

# WINNING IN A CHALLENGING ECONOMY

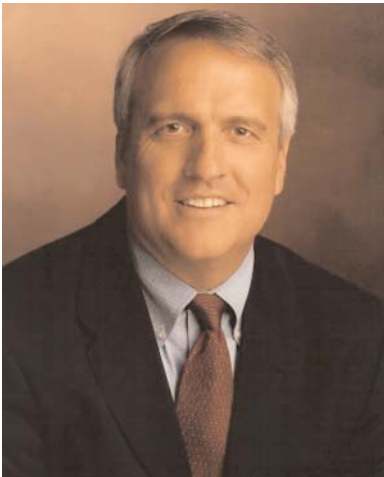
WIA Annual Report PY 2009



## COLORADO

Submitted jointly by the  
Colorado Workforce Development Council and  
the Colorado Department of Labor and Employment





**Message from  
Bill Ritter, Jr.  
Governor, State of Colorado**

I am proud to present *Winning in a Challenging Economy*, Colorado's 10th annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system has successfully responded to ongoing economic challenges and is utilizing funding from the American Recovery and Reinvestment Act (ARRA) to help unemployed Coloradoans learn new skills and return to work as quickly as possible. It also speaks to the Colorado Promise, which seeks to promote a vibrant economy for Colorado to grow and prosper in the 21st century, and to the New Energy Economy, which, despite the economic downturn, is creating new jobs in emerging industries that did not exist just a few years ago.

Colorado's ability to successfully recover from the current recession hinges on our efforts to reinvigorate regional economies through the development of cross-regional partnership strategies. Our workforce system's ability to link with economic development, education and industry to support these strategies has resulted in a lower unemployment rate than the national average. We have created workforce solutions that meet business needs for competent and work-ready employees, and provide job seekers the opportunity to find meaningful employment both now, and in the future.

This year, more employers used the workforce system's services, and greater numbers of job seekers sought our services through Internet-based points of access. The workforce development system was able to meet this increased demand through collaborative ventures that employed innovative service strategies and new technologies to increase access to services and develop the worker preparation pipeline.

Colorado's workforce system served nearly 450,000 citizens this past year, almost double the number since the beginning of the recession, and provided training for nearly 10,000 of them. A special summer employment opportunity program funded by the Recovery Act provided paid work experiences for over 3,000 youth. The Recovery Act also funded a new program that provides reemployment services to workers who are receiving unemployment benefits, and identifies those who need retraining or a career change. In addition, the WIA system infused over \$82 million into regional economies to increase education, training and employment opportunities. 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 regional and State efforts to establish Colorado as a leader in workforce innovation and fulfill the Colorado Promise.

Sincerely,

A handwritten signature in black ink that reads "Bill Ritter Jr." in a cursive, slightly stylized script.

Governor Bill Ritter



**Message from  
Donald J. Mares  
Executive Director  
Colorado Department of Labor & Employment**

Winning in a Challenging Economy, the 10th 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 has created to help weather the recession and fulfill the "Colorado Promise" of a strong and vibrant economy. These efforts were manifested through increased assessment and training initiatives, and an infusion of over \$82 million to develop collaborative ventures designed to meet the labor demands of our high-growth industries, such as health care, and emerging industries, such as renewable energy and energy efficiency.

In Program Year 2009, the workforce system partners focused their efforts on the State's critical skill shortages in targeted industry sectors and developed specific initiatives that benefited both industries and workers. In health care, worker shortages continued at significant levels. We worked with industry and education to increase the number and quality of workers, and to reduce the time required to produce these workers. At the same time, these efforts provided new career opportunities for workers who had lost their jobs because of downsizing and company closures. Many of our initiatives provided educational opportunities, wage subsidies and employment for unemployment insurance claimants, veterans, low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, at-risk youth and ex-offenders.

The American Recovery and Reinvestment Act (ARRA) provided funding for new programs, such as the Summer Youth Program, which provided paid work experiences for at-risk youth and the Reemployment Services Program for workers receiving unemployment benefits. In addition, TANF Reserve funds were used to place more individuals into on-the-job training programs and better equip them to change careers or find meaningful employment.

These projects are but a few examples of the many successes Colorado achieved during this program year. I invite you to read this report to further appreciate how the WIA and state programs have led the way for Colorado to weather the recession and prepare its workforce to reach its fullest economic potential and competitiveness in a challenging economy.

A stylized, handwritten signature in black ink, appearing to read 'D. J. Mares'.

Donald J. Mares,  
Executive Director,  
Colorado Department of Labor and Employment



**Message from  
Taryn Edwards  
Chair, Colorado Workforce Development Council  
Owner/CEO, The Edwards Group; Founder/CEO,  
Born to Build Foundation**

I am pleased to present this report on the results of the work performed by the state workforce system in the 10th year of the Workforce Investment Act (WIA) on behalf of the Colorado Workforce Development Council (CWDC) and the State of Colorado. The challenges of this century for businesses and citizens of our state are formidable and growing rapidly.

Program Year 2009 was a year of change for the CWDC. The philosophy in collaboratively delivering services to our customers within Colorado's communities and leveraging resources from among our many partnerships was driven by what was learned from listening to what the local communities need. The CWDC's focus must embody the following messages, which arose out of last year's work with all of the regions and partnerships:

- "Our Customer is Business"
- "Our Products are Work-Ready Employees"
- "Our Mission is Economically Vital Communities"
- "Our Vision is Colorado Economic and Workforce Vitality"

The CWDC must be a conduit for an information exchange between local partners, state and federal agencies, and policy makers. We must also strive to be a body that works on behalf of the local regions with the greater purpose of leveraging partnerships among common initiatives, business, education, economic development, government and other relationships for the greater good of Colorado communities resulting in a stronger competitive state.

In beginning to implement the Governor's Jobs Cabinet initiatives, the 19 local regions went through extensive strategic planning sessions with the focus on business and leveraging partnerships, including education, economic development, workforce, local government and business.

The CWDC has several roles, including business advocate, policy influencer, strategic leader, decision-maker, sector-based strategist and business growth champion. We look forward to leading the way for positive and efficient change within Colorado and to bring a more comprehensive and holistic approach to workforce development.

