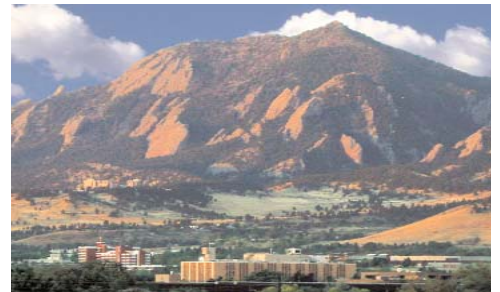
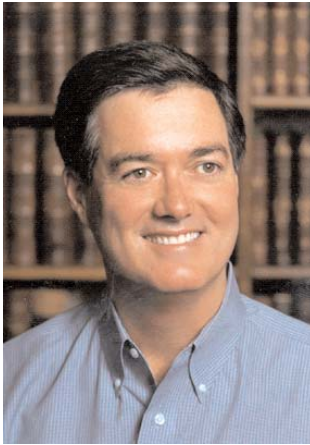


COLORADO

Formula For Success³



WIA Program Year 2004 Annual Report
Submitted jointly by the Colorado Workforce Development Council and
the Colorado Department of Labor and Employment



Bill Owens
Governor, State of Colorado

I am proud to present **Formula for Success³**, Colorado's fifth annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system successfully responded to the administration's call for innovative and collaborative workforce solutions geared to meet the state's critical labor shortage needs.

Colorado's ability to successfully compete for jobs in a fast moving global economy hinges on our efforts to continually improve economic conditions through the building of human capital. Our workforce systems agility to link with economic development, education and industry created workforce solutions that met employer needs for competent and work ready employees, and further assured job seekers the opportunity to find meaningful employment.

This year, more employers used the workforce systems services, and greater numbers of job seekers came into the workforce centers. The workforce development system was able to meet this increased demand through collaborative ventures with industry and education that employed innovative service strategies and new technologies to develop the worker preparation pipeline.

Colorado's workforce system served 300,000 citizens this past year and provided training for 11,000 of them. The WIA system infused over \$43 million into education, training, and employment opportunities. And for the fifth year in a row, the system exceeded its federally mandated performance standards. The system continues to expand its reach and stands ready to serve Colorado as it positions its workers for a human capital advantage.

I encourage you to read this report to see the State's efforts to keep the economy competitive in the world arena

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
(Executive Vice President, Heritage Banks)**

During this fifth year of WIA, I am gratified that the Colorado Workforce Development Council has sponsored Continuous Improvement, Business Outreach, and utilization of technology in enhancing workforce services in Colorado. The results of this approach have fueled the state's local workforce system and their business and community based partners to perform at high levels of achievement.

I am also pleased to report on the effectiveness of the reconstituted State Youth Council and its awarding of \$600,000 in grants to support innovation in local youth activities, and the strong and powerful partnership with businesses and education entities that have produced the E³ Career Fair and convinced the Governor to proclaim September as Workforce Development Month. Our Business Outreach subcommittee has developed and funded the statewide marketing taskforce that devised these concepts, and the Council will continue to support their efforts in the future.

This year Colorado's Workforce Investment Act (WIA) Annual Report details the dynamic strength of our workforce system, and chronicles the results generated by our local and state level partners during this challenging year of rebirth and recovery. I am encouraged by the ability of our staff and the strength of local alliances to forge strong and impressive initiatives that focus on issues that are critical to the economic health of our state, that drive the performance of our system and influence the competitiveness of our business partners. Through their commitment to the work of the Workforce Development Council and regional Workforce Investment Boards, employers throughout Colorado continue to contribute their leadership skills and guidance to State and local initiatives that strengthen the state and the workforce system.

Overall, I am confident the CWDC and its subcommittees will provide the support that the local WIBS and their workforce centers require to keep achieving excellence in all their endeavors. We shall supply the technical assistance and empowerment needed to function within the economic system in Colorado. The Council vision of "building a skilled, internationally competitive workforce for the 21st century" remains a guiding principle for the work in this state.

Mark Pingrey
Chair, Colorado Workforce Development Council



**Message from Rick Grice
Executive Director, Colorado
Department of Labor and Employment**

Formula for Success³, the fifth annual report on the state of the Workforce Investment Act (WIA) in Colorado, illustrates the innovative workforce solutions and strategic partnerships the State's workforce system created. As a state, we continued to make great strides in restoring prosperity despite the economic challenges facing our state and the nation. Colorado's workforce development "system" added support to our recovery through creative alliances with industry and education. These efforts were manifested through assessment, training, and life-long learning targeted to meet the labor demands of our high-growth industries. The system infused over \$10 million in collaborative public and private ventures that supported enrollment, education, and placement of unemployed, under-employed and incumbent workers into high-wage jobs. Empowered by these partnerships, the Colorado workforce system exceeded its federally mandated performance standards for the fifth year in a row. Having accomplished this, additional incentive funds have been awarded and will be reinvested in our state.

In 2004, the workforce development system focused its efforts on the state's critical labor shortages and addressed specific initiatives. In healthcare, worker shortages have reached critical levels and stand to impact the quality of life for all citizens. The "system" worked with industry and education to increase the number of workers, the quality of these workers, and to reduce the time required to produce these workers. In manufacturing, workers are being displaced as jobs are outsourced. To address this problem, 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, youths in foster care and/or ex-offenders.

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

A handwritten signature in dark ink, appearing to read "Rick Grice". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rick Grice
Executive Director,
Colorado Department of Labor and Employment

Table of Contents

State Summary

Executive Summary

State Vision	10
--------------------	----

Formula For Success

Partnerships	12
Performance	12
Empowerment	13

State Profile

Governance of Colorado Workforce Investment Areas	19
Colorado Workforce Investment Areas Map	18
Labor Market Conditions	16

Partnerships

Colorado Workforce Development Council (CWDC) Business Outreach	20
Business Services/Rapid Response	20
Local Employment Dynamics	22
Project TRAIN	23
Federal Bonding	24

Performance

Continuous Improvement Management System	25
Performance Incentive Grants	25
Discretionary Grants	28
Displacement Homemaker Grant	31

Empowerment

National Policy Development	32
Waivers	32
Automation Initiatives	33
State Youth Council	34
Youth Transition Grant	34
Governor's Summer Job Hunt	35
Training for Workforce Professionals	37

Cost Effectiveness Analysis

State Evaluation Activities	39
-----------------------------------	----

Formula For Success³



Partnership + Performance = Empowerment

STATE SUMMARY

S TATE'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.

Executive Summary

Formula For Success³ marks the State Workforce System's evolution to a demand-driven system, and reflects the innovative workforce solutions and strategic alliances supporting this transition. As a State, we continued to exceed the federally mandated performance standards and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were 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 business, 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), CDLE (CDLE), and the local workforce boards engaged in creative alliances with industry and education. These collaborative public and private ventures infused over \$10 million to support the enrollment, education, and placement of the unemployed, underemployed 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.

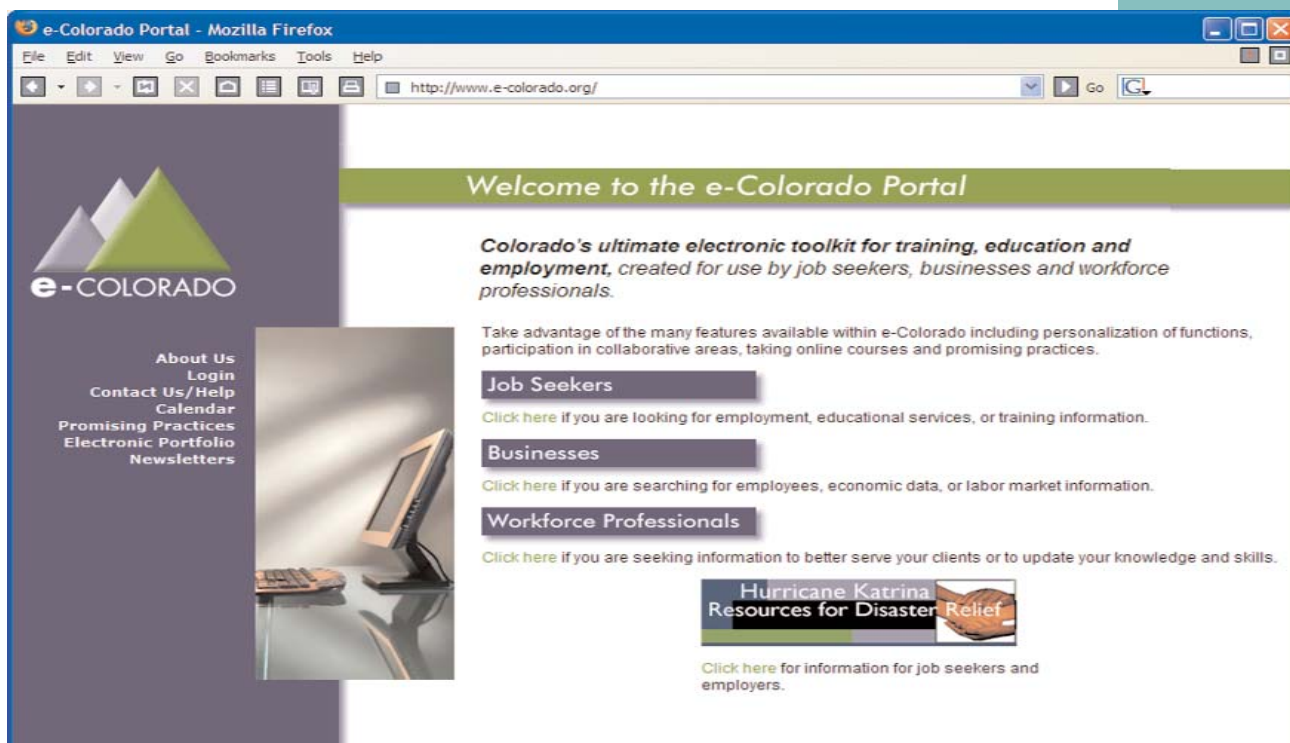
Key accomplishments were:

- Launching of Colorado's first annual "Workforce Development Month" E³ Career and Business Fair, coupled with local events marketed to businesses and job seekers alike.

