



## **Program Year 2015 Annual Report**

# **A synopsis of activities funded by Titles I-B and III of the Workforce Investment Act**



**COLORADO**  
Department of  
Labor and Employment



Colorado Workforce  
Development Council

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**CO L O R A D O**

Department of  
Labor and Employment

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\*Please note that this is meant to be an interactive document. Statewide initiatives and local area profiles include hyperlinks and should be utilized to find more information.

## EXECUTIVE SUMMARY

If you want to go far, go together. Colorado fully embraced that concept during the first full implementation year of the Workforce Innovation and Opportunity Act (WIOA), and the dividends are evidenced throughout this report. Statewide performance standards were met in all programs and were exceeded in eleven categories. Local areas pursued innovative projects and expanded collaborations with local partners. As a state, Colorado issued its vision for the next four years through the WIOA state plan and launched a Job Seeker Services Alignment Initiative inclusive of all partners outlined in federal law. 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 development boards and local workforce areas, and other state and local partners. The PY15 WIOA Annual Report is issued in conjunction with the [Colorado Talent Pipeline Report](#) highlighting overall trends in Colorado’s talent pipeline and how policies, such as WIOA, are being put into practice to develop Colorado’s talent to meet the demands of businesses

Together, statewide programs and local workforce areas are positively impacting the lives of our customers and contributing to the growth of Colorado’s economy.

## ORGANIZATIONAL OVERVIEW

### **COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT (CDLE)**

**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
- 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.

### **DIVISION OF LABOR STANDARDS AND STATISTICS**

**Mission:** Improve the function of Colorado’s labor market by providing objective information and impartial labor law enforcement.

This division was created in 2015 and includes Labor Market Information.

### **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.

### **UNEMPLOYMENT INSURANCE (UI) DIVISION**

The Unemployment Insurance Program provides temporary and partial wage replacements to workers who have become unemployed through no fault of their own. This program is funded by employer paid premiums and provides benefits to those who meet the eligibility requirements of the Colorado Employment Security Act.

The program provides unemployment insurance benefits in a fair, timely, accurate, and efficient manner to the employers and citizens of Colorado, to stabilize the workforce, and to minimize the impact of unemployment on the state's economy.

### **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.

**Strategies:** The CWDC sets priorities, establishes policies, provides incentives, and facilitates development of common goals and performance measures across systems and partners. It facilitates, convenes, coordinates and provides technical assistance, tools, templates, and peer networks through three key strategies, all focused on an industry-led, customer-centered talent development system.

**Sectors:** Partnerships and Strategies are the vehicle for aligning public partners with industries' needs in an effective, results-driven manner. They provide the "home" for career pathway systems-building, engaging industry leaders and public partners in a continuous dialogue to ensure that education and training systems respond to industry needs. Additional issues are also addressed such as policy, supply chain and transportation.

**Career Pathways:** Aligns career pathway programs and local systems developed with high demand industries in each economic development region of the state and scales them into a statewide system with multiple pathways.

**Communication:** Through broad, intentional and aligned communication, the partners of the Talent Development system work with and support each other. By creating a bottom up, and top down Talent Development System brand promise, message and communication campaign, every business and individual in Colorado will know how to *design their unique path to success.*

## **Composition of the Council**

*The Council is composed of:* business representatives from across the state that represent industries critical to Colorado's economy; Cabinet-level positions 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.

## COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT'S WORKFORCE DEVELOPMENT PROGRAMS

Colorado Department of Labor and Employment (CDLE) Workforce Development Programs (WDP) is the grant recipient for USDOL Wagner-Peyser and Workforce Innovation and Opportunity 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 local areas 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.

### **Workforce System Performance Excellence:**

Colorado has excelled as one of three demonstration states, fully embracing the key principles of the Workforce Innovation and Opportunity 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 launch state and local partnerships with TANF, SNAP, Adult Education, Vocational Rehabilitation, and other required partners for the one-stop system.

- For PY15 our fully integrated one-stop system provided a full range of workforce services to close to **300,000 job seekers** and over **23,000 businesses**, and met or exceeded all performance measures.
- In addition, we provided **training services to over 4,300** job seekers to increase the talent pipeline and meet the needs of the state's businesses in key growth industries.

## **COLORADO JOBS FOR VETERANS STATE GRANT (JVSG)**

During PY15, JVSG accomplishments included:

- 26,454 veterans registered for services
- 18,121 veterans received staff-assisted services
- 1,665 veterans with barriers to employment received staff-assisted services
- Exceeded all negotiated performance goals

JVSG staff work with a population of veterans who have significant barriers to employment and who, without the one-on-one staff-assisted services, would most likely not succeed in the civilian workforce. Every quarter the JVSG staff are required to participate in two-day training sessions which provides them with the most up-to-date tools needed so that they can deliver the highest quality of services to these special categories of veterans. Veterans who've completed 181 active federal duty days and fall within one of the seven categories listed below are eligible to receive employment services from the JVSG case managers:

- Special disabled or disabled veteran
- Homeless veteran
- Recently-separated service member who has been unemployed for 27 or more weeks in the previous 12 months;
- An offender who is currently incarcerated or who has been released from incarceration;
- A veteran lacking a high school diploma or equivalent certificate; or
- A low-income individual as defined by WIOA Section 3 (36
- A veteran who is between the ages of 18-24

#### **Highlights of PY15 JVSG Staff Initiatives:**

- The Pikes Peak Workforce Centers annual '**Hiring Veterans, the Keys to Success**' event in February could not have been such a great success if it weren't for the critical support of the JVSG team, who recruited employers, emceed employer panels, and organized a community resource fair. Approximately 100 employers attended the event which consisted of key note speakers from Boeing and USAA as well as breakout sessions addressing a myriad of topics such as *Value a Veteran Brings to Your Company*, the *Strategic Approach to Veteran Talent Management*, the *Work Opportunity Tax Credit (WOTC)*, *Veteran Capabilities in a Small Business*, *Translating Military Skills*, and the *Americans with Disabilities Act (ADA)*, *Veteran Workforce Onboarding*, and *Post-Traumatic Stress Disorder Myths*. This was followed by a job fair at Fort Carson, attended by 75 employers and over 600 job seekers. During exit surveys 91% of veteran job seekers indicated it was the first job fair they ever attended, 91% reported the employers present had job opportunities of interest to them, and over 25% reported they were interviewed on the spot or were offered an interview in the near future.

- Colorado had two of its employer nominations, Amblicab and Stresscon, selected as Colorado American Legion Small and Medium Size Employer of the Year. Additionally, Stresscon, the medium size Employer of the Year selectee, was recently notified that the American Legion National Committee has selected them as their National Employer of the Year!
- The Colorado Department of Labor and Employment Veterans' Program, in partnership with the Colorado Energy Consortium, Arapahoe Douglas Works!, the Denver Office of Economic Development, and the Center for Energy Workforce Development, hosted its first Colorado Veterans Utility Career Symposium on Wednesday March 23, 2016. The symposium was held in two identical 3-hours sessions bringing presenters from Xcel Energy, Colorado Springs Utilities, Black Hills Energy, Tri-State General and Transmission, and Colorado Rural Electric Association. During the sessions each employer gave a brief overview of the utility industry. Employers shared information on their current job openings, and provided additional information on the key skills and abilities needed to become a part of the growing energy sector. The last hour of each session allowed veteran job seekers the opportunity to speak directly with energy company representatives.

#### **Impact Story:**

Kyle was a U.S. Army Transitioning Service Member interested in civilian employment in Operations Management. He contacted DVOP Pete Hall to learn more about the CDLE Hilton HHonors Military Program paying for hotel stays related to job search. He was eligible for enrollment and his research led him to Orion International, a military talent firm specializing in programs that allow organizations to attract, hire, and retain military talent. He registered with the company and elected to attend a hiring conference in San Diego, CA at the end of the month. He attended two hiring conferences and within four months he accepted a job offer from Cupertino Electric, Inc. in San Jose, CA as their new Project Engineer with a starting salary of \$100,000. Kyle contacted Pete Hall with the good news and had this to say about his new job:

*"It's a fun job with all sorts of interesting challenges. My wife and I moved out to San Jose, CA in November and are loving it. Thank you again for your help getting the benefit processed promptly. If you ever need a testimonial about the benefit, or CDLE's veteran programs, don't hesitate to contact me."*

#### **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 Disaster

National Emergency Grant (DNEG) from the US Department of Labor for up to \$4.6 million with \$2.3 million released initially. The period of performance for this Grant was from July 2013 – June 2016.

