

Formula for Success:

Leadership, Partnership and Technology

**Business
Services Center**



Personal Career Center



**Learning Center for
Workforce Professionals**



Resource Center

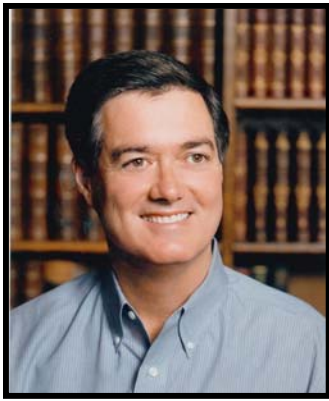


Meeting Center



Administration





Bill Owens
Governor, State of Colorado

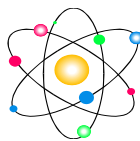
I am proud to present *Formula for Success: Leadership, Partnerships, and Technology*—Colorado's third Workforce Investment Act (WIA) annual report. Although high unemployment and reduced revenue presented significant challenges during the past year, employers and citizens of Colorado received quality services in record numbers from a strengthened and improved workforce system.

State level leadership provided by the Colorado Department of Labor and Employment and the Colorado Workforce Development Council, in partnership with representatives from Colorado agencies, enabled the enhancement of the WIA infrastructure. These leaders empower the integration of our workforce system through technology, education, human services, and economic development across all levels of government and the private sector.

The WIA infrastructure is a Colorado asset that supports the needs of our local communities and enables them to successfully compete in the global economy. I invite you to read this report to further understand of the dynamic progress of our workforce system.

A handwritten signature in blue ink that reads "Bill Owens." The signature is written in a cursive, flowing style.

Governor Bill Owens





**Message from Mark Pingrey
Workforce Development Council Chair
(President, Heritage Bank, LODO)**

As Chair of Colorado's Workforce Development Council, I am pleased to report significant progress in accomplishing our vision—"building a skilled, internationally competitive workforce for the 21st century." Colorado's third annual Workforce Investment Act (WIA) report—*Formula for Success*—reflects the dynamic strength of the WIA workforce system as a result of leadership, technology, and partnerships during the continuing economic challenges of the past year.

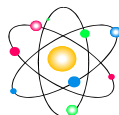
Cooperative employer partnerships are the hallmarks of our success. Through their commitment to the work of the Workforce Development Council and regional Workforce Investment Boards, employers throughout Colorado are leading State and local initiatives to strengthen the workforce system infrastructure across the State.

Our newly formed Business Outreach and Marketing Committee illustrates the importance of public/private partnerships. The committee is working to 1) create and implement a statewide marketing plan to increase awareness of the workforce system; 2) identify concerns about the system; 3) work with employers and their associations to promote investment in educating and training workers; 4) connect with the Colorado Association of Commerce and Industry and local chambers of commerce; 5) develop and maintain relationships with major business organization and trade associations; and 6) establish web-based approaches for links with rural business.

Our efforts are directed to ensuring that employers find the system to be a valued partner for increasing productivity and competitiveness. We congratulate all those in our workforce system who have succeeded in that endeavor.

Mark Pingrey

Chair, Colorado Workforce Development Council



Message from Jeffrey M. Wells
Executive Director, Colorado
Department of Labor and Employment



Formula for Success— Colorado's third annual Workforce Investment Act (WIA) report reveals that even though Colorado continues to grapple with the residual effects of the economic downturn, the workforce system in Colorado is strong. Our system continues to increase its strength and effectiveness as a result of streamlined processes and emerging best practices. Our report details the leadership, partnerships, and technology that are forging expansion and innovation throughout the State.

Innovative technology is the 21st Century tool that Colorado is using to maximize information access on behalf of employers and the workforce. The development of e-services supports our ability to meet customer demand using state-of-the-art system resources. Examples of Colorado's commitment to implement cutting-edge technology are:

- 1) on-line employer/applicant registration;
- 2) an e-learning portal for employers and workforce professionals, found at www.e-Colorado.org; and,
- 3) the Job Vacancy Surveys that highlight current labor market profiles by region.

I am proud of the creative and collaborative efforts put forth by the Colorado Department of Labor and Employment, the State Workforce Development Council, Workforce Boards, Employers, and Workforce Centers. Such partnerships are effectual only when they are linked with the employer community and support their needs. The combined efforts of this united team strengthen the delivery of services to Colorado's citizens, and help support increased economic vitality. We are pleased to present our collective accomplishments in this annual report.

Jeffrey M. Wells

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Executive Director, Department of Labor and Employment

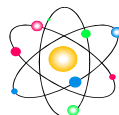


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Executive Summary

Colorado's workforce system successfully implemented its template for the Workforce Investment Act (WIA) "*Formula for Success*" employing Leadership, Partnerships, and Technology as its basic tenets. This year exemplified the spirit of collaboration, cooperation, and inclusive partnerships that are critical for the evolution to a 21st Century workforce system. Through the leadership of the Colorado Workforce Development Council (CWDC) and the Colorado Department of Labor and Employment (CDLE), and the efforts of the local workforce boards, employers, the local workforce regions, and community-based organizations, a holistic business-led, demand-driven workforce system provided seamless delivery of services and universal access for all customers. Such partnerships reflect the critical importance of education, employment, and economic development to the State's competitive position.

Key accomplishments were evidenced by:

- Implementation of our evaluation tool, the Continuous Improvement Management System (CIMS).
- Launching of Colorado's e-Learning Knowledge Management Portal.
- Development and evolution of the Project TRAIN service enhancement project.
- Establishment of the Tri-Agency Collaborative (TAC) project to serve the workforce needs of secondary, post secondary, business, workforce professionals, and job seekers using Colorado's e-Learning Knowledge Management System.
- Dynamic public -private partnership projects instituted at the local level.

Program Year 2002 presented the system with the opportunity to expand upon initiatives implemented during the first two years of WIA. The state partners, local regions, and their boards met varied and widespread economic setbacks and dislocations that stressed the system and tested its flexibility, adaptability, and technological innovation.

Major events that continued to impact the new structure's ability to provide workforce services were:

- Continued economic stress on business caused by the residual effects of recession.
- Lingering slump in aviation and tourism caused by events of September 11th.
- Increased demand for WIA services.
- Severe budget constraints and reductions in general revenue funds experienced by state and local communities.

Leadership mobilized to address these adverse conditions and produced an exceptional set of accomplishments for the program year. State and local partner collaborations resulted in:

- Colorado's **achievement of all 17 WIA performance measures** for the third **year in a row**.
- Full implementation of Colorado's workforce evaluation system, the **Performance Excellence Project**.
- Expansion of universal access to disabled clients through **Project Train**.
- Funding of over **\$1.2 million** in local discretionary projects to encourage innovative program design.
- Launching of Colorado's **e-Learning Portal, the nations first comprehensive**

statewide Web-based workforce system knowledge management center.

- Successful application and receipt of over **6 million in National Discretionary Grants.**
- Creation of an **On-line employer/applicant registration system.**

In addition, within each of Colorado's nine Federally recognized workforce regions, a myriad of promising practices were developed to meet increasing customer demand and economic challenges.

Among the outstanding initiatives were:

- Adams County One Stop Career Center's- **Accelerated BA of Nursing Degree Worksite Option**
- Arapahoe/Douglas Works!- **Healthcare Center Within a Workforce Center**
- Colorado Workforce Consortium's- **JobsTV Network**
- Mayor's Office of Workforce Development- **The Scene Homework Lab**
- Larimer County Workforce Center's- **Employer Outreach Services**
- Pikes Peak Workforce Connection's- **Executive Networking Group**
- Tri-County Workforce Development Center's- **Business Development Analyst Marketing Program**
- Weld County Employment Services- **Gee Whiz Health Careers Camp**
- Workforce Boulder County- **Training Partnerships with Sun Microsystems**

The lessons of PY 02 have made us keenly aware of the need for proactive program strategies that are demand-driven, technologically based, and support excellence.

FORMULA FOR SUCCESS

Colorado's commitment to excellence and innovation was the driving force for this year's workforce system initiatives and accomplishments. Working in collaboration with State and local partners, the Colorado Department of Labor and Employment and the Colorado Workforce Development Council promoted the achievement of a state-of-the-art, demand-driven infrastructure and fostered **leadership, partnerships, and technological enhancements** at all levels of the system. This triad comprises our "formula for success" and is embodied in the following guiding principles:

❑ **LEADERSHIP**

The State of Colorado's role in the workforce development system is to leverage public and private resources to guide local leaders in developing and implementing local initiatives using:

- Broad strategic vision,
- Innovative policy
- Integration of partner input
- Evaluation of programs
- Enhanced delivery and administration of the programs through technological advances
- Challenges to restrictive Federal program policies

❑ **PARTNERSHIPS**

Colorado encourages and fosters partnerships among government, the private sector, and community/faith based organizations at the State and local levels. Every opportunity for system change is pursued with the support and input of all relevant stakeholders. Through incentive funding, Colorado has rewarded those organizations that have built the most innovative and viable partnership models.

❑ **TECHNOLOGY**

Colorado promotes the use of technology to create innovative and employer-led solutions and to encourage new employer-employee paradigms that enable all Coloradoans to compete for high-skill jobs. Through local solutions, employers, local elected officials, regional workforce boards, and local economic development boards provide the impetus to implement Colorado's strategic vision.

Utilizing the guiding principles and building upon the accomplishments of previous program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens. In addition, Colorado's workforce development system professionals have incorporated strategies from **key lessons** learned as follows:

- ***Demand-driven training needs to be crafted through collaboration with industry.***
- ***Continuous improvement is fostered by rewarding and recognizing performance excellence.***
- ***Technological capacity of systems must be expanded and enhanced.***
- ***Measurement, evaluation and assessment of effectiveness leads to increased customer participation and satisfaction***

- *Workforce development system leaders must analyze local labor market needs and Statewide economic trends to respond effectively*
- *Projects and programs enhance workforce development partnerships, benefiting the business community and targeting industry- specific results.*
- *Enhanced universal access to services enables the workforce development system to successfully assist people with diverse needs*

STATE'S VISION:

Colorado's Workforce development system uses coordinated public-private partnerships to address the continually changing needs of Colorado's employers and working citizens to more effectively compete in the global marketplace.

CHALLENGES

The Economy

A cyclical economy is part and parcel of Colorado's history—from gold and silver booms of the late 1800s to the advanced technology rush of the late 1900s. However, the economic boom of the 90's is clearly over as the telecommunications industry collapsed and tourism declined in tandem with weak business spending; Colorado outpaces the national recession. The State economy was further weakened by the effects of the 2002-3 droughts, wildfires, rising costs, and lost jobs.

By mid-May 2003, the *Center for Business and Economic Forecasting, Inc.* reported Colorado's economy was at its weakest point in 15 years. Several criteria illustrate the status:

- **A net job loss of almost 80,000;**
- **Doubled unemployment rate;**
- **Greater than 20% decline in homebuilding;**
- **Income growth cut almost two-thirds**

The unemployment rate peaked at **5.9%** in **April 2003**, a slight improvement was evident in the 5.5% rate in June 2003. Further assessment by the *Center* reports Colorado business indicators as:

KEY INDICATOR	DIRECTION	ASSESSMENT
Employment	Down	Bad
Unemployment Rate	Down	Good
Mortgage Rates	Down	Good
Home Resales	Up Slightly	Good
Housing Inventory	Up	Bad
Denver/Boulder Inflation	Down	Good
OVERALL RATING	Mediocre	Stabilizing

Regulatory Restrictions on the Adult and Dislocated Worker Programs

- **Waiver of Fund Transfer Limitation**

During PY 02 the number of Dislocated Workers and Adult enrollments surpassed PY01 enrollments due to the residual effects of the economic downturn in Colorado's economy. Through the use of discretionary funding sources, such as a National Emergency Grant, Colorado was able to provide increased services to meet the additional needs of the "victims" of layoffs.

Resources for Adult services decreased overall, and local Boards faced tough decisions regarding staffing and service levels in their Adult programs. Maximum flexibility of funds was

needed to assure that both dislocated worker and adult services were maintained at a level sufficient to meet Colorado's workforce needs.

Colorado submitted and received a waiver request of the 20% statutory limit on the transfer of funds between the Adult and Dislocated Worker programs. The waiver raised the transfer rate to 40% per program year.

- **Modification of Sub-State Allocation Formula**

Colorado requested and was granted a modification to its sub-state allocation formula for the Dislocated Worker program. Analysis of the current formula factors revealed that reliance upon unemployment and labor market statistics alone was overlooking the real-time experiences of the local workforce centers. In conference with workforce regional directors and the Office of Workforce Development, the State developed a formula that incorporates increased levels of enrollment, as well as increased usage of funding resources, while retaining a single factor for the unemployment rate. This formula was applied to the PY02 25% and 10% funds that were allocated to the workforce regions.

The new formula changed to:

Factors	Weight
Unemployment Rate	33.33%
Expenditure Rate for Dislocated Worker Funds	33.33%
Dislocated Worker Enrollments	33.33%

- **State Rapid Response**

The State Rapid Response Unit, as a result of the continuing economic downturn, experienced increased layoff assistance activity during PY 02.

A summary of layoffs addressed by the unit and services provided include:

- **Layoffs Identified = 240**
- **Workers affected = 15,523**
- **Layoff Transition Workshops = 249**
- **Workshop Attendance = 5,473**
- **Employers receiving services other than layoff workshops = 117**
(Services included informational materials and on-site career fairs.)

Industries most affected by layoffs were manufacturing, telecommunications, airlines and travel agencies, education, financial, and discount retail stores. A strong trend in business consolidation occurred with many Colorado closings that consolidated operations in other states. For the first time in many years there were state government layoffs which impacted Education and the State Department of Corrections.

FORMULA FOR SUCCESS – A Model Project

Project TRAIN

The Colorado Workforce Development Council received a Work Incentive Grant round II grant from the U.S. Department of Labor. CWDC created the Colorado **Project TRAIN** (Training Resources And Incentive Networking) coalition to oversee implementation and operation of the statewide initiative involving all nine of Colorado's federally recognized workforce regions. The initiative was launched in June of 2002. The coalition, driven by a 60-member consortium, including key partners from state and federal agencies, WFC directors and staff, disability service and advocacy agencies, employers and individuals with disabilities has produced a highly dynamic initiative. Coalition members comprise four sub-committees for implementation and for collaborative initiatives to obtain additional funding. As a result of the extensive support for the initiative, **Project TRAIN** has become a powerful driving engine of systems change in Colorado. Significantly, it creating the foundation for realignment and redirection of Workforce Development System strategies focused on continuous improvement and evolution in its service delivery.

Project TRAIN seeks to achieve three core outcomes:

- ***enhance capability and capacity of Colorado's Workforce Centers (WFC) for career counseling and placement services to people with disabilities;***
- ***ensure universal access to all programs and services, and***
- ***facilitate Workforce Development system change through the use of Consumer Navigators***
- **LEADERSHIP**

Colorado **Project TRAIN** has been a leader in replicating and enhancing the Consumer Navigator (CN) concept originally piloted in Colorado. CNs are individuals with disabilities, have family members with disabilities, or advocates who assist customers with disabilities seeking employment who must navigate various systems that provide services and supports needed to obtain and maintain employment. Services provided by a CN include:

- ***assisting individuals with disabilities to secure and access services and supports needed to obtain and maintain employment, facilitating referrals,***
- ***troubleshooting problem areas,***
- ***conducting outreach to underserved groups, providing:***
- ***individualized client centered planning, peer mentoring and advocacy,***
- ***information on resources, including linkages to specific services within the community. advocacy, individual client-centered planning, and resource capability for employers.***

A CN is valued for assisting consumers in self-advocacy, making the right referral and keeping up with changes, being available in crisis situations, providing ongoing follow up with consumers, providing training on adaptive equipment, increasing lines of communication with DVR and SSA and being viewed by WFC staff as consultants/partners. CNs do not replace the services offered by DVR or Workforce Center staff, but rather, they complement the important and central roles played by staff from those agencies. In this fashion, the Consumer Navigator

creates the conditions and capacity for those other agency staff to obtain positive outcomes for the client.

Positive Outcomes include:

- ***successful employment outcomes, infrastructure built within WFC's,***
- ***stronger partnerships at the state and local levels,***
- ***enhanced case management within Workforce Centers,***
- ***universal access to programs & services.***

Project TRAIN has also hired two Benefits Planners (BPAO) through a partnership with Employment Works at CP of Colorado. The main purpose of the Benefits Planner position is to provide statewide planning and training, information and referral and outreach to people with disabilities, targeting workforce center consumers.