- Evolution and system wide support of the Continuous Improvement Management System (CIMS).
- Statewide training to market e-Colorado's Knowledge Management Portal, the nation's first comprehensive statewide Web-based workforce system for employers, job seekers, and workforce professionals.
- Continued expansion of the assistive technology and Consumer Navigator services within the Project TRAIN disability services project.
- Innovative collaborative projects, focused on health care and other demand-driven industries, that were spearheaded by local WIBs.

Colorado continued to be challenged by its flat economic recovery and the stagnant national economy. State partners, local regions and their boards worked hard to meet these challenges and, in the process, became more resourceful and employed technology to further innovate services to meet the increased demands. 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 Bridges to the Future, providing intensive career and academic development plus college prep services for high-risk youth.
- Arapahoe/Douglas Works! Industry Specific Assessment



designed to predict student success in a Life Sciences Career.

- Colorado Rural Workforce Consortium's Western Slope Health Care Initiative and Pueblo County Health Care Education Collaboration to address the health care worker shortages in rural communities.
- Denver Division of Workforce Development's Kaiser Permanente Incumbent Worker Training Program.
- Larimer County Workforce Center's Workforce Development Liaison serving as the focal point for integration of workforce in local economic development efforts.
- Pikes Peak Workforce Center's Health Care Education Collaboration to train health care faculty and establish a clinical simulation lab.

- Tri-County Workforce Center's Casino Management Certification Program.
- Weld County's Positive Transition for Incarcerated Youth to bridge the gap between confinement and reintegration into the community.
- Workforce Boulder County's Northern Health Care Consortium (in partnership with Adams and Larimer Counties) to create career ladder training of incumbent workers.

The lessons of PY04 have strengthened our resolve to promote dynamic and sustainable partnerships, geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to compete in the global economy.

It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and training that is needed to produce workers with the skills in demand, enabling businesses to compete in the rapidly changing world market.

Formula for Success³

The challenges that are emerging for Colorado, its business partners and the state's workers demand that effective partnerships are forged with businesses in all sectors of the state's economy. It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and training that is needed to produce workers with the skills in demand, enabling businesses to compete in the rapidly changing world market. The Formula for Success³ is a template to ensure that industries in this state can achieve a competitive position and the workforce and educational systems become the critical pipeline for the human capital that is needed for economic success. The establishment of effective, responsive and resilient partnerships to effect innovation and redesign of delivery systems for the education and training of skilled workers in the 21st century is vital to our efforts.

The workforce system's commitment to excellence and innovation has been an energizing force for the system's initiatives and accomplishments during the program year that just ended. The collaboration between State and local partners, CDLE and the Colorado Workforce Development Council promoted the achievement of a state-of-the-art, demand-driven infrastructure and created dynamic partnerships that produced another year of powerful performance and has created an environment in which local WIBs and workforce centers have the tools to achieve significant results throughout the system. The tenet of strong local partnership driven by effective use of technology and alliances with industry

has produced excellent performance, provided business buy-in within the local labor market areas and earned excellent results. This dynamic comprises the next chapter of our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry has produced partnerships that have addressed local labor market shortages and major issues facing employers and citizens in local areas. Dynamic partnerships have gathered information and provided many communities with network connections and funds to begin work on a variety of issues, from establishment of a Northern Colorado Consortium, the WELLS Simulation Center, a statewide resource mapping project to identify the sources of employment and training and education funds into the state and the gaps that exist. Additionally, the Council and CDLE have formed task forces that have investigated the circumstances surrounding repeat offenders and their reentry into local communities and are drafting a solution to affect this population. They are also forming a task force that is formulating a revolutionary response to the healthcare occupation shortage facing the state in the next ten years.

PERFORMANCE

CDLE and CWDC have both provided performance enhancing grants to increase the ability of Community Colleges to increase the use of technology to create innovative and employer-led solutions. In addition they have improved the ability of the workforce system to reach performance goals and expanded the data-based and

fact-based labor market information that is provided to businesses and economists. The support and leadership of the State LMI and State Council have led to the implementation of the Longitudinal Employment Dynamics project and the evolution of the Job Vacancy Survey into a valuable tool for research and business decision making. We have also seen the active involvement of local workforce Directors and their WIBs in the recruitment and retention efforts of economic development activities within the state as follows:

- The locals have partnered with local Economic developers to conduct retention and growth studies for their areas and have hosted briefings for industry leaders showcasing the results on an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.
- The locals have worked to create taskforces in their communities to explore job growth prospects and uncover unheralded industry sectors in the state.

Local WIBs and the State Board have both taken proactive steps to encourage new employer-employee paradigms that will enable all Coloradans to compete for high-skill jobs. Through local solutions, employers, local elected officials, regional workforce boards, and local economic development councils have provided the impetus to implement Colorado's strategic vision and produce the empowerment envisioned in the Formula for Success³.

EMPOWERMENT FROM LESSONS LEARNED

Utilizing the guiding principles and building upon the accomplishments of preceding 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:

- Solutions like the WELLS simulation center are possible due to collaboration with industry and education providers.
- Improved performance that is fact based and data driven improves the quality of decision making.
- Innovative use of technology is one of the keys to expanding the ability of the workforce to establish the knowledge base needed by businesses in the future.
- Evaluation and assessment of effectiveness leads to increased levels of performance and drives excellence.
- Performance Excellence is a required ingredient in the success of the economic system in the state.
- Projects and performance are enhanced by partnerships, benefiting the business community and providing specific results. Broad based partnerships in the development of solutions enables the workforce development system to successfully assist people with diverse needs.

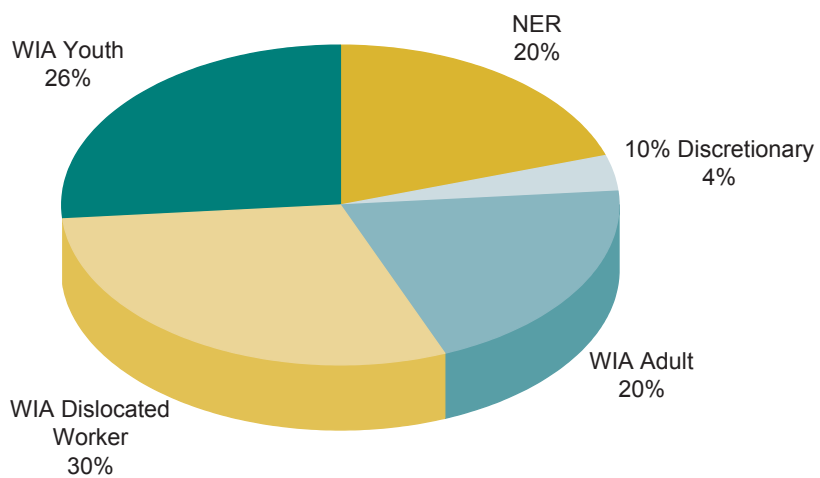
STATE'S VISION

"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."

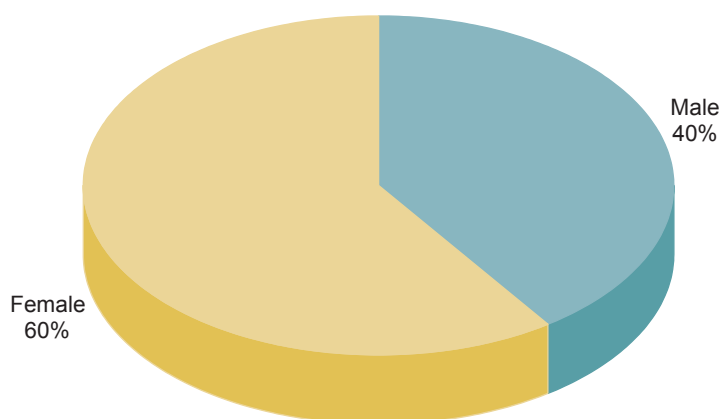
Utilizing the guiding principles and building upon the accomplishments of preceding program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens.

State Profile

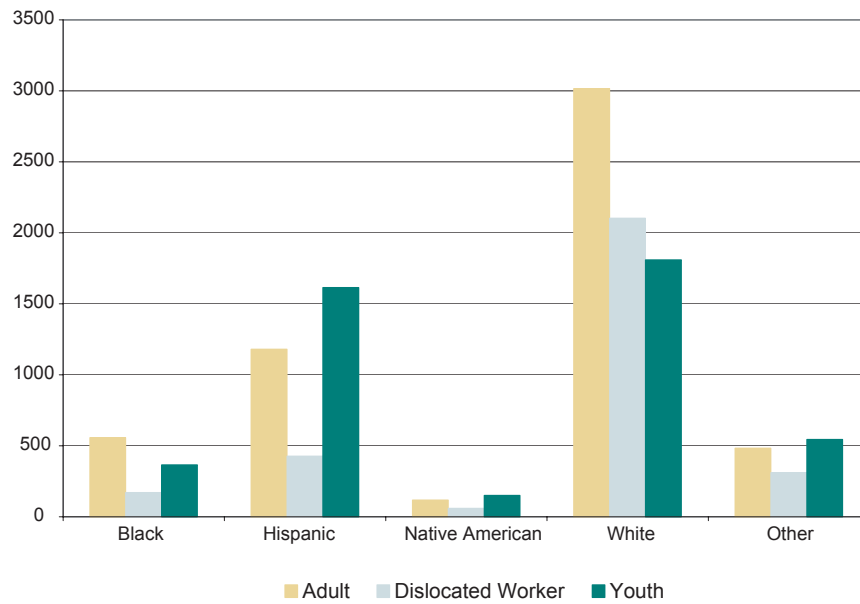
Statewide WIA Funding



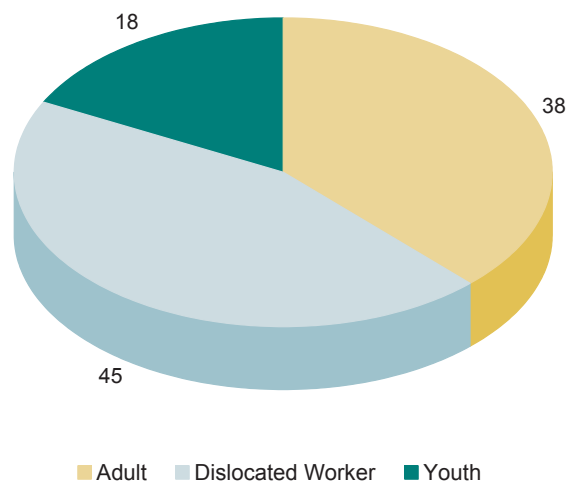
Statewide Gender



Statewide Ethnicity



Average Age Per Program - Statewide



By mid-2005, job growth appeared to be accelerating over the pace of 2004. From July 2004 to July 2005, payroll jobs increased by 45,900. The unemployment rate for Colorado fell slightly over the year, from 5.4 percent to 5.2 percent.

