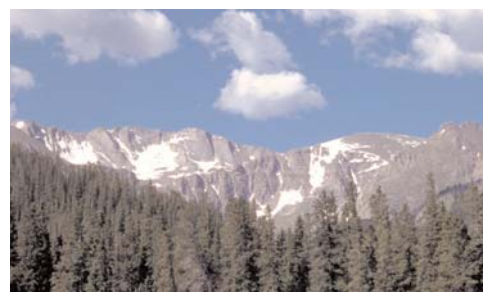
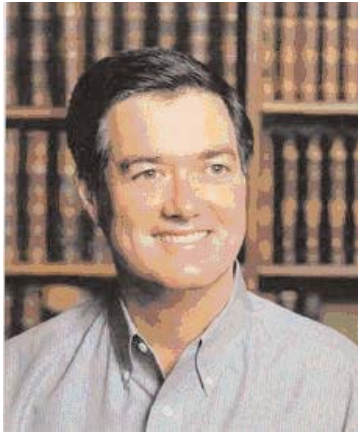


COLORADO

Formula For Success²



WIA Program Year 2003 Annual Report
submitted jointly by the Colorado Workforce Development Council
and the Colorado Department of Labor & Employment



Bill Owens
Governor, State of Colorado

I am proud to present *Formula for Success²: Partnerships+ Performance = Empowerment*, Colorado's fourth Workforce Investment Act (WIA) annual report. This past year, the workforce system successfully addressed increased service demand despite reduced revenue and a measured economic recovery. Greater numbers of job seekers utilized the workforce centers, and more employers used the systems services than in past years. Positioning itself to meet this increased demand, the workforce system engaged in new collaborative partnerships with industry and education and leveraged its resources to enhance system capacity. These partnerships provided the opportunity to implement new technologies and innovative service strategies to further develop the worker preparation pipeline.

Colorado's workforce system served nearly 11,000 citizens this year and infused over \$ 44 million into education, training, and employment opportunities. Notably, for the fourth year in a row, the system exceeded its federally mandated performance standards. The system continues to expand its scope and level of service, helping Colorado's workers to meet the demands of the 21st century marketplace.

I encourage you to examine Colorado's commitment to workforce innovation detailed in this report.


Governor Bill Owens



Mark Pingrey
Workforce Development Council Chair

I am pleased to report on the effectiveness of the powerful partnership that is producing excellence and empowerment within the economic system in Colorado. The Council vision of building a skilled, internationally competitive workforce for the twenty-first century remains a guiding principle for the work in this state.

This year's Colorado annual Workforce Investment Act (WIA) report details the partnership and the dynamic strength of the workforce system, and chronicles the results generated by our local and state level partners during this year of gradual recovery. Cooperative employer partnerships are essential to the system and its success. The ability of our staff and the support team from CDLE to forge strong and impressive alliances that focus on issues that are critical to the economic health of the business and citizens of our state drives the performance of our system and influences the performance of our business partners. 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 competitive position of the state and the workforce system.

The Council Business Outreach and Marketing Committee continues to demonstrate the importance of public/private partnerships. The committee completed and implemented a statewide marketing plan and identified the strengths and weaknesses of the system and its local WIBs. The State Youth Council has been reorganized and strengthened and local WIBs continue to meet the challenges of their local labor markets. Our efforts will continue to be 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 and anxiously await the increased empowerment that will result from the dynamic performance fueled by the partnerships that have been established within the Colorado Workforce System.

A handwritten signature in blue ink, appearing to read "Mark Pingrey". The signature is fluid and cursive.

Mark Pingrey
Chair, Colorado Workforce Development Council



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

Formula for Success²: Partnership + Performance = Empowerment, Colorado's fourth annual Workforce Investment Act (WIA) report reflects the kinds of innovative workforce solutions and strategic partnerships the workforce system has built. Colorado continues to make great strides in restoring prosperity despite the economic challenges facing our nation. The workforce development "system" has added support to our recovery through creative alliances with industry and education. These efforts are manifest in targeted assessment, training, and life-long learning that are focused on the critical labor shortages in our high-growth industries. This year the system infused over \$2 million in collaborative public and private ventures to support the enrollment, education, and placement of unemployed, under-employed and incumbent workers into high-wage jobs. Empowered by these partnerships, the workforce system exceeded its federally mandated performance standards for the fourth year in a row. Having accomplished this, additional incentive funds have been awarded and will be reinvested in our state.

In 2003, the workforce development system focused its efforts on the state's critical labor shortages by addressing specific initiatives. In healthcare, worker shortages have reached critical levels and stand to impact the quality of life for all citizens. The "system" is working with industry and education to increase the number of workers, the quality of these workers, and reduce the time required to produce these workers. In manufacturing, workers are being displaced as jobs are outsourced. Again, the "system" implemented lay off aversion programs to support educational and skill upgrades to keep workers employed, and thereby helped retool and keep businesses in Colorado. Other initiatives provided educational opportunities and employment for low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, youth in foster care and/or ex-offenders.

The aforementioned projects are but a few examples of the many successes the workforce system accomplished. I invite you to read this report to see how the WIA programs expanded and strengthened the state's workforce this year.

A handwritten signature in blue ink that reads "Jeffrey M. Wells". The signature is fluid and cursive, with the first name being the most prominent.

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

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Partnership + Performance = Empowerment

STATE SUMMARY

EXECUTIVE SUMMARY

Formula For Success² reflects the workforce systems' journey to excellence. Program year 2003 of the Workforce Investment Act (WIA) has been the most productive and challenging thus far. As a system we have exceeded our federally mandated performance standards for the fourth year in a row and achieved a higher level of WIA implementation. This has been accomplished through **Partnerships, Performance and Empowerment**, the tenets embodied in this year's report. We believe our success has been realized through the efforts of State and local partners who share the common vision of creating a competitive workforce for the 21st century.

This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and the local workforce boards engaged in creative alliances with industry and education. These collaborative public and private ventures infused over \$2 million to support the enrollment, education, and placement of the unemployed, under-employed and incumbent workers into high-wage jobs. Additionally, the system effectively involved community-based organizations, community colleges and other providers of training and education in these business-led projects. Such partnerships reflect the critical importance of education, employment, and economic development to the State's competitive edge and empower the system to be responsive to local issues.

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.

Key accomplishments were:

- Establishment of a statewide marketing taskforce led by two business leaders from the CWDC and the creation of a fact based marketing plan.
- Expansion of LMI and its ability to create local board specific data.
- Evolution and system wide support of the Continuous Improvement Management System (CIMS).
- Further development of Colorado's e-Learning Knowledge Management Portal.
- Expansion of the assistive technology and Consumer Navigator services within the Project TRAIN service enhancement project.

PY 2003 KEY ACCOMPLISHMENTS:

- Statewide Marketing Taskforce
- Localization of Labor Market Information
- Continuous Improvement Management System
- Development of e-Learning Knowledge Portal
- Assistive Technology and Consumer Navigator Services
- Collaborative Projects Spearheaded by Local Workforce Investment Boards

HIGHLIGHTS OF STATE & LOCAL PARTNER COLLABORATIONS:

- Achievement of All 17 WIA Performance Measures for the Fourth Consecutive Year
- Funding Over \$2.75 Million in Local Discretionary Projects to Encourage Innovative Program Design
- Launching of the Colorado e-Learning Portal
- On-line Employer & Applicant Registration & Job Matching System

Key accomplishments (continued...)

- Evolution of the Tri-Agency Collaborative (TAC) project to expand the Colorado's e-Learning Knowledge Management Systems workforce reach to include secondary, post secondary, business, workforce professionals, and job seekers.
- Innovative and powerful collaborative projects spearheaded by local WIBs.

Colorado struggled with job losses and was further challenged by the weakened national economy. The state of the economy created incentives for developing collaborative partnerships that leveraged resources and expanded the systems capacity. These circumstances created the opportunity to expand upon the initiatives implemented during the first three years of WIA. State partners, local regions and their boards worked hard to meet the challenges posed by the state's stressed economy and in the process became more resilient and employed technology to innovate services to meet the increased demands.

The lingering challenges that affected workers and business included:

- an economy that failed to produce new jobs as the recovery began;
- industries continued to down-size and lay-off workers;
- state budget shortfalls limited the help state funds could provide; and,
- displaced high-wage workers were unable to find comparable employment.

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:

- Completion of a region specific evaluation and action plan to enhance service.
- Colorado's achievement of all 17 WIA performance measures for the fourth year in a row.
- System improvement using the Continuous Improvement Management System (CIMS), the Performance Excellence Project.
- Increased funding to expand universal access to disabled clients through Project Train.
- Funding over \$2.75 million in local discretionary projects by CDLE and CWDC to encourage innovative program design.
- Launching of Colorado's e-Learning Portal, the nations first comprehensive statewide Web-based workforce system knowledge management center.
- Enhancement of an On-line employer/applicant registration and job matching system.

Colorado WIA Program Year 2003 Annual Report

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 Lean World Class Manufacturing Incumbent Worker Initiative
- Arapahoe/Douglas Works! RN Refresher Course for nurses who had previously left nursing practice.
- Colorado Workforce Consortium's Youth Work Keys Assessment Project, and Cultural Diversity Project
- Denver Division of Workforce Development's Airport Customer Service Certificate Program with a career ladder to high wage jobs
- Larimer County Workforce Center's E-Mentoring Pilot Program for Youth
- Pikes Peak Workforce Center's creation of a Technical Skills Census to provide economic developers an overview of worker skills sets available in that region.
- Tri-County Workforce Center's Small Business Partnership Initiative
- Weld County Employment Services' Nuclear Medicine Technologist Training
- Workforce Boulder County's – Northern Front Range Health Care Partnership with Adams and Larimer Counties

The lessons of PY03 have strengthened our commitment to creating dynamic and relevant partnerships, produce workers that can perform at a higher lever, and empower Colorado businesses to compete globally.