Taryn Edwards  
Chair  
Colorado Workforce Development Council



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# **WINNING IN A CHALLENGING ECONOMY**

## STATE SUMMARY



“W

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Challenging Economy"

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## Executive Summary

"Winning in a Challenging Economy" demonstrates how the State Workforce System's evolution to a cross-regional, demand-driven system, reflecting a strong focus on sector-based workforce solutions and strategic alliances to support system transformation, has enabled Colorado to weather the ongoing recession and effectively respond to the needs of workers and businesses impacted by the economic downturn.

As a State, we continued to meet or exceed the federally mandated performance standards in the face of shrinking employment opportunities and an increased demand for services, and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were accomplished through Partnerships for Economic Recovery and collaborative efforts of business, economic development, and 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, economic development and education. These collaborative public and private ventures infused over \$82 million in formula and discretionary grants to support

the enrollment, training and placement of the unemployed, underemployed and incumbent workers into current jobs and prepare them for future employment in emerging industries such as renewable energy and energy efficiency. Additionally, the system effectively involved community 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 in addressing the challenges of an economic downturn and positioning the State to retain its competitive edge.

Key accomplishments were:

- Successful completion of the fourth year of the **Work, Education and Lifelong Learning Simulation (WELLS)** Center, a jointly funded public-private training initiative targeting Colorado's health care worker shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide.
- Colorado's participation in the **National Governor's Association State Sector Learning Network**. Colorado also awarded sector implementation grants to five cross-regional industry, workforce, education and economic development coalitions focused on new energy, health care and sustainable manufacturing.



Among Colorado's PY09 successes: Adams County's "Smart and Dynamic Workflow Solutions" best practice award (upper left), Pikes Peak's Industrial Revolution youth program, CDLE's WELLS Center clinical simulation training program, and Boulder's solar panel installation training initiative.

- Conclusion of the \$1 million **Motherhood Project**, a grant from the Colorado Department of Human Services to increase the self sufficiency of women offenders through employment, training and supportive services, which exceeded all its performance goals.
- Completion of the \$15 million, four-year **WIRED Grant**, which successfully developed a transformational, industry-driven regional talent development system that produced a home-grown workforce (over 2,600 trained) needed for jobs in the region's high-growth, high-wage aerospace, bioscience, energy and IT/software industries.
- Implementation of the **American Recovery and Reinvestment Act Summer Youth Employment Program**, which provided summer work experiences to over 3,000 hard-to-serve youth.
- Creation of **SECTORS initiatives** focused on energy, manufacturing, health care and other high-growth industries, which were spearheaded by local WIBs, and utilized data

mining strategies developed with LMI and economists from our education partners.

Colorado has been challenged on many fronts in the current economy, by both local and national conditions. 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 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 Workforce and Business Center's Best Practice Award in Innovation for Smart and Dynamic Workflow Solutions.** The region utilizes the Ultimas document management software program, which has converted their WIA programs into a virtually paperless system.

- **Arapahoe/Douglas Works!** leadership role in multi-regional strategies:
  - o State Energy Sector Partnership Grant
  - o Youth Energy Conservation Corps
  - o State Business Services Group
  - o Technical assistance to metro regions in the use of occupational saturation, economic assessment and industry profiling
- **Workforce Boulder County's** participation in a SECTORS planning grant for the renewable energy sector, which successfully secured funding for implementation of aligned strategies between Boulder and Jefferson counties to address the needs of participating renewable energy companies.
- **Denver Division of Workforce Development's Youth Sector Initiatives** - two innovative opportunities for youth 14-24 to



# The Colorado

Workforce Development Council and the Colorado Department of Labor and Employment met the economic challenges head-on by providing support and resources to the local Workforce Investment Boards and pursuing innovative solutions to prepare for future economic recovery and fulfill the tenets embodied in the Governor's "Colorado Promise" and the strategic direction set by the Governor's Jobs Cabinet.

gain industry recognized certifications and career exposure through the Pre-Professional Occupations-Health (PPO-H) and Health Medical Occupations (HMO) programs

- **Jefferson County Workforce Center's CAMT Advanced Manufacturing Grant**, training 233 incumbent workers in businesses supporting the aerospace, bioscience, energy, IT and manufacturing industries, plus 57 dislocated workers, in Lean Six Sigma, Lean Basics, Quality Basics, Quality Technician, Yellow Belt and ISO Lead Auditor

- **Larimer County Workforce Center's WIRED ITA Initiatives** involving:

- o Dislocated workers attending the Good Laboratory Practices at Colorado State University's BioMarc
- o Entrepreneurs receiving FastTrac TechVenture training
- o Incumbent workers participating in AALAS Certified Prep Course at Front Range Community College

- **Pikes Peak Workforce Center's Industrial Revolution Program**, which has received regional and national recognition as a best practice for innovative youth workforce readiness and employer engagement activities. The program exposes youth to emerging industries that involve key competencies in Science, Technology, Engineering, and Mathematics (STEM).

- **Colorado Rural Workforce Consortium**

- o **Mesa County Workforce Center** has provided leadership and funding to create a **health care nursing career ladder** to meet regional industry needs. This long-term effort has resulted in the creation of a Certified Nurse Aide training program, a Licensed Practical Nurse program, and an Associates in Practical Nursing program.

- o **Southeast and Pueblo sub-regions** are working with the Institute of Advanced Manufacturing Training at Pueblo Community College on a USDOL grant to provide **training in advanced manufacturing**, and to build training capacity through curriculum development and construction of three mobile learning labs to areas across the state.

- **Weld County's Summer of Service grant**, which engages at-risk and or low-income youth entering grades 6 through 9 in community improvement activities. This recently received grant is the latest addition to Weld's extensive menu of youth services addressing the needs of the hardest-to-serve youth populations.

The lessons of PY09 have strengthened our resolve to promote dynamic and sustainable partnerships geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to successfully compete during a major economic downturn.



# Winning in a Challenging Economy

This 10th year of the Workforce Investment Act has presented the workforce system a new set of challenges and opportunities. The economic conditions in the country continued to have a devastating impact on citizens and businesses in Colorado and created a surge in layoffs and unemployed citizens searching for work. Workforce centers across the state faced service loads and staffing strains as they strove to meet demands from almost double the number of job seekers seeking their services. At the same time, Recovery Act funds became available to the Colorado Workforce Development Council (CWDC) and the Colorado Department of Labor and Employment (CDLE) who met these economic challenges head-on by providing support and resources to the local Workforce Investment Boards (WIBs) and pursuing innovative solutions to prepare for the future economic recovery and fulfill the tenets embodied in the Governor's "Colorado Promise," as well as the strategic direction set by the report of the Governor's Jobs Cabinet.

