514.80	$18,359.00
Youth Measures				
Degree/Certificate	79.17%	69.00%	81.69%	69.00%
Literacy/Numeracy	40.00%	48.00%	55.83%	48.00%
Education Placement	57.14%	68.70%	70.80%	67.50%
Exceeded/Met/Missed Goal	5 - 4 - 0		6 - 3 - 0	

	Weld	Standards	Statewide	Standards
Adult Measures				
Entered Employment Rate	85.29%	75.70%	78.84%	77.0%
Six Month Retention Rate	84.12%	88.20%	87.59%	87.0%
Six Month Average Earnings	$15,463.67	$17,390.00	$16,952.27	$17,000.00
Dislocated Worker				
Entered Employment Rate	85.71%	78.90%	81.90%	80.5%
Six Month Retention Rate	91.18%	88.10%	89.09%	89.5%
Six Month Average Earnings	$16,985.37	$19,733.00	$20,230.16	$19,500.00
Youth Measures				
Degree/Certificate	73.04%	69.00%	73.05%	69.0%
Literacy/Numeracy	55.10%	48.00%	53.48%	48.0%
Education Placement	69.07%	66.70%	66.51%	67.5%
Exceeded/Met/Missed Goal	6 - 3 - 0		6 - 3 - 0	

Adams County Workforce & Business Center

Vision: *To be the leader in workforce development that maximizes opportunities and partnerships, promotes the economic growth of the community and enhances the quality of life in Adams County.*

Mission: *To create opportunities for success by connecting businesses to a quality workforce.*

Adams County boasts more land available for development than any other area in the seven county metropolitan Denver region, a major economic development attractor. Two highlights from Adams County over the past year were:

1. During PY13, Adams County conducted orientations at various locations regarding available grant-funded services, including intensive services and training benefits. Staff presented at emergency unemployment compensation orientations, and included Dislocated Worker materials for emergency unemployment compensation and unemployment insurance mailings, which listed information on eligibility requirements, services, and resources.
2. Adams County Workforce & Business Center also contacted individuals listed on the UI Pilot Program list by phone and provided information about services available through the workforce center, as well as grant services. In PY13, 27 individuals were assisted with tuition funded through the UI grant, and out of 12 individuals who have so far successfully exited from the program, 100% entered employment, 100% were retained by those employers, and the six-month average earnings rate for the reporting individuals is $25,502, exceeding the standard rate by $7,379.

www.co.adams.co.us

IMPACTING COLORADANS

Thomas came into the Adams County Workforce & Business Center in June 2013. He was previously a Vice President of a company making a six-figure income when he was laid off. He had been unemployed for almost a year and was having a hard time securing new employment. Thomas's household income at time of enrollment consisted solely of his unemployment benefits, which was putting a strain on his family. Thomas received a Workforce Investment Act scholarship to complete a Supply Chain Management certification, which he was able to start and finish in just two months. Adding the Supply Chain Management certification to his resume enabled him to finally get a few quality interviews. In October 2013, Thomas was hired as President of a manufacturing company making 15% more than in his previous role. "While I had considerable prior experience in supply chain management, getting a widely recognized professional certification through the Adams County Workforce Center gave me an important edge. Not only was this certification helpful in securing my current job, but the skills and knowledge are allowing me to be more effective in my role."

Arapahoe/Douglas Works!

Vision: *To be a best-in-class workforce development organization responsive to the dynamic needs of job seekers and business/industry.*

Mission: *To strategically invest in human capital to contribute to regional economic vitality.*

In June 2014, the region's labor force numbered at 608,102 and the current unemployment rate in the region was 5.1%, with 25,470 individuals jobless. During PY13, Arapahoe/Douglas Works! served just over 282 walk-in customers per day and 2,201 employers. Arapahoe/Douglas Works! held several hiring events in PY13, of which, 1,552 employers participated in hiring events serving over 6,464 job seekers. Overall, 16,564 job seekers found work with the help of Arapahoe/Douglas Works! This year Arapahoe/Douglas Works! presented several best practices to the National Association of Workforce Development Professionals (NAWDP) Board of Directors, and is now serving on the NAWDP Research Committee. In addition, staff was asked to share best practices with workforce regions in Alexandria and Arlington, VA, and with Anne Arundel Workforce Development Corporation in Maryland.