*Successful partnerships
produce resource
asset mapping to identify
resources across
agencies.*

FORMULA FOR SUCCESS²

As Colorado addresses the challenges that exist for industry and the current and emerging workforce, we recognize the importance of forging effective partnerships with businesses in every sector of the state's economy. It is incumbent upon the system that public sector providers of education and training are participants in this collaboration. The ability of the workers and businesses in the state to compete will be driven by the performance of a skilled workforce. Formula for Success² is a template for forging effective, responsive and resilient partnerships that innovate and empower systems to deliver education and training services to create skilled workers for the 21st century.

COLORADO'S FORMULA FOR SUCCESS:

- PARTNERSHIPS
- PERFORMANCE
- EMPOWERMENT
- TECHNOLOGY
- LESSONS LEARNED

The workforce system's commitment to excellence and innovation has been an energizing force for the initiatives and accomplishments realized this past program year. The collaboration among State and local partners, the Colorado Department of Labor and Employment (CDLE) and the Colorado Workforce Development Council (CWDC) supported the achievement of a state-of-the-art, demand-driven infrastructure and created historic new partnerships. In turn these produced successful performance outcomes and empowered local WIBs and workforce centers to achieve measurable change throughout the system. This dynamic comprises the our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry, educators, practitioners and workforce professionals produced local and statewide activities and projects that were funded by the Colorado Workforce Development Council and the Colorado Department of Labor and Employment using discretionary funds. These partnerships have addressed:

- Local labor market shortages and major issues facing local area employers and citizens.
- Information and community network connections.
- Projects such as : the development of curriculum for Nuclear Medicine Technician training in Northern Colorado and a statewide resource mapping project to identify transition services for youth with disabilities and the gaps that exist.

The Council and CDLE formed task forces to investigated the circumstances surrounding repeat offenders and issues associated with their reentry into the local communities. A statewide strategy is being drafted to create solutions to help the offender population. Additionally, a statewide alliance is looking at a strategic plan to address the healthcare worker shortage facing the state in the next ten years.

PERFORMANCE

The CDLE and CWDC have both provided performance enhancing grants to increase the ability of the state's community college educational system to increase the use of technology and create innovative and employer-led solutions. In addition these grants have expanded the informational base of resources LMI provides to businesses and economists. Among the projects that have been supported by the leadership of the CLDE's LMI Section and the State Workforce Development Council are:

- The Implementation of the Longitudinal Employment Dynamics project.
- Evolution of the Job Vacancy Survey as a valuable tool for research and decision making by business.
- Dissemination of an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.

In addition, local WIBs and the State Workforce Development Council have taken action to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs. These have involved:

- Local workforce Directors and their WIBs working with local Economic developers to conduct retention and growth studies for their areas; and,
- Creation of taskforces in local communities to explore job growth prospects and target untapped high-growth industry sectors in the state.

Through local solutions, employers, locally elected officials, regional workforce boards, and local economic development boards have provided the impetus to implement Colorado's strategic vision and produce the empowerment envisioned in the Formula for Success².

EMPOWERMENT

Utilizing the guiding principles and building upon the accomplishments of preceeding program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens.

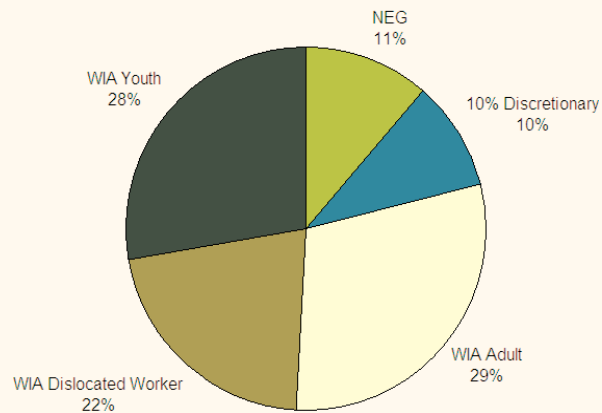
...CDLE and CWDC have both provided performance enhancing grants to increase the ability of the state's community college educational system to increase the use of technology and create innovative and employer-led solutions.

LESSONS LEARNED

- Collaboration with industry and inclusion of training/education providers is essential.
- Performance is enhanced by fact-based, data-driven decision making and inclusion.
- Technology is a key to expanding knowledge base of the workforce.
- Evaluation/assessment of effectiveness increases performance levels and drives excellence.
- Workforce development leaders must analyze local labor market needs and Statewide economic trends to respond effectively.
- Projects and performance are enhanced by partnerships that benefit the business community and that focus on specific results.
- Inclusive decision making processes enables workforce development system to assist people with diverse needs.

STATE PROFILE

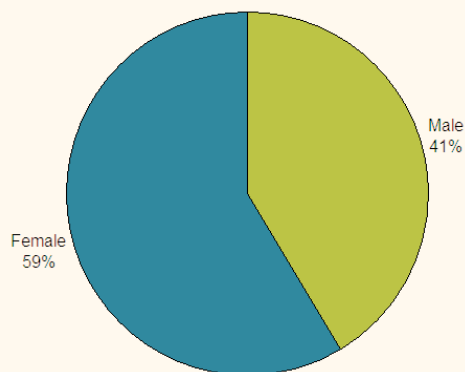
Statewide WIA Funding



STATEWIDE WIA FUNDING

51% of the WIA funding went toward the Adult & Dislocated Worker programs. The remaining 49% was split between Youth, NEG and other Discretionary Grant programs.

Statewide Gender



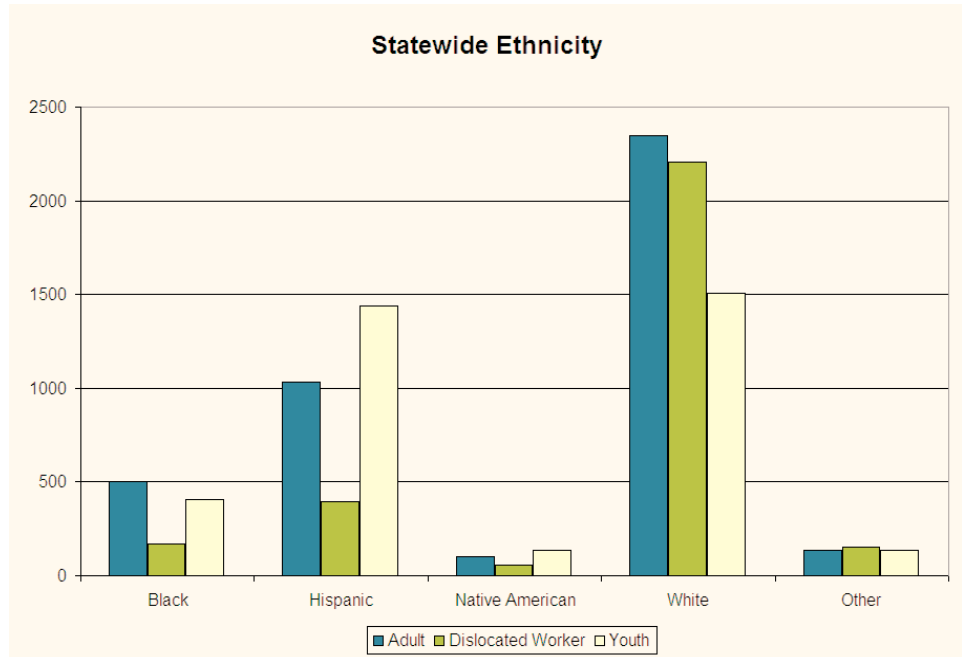
STATEWIDE GENDER

41% of the participants were male while 59% were female.

STATE PROFILE (CONTINUED...)

STATEWIDE ETHNICITY

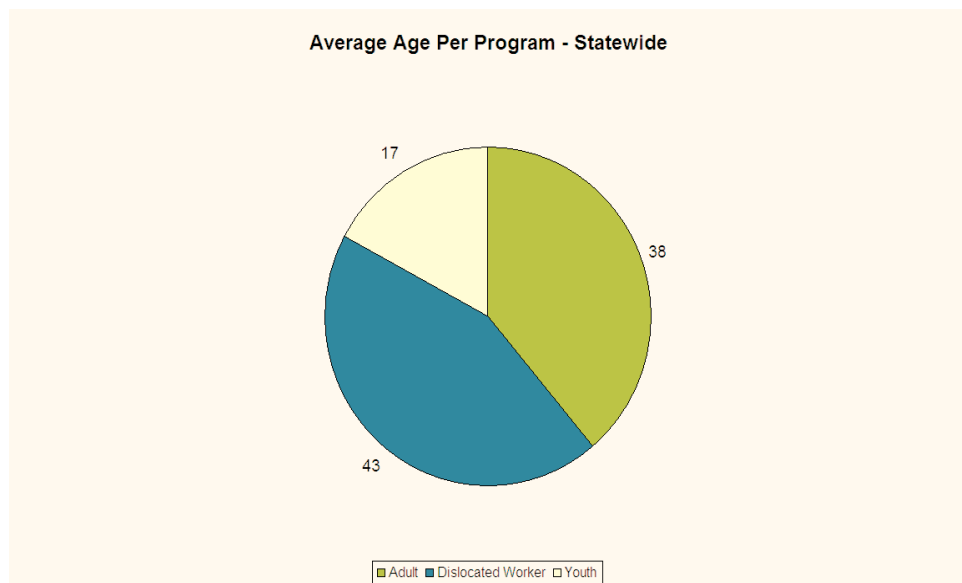
The largest populations served were Whites & Hispanics, followed by Blacks and Native Americans.



AVERAGE AGE PER PROGRAM

The average age for the WIA Adult program was 38, while the average age for the WIA Dislocated Worker program was 43.