The state-sponsored SECTORS Strategy was fully implemented and the federal Recovery Act funds were rapidly deployed to the field to allay part of the stress. As he committed to do in the "Colorado Promise," the governor convened a blue ribbon panel of leaders into a Jobs Cabinet that included the CWDC Chair and Executive Director of CDLE. The leaders of the system provided LWIBs a framework to ramp up their offices to immediately carry out the summer youth service mandate from the USDOL. As a result of funding from the

Recovery Act, the state leadership recrafted the state plan to reflect the injection of those funds.

The ability of the system to respond to the 40% increase in traffic into the workforce centers, a 3+ percentage increase in the state unemployment rate, and the influx of stimulus dollars with a new set of reporting requirements, presented the state an opportunity to demonstrate the value and impact of the collaborations and continuous improvement underway in Colorado. The state has met the challenge thus far and produced the following exceptional results:

- A SECTORS Academy conducted for local areas and their partners, which produced regional planning partnerships that have moved to the implementation stage for addressing regional industry based workforce solutions.
- The transition of the highly successful WELLS Center to its permanent home with the University of Colorado Hospital, Colorado's premier teaching hospital.
- The Recovery Act Summer Youth Employment program, which was rapidly and successfully deployed during the summer of 2009 and provided over 3,000 hard-to-serve youth with work exposure, career exploration, and work readiness training.
- The Distance Learning partnership with four states and the Sloan Foundation that will be hosted on the CDLE Web portal.
- The successful development of the CareerReady Colorado Certificate (CRC) and the continued infusion of funds to

support health care initiatives that now has reached a total of \$9,000,000 during the WIA years.

The system's ability to respond to challenges that have arisen this year has been possible because of the accomplishments of the past 10 years and a system that seeks to become demand driven and responsive to employer needs. Some lessons learned are:

- Technology, when used effectively, produces new collaborations and expands the system's capability as evidenced by the continued development of the CDLE Web portal and the new parties and states joining that partnership.
- Businesses respond to collaborations that solve their problems as seen in the varied agencies supporting development of the health care simulation courses at the WELLS Center.
- The process of Continuous Improvement that is implemented through a formal structure leads to a stronger organization that can respond to new challenges.
- Regional SECTORS partnerships enhance projects and performance that are beneficial to the state and communities and produce specific results.