❑ **TECHNOLOGY**

Colorado **Project TRAIN** drives a continuous improvement focus in technology. To meet the objective of universal access, **Project TRAIN** has capitalized on the expertise of one of its Coalition members, *Assistive Technology Partners*, and embarked upon an innovative and dynamic process of placing a Universally Designed Computer Workstation in all of the federally recognized Workforce Regions in Colorado. In addition to hardware placement, AT Partners has also provided extensive training for CNs, Workforce Center staff and community providers on the use of this technology to assist individuals with disabilities access electronic resources and information via the Workforce Center pursuant to the client's employment goal.

The **Project TRAIN Coalition** has exhibited Leadership and Systems Collaboration through its website and its executive committee. The Coalition has a website (www.workforceaccess.org) that serves as a critical information dissemination vehicle about CNs and Universal Access.

❑ **PARTNERSHIP**

Efforts of creating and sustaining an infrastructure of success in Workforce Centers was achieved by **Project TRAIN** contracting with Colorado WIN Partners to take a lead role in providing on-going training in the disability arena for Workforce Center staff, community providers and other state agency staff. In the initial round of training, over 500 individuals received a full-day training on the goals of **Project TRAIN** and an overview of disability awareness. This initial training will be sustained via additional training during the Winter of 2003 and Spring of 2004.

Colorado's National Recognition:

Colorado has received extensive national recognition for pioneering work in utilizing and developing the CN Model. **Project TRAIN** dissemination in the past year include:

- ✓ ***Presentation of the CN Model at the Workforce Innovations Conference, July, 2002, Washington, DC***
- ✓ ***Consumer Navigator Focus Group, June, 2002 Washington, DC***
- ✓ ***Pathways to Work in the 21st Century: A UK-US Seminar of Exchange, May 2002, Washington, DC***
- ✓ ***Disability Program Navigator Curriculum Development through US DOL - Fall, 2003***

- ✓ ***Contracted to Provide 4 Day Disability Program Navigator Training through US Department of Labor, DC, Fall 2003.***
- ✓ ***Contracted to Provide TA to 26 states through monthly teleconference calls***

In addition to its web-based information, the Coalition has published Grant Matrices on the website. The matrices evolved as a vehicle to provide timely and accurate information on the status of new, potential and on-going grants in the state to help Coalition members and potential new partners sort through the maze of grant activity occurring in Colorado.

STATEWIDE INITIATIVES

- **LEADERSHIP**

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

Through the **leadership** of the CWDC, the aim for workforce excellence and its achievement have been targeted as key workforce values. The CWDC uses the **Continuous Improvement Management System (CIMS)** as a tool to evaluate and reward efforts by local workforce centers for moving business operations and service delivery to a level of excellence. The goal of **CIMS** is for regional operations to become qualified to enter the Colorado Center for Performance Excellence program, and eventually compete for a Baldrige award. This year, every workforce region and sub-region in the state implemented its locally developed CIMS program.

The CIMS incentive award program is based on local area contributions to the achievement of Colorado's negotiated performance standards with the USDOL. Local workforce regions that meet and/or exceed their state-negotiated performance standards share in a pool of incentive funds awarded by the CWDC. Regions can also share in other funds that support continuous improvement activities, and have the opportunity to provide statewide recognition for an agency partner and/or a business that is an outstanding partner with the local workforce center (WFC). Additional incentives will be awarded for participating in a branding awareness outreach effort, and for engaging in the enhancement of workforce services to people with disabilities through Project TRAIN.

National Policy Development

Representatives of Colorado's lead agencies are serving in the following leadership roles nationally:

- CDLE's Executive Director was the National chairman of the NASWA Unemployment Insurance Committee; he was also the Treasurer and member of the NASWA Executive Committee.
- CDLE's Employment and Training Division Director is a member Unemployment Insurance and Training committees for NASWA.
- Colorado Project TRAIN leaders are assisting in the design of National Training standards for the National Disability Program Navigator project.
- The Chairman of the CWDC was appointed to the Board of Directors for the Workforce Excellence Network, a Project between the NGA,NAWB and USDOL
- The Director of the CWDC staff and the project manager for Project TRAIN were invited to attend and make a presentation during an international information exchange with the Secretary of State for Employment for the United Kingdom and the U. S. Secretary of Labor.
- Two local Workforce Investment Board chairs serve on the Board of Directors of the National Association of Workforce Boards.
- The Chair of the Colorado Workforce Development Council is chair of an Outreach sub committee of the National Association of State Workforce Board Chairs.

- Director of Program Operations for CDLE is a charter member of the Promising Practices National Consortium and is a leader in creating the policy, Practices and regulations for that Web site.
- Executive Director of the CWDC was serves on the State Legislative Council's Reentry Policy Council and Working Group.

2003 Region IV Youth Development Summit –“Building The Foundation, Providing The Tools”

Leadership development was a primary focus of the inaugural Region IV **Youth Development Summit** held April 8-10, 2003 in Westminster, Colorado. Mason Bishop, Deputy Assistant Secretary, USDOL/Employment and Training Administration, gave the keynote address. Utilizing national youth training professionals, the **Summit** featured workshops designed to enhance the success of youth and youth development professionals in the 11 states which comprise Region IV, in response to the Workforce Investment Act. Training included rural and urban youth development approaches, performance training, case management, best practices, ISS training, and the 10 WIA Youth Program elements. Youth representatives were on hand to deliver perspective.

The **Summit** was a tremendous success, with over 650 participants attending from all eleven states in Region IV, and attendees from other Regions. Attendees included:

- | | |
|--|--|
| • WIA One-Stop staff and partners | Youth Council and WIB members |
| • Local Elected Officials | WIA youth staff |
| • Business community leaders | Youth participants/youth program graduates |
| • Job Corps staff | Community-based and faith-based organizations |
| • Youth Service Providers | Youth Opportunity Grant staff/participants |

• **PARTNERSHIPS**

Business Outreach and System Branding

Project Background

The Colorado Office of Workforce Development (COWD) commissioned a comprehensive analysis of current marketing systems within Colorado's Workforce Centers. As part of the work of the Colorado Workforce Development Council's **Business Outreach and Marketing Committee (BOAM)**. The **BOAM** committee was charged with the following key objectives:

- Implement and create a statewide marketing plan to increase business and individual awareness of the new workforce development System;
- Work with employers and associations to:
 - ✓ develop and maintain relationships with local workforce centers
 - ✓ recommend solutions to resolve workforce development issues
 - ✓ promote investment in educating and training workers

- Support rural business and learning through web-based approaches
- Identify business representation gaps on the State Workforce Development Council and develop strategies to close those gaps.

The marketing plan includes:

- Identifying strengths, weaknesses, opportunities and threats within each of the Workforce Centers with respect to marketing;
- Providing an analysis of the system as a whole;
- Recommending strategies for a comprehensive marketing plan that target the statewide system, as well as individual areas.

This marketing plan aims to create awareness of Colorado's workforce development system. Working the plan will establish a marketing and communications system that leads to increased visibility of the Workforce Development System among employers and job seekers.

Completion of the initial marketing analysis included a summary of:

- **Current market research, current marketing systems, marketing materials, and communications;**
- **public relations and the news media;**
- **employer services and outcomes;**
- **mystery shopping results.**

Phase Two of the Project is currently underway and making progress in developing the capacity of the local workforce regions to market themselves directly and professionally to their communities while tying into the overall branded image of the State. One example is:

Colorado Workforce Center Outreach Committee

The Colorado Workforce Center Outreach Committee was created to assist the **metro area** Workforce Center(s) staff with job fairs held throughout the community. This committee is an example of the full collaboration effort among the local Workforce Centers and CDLE. The major outcomes of the Committee are as follows:

- **Development of a workshop directory for job fairs;**
- **Partnerships between local WFC's to overcome staff shortages;**
- **More direct marketing with the business community;**
- **Higher public relations exposure of CDLE and local WFC's;**
- **Development of a marketing tool to include metro-wide services;**
- **Ongoing partnership with KUSA 9News for media coverage; and**
- **Increased presence of Colorado Workforce Centers and Colorado Department of Labor and Employment at area job fairs.**

The **BOAM** project is one of the first in the country to establish an internal marketing system for workforce development coordinating the State and local levels beyond a one-time marketing campaign. If implemented successfully, Colorado's marketing strategy may be used as a national model for other States.

Governor's Summer Job Hunt

The Governor's Summer Job Hunt (GSJH) is a vital link between classroom learning and actual on-the-job experience to match young people's skills and interests with employment opportunities. To better assist youth in transitioning into employment, the State Youth Council allocated funding from the WIA discretionary funds to support co-enrollment activities between the Wagner-Peyser GSJH and the WIA youth programs.

Employment services are available to both employers and youth ages 14 - 21. Young people who are interested in employment can go to any of the **GSJH offices** located at workforce centers throughout the State, and meet with an employment specialist, who will assist with job search activities and referrals.

Significant Outcomes:

- **KUSA 9NEWS sponsorships at job fairs;**
- **Sponsorship by Denver Newspaper Agency-Newspaper in Education;**
- **Over 50 youth job fairs held throughout the state;**
- **GSJH involvement with local Workforce Centers of Youth Symposiums;**
- **Outreach to over 40,000 youth across Colorado;**
- **Child Labor Law training made available to employers; and**
- **Quality partnerships with schools and other youth services agencies established regionally.**

Even with a slow economy, many employers participated in the job fairs. Dedication and commitment from the local Workforce Centers resulted in 10,114 young people entering employment. Future outlook:

- More job readiness classes to be offered to schools;
- More employer roundtable events.
- Developing curriculum for workshops dedicated to entrepreneurship and internships.

• **TECHNOLOGY**

COLORADO'S E-LEARNING KNOWLEDGE MANAGEMENT PORTAL

"Colorado's Knowledge Center will cause a systemic paradigm shift to provide resources to change the lives of our customers."

Colorado laid the groundwork for building the first statewide **e-Learning Portal Knowledge Management (KM) System** in the nation. This system will enable learning resources to be managed through a single, comprehensive, easy-to-navigate electronic interface. Users will be able to access courseware, documents, data, instructors and other learners in one centralized location. In this way, e-Learning portal offers an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge.

Through CDLE leadership, Colorado is building on the KM system built by Northern Illinois University (NIU) which incorporates the data bases from the Midwest Workforce Institute, Promising Practices, and other USDOL and federally funded initiatives. The resulting infrastructure is the foundation upon which Colorado's unique e-Learning KM Portal System is built upon.

The following components, services, and tools are slated for our e-Learning portal.

Communication & Collaboration

- Collaborative Partnerships
- Inter and Intra agency Communication
- Language translation capabilities for clients and staff
- Meeting/event Notification
- Board Information postings
- Employer Engagement
- Referral of Clients
- Resource Guide
- Outreach Strategies to Clients

Effective Use of Technology

- e-Learning Proficiency
- Statewide Training
- Distance Learning
- Technical Assistance capabilities
- Client Self Directed Activities
- Assessment
- Coordinating Calendars

Information Sharing

- Best Practices
- Employment Networking Support Group
- FAQ'
- Information and Referral

Training

- Outcome Based Training
- Courses for Clients
- Staff Training
- Credentialing
- Staff/Career Development Tools
- Skills/Ed upgrade/training

The Workforce Development System needs **KM** models and practices to keep pace with what the private sector has been using for years. These tools will support **by the workforce development system staff and representatives** with the efficiency to speak to speak with one voice, and to share lessons learned –both positive and negative. The value of sharing meaningful knowledge and information among practitioners is immeasurable. Every day that passes without these tools, countless opportunities are missed to better serve customers with greater cost-effectiveness and efficiency.

This is not the **only** solution to building a world-class workforce development system. Yet, we cannot reach our goals without the right information and the means to share and build our knowledge about successful processes and best practices.

TRI-AGENCY COLLABORATIVE [TAC] PROJECT

Colorado was eligible to receive a Federal Incentive Award [**\$1.3 million**] for exceeding its 2001 Workforce Investment Act Performance Standards. Colorado submitted a joint application for the funds for a coordinated effort between three **partners**:

- **Workforce Investment System (Workforce Investment Act, Title I),**
- **Carl Perkins**
- **Adult Education / Family Literacy (AEFLA, WIA, Title II).**

The State received these funds for submitting a tri-agency project that was innovative, targeted to the hardest to serve, and aimed at improving existing system performance.

Colorado's Tri-Agency Collaborative [TAC] project will serve secondary or postsecondary vocational students, customers of adult education, and the workforce center clients. Using the newly developed **e-Learning Portal** developed by the CDLE as its residence, the TAC will employ various tools, including:

- ✓ **on-line: assessment tools,**
- ✓ **curricula,**
- ✓ **work portfolios**
- ✓ **an interactive 'virtual' menu of services**

Of particular importance is the exchange and use of knowledge, experience, documents and training among all the stakeholders of the workforce development system:

- ✓ **individual and business customers**
- ✓ **Workforce Development System professionals**
- ✓ **educational and training institutions**
- ✓ **community and faith-based organizations,**
- ✓ **government.**

Sharing information through Colorado's portal will allow partner agencies to leverage resources and exchange data. By reducing duplication, the quality, timeliness, and breadth of services to all users of the system are enhanced.

The **TAC** embraces the customer-focused provision of WIA by streamlining education and workforce services for job seekers. Colorado began **TAC** work in August 2003. A committee of stakeholders representing agencies involved in the **TAC** Project was established to oversee development and implementation of the grant. Portal development is being implemented in two phases. The second phase will begin in PY 2004.

Job Vacancy Survey – A Proactive Approach to Labor Market Information

The unemployment rate, along with the growth rate of employment, has been used as an indicator of labor market conditions for decades. Although the indicator provides information about changes in demand for labor, it reveals nothing about the skills most sought after by employers. To address the needs of employers for skilled workers and to provide timely data on demand occupations and their skill requirements, a semi-annual **job vacancy survey** is completed not only to measure demand for workers at a specific point in time, but also to provide detail on the quality of employees demanded.

CDLE and the Arapahoe/Douglas Works! workforce region formed a partnership in 1999 to develop the pilot study, which surveyed employers in the Denver metropolitan area and was funded with WIA discretionary dollars. The popularity of the reports developed from survey results led CDLE to expand its survey strategy to cover the entire State by the end of 2001.

Each regional survey provides a summary profile of the local economy and the following charts:

- **Vacancies by Experience, Education, and Difficulty to Fill**
- **Wages and Vacancies by Major Occupational Groups**
- **Top Hot Jobs and Their Wages**
- **Vacancies by Industry Sector, Employment Status (full-time, part-time, temporary, and permanent), and employer size.**

Job Vacancy Surveys have gained widespread acceptance and are now routinely used by employers, job seekers, economic developers, and workforce professionals alike. Applications of this user friendly resource include:

- **Strategic planning tool** for employers to determine recruitment strategies, develop wage and compensation guidelines, and to make relocation decisions
- **Evaluation tool** for economic developers to identify vacancy trends by industry for purposes of targeting economic development efforts
- **Up-to-date resource** for job seekers to make informed career decisions
- **Planning and resource allocation tool** for public officials and educational institutions
- **Handy reference** for job placement specialists to help increase job placement success by directing job seekers toward high demand occupations and industries.

Semi-annual Job Vacancy Surveys for each sub-region of the State are now available on-line at:
<http://www.coworkforce.com/LMI/WRA/vacsurv.asp>

Capacity Enhancements—Automation Initiatives

With burgeoning customer demand placing additional pressure on limited staff resources, Colorado placed increasing importance on the development of automated and self-service options for employer and job-seeking customers. Using its integrated **JobLink** customer database as a starting point, the State developed the following enhancements to streamline services and create efficiencies in the use of staff time:

- Non-duplicative on-line enrollment into WIA, Wagner-Peyser, Veterans, TAA, and Welfare-to-Work programs;
- Internet-based self-registration that is automatically linked to JobLink accounting for almost 50% of all new registrations entered into the system;
- On-line Users Guide accessible by all users of the JobLink system;
- On-line real-time activity and performance reports that can be generated by all staff;
- One-step automated matching of jobs and applicants using O*Net codes and applicant skill profiles;
- Linkage of job matches to the automated voice response system which notifies applicants of job opening. During PY2003, the voice response system made over 300,000 calls to applicants across the state.

Colorado further enhanced JobLink during PY2002 with the introduction of a website for employer self-listing of job openings. All job orders received from the website are reviewed by staff before acceptance into JobLink. Development of an employer-initiated job matching capability is now in the test phase and should be launched just after submission of the Annual Report.

The employer self-listing and applicant self-registration website can be accessed at:
<http://coloradojobs.cdle.org/>

ADDITIONAL ACCOMPLISHMENTS

Performance Standard Training

The MIS division of the CDLE's Workforce Development Programs conducted quarterly Performance Standard training in August 02, November 02, and February 03. The training sessions covered the current performance standard and accomplishment strategies in both instruction and practical *hands-on* case scenarios. All sessions were well attended by both State and local region staff.