Participants in the WIA Youth programs averaged 17 years of age.



CHALLENGES

Like the nation, Colorado's continued to feel the impact of an unemployment rate hovering near 6.0 % and the ripple effect it had on the economy. The workforce development system also labored under the increased demand for services and the diminished job market. Colorado was "one of the two last states to emerge from recession", according to Economy.com, and this further challenged the systems' ability to get people employed.

Employment fell on a seasonally adjusted basis from its peak in December 2000 through 2004. It was not until April that more people were at work than the previous year. Through June, employment was still slightly negative.

Colorado business indicators for the year were :

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

STATE RAPID RESPONSE

The State Rapid Response Unit experienced a decrease in layoff assistance activity during PY03 as a result of the gradually improving economy. A summary of layoffs addressed by the unit and services provided include:

- Layoffs Identified= 129
- Workers affected= 8,499
- Layoff Transition Workshops= 124
- Workshop attendance= 2,842
- Employers receiving services other than layoff workshops= 43

The industries experiencing the greatest number of layoffs were manufacturing, information technology, telecommunications and retail stores. Other industries impacted were construction, banking and travel. In addition, there were a total of 61 layoffs reported (47%) that resulted from business closures or employers outsourcing work to non-US workers.

*"One of the great
mysteries of
Colorado's recent
economic performance
is why the state and
metro Denver have
lagged the national
recovery".*

FORMULA FOR SUCCESS A MODEL PROJECT

PROJECT TRAIN

Project TRAIN (Training Resources and Incentive Networks) is a statewide initiative of the Colorado Workforce Development Council, focused on enhancing the capability of Colorado's workforce centers to serve people with disabilities. The project was launched in June 2002 and is being administered by the Colorado Office of Workforce Development (COWD), via funding from federal, state, and local sources.

The project has grown to become an **80 member Coalition** made up of representatives from federal, state, and local government agencies, as well as community-based organizations and individuals with disabilities. This year, the Coalition subcommittees were focused on key areas of research, partnership and performance.

Colorado Project TRAIN continues to be a nationally recognized role model for statewide public and private sector collaboration. Based on the successful accomplishments of the WIG II grant, the coalition was able to apply for and receive a grant from DOL/SSA to enhance and extend Consumer Navigator services throughout the state. Colorado now has 19 Navigators providing seamless and comprehensive services to people with disabilities within workforce centers. The grant also funded the continuation of two Benefit Planner positions, whose responsibilities include the provision of benefits related financial analysis assessments for workforce center customers who are recipients of or potential recipients of Social Security benefits.

Assistive Technology: A prime example of true partnerships was the collaborative effort of CDLE, COWD and the Division of Vocational Rehabilitation (DVR) to fund the purchase of Assistive Technology equipment and training for seventeen workforce centers. These workstations now make it possible for all individuals to have universal access to resources and services within a WFC.

State Alignment Grant: Another objective of the Coalition is to seek out new grant funds that support opportunities for people with disabilities. The coalition assisted the CWDC/COWD in obtaining a State Alignment Grant, for the purpose of "Improving Transition Outcomes for Youth with Disabilities through the use of Intermediaries". This is a \$2,256,937 initiative over 5 years. The first year outcomes for this grant were to conduct resource mapping to assess the state's youth service delivery infrastructure and conduct focus groups of youth, parents, and employers. The

*... 80 member coalition
focused on research,
partnerships and
performance.*

*19 navigators providing
seamless and
comprehensive
services to people with
disabilities who come to
the Workforce Centers*

information gathered is being used to develop a cross-agency, multi-year state plan to improve transition outcomes for youth with disabilities through blending and braiding of state, federal, and community resources and local intermediary organizations. COWD is partnering with the Colorado Community College System for the resource-mapping component of this grant, as well as contracting with University of Colorado Health Sciences Center for focus groups and an extensive literature review.

"New Initiatives in Colorado:" The Project TRAIN Coalition sub committee is now the advisory group for the State Alignment grant and consist of individuals from Department of Education (DOE), CDLE, Division of Vocational Rehabilitation (DVR), workforce center staff and parents of youth with disabilities. A second project taken on by the coalition was the establishment of a "New Initiatives in Colorado" group. A half-day training was arranged to allow the advisory group to gather information pertaining to federal money that was coming in to Colorado to serve youth. The first meeting identified 10 new projects in Colorado serving youth, defined goals and objectives, and made presentations on the grant. "New Initiatives" was well received by all who participated and it was determined that the information obtained would be of great value to the State Youth Council. Future "New Initiative" meetings have been set to coincide with State Youth Council meetings. The ultimate goal is for all the partnering agencies to stay updated and aware of the resources available to youth in Colorado, to allow for better blending and braiding of funds, as well as aligning of services to avoid duplication.

EMPOWERMENT

Colorado's e-Learning Knowledge Management Portal

Partnerships, technology, information, and knowledge are the cornerstones of e-Colorado, the ultimate electronic tool kit for training, education and employment implemented Statewide in Colorado. The e-Colorado Learning Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface—among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, educational and training institutions, community and faith-based organizations, and government.

Courseware, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location. In this way, e-Colorado is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information

*New partnership initiatives
that leverage resources,
share information, and
blend and braid funding
sources.*

e-Colorado:

*an effective way of using
technology, information
sharing and knowledge
acquisition to advance
opportunities for
workforce development
professionals, employers
and job seekers.*

into actionable knowledge.

Empowered by CDLE and OWD leadership, the e-Colorado team is a partnership of (1) Northern Illinois University (NIU) who, as technical support, incorporates the databases from the Amerisys Workforce Institute, Promising Practices, and other USDOL and federally funded initiatives, (2) the Tri-Agency Collaborative of the Colorado Workforce Investment System, Carl Perkins, and Adult Education/Family Literacy, and (3) Others including the Community College System, Department of Corrections, Community- and Faith-Based Organizations, Private Foundations, Rocky Mountain PBS, Colorado Healthcare Alliance, and the private sector.

The following components, services, and tools comprise the e-Colorado infrastructure:

- Communication & Collaboration
- Collaborative partnerships
- Inter-and Intra-agency communication
- Meeting/event notification
- Board information postings
- Employer engagement
- Client referral
- Resource guide
- Outreach strategies to clients
- Language translation capabilities for clients and staff

Effective Use of Technology

- e-Learning proficiency
- Statewide training
- Distance learning
- Technical assistance capabilities
- Client self-directed activities
- Self-assessment
- Coordinating calendars
- Individual portfolio

Information Sharing

- Best practices
- Employment networking support groups
- Frequently asked questions (FAQ)
- Information and referral

Knowledge Acquisition

- Self-assessment
- Outcome-based learning
- Courses for clients

- Staff development/training
- Credentialing
- Staff/career development tools
- Skills/Education upgrade/training

The e-Colorado portal, and its tools, supports the State's workforce development system, staff, business, partner agencies and individuals with the efficiency to speak with one voice, and to share lessons learned – both positive and negative. Early positive outcomes resulting from e-Colorado interaction are improved communication and new networks for performance.

Tri-Agency Collaborative [TAC] Project

Program Year 2003 saw the completion of the Tri-Agency Collaborative [TAC] Project, the program year 2001 [\$1.3 million] performance incentive grant. This collaborative partner agency project built upon the initial framework of the newly created e-Learning Portal for workforce professionals. The project expanded the portals reach to include the development of tools for employers and job seekers. This extension of the sites capacity proved more challenging than expected.

This year marked the evolution of the e-Learning Portal. The system was further enabled to become an avenue through which the partner agencies could leverage resources, access on-line information about program services, see and exchange client and program data thereby:

- reducing duplication;
- improving the quality services provided by partner agencies;
- reducing the wait time for inter-agency coordination of services to customers; and,
- providing more depth and breadth of services to users of the system.

This multi-agency project created resources that expanded the infrastructure of the e-Learning Portal to include:

- on-line assessment tools;
- curricula;
- work portfolios; and,
- interactive 'virtual' menu of services and resources

*This multi-agency project
(the e-Learning Portal)*

*created resources that
expanded the infrastructure
of the e-Learning Portal
to include:*

- *on-line assessment tools;*
- *curricula;*
- *work portfolios; and,*
- *interactive 'virtual'
menu of services and
resources*

The mission of the
ACADEMIC-TO-CAREER
CONTINUUM [ACC]
project will bridge the
learning gap, provide
encouragement, and
enhance the opportunities
of low skilled, low wage
workers to become high
skilled, high demand
employees.

Academic-to-Career Continuum (ACC) Project

Colorado received a Federal Incentive Award [\$750,000] for exceeding its 2002 Workforce Investment Act Performance Standards. With these funds, the partner agencies: Workforce Investment System, Carl Perkins, and Adult Education / Family Literacy developed the Academic-to-Career Continuum [ACC] initiative. The grant was targeted to serve individuals not served by other programs due to funding and programmatic constraints. Additionally, it provided assistance and enhancements for those with Limited English Proficiency (LEP) or those in need of English as a Second Language (ESL). This grant was to be implemented incrementally, and will extend into program year 2004.

This project was projected to help low-skill/low-wage workers and other targeted populations. It is anticipated that individuals using the planned services will be better able to cross the learning divide and will transition from Adult Basic Education and/or the Workforce Centers to the Community College system, and ultimately find employment in occupations with self-sufficient wages.