A notable success was a major "reverse hiring event." A company in the finance industry had announced a layoff, and it was decided to hold a hiring event with affected workers prior to separation. Arapahoe/Douglas Works! and the Denver Office of Economic Development - Workforce Development partnered to refer financial companies to the event, which resulted in 30 hires and an estimated taxpayer savings of $195,000.

www.adworks.org

Workforce Boulder County

Vision: *To promote workforce development through service integration and a flexible response to the changing needs of our clients and customers.*

Mission: *To provide comprehensive and effective employment, training and supportive services to Boulder County residents.*

Boulder County encompasses 741 geographically diverse square miles and boasts a highly educated population of 310,048 people (2013 estimate), with approximately 57% of the population having a bachelor's degree or higher. Following catastrophic flooding in September 2013, Boulder County provided community support and resources to residents and businesses affected by the floods. Workforce Boulder County (WfBC) continues to provide support to residents and businesses affected by the flooding through a $1.9 million National Emergency Grant to assist with humanitarian aid and debris removal.

In partnership with the University of Colorado and Skyline High School, WfBC continues to develop and enhance content and functionality for the "Jump into Jobs" website. Work to develop this website, which targets youth job seekers, has been performed by youth clients. The Jump into Jobs project was a finalist for the 2014 Boulder County Pinnacle Awards, which are internal Boulder County awards recognizing excellence in development and delivery of services to the public. The Jump into Jobs website was released this spring

and can be seen at **Jump Into Jobs**. Also on the website is a YouTube video created by the students involved in the project, explaining how the project was started and outlining the goals of the Jump into Jobs website.

www.wfbc.org

Denver Office of Economic Development - Workforce Development

Mission: *The Denver Office of Economic Development (OED) will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods, and residents through purposeful and intentional economic development that (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization, and the development of a skilled workforce; and (3) focuses on innovation, sustainability and education.*

Denver is the capital and the most populous city in Colorado, and is the 22nd most populous city in the U.S. The "Mile High City" covers 155 square miles and is home to an estimated 664,300 people today. Denver has 318,790 people employed in the labor force, is home to more than 26,000 privately owned businesses, and is known for its emphasis on fostering entrepreneurship and small business growth and development. In PY13, the Denver Office of Economic Development - Workforce Development (OED-WD) helped 397 people to obtain their GEDs; conducted job search workshops for 1,444; served 73,367 job seeking individuals; placed 260 participants in 8 targeted high-growth industries with 74 businesses using on-the-job training assistance; awarded another 241 people with Individual Training Accounts in 8 targeted industries; and assisted 1,097 employers with posting 6,156 new jobs in Connecting Colorado.

In conjunction with the TANF program, Denver OED-WD set a goal to assist 250 adults in obtaining their GED by December 2013; ultimately, 397 adults successfully completed their GED, surpassing the goal by 147 completions. OED-WD secured a 2014 contract with Life-long to provide GED and Adult Basic Skills services to build upon the success of the 2013 GED initiative. To date in 2014, 137 individuals have attended GED welcome orientations held in the workforce centers, and an additional 64 individuals have been referred to Life-long for GED prep and testing.

www.denvergov.org/oed

Larimer County Workforce Center

Vision: *Progress begins when action moves us forward. Finding the best match between an employerand employee can be overwhelming and exciting. Our team provides the direction needed to support people and businesses to take action toward a successful future.*

Mission: *To improve the quality of life for individuals, families and communities through employment and workforce development services.*

The Larimer County Workforce Center (LCWC) continues to be involved in the Manufacturing and Healthcare Sector Partnerships. During PY13, LCWC offered "Career Road Trips," a year-round youth activity that strategically incorporates business sectors and the career pathways associated with these sectors. Youth ages 14-21 have the opportunity to experience careers of the future through hands-on field trips to the businesses. Professionals within the industry demonstrate their occupations while sharing a myriad of lessons, expectations, and future projections within their sector. There were 11 businesses from the advanced manufacturing industry and 6 businesses from the healthcare industry that participated. The road trips have been so successful that Front Range Community College and the Northern Colorado Manufacturing Sector Partnership are teaming with the LCWC on a "Cool Careers" field trip day for community college students.