Statewide Case Management Training

Colorado Department of Labor and Employment hosted a training titled, "***Case Managing for WFC Programs: From Assessment to Post-Placement.***" CDLE and the Colorado Office of Workforce Development invited staff from around the state to attend this interactive training session on best practices for case managing Workforce Center clients. Targeted to all Workforce Center case managers and their supervisors, specifics focused on helping clients succeed in achieving their employment goals. The seminar was beneficial for all Workforce Center programs. Over 250 State and Local staff attended the training and benefited from state-of-the-art techniques for enhancing the case management process.

Training topics included:

- **Making the choice to register**
- **Using assessments to determine the level of service needed**
- **Creating "employability advancement" plans**
- **Using Core and Intensive Services in a time of budget restraints**
- **Documenting through case notes and individual employment plans**
- **Making the choice to exit clients**
- **Building retention into the placement process**

Rocky Mountain Workforce Development Conference 2002

The annual conference of the Rocky Mountain Workforce Development Association was held August 21-23, 2003 in Denver. For the first time, it was expanded to become the "U.S. Department of Labor Region IV Conference." Over 1,000 attended with 11 states represented: Arkansas, Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, and Wyoming.

Conference tracks included: Board Members, Adult-Dislocated Workers, Youth, Lean/Improve/Profit, Personal Growth/Professional Development, Technical, Specialized Services for One-Stop Resource Centers, and Partnership/Collaborative.

The conference provided the first opportunity to meet and share ideas with colleagues from all aspects of the Workforce Development System in the eleven-state ETA Region (IV).

DISCRETIONARY GRANTS

CWDC Grants in Aid to Local Regions

The CWDC fosters innovation in the system through its practice of funding powerful non-traditional responses to labor market issues that engage **partners** in the local regions. The awards are based on a clear set of criteria and local workforce boards are able to respond to identified critical labor market issues and submit a request to the CWDC any time from Jan.1 to April 30 of the calendar year.

CWDC members and experts evaluate each request and provide funding for projects that range from creation of a Nuclear Medicine Technology course in Weld County to a career ladder project for health care workers in Mesa County. The CWDC made an award to the Mayor's Office of Workforce Development (Denver) to support a ***Success in Industries*** project that prepares students for graphic arts printing careers in collaboration with the printing industry association in Denver.

Several projects funded by the CWDC are now listed as ***Best Practices***. These projects will be sustained by local support upon successful implementation.

Annually, the CWDC awards funds to promote innovations and to support the ***Job Vacancy Survey*** project that the LMI section expanded to regions throughout the Colorado.

\$6.4 million National Emergency Grant

The National Emergency Grant (NEG) provides core, intensive, and training services to dislocated workers from targeted industries who lost their jobs as a result of layoffs occurring after September 11, 2001. Current targeted industries for NEG in Colorado are telecommunications, financial, technology, airline/aviation, and tourism.

In PY2002, NEG funds assisted the workforce centers in serving 1542 dislocated workers. Many of those enrolled were previously high-wage earners unable to return to their previous field of employment, and the challenge now is to transfer their skills into high-demand occupations at a comparable earning level. Targeted career fields for placement are: healthcare services, education, and homeland security and defense.

\$1.02 million HCA Health Care Grant

As of the end of PY02, 64 nursing scholarships had been awarded to help address the nursing shortage within the HCA/HealthONE provider network. HCA provided matching funds of \$600,000 for the project. These funds

have been utilized to build the training capacity of local community colleges and the on-site clinical rotation capacity of the participating hospitals. In November 2003, the first cohort of 16 students will graduate from the accelerated RN program with an Associate's Degree in Nursing.

\$100,000 Program Evaluation Grant

The purpose of this grant is a two-year evaluation of three pilot programs to determine effectiveness in meeting the needs of health care employers, impacts of labor force shortages, and worker training.

One of the three programs to be evaluated, the demonstration HCA/Health One “New Hire” project, was in the early stages of project implementation. CDLE and CGS concluded that it was necessary to begin work on a “good faith” basis to take advantage of stakeholder interest and to identify early implementation issues associated with the HCA/HealthOne project. To that end, a number of activities were undertaken between September 2002 and June 2003.

To date, 26 interviews have been conducted with a variety of program administrators and other stakeholders using the Fourth Generation Evaluation methodology. The interviews collected background information on the three healthcare training programs and their relationship to the broader workforce development system in Colorado. Information gathered during these interviews has assisted evaluators in identifying current and emerging issues. Analysis will be used to design the formal data collection instruments.

\$700,000 The Motherhood Project Connecting Female Ex-Offenders with Work and Family.

The Motherhood Project is a collaborative effort between the CDLE and Colorado Department of Corrections to create a gender-specific re-entry program for female offenders. The mission of the project is to empower female ex-offenders by building self-esteem and self-confidence, and by providing them with the tools to become self-sufficient. Learning through education, training, mentorship and work provides the basis for the Motherhood Project. Understanding the plethora of gender-specific barriers that interfere with the learning process, and understanding the female ex-offenders ability to maintain employment is key to the project's success.

\$1.2 Million Serious and Violent Offender Grant

The Colorado Department of Corrections is the lead agency on this collaboration; however, CDLE, the Colorado Department of Human Services, Substance Abuse and Mental Health agencies, CBO's, FBO's, Community Corrections, Probation, and Parole are also key players for achieving success. The grant provides funding to develop and implement re-entry strategies to reduce the rate of recidivism. Local Workforce Centers are engaged early in the process to help develop successful workforce strategies that help ex-offenders become self-sufficient.

\$1.3 Million Colorado Partnership: Workforce, Faith, and Community Works! This project was designed to identify and build the capacity of small and emerging faith- and community-based organizations within Colorado. The work of this grant demonstrates that connecting local Workforce Centers to the resources of faith- and community- based organizations, leveraging those resources, sharing information, and developing partnerships help our clients achieve self-sufficiency. Once the organizations were identified and **partnerships** established, an on-line catalog of resources and service providers was developed. It can be found at www.coworkforcepartners.com. The catalog is used throughout the state by a multitude of **partners**.

\$500,000 Homeless Veterans Reintegration Program (HVRP)

This veteran-specific reintegration program is a collaborative effort of the Disabled Veterans Outreach Program, Local Veteran Employment Representatives, Colorado State Veterans Program, Colorado Department of Corrections, John Inmann Work and Family Center, Local Workforce Centers, WIA systems, Community- and Faith- Based organizations and CDLE. HVRP is designed to identify veterans currently incarcerated in the Colorado Department of Corrections system, deliver employment-based case management, administer supportive services, and provide employment and training services as a means to increase self-sufficiency and reduce recidivism among veterans who are ex-offenders.

\$750,000 Colorado's One-Stop for Ex-Offenders: A Non-Custodial Ex-Offender Program

This non-custodial ex-offender program is a model re-entry program focused on providing employment and training services while reducing recidivism. This project provides ex-offenders with a myriad of services that help them become self-sufficient. A partnership comprised of the Colorado Department of Corrections, faith- and community- based organizations, mental health and substance abuse agencies, Colorado Department of Human Services, and CDLE help clients with successful reintegration.

Local Profiles and Actions

The State response to the current year challenges has been effective, and the actions of the Local Workforce Investment Boards and their workforce centers to meet these challenges has been impressive.

Each of the local area leaders have formulated plans to address local labor market issues and to respond to expressed needs of businesses in their communities. The locals have blended State supported projects, local funds, and business support to attack high unemployment, healthcare shortages, and the pursuit of skills by their citizens. We are proud to present some examples that highlight the powerful and successful utilization of the ***Formula for Success***, and incorporate the three elements that drive the formula.

Colorado's nine workforce regions is locally controlled and offers programs that serve as best practices for further replication across the Nation. Each region has addressed the specific needs of their target populations in a unique way. This section describes each region and highlights its innovative programs and accomplishments.

Colorado Workforce Investment Areas

(Will be available in the final version of the report)

Note: Files 6, 7, and 8 contain the local profiles.

COST EFFECTIVENESS ANALYSIS

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. Increased wages for our clients fit into both of these categories since the increased wages obviously directly benefit our clients, but they also result in increased tax revenue through increased income tax payments, as well as probable increases in sales and property taxes. 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.

At this point, we only have data to measure the gain in wages experienced by our clients. 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.

Adult Program

In the Adult program we are comparing the annualized wage gain the clients experienced to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program, while the expenditures shown include funds spent on clients who have not yet exited the program. This should “even out” over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year’s funds carrying in to next year as long as enrollment rates remain fairly stable. A large influx of new enrollees would skew this number strongly, this is not normally seen in the Adult and Youth funding streams, but would have a strong potential effect in Dislocated Worker with large layoffs. The wage gain is calculated by subtracting the wages the 2nd and 3rd quarter prior to enrollment from the wages the 2nd and 3rd quarter post exit. We then annualize the wage increase by multiplying by two (moving 6 months to 12 months). We then account for inflation by adding 2.5%.

• 2002 annualized adult wage increase	\$6,000,028
• 2002 inflation adjusted adult wage gain	\$6,114,029
• Expenditures	\$4,778,303
• Benefits	\$1.28 for each \$1.00 expended

Youth Programs

In the Youth programs we are comparing the annualized wage gain the clients experienced plus the wages paid to the participants during the year to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program plus all wages paid to participants, while the expenditures shown include funds spent on clients who have not yet exited the program. This should “even out” over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year’s funds carrying in to next year as long as enrollment rates remain fairly stable. A large influx of new enrollees

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• 2002 youth wage increase	\$2,050,350
• 2002 work experience wages	\$4,172,320
• Total	\$6,222,670
• Adjusted for inflation (2.5%)	\$6,378,237
• Expenditures	\$6,205,285
• Benefits	\$1.03 for every \$1.00 expended

Dislocated Worker

With the adult and youth programs some assessment as to a return on investment or cost effectiveness can be made since the intent of these programs is to move the adult or youth from a current low income status or from dependency on government assistance programs to greater income and less dependence. The dislocated worker program, however, is intended to prevent clients from slipping into a dependent or lower income status. This is the reason that the wage standard for the dislocated workers measures how much of their former income was replaced after the program, where the other programs look at an expected gain in wages. Like most prevention programs it is difficult, if not impossible, to analyze cost effectiveness in any meaningful way since assumptions have to be made on where clients would have ended up if intervention had not occurred. Any cost effectiveness analysis attempted on this program would only really measure our assumptions for where those clients were headed when we intervened. Since this would be a purely subjective approach, any numbers generated would not be valid.

Overall Assessment

With the changes in Colorado's economy during PY02, wage gain from these programs dropped significantly as unemployment in Colorado increased significantly. Even with this loss, we experience a greater increase in wages in the Adult and Youth programs than the funds expended. This is without being able to measure the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 1071 out of 3307 total of our Adult clients and 1352 out of 3002 total youth clients in PY 2002 were receiving public assistance when they came to us. From the wage gains seen and anecdotal evidence we know that many, if not most of these clients are no longer receiving or have much reduced their dependence upon public assistance. We do not have any way to quantify this without information that is not currently available.

STATE EVALUATION ACTIVITIES

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each regions outcomes by utilizing the 17 core indicators of performance for adults, dislocated workers, and youth programs, as required by the Federal Workforce Investment Act (WIA), Section 136.

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 Regions.

Quarterly, State Field Representatives 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, as well as providing an opportunity for staff to rectify any deficiencies prior to the start of the annual state monitoring. In PY 02, annual compliance monitoring was conducted jointly by the CDLE and the USDOL. Joint monitoring allows for more in-depth reviews and minimizes the demands on local staff that usually take them away from their other duties.

ADAMS COUNTY ONE-STOP CAREER CENTER SYSTEM



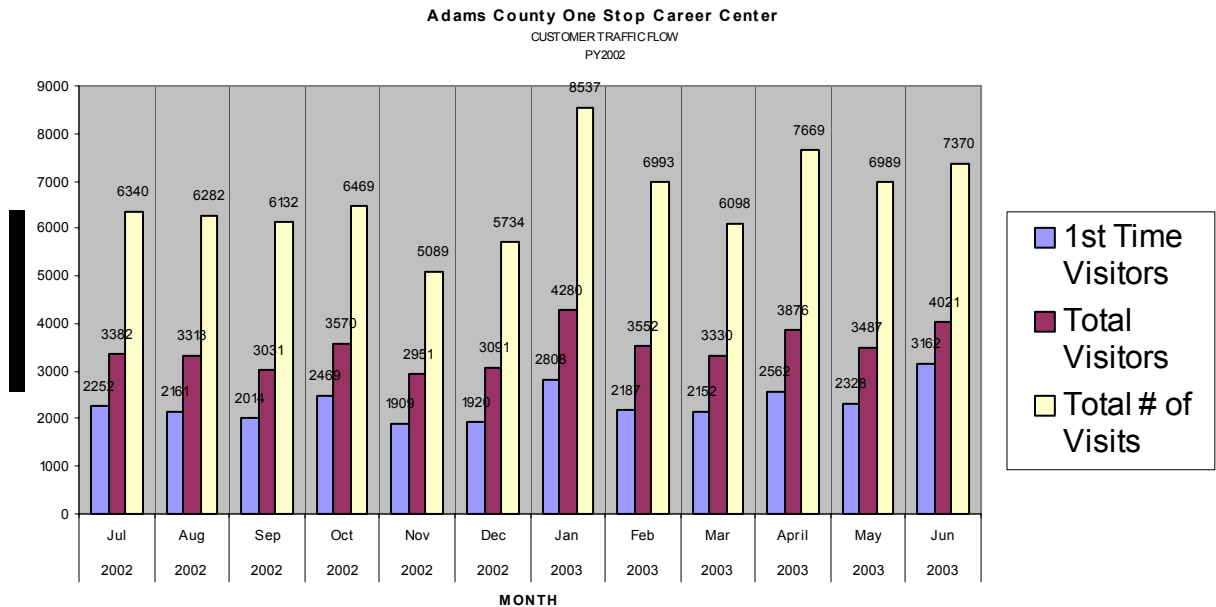
REGIONAL PROFILE

Adams County is a diverse county with industries ranging from the high tech medical complex at Fitzsimmons, to manufacturing in the Commerce City area to heavy agricultural production in the rural areas of the County.

The lingering affects of September 11, 2001, were still being felt during PY 2002. Significant layoffs and downsizing continued to occur in the high tech companies such as Celestica and Hamilton-Sunstrand. Job seekers found that there were few opportunities for employment; particularly those that offer anywhere near the pay they received from their last employment. Industries that experienced a decline were primarily high tech manufacturing. Slight increases in local transportation occurred at the same time. The over-the-road transportation and medical occupations continue to experience large growth. Customer service employers such as call centers and retail remained at the status quo.

The Unemployment (UI) rate in Adams County during PY 2002 fluctuated between the highest or second highest rate among the Denver Metro counties, reaching 7.2% in March and April of 2003. Although Adams County has not suffered any major employer/business closures, as have other metro counties, the impact of many layoffs on Adams County residents was greater. The reason for this is 80% of the Adams County workforce is employed outside of Adams County due to a wealth of affordable housing, but limited job opportunities.

As a result of the continuing economic decline, the Adams County One Stop Career Center System (ACOSS) registered 24,733 new applicants during PY02. The average number of individuals served by the one-stop centers each month was 6,641, an increase of nearly 1,000 per month over PY01.



Leadership

Adams County Workforce Investment Board (ACWIB) Performance Highlights

- **BSN Worksite Option:** The ACWIB focused on health care as a target industry that had a specific need for labor and developed a relationship with employers, needs of the workers, needs of the community, and needs of the organization, were all combined with “partnerships” involving: University of Colorado Hospital, Community College of Aurora, Front Range Community College and Regis University. The ACWIB participated in the training and development of this specialized program.
- **Linkages to Other Agencies:** Recent ACWIB presentations have been made to Adams County Economic Development professionals on programs and services available from the ACWIB. Discussions links continue between ACWIB, Adams County Economic Development agencies, and employers in on-going business retention interviews.
- **Transportation:** The ongoing identification and focus of the ACWIB continued in transportation. ACOSCC continues to work through various private trucking schools that maintain direct employer relationships. This link continues to satisfy the needs of many employers in the region.
- **Occupational ESL Program - Basic Literacy Services:** Over 30 participants were involved in a Basic Literacy program that transitioned to an ESL program in 2003. ACOSCC, Adams County Social Services, Front Range Community College, Regis University, The University of Colorado Hospital, and Aurora Community College jointly cooperated to provide for these individuals with diverse needs.
- **Enhancement of Recruitment Activities:** ACOSCC participated in a number of Job Fairs that enhanced recruitment for a variety of Adams County agencies.
- **Agency Participation with Social Services, Goodwill, ACOSCC, and the B+ Program:** Identified the needs of employers and incumbent worker training for 2003+.