By the end of PY15, Colorado had received \$3,887,289 in DNEG funding, including a third allotment to continue work through the summer of 2016. Two hundred and twenty-four dislocated workers were placed in temporary jobs through the DNEG. These participants assisted at 41 debris removal or humanitarian aid work sites with the majority of the sites in Boulder, Larimer, and Weld counties, where the debris removal and humanitarian aid assistance has had a big impact on the flood recovery efforts. For example:

- In Larimer County, a minimum of 207.48 tons (or 414,960 pounds), or 206 cubic yards, of debris were removed by DNEG debris clean-up crews in over 2500 field-hours of work.
- In Weld County, the Weld Food Bank received support from the NEG program in a time of crisis. Without the NEG program support, they stated that they would not have been able to provide over 600,000 pounds of food support to those impacted by the flood.
- In Boulder and Larimer Counties, the U.S. Forest Service and Rocky Mountain National Park became primary partners for the DNEG program. The DNEG workers' assistance to remediate the extensive damage caused by the flood proved invaluable to these partners and involved cleanup, debris removal, and reconstruction of the roads, trails, bridges, waterways, campgrounds and facilities, and eco-systems and wildlife habitats.

As a result of this grant:

- Many hard-to-serve customers were placed in temporary jobs, with 86% of participants able to find permanent work because of this grant opportunity; and
- The local workforce areas built partnerships with new agencies, created good will within their communities, and established new connections that they see as potential partners for future programs under WIOA.

**Accomplishment:** As the grant was ending, Boulder had additional projects that could be completed, but no funds were available within the grant to pay for these projects. In the space of two days, CDLE assisted the Boulder and Larimer Workforce Areas in partnering to fund the projects in Boulder.

## **STRATEGIES TO ADVANCE COLORADO'S HIGHLY SKILLED WORKFORCE: H-1B TECHNICAL SKILLS TRAINING GRANT [<https://www.colorado.gov/cdle/h1b>]**

Colorado's 4-year, \$5 million dollar, US Department of Labor H-1B TST grant ended on January 31, 2016. The program was designed to provide education, training and job placement assistance to 558 highly-skilled incumbent workers and 239 long-term unemployed workers in the following industries: Advanced Manufacturing, Information Technology Science, Technology, Engineering and Math, with focus on Aerospace, and focuses on information technology, advanced manufacturing and Scientific, Technology, Engineering and Mathematics skill sets.

During PY14 the Colorado Department of Labor and Employment applied for and received approval from USDOL to modify the grant by adding two new occupations, Health Care and Social Assistance and Waste Management and Remediation. Colorado also received authorization for a 2-month no cost extension to the grant allowing workforce centers additional time to serve more long-term unemployed individuals. Priority of service was also offered to veterans, minorities and women.

Major accomplishments include:

- 2,171 participants have received services, 272% of the grant target, with 2,106 completing training and receiving a total of 3,016 industry recognized certificates and credentials
  - For the long-term unemployed:
    - Provided training and services to 246 long-term unemployed individuals, 103% of our grant target
    - Of the 246 served, 243 have completed training and received a total of 280 credentials
    - For those who have completed training, 64% have entered employment with an average annual salary of \$65,920.
  - Businesses have provided over \$2.82 million in employer match (exceeding our \$2.5 million match requirement), mostly coming from paid time away from work to attend training

## **WORKFORCE/UNEMPLOYMENT INSURANCE PARTNERSHIP**

Workforce Development Programs and the Unemployment Insurance Division formalized their long-standing partnership in early 2012 with the co-location with Workforce Development representatives at the Unemployment Insurance offices to coordinate reemployment initiatives for claimants and the long-term unemployed. The two programs

work closely to strategically plan and support implementation of reemployment initiatives designed to benefit their shared customers. The largest joint endeavors during Program Year 2015 included:

- **Workforce Innovation and Opportunity Act Grant**

The Workforce Innovation and Opportunity Grant requires formally recognized partnerships between local One Stop Centers and the Division of Unemployment Insurance, including a Memorandum of Understanding, State Unified Plan, and access to Unemployment Insurance program expertise in the Comprehensive One Stop Centers.

- **Chat Functionality, or Instant Messaging:** In order to meet the One-Stop partner requirement to provide access to staff-assisted services, Colorado's Division of Unemployment Insurance has implemented the Unemployment Insurance Customer Service Chat Initiative. Currently, UI claimants may access customer service via the chat program from every comprehensive workforce center in Colorado. This service alleviates the pressure on the UI Customer Service Center's phone queue, and provides a quick and easy way for claimants to interact with Unemployment Insurance staff. The Chat shortcut connects One-Stop customers directly to UI representatives without the need to wait on hold over the phone. Since inception, 351 instant messages were sent to the Unemployment Insurance office since March 2016. As more offices gain access to the Unemployment Insurance chat functionality, Colorado expects to see this number rise.

- **Hoshin Event: Strategic Planning for Reemployment Initiatives**

State and local stakeholder input was obtained on ways to improve communications and partnerships between the workforce and UI systems. The information was used to develop annual and long-term goals to promote reemployment and a more seamless customer experience. These goals included reducing and maintaining the average duration of UI benefits from 15.2 weeks to 12 weeks by June 30, 2017, through enhanced data sharing between the UI and workforce databases, and implementation of the revised UI profiling system (renamed Links to Reemployment) and Colorado's first Reemployment Services and Eligibility Assessment initiative.

- **Unemployment Compensation for Ex-Service members – Enhanced Job Contacts Initiative**

- In January 2016, the Division of Unemployment Insurance and the One Stop System partnered to pilot a new initiative that allows claimants who qualify as ex-service members, or UCX, to report additional types of job contacts to determine whether these efforts facilitate a quicker return to employment.

- o RESULT: 662 of the 1,007 claimants identified are able to report enhanced job contacts during this pilot period.
- **Customer Service Center Hoshin Event:** A two-day evaluation of processes and systems that impact the Customer Service Center at the Division of Unemployment Insurance was held in February 2016. One of the objectives was to reemployment improvement projects expand upon the collaboration of reemployment initiatives. A major process improvement resulting from this event during PY15 was the development of an automated work-registration process in Connecting Colorado to enhance the customer experience. In addition, this will reduce the number of work-registration issues set in the UI system (~28% reduction in workload in clearing these issues).
- **Reemployment Services and Eligibility Assessment (RESEA) Initiative**  
During 2015 and 2016, Workforce Development Programs and the Division of Unemployment Insurance have been working closely to implement and administer Reemployment Services and Eligibility Assessment. There were seven Divisions and six technology systems involved in various parts of the implementation process. In addition, this complex project included financial coordination between two Divisions and the One Stop Centers. On June 1, Local Areas began scheduling participants for Reemployment Services and Eligibility Assessment orientations. During the month of June, One Stop Centers referred approximately 550+ participants to the initiative

Many tools and resources were created during the implementation of the Reemployment Services and Eligibility Assessment initiative.

- Unemployment Insurance work-search and eligibility video
- Handout that complements the information in the video
- Website that walks customers through the next steps in preparation for an orientation
- Presentations on
  - o Unemployment Insurance Able and Available definitions
  - o Utilizing the Unemployment Insurance Eligibility Review Sheet
  - o Improving orientation show rates through behavioral modeling techniques
  - o Procedural documentation and training for the One Stop System and the Division of Unemployment Insurance
  - o A system that tracks activities in Connecting Colorado and the Unemployment Insurance Systems to prepare quarterly federal reports

## **VIRTUAL JOB FAIRS**

Colorado pioneered the development of the Virtual Job Fair in 2011, 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 its inception, Colorado has conducted over **200 virtual job fairs** for **over 100,000 job seekers and over 1,000 businesses**. The Virtual Job Fair Project Manager and the Department's Public Relations Office created new templates for roll-out in September 2015. The changes enhanced the look and feel of the Virtual Job Fair Platform and gave the Workforce Centers the ability to create and maintain their own local and regional Virtual Job Fairs without state assistance.

## **BUSINESS SERVICES INITIATIVES**

- **WIOA Partnerships**  
The work of creating a single integrated partner process for serving Colorado employers started in Fall 2015. The Business Services team moved aggressively to develop partnerships with Business Outreach Specialists (BOS) from the Division of Vocational Rehabilitation and Job Navigators from the Department of Corrections Division of Adult Parole. Staff from the partners engaged in business outreach joined in the CDLE Business Services Work Groups that are part of the constant process improvement of Business Services. DVR BOS's delivered training on partnering with employers to hire the disabled. DOC staff engaged in sector partnership programs. A new Partnership Work Group identified partner contacts and programs for each local area and made the information available on Connecting Colorado.
- **Measuring Services to Employers**  
Since October 2015, 8,078 employers received services and posted 14,765 jobs on Connecting Colorado. 1,042 businesses attended job fairs, 678 held customized hiring events, and 532 employers attended job fairs focused on recruiting, interviewing and hiring youth. These outcomes reveal the success of the Business Services Team, with some services increasing two or three times over the previous year's level of service delivery.

## **HIRE FOR COLORADO**

In January 2015 Governor Hickenlooper launched this initiative to help 300 long term unemployed find employment with an emphasis on work based training. A website provides an opportunity for job seekers to register and receive contact from the workforce system, increasing the potential reach to job seekers. Since the initiation of the project, 482 individuals have been enrolled in Hire for Colorado, 161% of the Governor's original goal.