LABOR AND WORKFORCE CONDITIONS

CDLE's Labor Market Information (LMI) office serves as a resource for data and analysis concerning labor market and economic conditions throughout the state. Using surveys provided by Colorado employers in concert with national data, LMI has provided the analysis and forecast of economic trends that appear below.

NATIONAL ECONOMIC CONDITIONS

Since posting a very weak annual growth rate of 0.8 percent in 2001, the rate of growth in Gross Domestic Product (GDP) has increased each year. In 2004, the growth rate in GDP was 4.2 percent, the best showing since 1999. Nearly two-thirds of GDP growth in 2004 derived from personal consumption expenditures. However, the domestic investment portion of GDP grew by 11.9 percent and accounted for 44 percent of GDP growth. Total government expenditures grew by 2.2 percent, but the national defense portion of federal spending grew by 7 percent. The international trade balance of the United States continued to worsen in 2004. Imports to the U.S. exceeded exports by \$601.3 billion.

Through the first half of 2005, GDP growth appears to be decelerating. The preliminary estimate of second quarter GDP growth was 3.3 percent (annual rate). This represented a small decline for the 3.8 percent growth rate posted in the first quarter of 2005. Analysts at the U.S. Commerce Department attributed slower second quarter growth to a decline in inventory investment. Given the dramatic increase in oil prices in August of 2005, it is reasonable to expect even slower GDP growth in the second half of 2005.

Total payroll jobs increased by 1,481,000 in 2004. This increase followed two

straight years of declining jobs. About 95 percent of the job growth in 2004 occurred in the service-providing industries. Professional and Business Services led all industries in job growth, with a gain of 427,000, followed by Education and Health Services, which registered 366,000 new jobs.

COLORADO ECONOMIC CONDITIONS

Overall, payroll jobs increased by 27,900 in calendar year 2004. Although the gain was smaller than the ten-year average of 42,300, it ended two straight years of job losses. Service-providing industries dominated job growth in 2004, adding 26,700 jobs, compared with only 1,200 new jobs in good-producing sectors. Sectors with the largest job gains were Professional and Business Services (+11,600), Leisure and Hospitality (+5,900), and Education and Health Services (+5,600). Sectors with net job losses were Information (-3,600) and Manufacturing (-1,400).

By mid-2005, job growth appeared to be accelerating over the pace of 2004. From July 2004 to July 2005, payroll jobs increased by 45,900. The unemployment rate for Colorado fell slightly over the year, from 5.4 percent to 5.2 percent.

COLORADO'S HIGH DEMAND OCCUPATIONS

According to the Denver Metro Job Vacancy Survey for fall of 2004, there were 17,200 vacancies open for immediate hire. Thus vacancies were 5.5 percent higher than in the fall of 2003. About forty percent of the estimated vacancies occurred in two industry sectors: Retail Trade and Health Care and Social Assistance. Occupations with the highest number of vacancies (regardless of industry) were Cashiers, Retail Salespersons, Registered Nurses, and Waiters and Waitresses.



Educational requirements for the vacant jobs tend to be concentrated at the low and high ends of the education spectrum. Thirty-five percent of the vacancies required a Bachelor's degree or higher. These vacancies included occupations such as Computer Software Engineers and Medical and Health Services Managers. Conversely, thirty-seven percent of vacancies required a high school diploma or less. Cashiers, Laborers, and Material Movers are included in this category.

wages rise with educational requirements of the job. The average wage offered for vacancies requiring a high school diploma was \$11.10, while the average wage for jobs requiring a Bachelor's degree was \$21.80.

In 2004, the average annual wage for all employees covered by unemployment insurance was \$40,300, up 3.5 percent from the average annual wage in 2003.

COLORADO EARNINGS

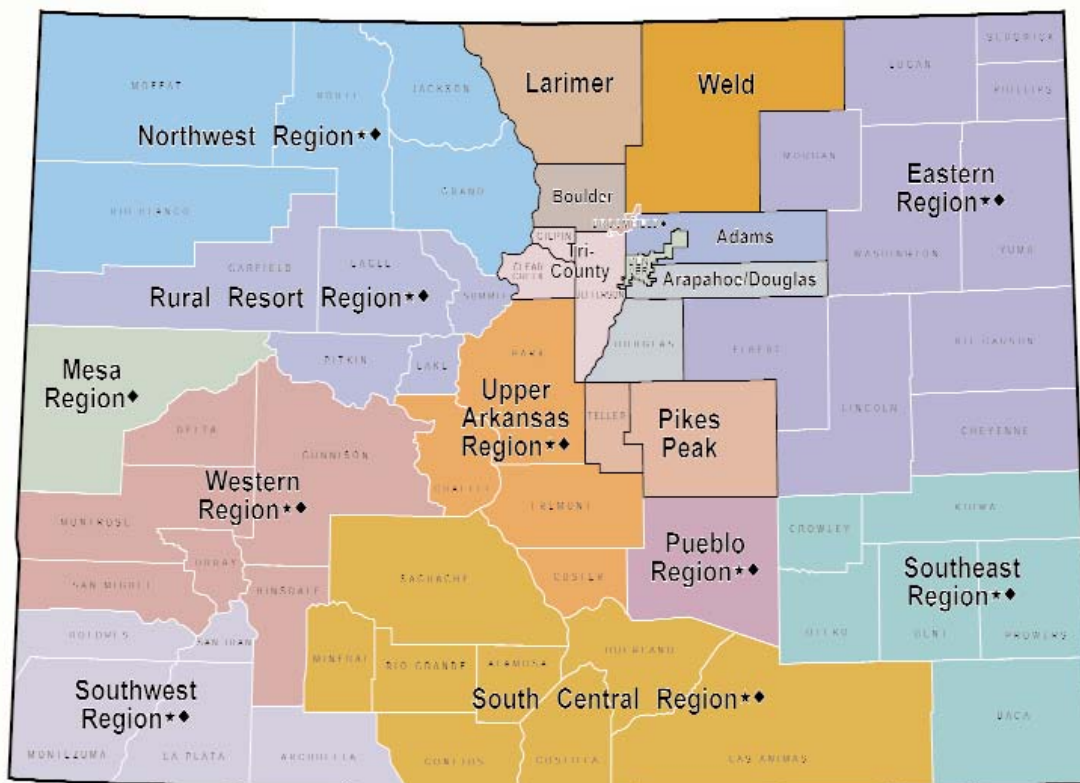
The average hourly wage offered for vacant jobs in the Denver Metro Job Vacancy Survey was \$13.15. Following a well-established pattern, average

WIA Performance PY04

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	111.50%	Entered Employment	105.90%
Employment/Credential	127.20%	Employment/Credential	114.70%
6 Month Retention	106.20%	6 Month Retention	101.50%
6 Month Earnings Change	172.30%	6 Month Earnings Change	95.90%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	115.80%	Diploma	104.90%
Employment/Credential	127.50%	Skill Attainment	100.70%
6 Month Retention	119.00%	6 Month Retention	106.70%
6 Month Earnings Change	127.60%		

Standard	Percent of Goal
Satisfaction - Job Seekers	99.1%
Satisfaction - Employers	106.2%

