Colorado Workforce Investment Act
Annual Report PY2013

Colorado Workforce Development Council

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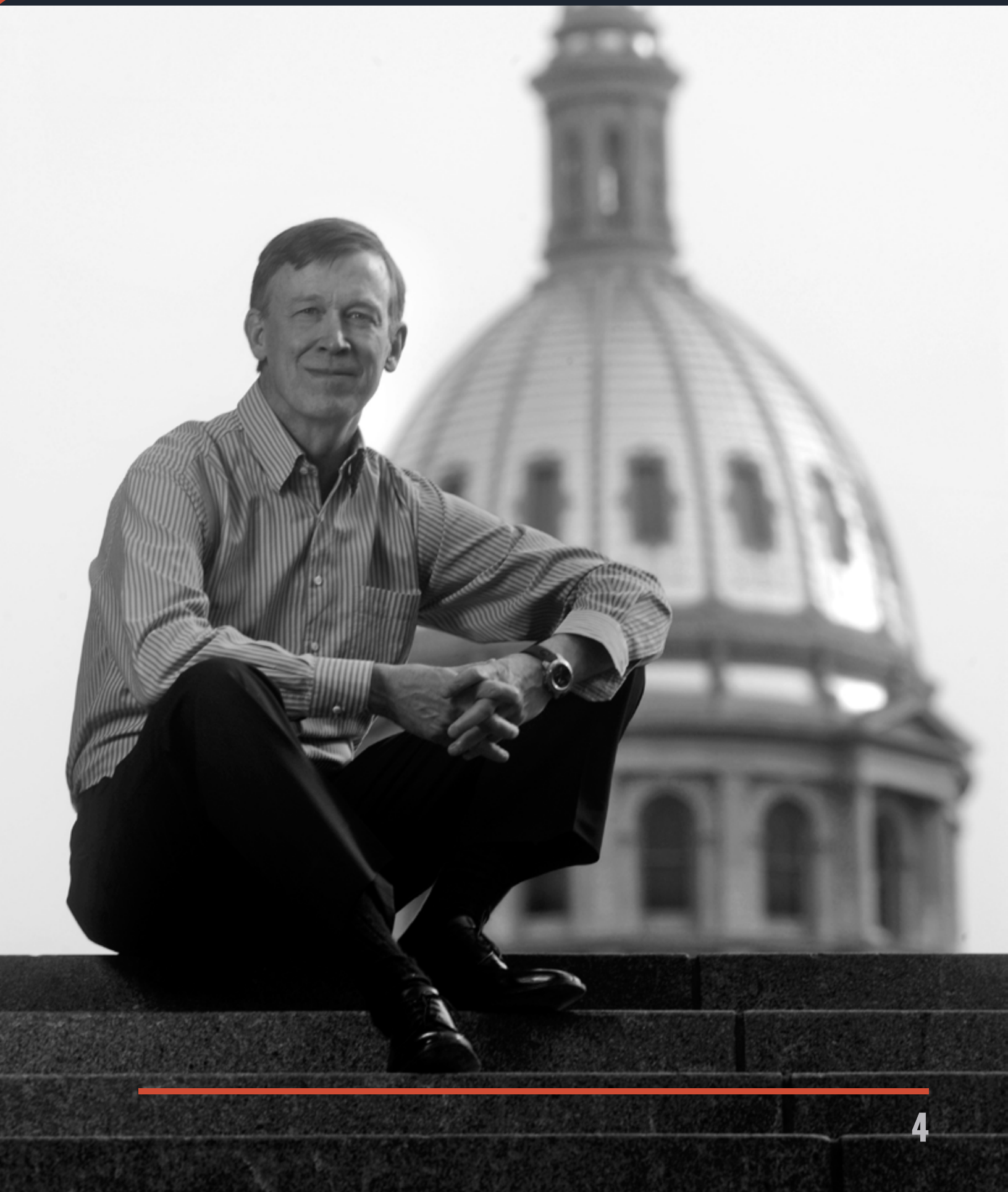
COLORADO
DEPARTMENT OF
LABOR AND EMPLOYMENT



Dear Stakeholders:

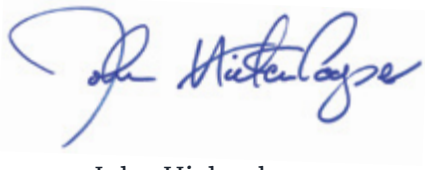
We are proud to present Colorado's 13th Annual Workforce Investment Act (WIA) Report. This report is a testament to the efficient, effective, and elegant services that Colorado's workforce system has provided to job seekers and businesses over the past year.

Across Colorado, the workforce system and partners in education, economic development, and business are busy implementing the , a bottom-up economic development strategy led by our Administration. We would like to highlight three initiatives critical to implementing Core Objective Five: "Educate and Train the Workforce of the Future" of the Blueprint: key industry networks, sector partnerships, and career pathways.

- *Key Industry Networks:* Fourteen key industries were identified as critical to Colorado's economy through the analysis of labor market data and the Colorado Blueprint. Each of the 14 key industries are developing and implementing statewide strategic business plans, including how to train and educate the workforce of the future to meet the needs of the industry.
- *Sector Partnerships:* In 2013 we launched the Next Generation of Sector Partnerships, based on lessons learned from 10 successful Sector Partnership pilots operating since 2009. As a result of the 2013 Sector Summit, Colorado has 37 new or expanding Sector Partnerships throughout Colorado.
- *Career Pathways:* One of five states to receive technical assistance from the US Department of Education, Colorado is developing a statewide full system integrated Career Pathway. The pilot is underway, focusing on healthcare in the metropolitan Denver area and building off of a successful sector partnership. Colorado also successfully passed legislation (HB 12-1165) for the build out of Manufacturing Career Pathways.

Each of these initiatives is providing innovative services to jobseekers and businesses while building a thriving Colorado economy where jobseekers have access to meaningful employment and businesses have access to the talent they need. Throughout the report, you will also learn about Colorado's innovative services models for serving youth, veterans, and all Coloradans. We are proud of the accomplishments of Colorado's Workforce System that have been made possible with Workforce Investment Act (WIA) formula and discretionary (state set-aside) funding.

Sincerely,



John Hickenlooper
Governor
State of Colorado

Ellen Golombek
Executive Director
Colorado Department of Labor & Employment

Dear Stakeholders:

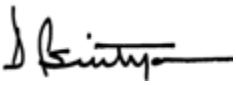
We are pleased to present you with the Program Year 2012 Annual Report on the Workforce Investment Act (WIA). The report illustrates innovative accomplishments across the workforce system and our partners across Colorado.

Every day, the Colorado Workforce Development Council (CWDC) works toward achieving our vision that "Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality." This report demonstrates how our vision is becoming a reality in Colorado. A few highlights that we are especially proud of this year:

- Local business services representatives from each region spent a week together applying lean principles to business service processes that resulted in a state action plan. This is a huge step towards business service standardization across Colorado's workforce regions.
- Received a technical assistance grant through the U.S. Department of Education to design and build out a career pathway model for Colorado.
- Commissioned and completed two pivotal reports documenting best practices in Colorado: 1) Adams County Education Consortium's Youth Career Expo; and 2) Scaling Up Work Experience Programs: Policy and Practice Choices for Colorado.
- Hosted the Sectors Summit: The Next Generation, bringing over 400 leaders from across the state together to launch the next generation of sector partnerships in Colorado.

None of these accomplishments would be possible without active support from our state and local partners. This report demonstrates the Colorado Workforce Development Council, Colorado's local workforce regions, and workforce investment boards in action throughout Program Year 2012. We are proud to share our accomplishments with you in this report.

Sincerely,



Dave Csintyan
Chair, CWDC

Stephanie Steffens
Director, CWDC

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Program Year 2012 was filled with great accomplishment in Colorado's workforce system. This year's annual report reflects the diverse accomplishments across the state that are resulting in Coloradan's entering employment, businesses connecting with the talent they need, and strengthening the Colorado economy. None of these accomplishments would be possible without close collaboration and coordination between the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), local Workforce Investment Boards and local Workforce Regions. 77.56% of the people served in Colorado's workforce system in PY 2012 entered employment. Throughout this report, you will learn about the innovative programs serving Coloradans statewide through CDLE's Workforce Development Programs and locally through the workforce regions. Together, statewide programs and local workforce regions are positively impacting the lives of our customers and contributing to the recovery of Colorado's economy.

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.

EMPLOYMENT AND TRAINING

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

WORKFORCE DEVELOPMENT PROGRAMS (WDP):

Vision: We keep Colorado working through business engagement and talent development.

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

COLORADO RURAL WORKFORCE CONSORTIUM (CRWC):

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

Mission: Our mission is to foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs today and tomorrow.