**Impact Story:** “I don't have words to express my emotions properly regarding WIA and your specific support. Know that I hold both very dear to me and I am grateful for my experience. When I walked in the door two years ago, I felt as though my dreams were a distant hope. Because of your efforts, help and kind shoulder, I am here today, as an astrobiologist at NASA.”

When this customer came into the American Job Center he was an unemployed almost homeless vet with a disability, a BS degree in Biology and a strong determination to become an astrobiologist. He received assistance through Veterans programs and Hire for Colorado for classes needed for him to move from his biology degree into astrobiology. The customer has been selected to do an internship with NASA for the summer. He will return to CU Boulder in the fall to begin his PhD in astrobiology (partially funded by NASA).

**Impact Story:** Diane is a Long-term Unemployed individual who had not been able to reconnect with a job that provided comparable responsibility and pay. At her last place of employment, Diane was a Regulatory Compliance Specialist in the Oil & Gas industry. Diane came to Employment Services of Weld County seeking to enhance the skills that she gained while in the Air Force. She drove various trucks and heavy equipment and is seeking to obtain her CDL to become more marketable in a high demand industry. She was enrolled in the Dislocated Worker Governor's Long-term Unemployed program. Diane successfully completed her CDL-A training through Sage Technical Services. She obtained full-time employment with an Independent Electrical Company as their Compliance Manager, with prospects of growth and advancement.

## **SECTOR PARTNERSHIPS NATIONAL DISLOCATED WORKER GRANT**

In PY15, the Colorado Department of Labor and Employment was awarded the Sector Partnerships National Dislocated Worker Grant. This \$5 million grant runs from July 2015- June 2017 and is intended to provide support to participating local areas in establishing and maintaining a Sector Partnership in one or more targeted industry sector(s), utilizing the Partnership to identify existing and emergent workforce needs, and offer work-based-training opportunities to prepare Coloradans for work in-demand middle-skill, middle-wage occupations. Concurrently, this grant provides work-based training and support funding to prepare 290 Dislocated Colorado Workers identified as unlikely to return to their previous occupations to fill the jobs identified by the Sector Partnership as in-demand.

In PY15, the Sector Partnerships NDWG served 134 Dislocated Workers across the State of Colorado. In addition, this initiative has energized the development of a Statewide Sector Partnership Task Force, with representatives from Workforce Development, Business Services, Veterans Services and the Colorado Workforce Development Council to ensure

strategic alignment among all organizations performing Sectors work. The commitment of this Task Force to partnership and strategic alignment between organizations involved in Sectors work promises leaner, more targeted Sectors strategies in the future.

### **Impact Story:**

John came in for a 1:1 intake session and comprehensive assessment in March 2016. John came from a mechanical drafting background, over 20 years, had been unemployed for more than 6 months and was struggling financially to the point where he and his wife were thinking of selling their home. He came to Arapahoe/Douglas Works for assistance with Solidworks training. From the beginning, John took advantage of the general workshops, available labor market information and job search strategy tips. He revised his resume, attended interviewing workshops and completed his training request packet thoroughly. He was approved to attend Alignex Inc for Solidworks training, paid by the grant. Immediately, his resume was recognized by recruiters and online applications and he recently obtained a mechanical drafting position with RK mechanical making \$33 an hour! John is also on track to finish his training to successfully to become a Certified Solidworks Professional (CSWP)!

### **ROAD TO WORK PROGRAM**

The Road to Work program is a partnership between the Colorado Department of Corrections (CDOC) and the Colorado Department of Labor and Employment (CDLE). The purpose of this collaboration is to utilize the strengths of the Colorado Workforce system to provide employment opportunities and supportive services to assist parolees to obtain and retain gainful employment while reducing recidivism by assisting participants in a smooth reintegration into our communities.

Participating Local Areas in the first year of the pilot program included Pikes Peak Workforce Center, Arapahoe/Douglas WORKS! Workforce Center and State Disabled Veterans Outreach Program staff statewide. Participants were referred to the appropriate centers for intensive case management, support services, job placement and job retention.

During the first six months of the program (January-June 2016), the Road to Work program enrolled 61 individuals in the program, placing 46 parolees into jobs at an average starting wage of \$10.68. Eight participants were placed into vocational training to obtain occupational certifications in driving (CDL), asbestos removal and construction training. Supportive services were provided to assist in stabilizing their transition from incarceration to employment, including transportation assistance, shelter, work tools, interview and work clothing, soft skills training and a variety of workshops designed to help individuals obtain and retain employment.

Although barriers to employment are significant for the parolee population, the first year was successful in terms of cost savings to the taxpayer; the program cost taxpayers \$15,217

per placement and \$11,290 per participant, as opposed to the \$30,000 cost per inmate estimate from 2013. As best practices are identified and implemented, costs per participant and placement are expected to decline and savings to the taxpayer will continue to grow while more parolees successfully transition from incarceration to reintegration.

## **COLORADO HOSPITALITY CAREER SECONDARY EDUCATION GRANT PROGRAM**

**Opportunity:** Colorado's Hospitality Program is authorized by state legislation passed in 2014. The program focuses on expanding use of the ProStart® Program administered by the Colorado Restaurant Foundation (CRF), a nationally certified foodservice/hospitality education and mentoring program to develop its industry's future leaders. In 2015-16, CRF provided services to more than 750 students in 27 Colorado High Schools. Due to the grant CRF broadened services to include:

- Expansion of ProStart® Program into 3 additional Colorado High Schools
- Increased ProStart® teacher training, industry certifications,
- Expanded ProStart® student professional development and certification programs.
- Produced Hospitality Industry Career Awareness Marketing Campaign

[ProStart Invitational and Marketing Campaign](#)

**Impact:** Through grant funding, CRF staff has been able to better respond to the needs of all its program partners, and further school expansions. Programs that were threatened to fold due to lack of school funding or student interest were reinvigorated through extensive teacher training, grant funding, and strong student recruitment activities. To date 30 youth have received a ProStart® Certification of Achievement, scholarship awards, and the Colorado ProStart team placed 3rd in the 17<sup>th</sup> Annual ProStart® Invitational & Hospitality Cup Competition due in part to opportunities offered by the grant.

**Fact:** Colorado restaurants generate more than \$10 billion in sales and \$695 million in state and local taxes, while employing 264,200 workers in 10,800+ establishments!

## **INNOVATIVE INDUSTRIES INTERNSHIP (III) PROGRAM – HOUSE BILL 15-1230**

The Colorado Department of Labor and Employment (CDLE) received a state general fund grant to launch the Internship program on January 1, 2016. The program provides funding for up to 90 internships annually and is designed to incentivize businesses in innovative industries to build a talent pipeline and career pathways to align education, training, and work-based learning. The program model provides half of internship costs with a cap of \$5,000 per internship. The state provides incentives directly to businesses and links employers and interns to the local workforce areas for ongoing support when applicable.

The program was developed using Agile and Lean strategies and provides web-based applications, internship resources, program orientation, evaluations, and billing. Employers work directly with the state program coordinator and receive individual support when necessary. The state also contracts with six industry associations to assist with program development and outreach.

The program has been tremendously popular with Colorado employers. Program outcomes for the first six months (through June 30, 2016) are as follows:

- 162 interns were working in active internships throughout Colorado
- Seven interns had completed internships
- One hundred percent (100%) of internship spots for the 1<sup>st</sup> fiscal year were filled
- Participating interns were making a minimum of \$10.00/hr. and up to \$22.00/hr.
- The program received federal recognition from the US Department of Labor as an emerging best practice
- More than 200 outreach contacts were completed with universities, community colleges, technical schools, and adult education programs. Additionally, businesses received information about the program through trade shows, individual contacts, newsletters, and email announcements

#### **Impact Stories:**

Quote from participating business:

“I just wanted to provide you with some feedback on the two interns we have: Both of them are really tremendous! There has been positive feedback from both the Quality and HR teams about their initiative, work ethic and performance. Who says millennials aren’t motivated? They are incorrect. We couldn’t be more pleased! They appear to be very happy in their roles, as well. One intern has told me he would love to work here someday. So I just wanted to let you know that the intent of the program is really working well.”

Quote from a participating intern:

“I worked in a great office and I learned so many valuable concepts/ideas that were far beyond classroom content. After completing an engineering internship, I am sure that engineering is the right career path for myself.”

### **SKILLED WORKER OUTREACH, RECRUITMENT, AND KEY TRAINING ACT (WORK ACT)**

The purpose of this new state grant, effective July 1, 2015, is to increase awareness of, and enrollment in Colorado’s skilled worker training programs, and increase the skilled workforce in the state. The legislature understood that while there are a variety of training

programs available, they are not filled to capacity, and employers' needs for skilled workers were not being met. This three year grant affords \$10,000,000 for marketing and updating training to meet industry standards.