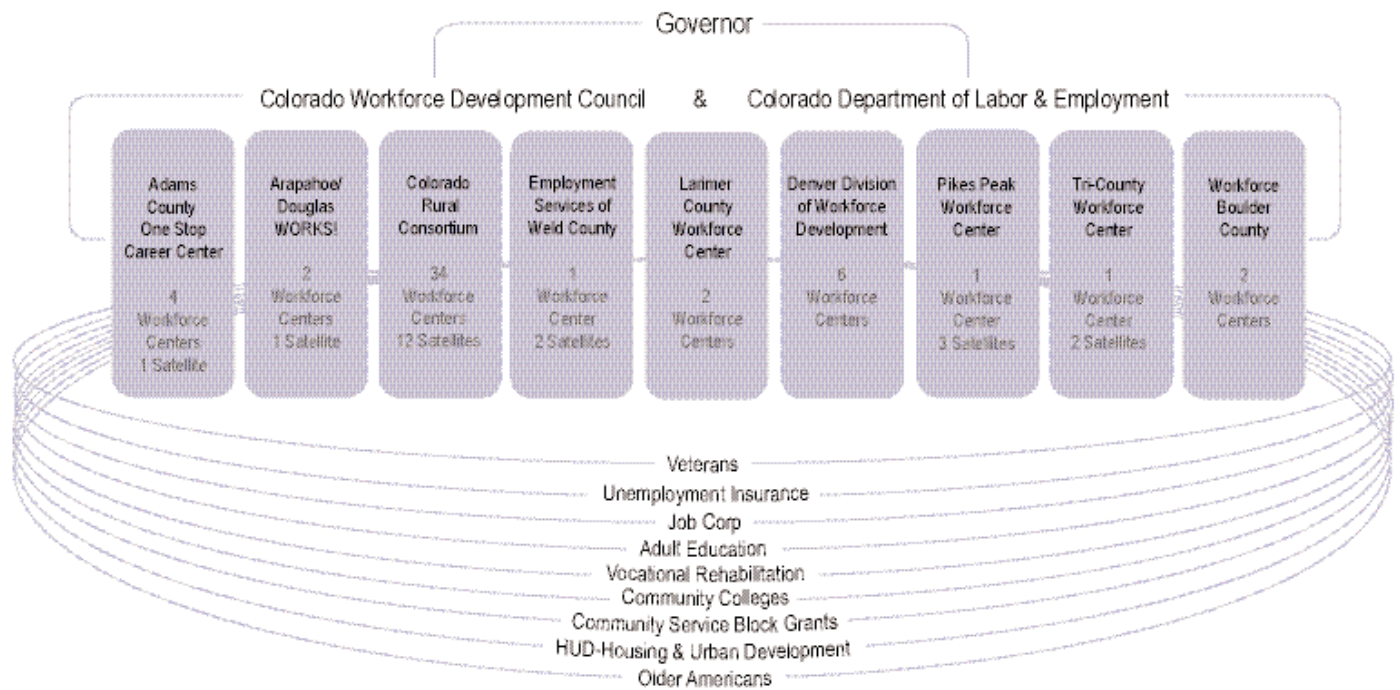
COLORADO WORKFORCE INVESTMENT AREAS



♦Sub-region of the Rural Consortium Workforce Investment Area.

A. Stewart T. J. 1971.

GOVERNANCE OF COLORADO WORKFORCE INVESTMENT AREAS



With a focus on jobs and the economy, the Colorado Workforce Development Council's Business Outreach and Marketing Committee (BOAM) worked with local workforce investment boards and staff to develop strategies that integrate education, workforce and economic development. This "E³" concept - employment, education and economic development - was a foundational principle in outreach activities to build strong community partnerships.

Partnerships

CWDC BUSINESS OUTREACH AND MARKETING COMMITTEE

With a focus on jobs and the economy, the Colorado Workforce Development Council's Business Outreach and Marketing Committee (BOAM) worked with local workforce investment boards and staff to develop strategies that integrate education, workforce and economic development. This "E³" concept - employment, education and economic development - was a foundational principle in outreach activities to build strong community partnerships.

Initiative #1: Outreach Activities with Economic Development

Local Workforce Investment Boards have put an emphasis on developing outreach activities in partnership with local economic development entities. In addition, they have committed staff to participation in outreach teams that are hosting employer events, summits and symposiums; engaging in strategic planning with economic development partners; and developing special projects and initiatives that emphasize private sector involvement. In a unique move, the Denver Division of Workforce Development recently merged with the City Office of Economic Development, offering exceptional opportunities to encourage expansion of local businesses and leverage funding to provide great customer service to local businesses.

Initiative #2: Workforce Development Month

Outreach teams celebrated Workforce Development Month in September as a means to enhance community awareness about the public workforce investment system. Teams engaged in creating special employer events across the state and using the news

media as an ally to garner news coverage about the workforce system and its importance. A special "E³" event took place in the Denver metro area as part of Workforce Development Month. This career fair event showcased the E³ concept by providing attendees with access to major employers who were hiring in high growth industries, plus educational resources and information on training possibilities provided by the workforce centers. The E³ event was attended by over 3000 people, hosted nearly 100 employers and offered 35 booths with educational and nonprofit resources.

Initiative #3: Economic and Education Forums

Outreach teams conducted a series of community forums with the focus on creating a community plan of action for wealth and prosperity. Futurist Ed Barlow facilitated the events to help workforce development professionals, economic development agencies, and education unite to create a community plan of action around urgent workforce issues. The Forums will continue in 2005.

RAPID RESPONSE

The State Rapid Response Unit developed new partnerships over the last year that have increased opportunities to market and expand the program. In addition, the hiring of bilingual staff has provided the means to address the needs of the displaced Limited English Proficiency (LEP) workers. Together these enhancements have led to the following accomplishments:

Partnership with the Colorado Bar Association:

The State Rapid Response Unit has established a relationship with the

Colorado Bar Association, which in turn, has given us the opportunity to make presentations to small groups of employment and corporate attorneys. These attorneys have benefited by informing their clients, who are filing the WARN Act, about the advantages of the Rapid Response program. As a result, the Rapid Response Unit has received a number of referrals to employers we would not have otherwise been able to serve, allowing us to conduct workshops for additional workers impacted by layoffs.

Job Fair Company Partnerships:

We have also partnered with two companies that organize job fairs, expo.com and jobing.com, and established a Speakers Bureau to participate in the fairs. The Speakers Bureau is made up of people within CDLE and the Workforce Centers, who conduct workshops on everything from resume writing to Labor Market Information and job search strategies. The job fair organizers are allowed to select two speakers from our bureau, and in return, provide us a free booth at their functions (valued at \$1500). We have participated in five job fairs this year, giving us the opportunity to reach more dislocated workers and job seekers. Our booth at these fairs is staffed by Workforce Center and Rapid Response personnel.

Outplacement Company Partnerships:

Outplacement companies like Wright Management and Lee Hecht Harris have traditionally looked at us as competition; however, we have partnered with these two companies to participate in the services they provide to their contracted companies. This has given us the opportunity to design customized workshops to fit into their programs, with emphasis on the training services available at the Workforce Centers and information regarding Unemployment Insurance Benefits.

Metro Marketing Team:

Rapid Response has taken the lead, along with the Governor's Summer Job Hunt Program, in establishing a Denver Metro Marketing Team, consisting of CDLE and the metro Denver Workforce Centers, to create events that focus on programs for job seekers and employers alike. We have also brought in the number one television station, KUSA-TV 9 News, as a partner to the team. One major accomplishment of this group was the "Small Business Symposium," an employer-only event, which drew in over 200 small business employers. Its purpose was to increase employer awareness of workforce system services.

E³ Career and Resource Fair:

Colorado Governor Bill Owens, in a formal proclamation, declared September to be Workforce Development Month. To capitalize on the proclamation, the Metro Marketing Team, led by the Rapid Response Unit, hosted our biggest event ever on September 29, 2004, the E³ Career and Resource Fair. Much more than just a job fair, the E³ Career and Resource Fair focused on three critical elements of building a world-class economy: Employment, Education and Economic Growth. The E³ Career and Resource Fair, which was promoted during 9News broadcasts, drew approximately 2,800 workers to the Colorado Convention Center. Résumé critiquing was offered; numerous workshops were presented and, in perhaps the most unique aspect of the event, employers from emerging and growing industries participated in a wide range of panel discussions, explaining their businesses and the qualifications needed to get into the industry. Over ninety booths were set up, offering information and resources to attendees. Government and nonprofit organizations were on hand to offer assistance, and colleges and universities were at the fair to discuss educational opportunities to help individuals transition to new careers.



In addition, a wide variety of businesses with quality job opportunities made the job fair component one of the best ever offered in the Denver area, according to feedback from career and resource fair participants.

Layoff Transition Rapid Response Workshops:

These are consistent throughout the State. Through a joint effort with local Workforce Center Staff and State Staff, we have developed an outline that illustrates the format that is followed at all workshops. In efforts to promote this consistency, just this year, we conducted Rapid Response training for 18 new facilitators, representing 7 Workforce Centers. The "Transition Workshop Packets" are used in all the Rapid Response workshops, statewide, and are supplied by the State Rapid Response Unit. This year, we have made this packet available in Spanish and with new bilingual personnel, we are able to conduct Spanish workshops without interpreters. We are also in the process of producing our Unemployment Insurance videotape (an information video that presents Unemployment Benefits) in Spanish.

Employers and Workers Served:

During 2004 we served the following groups and provided the following services:

- 141 employers received layoff assistance services.
- Of the 141 employers, 66 were affected by business closures.
- Of the 141 employers, 85 laid off a portion of their employees.
- 10 companies were TAA certified.
- 43 companies provided WARN notification to the State Rapid Response Dislocated Worker Unit.
- In total, 11607 individuals were dislocated based on the highest number reported by each employer.

- There were 146 Layoff Transition Workshops provided throughout the state which resulted in a total of 3001 dislocated workers in attendance.

LOCAL EMPLOYMENT DYNAMICS - LMI WEB SITE

Colorado LMI entered into a partnership with the Census Bureau to jointly implement web-enabled Local Employment Dynamics data for Colorado. Called "web site skinning," the project allowed web developers in Colorado LMI to use database query modules developed by Census Bureau programmers. The query modules are "skinned" with the CDLE's own web site design, thus allowing users of this site to query demographic and economic workforce indicators, such as employee turnover by industry and county. The Colorado LMI web portal for this data is at:

<http://www.coworkforce.com/lmi/LED/LEDHome.asp>.

LOCAL EMPLOYMENT DYNAMICS - MAPPING PROJECT

In partnership with the US Census, Colorado is one of 14 pilot states in implementing the LED mapping project. Colorado is also a member of the National LED Steering Committee. Over last year the beta version of the mapping application was completed. Testing of the beta version began and will be completed in fall 2005. Data from this tool will provide quick and easy internet access to small area workforce maps showing travel patterns and worker characteristics. Information from this data can be applied to workforce planning, client services, labor market analysis and economic development.

JOBS IN COLORADO - PROJECTIONS BROCHURES

LMI has expanded its brochures possibilities to include sub-state regions, each focusing on occupational projections for a segment of the marketplace. For the State, and for each MSA, brochures include all Top Jobs, top jobs requiring Higher Education, and top jobs offering On-the-Job Training. In addition, a brochure on Health Care jobs is available for the statewide employment data. Employment projections used for brochures can also be found on the department's website.

LMI POCKET RESUME

This tool for workforce centers is designed to help job seekers quickly access personal information to complete job applications while delivering sage 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.