- ACWIB Membership: ACWIB was successful in maintaining 51% Private Sector Board Membership in PY 2002.
- Federal Performance Standards: ACWIB and the ACOSCC met or exceeded all PY 2002 Federal Performance Standards and requirements.

Partnerships

Accelerated Bachelor of Nursing Degree Worksite Option

The Accelerated Bachelor of Nursing Degree Worksite Option was developed through a partnership between Adams County One Stop Career Center, the University of Colorado Hospital/Fitzsimons Campus, Community College of Aurora and Regis University to address the Denver metro nursing shortage. The projection of shortages in Baccalaureate degreed nurses is expected to exceed 4,235 by the year 2005.

This worksite option program allows incumbent workers the opportunity to continue full-time employment while obtaining their BSN degree, as well as increasing their earnings potential. The program is designed for University of Colorado Hospital full-time employees that have a minimum of twelve (12) semester hours of transferable college level course work.

In September 2002 representatives from Adams County One Stop Career Center, Adams County Economic Development, Regis University and the University of Colorado Hospital met to discuss the disparity in the nurse to patient ratio, particularly in the degreed nurses (Baccalaureate). From this discussion grew the need to add the Community College of Aurora to facilitate General Education credit courses and to then build a curriculum around the Community College and four-year College setting that would be seamless to the student as they moved into their junior year of nursing courses once at Regis University. From this commitment from all four partners, BSN Worksite Option was funded in July 2003 for \$250,000.00 from the Adult Discretionary Grant.

In order to be eligible for the BSN Worksite program, the University Hospital employee must have had a year of service, an exceeds requirements performance appraisal and not have been on any form of corrective action. Additionally, the candidate must have had a minimum of 12 transferable college credit hours. Once those guidelines were established, the partners were made joint selections on the first group of students to be accepted. As of October 2003, twenty-three students are in the program with ten more to be selected in February 2004.



Benefits Plus

A Program of the Adams County One Stop Career Center System



In conjunction with
Adams County Department of Social Services
Goodwill Industries of Denver



The Offer: The B+ team will *fund, design, implement, and facilitate delivery of customized skills training* for your company's employees who are Adams County residents earning under \$15.00/hour.

We'll *deliver workshops* at your worksite to larger groups of employees in the same income range, regardless of their county of residence, and offer our facilitation to conveniently access support in housing, transportation, tax credits, and other family-stabilizing benefits.

We'll also work with your company to ensure that it is taking full advantage of the *tax credits and incentives* available in Adams County, and provide our assistance in accessing them.

The Request: To help us accomplish this, you will need to identify which of your employees will qualify for the training and education; work with us to devise training strategies which will benefit both these individuals and the organization; and allow us access to and time with these employees to deliver the training and resource education. *Wage subsidies will be available* to help support these activities.

The Results: Our mission is to increase the wage-earning potential and stability of working families in Adams County by giving them the tools they need to grow. By enhancing the skills of individuals, we hope to improve the overall quality of our county's workforce in a manner that *saves employers money while increasing workers' income*.

We have developed a public-private partnership strategy that combines the resources of governmental agencies, local not-for-profits, community colleges, economic development groups and private enterprise. With the help of an investment from the Adams County Department of Social Services, the resulting program can be delivered at *no cost to employers* and will offer both income and skills growth to individuals who participate.



ARAPAHOE/DOUGLAS WORKS!

REGIONAL PROFILE

The mission of Arapahoe/Douglas Works! is to advance, through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board, a public workforce system committed to customer satisfaction, community partnerships and continuous improvement. Arapahoe/Douglas Works! serves job seekers in Arapahoe and Douglas counties and Denver's southeast suburbs, which are home to many of Colorado's technology companies. Douglas County continues to be one of America's fastest growing counties.

Over 79,357 on-site visits were recorded for people requesting services from Arapahoe/Douglas Works! between July 1, 2002 and June 30, 2003, which is an increase of 13% from PY 01 (over 9000 more recorded site visits). This region has 13% of the market share of unemployed job seekers in the state and 26% of the market share of job seekers in the Denver Metro region. Arapahoe/Douglas Works! serves a large percentage of highly skilled workers formerly employed in the technology industry, many having very specialized skills and requiring retraining. Residents of this region are relatively affluent and highly educated. According to 2000 Census Data, the median household income in 1999 was \$53,570 in Arapahoe County and \$82,929 in Douglas County, both among the highest in the state and well above the statewide median income of \$47,203.

The fully integrated and functioning Workforce Board also established a number of working committees as a result of Strategic Planning; Visibility, Skills Training, Employer Relations, Customer Satisfaction, Community Linkages (to develop partnerships with community-based organizations) and Legislative committees. These partnerships and efforts expand the service options available to customers at the region's two workforce centers. The Employer Relations Committee of the Board also increases visibility of the Center's services for local employers. Arapahoe/Douglas Works! offers a wide range of programs built upon several strengths: a strong and involved Workforce Investment Board; a supportive business sector; integrated services and alliance with Wagner-Peyser staff; strong support from both Arapahoe County and Douglas County and Boards of County Commissioners; excellent facility location, access, and parking; suitable sites for service delivery with an abundance of customer resources; integrated services with partnering agencies that lead to direct involvement with service delivery; strong staff experience and expertise; and solid administrative services (MIS and fiscal systems), processes and procedures.



LEADERSHIP

Awards

- A/D Works! was cited by the United States General Accounting Office as one of 14 One Stop Centers in a study titled "One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed, (FAO-03-725)" and dated June 2003.
- The Employment First Program was awarded "Most Workfare Enhanced Funding for a Large County" and "Highest number of Workfare Jobs" by the State of Colorado for performance in 2003.

PARTNERSHIPS

Healthcare (HC) Center Within a Workforce Center Project

This project focused on partnerships between HC employers and education to create a specialized healthcare career development center that increases the labor supply of highly skilled and knowledgeable HC workers. The project provided a HC Program Coordinator to provide HC career counseling to an average of 30 job seekers per week. Clients receive assessments for matching Healthcare skill sets, Healthcare occupational choices, educational opportunities, as well as employment opportunities. As a result of these counseling services, clients are more informed about the healthcare industry, their personal career choices and employers are receiving qualified job seeker referrals. Collaborative partnerships between employers and education have resulted in expanded healthcare training capacity.

TECHNOLOGY

Enhancing Healthcare's Qualified High-Demand High Skilled Workers

This program has been named iCAN ("Integrated Community Alliance for Nursing Program) and is a direct result of a partnership with Community College of Aurora, TH Pickens, and our region's healthcare employers to address the labor shortage of qualified Licensed Professional Nurses and Registered Nurses within the eldercare industry. Barriers were identified and a plan developed to recruit, retain, and fund an expanded LPN training program and utilize the Colorado State Articulation model to promote the LPN's to become RNs. The partnership identified the assets each member brought to the program. The workforce center focuses on recruitment, tuition assistance, and support services. The employers provide clinical rotation sites and employment opportunities. TH Pickens was unable to expand their program due to limited physical space. The space for the skills lab was a gracious gift from Community College of Aurora that lead to creating a unique associate degree partnership program with TH Pickens. Community College of Aurora provides the general courses while TH Pickens provides the nursing courses. Funding for the equipment that was necessary to create the additional nursing skills lab was provided through this grant.

The lab site shares the classroom space for the program on the CentrePoint Campus of the Community College of Denver that is located only a block away from the TH Pickens campus. Reconstruction was necessary to add a sink to the room that also holds an instructor's office, and storage space along with 6 computer stations and 16 student desks. The space has an appearance of a nursing unit as it also holds 6 hospital beds occupied by 6 mannequins, a bassinette, numerous pieces of medical equipment with demonstration capabilities, and a stretcher.

Once funding for the equipment was secured the project went into high gear to order equipment and select the 16 students for the first cohort group in less than 6 weeks. The demographics of this group include 10 DW, 3 NEG, 1 NAFTA, 2 WIA, and 2 incumbent workers sponsored by their employer. The cohort group occupies the same space for all of their classes, which has lead to the students forming a cohesive support group for one another even bringing a microwave, refrigerator, and coffee pot into the classroom. The group shares the feeling that everyone will complete the program together taking whatever additional activities necessary to help one another succeed. Displaced workers that before were preoccupied with daily needs are now looking forward to their new chosen career paths. Incumbent workers are satisfied with their employer's commitment to their success.

Purchasing equipment for the nursing skills lab was an adventure that has lead to a great working relationship with the vendor Laerdal. They are now working with us in a collaborative partnership with public and private state educators on a grant to develop a nurse educator simulation-training and eventually a virtual simulation model.

We are currently working with iCAN consortium to expand radiology, respiratory therapy, and pharmacy technician programs in the Metro area. The workforce center's web site will be enhanced to focus on the HC industry, education, occupational choices and career path options.



Individual Success Story

Jim first came to Student Options (an alternative to high school, onsite at the workforce center) when he was a 9th grader who was expelled from his middle school. Jim wanted to be successful, but had multiple barriers standing in his way, including his expulsion, an arson charge and a truancy case. In addition, both he and his mother were victims of domestic abuse by his father. Jim liked the individualized learning offered at Student Options. He worked with a case manager who helped him determine what his career goals were and how he could reach them. Jim earned 30 high school credits and transitioned back to his home high school. He is a 3.0 student and is no longer in truancy court. His legal issues have been resolved, and he and his mother are now living in a safe environment without his father. Through this work, youth are kept off the streets and are offered support in becoming productive members of society.

Colorado Rural Workforce Consortium

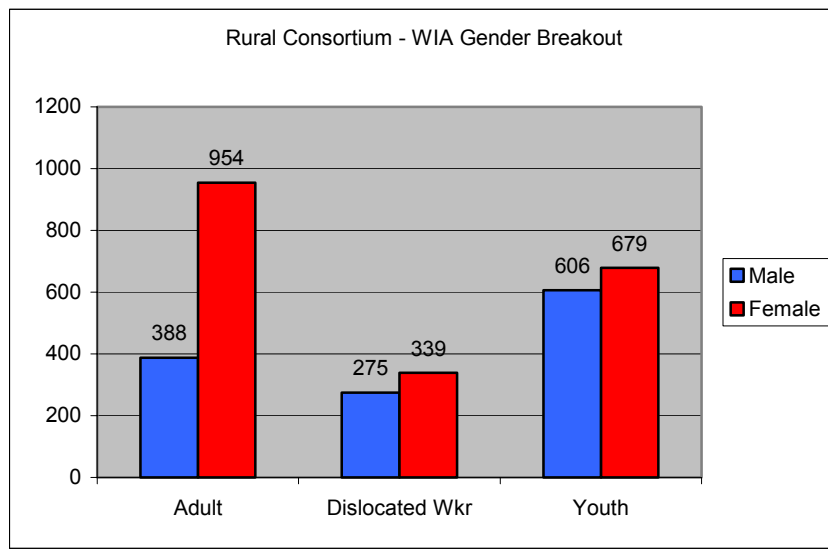
REGIONAL PROFILE

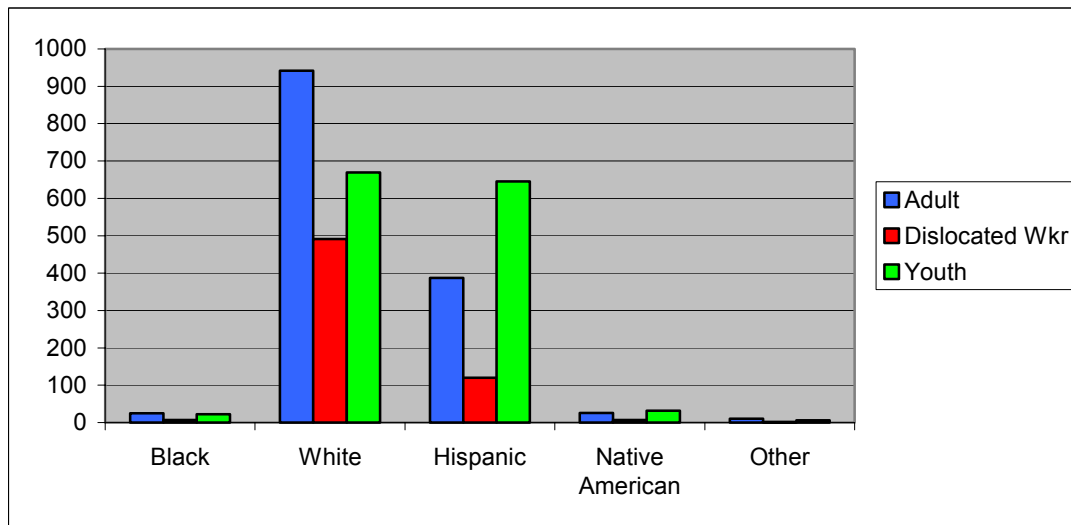
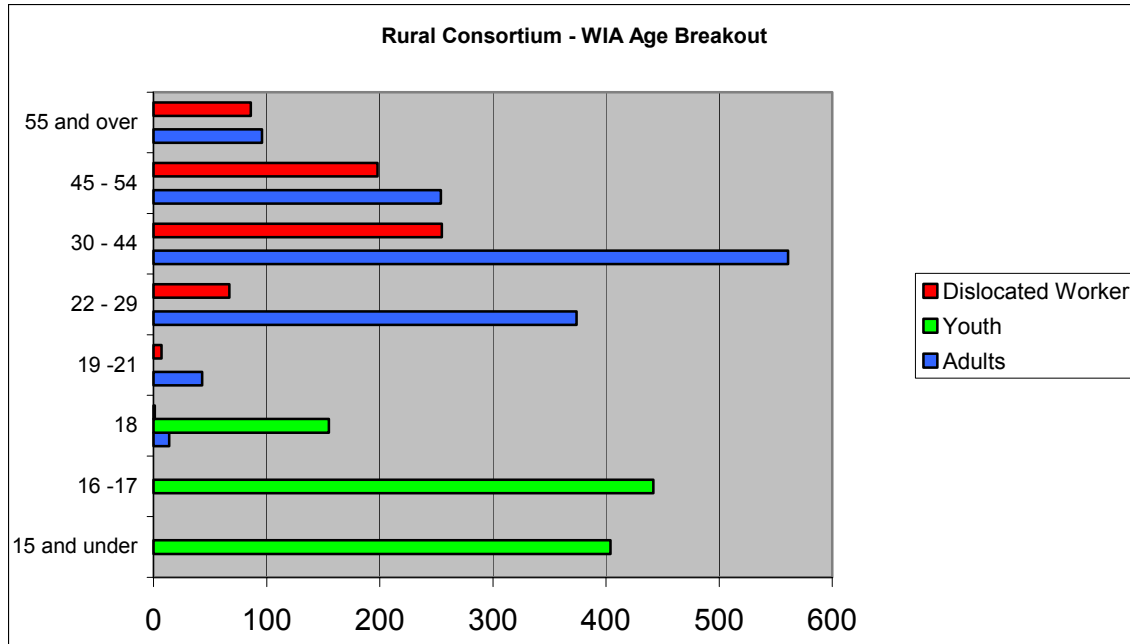
The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. Consortium staff performs administrative, policy direction, and quality assurance functions. The Consortium includes eleven distinct geographic and economic sub-regions, each governed by its own local Workforce Board, Local Elected Officials Board, and Youth Council. . The Consortium's web site and local office links can be seen at <http://workforcecenters.state.co.us/rc/>.

The Rural Consortium provides a stable environment within which each of its sub-regions make the most of their funding and human resources to offer useful services to their customers. The Consortium's governing Workforce Board, Board of Local Elected Officials, and Youth Council consist of members who belong to and represent corresponding local boards within each of these sub-regions. The Consortium Boards and Youth Council meet twice yearly, and most sub-regional governing bodies meet quarterly.

Job Vacancy Surveys conducted by the Colorado Department of Labor & Employment show that, on the whole, the rural sub-regions rely on government, services, retail, construction, and agriculture industries. Most of the sub-regions are dominated by small businesses with fewer than five employees and with wages low in comparison to the urban areas of the state. Drought hampers agricultural business. Construction industry presence in the Western slope regions is a positive aspect. The Rural Resort and Upper Arkansas sub-regions show a high percentage of seasonal employment created by tourist industries.

Rural job seekers have more difficulty finding employment with a living wage than urban job seekers. Ironically, rural employers who seek applicants with specific skills and experience have difficulty finding them. There are relatively few rural population centers well supplied with skilled workers and vocational or higher education facilities. The Colorado Community College and Higher Education systems train rural residents to suit employer needs, but their resources are thinly spread.





LEADERSHIP

Awards and Recognitions – Mesa County Sub-Region

- The Mesa County Workforce Center was selected by the Rockefeller Institute as a model for the integration of workforce development efforts with TANF (welfare reform) programs; the findings were just released in June in a national publication.
- The Social Policy Research Institute, under contract with the federal Department of Labor, selected the Mesa County Workforce Center as one of ten national models for the implementation of WIA programs in rural areas.
- Various staff members have given presentations throughout the nation on Mesa's case management system, the Welfare to Work program, and the healthcare initiative.
- The Director, Sue Tuffin, has been selected to serve on the Labor Subcommittee for the National Association of Counties organization.