The following was initiated in this project:

- Development of blended learning and contextual learning curricula for GED services to low-wage/ low-skilled workers, skill set assessments, and enhanced soft skills workshops for job skill retention. This new curriculum addresses the Beginning Basic to High Adult Secondary Levels with required competencies and performance assessments at each level. These skills are developed through a combination of teacher led instruction, aided by Colorado's e-portal, and completed with pre-existing self-paced computer-base training [CBT] programs. The expected outcome is for ABE/WFC/CC learners [0-6th grade] to successfully pass the Acu-Placer and continue their education in general programs rather than taking remedial classes at the community college system.
- Expansion of the e-Learning Knowledge Management Portal to: enable partner agencies to track and target services to high-risk adults and youth, provide and store common assessments and curricula, develop client/customer portfolios, provide training for staff development, and serve as a "virtual link" for data sharing. All content and curricula developed is posted on the Knowledge Management Portal e-Colorado.org and is available to the workforce development system partners.

Colorado WIA Program Year 2003 Annual Report

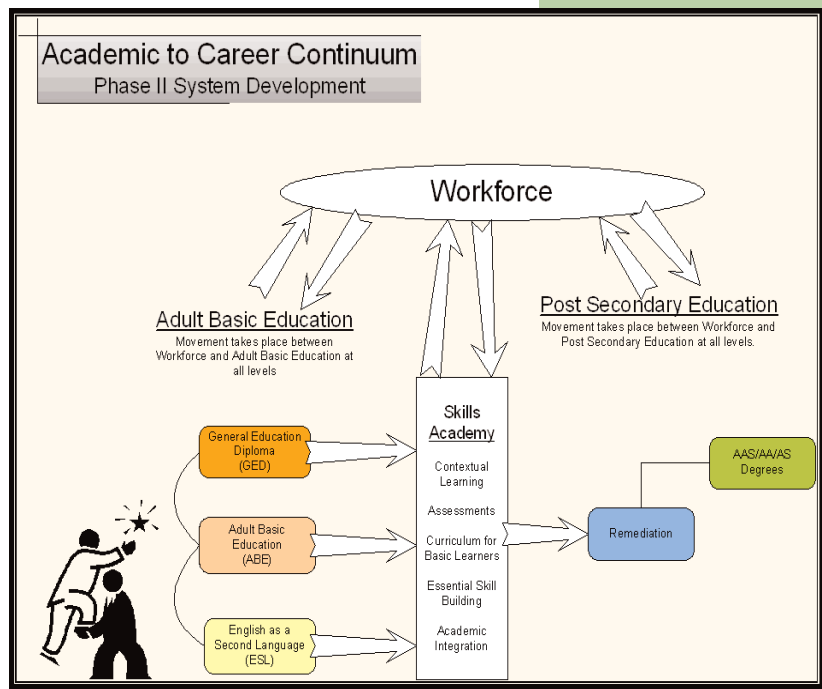
- Create a site on the e-Colorado portal to support students transitioning from adult education to the career and technical education course work required to achieve a community college credential. This curriculum will be called the CCCS Skills Academy and will include self-paced learning modules on the following subjects:
 - Personal Growth & Development
 - Academic Assessment Preparation
 - Required Education & Training for Colorado Career Pathways
 - Professional Growth & Development
 - Employer/Employee Relations

These modules were developed and implemented primarily for first generation college student requiring assistance with understanding vocabulary, processes, and expectations of a matriculated college student.

- The project will create an assessment matrix with employer defined skill sets and behaviors needed for successful training and employment outcomes for allied healthcare . This template will be adapted for other high growth industries (still under development).
- A tri-agency (Workforce Development, Community College, Adult Education) RFP will be released to local agencies focused on serving low skilled, low wage workers. One of the innovative requirements of this RFP is that respondents will be required to partner with Workforce, Community College, Adult Education. This is the first time a tri-agency RFP has been attempted.

Learning modules to be included in the CCCS Skills Academy:

- *Personal Growth and Development*
- *Academic Assessment Preparation*
- *Required Education and Training for Colorado Career Pathways*
- *Professional Growth and Development*
- *Employer/Employee Relations*



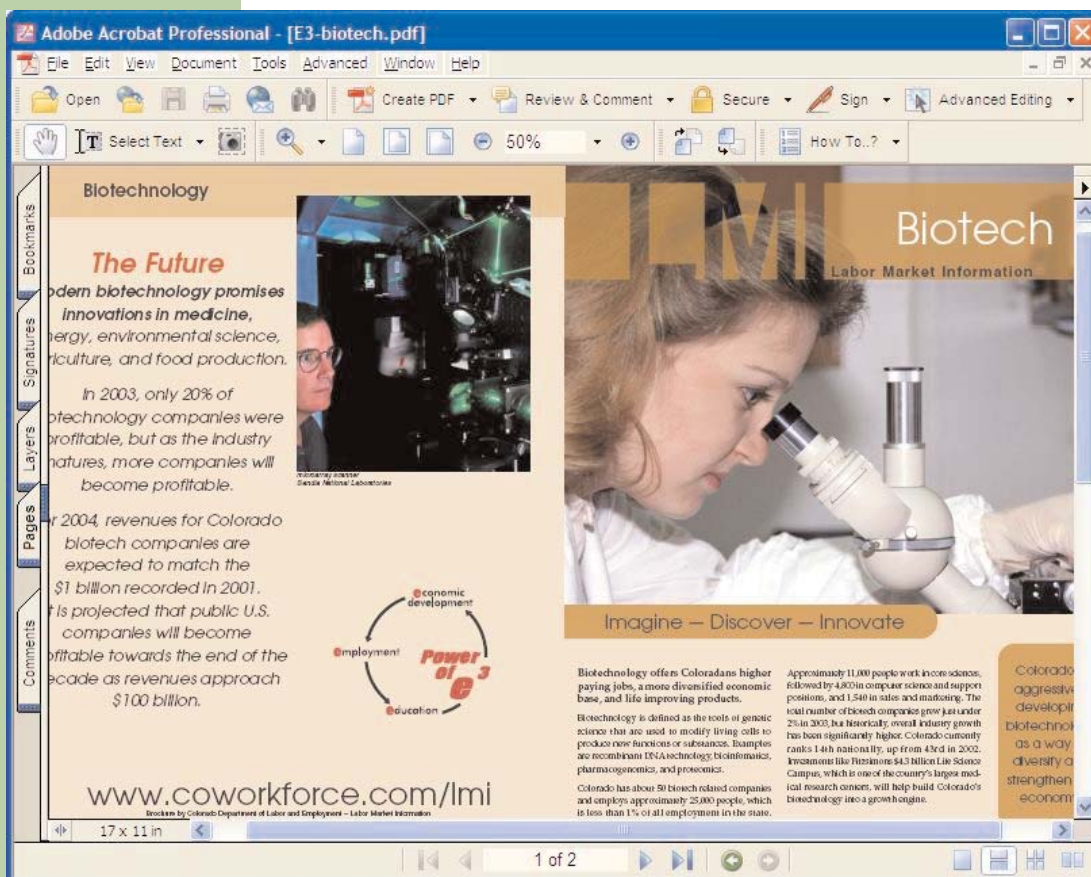
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LMI PRODUCTS SERVE THE WORKFORCE SYSTEM

Labor Market Information continues to be a crucial partner, supporting Colorado's workforce system with an expanding line of new and innovative products. This year in particular, LMI has offered local workforce regions a variety of training opportunities to match their product expansion.

- **E3 Hot Industries Brochures**

In collaboration with Workforce Development efforts and the USDOL E3 model, LMI developed a series of eleven brochures highlighting new and emerging fields of business and high growth potential industries in Colorado. The brochures are multi-purpose: the interior serves as a poster for display in workforce centers. Information includes an industry overview, future job potential, wages and occupations, and education and training. LMI is delivering sets of these brochures to every workforce center and secondary education institution in Colorado. The brochures cover Telecommunications; Energy,



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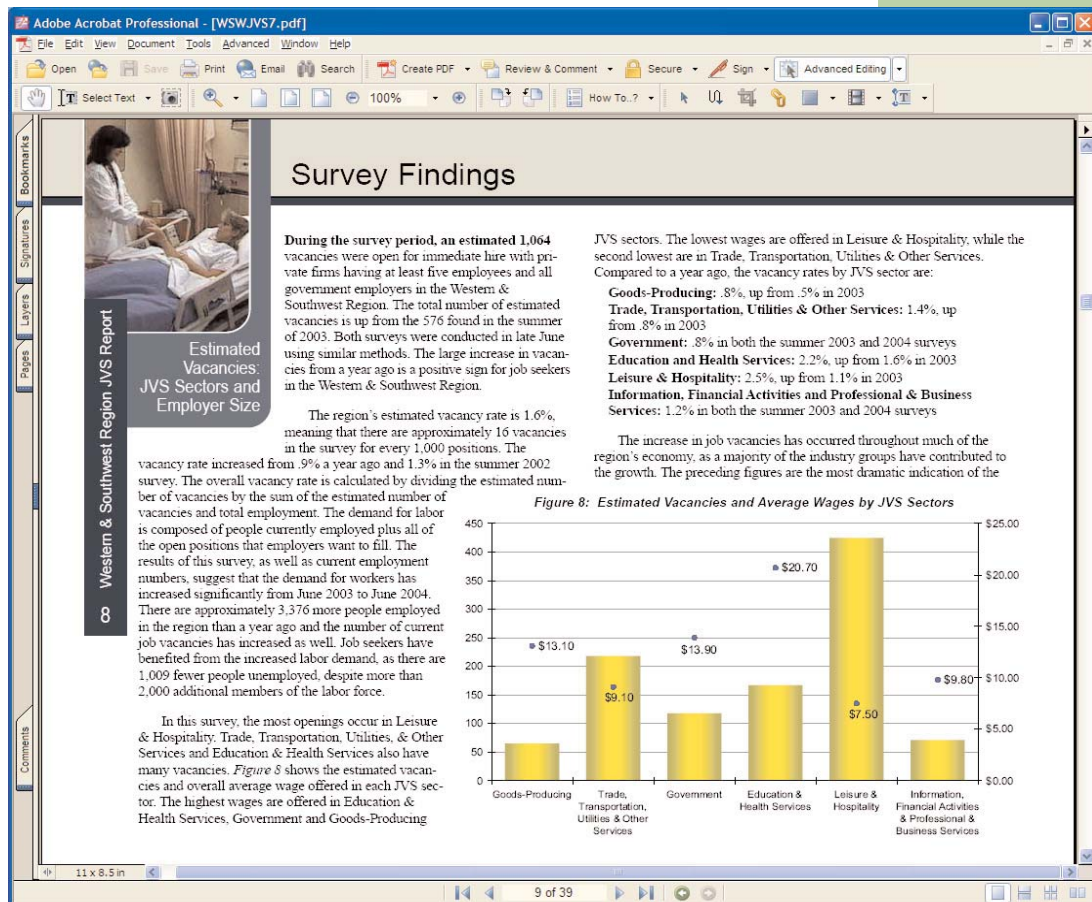
Photonics & Environmental; Aerospace & Geospatial; Healthcare; Information Technology; Biotech; Nanotechnology; Homeland Security & Defense; Transportation; Hospitality, Tourism & Gaming; and Financial.