DIRECT MARKETING TO EMPLOYERS FOR WORKFORCE CENTERS

Through Job Vacancy Surveys, Colorado LMI asks employers if their current vacancies are listed with the Workforce Centers, and if not, would they like the

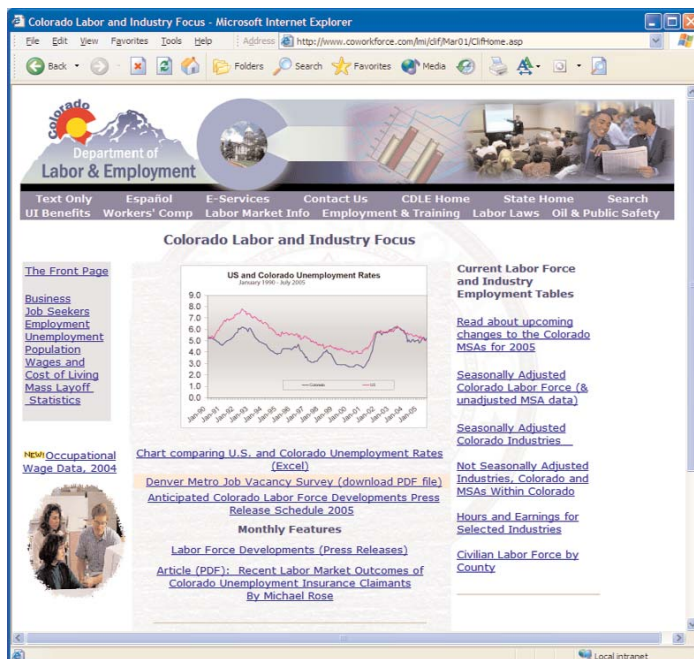
openings listed. If their response is positive, the employer contact person and the employer job listings are uploaded to the CSDC system for dissemination to the Workforce Center Directors.

PROJECT TRAIN

Project TRAIN (Training Resources And Incentive Networks) is a forceful initiative driven by a 100 member coalition including; state and federal agencies, Workforce Center directors and staff, community based organizations, advocacy agencies, employers and people with disabilities. The Colorado Office of Workforce Development (OWD) manages the statewide coalition, which has been in existence for over 3 years now and continues to be nationally recognized as a best practice in collaboration. The coalition once again assisted OWD in successfully obtaining ongoing funding from the USDOL for the Disability Program Navigator (DPN) initiative as well as the State Alignment Grant "Improving Transition Outcomes for Youth with Disabilities through the use of Intermediaries."

A primary objective of the Disability Program Navigator is to assure full access for jobseekers with disabilities to program and services that enhance

A primary objective of the Disability Program Navigator is to assure full access for jobseekers with disabilities to program and services that enhance successful entry and reentry into the workforce; increase employment and self-sufficiency through direct links with employers and ensure the necessary skills and knowledge of disability-related issues are available in the workforce delivery system. Colorado currently has 20 Disability Program Navigators, covering every workforce region and sub region in the state.



successful entry and reentry into the workforce; increase employment and self-sufficiency through direct links with employers and ensure the necessary skills and knowledge of disability-related issues are available in the workforce delivery system. Colorado currently has 20 Disability Program Navigators, covering every workforce region and sub region in the state.

The Office of Workforce Development, the Division of Vocational Rehabilitation and the Denver Workforce region continued their innovative strategy of partnership by jointly funding two Benefit Planners positions. Benefit Planners are individuals who assist those receiving or interested in applying for any type of Social Security administered benefit; as well as determine the potential impact of employment earnings on benefits (i.e. SSI/SSDI, Medicare, Medicaid, and other public assistance).

In addition to providing services to clients, Benefits Planners also work closely with the Disability Program Navigators, plus Workforce Center staff and their partners to educate and provide information about SSA, work incentives, PASS plans, Ticket to Work, Impairment-Related Work Expenses, Student Earned Income Exclusion and other benefits-related areas.

The Benefit Planners provide a much needed and valued service; SSA is now reviewing the successful Colorado model for potential replication nation wide.

FEDERAL BONDING PROGRAM

In October 2004, Colorado started a six month training/marketing campaign focused on educating workforce center (WFC) staff and other state agencies on the incentives the Federal Bonding Program can provide to both employers and job seekers. The core element to the campaign was the production of an interactive training video in which the program's national and state coordinators presented the details of the program to local WFC staff. In turn, WFC staff members were encouraged to raise questions or concerns on how to fully utilize the program and achieve maximum results. The entire production was filmed by a local public broadcasting TV station and is available to the public across the state through several forms of technology, including Colorado's e-portal at www.e-colorado.org.

Colorado has seen great success in the last year with the Federal Bonding Program. And, in addition to the program's success, the McLaughlin Company (USDOL's partnering company for the bonding program), has asked to use Colorado's innovative training/marketing technique as an example for their "Best Practices Guide."

Performance

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

The Colorado workforce system has successfully developed and implemented its Continuous Improvement Management System during the last three years of the WIA era. The State Workforce Development Council (CWDC), through implementation of CIMS, rewards local efforts to respond to employers and workers. Success of Colorado's workforce is dependent upon these continuous improvement and performance excellence efforts. In recognition of local performance achievement, the CWDC awarded \$500,000 to workforce regions that provided superior service to businesses and citizens.

CIMS has been enhanced this program year to include the engagement of the Colorado Performance Excellence (CPEX) organization to prepare Colorado workforce regions to enter this rigorous Baldrige-based evaluation and management improvement process. The CPEX system is structured around three levels of participation, and the CWDC has supported the efforts of local WIBs and workforce centers to actively participate in the training and development of CPEX qualifying strategic plans. These practices have been incorporated into the state's performance rating and incentive system. The first year of this partnership saw two local workforce regions awarded acceptance at two levels of the CPEX system.

In addition, each workforce region completed evaluations of the baseline studies completed last year and their performance against the goals and objectives outlined in those plans. These plans formed the basis of the local

workforce centers entry into the CPEX process. The continued partnership and advances in technology will move their operations toward performance excellence. Continuous evaluation and implementation of performance excellence efforts are overseen by the CWDC to fill the continually changing needs of the state's employers and to stay competitive in the global market.

Partnerships such as the one with CPEX continue the principles embodied in our FORMULA FOR SUCCESS³ and are crucial to Colorado's Workforce Development System. The engagement and participation of the business community is essential to strengthen Colorado's competitive position and its drive to succeed in the changing economy. This year five businesses were recognized, as part of the CIMS business recognition portion of the CIMS system, for their contributions and coordination with local workforce efforts.

The State Council believes that continued effectiveness of the system will be enhanced by the dynamic partnership with CPEX. We will continue to encourage and support CIMS as an important vehicle to help local WIBs meet the challenges of the competitive and changing economy.

PERFORMANCE INCENTIVE GRANTS

Tri-Agency Collaborative (TAC) Project-PY01 Performance Incentive Funds

The Tri-Agency Collaborative (TAC) project was Colorado's first project funded through a WIA Performance Incentive award. Colorado earned \$1.3 million for exceeding the 2001 WIA Performance Standards set forth by USDOL. The projects funded under this grant all were and continued to be innovative

The Colorado workforce system has successfully developed and implemented its Continuous Improvement Management System. The State Workforce Development Council (CWDC), through implementation of CIMS, rewards local efforts to respond to employers and workers. CWDC awarded \$500,000 to workforce regions that provided superior service to businesses and citizens.



collaborations in PY04 that included multiple partner agencies that leveraged resources, shared data and created an interagency pathway to information.

e-Colorado Knowledge Portal

(www.e-colorado.org). The force of the TAC centered on developing a comprehensive knowledge management portal (e-Colorado) that can be accessed by job seekers, employers and workforce professionals. The development of e-Colorado allows our multi-partner agencies to access information on-line regarding cross agency programs and services, exchange client and program information, develop tools as a collaboration and maintain a system-wide calendar. Using e-Colorado as Colorado's central access point:

- Increases awareness.
- Reduces duplication.
- Improves collaborations.
- Increases opportunities for job seekers and workforce professionals.
- Provides a greater depth and breadth of available service.
- Improves multiple agencies ability to manage and leverage resources.
- Increases information sharing.

Because of the design of e-Colorado, our portal offers on-line assessments, team rooms, electronic portfolios, resume building, job seeking, and a whole host of other opportunities to the workforce professional. We also offer services specifically designed to help the job seeker find employment and appropriately match the employer with the job seeker. The tools offered through the portal enhance opportunities for education, training and employment.

e-Colorado embraces the customer-focused provision of WIA by streamlining education and workforce services for job seekers as well as encourages training for incumbent worker across agencies. As a part of e-Colorado, Data Casting is used to promote effective and efficient training through e-Colorado. Data Casting is a way to broadcast trainings to multiple agencies statewide without the difficulties of streamlining. It is also a method to transfer information across the airwaves and onto an individual's computer without lag time, distortion or expense. Data casting trainings, seminars, conferences and information are the way of the future.

e-Colorado is host to another important project funded under this grant - the development of a Register Nurse specific assessment tool. This assessment tool provides insight, explanation and data for those who are considering a career in nursing. Too many times individuals enter the health care field only to find that employment was not congruent with the expectations. This new and innovative assessment tool works to alleviate the uncertainty and disappointment.

The evolution of e-Colorado has been a dynamic process and continues to be as additional enhancements are added. e-Colorado is Colorado's single access point to education, training, information and employment.

Academic-to-Career Continuum (ACC) Project-PY02 Performance Incentive Funds

The Academic-to-Career Continuum (ACC) Project was the second project to be funded with a WIA Performance Incentive award. Colorado was awarded \$750,000 for exceeding the 2002 performance standards. The goal of the ACC project was, and continued in PY04, to encourage Workforce Centers, Community

Colleges, and Adult Basic Education/Family Literacy Centers to build regional collaborative programs that targeted and transitioned the hardest-to-serve into education, training, and/or employment.