Workforce Board & Youth Council Collaborations: Rural Resort Sub-Region

Through the partnerships encouraged by the Council, a strong collaboration among local youth-serving agencies, schools, and employers providing services to youth now exists. Six career fairs and job fairs were held throughout the year and three Child Labor Law seminars were conducted for local employers. Colorado Mountain College presented sixteen Workplace Readiness Skills workshops with over 300 students attending. Another focus of the Youth Council has been to identify strategies to increase youth enrollment in the WIA Program. Because of this focus, the region has doubled youth receiving WIA services. The Governor's Summer Job Hunt Program was very successful with 706 youth finding summer employment.

PARTNERSHIPS

Community Involvement – South Central Sub-Region

- South Central has a high focus on community participation. The Annual Rocky Mountain SER Christmas Party for San Luis Valley Migrant and Disadvantaged Children has become a major community action event, which includes the participation of Wagner-Peyser staff, members of the Workforce Board, County Commissioners and other elected officials. This year, over 300 children were served.
- The Workforce Center sponsored a booth at the San Luis Valley Migrant Coalition's August Migrant Fiesta. This year over 300 migrant workers, field labor contractors, and their families participated in the Fiesta celebration. All the migrant workers were given Workforce Center services information.
- The 82nd Annual Monte Vista Stampede Days celebration was held in July. Thousands of residents, employers and visitors attended. Workforce staff walked down the parade route distributing Workforce informational pamphlets and talking with potential applicants.
- Workforce Center staff attended Trinidad's Santa Fe Trail Festival to promote WFC services. This June event features an antique car show, motorcycle show, chili cook off, crafts, art, jewelry and a variety of food and beverage vendors. Staff provided WFC brochures and marketing items and visited with numerous potential employers and job seekers.

Faith-Based Initiative – Southeast Sub-Region

Lamar Workforce Center staff were able to offer group services by presenting the job-seeking portion of life skills workshops sponsored by Fresh Start Ministries, a local Faith Based Organization. Videos and

workbooks are available to assist individuals in GED preparation, parenting, adult literacy and successful job search. The curriculum also provides assistance to immigrants transitioning into the local job market and English as a Second Language (ESL). All materials are available in Spanish and English and may be loaned to any partner agency in the area, including the public library.

Workforce staff have assisted the new Faith Based Initiative in planning efforts. Some of the staff are participating on sub-committees to identify and address community needs. These sub-committees include Employment, Day Care Action Team, and Education Action Team.



Youth GED Project – Southwest Sub-Region

The WIA service provider, The Training Advantage, administered a youth discretionary grant in Durango in collaboration with the federally funded (HUD) Youthbuild program. Youth were co-enrolled in WIA and Youthbuild, and were given GED instruction, construction skills and leadership training. 100% of the goals were met including those of attaining GEDs. Many youth went to work immediately after the end of the project. The life skills learned in the project will serve the youth for a lifetime. These include academic and vocational skills, plus First Aid and CPR certifications, training in nutrition and health, including prevention of stress, depression and suicide.

Summer Success Program – Western Sub-Region

Working in partnership with the Montrose School District and the Montrose Recreation District, six special needs students participated in the WIA Summer Work Program. The work program was the first job for all participants and provided instruction in basic skills remediation, job readiness, while gaining practical work experience. The program targeted special needs students who normally wouldn't be able to find summer employment. Crewmembers included individuals with disabilities including Down's syndrome, autism, and developmental disability. A job coach provided individualized support while teaching work place skills and personal goals development. The program demonstrated that these workers performed better when they set reasonable and incremental goals set for them and they were held accountable for their actions. The skills that members developed during this unique program will carry over into the classroom and future jobs.

Cultural Diversity Project – Rural Resort Sub-Region

The Rural Resort Region has received two discretionary grants to enhance their Cultural Diversity efforts. In addition to the cooperative effort with the Summit County Family and Intercultural Resource Center, a partnership has been developed with the State Civil Rights Division to provide more efficient and seamless intra and inter-regional services for immigrant/foreign workers. A Cultural Diversity Coordinator was hired for this project and computer classes are now offered at the Frisco Workforce Center for Spanish-speaking customers who want to learn basic computer operations. A draft script has been written for an Immigrant Acclimation video project and will be available to foreign-immigrant workers and employers who hire foreign/immigrant workers.

A major accomplishment of this project is an employee handbook, "Living in the Valley," for Routt County, created as a result of employer input. The handbook has been produced in English/Spanish and addresses the following issues: automobile, employment, domestic and family, legal and community issues, licenses, money and consumer, pregnancy and legal, environmental, public transportation, and housing. This handbook will be replicated for each county within the Rural Resort and Northwest sub-regions.



Healthcare Initiative – Mesa County Sub-Region

The Grand Junction community faces a significant challenge in its healthcare workforce. Demand for services far exceeds the supply of available, qualified healthcare professionals, from personal care providers through registered nurses. To help meet this challenge the Workforce Center has developed a coalition of healthcare providers and trainers who work together to increase the supply of skilled workers. The project is well under way and has had many successes, including the development of a certified nurse aide (CNA) training program and a licensed practical nurse (LPN) program, which were not previously available in the region.

E-Corps Project – Pueblo County Sub-Region

In conjunction with the Pueblo Youth Council and through a youth discretionary grant Pueblo Worklink was able to fund an eight-week environmental project (E-CORPS). The project provided an eight-week long work experience geared specifically toward the environment. The Spring E-CORPS project was conducted at the Pueblo Zoo. Participants performed various job duties ranging from mulching, landscaping, to feeding and grooming animals. A great deal of effort was made to develop the youth employability. Job Readiness workshops, in-service training and OSHA training were some of the strategies used.

TECHNOLOGY

JOBSTV – Eastern Sub-Region

Eastern's most innovative project has been the Jobs TV network. This is a free service to Employers and job seekers that brings available job openings to each home subscribing to cable TV. JOBSTV generally has 150 to 200 job listings throughout the ten county area. Each job listing includes a job title, description, pay scale, hours needed, and a job order number. Job seekers can call any Eastern Region Workforce Center to get the information necessary to contact the employer. This project has been very successful; bringing in new employers and job orders and making it easier for the job seeker.

Homeless Shelter Resource Center – Upper Arkansas Sub-Region

Loaves and Fishes, which is a homeless shelter, received a faith-based grant to develop a Resource Center and Day Labor listings. With this grant, they have installed four computers in a resources center with access to the Internet for each system. The Resource Center also has a copy machine and phone with 6 voice mailboxes for use by clients to use while searching for work. Other supplies and material is made available to assist with job search. Loaves and Fishes also started a Day Labor list that provides referrals for employers and clients for short-term employment. This service is filling a void for the community that has not been addressed by other agencies but has been needed within the Fremont County community.



Individual Success Story – Mesa County Sub-Region

Kathy was referred to the Workforce Center from the local Department of Social Services. She is a single mother of two children and has a mental disability. Her husband is incarcerated and provides no financial assistance to her and their family. Kathy is a high school dropout and is

currently preparing for her GED. She has completed her Certified Nursing Assistant training, and her long-term goal is to complete the Licensed Practical Nursing program and eventually become a Registered Nurse. She has succeeded with minimal help and support from her family, friends, and husband. By setting goals and planning, Kathy is well on her way to a successful career in nursing.

Individual Success Story – Rural Resort Sub-Region

Jason came to the Colorado Workforce Center in April of 2003 after being referred by the Colorado Law Enforcement Training Academy at Colorado Mountain College in Glenwood Springs. Jason had been out of work for nearly two years and wanted to pursue a career as a police officer. Through WIA, Jason was able to receive full funding for his CLETA training. He attended all necessary courses, and received excellent scores and commendations from the program director. He graduated in August of 2003 and was hired to a local police force within three weeks of graduation.

Individual Success Story – Western Sub-Region

"I thought I would tell you that I have found my first job with your help. It is pollinating and taste testing corn. I begin tomorrow! I will keep in contact with you to tell you how the job is doing in the near future! Thank you for helping me find a job, you do a better service than other employment services. Thank you again!

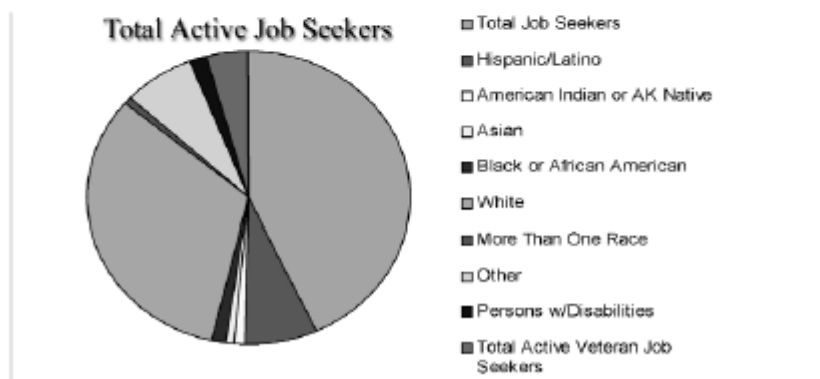
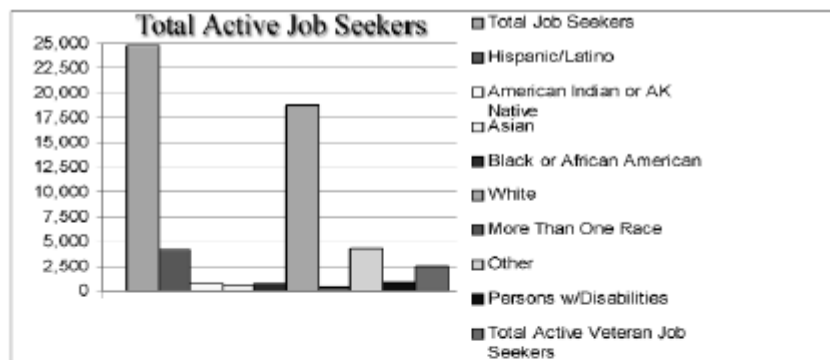
P.S. I will call you again next spring to look for another job"

Tri-County Workforce Center

REGIONAL PROFILE

Tri-County Workforce provides an array of services designed to meet the employment and training needs of people in Jefferson, Gilpin and Clear Creek counties. The diversity of the three-county region is obvious, as the terrain encompasses thriving urban, plains and mountain communities.

The combined population of the three counties is nearly 550,000. As of June 2003, the available labor force in Jefferson County was 317,758, of whom 17,325 were unemployed and available to work, giving the county a 5.5 percent unemployment rate. In Gilpin County, the available labor force was 3,632, with 171 unemployed, which represent a 4.7 percent unemployment rate. Clear Creek County, at 5.8 percent, had the highest unemployment rate in June, with an available workforce of 5,760, of whom 336 were unemployed.



LEADERSHIP

Continuous Improvement Management System

Tri-County employees and managers have embarked on a continuous improvement process modeled after the Malcolm Baldrige Performance Excellence criteria. An internal survey was completed by 64 percent of the staff, and an outside examiner conducted an organizational analysis. The results of both have been compiled into an organizational profile.

Using data from both of these information-gathering modalities, six goals have been established for Tri-County Workforce Center:

- employee investment and validation
- leadership communication and accessibility
- effective work processes
- image enhancement & promotion
- tracking system design & implementation
- benchmark design to quantify customer satisfaction

In support of the continuous improvement process, the Staff Development Committee initiated an employee-based project to identify core values and behaviors to serve as the foundation of a model workforce center. With collaboration as the cornerstone, the staff created a living document that fosters an authentic and enterprising culture whose purpose is to enhance the lives of others.

As a result of these efforts, the Tri-County team now embraces these vision, mission and values statements:

- **Vision:** Investing in People Enriching Business Partnerships Contributing to a Vital Community.
We are Tri-County Workforce.
- **Mission:** To provide workers, employers and the community with comprehensive workforce development services.
- **Values:**
 - **Trust/Integrity**
Value Statement: We relate to each other in an honest, open and professional manner.
 - **Respect**
Value Statement: We celebrate the uniqueness of each individual and base our relationships on courtesy and high personal regard.
 - **Commitment**
Value Statement: Focus, perseverance and flexibility help us to achieve our goals.
 - **Diversity**
Value Statement: We appreciate the talents, experiences, perspectives and cultures that a variety of people contribute. We learn from each other's experiences so as to increase our skills.
 - **Teamwork/Humor/Creativity**
Value Statement: We participate in working toward a common goal for the benefit of the group. In doing so, we desire creativity and appropriate humor to enrich our workplace and unify our relationships.

Youth Council Vice Chair and Board Member and Represent Tri-County

Vice Chair Caren Swales represented Colorado and the Youth Council at the National Youth Issues Advocacy Day in Washington, D.C. Sponsored by the National Youth Employment Coalition. The event included training on effective advocacy techniques, the Workforce

Investment Act reauthorization, and presentations to important Congressional staff. Ms. Swales then presented the information to the Youth Council and State Youth Coordinators.

Board member Kathy Hartman had a whirlwind tour in Washington D.C. last April. Her expertise gave her the edge when talking to federal legislators and their assistants regarding Workforce Investment Act and welfare reform reauthorization issues.



Youth Council member Caren Swales and Larry Vigil, Legislative Director for U.S. Senator Ben Nighthorse Campbell, meet during National Youth Issues Advocacy Day in Washington, D.C.

Legislative Day at the Capitol:

On January 30, 2002, the Rocky Mountain Workforce Development Association sponsored the Legislative Day at the Capitol to help educate elected officials on effective ways to support employment programs in a slow economy. Tri-County Board Chair Tony Gagliardi facilitated the half-day event.

PARTNERSHIPS

Exempla Healthcare Partnership

The **Exempla Healthcare** partnership project was completed June 30, 2003. The project was launched in response to Exempla's self-identified need to advance and retain current workers. The goal of this partnership was to provide training to upgrade the skills of lower-wage, lower-skilled Exempla employees. Of the 47 participants in the project, 49 percent reported increased wages and/or upgraded positions; 40.5 percent have retained their preprogram positions; and 10.5 percent left the program.



Annual Small Business Forum

To help small business owners find answers to human resource questions, Tri-County

Workforce Center and Red Rocks Community College sponsored the 2nd Annual Small Business Forum on Feb. 21, 2003, at the Lakewood Cultural Arts Center. One hundred seventy small business owners attended the event, more than doubling the 2002 attendance. Keynote speaker John Miller's presentation on personal accountability, which is the theme of his book, *"QBQ! The Question Behind the Question,"* was fast, frank and fun. He gave practical methods for putting personal accountability into daily action. A series of workshops followed the keynote address and covered topics on sales accountability, hiring, organizational development and change, and training. In addition to the Jefferson County Chambers of Commerce and the SBDC, other partners joined in promoting this event: First Bank of Colorado, Gateway Computers, Lakewood Economic Development and Lakewood Cultural Center. Contributions from these organizations allowed Tri-County to offer attendees a free copy of the QBQ! book.

From the evaluations turned in by the attendees of the 2nd Annual Small Business Forum, 92 percent agreed that the forum met or exceeded their expectation.



TECHNOLOGY

Enhanced Websites

To relieve some of the customer traffic into the Tri-County Workforce Center, the marketing team identified the Web site redesign as a priority. The goal was simple: design a Web site that would meet the needs of all customers, be easy to navigate, have a comprehensive list of links, and be aesthetically pleasing. To support a new Web site, three staff attended the Web design training offered by Jefferson County, and a Web designer was hired to develop new adult and youth sites.



Tri-County Workforce Center Web site: <http://www.trico1stop.org/>

The number of hits to the trico1stop.org Web site averaged 40,000 each month during 2002. When the new Web site was launched on Feb. 1, 2003, the results were astonishing. The number of hits to the Web site jumped from 40,474 in January 2003 to 174,314 for February 2003. Each successive month, the number of hits to trico1stop.org increased. During June 2003, the number of hits to the Web site was 176,924!



The new youth Web site, tricoyouthworks.org, launched in February as well. The site lists job openings for youth, provides information on careers and educational opportunities, and offers assistance with resume writing and interviewing skills. In addition, the site includes numerous links to housing, food, health and disability resources.

*****Use the items below in sidebars*****

★ Work is one of the most meaningful expressions of our personal talents and aspirations. By helping job seekers and employers connect, we allow residents to develop their potentials and make lasting contributions to our community. The need is great in these difficult economic times-but so is the opportunity. ★

--Richard M. Sheehan, Chairman
Jefferson County Board of Commissioners



A newly employed (former) customer had this to say about the services at Tri-County: "I would have been unable to get this dream job without the continuous, friendly and great assistance of your staff and the resources the center provides."