During PY15 grants were awarded to six Colorado training providers totaling \$2,132,583 for Cycle 1, ending June 1, 2017. The providers are community colleges, non-profits or trade associations in the Denver metro area and rural communities, and their target audiences include populations typically underrepresented in their industry, veterans, youth, dislocated workers, ex-offenders and residents of neighborhoods impacted by large infrastructure projects in Denver. Outreach and recruitment efforts include hiring outreach coordinators and career navigators, the development of video productions and new print and digital materials for recruitment events, and broadening and strengthening community partnerships and sector strategies. The awarded grantees propose to enroll 1,374 new trainees in Pre-Apprenticeship, Apprenticeship and certificate programs in key industries including Infrastructure Engineering, Advance Manufacturing, Transportation and Logistics and Energy and Natural Resources. Training completions are projected to be 627 by June 1, 2017.

June 30, 2016, reports for the first month of implementation indicate:

- photography of and for new audiences is under way
- an additional two class sessions have been scheduled (60 additional enrollees)
- 48 trainees enrolled
- meetings with local workforces centers have been held to identify good candidates for the training program
- participation in resource fair for laid-off employees
- presentation to manufacturing group – 10 employers present
- industry needs survey results indicate specialized training offered by the program as a priority

### **EMPLOYMENT SERVICES FOR VETERANS PILOT PROGRAM (HB 15-1030)**

This pilot project, authorized by state legislation, provides “follow-along services” for up to 20 Veterans who have graduated from the Discover Goodwill Diesel Technology Training Program and the ReHire Colorado Program, or Veterans with special barriers to employment. Services include job retention interventions, mediation services with employers, job mentoring, career advancement support, and family related support. Reportable outcomes include wage gains, length of employment, number of Veterans in new jobs, career advancement, training and event participation, number of contact hours provided to Veterans, and number of contact hours with Veteran’s

employer. The program was initiated in January 2016 and was renewed for another year beginning July 2016. The program's flexibility to offer supportive services is an asset to the Veterans participating. This has enabled 20 Veterans in the Pikes Peak area to receive extensive, one-on-one services from the vendor awarded the grant.

## **GOVERNOR'S SUMMER JOB HUNT (GSJH)**

The GSJH is a statewide program, operating since the mid-1980's, that assists Colorado's youth, ages 14-21, with career exploration, workforce readiness, and interest-based job search. During the 2015 calendar year, the GSJH served 36,315 youth, with a 55.98% employment rate. Numbers have been trending downwards for the past 3 years as the unemployment rate drops. But those youth that do seek the services of the program are increasingly successful in finding jobs, with the entered employment rate increasing from 48% to almost 56% in 2015.

- Over 18,000 youth received direct services and were provided with over 72,000 referrals to other programs and services in local communities.
- Statewide, over 10,000 youth participated directly in local job fairs, career events, and workshops.

## **Technical Assistance and Training**

The **Think Big Conference** was hosted in August of 2015 at the Village at Breckenridge. Over 250 attendees and presenters from the state and local workforce system, education and higher education systems, the Division of Vocational Rehabilitation, local youth councils, Adult Basic Education, and many other state and local organizations attended. The focus for the event continued to be related to implementation of the Workforce Innovation and Opportunity Act, with additional focus on career pathways and sector strategies, services and professional development related to special populations, apprenticeship, features of the education, community college, and higher education systems, and much more.

The GSJH coordinator hosted statewide monthly meetings where program updates, and national and local updates were shared.. The GSJH Coordinator also provided program workshops and WIOA related workshops to the Division of Vocational Rehabilitation, Adult Basic Education, School-to-Work Alliance Program, ASPIRE, Mile High United Way, and participated in the Denver Public Schools middle school career fair, as well as many local presentations at high schools and other youth programs. A webinar on Colorado Youth Labor Laws was provided in the summer of 2015, and a webinar on registered

apprenticeship was provided in December, and featured an expert from the US DOL regional office in Dallas.

### **Program Promotion and Events**

Colorado continued its successful partnership with 9News TV station by hosting Teen Jobline 9 youth employment call-in's during the late afternoon news. The annual Governor's Summer Job Hunt end of season appreciation ceremony was hosted again at the Governor's mansion to recognize youth and business for outstanding achievement. The GSJH program continues to have a very active facebook page, with frequent updates regarding the program, the local programs, and to help promote partner programs, hiring events, workshops, etc.

### **Local Impact**

Pikes Peak Workforce Center: Throughout the year, over 105 soft skill workshops and resource tables were offered at various regional libraries, YMCAs, community centers, schools, and the Pikes Peak Workforce Center itself. Youth Ambassadors were used again in 2015 to enhance leadership skills and development in participating WIOA and WIOA Youth. Employers participating in the GSJH reported that attendees were well dressed, polite, and well prepared to speak with employers regarding their employment search. Here are a few of their comments:

- "I really loved how polite and professional the candidates were."
- "Well orchestrated event, great caliber of youth, and fun."

### **COLORADO DISPLACED HOMEMAKER PROGRAM – KEYS SCHOLARSHIP**

The "Keep Envisioning Your Success (KEYS)" Scholarship is a partnership between Workforce Development Programs (WDP) and the Community College of Denver (CCD) to provide reemployment services to individuals who lost their primary source of income and must re-enter the labor market. The program provides financial support to participants and helps them develop self-confidence, achieve academic success, and overcome barriers to employment.

The Grant Coordinator at CCD strives to support students beyond education training and supportive services. In order to help students achieve the ultimate goal of economic self-sufficiency, she uses a long-term, holistic approach targeting their goals by having them create an Individualized Career Plan and Self-Sufficiency Plan. To facilitate that approach, the Grant Coordinator seeks to understand students both as individuals and as leaders of

their families. Students also learn a budgeting system for their current expenses and the future wages of their occupational career choice, and gain knowledge of the loan process while in college. They also learn how to overcome barriers that they face on a day-to-day basis by learning techniques to help navigate through their barriers and gain access to different resources within CCD and outside community agencies.

During PY15, \$143,791.96 was awarded through scholarships to 78 students. Twenty-five students completed their Certificate Program or Associate's Degree during this program year, with the remainder completing their course work goal for the school year. Programs of study focused on in-demand careers in the areas of health care, computer science, human services, business, law and legal, engineering technologies and education.

### **MIGRANT AND SEASONAL FARMWORKER PROGRAM (MSFW)**

Colorado is designated as a significant MSFW state, and administers a bilingual (English/Spanish) outreach program through workforce centers to ensure that equitable services are provided to all MSFW clientele, including job referrals, staff assisted services, referral to supportive services, career guidance, job development, job placement, placement in jobs paying \$0.50 above minimum wage, and placement in non-agricultural jobs for over 150 days. During PY15, Colorado met all of its compliance indicators. Of the 863 MSFWs registered for services in PY15:

- 68% were referred to a job
- 66.6% obtained employment
- 64% obtained employment 50 cents above minimum wage
- 69.5% were referred to career guidance
- 80% were referred to supportive services

MSFW coalitions of workforce and partner agencies sponsor yearly migrant appreciation events throughout the state. In PY 15, two events were held in Greeley and Manzanola. The Greeley area event was attended by approximately 450 MSFWs, and approximately 150 MSFWs attend the event in Manzanola. Nineteen different agencies provided information on services and educational materials to everyone who attended.

#### **Impact:**

Colorado has a history of collaboration between agencies that serve the MSFW population. During PY 15, the Colorado Department of Labor, Migrant Education, Migrant Health, Equal Employment Opportunity, Harvest America, Chamber of the Americas and other agencies are initiating plans to co-sponsor a Colorado Regional Farmworker Summit to be held in the

fall of 2017. This Summit's objective is to understand the current and potential relationship of farmworkers, migrants, immigrants and refugees in Colorado Region's agricultural economy. The scope includes identifying the populations; exploring and defining arrival, migration and settlement patterns of these residents; and determining Colorado's best practices in economic inclusion and integration of these talent pools for expansion and replication.

## **RAPID RESPONSE/LAYOFF ASSISTANCE SERVICES**

During PY15 the State/Local Rapid Response Layoff Transition team served 92 businesses with layoffs impacting 9,249 workers, and delivered 103 workshops and other events at which 2,089 dislocated workers attended. Businesses reported a 99% customer satisfaction with the Rapid Response services delivered. Dislocated workers were equally as satisfied and rated their satisfaction with the services delivered at 99%. This represents a 1% increase in satisfaction ratings overall compared to last year.

In addition, both the depth and breadth of services continued to expand through partnerships as the Rapid Response team continued to evolve its portfolio to a consultative approach providing tailored solutions to meet the specific and unique needs of customers.