• **Jobs In Colorado Projections Brochures**

In responding to extensive focus group research within the workforce system, LMI developed a series of "Jobs in Colorado" brochures, each focusing on occupational projections for a segment of the marketplace. One brochure presents top jobs statewide, while two others exhibit Healthcare and On-the-Job-Training occupation projections. Two more topical brochures are planned as statewide-data publications: Higher Education and Industrial opportunities.

• **Job Vacancy Survey Highlights**

The Job Vacancy Survey (JVS), the only local and current measure of labor demand, remains an important and innovative LMI product for the workforce system. When workforce system and customer focus groups told LMI they prefer on-line use of the JVS, LMI responded with a re-design of the main JVS report as a user-friendly and easily



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printed on-line document. The main report is supplemented with a high-quality “Highlights” brochure distributed directly to workforce centers with the completion of each of 11 regional Job Vacancy Surveys. The Workforce system uses these brochures for a wide range of purposes, from employer marketing to client career counseling assistance.

• Local Employment Dynamics

In partnership with the US Census Bureau, Colorado is a leader in the development of Local Employment Dynamics information. Colorado LMI has produced and distributed LED “Data Wheels” to workforce centers and the economic development community. The wheels contain seven indicators for each workforce region and major industries in Colorado. Additionally, LMI is partnering with 5 workforce regions to serve as assessment advisors on the development of LED mapping applications.

• LMI Pocket Resume

This new tool for workforce centers is designed to help job seekers quickly access personal information to complete job applications while delivering advice on job seeking and interviewing tips. The Pocket Resume prominently displays web site URL’s to help job seekers find and use labor market information.

• New Training for Workforce Professionals

LMI successfully conducted the first LMI Users Conference in May, 2004. In conjunction with that Conference LMI developed, “Getting Ready,” “Getting Real,” and “Getting Out There,” a series of three training modules designed to teach workforce professionals and job seekers how to use on-line Labor Market Information products to improve job seeking opportunity. The modules are designed to be used either in computer labs or without immediate on-line aid. More important, the modules are delivered to the workforce system in a “train the trainers” package to empower local workforce professionals to use the modules in assisting local clients. The modules are provided on CD-ROM and come complete with presentation notes, editing instructions to localize the instruction and both color and black & white handout print files. LMI is providing additional service by contacting workforce centers and using the modules to conduct on-site training for local workforce professionals.

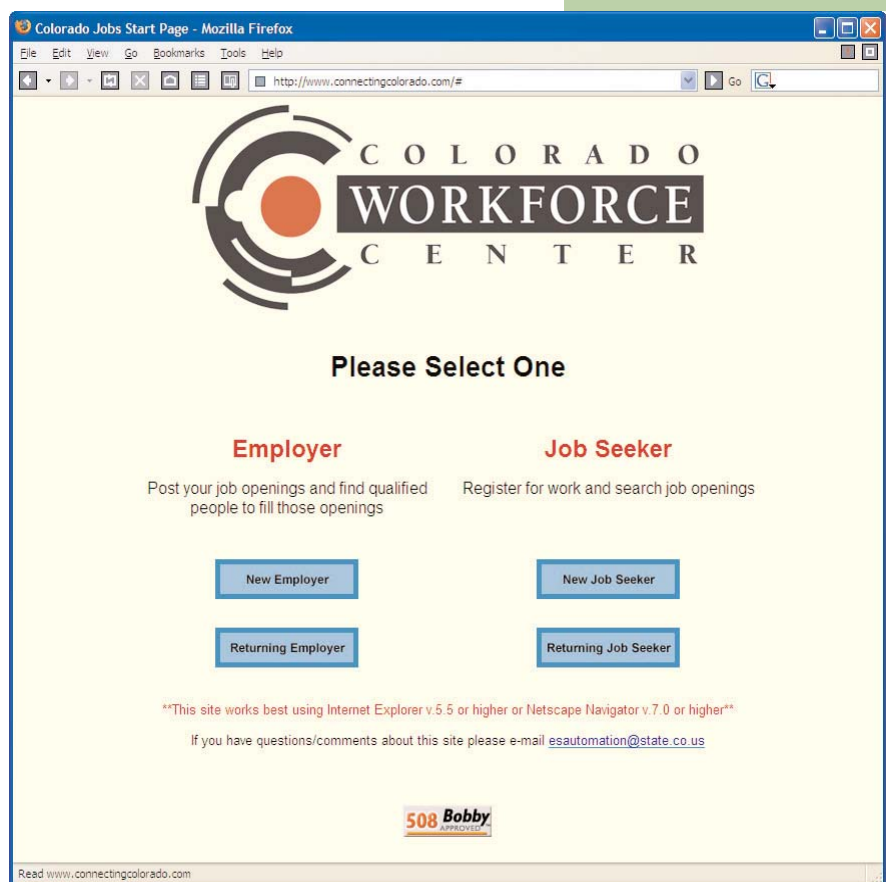
STATEWIDE INITIATIVES

CAPACITY ENHANCEMENT

Automation Initiatives

In an on-going effort to enhance the services Colorado provides to both employers and job-seekers, Colorado has continued to use their resources on developing new self-service options for those customers and new reporting functions for Workforce Center staff. Some of these enhancements are listed below:

- Ability for both employers and job seekers to do an on-line search to satisfy their employment needs.
- Enhancements made to the Joblink search engine that improve searches for persons falling in the “underserved” categories.
- Brought the Joblink website up to “508 compliance” so that visually impaired clients can easily access the information.
- Created a Supply-Demand report in Joblink to assist Workforce Development staff in marking initiatives
- Developed a Workforce Volume report that combined all federal, state and local program activities done at the Workforce Centers
- A report was created to track individual counselor activities and evaluate their performance



The Colorado Workforce Center web page continues to be expanded. Employers have the ability to post/modify jobs via this web site and search for job seekers. Employers may contact job seekers directly or via the Workforce Center staff. Job Seekers also have the ability to search for jobs/employers that meet their career development needs.

ADDITIONAL ACCOMPLISHMENTS

Performance Standard Training

The MIS division of the CDLE Workforce Development Programs conducted Performance Standards training in October 2003 and March 2004. Our efforts served to build the knowledge and capacity of workforce professionals on both current WIA performance measures and the new WIA common measures to be implemented in the near future. The training sessions addressed the issues of future planning strategies and allowed regions to recommend best practices for performance outcomes. The sessions consisted of both lecture/demonstration and hands-on problem solving.

Statewide Assessment Training

Colorado Department of Labor and Employment hosted a training titled, "Set Up For Success! A Systems Model and Practical Strategies to Quickly Assess Customers and Get them Moving Ahead." CDLE and the Colorado Office of Workforce Development invited staff from around the state to attend this interactive training session on how to quickly assess Workforce Center clients. Targeted to all Workforce Center case managers and their supervisors, specifics focused on helping clients successfully navigate through the Workforce system in order to successfully achieve their employment goals. The seminar was beneficial for all Workforce Center programs. Over 200 State and Local staff attended the training and benefited from state-of-the-art techniques for enhancing the assessment process.

Statewide Business Relations Training

Colorado Department of Labor and Employment, US Department of Labor, and the Office of Workforce Development with the assistance of the Pikes Peak Workforce Center hosted a training titled, "Communicating the Value of Workforce Solutions." Business Relations staff from around the state were invited to attend this hands-on workshop in order to learn how to market "Solutions-Not Federal programs." Participants learned best practices in marketing and selling services, effective communication, and diagnosing customer's needs and motivations. Portions of this training were recorded and video streamed onto E-Colorado, Colorado's Knowledge Center for the workforce system. The website is www.e-colorado.org.

Rocky Mountain Workforce Development Conference 2004

In June 2004, Adams County One Stop Career Center System hosted the 14th Annual Rocky Mountain Workforce Development Association (RMWDA) Conference, "Workforce Professionals: The Heart of the System" in the beautiful and majestic setting of Snowmass, Colorado. Over 400 Staff from the nine workforce regions, Workforce Investment

Board Members and other partners were in attendance. The highlight of the two-day event was the banquet held on the evening of June 2nd. Conference attendees were welcomed by Larry Pace, Adams County Commissioner and entertained by the talented and motivational speaker Karyn Ruth White and her presentation, "Real Life, Real Skills, Real Funny."