Individual Success Story

A 50- year-old former Qwest Communications employee came into the Older, Dislocated Worker program after being laid off from a \$122,000 per year position as project manager of I.T. customer service. Though he had worked in information services, he still lacked certain technical credentials. Through training, he received certificates as a Microsoft Certified Professional and Cisco Certified Network Associate. Consequently, he returned to work in a similar position, earning \$95,000 per year to start with the promise of \$100,000 per year in six months. Though this new wage does not equal his previous salary, he is far better off than most given the limited opportunities in the I.T. field today. Because of his excellent skills, he has become a trainer for new employees in I.T. customer services. He travels all over the country training others and received his \$5,000 raise exactly six months after he started with the company.



Mayor's Office of Workforce Development

REGIONAL PROFILE

The Mayor's Office of Workforce Development administers workforce investment programs for the City and County of Denver, a region with a 2003 population estimated by the U.S. Census to be approximately 567,450. Denver's current total labor force is about 290,000. Denver has a diverse industry base as well as a diverse population base. In addition, the 2000 Census reports that 92,579 individuals in Denver County said that they spoke English "less than very well."

During Program Year (PY) 2002, Denver County and the metro area as a whole continued to suffer great job losses. In fact, for the three months prior to the end of the period, the Colorado Department of Labor and Employment estimates that there were 14,500 job vacancies in metro Denver, compared to 24,200 a year ago.

Unemployment rates during this same period (July 1, 2002 through June 30, 2003) fluctuated between 5.9 and 7.1%. According to the Colorado Department of Labor and Employment, the Denver unemployment rate for March 2003 was 7.1 percent compared to 6.9 percent for February 2003. This increase in the unemployment rate illustrates Denver's continuing job losses and growing numbers of dislocated workers. Recent data collected by the Colorado Department of Labor and Employment (CDLE) shows Denver lost more than 1,500 jobs between January and April 2003.

As a consequence, the numbers MOWD has served at the workforce centers in PY02 have increased by 24% over those in PY01. Generally, before September 11, 2001, the workforce centers saw between 5,000 to 6,000 people per month. Shortly after September 11, the average traffic at the workforce centers almost doubled to 10,000 to 12,000 visits per month. MOWD saw 105,591 people in PY01 and 131,041 in PY02.

MOWD also has continued to target at-risk low-income youth for services because of many factors including the following that are especially prevalent in the City's Enterprise Community (EC) neighborhoods:

- Child poverty rates are comparable to those in Los Angeles and Washington, D.C. (47-73% in Denver's EC neighborhoods)
- High rates of unemployment (11-29%) in most Denver EC neighborhoods
- High teen birth rates (46-196 in EC area, compared to average of 35 for all Denver)
- High crime rates (up to 239 per 1,000 population)
- High idle youth rates (up to 42%)
- High drop-out rates (53-59%)

The Denver Workforce Region operates a decentralized workforce system with integrated service delivery provided through each of its workforce centers. Workforce development is

administered through six workforce centers located in strategic geographical sections of the City and County of Denver. Five of the centers provide comprehensive workforce development services, while one center is focused on youth services. Both in-school and out-of-school youth are served. Most of Denver's youth services, and all of Denver's WIA youth services, are targeted to low-income, at-risk youth. The six Denver workforce centers served more than 115,000 job seekers during 2002.

LEADERSHIP

Denver Earned Income Tax Credit

The **Denver Earned Income Tax Credit** (DEITC) was rolled out during 2002. Funded from the Denver Region's annual allocation of Temporary Assistance to Needy Families (TANF), the DEITC was a bold initiative to assist and support working families at the lower earning scale. Denver became the first city EITC program in the nation. The EITC provides an income tax refund to low-income working families. National studies indicate that families that receive EITC refunds use the money to assist with a variety of work support needs such as transportation to and from work, or auto repair. These needs are often cited as critical to job retention.

Workforce Board Initiatives

During PY02 the Denver Workforce Development Board counts among its major accomplishments the following:

- Because of decreasing federal funds for contracting with community based organizations and a decreasing number of community based organizations that could be funded to provide services for MOWD customers, the Denver Workforce Development Board established a Contract Review Committee in July 2002. The committee consisted of several Board members who either reviewed contractors' proposals and performance data, and/or fielded questions from community-based organizations about the contract renewal process. Although the process did not increase the amount of federal funds available to MOWD contractors, it did result in better communications between Board members, MOWD staff, and MOWD contractors, as well as a better understanding and refinement of the contract review process. The committee met five times during PY02 in order to review the status of monitored contracts and pursue efforts at streamlining the contract review and renewal process.
- Board members volunteered to conduct "secret shopper" site visits at all Denver Workforce Centers. These visits were designed to provide MOWD, as the operator of the workforce centers, with objective feedback regarding everything from services offered at the centers, to parking availability, to professionalism of staff, to cleanliness of bathroom facilities. The Board members either conducted visits themselves, or through a staff member from their company, or a family member or friend of the family. A standard reporting form was used to compile results from the visits, which took place in Spring 2003. The results of the visits helped MOWD operational staff to pinpoint areas needing further refinement, and in general were much better than when a "secret shopper" site visit was conducted more than a year ago.
- The Board discussed, revised and approved a number of policies during the year, including policies regarding Individual Training Accounts, Credential Definitions and Certification Procedures, General Complaint/Grievance Procedures, Contract/ Contractor Monitoring, Wage Subsidies, and Supportive Services.

- A number of Denver Workforce Development Board members participated in a “Day at the Legislature” which was designed to increase State legislators understanding and receptivity to local workforce development issues such as decreased funding and increased demand for services. This event was coordinated with other Colorado workforce regions and was held in January 2003 near the start of the 2003 legislative session.
- The Board established a Youth Services Performance Evaluation Task Force to conduct site visits, similar to the “secret shopper” visits of the workforce centers, at youth vendors/contractors providing services to MOWD youth. This was helpful in the discussion of quality of services surrounding the renewal process for youth contracts.
- Board members participated in a Youth on the Hill Awareness event that received critical acclaim.

PARTNERSHIPS

Healthcare Incumbent Worker Project

This 18-month \$165,000 project started in January 2003 and has involved working with Exempla Healthcare, Kaiser Permanente and Denver Health to train up to 114 health care workers where demand for workers is most critical. This includes Certified Nurse Aide, Practical Nurse and Licensed Practical Nurse training programs. Training classes are offered in conjunction with the Community College of Denver and the local hospitals. MOWD has been successful in expending \$90,000 by June 30, 2003, the end of PY02. The goal of this program is to provide career ladders for lower skilled and lower paid current employees in areas of food services, environmental services (housekeeping) to take training classes to advance to a Certified Nurse Aide, and then on to a Licensed Practical Nurse training program if desired.



Participants in MOWD's sponsored CNA training program practice learning how to take each other's blood pressure and read a pulse while receiving instruction from an instructor with the Visiting Black Nurses' Association.

SavingsPlus Program

Building on the success of the first year of the Denver Earned Income Tax Credit Program, an Individual Development Account (IDA) program called SavingsPlus was developed and initiated at MOWD in the fall of 2002. This program provides qualifying Denver families with a structured savings account plan plus mandatory ongoing financial training to meet the individual participant's need. The savings account funds saved by the participant are then matched up to

three to one by the program when the participant reaches his/her savings goal. The typical length of savings period is from six to 30 months, and the types of goals families usually save for include buying a first home, post-high school education, and starting or expanding your own business. There are currently 34 participants who have enrolled in the program since its inception.

RecruitmentPlus

RecruitmentPlus is MOWD's customized recruitment program that provides employers with four different recruitment options, depending on their hiring needs. **QuickList** is the fastest, least mediated option, and is great for employers seeking to fill many positions quickly. **Select Choice** is targeted toward employers who are seeking candidates with a higher-level skill set to occupy hard-to-fill positions. Under the **On-Site and Direct** option, MOWD arranges individualized job fairs for employers seeking to fill positions at every level. MOWD also arranges for an **Industry/Geographic Job Fair** for a group of employers who have similar needs in terms of industry or location. **Select Choice** is probably the most popular option, especially in today's tight job market, since it saves human resource professionals from being inundated by job seekers. **On-Site and Direct** has been especially useful for employers opening businesses in the Stapleton Redevelopment area. The following table shows the number and types of RecruitmentPlus services provided since it began in November 2002.

RecruitmentPlus Service Type	Number of Employers Served
QuickList	1,211
SelectChoice	22
On-Site and Direct	14
Job Fairs	7

TECHNOLOGY

"The Scene" Homework Lab

The Denver Youth Council was awarded a grant from the Colorado Office of Workforce Development in the amount of \$15,000 to fund a Homework Lab, named The SCENE, at the Youth One-Stop Center. The purpose of The SCENE is to encourage more students to complete high school and help them to map out a constructive plan that includes continued education and career exploration. The SCENE accommodated 1,367 youth visits between February 24, 2003 and June 30, 2003. Students utilized services ranging from homework tutoring to college exploration to researching career options. During the summer months, many young job seekers visited The SCENE to get assistance in resume preparation, job readiness training and job search.



The SCENE (Student Computer Education Network Exchange) is a homework lab for 8th to 12th grade students, operated by the Denver Mayor's Office of Workforce Development (MOWD). The purpose of The SCENE is to encourage more students to complete high school and help them to map out a constructive plan that includes continued education and/or career exploration. MOWD accomplishes this by providing a quiet, supervised and safe environment where students can complete their homework and other school assignments, and receive tutoring, career counseling, and post-secondary educational guidance.



Daniel Romero, a senior at Manual High School in Denver, CO, works on a school project at the S.C.E.N.E. Homework Lab. "Coming here gives you the opportunity to find a job, do your homework, and prepare for beyond, regardless of the color of your skin," said Daniel. "I really enjoy coming here."

Individual Success Stories – Customer Feedback

Q: What has CNA to LPN training program done for you personally?

Veronica: "The program has created a sense of community with my classmates and the people I work with. My children are doing better in school and we all do our homework together at night."

Christine: "Participating in this program has given me a sense of hope. I've tried three other times to go to school and work but being a single mother of two has made it impossible to find the time and manage everything. Now, I'm able to attend these classes while at work and I feel really good about being able to complete this program. It's been a great experience."

Q: How has this program helped you in your current position?

Jackie: "It has helped improve my communication and people skills considerably."

Veronica: "It has given me hope and allowed me to branch into a new field. The staff and my supervisor have been very supportive of what I'm trying to do and that has been great."

Christine: "I have been topped out in my current position and for years there has been no place for me to go or grow. This program has provided me with an opportunity to advance. Both my children feel good about what I'm doing and even try to help me with my homework, which is funny. But, we talk about why education is important and why I go to school now just like they do."

Individual Success Stories: Denver Health – A thank you letter

"I just wanted to drop you a note to thank you again for all your help in improving the personal and professional situations of so many of our employees. The MOWD grant funds helped many of our employees last year through training from English as a Second Language courses to Certified Nurses Programs. I wanted to let you know a few of the individual success stories so that you would be able to see what a difference you are making in the individuals' careers.

Let me start with Gladys, Gladys was an Environmental Services employee working as a custodian up until June of 2002. Because of your support through our clerical track program, she was able to learn her keyboarding skills. She has since taken our basic computer class and passed with a score of 98%. Additionally she was able to take the classes to teach her our internal mainframe programs, something she could not have accomplished without the keyboarding skills. She has been promoted into a Ward Clerk position and is ready to look at other, higher paying, and clerical positions within the organization. Her next move is to learn the Microsoft Products used in secretarial positions within Denver Health. A real success story because of MOWD funds purchasing the keyboarding programs for our organization.

The next person I would like to tell you about is Carrie. Carrie started with Denver Health in August. Her goal is to become a nurse. She is in the position of Observation Tech, an intermittent position, but she just completed the Certified Nursing Program sponsored by the MOWD grant. She will be taking her State Boards this month and will progress into a CNA position full time. A very motivated young woman who will be successful because of your funding.

The last story I want to tell you about is Jenny. Jenny is an Environmental Services employee working as a custodian. Jenny wants to be an interpreter. She has gone through 2 intermediate level ESL classes and is currently enrolled in Adult Literacy and keyboarding courses. All of these programs were made possible through funding from your office. Jenny is also my best marketer of the MOWD programs. She finds the other employees, in her department, that live in Denver and brings them to me. Makes my job easy to promote the chances made possible through the MOWD funding.

The stories are too numerous to mention each individually, but I am proud to be associated with a program so beneficial to the residents of Denver. The programs that you have sponsored at Denver Health would not have existed for our employees without your support."

Sincerely, Beth Jones, Academy Coordinator, Denver Health

Employment Services of Weld County

REGIONAL PROFILE

The major goal of the Weld County Workforce Development Board and Employment Services is to deliver services that will assist individuals in gaining the skills necessary to obtain and maintain a job that will lead to economic self-sufficiency. Areas designed to meet this goal include: the structure of Employment Services, linkages and coordination factors, and the development and delivery of service models.

Weld County Colorado covers 3,999 square miles and is located in the north central part of the state. There are 28 incorporated towns in the county and the county seat and principal city is Greeley, which is located in the west central part of the county. Weld County wages continue to be lower than the rest of the Front Range. Census data shows that the per-capita income for Weld County ranges from \$3,000 to \$21,500 lower than other Front Range Counties and this trend continues (and widens) when Median Household (\$42,321) and Median Family incomes are considered. Among Front Range Counties, Weld County has the second highest poverty rate (8%), second only to Denver (10.6%). Unemployment rates for Weld County continue to be generally higher than other Front Range communities. The most recent unemployment rates (August 2003) show that the Greeley MSA has the highest unemployment rate out of all of the Front Range MSA's.

The general demographic makeup of the Weld County region is as follows. (Data is based on the County Population of: 180,936)

Age	Total Number	Percentage
Under 1 yr - 15 yrs	45,628	25%
16 yrs - 21 yrs	20,258	11%
22 yrs - 34 yrs	34,611	19%
35 yrs - 59 yrs	58,346	32%
60 yrs - 69 yrs	10,600	6%
70 yrs - 85+ yrs	11,493	6%
Sex	Total Number	Percentage
Male 16 yrs and over	66,963	37%
Females 16 yrs and over	68,345	38%
Race	Total Number	Percentage
White	147,616	82%
Hispanic/Latino	48,898	27%
Black/African American	969	.5%
American Indian	1,650	.9%
Asian	1,533	.8%
Hawaiian/Pacific Islander	126	.06%
Educational Attainment	Total Number	Percentage
High School Graduate	28,551	31%
Associate Degree	7,800	8%
Bachelor's Degree	15,462	17%
Master's Degree	5,341	6%
Professional School Degree	1,210	1%
Doctorate	984	1%

LEADERSHIP

Workforce Board Initiatives

During the past program year, the Weld County Workforce Development Board addressed and met numerous challenges. Identifying areas for improvement has been, and continues to be a


focus for the Weld County Workforce Development Board. To aid in this endeavor, Employment Services participated in training for the Colorado Continuous Improvement Management System and completed an organizational evaluation through the Colorado Workforce Development Board. From this process, the Workforce Board identified four (4) areas that it focused on in the program year.

Organizational Environment	Competitive Environment	Strategic Challenges	Performance Improvement
<p>< Develop approaches within each program unit in Employment Services that focus on the relationship of their role to the agency's mission and vision.</p> <p><</p> <p>< Increase the technology to provide improved services for people with disabilities.</p>	<p>< Develop a business plan that focuses on the competitive environment</p>	<p>< Develop approaches to provide more flexible scheduling options</p> <p><</p> <p>< Explore options to improve job satisfaction for increased staff retention</p>	<p>< Review staff appraisals and obtain staff input regarding standards</p> <p><</p> <p>< Develop an in-house newsletter with articles contributed from all units</p>

Through the Committee structure of the Board, members developed strategies to address the challenges of health career shortages, meeting the increased demand for services as a result of the downturn in the economy and the resulting increase in the number of layoffs/job loss, the increased need of employers to address the growing population of non English speaking employees, and meeting the varying needs of the youth in Weld County.

PARTNERSHIPS

Gee Whiz Health Care Camp

The Workforce Board identified that many young people have not had the exposure to the health care field, therefore, have never considered it as a career option. In an effort to introduce youth to health occupations, Weld County Employment Services and Aims Community college collaborated with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), Bonell Good Samaritan Center and Medline to offer  an extraordinary program: The Gee Wiz Health Camp. The program was designed to familiarize youth ages 14-20 with health care occupations and the types of working environments utilizing a “see, touch, experience and share” format. The camp was operated for six days and offered a variety of experiences related to the medical field.