Example:

- When several medical manufacturing device equipment manufacturers moved their manufacturing operations to Mexico, many of the impacted workers faced challenges such as limited English, lack of basic skills, limited work history beyond their current job, and lack of computer skills. The Rapid Response team worked with the TAA team, local workforce center and employer to design a menu of services including ESL, resume development workshops, Rapid Response services and UI workshops and a personal introduction to the TAA regional staff. Because of this new approach, employees acquired the language and basic skills they need to be successful, opportunities for new employment, and hope for what the future will bring.

### **Accomplishments:**

- The Rapid Response team continued to strengthen its partnerships with the Unemployment Insurance Division by more tightly coordinating UI and Rapid Response activities and holding monthly partnership and coordination meetings. The Rapid Response and UI teams are working to improve service delivery and reduce call center volume by bringing UI application assistance directly to the customer location as part of a pilot project.

- The Rapid Response team also worked for better integration of its disability employment services by partnering with the Vocational Rehabilitation services. DVR Business Outreach Specialists have begun to present at local rapid response events and continue to serve as a valued resource in serving our dislocated customers with disabilities.
- In addition, our Connect for Health Colorado partners added additional onsite broker services for separated employees to the Rapid Response portfolio of services.
- Currently the statewide Rapid Response Coordinator is cross training locally based Rapid Response Coordinators and TAA Counselors across the state to file online TAA applications. The Statewide Rapid Response Coordinator will be also presenting at a Statewide TAA conference in September of 2016 for TAA Coordinators across the State.
- To improve transparency and facilitate communications regarding WARNs, the Rapid Response team began publishing a real time online WARN summary reports for access by the local areas and the public at large. In the future, WARN letters will also be published online.
- During this program year, the State Rapid Response team solicited proposals for layoff aversion training and consulting services to facilitate the development and execution of a layoff aversion plan in the State of Colorado.

### **Impact Stories: Dislocated Worker Testimonial**

*“I came to the American Job Center (AJC) because I had opened an Unemployment Claim when I lost my job. I looked on my own for a while and then contacted the AJC to sign up for a resume workshop. After attending the class I went to the Career Center where staff explained the services available to me. Staff reviewed the resume I had created from the class. My resume was improved by adding skills, branding, and emphasizing my specific bilingual skills. We created the resume for a job interview that I had the next day. Staff reviewed interview questions to help me prepare. The resume I provided the employer was a good fit and the interview went well. I got a job working with school administrators, parents, and children as a Spanish speaking liaison at Jefferson County Schools. I now can share in the responsibility of my students’ success.”*

### **TRADE ADJUSTMENT ASSISTANCE (TAA)**

TAA provides enhanced reemployment benefits designed to help workers adversely affected by foreign trade obtain suitable employment. Benefits include occupational training, job search and relocation allowances, Reemployment Trade Adjustment Assistance

(RTAA), reemployment and case management services, and Trade Readjustment Allowance (TRA), extended unemployment insurance benefits. 221 Trade-impacted workers received reemployment and case management services in PY 2015, including 128 who received retraining services. TRA Weekly Benefits were paid to 77 participants, RTAA benefits were paid to 21 participants. The Colorado TAA Program met all three of its common measures:

- Entered Employment Rate = 75.00%
- Employment Retention Rate = 97.89%
- Average Six-Month Earnings per customer completing the program = \$20,431.34

On June 29, 2015, the President signed the Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015) into law. The Trade Program has successfully worked to interpret and implement the new law and train all of the TAA counselors in the local American Job Centers who provide case management services to our participants. We have also worked closely with Rapid Response, Finance and MIS to improve our data integrity results and create processes so that the improvement in our results will continue. The TAA Unit also now have a fully trained financial specialist, who has assisted with identifying inefficiencies and worked to create innovative approaches to improve the TAA billing and reimbursement processes.

#### **Impact Story: Vanessa A.**

Vanessa was laid off from TMobile after 7 years of employment. She was a customer service agent earning \$21.12 an hour. She only had a high school diploma and could not find a job even close to her previous salary. She has 3 kids and her husband worked two jobs. They were on food stamps and Medicaid. Vanessa was eligible for TAA and WIOA benefits. TAA paid for her tuition to attend school for an AAS degree in Respiratory Therapy, and provided gas cards to assist with the cost of transportation to and from school. After her UI benefits exhausted, she received TRA benefits to help sustain her financially while in school. Vanessa graduated in May 2015 (AAS degree) and received her Respiratory Therapy license in July 2015. In August 2015, she was hired as a Respiratory Therapist by a Denver hospital where she now earns \$21.70, which is more than she made at TMobile. She is no longer on food stamps and loves her new career.

#### **FEDERAL BONDING PROGRAM**

The Federal Bonding Program is a six-month fidelity bond for job seekers who are denied coverage by commercial carriers due to their at-risk background. The Federal Bonding program is a partnership between the US Department of Labor and the Union Insurance

Company and is administered by Workforce Development Programs. During PY15 five employers hired ex-offenders and issued \$25,000 in fidelity bonds.

**Impact Stories - Quotes from participating businesses:**

“Timberline Pool and Spa has been very pleased with our employee from the Federal Bonding Program. We feel Michael is an excellent individual, a hard worker and has kept us up to date on items that needed addressing very well. We would hire another individual, if the candidate met our needs.”

“Shaun has been a positive addition to our team. According to his manager, he is one of the hardest working technicians we have. He is punctual and reliable. He is a loyal employee willing to come in even on short notice. We have gotten permission from his parole officer to send him to training out of state. If we had another applicant similar to him we would definitely considering hiring them.”

**WORK OPPORTUNITY TAX CREDIT (WOTC)**

The WOTC program offers a federal income tax credit to employers for first time hires that fit into specific priority groups. WOTC was re-authorized this year and a new target group of Long Term Unemployment Recipient was instituted, making nine categories.

**PY15 Innovations and Accomplishments:**

- The WOTC Unit has enhanced its partnership with Department of Veteran’s Affairs regarding verification of crucial information in the veterans category. We were limited to 100 verifications a day. The Department of Veteran’s Affairs is now making this a priority in their everyday work.
- 8,542 Veterans were certified, resulting in a net tax savings of \$36,918,400.00 for their new employers
- Workforce Programs has a new contact with the Colorado Department of Corrections and have formed a partnership to verify offender information for certification in this category.
- Colorado employers who hired felons had a tax savings of \$1,737,600.00.

**FOREIGN LABOR CERTIFICATION (FLC)**

The FLC unit assists The U.S. Department of Labor in determining whether an employer’s request to bring in foreign workers on temporary non-immigrant visas is warranted due to a

lack of labor in the U.S. This entails the use of the H2A (agriculture) and H2B (non-agriculture) visas. The unit works in partnership with local workforce areas, which create and maintain the necessary job orders, as well as inspect the employer-provided housing required by the H2A program to ensure that it meets federal standards.

Colorado's FLC unit is recognized nationwide as a leading model in the implementation of the program. The coordinator presented at a national conference in September 2015 in a forum of best practices, which highlighted how the unit has gone paperless. In addition, with the change in law to the H2B program in April 2015, the unit found a unique way of uploading job orders to the FLC website. This enabled Colorado to remain in compliance with the new requirement that it received and share job postings from other states. Furthermore, many states, such as New Mexico, Utah, Wisconsin, North Dakota, and Wyoming, to name a few, contact the unit for advice on administering the program in their respective states.

**Outcomes:** Achievements also included

- 233 H2A job orders were processed in PY 2015
- 266 H2B job orders were processed
- 230 housing inspections were conducted

**Impact: Customer Comments**

- "It is rare in government that you can find someone who will answer your questions let alone take care of an issue."
- "The presentation was grounded in the issues that matter most to growers and addressed real-world situations."
- "Your state is awesome!" in dealing with H2A matters.

## **CERTIFIED WORKFORCE DEVELOPMENT PROFESSIONAL (CWDP) CREDENTIALING INITIATIVE**

Colorado has anticipated the WIOA requirement to offer comprehensive professional development opportunities by creating a staff training coordinator position and providing resources to pay for the CWDP credentialing initiative. Within the last two years, 60 WDP professionals have participated in earning their *CWDP*, with 20 staff completing their credential.