The performance incentive award funding was allocated to the continual evolution and enhancement of e-Colorado and to supporting regional collaboratives. Furthering the development of assessment tools that can be accessed by job seeker with the help of workforce center representatives, augmenting e-Colorado's on-line training capabilities, enhancing cross agency staff development, boosting job readiness trainings and intensifying job search opportunities are just a few of the new services offered through e-Colorado.

The grants main focus centers on encouraging and supporting regional collaborations that move low-wage/low-skilled workers into high-wage/high demand industries. The statewide initiative to support the development of regional and multi-regional partnerships was met with great success. Funding was available through an Request for Proposal (RFP) process to regional collaboratives who brought forth new and innovative ways to help the unemployed and underemployed more from poverty to self-sufficiency through education, training and employment.

Eighteen proposals were submitted and considered for funding and four were funded. The regions and a synopsis are:

- Denver's DIA Jobs project on intercultural learning helps incumbent immigrant workers learn the normative culture of employment, which leads to job retention.

- Boulder's Bridge Program for Education and Job Training for Ex-offenders creates a multi-agency program to assist ex-offenders in literacy and skill development, employability skills, and job placement so that they can become financially independent and self-sufficient.
- South Central's Move Up to a Competitive Career seeks to increase the educational, training and wage levels of the hardest to place employees through specialized assessment and training.
- Southwest Region Training Initiative develops integrated services to train participants in hospitality, gas and oil technologies/safety programs, and commercial truck driving industry- and design certificate programs so they will be employable in high-demand/high-wage industries.

All the projects were methodical and attainable, and integrate e-Colorado into their workplans. The TAC Performance Incentive funds for these projects promote innovation, collaboration and partnerships on a State, regional and local level.

Breaking Barriers and Building Bridges (B4) Project-PY03 Performance Incentive Funds

The Breaking Barriers and Building Bridges (B4) Project is the third project to be funded with a WIA Performance Incentive award. Colorado was awarded \$825,000 for exceeding the 2003 performance standards. This project is in its infancy; however the goals of this project are to help special populations achieve self-sufficiency through employment, training and education.

e-Colorado offers on-line assessments, team rooms, electronic portfolios, resume building, job seeking, and many other tools for workforce professionals. It also offers services specifically designed to help job seekers find employment and match appropriate employers and job seekers.

The CWDC utilizes WIA10% discretionary funds to encourage innovation and use of technology to resolve labor market issues. The funds are dispensed to ensure continuous improvement and collaboration. The practice of rewarding powerful non-traditional responses to labor market issues that engage industry partners in the local regions enables the local WIBS to be vital partners in reaching solutions that solve industry recruitment and retention issues.

The B4 project's objectives are to:

- Foster a collaborative environment between Adult Education and Family Literacy funded programs, correctional educational programs, community colleges and workforce centers by actively coordinating joint projects and professional development opportunities.
- Identify the gaps between the Adult Basic Education taught in the prison and the classes taught by certified ABE instructors in our communities. Once the gaps are identified, the community ABE instructors will work with the facility instructors to ensure the levels of education taught are congruent.
- Provide ex-offenders with an employment and education navigator to help smooth the transition from correctional facilities into community college, workforce, or Adult Basic Education classes. Many times when ex-offenders are released, they are unable to navigate the educational or workforce system and end up back in prison. This position is designed to help ex-offenders succeed in the quest to successfully transition into the community and find employment, which leads to self-sufficiency.
- Support a program that delivers English instruction to adult refugees in the Denver metropolitan and Colorado Springs areas with the goal of helping them attain self-sufficiency. The ABE instructors have found that non-English speaking workers are relegated to low-wage work. Teaching

English to non-English speakers increases their chances of attaining and retaining employment that pays a livable wage.

- Sustain a successful and innovative project originally funded with 2002 Performance Incentive funds. One project awarded last year will be sustained through this grant. Many projects are innovative, but the one that is the most successful will be sustained.
- Support e-Colorado expansion. The e-Colorado is an ever-changing, ever-evolving project. Funds from this Performance Incentive grant will support continued enhancements to e-Colorado.

The B4 projects support our mission of education, training and employment as a vehicle for employment in the high-wage/high demand industries that pay a livable wage. Preparing the workforce through education and training creates the reality of self-sufficiency.

DISCRETIONARY GRANTS

CWDC Grants in Aid to Local Regions

The Colorado Workforce Development Council (CWDC) utilizes the WIA10% Discretionary funds to encourage innovation and use of technology to resolve labor market issues in the workforce regions in Colorado. The Council dispenses the WIA Discretionary funds to ensure that continuous improvement and collaboration are thoroughly implanted within the Colorado workforce system mode of operation.

The practice of rewarding powerful non-traditional responses to labor market issues that engage industry partners in the local regions enables the local WIBS to be vital partners in

reaching solutions that solve industry recruitment and retention issues. The awards are based on a clear set of criteria and local workforce boards are able to respond to identified critical labor market issues, by forming strong local and regional partnerships. They then submit requests for funding to the CWDC in response to RFPs or as local needs dictate the development of a local initiative. CDLE controls and dispenses a separate set of discretionary funds (WIA 25% and Wagner-Peyser 10%) that it targets to support creative new solutions to unmet labor market issues and to fill service gaps for areas that are hard hit by localized misfortune. These funds are awarded through a RFP process and the proposals are reviewed by business leaders, department experts and volunteers from the CWDC. All grants solicitations require the inclusion of strong and active partners from business and the public sector.

CWDC members and experts evaluate each request submitted to the Council and provide funding for adult projects that range from creation of the Northern Healthcare Consortium, a healthcare career website, Denver International Airport Customer Service Career Ladder Project, creating workforce liaison between the system and economic development in one region, and the establishment of a casino management career curriculum in another region. Several projects funded by the CWDC are now reported as Best Practices by local regions. They are sustained by local support after successful implementation through the CWDC award.

Annually, the CWDC awards funds to promote innovation and continues its support of the expanded Job Vacancy Survey project. CWDC has actively accepted its role in the creation and approval of the Colorado Labor market Information plan for the year. The LMI

Director and the Chair of the council have created a plan for enhanced collaboration and support for Labor information in future years.

Healthcare and Nursing Grants-\$750,000.00

The Council has awarded discretionary grants to support establishing a consortium of three local regions and their healthcare providers and educators to work to resolve a nursing shortage in those regions. It has also funded a tuition support project in the western slope in rural Colorado to impact their healthcare worker shortages.

Branding and Outreach-\$300,000.00

The Business outreach Committee of the State Council awarded funds to all 19 regions and sub regions to fund a brand awareness project and provide local WIBs with funds to increase contacts with local business and seek their participation in the workforce center activities. The Committee also created a statewide taskforce 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. The Business Outreach committee and its task force created a celebration of September as Workforce Development Month with a proclamation by the governor and special outreach activities in every workforce region in the state to promote the system and encourage usage by businesses and citizens. Events included career fairs, small business symposiums, open houses, workshop seminars for workers and businesses to work on organization and planning issues as well as resume writing and career planning.

C DLE dispenses
WIA 25% and
Wagner-Peyser 10%
discretionary funds
targeted to support creative
solutions to unmet labor
market issues and to fill
service gaps for areas
suffering localized
misfortune.

The WELLS Simulation

Center is a state-of-the-art simulation learning center for training nurses and is a partnership with the hospitals, colleges, and Chief Nursing Officers. This state-of-the-art simulation learning center for training nurses will be located at the Fitzsimons Life Science Campus east of Denver and is a partnership with the hospital Industry, community colleges, four year institutions and Chief Nursing Officers from around the state. It also includes life care centers and other state agencies. This center is part of the "More, Better, Faster" health care training initiative described elsewhere in this annual report.

Youth Oriented Projects-\$600,000.00

The CWDC set aside \$600.000 in discretionary funds for the State Youth Council (SYC) to support local Youth Council projects and events. The SYC supported a local workforce region's effort to assist youthful offenders in their reentry efforts. They also funded a youth healthcare education center in one rural region, a youth conversation corp project, and a WorkKeys based assessment project. In one rural region the SYC funded a forest management and fire fighting training project in the national forest located on Colorado's western slope. In addition they supported the creation of a SEED program to recruit and provide training in job skills and give businesses the opportunity to recruit and train youth

Targeted Adult Grant: Creation of the WELLS Simulation Center-\$500,000

This state-of-the-art simulation learning center for training nurses will be located at the Fitzsimons Life Science Campus east of Denver and is a partnership with the hospital Industry, community colleges, four year institutions and Chief Nursing Officers from around the state. It also includes life care centers and other state agencies. This center is part of the "More, Better, Faster" health care training initiative described elsewhere in this annual report.

The Motherhood Project: Reconnecting Female Offenders with Work and Family-\$700,000

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.

Serious and Violent Offender Grant-\$1,200,000

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.

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

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.

Dislocated Worker/Incumbent Worker Grants-\$1,510,765

Utilizing WIA 25% Rapid Response funds, CDLE awarded its second



round of incumbent worker/layoff aversion grants to address the skill training needs of public and private sector employers. Eight pilot projects were initiated, which leveraged WIA funding with monetary and in-kind contributions from partners, to achieve the following objectives:

- Design and deliver LPN, RN and clinical scholar training for incumbent workers in major health care systems located in 7 front range counties
- Partner with Limited English Proficiency specialists and the Community College of Denver to prepare foreign born nurses not currently working in the health care field for CNA, LPN or RN licensure
- Provide specialized services to older and disabled dislocated workers through community based organizations
- Establish an apprenticeship program for dislocated and incumbent workers seeking careers in the printing and publishing industries

COLORADO DISPLACED HOMEMAKER GRANT

The Colorado Displaced Homemaker Grant 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 PY04, the State continued to serve eligible displaced homemakers through an innovative partnership with the Community College of Denver that was established in July 2003. Through this contractual arrangement, eligible individuals receive essential services such as assessment and counseling from CCD that prepare them for training and education. Financial support in the form of tuition scholarships and supportive services enable program participants to meet the cost of attendance at CCD. Benefits of this program are the preparation of displaced homemakers to reenter the workforce and achieve self-sufficiency.