The LCWC has also bolstered its support for small business development during PY13 by coordinating its workshops and professional development programs with the Small Business Development Center (SBDC). Additionally, LCWC works in collaboration as a referral system for those individuals who are exploring self-employment opportunities. LCWC and the SBDC actively promote each other's programs so that clients can realize a continuum of services across the business development spectrum.

www.larimerworkforce.org

Pikes Peak Workforce Center

Vision: *We promote the economic vitality of the Pikes Peak Region. We are agile at responding to emerging needs of the diverse and growing workforce. We change the lives of job seekers with proven training and employment opportunities. Our employer partners know and acknowledge the value we add to their bottom line. We are a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships. And, we are a great place to work!*

Mission: *To promote the economic vitality of the Pikes Peak Region by fulfilling its mission to connect vital businesses with work-ready job seekers and employer-driven services.*

The Pikes Peak Workforce Center (PPWFC) serves El Paso and Teller counties with an estimated population in the two-county region of 678,319 for 2013. El Paso County is Colorado's largest county. The most significant workforce events were the numerous and diverse PPWFC hiring events – 115 of them in PY13 with 7,598 unique individuals participating, and a confirmed hiring rate of 23%. Some of the major job fairs that were tailored to various employers were:

- Spring Job Fair with 2,069 attendees and 117 employers. Employer feedback indicates that between 472 and 860 job seekers will be interviewed or offered employment.
- Job Fair for transitioning United States Olympic Committee athletes.
- Sector/industry specific hiring events and job fairs (Manufacturing, CDL, etc.)
- Military & Veteran Employment Expo (MVEE) Job Fair, with month-long virtual job fair:
  - Virtual job fair supported by Army Career Alumni Programs worldwide. Internationally, 950 job seekers attended the virtual MVEE job fair with 200+ employers participating.
  - Impact: One soldier logged in on May 1st and applied for a position. The company recruiter called him that day to schedule an interview. On May 5th, the soldier received a job offer.

www.ppwfc.org

American Job Center Serving Jefferson, Clear Creek, and Gilpin Counties (Tri-County Region)

americanjobcenter
SERVING JEFFERSON, CLEAR CREEK AND GILPIN COUNTIES

Mission: *To promote economic vitality by identifying, developing, and matching a talented workforce to business.*

The Tri-County Region serves over 500,000 residents and 20,000 businesses in Jefferson, Clear Creek, and Gilpin counties.

As a result of increased awareness from joining the Greater Denver Metro Healthcare Partnership, this region is in the process of establishing a regionally-exclusive health and wellness sector partnership, as well. This effort is intended to help raise awareness of industry demands locally, and create a platform to identify action items and create paths to achieve results. The American Job Center (AJC) considers all levels of education to be a strong element of this partnership, and looks forward to enhancing the overall awareness of career pathways in this established sector.

During PY13, the Youth Services team implemented an onsite tutoring program, growing from 1-2 days per week to 5 days per week, working with Workforce Investment Act (WIA) youth who want to obtain a high school equivalency certification. Additionally, the WIA Youth program has partnered with two new training service providers to educate and train youth for employment in ready-to-hire jobs and careers. Finally, the WIA Youth fund has increased its supportive services program to truly embrace providing for and enabling youth to accomplish educational and career goals through medical, housing, and food assistance.

jeffco.us/american-job-center

IMPACTING COLORADANS

Inna was a youth in need of some direction. She knew that to make something better for herself she needed to find a decent job. The problem was that Inna had little training and skills and no one would hire "just a kid." Inna came into the American Job Center for help. There, the Youth Services team was able to discuss options with Inna and figure out what she wanted in a career. The American Job Center, through the Workforce Investment Act, was able to fund Inna's Nurse's Aide training at Red Rocks Community College, followed by an internship at St. Anthony's Hospital. Inna also received resume and interview training after she completed her nursing coursework. Inna successfully finished her training at Red Rocks Community College, her internship at St. Anthony's Hospital, and completed several American Job Center workshops. Through her hard work, Inna found a position with a home care agency serving clients around the Front Range.

Employment Services of Weld County

Mission: *To keep the workforce system responsive to employers, employees, and job seekers.*

Weld County operates and believes in an innovative, adaptive and customer-driven workforce system that is: understandable to its customers and easy to use; focused on outcomes and performance; flexible and pro-active in changing resources to meet customer needs; and administered locally.

This year, the region continued to focus business services and job seeker training efforts in the energy, manufacturing, healthcare and transportation sectors. During PY13, Employment Services of Weld County (ESWC) held 56 hiring events and 8 job fairs to meet the hiring needs of employers.