The focus of this year's State conference was "Workforce Development Professionals: The Heart of the System." The Front Line Staff is charged with the daily responsibility of assisting hundreds of Colorado residents who have lost their jobs and now are in need of retraining, supportive services, referrals and any of the other programs provided through the Workforce Center System. Front line staffs are the most valuable assets that the Workforce Centers have and often due to the high volume of customers accessing services, education and training of this group has yet to be fully developed. With that in mind, it was the commitment of the RMWDA conference committee to develop educational tracks that would enhance the front line staff experience and expand their knowledge to better serve their customers. Additionally, emphasis was placed on building public/private partnerships and empowering Workforce Investment Boards to be more involved within their communities, specifically economic and workforce development. Included in these seminars were:

- Case Managing for WIA Performance
- Employer Outreach: Building Value in Our One Stops
- What is Youth Development?
- E-Colorado: Linking Programs, Linking Customers
- Simple Tips, and Techniques to take Customer Service to the next Level
- Sector Strategies: Workforce Centers & Education Working Together
- Turn on the Lights: Overcoming the Darkness of Poor Communication
- Diverse Populations: Diverse Employment Barriers
- Opportunities with Workforce/One Stop Centers and Meeting the Needs of Employers
- Health Care and the Workforce: A Prescription for Success

Nationally renowned speakers were a highlight of this years' event. Speakers included; Futurist Ed Barlow, President of Creating the Future, Inc., Deputy Assistant Secretary of the Department of Labor, Mason Bishop and Disability Advocate and Motivational Speaker, Tim Harrington. In addition to these distinguished speakers, there were several local speakers and facilitators who provided the conference attendees with valuable information that they were able to take back to their respective regions to use and improve service delivery and overall Workforce Center operations.

A highlight and one of the most popular events of the conference was the presentation of the "Heart of the System" Awards. Each Region nominated members and/or units of their front line operations that made the most impact on their respective Workforce Regions over the last year. Recipients of these awards were surprised and honored to be recognized by the peers.

Mark Pingrey, the Colorado Workforce Investment Board Chair hosted his Board, Regional WIB Chairs, local elected officials, Workforce Region Directors and conference keynote speakers for an old fashioned Barbeque dinner where the new Web based learning site "e-Colorado" was premiered. Later in the evening, "team spirit" was demonstrated as conference attendees wore their favorite sport team regalia and danced to the tunes of "Disco Dan."

Based on feedback from the attendees, over 80% of those who participated in rating the conference indicated that the conference exceeded expectations in all areas evaluated.

Governor's Summer Job Hunt

The Governor's Summer Job Hunt (GSJH) was established in 1981 as a way to help Colorado's youth make the transition from school to work by matching their skills and interests with employment opportunities. Over the life of the program, more than 220,000 young people, (ages 14-21) have found summer employment.

The current media sponsors of the GSJH are 9NEWS and Newspaper In Education -Denver Newspaper Agency. Their coverage of the program equated to a \$181,000 in-kind contribution and allowed our message to Colorado's youth and employers to go out in an efficient and professional manner. In addition, numerous local newspaper articles were written this year giving the public a view on youth employment issues. Public service announcements filled the airways on youth job opportunities.



Employers involvement with the GSJH program were in many ways: hiring youth, participating in mock interviews, job shadowing and holding roundtable discussions on youth employment topics. Dedication and commitment from the local Workforce Centers resulted in 10,243 young people entering employment.



Paula Woodward of 9NEWS presents Broomfield High School students and teachers with an award during the GSJH Kick Off event to honor their involvement with the Broomfield Youth Job Fair. The certificates were signed by the Governor.

Best Practices:

- Tri-County Workforce Center successfully leveraged Governor's Summer Job Hunt dollars with other grant funds to expand job readiness services, greatly increase the database of employers, improve universal access via the Web site, and provide job readiness workshops at the Center and sites throughout the region.
- Regions established quality partnerships with schools and other youth services agencies. The GSJH is a vital link between school and the young person's first job. Schools are recognizing that the GSJH staff can come into the classroom and help students obtain information on how to get that first job.
- In Pueblo, a special Governor's Summer Job Hunt job-posting area was utilized. It enabled job-seekers and their parents the opportunity to peruse what was available and to obtain a plethora of pamphlets, newspapers and hand-outs to encompassing work readiness information.
- This was the first year the GSJH office awarded incentive awards to regions. Larimer and Eastern Regions received \$4,000 each based on performance.

Success Stories:

Recovering from Substance Abuse...

Perhaps the most notable one is a young man that is trying to get his life back on track after making some very poor decisions and landing in prison for drug use/abuse. He has a new baby and a fiancé that has stated she will leave with the baby if he falls back into his old habits. He came in with no self-esteem and would hardly look me in the eye unless I asked him to. He hung his head and talked very softly. After working with him on a one-on-one basis over the course of several weeks he did realize that he had skills and could make a contribution when given the chance by an employer. I worked hard to find a position with an employer that did not need/want to know about his drug related background. He was an active team player in his job search when he learned he had someone that was supporting him in his efforts to rebuild his life. He got laid off the first position I referred him to when an injured worker returned after healing from his accident much sooner than expected and found him another position within just a couple of days. He is doing well and will have restitution paid by the end of the year.

"Joe"...

TESTIMONIALS

Randy G., with a large employer in the food industry:

"I'm glad to see some kids actually prepared for an interview and who have learned to fill out an application ALL the way. These are the kids that my business will try to retain long term."

Elsa C., Mesa County Workforce Center.

"I think the true success is the visibility and goal of getting the youth thinking and talking about employment and giving them the tools that they need to find employment."

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TESTIMONIALS

Joe G., participant:

*"Thank you so much,
Hope, for your work with
my resume and helping
me with my interviewing
skills. It helped me get this
job. I can't thank you
enough. No one has ever
spent this much time help
ing me out."*

Victoria H., local employer:

*"I have a restored faith in
America's youth, after
working with the ones you
sent to me with your pro
gram."*

"Joe" was very eager to get a job. He was 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 the daunting prospect of being rejected 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.

The 14 Year Old...

Another success story includes finding a job for a 14 year old that had completed his freshman year in high school. He is a very smart kid who is a grade ahead of other youth his own age and wanted desperately to be doing everything other kids in his grade were doing - including working. He told me where he would love to work so I contacted the employer and we worked on developing a job that someone so young could do, gain experience and yet have fun doing this job. He had to depend on his mom to transport him 12-15 miles each way to work. She committed to do this. He worked bussing tables in a dining room at one of the area Lodge's located in the Forest Service.

Colorado Displaced Homemaker Grant

The Colorado Displaced Homemaker Program provides employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance have lost their source of economic support. Services provided include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement.

In PY03-04, the State elected to engage a new innovative partnership to deliver services to displaced home-makers. Starting July 1, 2003, a scholarship program was established through a contract with the Community Colleges of Denver to provide tuition scholarships and supportive services to eligible displaced homemakers. These scholarships provided needed support to displaced homemakers so that they could proceed with training and skills development courses at CCD and suc-

cessfully prepare to reenter the workforce.

DISCRETIONARY GRANTS

CWDC and CDLE Grants in Aid to Local Regions

The Colorado Workforce Development Council (CWDC) awards the WIA 10% Discretionary funds to ensure that continuous Improvement and collaboration are deeply embedded in the operations of Colorado's Workforce system mode of operation. The CWDC promotes collaboration and fosters innovation in the system through its practice of funding non-traditional responses to critical local labor market issues that engage strong local and regional partnerships. Concurrently, the Colorado Department of Labor and Employment controls and dispenses a separate set of discretionary funds that it targets to support creative new solutions to unmet labor market issues and fill service gaps for areas that are hard hit by localized economic downturns. Both sets of funds are awarded through an RFP process that involves proposal review by business leaders, workforce development experts, and volunteers from the CWDC.

Discretionary projects range from the creation of regional branding and marketing collaboratives, to an Accelerated Bachelor of Science Nursing Onsite Incumbent Worker project. The CWDC also made awards to partnerships formed by Arapahoe/Douglas Works to recruit and re-employ Licensed Nurses. Additionally a partnership formed by Mesa County Workforce created an on-line component for the RN refresher course. Annually, the CWDC awards funds to promote innovations and to support the expanded LMI Job Vacancy Survey project

Several projects funded by the CWDC are now reported as Best Practices by local regions. They are sustained by local support after successful implementation.

\$1,015,431

Healthcare and Nursing Grants

- The Council has awarded discretionary grants to six workforce regions and their partners to establish projects as varied as:
- Establishing a healthcare center within a workforce center to focus on the health occupation needs of a regional life science center and a newly opened full-service hospital
- Developing curriculum for community colleges to offer reentry programs for nurses to upgrade their skills and qualify to return to the profession after being away for several years

The CWDC promotes collaboration and fosters innovation in the system through its practice of funding non-traditional responses to critical local labor market issues that engage strong local and regional partnerships.

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DISCRETIONARY GRANTS AWARDED

- *Healthcare & Nursing*
- *Branding & Outreach*
- *Youth Oriented Projects*
- *Adult Discretionary*
- *Dislocated Worker / Incumbent Worker*
- *National Emergency Grant*
- *The Motherhood Project*
- *Serious & Violent Offender*
- *Workforce, Faith & Community Works*
- *Homeless Veterans Reintegration*
- *Colorado's One-Stop for Ex-Offenders*
- *HCA Healthcare Grant*

- Developing a partnership collaborative to create an associate degree nursing program in a rural area of the state where no nurse training was available for local students
- Creating an accelerated BS nursing degree program that matches employers, a Community College , a 4-year university and the workforce center to upgrade skills of hospital staff that want careers in nursing

\$300,000

Branding and Outreach

The Business outreach Committee of the CWDC awarded funds to all 19 regions and sub-regions to fund a brand-awareness project and assist local WIBs in their efforts to increase local business participation in the workforce center activities. The Committee also created a statewide task-force of outreach representatives from every workforce region to plan joint state wide and regional projects and events to attract employers to the centers and raise the citizens awareness of the workforce system services.