GOVERNMENT, POLICY AND PUBLIC RELATIONS

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

UNEMPLOYMENT INSURANCE (UI):

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

COLORADO WORKFORCE DEVELOPMENT COUNCIL (CWDC):

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

COLORADO WORKFORCE DEVELOPMENT COUNCIL (CWDC)

www.colorado.gov/cdle/cwdc >>

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

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 met the needs of businesses, students and job seekers.

COMPOSITION OF THE COUNCIL

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

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

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

CWDC IN ACTION

THE COLORADO BLUEPRINT >>

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

OVERVIEW OF KEY INDUSTRY INITIATIVE >>

14 Key Industries were identified as critical to Colorado's economy through analysis of labor market data and the development of the Governor's bottom-up statewide economic development plan, the **Colorado Blueprint >>** Each of the 14 Key Industries developed and implemented a strategic business plan focused on the needs of the industry statewide. The goal of the Key Industry Initiative is to align people, economic development organizations, communities, ideas and resources to focus on the strategies and tactics that create jobs in Colorado, align services to better serve Coloradans, attract new businesses, and increase competitiveness of Colorado's businesses. Each of the 14 Key Industry strategic plans covers six core objectives identified in the Colorado Blueprint:

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

Each Key Industry has a steering committee of executive-level leaders who identified the top priorities for the industry and a tactical team who developed an action plan.

For each industry, the Colorado Workforce Development Council convened the tactical team conversation focused on training and educating the workforce of the future (Core Objective 5). The tactical teams identified existing efforts and best practices, disseminated information, analyzed the workforce and education section of plans, and developed action plans for implementation.

Several common themes emerged across all 14 Key Industries:

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

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

In order to implement the common outcomes from the Key Industry Initiative, CWDC and partners in the Colorado Department of Labor and Employment (CDLE), Office of Economic Development and International Trade (OEDIT), Colorado Department of Higher Education (CDHE) and Colorado Department of Education (CDE) launched the next generation of sector partnerships and provided a framework for aligning sector partnerships and career pathways at the Sectors Summit: The Next Generation in January 2013.

Colorado's strategy for aligning and integrating sector strategies and career pathways provides a sustainable framework for continuing this important work into the future, despite shrinking discretionary funding (state set-aside). The Colorado Blueprint provides the policy framework for the implementation of the Key Industry Initiative's education and training action items through sector partnerships and career pathways. The remainder of this section will focus on Colorado's Sector Partnerships and Career Pathways.

SECTOR INITIATIVES >>

Program Year 2012 was a year of transition and growth for Colorado's sector initiatives. Sector partnerships have been an active strategy for connecting industry's needs with workforce and education providers in Colorado for over five years. Since 2009, CDLE and CWDC have provided technical assistance and over $3.7 million in funding to 11 industry-specific, regional partnerships piloting the sector approach to workforce and economic development. These partnerships have provided the skills in demand by business to over 1,100 people through grant-funded training, but more importantly, they have forged foundational partnerships that add value to their local businesses and regional economies. The pilot phase of the Sectors Initiative concluded in June 2013 as grants came to a close. Rutgers University completed an evaluation of Colorado's sector strategies during the pilot phase. Evaluations for each partnership, as well as the state as a whole, can be found **here >>**.

1,100

Over 1,100 people trained through 11 industry-specific, regional partnerships.

Building on the foundation laid by the pilot, CWDC launched the next generation of sector partnerships in Colorado in January 2013 at the Sectors Summit: The Next Generation. The Next Generation effort significantly ramps up the model by building off lessons learned to provide intensive technical assistance and training to regional stakeholders in over 30 new or expanding sector partnerships launched at the Sectors Summit. Other outcomes from the Summit include:

- Nearly 400 people of every Colorado Blueprint region attended, equally representing workforce development, education, economic development and industry.
- At least 30 regional sector partnerships were launched or expanded, with at least one in each Blueprint Region of Colorado.
- Critical partners in the development of the Summit included the Colorado Department of Labor & Employment (CDLE), the Office of Economic Development & International Trade (OEDIT), the Colorado Department of Higher Education (CDHE), and the National Governors Association's (NGA) Center for Best Practices.
- Since the Sectors Summit, partnerships have received continual coaching and mentoring, which have resulted in the following:
    - 5 sector partnerships have moved from exploring to emerging
    - 5 sector partnerships have launch meetings scheduled
    - 3 have had successful launch meetings
    - Nearly 70 people attended the Convener Trainings held in different areas of the state

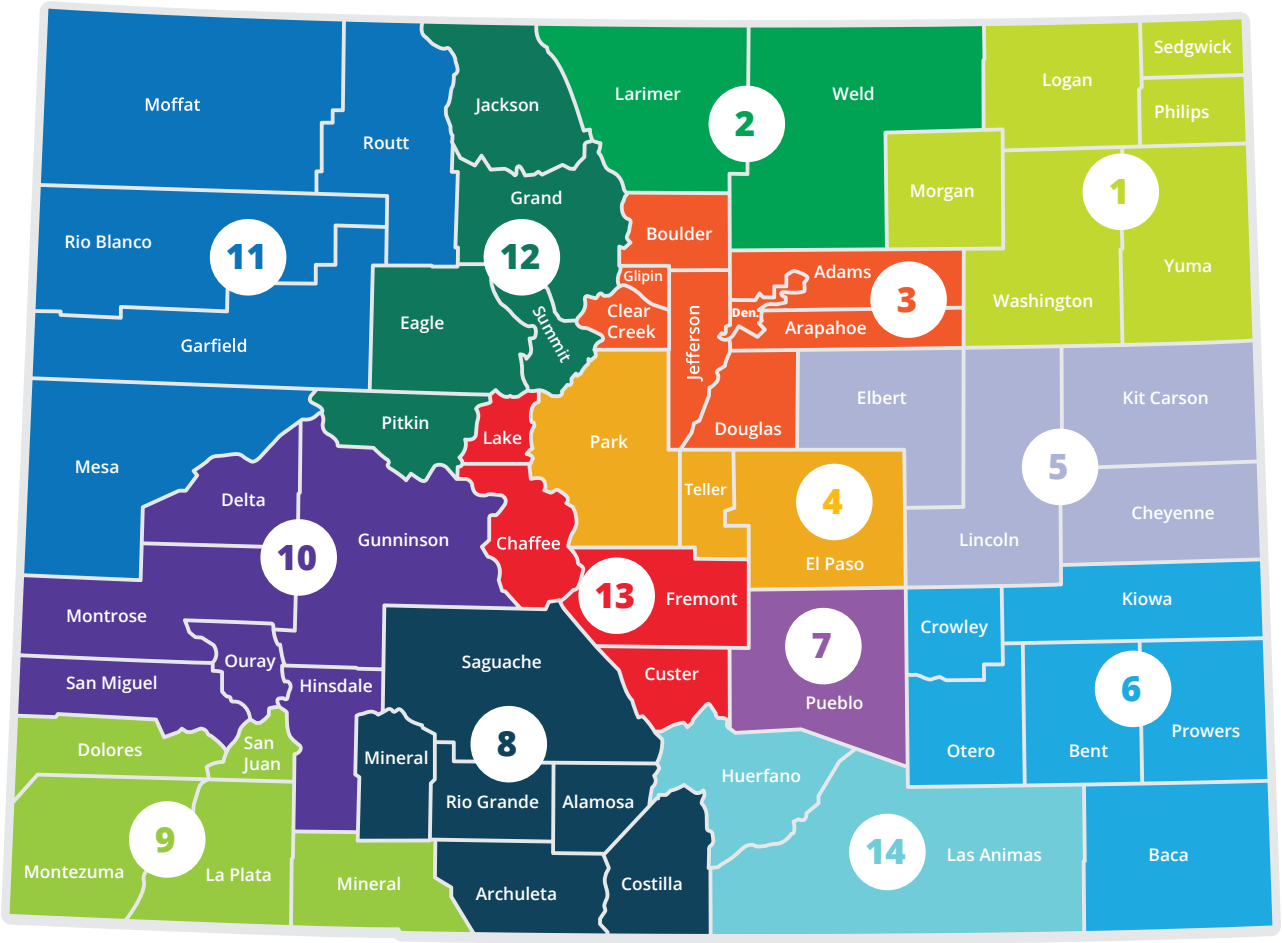
CWDC's Sector Strategy Steering Committee continues to guide Colorado's sector initiatives.

Impacting Coloradans: Sector partnerships in Colorado are producing results.

Small manufacturers in Northern Colorado reported **lower costs and reduced waste** as a result of training provided by the Sustainable Manufacturing Industry Alliance of Colorado.

An additional **$1.43 in earnings goes back into the community,** for every dollar invested by the Metro Denver Healthcare Partnership.