In November 2013, Weld County was a recipient of a National Emergency Grant (NEG) through the Colorado Department of Labor and Employment to help respond to humanitarian and debris cleanup needs caused during the 2013 floods, which took quite a toll on the area. ESWC was able to deploy over 40+ long-term or other eligible dislocated workers to humanitarian sites and had two crews active to assist in debris cleanup. ESWC also sought help from its long-time partners. The City of Evans sought assistance in debris removal. The Weld County Flood Recovery Community Corps deployed its Debris Removal Crew to assist the City of Evans in collecting, demolishing, compiling, and compacting Category A debris around the waste treatment facility. As the NEG Program was deployed, the Weld Chamber, businesses, and non-profits were contacted to access resources through the grant. In addition to debris cleanup, ESWC partnered with Catholic Charities, Greeley/Evans School District 6, United Way and the Weld Food Bank.

www.co.weld.co.us

Colorado Rural Workforce Consortium

Vision: *Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.*

Mission: *To foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.*

The Colorado Rural Workforce Consortium (CRWC) is a consortium of 11 sub-regions comprised of 52 counties. The regions include: Broomfield, Eastern, Mesa, Pueblo, Rural Resort, Northwest, South Central, Southeast, Southwest, Upper Arkansas, and Western. Mesa and Broomfield are county-run, while the remaining regions are state-run. Four of the nine state-run regions have contractors that deliver WIA services. Outstanding outcomes from each region are highlighted below.

www.yourworkforcecenter.com

Broomfield Region

The City and County of Broomfield is located at the heart of the high-tech growth in the Denver metropolitan area. Broomfield Workforce Center's youth program implemented 15 work experiences during PY13 and conducted 8 informational interviews with several local employers, including: Tik Tok Ink, Autism Society, Hope House, VSI Parylene, Above and Beyond Games, Imagine! Colorado, Medicine Horse Equine Therapy Program, Stang Auto Tech, A Precious Child, Brown Civil Engineering, Queen Esther's Closet and Google. Broomfield Workforce Center continues to partner closely with Division of Vocational Rehabilitation, SWAP, Health and Human Services, Chafee, Imagine, A Precious Child, Halcyon, The Autism Society, Educational Opportunity Center, and Boulder and Adams County School Districts, as well as the community college system.

www.ci.broomfield.co.us

Eastern Region

Mission: *The Eastern Workforce Board collaborates to help employers meet their workforce needs and ensures career opportunities for individuals by investing in human capital to stay competitive in a global economy.*

Eastern steadily increased the level of business engagement with emphasis on new employer contacts and new employer follow-up, resulting in increased job orders and hiring events within the offices. The region has also been working on the Consortium's ReGen Project to streamline Workforce Investment Act processes and forms, which is planned to result in more on-the-job training and intensive level services for the Eastern communities. Eastern has maintained traditionally strong ties to all community service providers, as rural areas typically do a great job of leveraging all resources. Workforce center staff work in many of the region's schools to provide Individual Career and Academic Plan (ICAP) assistance, staff human services cases where workforce intervention could be helpful, as well as play a very active role in all three Intergovernmental Oversight Groups in the ten-county region.

Mesa Region

The Mesa County Workforce Center is a full service one-stop partnership with a variety of state, county and non-profit agencies representing over 21 programs that assist job seekers and employers.

The region's Healthcare Continuum remains incredibly strong after many years. By working first with the healthcare providers in the community, Mesa was able to identify the occupations in demand and develop a career pathway with the community college and Colorado Mesa University to provide a pipeline of workers that began as CNAs, then LPNs, then two-year associate nurses, then four-year nurses, and finally master's level nurses. Along the pathway, students could take additional certificate/degree programs in medical office assistance and medical lab techs. The diversity of this career pathway has provided incredible opportunities for the healthcare provider community to work with the workforce center and higher education to construct exactly the training that is needed to be successful in their business.

Mesa Region's sector partnership with the manufacturing community has grown stronger. There has been a great deal of success with the development of six fast-track (16-week) courses at the community college designed in partnership with the Manufacturing Alliance and funded by a federal TAA grant to the college. Currently, the region is working with the Manufacturing Alliance, which is a formally organized group of over 35 manufacturing companies, to look at developing additional training programs to expand the number of machinists that graduate.

www.workforce.mesacounty.us

Pueblo Region

Pueblo County is a single-county workforce region operated by State staff within the Rural Consortium. The Pueblo Region mission is that the Pueblo workforce system exists to provide solutions through services and resources to employers to assist in meeting their workforce needs, and to community members to develop their careers, so both can compete in the global economy.