The CWDP credential is awarded by The National Association of Workforce Development Professionals (NAWDP) and:

- Is a nationally-recognized and portable credential
- Provides much deserved recognition of the staff role as a workforce professional

- Offers an independent evaluation of staff competencies

The CWDP evaluates professional knowledge in nine different competency areas:

- Business and economic development intelligence
- Career development principles
- Collaboration and problem solving
- Customer service methodology
- Diversity in workforce development
- Labor market information and intelligence
- Principles of communication
- Program implementation principles and strategies
- Workforce development structure, policies, and programs

### **CDLE KNOWLEDGE MANAGEMENT PORTAL, E-COLORADO**

Visit the portal at: <https://e-colorado.coworkforce.com>

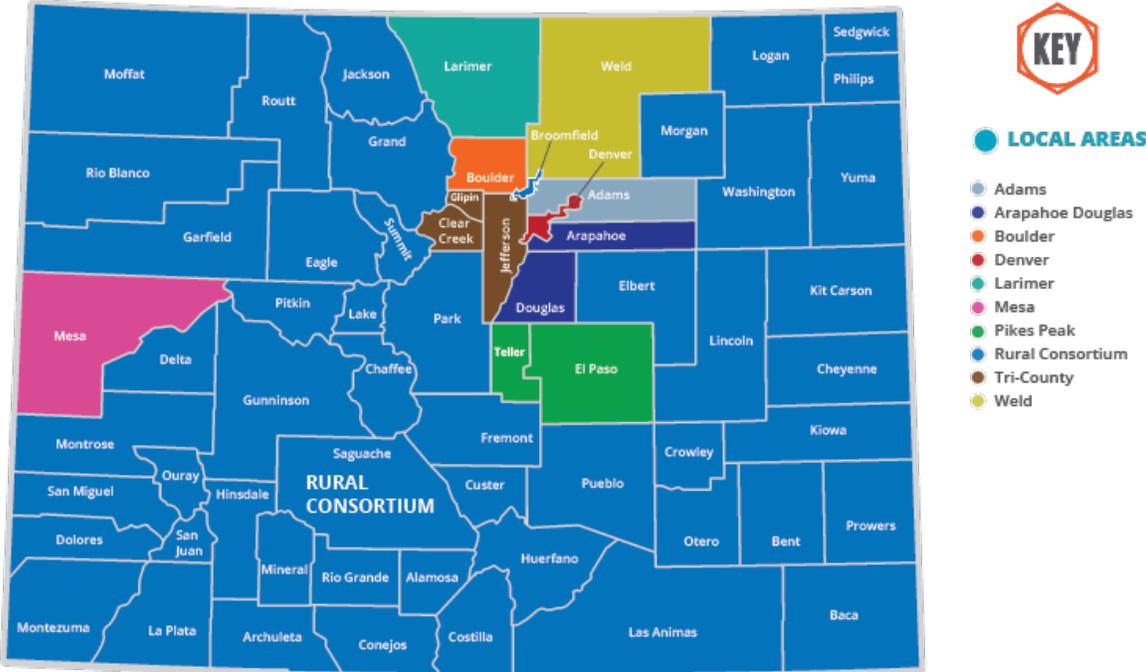
CDLE Knowledge Management Portal, e-Colorado:

The CDLE Knowledge Management Portal, e-Colorado, manages virtual resources through a single, comprehensive, electronic interface developed for workforce stakeholders and its partners, including businesses, workforce professionals, government, and others. In addition to access to documents, team rooms, and calendars, the portal now offers enhanced services and tools that include the Virtual Job Fair and online fillable “smart” forms, and houses the GoToWebinar on-line meeting capability utilized by CDLE and Colorado’s workforce centers to conduct webinars.

During PY15, the e-Colorado team worked with CDLE’s Public Relations Office to develop new templates for the home page, personal page, and team room templates, and with vendor Source 360 to develop the new look and team room features in the content management software Adobe Experience Manager (AEM) Sites. The new look and features of e-Colorado will be launched in the winter of 2016/2017.

# COLORADO'S WORKFORCE AREAS

## Colorado's Local Workforce Development Areas



MARCH 2016

## STATEWIDE COMMON MEASURES – PY15

	Standards	Results
<b>Adult Measures</b>		
Entered Employment Rate	67%	81.75%
Six Month Retention Rate	81%	87.77%
Six Month Average Earnings	\$14,200	\$18,886.86
<b>Dislocated Worker Measures</b>		
Entered Employment Rate	68%	83.91%
Six Month Retention Rate	84%	87.31%
Six Month Average Earnings	\$17,000	\$21,216.55
<b>Youth Measures</b>		
Degree/Certificate	62%	62.98%
Literacy/Numeracy	41%	37.85%
Education/Placement	60%	69.45%
<b>Wagner-Peyser Measures</b>		
Entered Employment Rate	48%	64.38%
Six Month Retention Rate	74%	80.30%
Six Month Average Earnings	\$14,250	\$16,625

## **ADAMS COUNTY WORKFORCE & BUSINESS CENTER [ [WWW.ADCOGOV.ORG/WBC](http://WWW.ADCOGOV.ORG/WBC) ]**

**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.

During PY15 enrollments increased in both the Adult & Dislocated Worker programs because of the partnerships developed and implemented with the Wagner-Peyser program working with Links to Reemployment and RESEA participants. Youth Succeed, in collaboration with the Training Coordinator, now has ongoing GED classes. These classes are open to any ACWBC customers needing assistance with their GED needs. The youth program has utilized this service and it is a great success. The participants attend classes at the ACWBC twice per week and the progress is easily monitored by the assigned case manager. Case managers are able to log into the Edmentum program to track progress. In addition, the participants can access it at home to work online. Several youth complete the assignments and study modules from home because they cannot attend the classes at the ACWBC. Out of the 15 youth participants attending the GED prep classes, 4 have passed all four GED tests and 7 have passed at least two of the four tests and working to pass the remaining tests.

In addition, prior to WIOA, the Youth Succeed Program served predominately in school youth. Adams County has successfully made the shift to serving and funding out of school youth. In PY15 the Youth Succeed Program had 138 new enrollments with 130 being out of school youth.

## **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 May 2016, the area's labor force numbered 519,248 and the unemployment rate that month was 3.2%, with 16,399 individuals jobless. In PY15, Arapahoe/Douglas Works! served 23,949 customers, and listed 108,429 openings for 2,305 employers. It held 211 hiring events attended by 4,120 job seekers and successfully placed 22,408 people in jobs who were still working six months later. In PY15, Arapahoe/Douglas Works! participated in three sector initiatives:

- Healthcare
- IT/Broadband
- Manufacturing

The Arapahoe/Douglas Works! Young Adult program completed a Human Centered Design and Prototyping course to retool and redevelop the overall service delivery provided to young adults within our local area. As a result of the work done, a new innovative service delivery approach to include new marketing and branding was developed and implemented to place Arapahoe/Douglas Works! Young Adult programming in the forefront of WIOA Nationally. Arapahoe/Douglas Works! was one of a select few of Workforce Development Areas chosen to present this work and results nationally at the White House.

## **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.

During PY 2015, WfBC accomplished a relocation of both Workforce Centers, which resulted in a collocation of the Department of Community Services (of which WfBC is a division), the Department of Housing and Human Service (HHS) and Boulder County Public Health. Additionally, WfBC successfully completed the implementation of a Community-Centric-Model, as the service delivery framework, as well as a redesign to programming and distribution of staff to create a community engagement model.

A key component of this work has been the development and effectuation of a Universal Application and Eligibility Matrix, which has resulted in: (a) the streamlined process for participants to apply for all workforce programs within a singular form; (b) a proactive method for responding to, and organizing potential clients into appropriate programs and services; (c) an internal shift with a greater focus on WfBC as a whole vs. specific programming that has enabled various programs to align processes and procedures regarding program placement; and (d) a higher standard of customer service guided through a human-centered model, where participants no longer need to fill out specialized applications to each program, and have access to their maximum potential in regards to services through co-enrollments.

## **DENVER OFFICE OF ECONOMIC DEVELOPMENT - WORKFORCE DEVELOPMENT**

**Vision:** Our economic strategy must be boldly ambitious, with innovative, forward-thinking policies that are intent upon delivering a world-class city where everyone matters. The Denver Workforce Development Board (WDB) will be the sought-after partnership model of business, workforce, community, educational, and civic leaders that empowers all job-seekers to learn and grow so they can contribute to and fulfill the needs of a vibrant business community.

Mission: 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. The Denver WDB convenes key workforce partners including business leaders, education partners, and the Mayor’s economic and workforce development team who plan and oversee the use of federal, state, and local funds to deliver talent development solutions to Denver area businesses so they can generate employment opportunities for all job seekers and provide Denver citizens with a thriving economy.

During PY15 Denver designed a service delivery model in which job-seekers, especially those most vulnerable populations with barriers to employment, find “no wrong door” within the workforce system to access the assistance and services they need. This important innovation is key to furthering the purposes of WIOA and improving the image of the workforce system. Under this model, Denver also looks to lead the state of Colorado with efforts to successfully “braid” funding to broaden its impact on job-seeker services. As an example, Denver has worked with the Colorado Department of Human Services to ensure that TANF funds are used to serve those who are TANF-eligible, as well as those who are already on the TANF caseload and receive basic cash assistance. Collaborations are also happening with Denver Public Schools and the Denver Public Library to expand access to workforce services.

### **LARIMER COUNTY WORKFORCE CENTER**

**Vision:** Progress begins when action moves us forward. Finding the best match between an employer and employee can be overwhelming and exciting. The role of the Workforce Center is to connect businesses and jobseekers and point them in the direction of success. Together, we take action for a successful future.