Colorado was successful in achieving approval for a "local activity funds waiver," allowing local areas to set aside up to 10 percent of formula-allocated funds for adults, dislocated workers and youth to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request was to gain additional flexibility for local workforce boards to design programs for employers, or for underserved populations (such as employed and incumbent workers, disabled youth, and high income dislocated workers), that might otherwise have negatively impacted WIA performance outcomes.

Empowerment

NATIONAL POLICY DEVELOPMENT

Representatives from Colorado's lead agencies served in the following National leadership roles:

Colorado Department of Labor and Employment's (CDLE's):

- Executive Director was the Treasurer and member of the National Association of State Workforce Agencies (NASWA) Executive Committee until February 1, 2005.
- Division Director for Employment and Training Programs was a member of NASWA.
- Director of Workforce Development Programs was a member of NASWA and on NASWA's Employment and Training Committee, and was a member of the National Governor's Association (NGA).
- Director of Workforce Development Program Operations was on the NGA State Liaisons Executive Committee, selected to serve as the Vice Chair, and was staff to the NGA State Workforce Board Chairs.
- Director of Workforce Development Programs Field Operations was a member of the NASWA Veterans Committee.
- Director of Labor Market Information (LMI) was a member of NASWA's LMI Committee.
- Director of Unemployment Insurance (UI) was a member of NASWA's UI Committee Workforce Council.

Colorado Workforce Development Council (CWDC):

- Chairman of the CWDC was an Executive Committee member of the NGA State Workforce Chairs Association and Chaired the NGA State Workforce Board Chairs Outreach Sub-Committee.
- Executive Director of CWDC served on the Council of State Governments Reentry Policy Committee, and was selected to be a member of the Steering Committee for the Information Technology Association of America's (ITAA's) Education and Workforce Committee.

Statewide:

- Colorado Project TRAIN leaders continue to assist with the evolution of training standards for the National Disability Program Navigator Project.
- Two local Workforce Investment Board Chairs served on the Board of Directors of the National Association of Workforce Boards (NAWB).

WAIVERS

Colorado was successful in achieving approval for a "local activity funds waiver," allowing local areas to set aside up to 10 percent of formula-allocated funds for adults, dislocated workers and youth to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request was to gain additional flexibility for local workforce boards to design programs for employers, or for underserved populations (such as employed and incumbent workers, disabled youth, and high income dislocated workers), that might

otherwise have negatively impacted WIA performance outcomes.

Colorado also continued implementation of two waivers, which assisted the state in meeting the challenges of a slow economic recovery. These waivers are as follows:

- Waiver of the 20% transfer of funds requirement, allowing up to 40% of funds to be transferred between the WIA Adult and Dislocated Worker programs at the local level.
- Waiver of WIA requirements to procure three of the WIA 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 targeted to high-demand industries and worker training in growth occupations.

AUTOMATION INITIATIVES

Colorado implemented several new automation initiatives to better utilize available staff resources and promote greater staff efficiency. Some of these features are listed below:

- Workforce Center Key Tags - Workforce Centers can now issue a bar coded "key tag" that fits on a keychain given to customers, which allows them to easily sign in and access various Workforce services. Customers can use the key tag to access self-service functions in the resource centers at the Workforce Centers, to sign in for classes and workshops offered, or as a sign in for any other Workforce Center function. Using the key tag automatically

enters the appropriate service for the class or other function in Job Link (our statewide client tracking and reporting system).

- Employers can now opt to have automatic e-mails generated and sent to them when new applicants are entered that meet their job's requirements. These e-mails are generated once a day for each job they have open in the system and direct the employer to the Connecting Colorado web site (Colorado's self-registration and job matching web site at www.connectingcolorado.com) to view the new applicants that fit their jobs.
- Applicants can now opt to have automatic e-mails generated and sent to them whenever new jobs are entered that meet their requirements and for which they meet the minimum qualifications. The e-mails are generated once a day and direct the applicant to the Connecting Colorado web site to view the new jobs that fit their criteria.
- Colorado has created a new internet-based interface for staff, contractor, and partner agency use of JobLink, Colorado's statewide client data base. This interface is user-friendly with Windows based graphics, and allows easy access to the Job Link system from any PC having an internet connection. It reduces the training requirements for all users and is ideal for Workforce Center partners that are only occasional users of Job Link.
- A new JobLink report was created to correct errors that have occurred in caseload

Colorado implemented

several new automation initiatives to better utilize available staff resources and promote greater staff efficiency.

Colorado also 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.

The State Alignment

Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries (The Youth Transition Grant) is in the second year of existence.

The State team has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities, coordinated through the workforce system. The \$2.5 million grant is a five-year initiative funded by the Office of Disability Employment Policy, under the U.S. Department of Labor.

records or inform staff of any supplemental performance data that is needs to be entered. This "To-Do list" pops up automatically when the staff member logs in every morning. Example "errors" consist of things like sequence of service problems, expiring goals for young youth, and selective service requirements for youth turning 18. Addressing these errors in a timely manner assists Colorado in providing accurate reports to USDOL and and achieving positive performance outcomes.

STATE YOUTH COUNCIL

The Colorado Workforce Development Council (CWDC) provided the State Youth Council (SYC) with over \$570,000 to support innovative youth projects in Colorado's local workforce regions. The SYC funded programs focusing on improving academic skills, personal development, leadership skills, career exposure and exploration related to Colorado's emerging industries, alternatives for youth to obtain diplomas and GED's utilizing work readiness certificates, work experience utilizing a Conservation Corps program, and projects serving at-risk youth to ease their transitions back into the community. One project in particular was recognized as a best practice for creating partnerships between local businesses and the workforce center by focusing on internships and work experience subsidized by grant funds and contributions from employers that could not staff youth directly.

Another achievement of the SYC, the Department of Labor and

Employment, and the Office of Workforce Development was the Think Big Youth Forum, which was a two-day conference for workforce staff who operate youth programs in their local regions. SYC staff was able to record several of the dynamic workshops and presentations and will be distributing them on DVD. The SYC also has been providing financial support to the state-wide WIA youth operators by hosting their monthly conference calls. The SYC will also be the primary intermediary that will coordinate the youth portion of Colorado's State Plan, as submitted to the U. S. Department of Labor.

YOUTH TRANSITION GRANT

The State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries (The Youth Transition Grant) is in the second year of existence. The State team, represented by the Colorado Office of Workforce Development, Division of Vocational Rehabilitation, WIN Partners, Colorado Community College System, and Department of Education has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities, coordinated through the workforce system. The \$2.5 million grant is a five-year initiative funded by the Office of Disability Employment Policy, under the U.S. Department of Labor.

This project is now established in six local workforce regions. Boulder, Tri County, and the South Central (Alamosa) regions have created local plans and are in the process of implementing the plans. Three new sites, Arapahoe/Douglas Works!, Denver, and Weld County have begun their resource mapping and focus group activities.

Five goals identified by the State team are:

- Increase access to work-based experiences for youth with disabilities.
- Enhance the workforce development system's effectiveness in communicating and sharing information regarding youth transition.
- Educate all constituents about the topic of youth transition and the needs of youth with disabilities as they transition into adulthood.
- Develop and enhance partnerships among the workforce system and the stakeholders and partners that provide services to youth with disabilities.
- Develop information access systems to share information with: youth with disabilities and their families, employers, and stakeholders and partners that serve youth with disabilities.

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. It is a successful, well-established program with a network of service providers located in all of Colorado's Workforce Regions. Over the life of the program, more than 240,000 young people, (ages 14-21) have found summer employment.

The Media sponsors of the GSJH are 9NEWS and Newspaper In Education -Denver Newspaper Agency. The

amount of donated coverage contributed from them equates to \$84,500 taking our message to Colorado's youth and employers efficiently and professionally. 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.

Employer involvement with the GSJH program came in many forms: 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 11,873 young people entering employment.

Best Practices winners for the GSJH were the following:

- The Eastern Sub-Region's key initiative was their Summer Youth Employee of the Week. The Sterling and Fort Morgan Workforce Centers recruited employers during the summer to nominate a special youth to be awarded a certificate and have an article and their picture in the local newspaper. The youths were also highlighted on the weekly radio spot in Fort Morgan. This media exposure was offered at no cost by the newspapers and radio stations, an excellent advertising tool for the region.
- Rather than having one person handle both internal administration and outside recruitment, the team in Mesa County adopted a new structure for the program. The team consisted of five members. Management provided supervision, guidance, and



Rocky Mountain Coffee Roasters

Jim Rodkey, owner of
Rocky Mountain Coffee



Roasters in Frisco, wanted to give teens an opportunity to do more than simply bus tables or work a cash register. Jim wanted young people to learn about running a business by giving them a business to run.

experienced "know-how". Their GSJH coordinator provided internal administration, while a team of three School District 51, School to Career counselors handled outside employer recruitment. The team was able to split up the responsibilities, resulting in increasing entered employments from the goal of 350 to 780 youth finding employment.

- Governor's Summer Job Hunt funds were combined with Wagner-Peyser and youth grants to ensure job readiness services were available to all youth. This effort has been successful as demonstrated by the level of services provided. TRICO YouthWorks accounts for 25 percent of Workforce Center customers, 18 percent of job orders, and 26 percent of the reported entered employment. From February 1, 2004, through September 17, 2004, Tri-County provided services to over 5,000 youth. The TRICO YouthWorks team was able to place 1239 youth in jobs within the GSJH time period. The number of placements has continues to grow year by year and is a direct result of the customer service and thorough follow-up provided.

Engaging Employers

Of all the things that can happen in an economic cycle, two are certain: teen employees are the first to be laid off when the economy goes bad and the last to get rehired when the economy improves. Job growth during 2004 was slower than in past recoveries. When employers start hiring again, they have access to a large pool of older candidates, who end up taking jobs that have traditionally gone to teens. The GSJH program addresses this issue by

developing marketing events and activities directed to employers to entice them to work with young people.