Pueblo has a very active youth council, which includes many organizations with over a dozen public, education, and non-profit partners. During PY13, a website entitled **www.myyouthlink.com** was developed by the youth council, and the site offers community resources for youth. A major kick-off for the site was conducted recently at the Pueblo Library with several partner agencies participating. There is strong synergy to improve the situation for Pueblo's youth, as well as adults. The youth council is developing a strategy to engage youth in leadership activities, such as leadership workshops and related community activities.

Rural Resort/Northwest Regions

Mission: *To foster business-focused workforce partnerships, effectively preparing workers in the region for the jobs of today and tomorrow.*

Rural Resort is a mountainous area that is home to multiple world-class ski resorts and also has a strong energy industry and a growing creative industries sector. The Northwest region is a large rural geographic area with primary industries of energy, tourism and agriculture. In PY13, the region participated in the Cradle to Career Initiative sponsored by the Aspen Institute. This partnership has served as a great link for the Governor's Summer Job Hunt and WIA Youth program. The workforce centers have established a relationship with Youth Zone and local probation offices, and both these offices now refer eligible youth to the workforce centers to access various tools and programs to satisfy program requirements. The region is also working closely with the Learning Lab at Colorado Mountain College, which has resulted in several referrals to the WIA Youth program. Several workforce centers in these regions have now made presentations to Upward Bound Participants.

IMPACTING COLORADANS

Kimberly, a business teacher at Eagle Valley High School, was looking for new ways to engage her students in career preparation and job readiness skills. She also wanted to better prepare them for life after high school. In January 2014, the Frisco Workforce Center youth counselor met with Kimberly and her class to give information on all the programs and services available to youth through the workforce center. It was decided that the 19 students in the class would be enrolled into the KeyTrain Program and work towards receiving their CareerReady Colorado certificate, along with the soft skills learning program. In May 2014, all 19 students in the class had completed their CareerReady Colorado assessments and a congratulatory party was held to issue certificates. Every student in the class, as well as Kimberly, are quite proud of their accomplishments. The school and the workforce center created a lasting partnership on behalf of students, and as Kimberly says, "Great opportunities for students! I look forward to continued collaborations."

South Central Region

The South Central Workforce Region is comprised of six counties in Colorado: Alamosa, Conejos, Costilla, Mineral, Rio Grande, and Saguache. The San Luis Valley is considered one of the largest high desert valleys in the world at an average elevation of over 7,500 feet. The economy in the South Central Region is driven largely by agriculture. The South Central Workforce Development Board promotes community development through collaborative partnerships that support the healthy growth of communities in the region to develop a network of partners, in order to capture available resources for regional economic growth.

Staff from the South Central Workforce Region are serving on the Colorado Preschool Program Municipal Council for the Monte Vista and Sargent preschools. The ultimate goal for the council and the preschools is to prepare children from preschool to 12th grade to become successful, whether they continue their education or move directly into the workforce. This interfaces well with the South Central Workforce Investment Board's goal of preparing job seekers and youth to have the adequate soft skills and general skills for employment. Job readiness classes and workshops have also been presented around the region for students, providing necessary information and hands-on experience for job search and interviews. These events also allowed first generation college students to develop job search skills.

Southeast Region

The Southeast Region is 15,887 square miles and includes eight counties in Colorado: Baca, Bent, Crowley, Huerfano, Kiowa, Las Animas, Otero, and Prowers. The region focuses on manufacturing and healthcare across the eight counties. Parts of the Southeast Region also focus on agriculture and tourism.

In 2013, the Southeast Region hosted a Youth Career Conference. Approximately 65 youth from local area schools attended the one-day conference and chose two breakout sessions facilitated by professionals in different industries (finance, corrections, healthcare, hospitality, law enforcement, early childhood education, and manufacturing) from the region. These workshops offered information about the industry, as well as educational and training needs for careers within key industry occupations. When the conference concluded, eligible youth were identified for 16-hour paid internships. The region has also been partnering closely with some local departments of human services through weekly workshops with public assistance recipients. Each workshop provides an overview of workforce center services, resume preparation, labor market information, job search techniques, ConnectingColorado.com, Colorado Reality Check, and College in Colorado. Staff also administers assessments to interested participants.

Southwest Region

The Southwest Workforce Region enhances employer growth and customer success in Archuleta, Dolores, La Plata, Montezuma, and San Juan counties, the cities and towns within the region, and the Southern Ute Indian and Ute Mountain Indian tribes.