## 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."

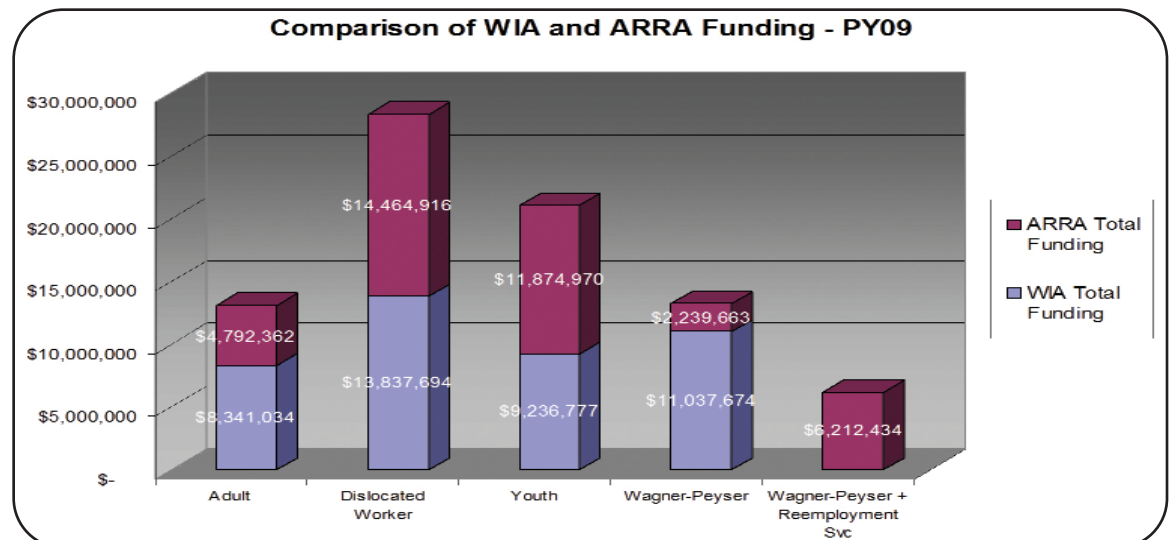


# State Profile

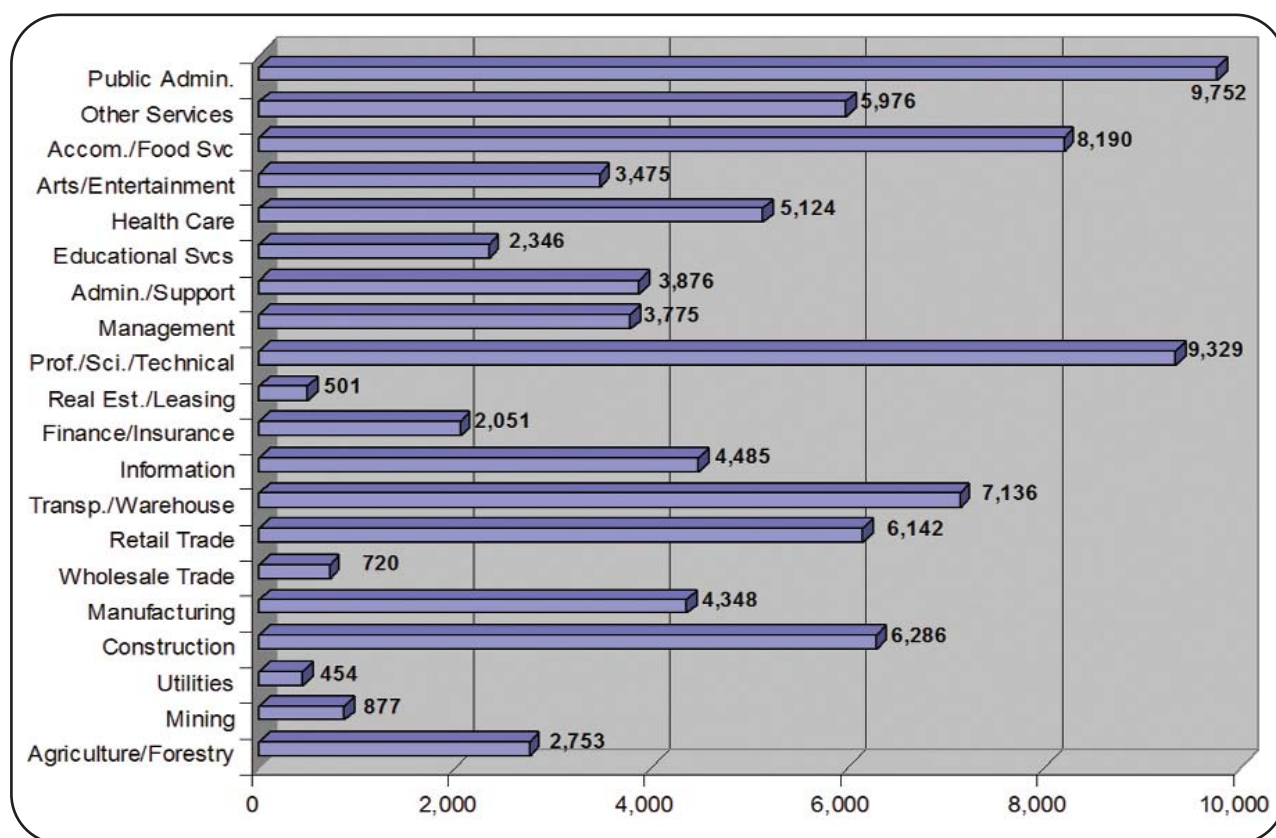
## PY09 Common Measures Performance

STATEWIDE			
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	92%	Entered Employment	96%
Retention	98%	Retention	99%
Average Earnings	113%	Average Earnings	110%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	97%		
Placement	90%		
Degree/Certificate	108%		