A major component of this project was a detailed examination of the position of the system and its local regions, and an evaluation of the levels of acceptance, awareness and participation by local businesses. It also included a non-biased appraisal of each region's quality of services, identifying strengths and weakness for each director in a confidential feedback report. The Business Outreach committee and its task force created a marketing plan for the system and the locals in a partnership with a national marketing consultant and have begun implementation of the plan. The ultimate goal of the committee and the task force is to develop the ability within the system to sustain the data-based and fact-based outreach and marketing effort created by this partnership.

\$400,000

Youth Oriented Projects

The CWDC set aside \$400,000 in discretionary funds for the State Youth Council (SYC) to support local Youth Council projects and events. The SYC funded a local workforce region's effort to create a youth satellite office, and a project to create a Hire-a-Youth outreach campaign within its labor market area. The State Youth Council also funded a Youth Homework Lab in another region and provided funding for a sub-region

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to open a Computerized Skills center, providing easy access to academic skill building, and occupational skills training at a local community college.

\$350,000

Adult Discretionary Grants

The sub-committees of the CWDC awarded small grants to produce customer service training with a career ladder at Denver International Airport, a pilot reentry project for offenders in Mesa County, a Dislocated Worker skills bank database in El Paso County, and surveys and symposiums to impart knowledge to businesses, workers and civic leaders in several labor market areas.

\$595,750

Dislocated Worker/Incumbent Worker Grants

Utilizing WIA 25% Rapid Response funds, CDLE awarded its first incumbent worker/layoff aversion grants to address the skill training needs of public and private sector employers. Four pilot projects were established in partnership with local employers to:

- Train manufacturing industry workers in the Lean/World Class manufacturing methodology
- Upgrade of the skills of paraprofessional teachers to comply with the "No Child Left Behind" legislative requirements
- Provide on-line instruction to prepare 1220 nursing employees for their annual skills competency tests
- Create a career ladder for non-skilled entry level health care industry workers to move into medical and medical/clerical occupations.
- CDLE also funded model projects targeted to older dislocated workers, disabled dislocated workers, and those seeking to entrepreneurial skills.

\$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.

National Emergency Grant (NEG)

Through PY2003, NEG funds assisted the workforce centers in serving 1846 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.

Reconnecting Female Offenders with Work and Family

The Motherhood Project is a gender-specific, holistic, female ex-offender program that focuses on removing barriers to employment, and offers options for job training, employment, & education.

Through PY2003, NEG funds assisted the workforce centers in serving 1846 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.

The Colorado NEG model was showcased, at the February 2003 USDOL regional discretionary grant conference, for its unique program design and technical assistance tools. In addition, Colorado's NEG coordinator has been invited to serve on the USDOL National Dislocated Worker Reform Workgroup.

\$700,000

The Motherhood Project: Reconnecting Female Offenders with Work and Family

The Motherhood Project is a gender-specific, holistic, female ex-offender program that focuses on removing barriers to employment, and offers options for job training, employment, and education. This cutting-edge program is a collaborative effort between the CDLE and the Colorado Department of Corrections. The mission of this project is to empower female ex-offenders by providing them with the tools to become self-sufficient, productive, and responsible; also, to be accountable to themselves, their family, and the community.

\$1.2 Million

Serious and Violent Offender Grant

CDLE is supporting the Colorado Department of Corrections (CDOC) on this project and is collaborating with CDOC, Colorado Department of Human Services, local Workforce Center, Substance Abuse, Mental Health Agencies, Community- and Faith- based organizations, Community Corrections, Probation, and Parole to help build a successful re-entry program for serious and violent offenders exiting prison and transitioning into communities. Local Workforce Centers are providing job readiness classes, job training, and job placement to offenders who are ready to be placed into the workforce. Workforce has taken an active role in developing successful workforce strategies that help ex-offenders become self-sufficient.

\$1.3 Million

Colorado Partnership: Workforce, Faith, and Community Works!

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This workforce, faith, and community partnership project successfully built bridges between workforce centers and community- and faith-based organizations. Building the capacity of, providing technical assistance to, and working with faith- and community- based organizations in an effort to prepare them to augment the services of the workforce centers was key to the success of the project. This project provided workforce center staff with a multitude of options for their customers by identifying local faith- and community- organizations, leveraging resources, sharing information, and developing additional partnerships. An on-line catalog of resources and service providers was developed and can be found at www.coloradoworkforcepartners.com. This on-line catalog can be accessed by anyone who has access to a computer.

\$500,000

Homeless Veterans Reintegration Program (HVRP)

This veteran-specific re-entry program is a collaborative effort of the Disabled Veterans Outreach Program, Local Veteran Employment Representatives, Colorado State Veterans Program, Colorado Department of Corrections, John Innman Work and Family Center, Local Workforce Centers, WIA systems, Community- and Faith- Based Organizations, and CDLE. This project provides "inreach" into the prisons to identify veterans honorably discharged who are currently incarcerated, and then provides re-entry services, employment-based case management, supportive services, and employment and training services to them to ensure a successful transition into society.

\$750,000

Colorado's One-Stop for Ex-Offenders: A Non-Custodial Ex-Offender Program

This effective re-entry program is a partnership between the CDLE and the Colorado Department of Corrections and workforce centers. This project provides offenders, who are non-custodial parents, a means to become self-sufficient by providing job reading, job training, supportive services, and employment opportunities, as well as the opportunity to become accountable to themselves and their families. The goals of this project are to help the ex-offender become self-sufficient, to reduce recidivism, to increase public safety, and to augment family integrity.

\$1.02 Million

HCA Health Care Grant

In partnership with the HCA/HealthONE provider network, the Colorado Community College System, the Community College of Denver, Arapahoe Community College and local workforce centers, Colorado initi-

Homeless Veterans Reintegration Program

This project provides "inreach" into the prisons to identify veterans honorably discharged who are currently incarcerated, and then provides re-entry services, employment-based case management, supportive services, and employment and training services to them to ensure a successful transition into society.

HEALTH CARE PROGRAMS INCLUDED IN THE 2 YEAR EVALUATION:

- “New Hire” HCA Colorado Healthcare Partnership
- QuickStart Careers
- (NEG) National Emergency Grant program
- Trade Adjustment Assistance program

ated an accelerated RN training program to address the shortage of trained nurses entering the labor market. Over the course of the first two years of the grant, 64 nursing scholarships were awarded and three of the four training groups had graduated and entered employment. In addition, HealthONE and the Community Colleges initiated a “clinical scholar” model, which leveraged public and private funds to increase the capacity of the hospitals to provide clinical rotations for the students. An extension of the grant through PY04 will allow for additional capacity building through the purchase of SimMan technology and upgrading of nurse training labs.

\$180,000

Program Evaluation Grant

This year marked the culmination of a two-year evaluation of workforce development programs in an attempt to meet the needs of health care employers and qualified job seekers. Four programs were the focus of this study: the “New Hire” HCA Colorado Healthcare Partnership, QuickStart Careers, the National Emergency Grant program, and the Trade Adjustment Assistance program.

The study made recommendations for, and presented the benefits of building alliances with the healthcare industry. The study recommends new approaches to improving the healthcare worker preparation process:

- Better career counseling and opportunities
- Promoting career ladders or career webs to increase opportunities for training in alternative medical positions
- Increasing system capacity without sacrificing high standards. The length of time in training may not correlate to the competency of nurses; the workforce and educational systems should consider the use of virtual clinical experiences.
- Systemically addressing occupational shortages. This requires collaboration among all of the relevant partners: employers, K-12 and post-secondary education, workforce development, professional associations, support service providers; and an analysis of the entire preparation pipeline to identify where and why the systems might be failing. Program responses must be designed to respond to the system disconnects.
- Looking at career pathway strategies that hold promise in providing bridges from low-paying jobs to those with better wages, benefits and/or working conditions.
- Helping employers develop and retain the skilled workers they need for competitiveness; expanding job-seekers’ career options; and upgrading the skills of workers in dead-end positions.

The results from this project will be incorporated into any educational and training initiative developed by the state to address critical occupational shortages.

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%.

- 2003 annualized adult wage increase \$7,631,372
- 2003 inflation adjusted adult wage gain \$7,822,156
- Expenditures \$4,835,462
- Benefits \$1.62 for each \$1.00 expended

FINANCIAL RESOURCE MANAGEMENT

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.

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 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%.

- 2003 youth wage increase \$2,373,111
- 2002 work experience wages \$1,977,758
- Total \$4,350,869
- Adjusted for inflation (2.5%) \$4,459,641
- Expenditures \$4,019,474
- Benefits \$1.11 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 measure our assumptions for where those clients were headed when we intervened. Since this would be a purely speculative approach, any numbers generated would not be valid.

Overall Assessment

With the changes in Colorado's economy during PY03, 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 32.4% of our Adult clients and 45.1% of our youth clients in PY 2003 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.

Waivers

Colorado was successful in achieving approval for the extension of two waivers, which assisted the state in meeting the challenges of a lagging economy. The waivers are as follows:

- Waiver of the WIA requirement limiting the transfer of funds to 20% of a program year allocation, which allows up to 40% of funds to be transferred between the WIA Adult and Dislocated Worker programs during PY02 and PY03.
- Waiver of the WIA requirement to procure three of the youth program elements

Goals to be achieved by the waivers include greater accountability on the part of local boards and added flexibility to design and implement innovative programs that are targeted to local industry needs and worker training.

National Policy Development

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

- CDLE's Executive Director was the Treasurer and member of the National Association of State Workforce Agencies (NASWA) Executive Committee.
- CDLE's Director of Workforce Development Programs was a member of NASWA and the National Governor's Association (NGA), and was on the NASWA Training Committee.

Continuous Improvement Management System (CIMS)

To be eligible for the Performance Standard Award a Workforce Investment Board (WIBs) must exceed their customer service performance measures by at least 10% and meet the other 15 standards.