Partners in this project included: Employment Services of Weld County; Weld County Department of Social Services; Aims Community College; North Colorado Medical Center; University of Northern Colorado; Bonell Good Samaritan Center; and Medline. Funding for the projects came from the Workforce Incentive Act, Temporary Assistance for Needy Families (TANF) and Aims Community College funds. Each entity covered the various costs of the Camp.

English as a Second Language

This program was designed to increase the workforce skills of employees who are non-English speaking or who have limited English speaking skills, and to assist employers who are unaware of how to access resources to meet their needs, or have utilized existing resources and found they did not meet their needs, by developing alternatives for the delivery of English as a second language at the work site. In addition, the program provides services for human resource personnel and/or supervisors who are working with the expanded limited English-speaking

workforce and do not possess the skills or have access to resources to address personnel issues.

The project was designed to develop and test various options and delivery of English development skills. Partners in this project include: Employment Services of Weld County; Aims Community College; Employers; Right to Read of Weld County, Inc.; BUENO Center; Various Weld Community Employers; and Catholic Charities Northern. Funding for the project is from a Workforce Investment Act Statewide Activities grant for PY02 & PY03 in the amount of \$52,000.00.

Workforce Board Marketing Committee Initiatives

- Hosted GED celebration for 64 graduates with 170 individuals in attendance.
- Mailed Workforce Newsletter mailed to 1200 Greeley business and 11 Chambers Commerce.
- Hosted an Open House for Community Based and Faith Based Organizations to develop relationships to better serve customers.
- Revised employer satisfaction surveys and analyzed results.
- Co-hosted a teen employment fair with the City of Greeley.
- Provided training seminars to 56 employers in areas of Health Hazards in the Construction Industry and Writing a Better Business Plan.
- Analyzed current marketing efforts to update the marketing plan
- Determined the increase in the number of employers participating in the ESL project and employer seminars demonstrated a positive return on investment made for the quarterly newsletter.

Youth Council Initiatives

- Developed an integrated model of AmeriCorps and out-of-school programs.
- Surveyed employers to identify youth employment opportunities.
- Continued a program to serve TANF eligible youth during the summer.
- Sponsored and participated in two youth job fairs.
- Analyzed existing youth mentoring services and began exploration of potential for promoting youth mentoring opportunities.
- Developed new alternatives to serve youth with the implementation of a health career camp in Partnership with Aims Community College.
- Modified and received a continuation grant under the Tony Grampsas Youth Services Program targeted towards dropout youth.

TECHNOLOGY

Nuclear Medicine Technologist Training

Addressing current health care workforce shortages was also identified as a high priority for the Weld County Workforce Development Board after completion of an analysis of the labor market for Northern Colorado. Currently in the Weld/Larimer County area, there is a 30% to 50% shortage of Nuclear Medicine Technologists. In Northeastern Colorado alone, there are seven to ten open positions available for nuclear technologists. Compounding the issue of the shortage of trained nuclear technologists is the fact that there are no nuclear medicine schools in the state of Colorado. The closest schools for training for individuals wanting to advance to this field are in Omaha, NE or Las Vegas, NV. In a study completed by the American Health Association in April of 2002, radiology/nuclear imaging shortages were experienced by 71% of the CEO's reporting significant workforce shortages, second only to nurses.

Partners in this project include: Employment Services of Weld County; Aims Community College; North Colorado Medical Center; Banner Health Care; Denver's Swedish Medical Center; McKee Medical Center; Poudre Valley; Longmont United Hospital and Other Area Hospitals for Clinical Sites. A Workforce Investment Act 10% Discretionary Grant for PY02 & PY03 provided funding for this project in the amount of \$72,000.00.

Individual Success Stories

GREELEY TRIBUNE

Saturday, February 1, 2003

STAFF REPORTS

Students get GED, new start

[Lisa Martinez](#)

Fernando Avila never thought he could get out of the life of gangs and crime he knew so well.

He never thought about the consequences of his actions. He didn't care about his future. By the time he reached middle school, he was ready to quit.

"I feel sad for myself, looking back. I didn't have a good life," said Greeley resident Avila, who attended John Evans Middle School and then Trademark Alternative School to get him back on track. He failed both schools and finally quit at the age of 16. His outlook on life was different Friday.

Avila, 20, graduated with a General Equivalency Degree from the Employment Services of Weld County in Greeley.

About 65 students received their GED in 2002 through the Employment Services of Weld County, a Colorado work force center, which offers several GED and employment training classes.

On Friday, more than 30 of those students attended a celebration to recognize their accomplishment. More than 300 people packed the ceremony room at the Human Resources Center.

"She's the main reason I did it," said Avila as he held his 4-year-old daughter, Maya Padilla, in his arms after the ceremony. "I don't want her to see her dad as another low-life gang member. Now, she'll look up to someone respectful."

All students in the program are from low-income backgrounds and had some type of barrier preventing them from obtaining a high school education. Such barriers include teen pregnancy, being a teen parent, being in the foster-care system or having a criminal background.

Students regularly attend the computer lab and follow individualized tutoring sessions to prepare them for the GED test. Students learn to use proper vocabulary, how to dress properly and prepare resumes.

As part of the program, Avila enrolled in the Weld County Youth Conservation Corps AmeriCorps, which enabled him to work full time for one year and then receive a scholarship for college. The \$4,725 will pay for two years at Aims Community College, which he starts this fall. After that, he will attend a culinary school to learn how to become a chef and one day, he will open his own restaurant.

"There are a thousand stories you can tell from this group," said Ted Long, special programs coordinator. "Many faced difficult challenges. ... This allows individuals to be successful, even when they thought they couldn't do it."

The program also helped others receive their GED. Olivia de la Rosa decided this past year to obtain her GED, years after she raised her family.

Her daughter, 17-year-old Crystal Hernandez, was having a hard time finishing at Northridge High School. The two ended up receiving their GEDs within a few months. They both wore their blue caps on Friday and received certificates together.

Avila now has big dreams for his future. His face gleamed with pride as his 10 family members stood by his side and congratulated him.

Maya mischievously laughed as she readjusted the blue graduation cap sitting on her father's head. She pulled the cap over his eyes. His mother, Adelia Avila, grabbed a tissue to wipe the tears streaming down her face.

"I'm so happy, so very happy," she said in Spanish. "I want him to continue in education more and more. They have a better life now."

For more information on the Employment Services of Weld County, call 353-3815.

Workforce Boulder County

REGIONAL PROFILE

The Boulder Workforce Region serves people in Boulder County, which includes a major urban population, the state's largest university, and a strong agricultural community. In the Boulder Region, 22,557 individuals requested services between July 1, 2002 and June 31, 2003. This is an increase of 18.6% from the same program period in the year 2002. During the economic boom of 1990s Boulder County witnessed major growth in the software and information technology, energy and data-security sectors. For the past two years there has been a shakeout in the technology sector, sharp declines in the manufacturing sector, and a shrinking of opportunities in the nonresidential construction sector. The total number of unemployed individuals in the Boulder-Longmont area in June 2003 was 10,269 with a 5.9% unemployment rate, which compares to the state's unemployment rate of 6.1%. Many of the region's laid-off workers are requesting training assistance to enhance their marketability to employers. In PY02, Boulder's Workforce Centers expanded its offerings by developing a Career Development Lab and Self Directed Computer Labs and by participating in a state wide National Emergency Grant.

In March, 2003 the Denver Metro Job Vacancy Survey (JVS), which included historical data, reported that the estimated number of vacancies in the fall of 2002 was less than half of the number estimated in the fall of 2001. Vacancies dropped to 11,200 compared with 26,400 the year before.

Other major findings of the survey:

- Unemployment increased from 4.9% to 5.2% between November 2001 and November 2002.
- The estimated number of vacancies is lower across all industries when compared to the number in the fall of 2001; except in Transportation, Communication, and Public Utilities.
- More employers are seeking specialized experience in their vacant occupations than in last year's survey.
- Employers consider 70% of the vacancies not difficult to fill, compared to 28% of the vacancies a year earlier.
- Almost 70% of the vacancies have been open for less than 30 days compared to 27% open that short a time in the fall of 2001.

Declines in the economy and job openings have resulted in a significant increase in the demand for reemployment and retraining services, impacting the day-to-day operation of WfBC.

LEADERSHIP

Youth Council Action Plan

The Youth Council and WfBC staff developed an action plan "To support a collaborative network of service agencies dedicated to the development of vocational training and workplace success in Boulder County Youth". The plan includes

- create a Youth focus group,
- enhance youth friendliness through recognition ceremonies,
- develop programs to enhance work experience, and
- sponsor a Youth Career Exploration Summit Conference.

Community Projects

- **Market Research** - WfBC worked with the Leeds School of Business to conduct an extensive brand awareness study to ascertain levels of awareness and perceptions of the organization in the local areas. The study provides a wealth of information to help guide marketing efforts.
- **Career Conference** – WfBC teamed up with the Boulder Area Human Resources Association, the Boulder Chamber of Commerce, and the Economic Council to sponsor the first Boulder Area Career Conference. Over 200 job seekers attended the conference
- **Cornerstone Awards Luncheon** – WfBC along with Amgen and Holland & Hart sponsored the Longmont Area Economic Council Cornerstone Awards Luncheon. The luncheon honors the success of primary employers who have expanded their operations in the Longmont Area.

PARTNERSHIPS

Hire A Youth

The primary goal of the Hire A Youth grant is to increase the number of employment and volunteer opportunities for youth in private sectors through both the Governor's Summer Job Hunt and year round initiatives. The second goal is to coordinate community resources in recruiting youth and in delivering job skill workshops. WfBC and the Boulder Valley YMCA hosted two job and resource fairs during the summer of 2003. The Boulder fair held at the YMCA registered over 500 youth, which is up from 125 youth the year before. Eighteen employers and twenty-five resource organizations participated. For the first time, a separate job resource fair was held in the City of Longmont. Over two hundred youth attended along with ten employers and fifteen resource organizations. During the summer of 2003 WfBC registered 1617 young job seekers and placed 275 into employment.

Older Dislocated Worker Program

Under this grant, WfBC targets older workers who are fifty years of age or older who qualify as dislocated workers or displaced homemakers. Twenty two percent (4,400) of the individuals that use WfBC services are older workers. During their job search efforts, mature workers often face additional barriers such as outdated degrees or training, increased competition from younger job seekers, lack of computer skills and physical and mental issues. To assist older workers, WfBC has developed specific resources and skill training that mature job seekers need to succeed in the changing local and state economy. Services offered include workshops, industry panels, support and counseling groups, retraining assistance, supportive services and job placement. WfBC has served eighteen individuals under this program.

TECHNOLOGY

System Enhancements To Meet Increased Demand For Services

- Applicant self-registration at home or in the resource center.
- Estop self sign-in for each office visit identifying services used.
- Development of Career Development Labs (CDLs). These are one- to three-hour facilitated workshops in career assessment, resume writing, Internet job search, and self-directed labs.
- Establishment of an in-house training unit to provide soft skill workshops.
- Development and implementation of a computerized CDL and workshop registration system. The registration system allows Workforce Center staff to register their clients for

any CDLs or Workshops. The system lists all available training, dates of training, and number of openings.

Individual Success Story – Customer Feedback

"I tell you, I am a success story for Workforce Boulder County. I would literally not be where I am now without the program. Because of the UNIX administration class I am now working doing web work and Linux administration. I wouldn't have been qualified for the position without the class. But the two seminars, the resume writing and the job hunting seminar also made the ENTIRE difference."

The screenshot shows the homepage of the Workforce Boulder County website. At the top, the logo for Workforce Boulder County is displayed on the left, and contact information for two locations is on the right: 2905 Center Green Court, Suite C in Boulder, CO 80301 (Phone 303-441-3985, Fax 303-939-0054) and 1500 Kansas Avenue, Suite 4D in Longmont, CO 80501 (Phone 303-651-1510, Fax 303-651-0288). A link to "Contact Workforce Boulder County" is also present. Below the header, the website URL "www.wfbc.org" is shown on the left, and the date "Thursday, October 23, 2003" is on the right. A central banner area contains three main sections: "Employers: Place your job orders in the statewide database to match for qualified applicants", "Job seekers: The Workforce Self-Registration system can match you with jobs from local employers", and "Unemployment Insurance Benefits and Claims". Below this banner is a large collage of images depicting various workers and professionals. To the left of the collage is a vertical navigation menu with buttons for "Start Here", "For Employers", "For Job Seekers", "For Youth", "For Veterans", "Other Services", "Training", "Unemployment", "Workshops", "WIA Policies", and "Job Links". Below the menu is a "Boulder County" logo and a "WFBC Staff Only" link. To the right of the collage, there are two more boxes: "Sun Solaris training program at Workforce Boulder County" and "Forum on Labor Standards: Laws that affect your business". At the bottom of the page, there are logos for the "COLORADO WORKFORCE CENTER", the "CDLE" (Colorado Department of Labor & Employment), and "AMERICA'S JOBBANK" with the tagline "SERIOUS NETWORKING".

Larimer County Workforce Center

REGIONAL PROFILE

The LCWC serves people in Larimer County. Primarily rural, this county encompasses large areas of farmland, but also includes Fort Collins, Colorado's largest northern city. With an estimated population of 260,000 residents, Larimer County is the seventh largest county in Colorado. During PY02, customer requests for services increased by 25% over the previous program year.

Although the increase in demand for services initially strained the existing system, staffing adjustments were made in order to serve all customers who requested services. Layoffs have occurred primarily in travel and transportation, technology, financial services, and telecommunication jobs. Technology company E M Solutions laid off 192 employees in October 2001. As in all other regions in the state, there is a shortage of health care workers and educators. The Larimer Region is also in need of truck drivers, computer-control programmers/operators, and bookkeeping/accounting clerks.

LEADERSHIP

Workforce Board Initiatives

- **September Symposium:** The seventeenth annual September Symposium (September 2002) attracted approximately 400 employer participants. Eight break out sessions and an endnote address highlighted this half-day event. First National Bank of Fort Collins, The Northern Colorado Business Report, and Citizen Printing provided sponsorship for the Symposium in 2002. An Enterprise Zone marketing grant from the Colorado Department of Local Affairs and a grant from the Colorado Workforce Development Council were also used to underwrite some of the symposium expenses.
- **Larimer County Enterprise Zone:** This state program promotes economic development in qualifying areas around the state through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones. In addition to the Enterprise Zone marketing dollars that help fund Employers' Roundtables and September Symposia, the Workforce Center has been able to channel dollars to Enterprise Zone projects for community development, economic development, and health and human service activities within the Enterprise Zone areas of Larimer County.

Youth Council Initiatives

During PY 2002, the Larimer County Youth Council had an active role in guiding a variety of youth focused activities. This included sponsoring the Fort Collins Youth Job Fairs and the Fall Youth Employment Conference. The Youth Council has continued to focus on four different areas that currently present challenges to local youth programming. These areas include: (1) Increased Opportunities; (2) Leadership/Mentoring Development; (3) Employer Partnerships; and (4) Marketing/Training.

PARTNERSHIPS

WIA Older Dislocated Worker Program

During PY 2002, a second grant was received from CDLE to serve this population. During this program year, a total of 83 dislocated workers over the age of 50 were enrolled in this program. This program has provided ongoing guidance and support for participants and has utilized in-house mental health services when appropriate. In addition, an Older Worker Job Fair was offered and an Older Worker Employment Conference was developed during this program year.

Operation Occupation

PY 2002 marked the fourth year of successful collaboration between the LCWC Youth programs and the Temporary Assistance to Needy Families program (TANF), to offer the Operation Occupation summer employment program. Initially, 31 youth were enrolled into the program. A total of 25 youth successfully completed the program and of those 25, six were offered permanent positions, which will continue through the school year, and sixteen are considered eligible for rehire next summer. The Operation Occupation program offers a work placement of at least 20 hours per week and a variety of enrichment activities. These activities included: work readiness training; drug and alcohol prevention; HIV/STD prevention; and academic skills. In addition, a variety of community members assisted the program in providing a broad spectrum of information on careers, life challenges, and opportunities.

LCYCC / AmeriCorps

During this final year of the AmeriCorps grant, the Larimer County Youth Conservation Corps (LCYCC) had eleven members successfully complete their AmeriCorps requirements. These members completed over 24,500 hours of service to the communities in Larimer County. The areas of service completed included environmental stewardship, elementary education, and community development. The LCYCC and the Larimer County WIA Youth program were able to partner in placing three WIA youth program participants through the LCYCC summer program.

WIA Youth Employment Conference

During PY 2002, the second Youth Employment Conference was held. The Larimer County Workforce Center and the Larimer County Youth Council sponsored this event. Funding was provided through a Youth Discretionary Grant from the Colorado Office of Workforce Development. The conference occurred on November 14, 2002, and was very successful. Eighty-two youth attended the conference and 39 business community members volunteered as presenters, offered informational interviews, and provided networking opportunities. Customer satisfaction survey results from this event were extremely positive. A third Youth Employment Conference has been scheduled for October 31, 2003, at the Fort Collins Marriott Hotel.