Colorado was cited as a **national model** for its state sector strategy framework in a report released by the National Governors Association (NGA): ***"Sector Strategies Coming of Age".***



Colorado's Sector Partnerships

1
Exploring/Expanding: Energy & Natural Resources
Exploring: Food & Agriculture
Exploring: Health & Wellness

2
Emerging: Advanced Manufacturing
Emerging: Energy & Natural Resources *(Oil & Gas)*
Exploring: Health & Wellness *(Long Term Care)*

3
Expanding: Health & Wellness
Emerging: Advanced Manufacturing
Exploring: Technology & Information
Exploring: Bioscience

4
Exploring: Advanced Manufacturing
Emerging: Hospitality

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

6
Exploring/Expanding: Health & Wellness
Expanding: Advanced Manufacturing
Expanding: Food & Agriculture

7
Expanding: Advanced Manufacturing

8
Exploring/Expanding: Food & Agriculture

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

10
Emerging: Health & Wellness
Exploring: Food & Agriculture
Exploring: Energy & Natural Resources
Exploring: Tourism & Outdoor Recreation

11
Exploring: Energy & Natural Resources
Exploring: Advanced Manufacturing *(Outdoor Apparel)*
Exploring: Health & Wellness

12
Exploring: Tourism & Outdoor Recreation
Emerging: Health & Wellness
Exploring: Creative Industries

13
Exploring: Health & Wellness
Exploring: Aerospace

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

STATE ENERGY SECTOR PARTNERSHIP (SESP)

Colorado's State Energy Sector Partnership (SESP) initiative has been recognized by the National Governors Association Center for Best Practices as a top performing American Recovery and Reinvestment Act grant. This three-year grant ending June 30, 2013 exceeded all grant performance measures, including the following accomplishments:

- 2,250 Coloradans received training for occupations in the renewable energy and energy efficiency industries.
- 400 businesses were assisted by training of their workers that allowed the companies to deliver new services or enter new markets.
- 76 new businesses opened following entrepreneurial training for the previously unemployed owners, creating 146 new jobs and raising over $3.1 million in capital investments.
- Over 30,000 Coloradans received information about energy efficiency, allowing them to make better choices and save on monthly energy bills.
- Colorado utility and smart grid industries were provided with new training programs to help them create a pipeline of trained workers.
- 4,000 people per year were made aware of career paths in renewable energy and energy efficiency through the GreenCareersCO.com website.

IMPACT STORY

IMPACTING COLORADANS: Krystal was a single, homeless mother of two children under age 5. As an ex-offender, Krystal had trouble finding work that paid enough to support her family. She learned about the SESP Asbestos Training program through another ex-offender who had been helped by SESP and attended an orientation meeting to learn about a career in Asbestos Remediation. Upon completion of training and passing a certification test, she earned her credential as an Asbestos Remediation Worker. On September 21, 2012, Krystal was hired by LVI and now has a good paying job with prospects for a long-term career. She has moved her family off the streets and into an apartment.

STRATEGIES TO ADVANCE COLORADO'S HIGHLY SKILLED WORKFORCE: H-1B TECHNICAL SKILLS TRAINING GRANT >>

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

The grant has already exceeded its performance target for the number of people served in the first 20 months of the four-year grant. A total of 1,479 participants have been served through June 30, 2013, 185% of the 797 participant target. 1,278 participants have completed education/job training activities and have received over 1,500 industry-recognized credentials. To date, long-term unemployed participants have entered employment at an average annual wage of $76,531. The grant has identified $1.75 million in matching funds from private industry, primarily through salaries paid to employees while they participate in grant-funded training.

IMPACT STORY

IMPACTING COLORADANS: In 2012, Jan was identified as long-term unemployed with experience in information technology with a specific expertise in internet security. With the assistance of the H-1B Technical Skills Training Grant, she enrolled in a firewall class at Front Range Community College in Fort Collins. As of April 2013, Jan was employed with Ball Aerospace at an annual salary of $87,000 with support from the company for pursuing her PhD in computer science.

CAREER PATHWAYS

In PY 2012 the Colorado Workforce Development Council convened critical partners for the creation of a comprehensive Colorado Career Pathways model for regional and state systems. Colorado sector partnerships provide the industry engagement necessary for the development of critical career pathways in Colorado. Ultimately, Colorado's goal is to develop a career mapping tool that can be utilized to help identify the careers available in Colorado's Key Industries, and the skills needed to succeed in them. The group has achieved many accomplishments over the past year:

- One of five states chosen by the U.S. Department of Education's Office of Vocational and Adult Education to participate in "Advancing Career and Technical Education (CTE) in State and Local Career Pathways Systems".
- The CWDC and the Colorado Community College System's Career & Technical Education office are co-leading the effort.
- Launched a healthcare project that is being led by an already successful healthcare sector partnership, demonstrating the value of building on existing infrastructure and reducing duplication of effort.
- Providing an effective mechanism for implementing new Career Pathways legislation for a Manufacturing Career Pathway.
- Compiled performance metrics that can be used to measure system success with the intent to create a dashboard and agree on common metrics.

COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT'S WORKFORCE DEVELOPMENT PROGRAMS

www.colorado.gov/cdle/workforce >>

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

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

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

This section describes statewide programs that leverage WIA for success:

BUSINESS SERVICES

Colorado's workforce centers, in partnership with the Colorado Department of Labor and Employment (CDLE), are in the business of recruiting, training, connecting and retaining talent at every level, in every industry sector, and for every business, large or small. Colorado offers business development services that reduce hiring costs and time, and increase overall business productivity. Our teams of business development representatives build upon years of focused experience to assist businesses in accessing well qualified, career-minded talent.

PY12 marked the 2nd Annual Statewide Business Development Summit offered in conjunction with the Rocky Mountain Workforce Development Association's bi-annual conference. The summit focused on providing competency based training for over 64 business development representatives from across the state. Many of the attendees earned a certificate of competency, a first step in establishing a baseline for future stackable certification programs that are under development.

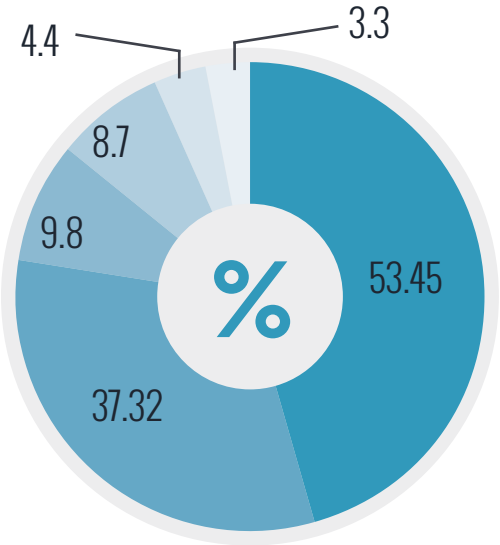
During PY12, business services collaborations focused on meeting the business community's needs in a previously unprecedented approach. With the support of CWDC, CDLE, and local regional directors, a week-long event took place during May 2013. This event applied the principles of LEAN to state business services processes to eliminate waste in transactional business processes. Most notable was the identification of performance-based metrics that shifted the tracking of services to a customer satisfaction and metrics-based approach. This in turn set the stage for the development of the PY13 Business Services Action Plan and helped

close out the PY12 plan with numerous procedural improvements available for review **here >>**. In PY 2012, Colorado's businesses posted 156,152 jobs in the state job bank (Connecting Colorado) and over 7,300 employers were contacted by our business development representatives. They received a variety of services, including customized hiring events, applicant screening, interviewing assistance and skills testing. With expansion of access to the U.S. Jobs national jobs database to all regions of the state, the total number of job openings received for PY12 exceeded the 1 million mark and the number of businesses engaged in the workforce system jumped to over 20,000.

COLORADO DISPLACED HOMEMAKER PROGRAM >>

The Colorado Displaced Homemaker Program is a partnership between CDLE and the Community College of Denver that provides reemployment services to individuals who have lost their primary source of income and must re-enter the labor market. The project offers customized workshops that provide individuals with the skills and resources for effective financial planning, career development and planning, mentoring, and family resources. In addition, scholarship awards cover tuition and fees to assist displaced homemakers with training for in-demand occupations and job placement services to become self-sufficient.

In 2012, the program expanded to Front Range Community College and Community College of Aurora with funding provided by CDLE. As of June 30, 2013, 107 eligible students received scholarship awards, 7students received certificates, 18 students received associate degrees, and 65 students met and completed course goals and are expected to finish the program during PY13. PY12 enrollments were 107% of the overall goal. Programs of study focused on the major industries of health care, business, legal, and education.



COLORADO DISPLACED HOMEMAKER PROJECT % ENROLLMENTS BY INDUSTRY JUNE 30, 2013

- Healthcare
- Education
- Business
- Science
- Legal
- IT

COLORADO EARN-TO-LEARN PROJECT: ON-THE-JOB TRAINING NATIONAL EMERGENCY GRANT (OJT-NEG)

The Colorado On-the-Job Training National Emergency (OJT-NEG) supplemental grant is designed to provide training opportunities to dislocated workers who have experienced prolonged unemployment in seven Colorado regions. Colorado received this grant award as a result of its success with the initial Colorado Earn-to-Learn OJT initiative.