GSJH Activities for Employers Around the State include:

- Youth Job Fairs'
- Employer mailings
- Employer Roundtables
- Employer presentations provided to fraternal organizations (i.e. Lions Clubs and Rotary Clubs)
- Employer letters, followed by telephone contact or personal contact'
- Employer Breakfasts
- Employer symposiums
- Radio Public Service Announcements
- Develop a database of previous employer placements through job development or employer service contacts.
- Mini Job Fairs

Business Development

The following is an example of one WFC building relationships with employers resulting in an increase of job postings.

Tri-County's Business Development plan focuses on two tiers of services. The first tier seeks continuous growth of their Job List, and the second tier focuses on relationship building through special projects. The first tier is done in collaboration with the Business and Employment Services Team. Tri-County has built a Business Services Team that involves Employment Services and Youth Services team members. Together the team works with businesses creating new job postings for Joblink, providing



Adams County One Stop Career Center

REGIONAL PROFILE

Adams County is a diverse county of approximately 380,273 people. Seventy-eight percent of the population hold a high school diploma or equivalent, 17.4 % hold a Bachelor's or Graduate degree, and 12.5% hold less than a high school diploma or equivalent. Almost 21.6% of the population speak a language other than English at home, and 16% of the population report themselves as having a disability.

Adams County hosts a wide range of contrasting industries that include: Photonics, Manufacturing, Air and Trucking, Transportation, Biotechnology, Nanotechnology, Logistics/Warehousing, Healthcare and Agriculture. Because of the large area of agricultural activity in Adams County, the Brighton One Stop Career Center has been designated by the state as a significant Migrant Seasonal Farm Worker (MSFW) office.

During PY04, the average Unemployment rate for the Adams

County region was 6.9%, higher than Colorado's average, which can partially be attributed to the continued layoffs at Rocky Flats and the high labor demand for nursing professionals. Additionally, the manufacturing sector began downsizing by the third quarter.

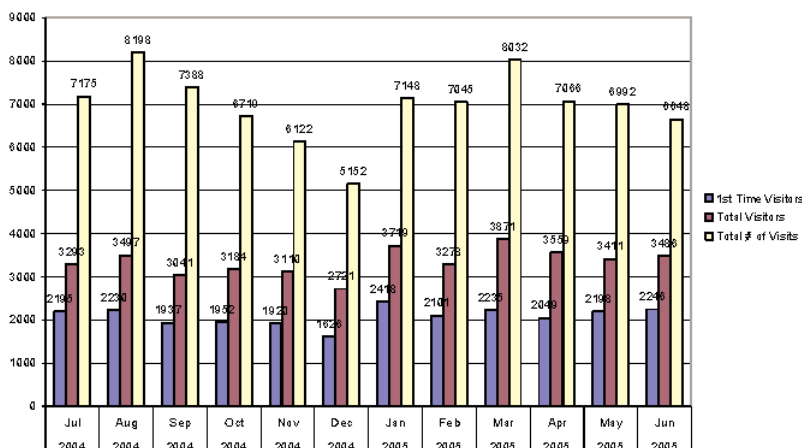
This year, the Adams County One Stop Career Center made several modifications to its offices and service capacity which greatly improved the delivery of services to its customers. The remodel and expansion of the Thornton One Stop included the addition of 1,300 square feet to enlarge the Career Resource Room. The Brighton One Stop was expanded and relocated to a more visible and customer accessible site. The new site is 2,700 square feet, which is three times the size of the previous office. The number of intake staff for the Workforce Investment Act (WIA) was increased in 2004 to better serve WIA participants and to assist the Case Managers with file maintenance, enrollments, follow-up and program compliance.

Adams County
Mission: The

Adams County One Stop Career Center (ACOSCC), through strategic partnerships will serve the diverse needs of all its customers through easily accessible, high quality, and comprehensive workforce development services.

Vision: To be a leader and a partner in delivering a workforce development system that generates and maximizes opportunities, promotes value through partnerships, and enhances the quality of life and the future of our community.

Adams County One Stop Career Center Traffic Flow Program Year 2004



A

dams County
One Stop

Career Center has enhanced technology to all sites to accommodate an average of 1,300 customers per month using the Career Resource Rooms and Work Place Skills instruction in various computer applications.

PARTNERSHIPS

One of the goals in Program Year 2004 for the Adams County Workforce Investment Board was to build effective partnerships with key stakeholders in the county and to collaborate on a regional level with other Workforce Regions. The change in philosophy to "Manage Workforce Development through Regional Cooperation" (inspired by Ed Barlow, Creating the Future, Inc. Metro Denver Workforce Investment Board Seminar, April 28, 2005) strengthened the relationships with other Workforce Regions and allowed Adams County One Stop Career Center Systems to continue developing and executing innovative and successful grant initiatives.

Warehouse Training Program

This collaborative effort between Adams County One Stop Career Center, Caterpillar, Inc. and Front Range Community College was developed to train qualified job



seekers in Logistics and Distribution positions. In order to be eligible for this training, applicants needed to have a High School Diploma or GED, or be able to test at an eighth grade level for math and reading comprehension

Students are in class for five (5) days on site at the Caterpillar, Inc. location. The curriculum for this training consists of workplace ethics, OSHA vehicle safety, forklift operation and warehouse

functions. Upon completion, successful participants receive a certification in Warehouse Operations. Through June 30, 2005, 89 participants successfully completed the training.

Ongoing Partnerships

Adams County continued three important partnerships to address the nursing shortage in the region. As a nation, the nursing shortage stands at 11%, however, Colorado's nursing deficit is twice the national average. The following three partnerships have successfully implemented new training programs and created increased training capacity in the Denver Metro region.

Certified Nursing Assistant Training

Adams County partnered with Front Range Community College to train job seekers as certified nursing assistants. The training was coordinated with the University of Colorado Hospital, which participated in this project by placing newly certified nursing assistants in a work experience to provide them with practical experience. Forty-four participants trained and received their certification as nursing assistants.

Bachelor of Science in Nursing- University of Colorado Hospital Worksite Option

Adams County One Stop Career Center, University of Colorado Hospital, Community College of Aurora and Regis University collaborated to implement the BSN Worksite Option, which allows incumbent workers the opportunity to continue full-time employment while obtaining their BSN degree and working toward improving their overall wage earnings.

In July 2003, Adams County One Stop Career Center was awarded a \$250,000.00 grant to develop this

program and have 33 new BSN students graduate by June 30, 2005. The success and popularity of this program improved employee retention at University Hospital and made this program self-sustaining. In the fall of 2005, the University of Colorado School of Nursing will join Regis University in providing the Worksite Option due to the increase in staff interest at University Hospital. The cohesion and continuity of the partnership has earned the BSN Worksite Option national recognition as a best practice.

Northern Healthcare Consortium

This project continued during PY04 through the partnerships of Workforce Boulder County, Adams County One Stop Career Center, Larimer County Workforce Region, Northern Colorado Home Health Association, Longmont United Hospital, University of Colorado Hospital and Front Range Community College. The project has provided training and educational opportunities for limited English speakers and low-skilled employees to advance to higher skilled positions within their organizations and the healthcare field. Healthcare and Career awareness and student success workshops have been presented and training has been provided to include skills remediation, healthcare career instruction and exploration, and the implementation of academics skills assessments and career interest inventories. Healthcare instruction has included the specific medical fields of radiological technology, pharmacy, physical therapy, neurodiagnostic procedures, medical office administration, and professional nursing courses.

Lean World Class Manufacturing

This grant reflects the collaborative efforts of Workforce Boulder County, Adams County One Stop Career Center

and Front Range Community College. It provided incumbent worker training for employees in seven small to mid-size manufacturing based organizations within Boulder and Adams County. Lean World Class Methodology has a direct impact on cost savings to the participating manufacturers. Increases in process efficiency and effectiveness, reduced inventory, reduction in downtime, reduction of waste and repetitive work are improvements as a result of Lean Methodology. Estimates from one company alone will save over \$600,000.00 in operating expenses, which represents a 24 to 1 return on investment (ROI).

Bridge to the Future- Youth Initiative

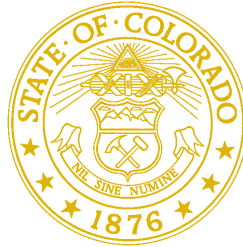
Workforce Boulder County, Adams County One Stop Career Center System, Front Range Community College, Adams County Twelve Five Star Schools and St. Vrain Valley School District have coordinated services to provide intensive academic, career awareness, personal development and college preparatory services for 40 youth who face significant barriers to high school graduation and subsequent post-secondary enrollment. The project targets youth with Limited English proficiency, low socioeconomic status, and first generation college students and also provides education and referral services to the parents of participating youth.

The goals and objectives of this program are as follows:

- To improve students' academic achievement as measured by performance on standardized assessments such as, the LOEP and the Accuplacer.
- To have 80% of students successfully complete the program and enroll in post-secondary education.

Lean World Class Methodology incumbent worker training has had a direct impact on cost savings for participating manufacturers.... Estimates from one company alone show a savings of over \$600,000.00 in operating expenses, which represents a 24 to 1 return on investment (ROI).





Colorado Workforce Development Council

Mark Pingrey, Council Chair
Booker Graves, Executive Director
Office of Workforce Development
1313 Sherman, Room 521
Denver, CO 80203
Phone 303.866.4937
Fax 303.866.2551
www.state.co.us/owd

Colorado Department of Labor and Employment

Division of Employment and Training Programs
Rick Grice, Executive Director
Joe Lambert, Deputy Executive Director
Don Peitersen, Division Director
Tom Looft, Director, Workforce Development Programs
Elise Lowe-Vaughn, Operations Director,
Workforce Development Programs
Nina Holland, Workforce Systems Supervisor
Workforce Development Programs

633 17th Street, Suite 700
Denver, CO 80202
Phone 303.318.8800
Fax 303.318.8831
www.coworkforce.com/emp