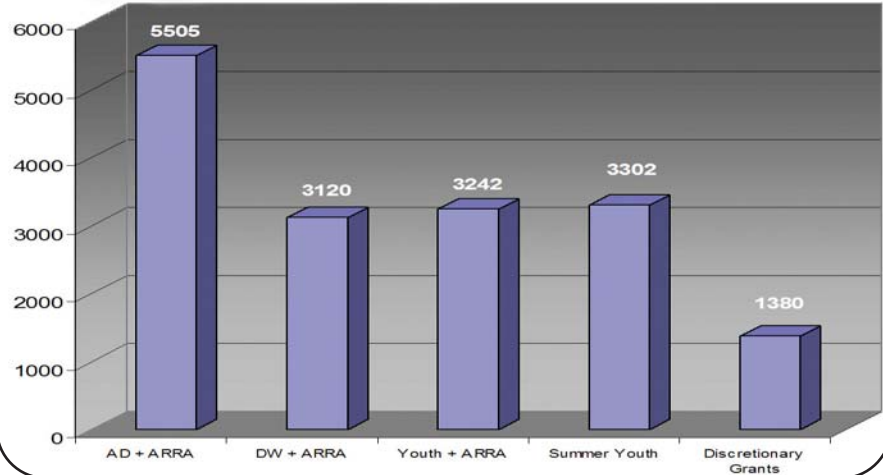
## PY09 Funding



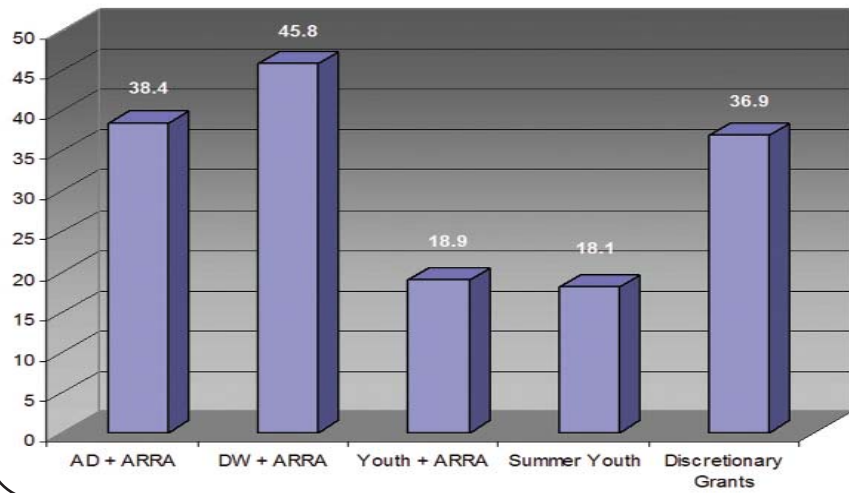
## PY09 Employers Served by Industry



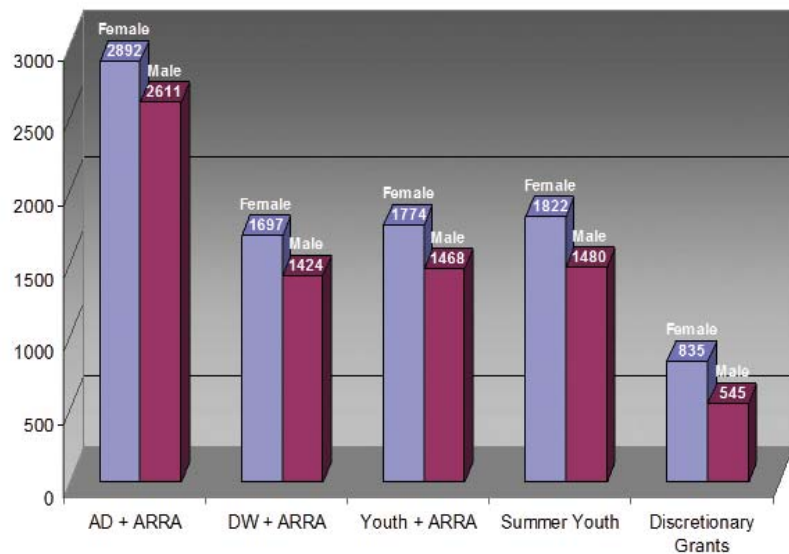
**PY09 WIA + ARRA Participants Served**



**PY09 WIA + ARRA Participants - Average Age**

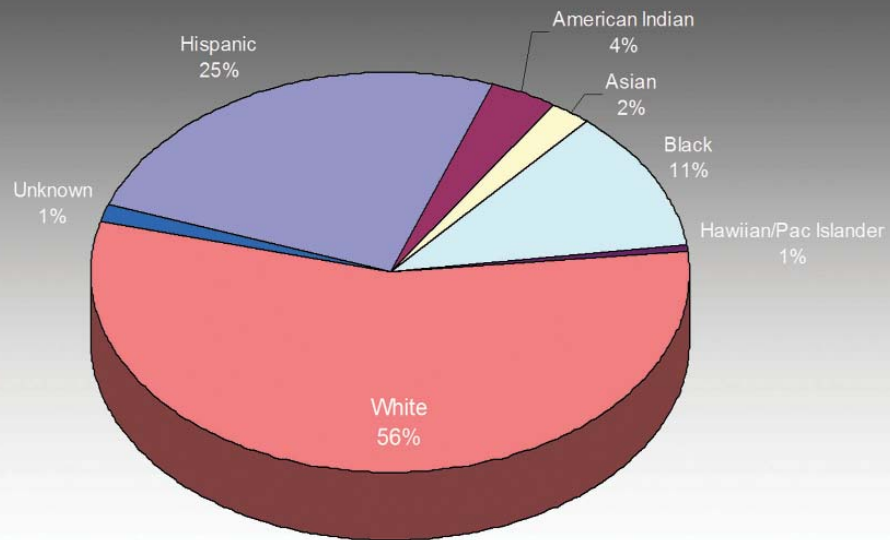


**PY09 WIA + ARRA Participants - Gender Breakout**

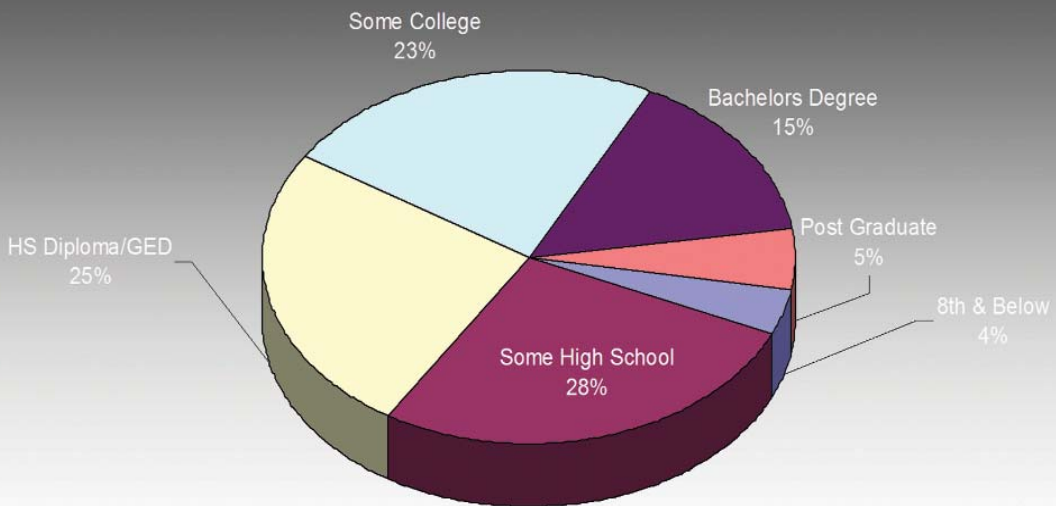




PY09 WIA + ARRA Participants - Ethnicity



PY09 WIA + ARRA Participants - Education



Colorado's labor

market conditions

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Colorado is forecast

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jobs in 2010,

contracting more than

1.0 percent, while the

unemployment rate will

rise above 8.0 percent.

## LABOR AND WORKFORCE CONDITIONS

The Colorado Department of Labor and Employment's Labor Market Information Office serves as a resource for data and analysis concerning labor market and economic conditions throughout the state. Using survey data collected from Colorado employers, in concert with national data, LMI provided the analysis and forecasting of economic trends that follow.

## NATIONAL ECONOMIC CONDITIONS

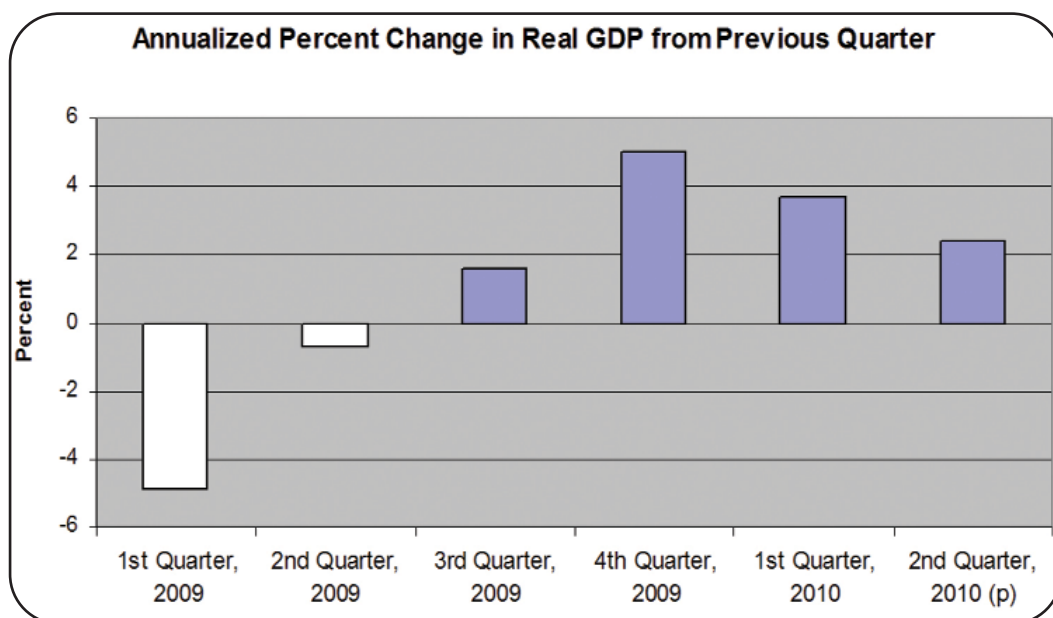
Real Gross Domestic Product (GDP) declined 2.6 percent in 2009. Imports to the United States exceeded exports by \$386 billion. However, the United States remains a net exporter of services by \$138 billion. GDP growth through the first half of 2010 is positive, with an annualized rate of 3.7 percent in the first quarter and slowing to 2.4 percent in the second quarter.