As part of a key strategy for successful grant outcomes, local regions have worked to increase job opportunities in high demand occupations with an approach that improves the quality and delivery of services to the customer. The top three industries of placement are construction, business, and information technology. Since completion of the first year of the grant, regions have achieved a 35% increase in enrollments. This has resulted in 50% of the total grant placement goal achieved at just over the halfway mark of the grant. Three of the participating regions have already exceeded 100% of their total placement goals.

COLORADO ENHANCED APPROVED TRAINING PROGRAM (CEATP)

CDLE's Workforce Development Programs and Unemployment Insurance Division coordinate the statewide CEATP for those unemployment insurance claimants who participate in training programs that will increase their ability to compete for in-demand occupations. This program provides an additional 50% in unemployment insurance (UI) benefits to claimants on initial claims for up to 20 weeks and is offered through the statewide network of workforce centers.

Since program inception, approximately $13 million has been paid out to almost 4,800 UI claimants who participated and were in training for in-demand occupations. 69% of participants have entered employment since the beginning of the program and 75% have retained employment. The average earnings for six months was reported as $19,941 for all claimants who received CEATP benefits.

EXTENDED UNEMPLOYMENT COMPENSATION (EUC) WORKFORCE REEMPLOYMENT SERVICES INITIATIVE >>

The EUC Workforce Reemployment Services Initiative provides intensive reemployment services to claimants who have transitioned to EUC Tier 1 or Tier 2 benefits. The program is designed to speed the claimants' return to work and is offered by the statewide network of workforce centers. The program has provided information on EUC reemployment services and requirements to almost 73,100 claimants, of which 48,317 (or 66%) have completed all EUC requirements. The length of time a EUC claimant keeps a claim open has dropped 10% since the inception of this program and the entered employment rate for participants is 53.5%, a higher rate than for the general workforce center job seeker population.

GOVERNOR'S SUMMER JOB HUNT

The Governor's Summer Job Hunt (GSJH) is a statewide program that assists Colorado's youth, ages 14-21, in career exploration and interest-based job search. Local workforce regions allocate staff specifically for this program, which runs from February through September. Youth and employers are matched through our state **job matching site >>**. During 2012, the program served 35,326 youth, with a 44.22% employment rate. Many of the local workforce regions are providing more career exploration activities for youth that cannot find employment as a result of the slow recovery of the economy.

The Governor's Summer Job Hunt in Action

- Broomfield utilized youth from the school district's Future Business Leaders of America program to help plan and staff their youth job fair and to advise their programming.
- Southwest Colorado extensively offered The A Game program to their youth, including 60 Ute Mountain tribal youth.
- Larimer County and Adams County offered entrepreneurship opportunities and competitions for youth, with financial awards contributed by community partners.
- Arapahoe/Douglas Works! utilized the school spring break season to offer a Bring Jobs to Youth Race and highly successful career discovery weeks.
- Boulder incorporated a youth ambassador to advise on youth programming and to offer assistance with outreach to in-school youth. They also utilized Facebook for outreach.
- The state hosted two sessions on federal and state labor laws, as well as OSHA safety training sessions for youth program staff, partners, and employers. This latter session was offered via webinar, allowing youth program staff statewide to participate.
- The GSJH program hosted two appreciation ceremonies, one in Denver and one in Grand Junction, to recognize youth and employers who stood out during the summer. 9News provided support by emceeing the event, and hosting the annual Teen Jobline 9 in May to promote the workforce system and encourage youth and parents to visit the workforce centers.

IMPACT STORY

IMPACTING COLORADANS: A young adult in Boulder was looking for a hostess or waitressing opportunity. She was turned down due to her age, as most restaurants were looking for workers over 18. The GSJH representative in Boulder and the customer worked to refine her resume, and talked strategy regarding out-of-the box thinking to enhance her job search. She went home and studied up on organic foods and local farm-to-table services (all of which were integral in this restaurant). She stopped into the restaurant to speak with a manager, wowed the hiring manager with her knowledge of organic food/farming, and they hired her as a hostess. After receiving a thank you card from her, staff at Workforce Boulder County realized how their networking and job search resources had helped this customer succeed. She was a great example how our system can truly service the youth of our community.

MIGRANT AND SEASONAL FARM WORKER PROGRAM >>

The Colorado Department of Labor & Employment administers a bilingual (English/Spanish) outreach program to our predominantly Spanish speaking clientele, as Colorado is designated as a significant Migrant and Seasonal Farm Worker (MSFW) state. Federal requirements dictate that equitable services are provided to all MSFW clientele with regard to job referrals, training opportunities, supportive services, and other key reemployment services.

Colorado's migrant coalitions sponsored two successful migrant appreciation events where 12 cooperating agencies provided information and educational materials to the 500 MSFWs participating in Greeley and 200 in Manzanola. In PY 2012, 59% of the MSFWs served received a job referral, 28% were placed in a job $0.50 above minimum wage, 87% were provided with staff assisted services, 68% received supportive service referrals, and 53% received career guidance.

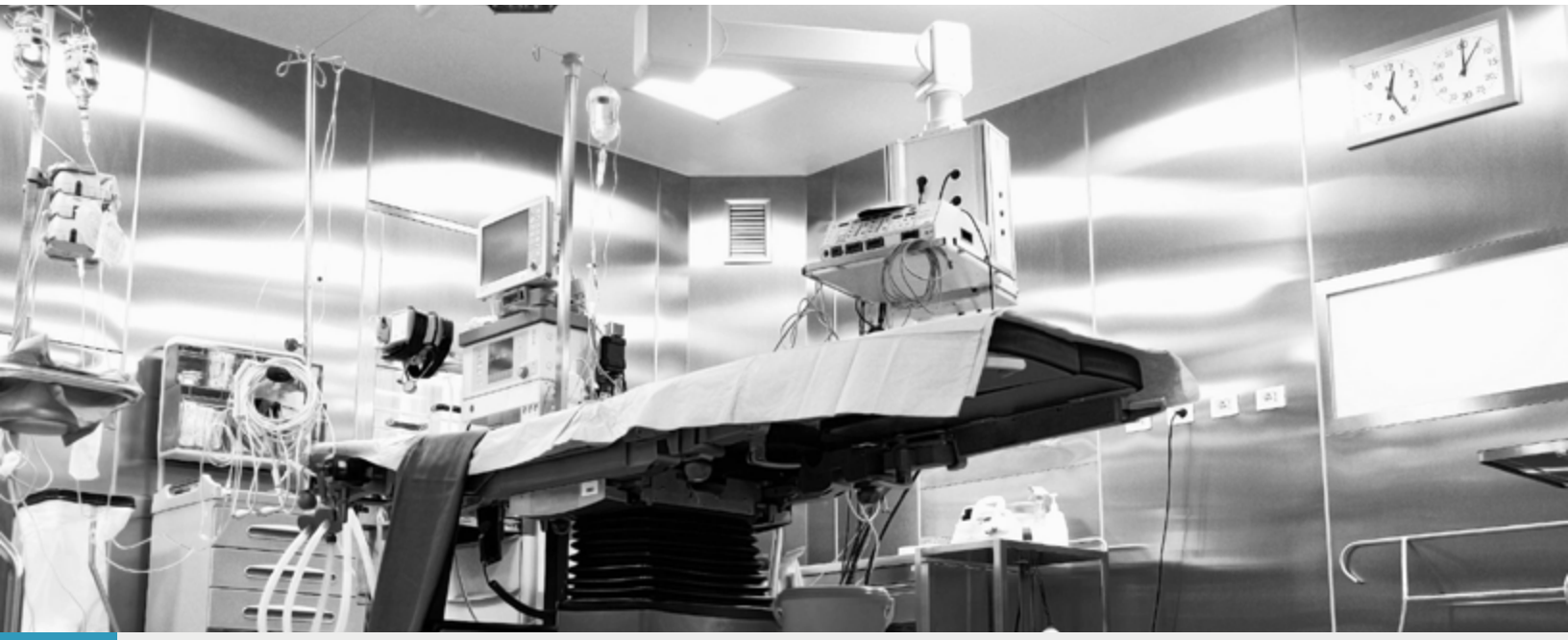
RAPID RESPONSE/LAYOFF ASSISTANCE SERVICES >>

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

As part of the Rapid Response program, Colorado reaches out to an extensive network of partners including chambers of commerce, temporary employment agencies, outplacement firms, and other community-based service agencies to provide enhanced services to Colorado's businesses and families who are in transition. During PY12, the Rapid Response team assisted 136 companies that reported mass layoffs affecting 11,830 individuals, and delivered 86 transition workshops with 1,272 attendees, while achieving a 95% customer satisfaction rating.