TECHNOLOGY

Business Technologies for the Office

In the fall of 1999, Larimer County Works Center and Front Range Community College partnered to offer an office skills training program to participants in the TANF, Welfare to Work, and WIA programs. In 2003, the training program was renamed the *Business Technologies for the Office* to more accurately reflect the nine-week program's course content, which includes training in Windows, Word, Excel, PowerPoint, Filing, and

Business Communication, as well as an eight-hour course of grammar contracted through Aims Community College. In August 2003, the program was approved for college credit. Participants in the program may elect to take the different courses listed above as either audit or credit courses and may receive up to a total of nine college credits. In addition, there is an extensive concentration of core employment/soft skills given in a workshop format by the Larimer County Works' staff and partners in the community. Since its inception in 1999, the class has been offered three times a year and serves up to 20 participants per class.

Pikes Peak Workforce Center

REGIONAL PROFILE

According to the US Census Bureau and Colorado Department of Labor Job Vacancy Survey, the Pikes Peak Region, which includes El Paso and Teller counties, is home to over 550,000 people. Similar to statewide figures, El Paso County experienced a 30% increase in population growth from 1990 to 2000. Teller County also experienced a higher population growth (4.2%) compared to El Paso (3.2%) over the 2000-2001 period.

Employment proportions are comparable to the area's population with El Paso County recording 95% of the area's employed individuals and Teller recording about 5% of the area's employment. El Paso County shows a 1999 median household income in the high \$40,000s and Teller County reflecting a median household income of \$50,000.

In the summer of 2001, the Colorado Department of Labor and Employment began collecting data on job vacancies in the Pikes Peak Region. On average, the summer season shows more employment opportunities than in the winter due to a strong volume of seasonal businesses. Job vacancies in general, however, have steadily decreased mostly due to the decrease in economic activity seen not just in the state of Colorado but nationwide.

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LEADERSHIP

Community Audit

The community audit project funded by the US Department of Labor was designed to support the Workforce Investment Board's primary strategic initiative to gather, analyze and report local labor market data. PPWFC worked in partnership with Pikes Peak Community College and the University of Colorado's Colorado Springs Southern Colorado Economic Forum to complete an initial baseline audit which was made available to the public through a functional website of workforce data for El Paso and Teller counties. The website is located at <http://web.uccs.edu/scef>. Analyzing national and local employment information to determine which economic sectors provide desirable combinations that produce desirable employment growth with a manageable level of year-to-year variability was chosen as the demonstration project. This project used the portfolio approach similar to a stock portfolio to "balance" the mix of employers in the community. This demonstration project will be completed early in the next program year.

Awards and Recognitions

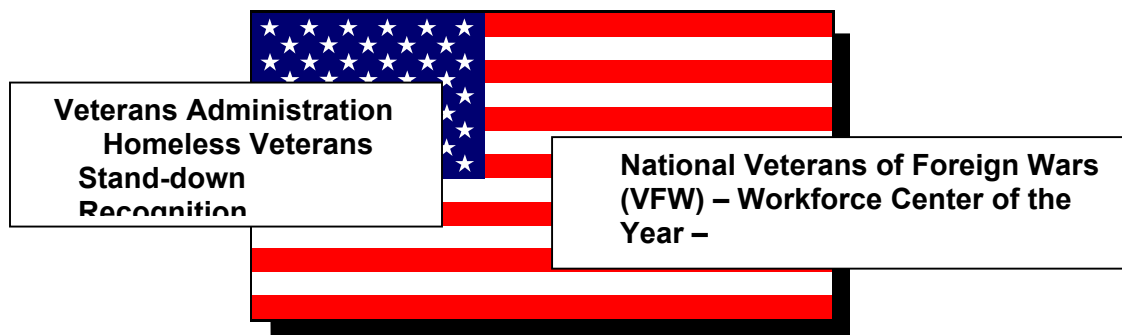


Governors Summer Job Hunt Award
Youth Staff from Governor Owens.

Individual Youth Staff Awards

From
Zebulon Pike Center
Palmer High School





Workforce Board Initiative

In PY02 the WIB hired a researcher to conduct surveys with the private, public and independent sectors in the Pikes Peak Region. The surveys were conducted for the purposes of determining the scope of untapped resources offered by organizations in the region; to strengthen existing partnerships and develop new ones; and improve connections for giving and receiving information about workforce development.

PARTNERSHIPS

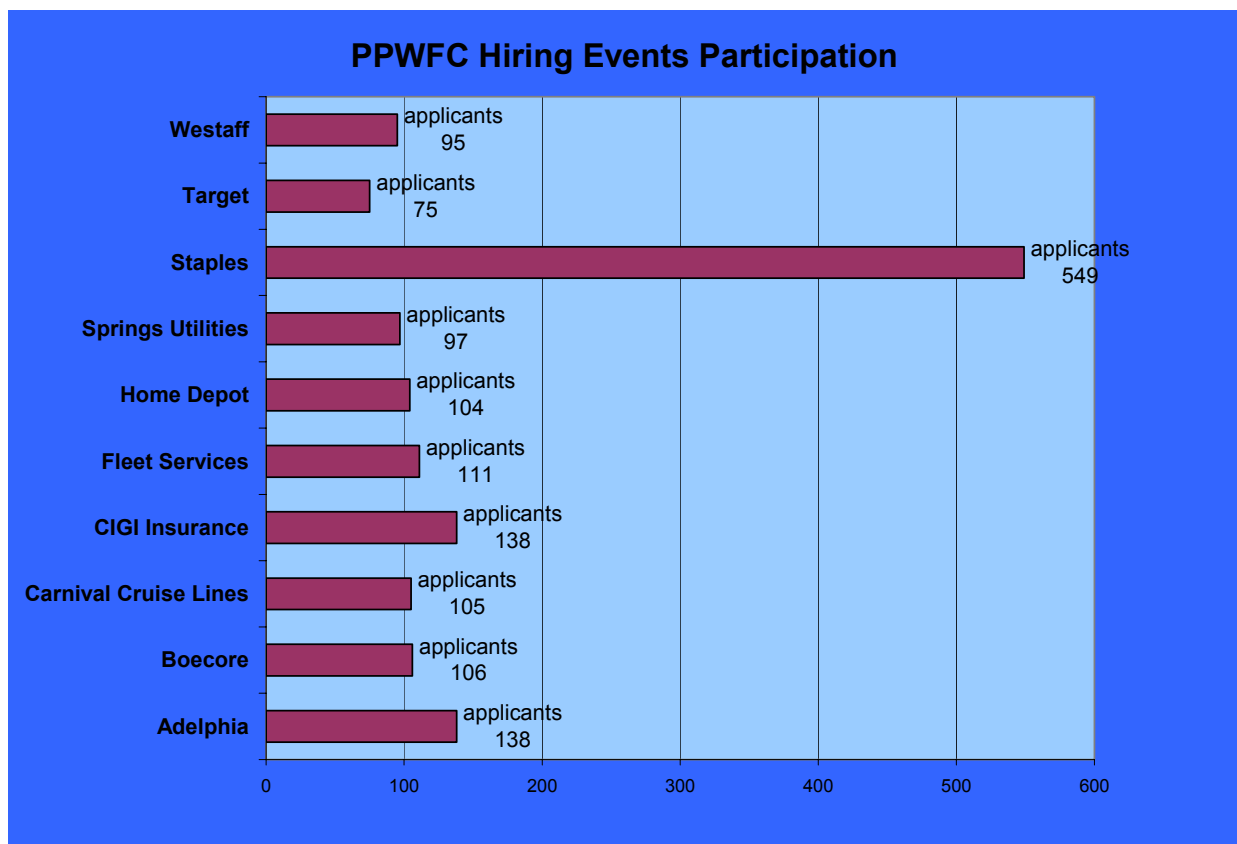
Partnership Initiatives

PY02 PPWFC PARTNERSHIPS	
<i>Internal</i>	<i>External</i>
Child Care Connections	AARP – Benefits Check-up
CO AFL – CIO	Civil Liberties
Colorado Springs School District 11 Adult and Family Literacy Program	COMCOR
Connect Care	Dept of Corrections (Ex-Felons)
Department of Human Services Transition Program	Economic Development Corp.
Division of Vocational Rehabilitation	Lorraine High School
Fish Trax	Pikes Peak Community Action Agency

40 Plus	Salvation Army
Southern Colorado Educational Opportunity Center (SCEOC)	TESSA
Veterans Administration	Urban League
	Women's Resource Agency

Employer Outreach

The Employer Account Representative Team (EART) had numerous successful partnerships in PY02. Some of these included a first annual Regional Job Fair held in August, 2002 that was attended by 57 employers and more than 2,000 job seekers. Other collaborations included the annual Youth Job Fair and an Awards Banquet for Youth. In addition, a special partnership was created with the Joint Apprenticeship Training Committee (JATC) for customized training in electrical. Four job seekers were set up for electrical apprenticeships with local companies to include 8,000 hours of training and 900 hours of classroom instruction. The following illustrates some successful partnerships with larger employers and the number of applicants received by each employer from PPWFC during PY02.



Learning Styles

Educational Services continued to refine the partnership between Adult and Family Education (AFE)/School District 11 and the Pikes Peak Workforce Center by using the

strengths of both organizations to accommodate the learning styles of both youth and adult populations requiring educational services. At some point, self-directed learners may struggle and require formal instruction. Likewise, those attending formal instruction may need self-paced options to continue satisfactory progress:

- PPWFC: Curriculum is delivered in self-paced, open-entry, computer based tutorials for self-directed learners. Procedures have been enacted that identify and shift struggling learners to formal AFE instruction on a space-available basis.
- AFE/D-11: A mixture of evening and day-time classes provides flexibility and attendance options for job seekers. Customers initially received formal computer instructions and were provided the opportunity to move to self-paced learning using Teknimedia software. D-11 served over 340 customers at the PPWFC during PY02. This has been the highest number to date.

Pikes Peak Information Technology (IT) Census

Pikes Peak Information Technology (IT) Census Program began in January 2003 as part of a WIA 10% Adult Discretionary Grant. The original purpose of this project was to work on a public-private collaboration with a local staffing consultant. The parties worked together to study displaced IT workers in the Pikes Peak Region with a goal to keep the talented technical workforce in the area.

A technical skills census was developed to provide an overview of skills possessed by available local technology workers and identifies clusters of specific skill sets.

Technical skills census results may be used to:

- provide local employers with a planning tool for technical projects under consideration;
- support compelling economic development cases to companies considering our region;
- identify opportunities to transition skilled, displaced IT workers into growing employment sectors.

As of June 30, 2003, 223 technical surveys had been completed with the information being stored on-line in JobLink. Also by this period, 23 new employers were contacted resulting in an increase in job orders.

Command Spanish

The Pikes Peak Workforce Center is an official registered provider of Command Spanish, Inc. Certified instructors from PPWFC teach job specific Spanish language and cross-cultural training in diverse areas of law enforcement, construction, hospitality, manufacturing, office Spanish for secretaries/receptionist and more.

No previous Spanish is required. Unlike traditional Spanish classes, the certified instructors utilize techniques that teach specific occupational language in a limited time period. The classes are enriched with a mixture of visual, auditory, and kinesthetic learning that engages and integrates all of the student's learning channels. Instructional modes include: modeling, intensive drill, role-playing, simulations, and situation cards. The length of the training courses range from 8 to 24 hrs depending on the occupational focus of the class. Four classes were held in PY02.

Networking Groups



New York Times, January 2003

The networking groups were designed to address the job seeking needs of the participants. In addition, they emphasized the participants' abilities to promote themselves to potential employers. The Executive Network, a job club established to assist those in executive or higher managerial positions, continued to be a successful resource to assist those attending return to work. Some of the participants have said that the networking group was "the highlight of their week and without the group, they would not have found new employment." On average 30-40 job seekers participated in this group each week. Over 500 customers participated in the networking groups during this program year. The success of this group led to the implementation of five additional groups:

- administration/office support
- customer service
- general
- high tech manufacturing/production/construction
- information technology

The networking groups have received considerable attention from the local media and press publicizing their success as a support tool for the local unemployed workforce. The networking groups were discussed by the grant facilitator appearing on the Sandra Mann Show, a local television program showcasing local community programs. The Executive Network was the subject of a front-page article in the January 23, 2003 New York Times. Reporters from both the local television channels and the Gazette have interviewed both the grant facilitator and participants several times regarding their perspective on the local job market. Two participants were contacted by individuals to discuss possible employment. The individuals had read their stories in the Gazette. Staff from other workforce centers has explored what is being done in the networking groups to determine if it is replicable in their center.

TECHNOLOGY

Success Profiler

Effective September 11-13, 2002, Educational Services began initial implementation of a new computerized, assessment and skills building system that is based on emotional intelligence (EQ). This program is designed to help customers change behaviors. Research shows EQ skills are necessary for all levels of learning and are enhanced throughout an individual's life. This very innovative self-paced, software program was initially implemented as a Tier 2 program; however, other delivery options have been identified using volunteer staff and workshops that would enable access as a core service. Training is required for staff and volunteers. Success Profiler has become a part of Intensive services to which case managers may refer their customers who have histories of on-the-job conflicts, difficulty in maintaining jobs, or who have other types of interpersonal troubles that impact their careers.

CareerScope

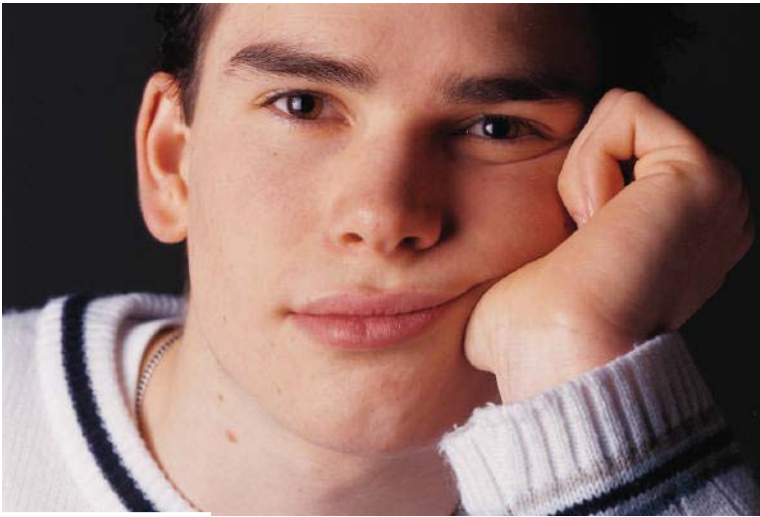
Educational Services at the PPWFC began implementation of a new Tier 1, computerized interest and aptitude assessment designed to assist job seeking customers, especially career changers. Assessments are delivered during a two-hour workshop that is combined with O*NET skills search. Using the O*NET web site, <http://online.onetcenter.org/>, customers are able to explore information on the skills, abilities, knowledges, work activities, and interests associated with different occupations resulting from the CareerScope assesment. This information has also assisted the WDS in delivering vocational counseling.

ACT WorkKeys®

During PY02, the PPWFC became an authorized center to deliver computerized WorkKeys® assessments for job seekers. Educational Services is equipped to conduct Reading for Information, Locating Information, and Applied Mathematics assessments.



Individual Success Stories



" I thought nobody would
give me a chance "

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"Joe" was very eager to get a job. He was currently incarcerated in a youth facility and was approaching his release date. One of the conditions of "Joe's" release was to have a job. He had never had a job before and was facing a daunting prospect because of his felony record. Several hours were spent with "Joe" coaching him on the entire job search process. He learned how to look for a job, do research on a company he was interested in working for, dress appropriately, and prepare for the interview. "Joe" was a very sincere young man, was very attentive to coaching and was able to secure employment at the second place he applied, in spite of his felony record. The manager was willing to take a chance on "Joe" because of his attitude, demeanor, appearance and enthusiasm and because he had completed his pre-interview homework. "Joe" is still working at this job and is doing quite well.



Colorado Workforce Development Council

Mark Pingrey, Council Chair
Booker Graves, Executive Director
Nina Holland, CDLE Council Liaison

Office of Workforce Development
1313 Sherman, Room 521
Denver, CO 80203
Phone: 303-866-4937
Fax: 303-866-2251
Website: www.state.co.us/owd

Colorado Department of Labor and Employment Division of Employment and Training Programs

Jeffrey Wells, Executive Director
Don Peitersen, Division Director
Tom Looft, Director, Workforce Development Programs
Elise Lowe-Vaughn, Operations Director,
Workforce Development Programs

1515 Arapahoe Street, Tower 2– Suite 400
Denver, CO 80202-2117
Phone: 303-318-8800
Fax: 303-318-8831
Website: www.coworkforce.com/emp