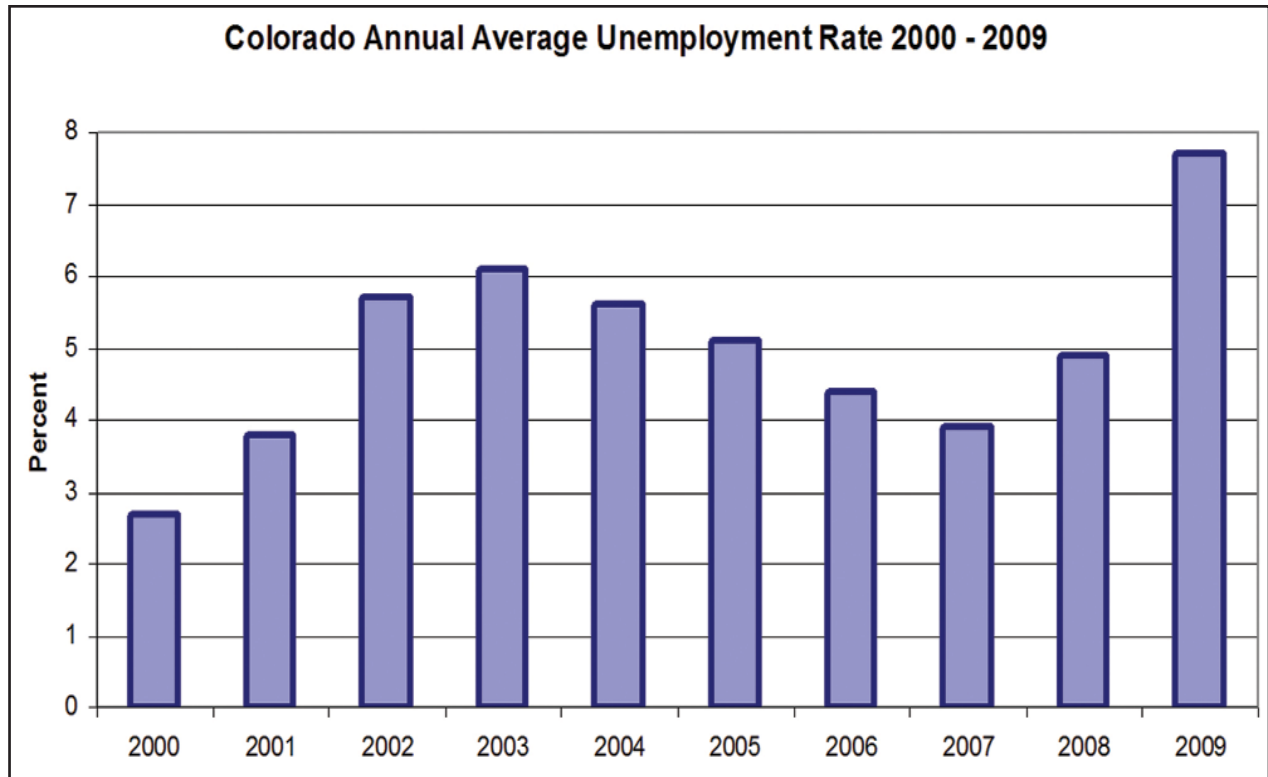
Total nonfarm payroll employment decreased 5,870,000 in 2009. Services providing industries accounted for 54 percent of these job losses. Education, health services and government were the only bright spots adding 393,000 jobs combined. Goods-producing industries, construction, manufacturing, and mining and logging declined across all three sectors. In 2010, employment had increased 654,000 through July.

## COLORADO ECONOMIC CONDITIONS

Colorado's labor market conditions deteriorated considerably in 2009. The annual average unemployment rate was 7.7 percent, an increase of 2.8 percent from 2008. In July 2010, the State's unemployment rate was 8.0 percent.

Nonfarm payrolls declined 106,300 or 4.5 percent in 2009. Service-providing industries accounted for 53 percent of jobs losses. Similar to





the nation, only two sectors added jobs in 2009: education, health services and government added 6,900 and 6,700, respectively.

Colorado is forecast to lose between 20,000 and 30,000 jobs in 2010, contracting more than 1.0 percent, while the unemployment rate will rise above 8.0 percent.

### COLORADO'S HIGH DEMAND OCCUPATIONS

The annual average growth rate for all occupations is expected to be 0.5 percent through 2012. Occupational groups expected to add the most jobs are food preparation and serving related occupations (+6,720); health care practitioners and technical

occupations (+5,292); and sales and related occupations (+3,008).

Individual occupations expected to generate the most jobs are registered nurses, combined food preparation and serving workers, retail salespeople, customer service representatives, and waiters and waitresses. More detail can be found at: <http://coworkforce.com/lmigrate> way.