TRADE ADJUSTMENT ASSISTANCE (TAA) PROGRAM >>

TAA provides enhanced reemployment benefits designed to return workers adversely affected by foreign trade to suitable employment. Benefits include occupational training, job search, and relocation allowances, plus Reemployment Trade Adjustment Assistance (RTAA), health coverage tax credit, reemployment case management services, and Trade Readjustment Allowance (TRA), which is extended unemployment insurance benefits. Reemployment and case management services were provided to 854 trade-affected workers in PY 2012. Nearly 400 received retraining services. TRA Weekly Benefits were paid to 216 participants, while 59 participants received RTAA benefits. Colorado has the second highest average earnings nationally among states that trained more than 500 workers at $24,357.52/six months.



IMPACT STORY

IMPACTING COLORADANS: Richard successfully completed his Surgical Technology program in September 2012 and started working as a Surgical Technician in October 2012 at one of his internship sites. Richard has assisted in the surgery room for a variety of surgeries, including brain surgeries, and loves every minute of it! Richard expressed that the Surgical Technology program was a great fit for him, and he was so grateful for the opportunity to get into a new field. Richard got married during his TAA-approved training, recently took his wife on a honeymoon to Hawaii, and is now expecting a child. This career change has given Richard an opportunity to support his family in a way that his manufacturing job never could have offered him.

TRADE ADJUSTMENT ASSISTANCE - COLORADO ONLINE ENERGY TRAINING CONSORTIUM (TAA-COETC) GRANT

The TAA-COETC grant, in partnership with Colorado community colleges, serves TAA workers, as well as other unemployed or underemployed individuals. Clients are assessed and referred to regional community colleges for courses resulting in workforce readiness credentials, certificates, and degrees. Planned project outcomes include enhanced training capacity for employment in the energy sector and strengthened relationships between community colleges and the workforce development system. The TAA-COETC project completed its first year as of June 30, 2013. In the first year, the partnership between the Sterling Workforce Center and Northeast Junior College evolved from their Wind Technology Sector Partnership. As part of the TAA-COETC grant, Sterling Workforce Center staff interacted with Wind Technology faculty to assess second year students and provide training for resume writing and interviewing skills. Outcomes of these efforts included 12 Wind Technology students being assisted by Sterling Workforce Center staff to find internships and 14 students being helped to locate jobs.

VETERANS EMPLOYMENT AND TRAINING PROGRAMS >>

Veteran Employment and Training Programs staff 41 Veteran Employment Representatives throughout the state who provide intensive services to veterans who have employment barriers and who are economically and/or educationally disadvantaged. This staff also works closely with community resources and businesses to obtain gainful employment for the many military service members who are transitioning from active duty into the civilian workforce. For PY 2012, 5040 veterans received staff assisted services from the Veteran Employment staff. Of those, 46.87% entered employment, and 69.69% who entered employment retained employment with an average wage of $17.24/hour.

The Veterans program continues to provide Colorado with nationally recognized innovative services. Colorado was awarded substantial funding to develop and pilot an American Job Center (AJC) training curriculum that focuses on the knowledge and skills needed to successfully transition veterans into the workforce. As a result, the curriculum is being adopted by the National Veterans Training Institute to provide training to veteran staff from across the country. Additionally, the Colorado State American Legion selected the Pikes Peak Workforce Center (PPWFC) as the Colorado American Job Center (AJC) of the year.

IMPACT STORY

IMPACTING COLORADANS: "Kyle" is a 70% disabled Army veteran with a degree in nursing, who served as an Army OB/GYN Clinical Nurse Specialist from July 1985-July 1989 at Womack Army Hospital, in Ft. Bragg, NC, and as a reservist from 1989-1991. After exiting the military, Kyle became a licensed acupuncturist and opened her own business. The downturn in the economy devastated the business and brought Kyle to one of our Veteran Employment Representatives. After receiving intensive job search assistance, Kyle was offered a position at the Wyoming Veteran Administration Hospital starting at $78,000/year.

VIRTUAL JOB FAIR >>

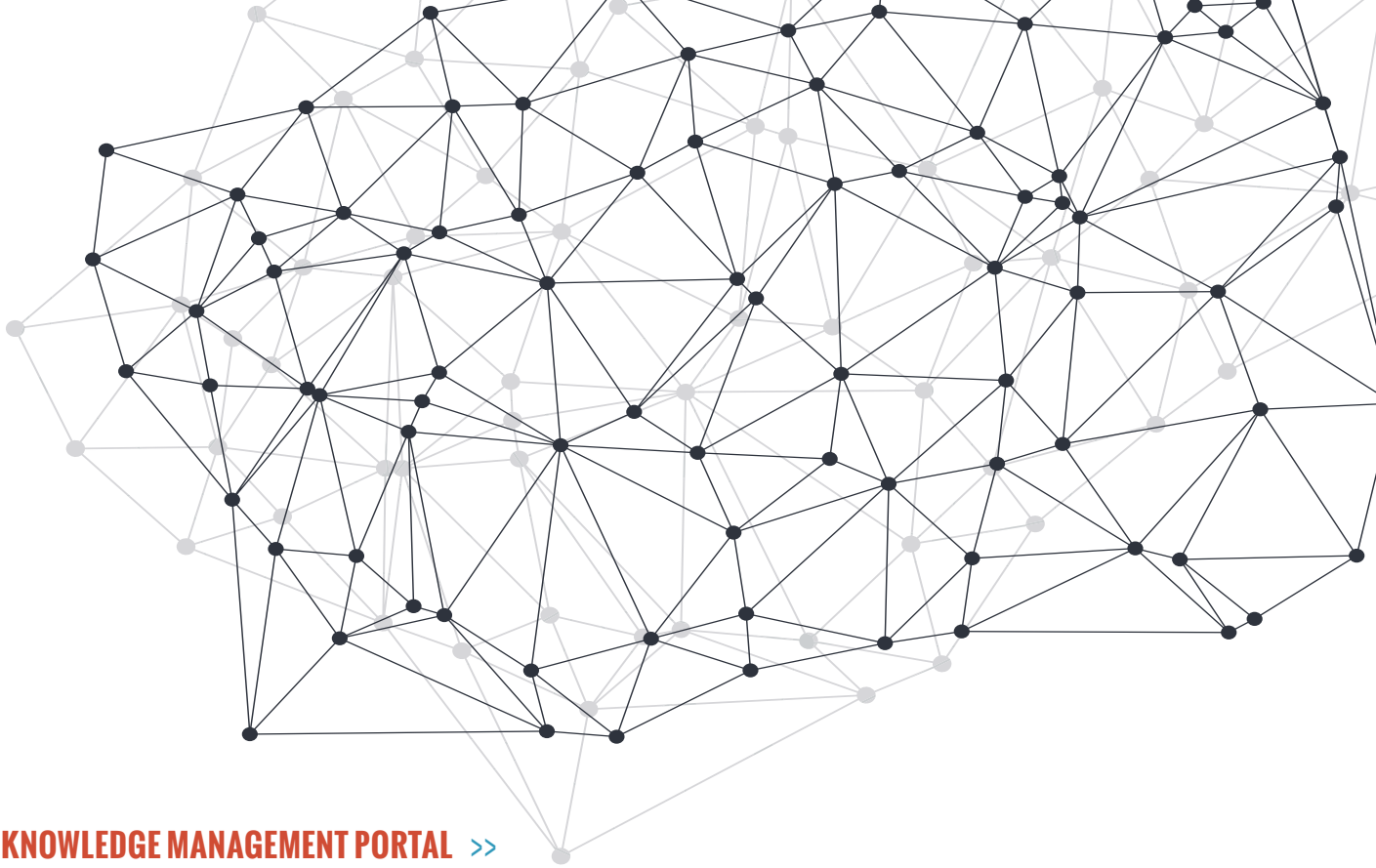
In PY 2012, 33 Virtual Job Fairs were held throughout the state, engaging over 25,649 job seekers, 2,828 veteran job seekers, and 257 employers. Virtual Job Fairs reduce costs of job fairs and related services, and increase access to workforce services for job seekers and businesses statewide, especially in the rural areas of the state. In addition to replacing traditional bricks and mortar job fairs, the Virtual Job Fair has been used for:

- Hiring events for out-of-state employers coming to Colorado
- Youth career fairs and informational sessions
- Veteran-only job fairs and informational sessions
- Hiring events for the National Guard in Colorado
- Online interviewing through Adobe Connect meeting software
- Hiring events for National Guard troops returning from Afghanistan
- Industry specific hiring events

To view sample virtual job fairs, you can click on the following hyperlinks:

Youth Virtual Job Fair >>

Industry Virtual Job Fair >>



KNOWLEDGE MANAGEMENT PORTAL >>

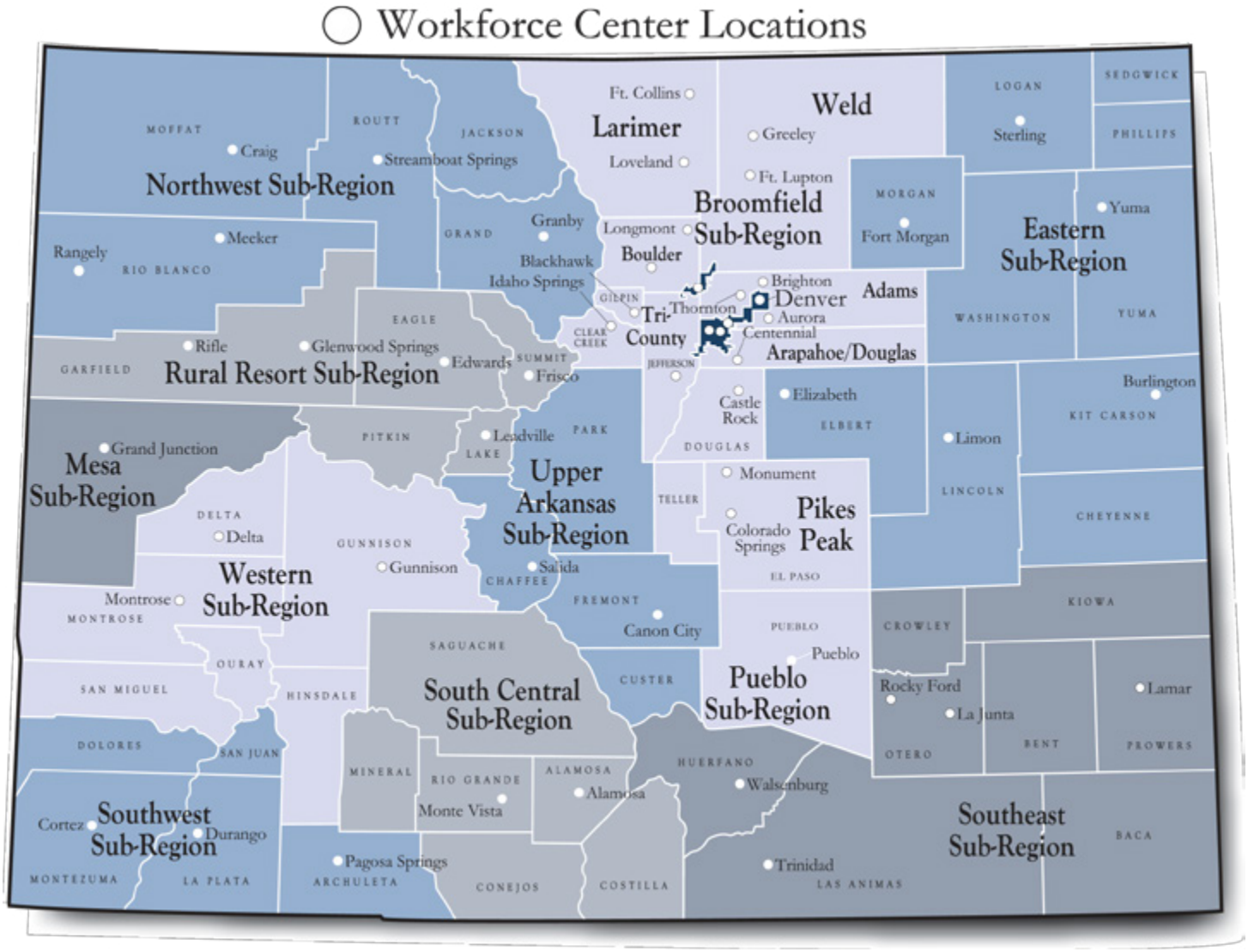
The CDLE Knowledge Management Portal, e-Colorado, is designed to manage virtual resources through a single, comprehensive, electronic interface developed for workforce stakeholders and partners, including individual and business customers, workforce professionals, educational and training institutions, community- and faith-based organizations, and government. The portal provides documents, team rooms, calendars, the Colorado Grants Clearinghouse, e-learning courses, and more. The e-Colorado platform continues to provide improved services and new tools that include the Virtual Job Fair, online fillable "smart" forms, and online magazine/catalog tools. In addition, it houses the Adobe Connect on-line meeting capability utilized by CDLE and Colorado's workforce centers to conduct webinars and periodic meetings of workforce operators and other cross-functional teams.

UNEMPLOYMENT INSURANCE (UI) PILOT PROJECT FOR REEMPLOYMENT OF DISLOCATED WORKERS

CDLE's Unemployment Insurance Division and Workforce Development Programs (WDP) partnered in early 2013 to develop a pilot project to streamline the identification of potential eligible Workforce Investment Act dislocated workers from all new UI claim filers, and expedite their possible participation in the reemployment services available to them at their local workforce center. In addition, funds were identified to support local delivery of the reemployment services. The goals of the pilot project are to:

- Assist local workforce regions in finding eligible WIA dislocated workers to increase enrollments in their federally funded workforce programs.
- Connect dislocated workers to reemployment services expeditiously in hopes of getting them back to work before they drop out of the workforce.
- Decrease the average length of time a person spends on unemployment insurance, which would help the solvency of the UI trust fund.

COLORADO'S WORKFORCE REGIONS


Workforce Center Locations
Northwest Sub-Region
Larimer
Weld
Broomfield Sub-Region
Eastern Sub-Region
Rural Resort Sub-Region
Tri-County
Adams
Arapahoe/Douglas
Mesa Sub-Region
Upper Arkansas Sub-Region
Pikes Peak
Western Sub-Region
South Central Sub-Region
Pueblo Sub-Region
Southwest Sub-Region
Southeast Sub-Region
MOFFAT
ROUTT
JACKSON
GRAND
RIO BLANCO
EAGLE
GARFIELD
PITKIN
LAKE
PARK
SUMMIT
CLEAR CREEK
GILPIN
JEFFERSON
DOUGLAS
ELBERT
LOGAN
SEDGWICK
PHILLIPS
MORGAN
WASHINGTON
YUMA
KIT CARSON
LINCOLN
CHEYENNE
KIOWA
CROWLEY
OTERO
BENT
PROWERS
BACA
LAS ANIMAS
HUERFANO
PUEBLO
EL PASO
TELLER
FREMONT
CHAFFEE
GUNNISON
DELTA
MONTROSE
OURAY
SAN MIGUEL
HINSDALE
SAGUACHE
CUSTER
MINERAL
RIO GRANDE
ALAMOSA
COSTILLA
CONEJOS
ARCHULETA
LA PLATA
MONTEZUMA
DOLORES
SAN JUAN
Craig
Streamboat Springs
Ft. Collins
Loveland
Greeley
Ft. Lupton
Sterling
Yuma
Fort Morgan
Meeker
Rangely
Granby
Longmont
Boulder
Blackhawk
Idaho Springs
Brighton
Denver
Thornton
Aurora
Centennial
Rifle
Glenwood Springs
Edwards
Frisco
Castle Rock
Elizabeth
Burlington
Limon
Grand Junction
Leadville
Monument
Colorado Springs
Delta
Gunnison
Salida
Montrose
Canon City
Pueblo
Rocky Ford
La Junta
Lamar
Walsenburg
Alamosa
Monte Vista
Cortez
Durango
Pagosa Springs
Trinidad

(green = 100% of neg. level)
(blue = 80 – 99% of neg. level)
(red = below 80% of neg. level)

	Adams	Standards	Arapahoe/Douglas	Standards
Adult Measures				
Entered Employment Rate	92.00%	76.00%	78.29%	76.00%
Six Month Retention Rate	97.62%	86.00%	86.36%	86.00%
Six Month Average Earnings	$18,516.36	$17,146.00	$18,068.26	$17,000.00
Dislocated Worker				
Entered Employment Rate	84.34%	80.00%	82.91%	80.00%
Six Month Retention Rate	96.64%	87.00%	88.13%	87.00%
Six Month Average Earnings	$22,370.56	$21,500.00	$21,988.48	$21,662.00
Youth Measures				
Degree/Certificate	76.40%	69.00%	64.43%	68.00%
Literacy/Numeracy	57.89%	49.00%	46.22%	47.00%
Education Placement	73.42%	68.00%	63.47%	68.00%
Exceeded/Met/Missed Goal	9 - 0 - 0		6 - 3 - 0	

(green = 100% of neg. level)
(blue = 80 – 99% of neg. level)
(red = below 80% of neg. level)

	Boulder	Standards	Denver	Standards
Adult Measures				
Entered Employment Rate	72.34%	76.00%	74.27%	76.00%
Six Month Retention Rate	75.00%	86.00%	89.53%	86.00%
Six Month Average Earnings	$12,231.91	$13,000.00	$19,134.11	$17,433.00
Dislocated Worker				
Entered Employment Rate	76.74%	80.00%	83.70%	80.00%
Six Month Retention Rate	90.63%	87.00%	84.47%	87.00%
Six Month Average Earnings	$24,568.22	$25,697.00	$20,639.29	$21,500.00
Youth Measures				
Degree/Certificate	65.91%	59.00%	64.95%	60.00%
Literacy/Numeracy	66.67%	49.00%	40.87%	49.00%
Education Placement	54.55%	68.00%	70.75%	68.00%
Exceeded/Met/Missed Goal	3 - 6 - 0		5 - 4 - 0	