Since the launch of an energy sector partnership in May 2013, the smaller sub-groups of the overarching energy sector have worked together to provide different opportunities to the Southwest region. As a result of these efforts, it is very likely that a rail connection will be brought to the area from Gallup, New Mexico. It is also likely that Durango will soon have compressed natural gas stations to enhance the investment in alternative fuels. The food and agriculture sector partnership launched in January 2014. The 26 attendees made this meeting a success by providing great input based on their expertise and experiences. From the launch meeting, it was apparent that convening in smaller sub-groups would provide stronger partnerships, as the sub-groups would have similar business activities.

IMPACTING COLORADANS

A rural business in Southwest Colorado saved time and money by using the local workforce center to administer pre-employment testing for potential hires. "I can't tell you how much time the Workforce Center staff has saved me and how grateful I am for their help! It is like having our own "pre-employment testing department." The workforce center staff has been very professional in administering the test and communicating with me if someone does not show up. Since Western Excelsior is not in a financial position to buy more computers for testing or to hire more HR staff to help with this process, we feel that the workforce center has significantly helped our bottom line with the services they have provided to us. We are looking forward to continuing and expanding this partnership with future job fairs and other recruiting events. We are lucky to have a Workforce Center and staff in our rural area."
- Karen, Western Excelsior

Upper Arkansas Region

The Upper Arkansas Region focuses resources and efforts toward connecting business, economic development, education and training to ensure economic vitality.

Catastrophic wildfires and seasonal flooding occurred in the Upper Arkansas Region, causing adverse economic impact to hospitality and tourism, as well as to retail industry organizations during the 2013 tourism season. A major tourism leader, the Royal Gorge Bridge and Park, was severely damaged by the fire and as a result, tourism, hospitality, and retail sales activity plunged in the region. The Royal Gorge Bridge and Park is currently in the process of rebuilding the park. Consequently, the Upper Arkansas workforce centers are actively partnering with this company and other local employers affected by the fire through assisting contractors and sub-contractors who are engaged in the rebuilding process, and in the recruitment and training of employees in new technology for the new park when it is finally reconstructed later this year.

Western Region

The Western Region is dedicated to delivering exceptional employment and training services that lead to customers' success across six counties and 101,194 people.

The Western Region has experienced a significant loss of coal mining jobs recently. In an effort to assist laid off miners and local communities, the Western Region has worked with economic development, Region 10 Planning, and various other city and county entities to assist with retraining programs and employment services. Additionally, the Western Region, in cooperation with Region 10 Planning, Delta Economic Development, the Colorado Workforce Development Council, the Cities and Counties of Gunnison and Delta, and state representatives, has collaborated to submit a federal grant application to fund an economic development/feasibility study of the Delta and Gunnison areas by the U.S. Economic Development Agency. Both of these areas were severely impacted by the recent coal mine closure of Oxbow Mine and are trying to diversify their local economies. The study, when funded, will identify possible opportunities where Delta and Gunnison counties have a comparative advantage, and would include a recommendation of possible projects that will help the region diversify economically.

Cost Effectiveness, Evaluation, and Waivers

Cost Effectiveness

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis, we consider both benefits for our clients and cost savings/increased revenue for government entities. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits, and other forms of public assistance. Studying the increases in taxes paid and decrease in reliance on public assistance would require coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible at this time. Colorado has been studying the possibility of implementing a data warehouse that will enable a return on investment approach to our programs. Currently we can only look at average cost per participant as a guide to this, combined with our results on the performance measures.

	Adult Program	Youth Program	Dislocated Worker Program
Expenditures	$6,924,630.60	$10,701,082.42	$12,735,922.38
Cost per client served	$2,034.26	$3,779.97	$6,843.59

State Evaluation Activities

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the Common Measures of performance for adults, dislocated workers, and youth programs, as outlined in TEGL 17-05. Tools are provided allowing each region to track its performance on these measures as the year progresses, and to let them track the impact on performance of each of their clients. Colorado applied its statewide activities waiver allowing suspension of evaluation activities and did not conduct any formal statewide evaluations during PY13.