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

In Program Year 15, the Larimer County Workforce Center provided services to more than 12,000 jobseekers and 1,800 employers. Jobseeker services included job search workshops for over 1,900 individuals, over 9,800 resource center visits and training services for over 500 eligible youth and adults. Business services included listing over 15,000 job orders and assisting with 68 job fairs or hiring events.

The most important innovation developed or implemented by the Larimer County Workforce Center in PY15 has been the interface with Mathematica Policy Research in Washington, DC. In partnership, Mathematica has provided evidence-based technical assistance on executive

functioning theory, behavioral economics, coaching practices, rapid-cycle evaluations, and incorporating other strategies that support individuals with identifying and attaining goals. They have also been instrumental in bringing Larimer County into a national community of practice that offers cutting-edge, innovative approaches to serving low-income individuals. As a result of the partnership with Mathematica, the Workforce Center has embarked on three innovative explorations: (1) a random control trial testing behavioral economics strategies to increase the timely receipt of Monthly Contact Sheets (MCS) in the TANF world; (2) completing a road test of the Your Virtual Path to Success, an online goal achievement platform, that has been informed with executive functioning and adult learning principles in order to assist TANF customers identify, achieve, and document goal attainment; and (3) a pilot for WOOP (Wish, Outcome, Obstacle, and Plan) to enhance positive thinking and goal attainment strategies for TANF participants has been underway for several months.

### **MESA COUNTY WORKFORCE CENTER**

[ <http://mcwfc.us/>]

PY15 was the first year for Mesa County to be its own, independent local area. During the year a new internship/mentor program was launched, called Kickstart, and enrolled roughly 80 youth into the program and it continues to grow. Mesa County also launched the 4 Disciplines of Execution within the agency, which has created an in-depth focus on a Wildly Important Goal and has provided the steps to achieve it. Mesa County has seen goals accomplished across the majority of the teams at the Workforce Center, with the greatest success coming in the increase of OJT's/Internships this year compared to last year. In PY14 there were a total of 51; this year the goal was 120 and there were 147 OJT's/Internships completed.

Mesa County also created a brand new Workforce Center website to encompass all of the new WIOA changes as well make a more user friendly, aesthetically pleasing site for all the citizens of the county. Customer service flow has also been enhanced by revamping the resource room and having WIOA, ES and CO Works staff provide additional coverage. Resume, Job search and Job interview workshops were also combined into one comprehensive workshop called the Job Search Toolbox Workshop. This allows for job seekers to get all the information they need in one visit to the Workforce Center instead of having to come back multiple times.

### **PIKES PEAK WORKFORCE CENTER**

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

During PY15, each of Pikes Peak Workforce Center departments took the “Innovation” and “Opportunity” in WIOA to heart. The Youth Team and Military Relations Specialist utilized the Center for Work Ethic Development’s “Bring Your A Game to Work” job readiness workshop to help participants improve their ability to retain employment. The Adult Team implemented a paperless system. This efficient and effective system saves time by not having to scan multiple documents into Connecting Colorado. This process allows the job seeker to submit a fillable application from their smart phone or smart device and return the application to their case manager in a timely manner. Additionally, throughout PPWFC there are enhanced services for clients with disabilities. There currently are two Wheelchair Accessible Desks for the Education Lab and Career Center and two programs for customers with blindness, visual impairment or low vision; JAWS and MAGic. These are screen reader programs with magnification and customization features that enable clients to visit websites as well as create a resume, regardless of their level of visual impairment. Ergonomic keyboards have been added in the Career Center and Education Lab along with a Video Phone for any client to use. The Business Services team hosted industry specific hiring events such—as healthcare and advance manufacturing—and also increased the quality of candidates to hiring events and job fairs by source in connectingcolorado.com for job seekers who match skill sets employers specifically wanted.

### **TRI-COUNTY--AMERICAN JOB CENTER SERVING JEFFERSON, CLEAR CREEK, AND GILPIN COUNTIES**

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

**Vision:** Jefferson, Clear Creek and Gilpin businesses utilize the American Job Center as the premier source for qualified talent.

This past program year the American Job Center staff designed, developed and introduced the AJC Career Compass to assist staff serving job seekers. This web-based resource provides commonly used documents, links to websites, referral sources, industry profiles, occupational profiles and career pathway information. The compass is a local area tool that provides concise

information to staff on target occupations, industry trends, job openings, assessments and much more so they can provide consistent and informed career planning guidance to their customers. One member of the development team respectfully referred to the Compass as “A Roladex of Career Development Best Practices”. The timeline was: conceptualized July 2015, developed by cross-functional team July-October 2015, released in a beta test phase October 2015 to January 2016 and expanded in content and subscribers February to June of 2016.

### **EMPLOYMENT SERVICES OF WELD COUNTY** [[www.eswc.org](http://www.eswc.org)]

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

While Weld County has always had strong communication between units—especially with the advantage of CSBG, Employment First and TANF being co-located—management knew that under WIOA Weld would need to enhance the methods already in place. It was decided that each month case managers, business service reps and client service techs would meet to focus not only on OJT opportunities but sites for work experience and workfare. This increased communication from both the employer side and the job seeker side and provided the advantage of having additional staff pool resources and ideas to assist clients they typically would not serve in their case load. This collaboration has helped Weld County go from 2 OJTs in 2014 to 14 OJTs in 2015.

### **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 10 sub-areas comprised of 51 counties. The areas include: Broomfield, Eastern, Pueblo, Rural Resort, Northwest, South Central, Southeast, Southwest, Upper Arkansas, and Western. Broomfield is county-run, while the remaining sub-areas are state-run. Four of the nine state-run sub-areas have contractors that deliver Title I-B services. Outstanding outcomes from each sub-area are highlighted below.

### **BROOMFIELD SUB-AREA** [<http://www.ci.broomfield.co.us/index.aspx?NID=1426>]

The City and County of Broomfield is located at the heart of the high-tech growth in the Denver metropolitan area.

During PY15 the Broomfield Workforce Center moved into a new location with Health and Human Services. In order to be more collaborative, co-locators and partners have been invited to attend monthly team meetings to gain a better understanding of workforce programming and referral processes. These have included: Mental Health, Public Health, Family and Children's Services, Senior Services, and others, which has provided open communication and deeper understanding. Additionally, Business Services has coordinated an effort with the WIOA case managers, Front Range Community College and local businesses to create the Manufacturing Boost program. Through NEG funding and the input of local manufacturers such as Ball and Hunter Douglas, a two-week intensive program was created to certify participants in the necessary skills to obtain entry positions with area companies. Not only are the participants learning core principles such as LEAN manufacturing and schematics, they are given exclusive access to employers and their hiring practices.

### EASTERN SUB-AREA

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.

In July of 2015, the sub-area relocated the Fort Morgan office to a larger, and more cost effective, space. The new space has expanded the available youth resources, to include Goal Academy – an online high school program designed to promote drop out retrieval. With the WIOA change in focus from in-school to out-of-school, this further development of services has resulted in the sub-area successfully transitioning the primary scope of youth services. Youth foot traffic in the office has more than doubled in volume, and all students in the Goal program are required to be registered in Connecting Colorado.

The sub-area has also enhanced services for individuals with disabilities in partnership with the Social Security Administration. Eastern now offers a video kiosk with direct connection to the SSA office in Greeley. Through this terminal, the first in Colorado, community members can receive benefit counseling, make application for the full range of benefits, as well as hold appeal hearings without driving the additional 60 miles into Weld County. As a co-location site with the Division of Vocational Rehabilitation, this service is very convenient for those with disabilities.

### PUEBLO SUB-AREA

Pueblo County is a single-county workforce sub-area operated by State staff within the Rural Consortium. The 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.

The Pueblo Workforce sub-area has developed a Pueblo Talent Pipeline which identified high demand occupations and also developed a triage process to assist job seekers with their greatest need such as referrals to jobs: referrals to Employment Solution Seminars; referrals to Workforce Innovation Opportunity Act Career coaches for development of an Individualized employment and training plan; or referrals to additional partnering programs and services. The pipeline is working well with better success rates in recruiting and assisting customers. The Pueblo sub-area has worked with the WIOA-required partners to develop an asset map for distribution, and are in the process of combining many duplicative forms, and identifying ways to work closely together to better serve customers. Also, the collaborative had their first in a continuing series of combined training opportunities for all partners. The Pueblo Pipeline was covered to include why it was a good model for meeting the needs of both job seeking and business customers. The engaged agencies have bought into the pipeline concept and are supportive of the efforts to work closely together to identify ways to be innovative and create new opportunities.

#### RURAL RESORT/NORTHWEST SUB-AREAS

Mission: To foster business-focused workforce partnerships, effectively preparing workers in the sub-area 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 sub-area is a large rural geographic area with primary industries of energy, tourism and agriculture. During PY15 a new initiative was launched called Career Road Trips. This effort connected the business members of sector partnerships with youth from Snow Peaks High School. The students traveled to ten different employers and engaged in dialogue about the companies and the career pathways that are available within the various industries.