	El Paso/ Teller	Standards	Jefferson	Standards
Adult Measures				
Entered Employment Rate	81.82%	76.00%	63.23%	76.00%
Six Month Retention Rate	87.27%	86.00%	88.75%	86.00%
Six Month Average Earnings	$18,068.97	$17,000.00	$16,760.30	$17,000.00
Dislocated Worker				
Entered Employment Rate	89.58%	80.00%	72.26%	80.00%
Six Month Retention Rate	90.74%	87.00%	91.49%	87.00%
Six Month Average Earnings	$22,128.95	$22,000.00	$18,111.34	$23,557.00
Youth Measures				
Degree/Certificate	70.83%	70.00%	60.00%	69.00%
Literacy/Numeracy	47.83%	49.00%	13.33%	22.00%
Education Placement	61.19%	68.00%	56.67%	68.00%
Exceeded/Met/Missed Goal	7 - 2 - 0		2 - 5 - 2	

(green = 100% of neg. level)
(blue = 80 – 99% of neg. level)
(red = below 80% of neg. level)

	Larimer	Standards	Rural Consortium	Standards
Adult Measures				
Entered Employment Rate	70.00%	76.00%	78.96%	76.00%
Six Month Retention Rate	85.71%	86.00%	82.31%	86.00%
Six Month Average Earnings	$15,202.00	$17,000.00	$14,539.40	$17,000.00
Dislocated Worker				
Entered Employment Rate	76.00%	80.00%	84.38%	80.00%
Six Month Retention Rate	87.18%	87.00%	87.96%	87.00%
Six Month Average Earnings	$20,084.79	$20,870.00	$15,662.99	$21,096.00
Youth Measures				
Degree/Certificate	76.54%	72.50%	81.41%	74.49%
Literacy/Numeracy	46.51%	49.00%	49.45%	49.00%
Education Placement	69.05%	68.00%	71.18%	68.00%
Exceeded/Met/Missed Goal	3 - 6 - 0		6 - 2 - 1	

	Weld	Standards	Statewide	Standards
Adult Measures				
Entered Employment Rate	86.41%	76.00%	77.56%	76.0%
Six Month Retention Rate	88.97%	86.00%	86.49%	86.0%
Six Month Average Earnings	$16,259.32	$17,500.00	$16,778.97	$17,000.00
Dislocated Worker				
Entered Employment Rate	85.90%	80.00%	81.72%	80.0%
Six Month Retention Rate	91.67%	87.00%	89.56%	87.0%
Six Month Average Earnings	$14,090.35	$16,750.00	$19,575.78	$21,500.00
Youth Measures				
Degree/Certificate	69.80%	70.91%	70.82%	69.0%
Literacy/Numeracy	62.35%	55.59%	48.01%	49.0%
Education Placement	71.13%	68.00%	68.18%	68.0%
Exceeded/Met/Missed Goal	6 - 3 - 0		6 - 3 - 0	

ADAMS COUNTY WORKFORCE & BUSINESS CENTER (ACWBC) >>

VISION:

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

MISSION

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

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

1. Operating with "Customized Recruitment" as its primary service advantage. ACWBC strives to adapt to the needs of the employer versus taking a pre-packaged approach, in order to create an improved reputation as business support experts.
2. Developing and distributing developed regular economic reports such as "Competitive Wage Analysis for the Top 20 Jobs in Adams County" or "Adams County Industry Profile." The reports are shared via social media and distributed to internal and external partners to ensure a better understanding of the current economic stability of targeted industries. Adams County Business Services' goal is to be recognized as THE place to get relevant business data in the region.

ARAPAHOE/DOUGLAS WORKS! >>

VISION:

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

MISSION

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

In June 2013, the region's labor force numbered 499,647; current unemployment was 6.9% with nearly 34,404 jobless. The center serves just over 300 walk-in customers per day. Google analytics shows **www.adworks.org >>** had 239,050 visits from 90,415 unique visitors in PY12. During PY12, A/D Works! served 1,736 businesses who listed 118,151 job openings.

This year A/D Works! was asked by the American Association of Retired Persons (AARP) to extend services to mature workers under its existing grant for another two years. This has involved partnering with an out-of-state referral center to identify and enroll lower income mature workers interested in positions in health care. Presently, work is being done to explore staffing patterns in other targeted industries to expand job opportunities.

WORKFORCE BOULDER COUNTY >>

MISSION

> To provide comprehensive and effective employment, training and supportive services to Boulder County residents.

Boulder County encompasses 741 widely diverse square miles and boasts a highly educated population, with approximately 57% of the population having a bachelor's degree or higher. This year, Workforce Boulder County (WfBC) is pleased to partner with the University of Colorado (CU) and Skyline High School to support students studying STEM (science, technology, engineering and mathematics).

WfBC and Skyline students are working together to create new and engaging ways to reach young clients, and to deliver information regarding career exploration, job search training,and job skills training. **"Jump into Jobs" >>** focuses on creating software systems by and for youth that are easily accessible, disability and bi-lingual friendly, and easy to maintain and teach to others. CU's TAM (technology, arts and media) program has provided support by connecting WfBC with a graduate student who is acting as project coordinator and tech mentor for the students. This is an exciting partnership supporting Skyline High's STEM students.

DENVER WORKFORCE >>

MISSION

> To provide world class talent development services to businesses and job seekers to improve their ability to compete in the global marketplace. Businesses receive services to assist them in recruiting and retaining skilled talent. Job seekers receive assessment, career exploration, training and job placement assistance for employment in critical occupations and industries.

Denver is the most populous city in Colorado and is the 23rd most populous city in the US. The "Mile High City" covers 155 square miles and was home to almost 620,000 people in 2011. Denver has 310,687 people employed in the labor force with 25,938 privately owned businesses. In PY12, Denver awarded 680 CareerReady Colorado Certificates, completed 788 WorkKeys and 554 KeyTrain assessments. In addition, Denver conducted job search workshops for 2,196 people, awarded 131 Educational Assistance Awards, and has 153 people in Individual Training Accounts. Through our WIA on-the-job trainings, Denver has placed 135 participants and served 45 businesses in 9 industries.

As a part of the Denver Office of Economic Development, Denver is proud of their ever-growing integration with economic development. Denver's workforce system is always at the table when the economic development team is working on business recruitment, retention or expansion. This integration provides an opportunity for the Denver workforce system to understand employment opportunities for job seekers and more effectively serve both job seekers and employers.

EMPLOYMENT SERVICES OF WELD COUNTY >>

MISSION

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

Weld County operates and believes in an innovative, adaptive, and customer-driven workforce system that is: understandable to its customers and easy to use; focused on outcomes and performance; flexible and pro-active in changing resources to meet customer needs; and administered locally. This year the region continued to focus business services and job seeker training efforts in the energy, manufacturing, healthcare, and transportation sectors. During the past program year, business development representatives of Employment Services have conducted 47 hiring events, 12 job fairs, and 8 virtual job fairs to meet the hiring needs of employers.

A partnership with High Plains Library District and the Carbon Valley Network has increased broadband access for the citizens of South Weld County. Utilization of the library computers allows south county youth and adults to remotely access Employment Services' Assessment and Learning Lab to work on their GED and other lab programs. Library staff are trained to help job seekers access workforce development programs and resources.

TRI-COUNTY REGION: JEFFERSON COUNTY >> GILPIN COUNTY >> CLEAR CREEK COUNTY >>

MISSION

We are committed to preparing individuals for successful career transitions, promoting self-reliance and ensuring a quality workforce for our business and future industry needs.

The Tri-County Region serves over 500,000 residents and 20,000 businesses in Jefferson, Clear Creek and Gilpin counties. The Tri-County region is partnering with other regions within the Denver Metropolitan area to develop sector partnerships around health and wellness, advanced manufacturing, and information technology/software development. The region continues to also focus on energy and aerospace, major drivers of the local economy.

The Tri-County Region integrated and targeted its services around the **AddONE >>** campaign, a collective impact initiative designed to generate jobs in the region by challenging businesses to hire at least one new employee. Launched in September 2012, it was championed by business owners, community stakeholders, chambers of commerce and government (e.g., economic development and workforce agencies). Through June 2013, 135 local employers have pledged to add 1,009 jobs in a variety of occupations.

LARIMER COUNTY WORKFORCE CENTER >>

MISSION

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

Larimer County connects training providers and local partners to promote the Larimer County H-1B program. This year an **online application system >>** for both long-term unemployed and incumbent worker customers interested in H-1B training funds was created. The funds are targeted for training in STEM related industries, in particular advanced manufacturing and information technology.