- 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, National Association of Workforce Boards (NAWB) and USDOL.
- Two local Workforce Investment Board chairs served on the Board of Directors of the National Association of Workforce Boards.
- The Chair of the Colorado Workforce Development Council was chair of the Outreach sub-committee of the National Association of State Workforce Board Chairs.
- The Director of Workforce Program Operations for CDLE was a member of NGA and on the NGA State Liaisons Executive Committee, and was an Executive Charter Member of the Promising Practices National Consortium.

Continuous Improvement Management System (CIMS)

Building upon the theme of partnerships, the State Workforce Development Council (SWDC) expanded its continuous improvement incentive plan to encourage collaborative partnerships among industry and workforce leaders. The system ties performance excellence to factors such as business involvement, community outreach to training providers and improved delivery of employment and training services.

The performance categories for to the CIMS are the Performance Standard Award, the Business Involvement Award and the Partnership Award. To be eligible for the Performance Standard Award a Workforce Investment Boards (WIBs) must exceed their customer service performance measures by at least 10% and meet the other 15 standards. To further promote business partnerships, local WIBs may also apply for a PIA Business Involvement Award for innovative public/ private solutions that address industry needs.

The CWDC awarded \$500,000 in PIA performance awards for PY 2003. The Continuous Improvement (CIBA) Awards for Partnership recognize business and agency partnerships that impact their local areas. Recipients of these awards are acknowledged at an awards dinner, receive plaques and are recognized by the press for their contributions.

State Rapid Response

The State Rapid Response Unit experienced a decrease in layoff assistance activity during PY03 as a result of the gradually improving economy. A summary of layoffs addressed by the unit and services provided include:

- Layoffs Identified= 129
- Workers affected= 8,499
- Layoff Transition Workshops= 124
- Workshop attendance= 2,842
- Employers receiving services other than layoff workshops= 43
(Services included providing informational packets, on-site career fairs, referrals to local Workforce Centers, Unemployment Insurance information and working with organizations such as labor unions to inform the impacted workers of services available to them.)

The industries experiencing the greatest number of layoffs were manufacturing, information technology, telecommunications and retail stores. Other industries impacted were construction, banking and travel. In addition, there were a total of 61 layoffs reported (47%) that resulted from business closures or employers outsourcing work to non-US workers.

Industries experiencing the greatest number of layoffs:

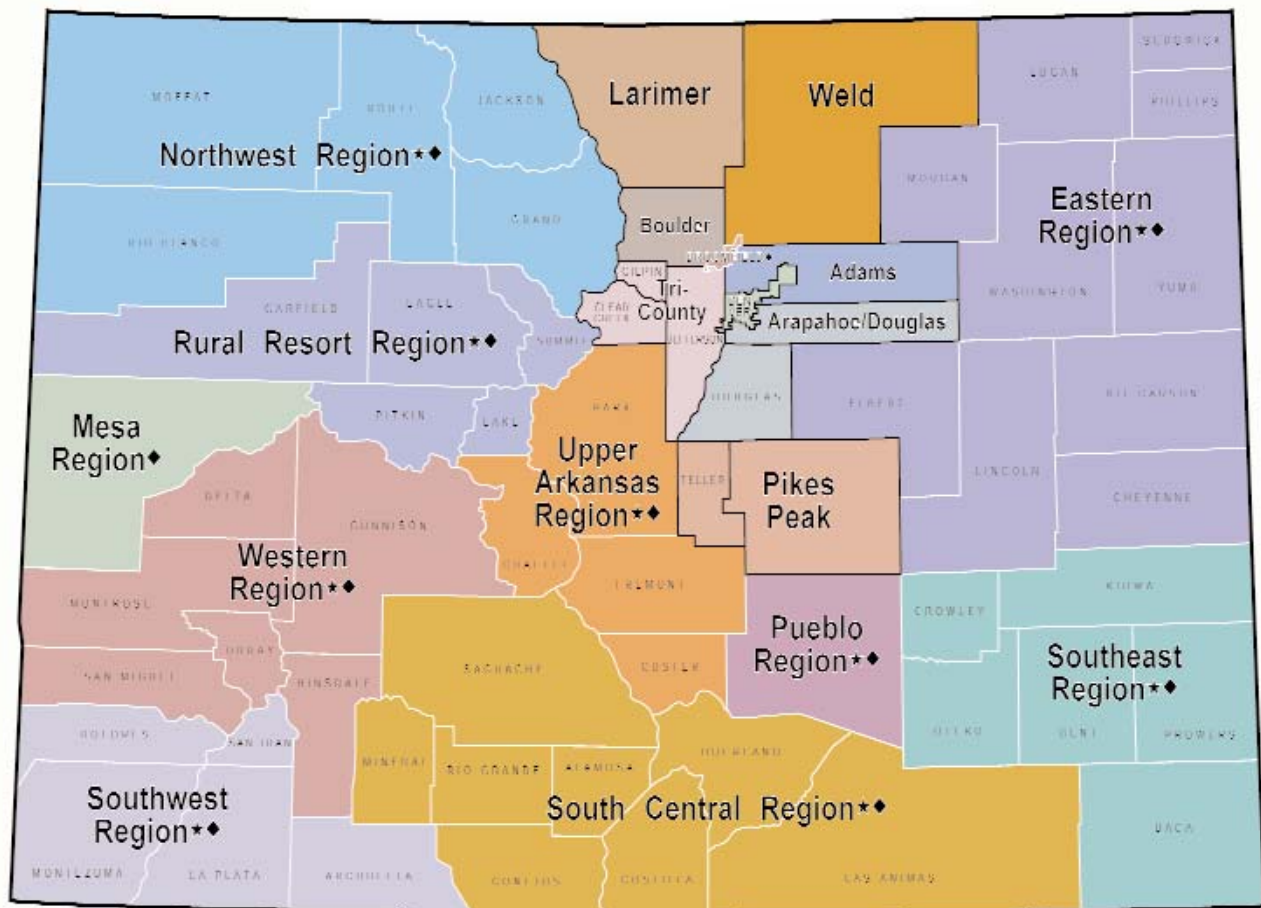
- *manufacturing*
- *information technology*
- *telecommunications*
- *retail stores*

STATE EVALUATION ACTIVITIES

CDLE evaluates each region's 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.

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the 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 and rectify any deficiencies prior to the start of the annual state monitoring.

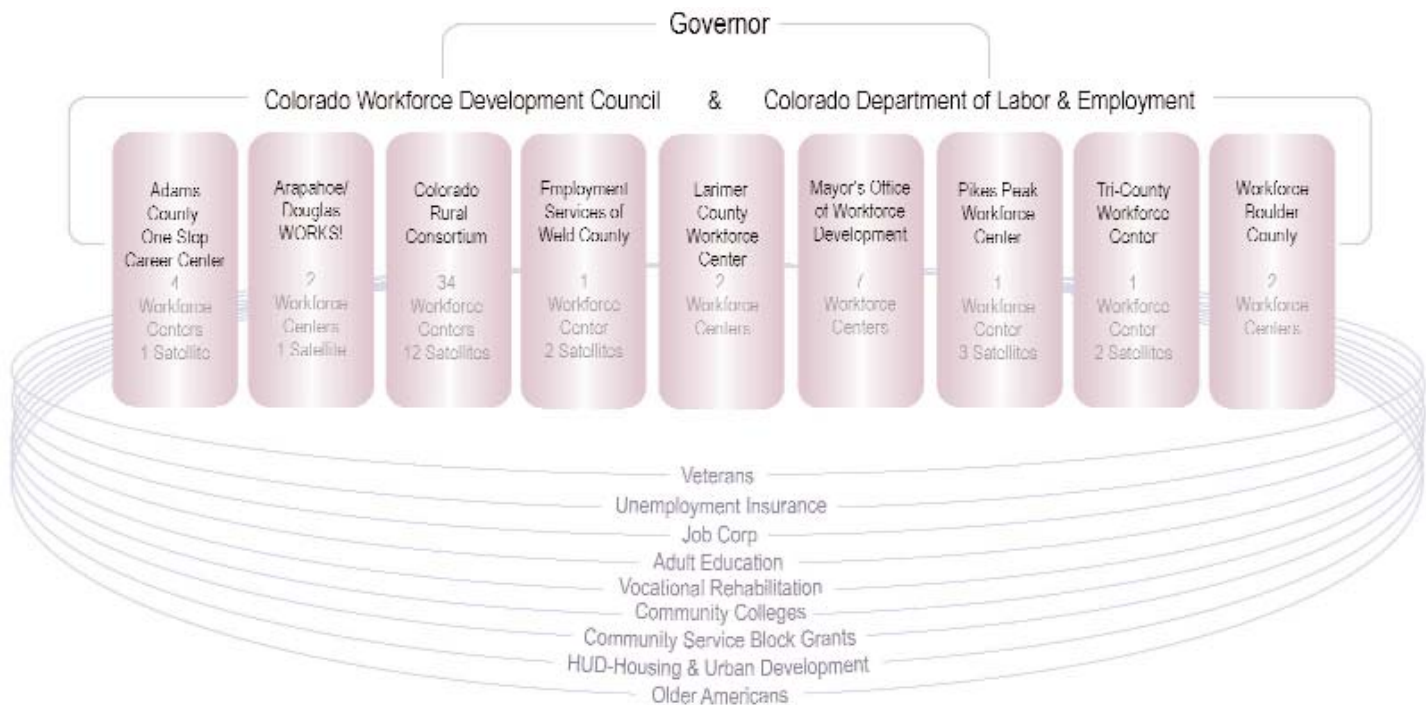
Colorado Workforce Investment Areas



♦Sub-region of the Rural Consortium Workforce Investment Area.
♦♦Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 1/2007

Governance of Colorado Workforce Investment Areas





Colorado Workforce Development Council

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Booker Graves, Executive Director

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