CDLE's comprehensive monitoring guide, recognized as a model by the U.S. Department of Labor, is the end result of an on-going monitoring and technical assistance process that has built a strong working relationship between the State and the local workforce regions. Quarterly, State Monitors from CDLE meet with the regions they oversee to review client service levels, program expenditure rates, and performance outcome results. Through these reviews, staff identifies areas which may require additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

Waivers

All waivers provide the added flexibility that is needed to enhance service delivery and advance the President's Job-Driven elements as follows:

- Work up-front with employers to determine local or regional hiring needs and design training programs that are responsive to those needs.
- Offer work-based learning opportunities with employers—including on-the-job training, internships, and pre-ap prenticeships and Registered Apprenticeship as training paths to employment.
- Make better use of data to drive accountability, inform what programs are offered and what is taught, and offer user-friendly information for job seekers to choose what programs and pathways work for them and are likely to result in jobs.

- Measure and evaluate employment and earnings outcomes.
- Promote a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress.
- Break down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance.
- Create regional collaborations among American Job Centers, education institutions, labor, and non-profits.

Common Measures – During PY13, Colorado continued to implement the waiver to replace the WIA performance measures at WIA Section 136(b) with the common measures. To build on training provided in the common measures baseline year and in subsequent years, CDLE continued to provide technical assistance to workforce center staff to insure a full understanding of the programmatic and reporting impacts of the measures. Policies were issued to guide staff in the development of effective methods to address the new definition of certificates for WIA youth participants.

Local Activity Funds - Colorado requested and received an extension through PY16 for its "local activity funds waiver," which is now targeted to layoff aversion activities. Under this waiver, local areas will be allowed to use up to 20% of their Dislocated Worker formula funds for incumbent worker training that is part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. Local areas are required to meet performance outcomes for any individuals served by a local activity under the waiver.

Transfer of Funds - Colorado has also been granted an extension of its waiver of the 20% transfer of funds between the WIA Adult and Dislocated Worker programs at the local level. Regions may transfer up to 50% of their formula funds provided that they have sufficient resources to continue operating their formula programs and meet WIA performance outcomes. Several of the local regions have opted to move funds from the Dislocated Worker program to the Adult program as local economies have improved and layoffs decreased. The opposite has happened as economies have weakened.

Youth Element Procurement – Colorado was granted an extension through PY16 of its waiver of the requirement to competitively select providers of three of the ten youth program elements. These elements are Paid and Unpaid Work Experiences, Supportive Services, and Follow-up. By including these elements in the design framework of the WIA Youth Program, local workforce centers have been able to provide greater continuity of service for youth and enhance their case management process.

OJT and Customized Training – Through these waivers, local areas in Colorado have gained major incentives for employers to engage in the workforce system as they are attempting to weather the current economic downturn. The OJT waiver allows regions to increase their employer reimbursement for on-the-job training through a sliding scale based on the size of the employer. Under the waiver reimbursements will be permitted:

- Up to 90% for employers with 50 or fewer employees
- Up to 75% for employers with 51-250 employees
- Up to 50% for employers with over 250 employees

The customized training waiver allows a sliding scale for the employer contribution toward the costs of the customized training. The employer match that is permitted is as follows:

- 10% or greater for employers with 50 or fewer employees
- 25% or greater for employers with 51-250 employees
- 50% or greater for employers with over 250 employees

Individual Training Accounts for Youth – Local regions may offer the use of Individual Training Accounts (ITAs) for out-of-school and older youth program participants. This provides the youth customer choice regarding the selection of schools on the Eligible Training Provider List and allows local regions the ability to consistently apply their local ITA policies to all WIA customers, with the exception of in-school and younger youth.

Eligibility for Training Providers – Training providers offering coursework to WIA customers are now allowed up to two years on the State's eligible training provider list before they must provide subsequent performance data to maintain their eligibility. This waiver promotes increased participation on the part of providers launching new training programs (particularly e-learning), and encourages co-enrollment of customers between WIA and discretionary grants.

Incumbent Worker Training Using Rapid Response Funds – This waiver, extended through PY16, allows the state to use up to 20% of its 25% Dislocated Worker Rapid Response funds for the training of incumbent workers as part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. The state and local areas are required to meet performance outcomes for any individuals served with these funds under the waiver.

Statewide Activities – This waiver, extended through PY13, allows the state to forego issuing performance incentive grants to local regions and conducting evaluation activities as a result of no longer having statewide activities funding. However, Colorado will continue to provide small incentive grants through its state supplemental funding, which can be used for special events or initiatives at the local level.

Assurance

Colorado assures that all required reporting elements are reported uniformly so that a state-by-state comparison can be made.

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