To date, 67 incumbent workers have received training through the program.

The region is also enhancing marketing methods and strategies for business services through branding around the Employment Life Cycle. Training and professional development services offered to businesses are being restructured so there is more clarity and cohesion between the various workshops and events offered. This restructuring includes the Larimer County Workforce Symposium offered in September 2013 and providing professional development training for over 30 local businesses October 2013 – March 2014. Finally, the Business Registration System provides customers an online platform to request assessments and register for professional development workshops.

PIKES PEAK WORKFORCE CENTER (PPWFC) >>

VISION

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

The PPWFC serves El Paso and Teller Counties, with a combined 2012 Census population of 668,353 individuals. Two best practices the region is particularly proud of:

1. Prior to PY12 youth job fairs, the Region hosted a pre- fair workshop for attendees. The ten minute session was held prior to entry and provided relevant and age-appropriate tips on dress, demeanor, and how to conduct oneself with employers. Employers noted that the youth were engaged and well prepared for the fair.

2. The PPWFC continues to utilize a four-hourimmersion activity for community partners and leaders. A simulated layoff begins the immersion and is followed by orientations on the UI application process, educational Services & Learning Labs, workforce funding streams, program eligibility, case management practices, rapid response functions, veteran services, and business services.

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

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

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

BROOMFIELD REGION >>

The City and County of Broomfield is located at the heart of the high-tech growth in the Denver metropolitan area. The sub-region strengthened partnerships between Broomfield Workforce Center, Broomfield Chamber, Broomfield Economic Development, Broomfield Business Resource Center and the Small Business Development Center. This partnership was developed to offer more concise and valuable services to our local businesses and community and highlights an environment of communication, cooperation and productivity.

EASTERN REGION

MISSION

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

Eastern has had great success with the TAA-COETC project and has served as a technical assistance model to other regions in Colorado. With an already strong partnership with local community colleges, Eastern has steadily increased assessment and referral numbers, resulting in achieving our projected assessment and referral numbers by 106%. Three practices are key to success with this project:

1. Strong partnerships between workforce and community colleges.
2. The ability to customize the process for each educational entity.
3. Implementation of a referral form, process, and tracking methodology that alleviates confusion and red tape.

MESA REGION

The Mesa County Workforce Center is a full service one-stop partnership with a variety of state, county and non-profit agencies representing over 21 programs that assist job seekers and employers. The region's healthcare sector partnership has been a huge success over the past 13 years. Over time the partnership has greatly expanded the training offerings designed by the employer community and delivered by Colorado Mesa University and Western Colorado Community College. Additionally,the region is focused on manufacturing. During PY 12 the Workforce Center partnered with Western Community College and received a federal grant for $2.5 million to develop requested short term intensive certificate producing courses that meet the needs of new and incumbent workers in the manufacturing sector. Both the healthcare initiative and the manufacturing initiative are capacity building endeavors and train a significant number of people.

PUEBLO REGION

Pueblo County is a single-county workforce region operated by State staff within the Rural Consortium. The Pueblo Region mission is that the Pueblo workforce system exists to provide solutions through services and resources to employers to assist in meeting their workforce needs, and to community members to develop their careers so both can compete in the global economy. The Center works closely with both Pueblo Community College and Colorado State University-Pueblo to sponsor students in post-secondary education, integrate training, and assist with placement through targeted sector partnerships. The Pueblo "Manufacturing Collaborative" Partnership has been very effective in developing the partnerships between the workforce center and the manufacturing sector, as well as increasing the company's productivity and competitive advantage. The partnership meets quarterly to review past training and collaborative needs and identify future opportunities. The region is also working to build and expand a healthcare partnership.

RURAL RESORT /NORTHWEST REGIONS

MISSION

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

The Rural Resort (RR) area 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 (NW) region is a large rural geographic area with primary industries of energy, tourism and agriculture. In March, the regions proactively responded to the discontinuation of the CDLE's automated phone system for job alerts scheduled for June 2013. Customers were notified by mail, phone and IVR on many occasions, to contact their workforce centers and get assistance on creating email accounts and resetting forgotten passwords on ConnectingColorado.com to ensure that we have qualified applicants for our employers. Job seekers continue receiving alerts by IVR automated email.

SOUTH CENTRAL REGION

The South Central Region continues to provide services to six counties whose primary economic driver is agriculture. The region is proud of its 2012 partnership with the Southwest Conservation Youth Corps, focused on employing youth and providing valuable work skills and training. The workforce center is providing the job readiness training by working closely with Youth Corps and conducting sessions with the youth on soft skills, application completion, resume writing, and interviewing. Youth have been very engaged and find the program valuable.

SOUTHEAST REGION

The Southeast Region is 15,887 square miles and eight counties in Colorado: Baca, Bent, Crowley, Huerfano, Kiowa, Las Animas, Otero, and Prowers. The region focuses on manufacturing and healthcare across the eight counties. Parts of the Southeast Region also focus on agriculture and tourism. In PY11, the Workforce Investment Act in the Southeast Region shifted from being administered by a contractor to being staff administered after 20 years. Regional staff have been completing a large outreach campaign with institutions and employers. The Southeast Region hosted virtual customized hiring events, as well as some targeting youth and veterans during PY12. During the customized Veteran event, Veterans spoke with employers, service providers, and community agencies in order to connect them with resources.

SOUTHWEST REGION

The Southwest Workforce Region enhances employer growth and customer success in Archuleta, Dolores, La Plata, Montezuma and San Juan counties, the cities and towns within the region and the Southern Ute Indian and the Ute Mountain Indian tribes. This year, the region partnered to launch the Energy and Natural Resources Sector Partnership. The initial launch meeting was a success with 30 business leaders participating in the conversation facilitated by a business leader. The work of the partnership is continuing through action orientated sub-groups, including businesses that did not attend the launch meeting, to work together on advancing common opportunities to enhance their business.

UPPER ARKANSAS REGION

The Upper Arkansas Region focuses resources and efforts toward connecting business, economic development, education and training to ensure economic vitality. In response to the community's challenge that area youth do not know what they want to do when they leave school, the Upper Arkansas Region developed and delivered a youth program entitled: Get in the Game: "Be All You Can Dream" with the specific focus of exposing regional youth to various occupations such as archaeology, corrections, automotive repair, health care, wildlife refuge management, utilities, law enforcement, military service, education, etc. Three events were held during PY12 with guest speakers talking to youth participants about following their occupational vision, "getting off the couch" to pursue their employment dreams, and working hard to achieve success. Over 60 regional youth and over 30 employers/organizations participated in the successful event.

WESTERN REGION

The Western Region is dedicated to delivering exceptional employment and training services that lead to customers' success across six counties and 101,194 people. The Pathways to Fatherhood Workforce Center Project is completing its second year. The project was modeled off of the "Colorado Hire" program and provides internships in jobs that fit the interests of the fathers. Local businesses and employers provided worksites that enable clients to develop work experience and job related skills. Many go to work for the employer upon completion of the program. The program will be going into its third year with funding provided by Montrose Health and Human Services.

COST EFFECTIVENESS, EVALUATION, AND WAIVERS

COST EFFECTIVENESS

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

	Adult Program	Youth Program	Dislocated Worker Program
Expenditures	$10,357,856	$9,714,542	$15,335,408
Cost per client served	$2,886.80	$3615.39	$4866.84

IMPACT OF COLORADO'S WORKFORCE SYSTEM

The Colorado Workforce System plays an integral role in Colorado's economy and communities annually. A three year average (PY09–PY11) resulted in the following impacts in Colorado:

- **Over 102,000 job placements:**
  - Over 102,000 received jobs and remained working six months later as a result of workforce center services.
- **Economy gains $700 million in earned wages:**
  - Those placed in jobs earned over $700 million more than they would have if workforce center services were not used.
- **$54 million returned tax revenue:**
  - As a result of the extra income that workforce center clients earned, $0.92 of every dollar invested was returned to the public sector. All together, over $54 million was returned to the public sector in one year.

STATE EVALUATION ACTIVITIES

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the Common Measures of performance for adults, dislocated workers, and youth programs, as outlined in TEGL 17-05. Tools are provided, allowing each region to track its performance on these measures as the year progresses and to let them track the impact on performance of each of their clients.

CDLE's comprehensive monitoring guide, recognized as a model by the U.S. 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 regions. Quarterly, State Monitors from CDLE meet with the regions they oversee to review client service levels, program expenditure rates, and performance outcome results. Through these reviews, staff identify areas which may require additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

WAIVERS

Common Measures – During PY12, 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 ensure a full understanding of the programmatic and reporting impacts of the measures. Policies were issued to guide staff in the development of effective methods to address the new definition of certificates for WIA youth participants.

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

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

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

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

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

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

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

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

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

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

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