#### SOUTH CENTRAL SUB-AREA

The South Central Workforce Sub-Area 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.

The South Central Sub-Area has been engaged in Sectors work since the first Sectors Summit was held; however up until PY15 the Sub-Area has not been able to say that they launched a Sector Partnership. This year as a Sub-Area it is exciting to report that not only did one Sector Partnership launch but there were two Sector Partnerships that launched. On June 24, 2016 under the leadership and with assistance from Adams State University as the convener, the Value-Added Agriculture Partnership launched. On June 15, 2016 with assistance from the City of Alamosa, the Healthcare Partnership launched. Both of these partnerships have gained much momentum over the last year and it is exciting to see their progression. Currently Sub-Area staff are participating in subcommittees that will continue to ensure forward progress regarding sector work.

### SOUTHEAST SUB-AREA

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

During the course of PY15 the Southeast Sub Area was able to assist in the planning and creation of the Healthcare Sectors Launch. The Healthcare Sector Partnership was something that the Sub Area had been working on since the first Sectors Summit that was held. The Sub Area worked over the years to convene partners and hold meetings but due to turnover of some of the core members of the group things would lose momentum. Over this last year it seemed that those that were engaged in Healthcare Sectors Launch Committee really understood what was needed and were able to make those connections and get people invested in what was trying to be accomplished. The launch meeting that took place on February 10, 2016 went very well; there were a variety of healthcare professionals in attendance and all were very engaged and excited about the possibilities of what could happen if they worked collectively to solve some of the issues they were all identifying. Everyone in attendance at the launch meeting agreed that healthcare is a major driver of the Sub Area's economy; everyone was also well aware that healthcare is undergoing rapid changes, with greater emphasis than ever on innovation, prevention, coordination of care, integration, and bending the cost curve. There was discussion about how rural healthcare presents its own challenges from recruitment to healthcare dollars leaving the area. Everyone in attendance agreed that this partnership will be an opportunity to come together to address the shared challenges and opportunities that will ensure the Healthcare Sector continues to grow as well as thrive throughout the Sub Area. At the launch meeting Champions for the Healthcare Sector Partnership were introduced to all in attendance and individuals discussed what kinds of sub-

committees were needed to continue to move forward. Since the launch there have been subsequent meetings held and progress has been made.

### SOUTHWEST SUB-AREA

The Southwest Workforce Sub-Area strives to enhance employer growth and customer success in Archuleta, Dolores, La Plata, Montezuma, and San Juan counties, and the nine primary municipalities within the sub-area, as well as with the Southern Ute and Ute Mountain Ute Indian tribes. With the introduction of WIOA, more emphasis has been placed on partnerships. Cross agency and cross sub-area meetings have taken place to ensure each agency understands the services available at each of the various agencies within the area and to identify similar areas for collaboration. Renewed emphasis on local collaboration has enabled partners to reduce duplication of services and to provide soft-handoff referrals as well as coordination of employer contact. For example, when one agency contacts an employer, they market the other agencies' services during that visit, providing an employer a "menu" of opportunities, thus minimizing the employer being contacted by more than one agency.

WIOA's requirement to collaborate more with partners has enhanced existing partnerships. One new element arising from partner meetings is having a WIOA counselor attend Adult Education's orientations to share with Adult Education and GED students the services that are available at the workforce center. This has increased workforce center registrations, WIOA Adult and Youth program enrollment and has provided a continuum of service approach to our shared customers. Vocational Rehabilitation staff and WFC staff are working more closely to make sure there is no duplication in employer contact.

### UPPER ARKANSAS SUB-AREA

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

The Upper Arkansas Sub-Area now has two Sector Partnerships; the Upper Arkansas Tourism and Outdoor Recreation Sector Partnership and the Upper Arkansas Healthcare and Wellness Sector Partnership.

Additionally, the Upper Arkansas collaborative between WIOA required and recommended partners has yielded strong results. The collaborative developed a combined asset map for distribution and has looked at and will be combining many duplicative forms. Also, the collaborative had their first in a continuing series of combined training opportunities for all partners including area businesses. This training was delivered by the Division of Vocational Rehabilitation on working with disabled individuals. The Cañon City Workforce Center has

partnered with Vocational Rehabilitation by providing office space for their staff member. This will provide seamless one-stop workforce center services for shared customer populations who have a disability.

Finally, the Upper Arkansas Sub-Area has worked with 434 incarcerated individuals in all State and Federal prisons within the region by providing workforce center services, participating in mock interviews, and participating in agency panel presentations for pre-release inmates.

### WESTERN SUB-AREA

The Western sub-area is part of the Colorado Rural Workforce Consortium. The sub-area is located on Colorado's Western slope and covers over 9,500 square miles extending from the continental divide westward to Mesa County. The sub-area is comprised of Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties. The counties within the Western sub-area are designated as rural and have a combined population of 99,719.

Western Sub-Area is dedicated to delivering exceptional customer service to both employers and job-seeker customers. The region's economy varies from county to county depending on the economic diversity and key industry sectors within each county. Historically, the Western sub-area has had a strong industry sector presence in Health & Wellness, Agriculture, Advanced Manufacturing, Energy and Tourism and Outdoor Recreation. The Health and Wellness sector has the highest number of jobs and job growth since 2005 as is common across Colorado. The Health and Wellness sector in the region continues to experience significant job growth and severe labor shortages for specialized health care professionals. As the population across the sub-area continues to age, and with the influx of older individuals retiring to the region, the Western sub-area will continue to see an increased demand for health care and elder care services.

Regional and local collaboration between WIOA mandated partners improved greatly during the past year primarily due to WIOA legislation. The result of improved collaboration has been a better understanding of partnering agencies services, limitations and responsibilities which has enabled partners to provide coordinated employment and training services within the region. The Western sub-area focused strongly on re-establishing local partnerships to provide services to outlying communities including the west end of Montrose County, Ouray and Ridgway. Western Workforce Center staff have worked closely with community partners to improve program coordination and services to job seekers and employers including exploring technological links to provide access to workforce center services. Additionally the new coordination has improve service to clients who do not have to duplicate assessments, testing and employment planning as was the case in the past.

# 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 working with partners to implement a data warehouse that will enable a return on investment approach to our programs. In addition, we have initiated a partnership with the Colorado Department of Human Services to develop data sharing protocols that will support future evaluation efforts. Currently we can only look at average cost per participant as a guide to this combined with our results on the performance measures.

	<b>Adult Program</b>	<b>Youth Program</b>	<b>Dislocated Worker Program</b>
<b>Expenditures</b>	\$14,537,998	\$11,025,605	\$9,238,973
<b>Cost per client served</b>	\$3,483	\$3,226	\$3,707

## STATE EVALUATION ACTIVITIES

Data analysis has been conducted on specific statewide initiatives and is referenced earlier in this report in the following locations: JVSG on page 8; Business Services on page 15; and Rapid Response on page 24. Additionally, CDLE has evaluated each local area’s outcomes by utilizing the Common Measures of performance for adults, dislocated workers, and youth programs, as outlined in TEG 17-05, through PY15. Tools are provided allowing each local area 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 did not conduct any formal statewide evaluations during PY15, but has laid the groundwork for incorporating formal evaluation into each new grant that is received.

CDLE's comprehensive monitoring guide, recognized as a model by the US Department of Labor (USDOL), 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 areas. Quarterly, State Monitors from CDLE meet with the local areas 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**

During PY15 most WIA waivers either expired or were no longer applicable due to changes within the WIOA legislation. Only two waivers were in play during PY15:

- **Common Measures** – During PY15 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. This waiver will no longer apply beginning with PY16, when the WIOA performance indicators will be utilized.
- **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 were able to provide greater continuity of service for youth and enhance their case management process. Colorado will continue to implement this waiver during PY16 until local areas and boards complete the requirements of WIOA to determine the most qualified provider of each youth program element.

## **CUSTOMER SATISFACTION**

During PY15 local areas in Colorado conducted independent job seeker customer satisfaction surveys through the use of locally determined survey questions and methodologies. At the same time the state was working in conjunction with the Governor's Office to develop a statewide electronic survey containing five questions. CDLE issued a policy guidance letter in the summer of 2016 requiring the implementation of the electronic survey in all one-stop centers by no later than September 30, 2016. These surveys will be offered to all customers receiving staff –assisted services. The first comprehensive results will be available during the second quarter of PY16.

Through the Statewide Business Services Alignment initiative, local business services staff identified 11 core staff-assisted business services available to all business customers. Businesses receiving any of the core services are automatically emailed a customer satisfaction survey. The standardized questions asked on each survey result in metrics that provide staff with valuable information that can be utilized to address issues with their service provision, and create an open feedback loop that supports continuous improvement. A report of outcomes is available on demand, and works in conjunction with a business services report that shows the volume of activities happening with businesses and highlights the placement rate achieved by businesses in workforce-center supported efforts.

## **ASSURANCE**

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