### COLORADO EARNINGS

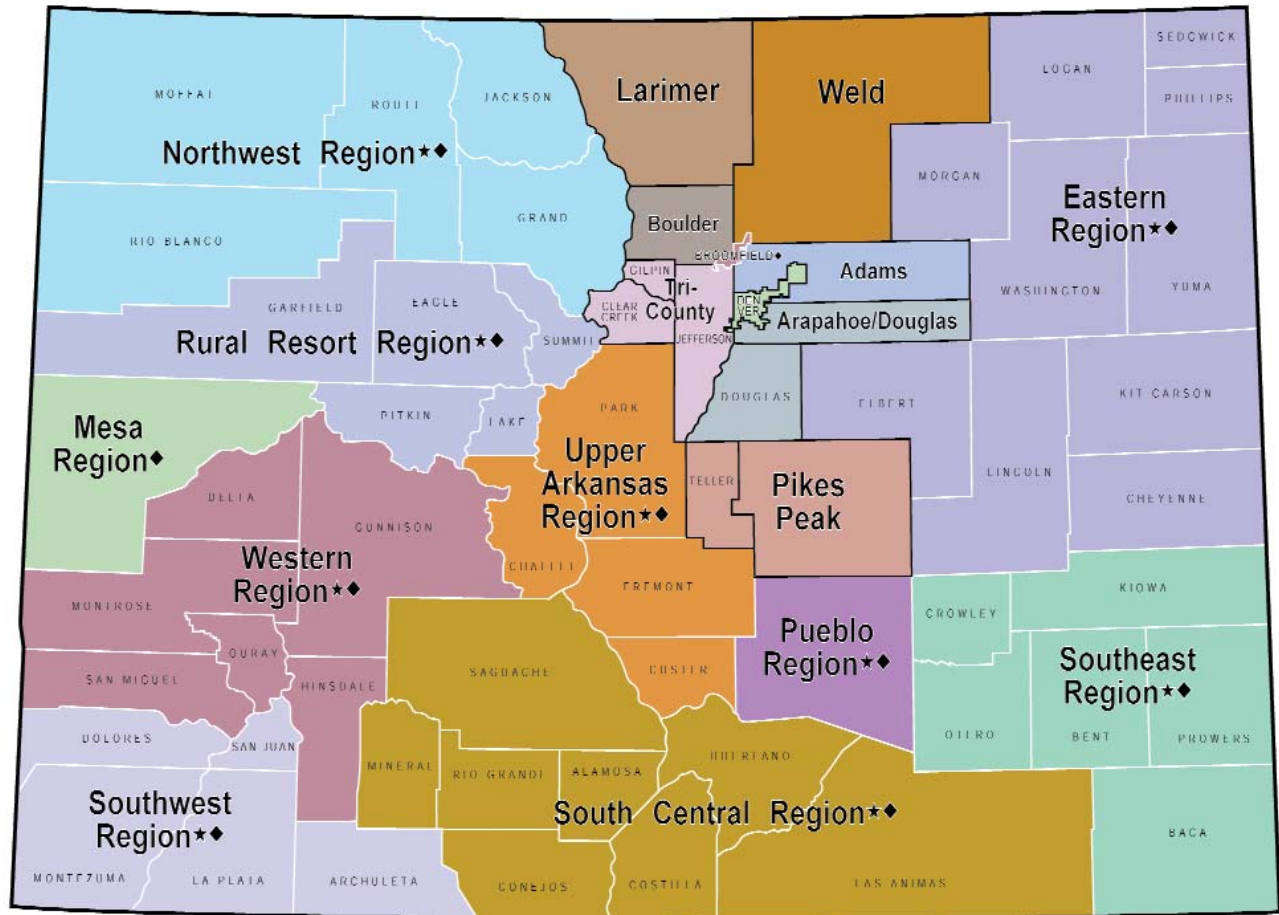
Per capita personal income declined 3.9 percent to \$41,344 in 2009, changing Colorado's rank from 11th to 15th among all states. According to the monthly survey of Colorado businesses, average

weekly wages for production workers statewide in 2009 were \$845.82 in construction and \$828.36 in manufacturing.

The average weekly wage for all employees covered by unemployment insurance was \$901, up \$5 or 0.6 percent from the average weekly wage in 2008. Counties with the highest average weekly wages were Broomfield (\$1,195), Denver (\$1,086), Arapahoe (\$1,032), Boulder (\$1,008) and Douglas (\$980); while average weekly wages were lowest in Mineral (\$441), San Juan (\$452), Hinsdale (\$459), Baca (\$478) and Costilla (\$489).



## COLORADO WORKFORCE INVESTMENT AREAS

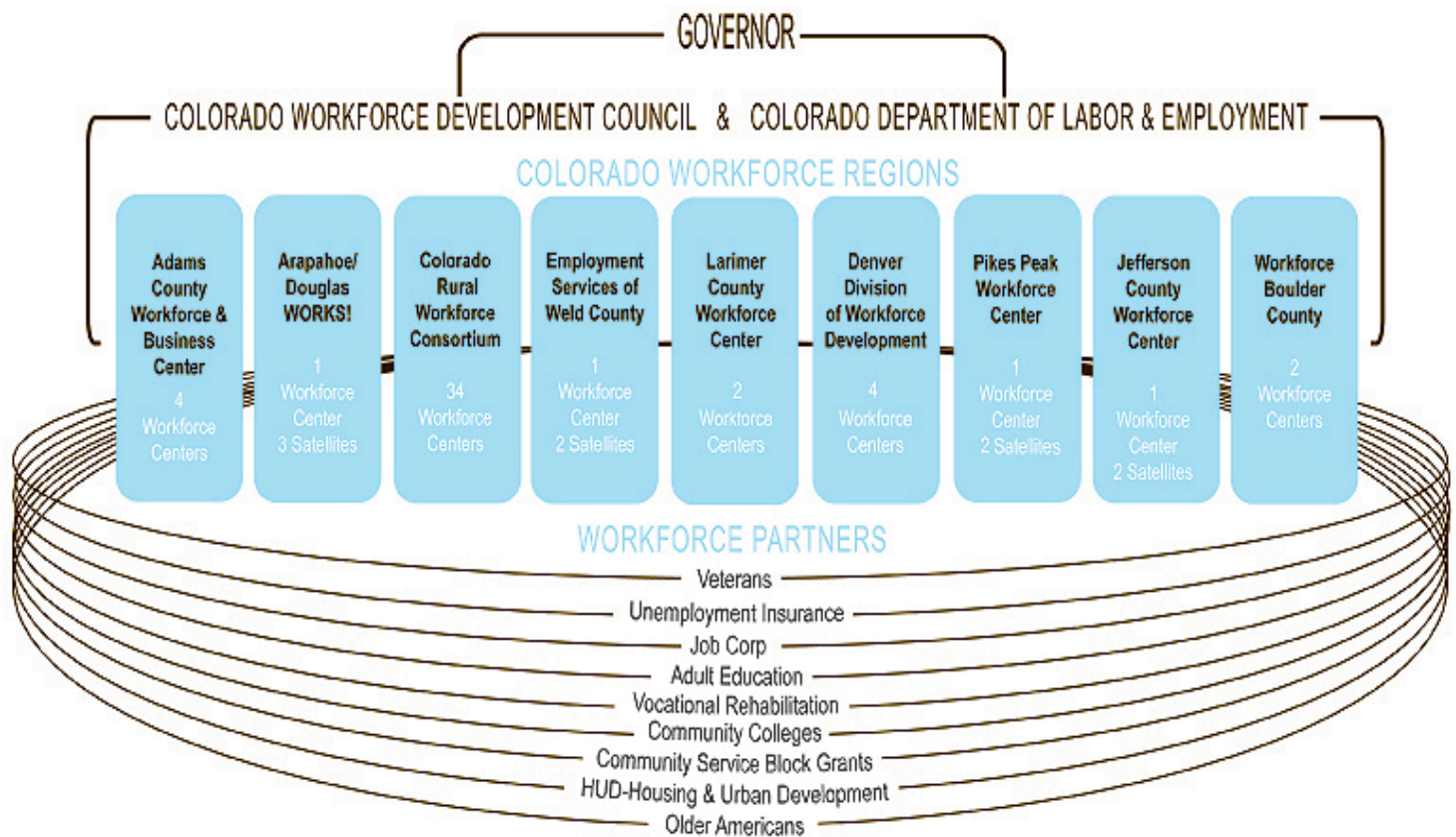


◆ Sub-region of the Rural Consortium Workforce Investment Area.

★ Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 12/01

## GOVERNANCE OF COLORADO'S WORKFORCE SYSTEM





# PARTNERSHIPS FOR ECONOMIC RECOVERY

## CWDC OUTREACH AND COMMUNICATIONS

The Colorado Workforce Development Council (CWDC) responded to the economic challenges and ever-changing landscape we face by embarking on a rebuilding phase this year, working closely with the Governor's Jobs Cabinet to focus on a new strategic plan that engaged and empowered local communities across the state.

Specifically, stakeholders include education, economic development, workforce professionals, business and industry. Their support and participation are critical in advancing Council strategies and initiatives that benefit Colorado's economic growth.

### Strategic Local Investment

The Outreach and Communication Committee of the CWDC continued to support the local workforce regions in their creative and coordinated efforts to engage stakeholders at the local level, through an investment of \$250,000.00, distributed individually to the local regions.

Locally, the workforce regions effectively showcased their programs and services through strategic partnerships with industry, media and community partners, and by improving communications through website enhancements, industry and community events, and participation in local industry associations. The State Youth Council assessed local communities and opted to



invest \$230,000.00 individually to local regions to expand the Workforce Investment Act offerings that each region featured, based on local need and business sector focus.

### Workforce Development Month

Workforce Development Month 2009 was a resounding success, headlined by the annual Metro Denver E3 Job Fair. Governor Ritter endorsed the campaign with a proclamation, and 9News promoted the event through live coverage, on-site interviews with job seekers and business participants, and through a series of "Jobline 9" live call-in sessions leading up to the event.

This event was supported by the Colorado Department of Labor and Employment and the local metro workforce regions, strengthened by over 100 employers and resources in education and training, and attended by over 6,000 individuals seeking employment, a career change or to enhance their education and skill sets.

### Effective Community Partnerships

The workforce system is strengthened when individual partners operate as a team, enhancing the product that is available to job

seekers and businesses that will ultimately turn our economy around. To sustain and enhance relationships locally with business and industry, the CWDC sponsored several events to showcase the workforce system, increase presence and build face-to-face relationships with job seekers, business and industry associations. These included:

- Westex Rocky Mountain Regional Foodservice & Restaurant Exposition
- College in Colorado Pre-Collegiate Conference
- Stemapalooza
- EDCC spring and fall conferences
- Rocky Mountain Workforce Development Association Conference
- CDHS Rural Runaway and Homeless Youth Awareness Month
- CareerReady Colorado Certificate Launch
- Person Centered Independence Planning Project
- Colorado Construction Career Days

New and existing partnerships were targeted for enhancement and paid dividends at state and local levels as the flow of information and participation at our events increased. New relationships were created with:

- Colorado Society for Human Resource Managers
- National Youth Employment Coalition
- Mental Health Advisory Committee



- Office of Economic Development & International Trade

Connection to information and training were provided through:

- Colorado "Safe Places" Continuum of Care - a rural collaborative improving youth and family safety, permanency, well-being, education and employment
- Person Centered Independence Planning Project - training, webinars and a toolkit focused on youth 14-21, their families and caregivers as they transition to independence and employment
- Youthnet searchable database of resources in Colorado
- Social media webinars for local counties and partners

## NATIONAL POLICY DEVELOPMENT

Representatives from Colorado's lead agencies served in these national leadership roles:

### Colorado Workforce Development Council (CWDC)

- Chair of the CWDC was newly appointed by the Governor in 2010 and will serve as an active member of the National Governors Association (NGA) State Workforce Chairs and

Executive Director of the Jobs Cabinet, which has set the strategic direction of Colorado's workforce and educational system. This direction of the CWDC will be lead and driven by business practices and needs in collaboration with economic development, education and workforce.

- Director of CWDC was a member of the NGA Workforce Chairs, and a member of the National Association of Workforce Boards (NAWB). The Executive Director is a shared position between the OEDIT and CDLE. The Director continues to be a member of various economic and business associations to collaborate on business issues related to developing the talent based workforce.

### Colorado Department of Labor and Employment (CDLE)

- Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Deputy Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Director of the Division of Employment and Training was a member of NASWA and was on NASWA's Employment and Training Committee
- Director of Workforce Development Programs was the Chair of the Board of Directors, Economic Development Council of Colorado (EDCC) and continues to serve on the Colorado Companies to Watch Advisory Committee and other economic and business associations



# The WELLS

Center produces customized curriculum interfaced with cutting-edge technology for health care educators, practitioners and students. The WELLS Center is nationally recognized as one of the few health care educational centers combining technological advances with customized curriculum focused on human patient simulation.

- Director of Workforce Development Program Operations served as Chair of the NGA State Liaisons, a member of the NGA State Liaisons Executive Committee and staff to the NGA State Workforce Board Chairs
- Director of Workforce Development Programs Field Operations was a member of the NASWA and served on the Veterans Committee
- Director of Labor Market Information (LMI) was a member of NASWA, on the LMI Committee, Co-Chair of the Projections Managing Partnership and worked with the Census Bureau on the Local Employment Dynamics Steering Committee.
- Budget Director was a member of NASWA and on the Administration and Finance Committee.
- EO Administrator was a member of NASWA and on the EEO Committee.

## WELLS CENTER

The "Work, Education and Lifelong Learning Simulation Center" (WELLS Center) is a state-of-the-art, jointly funded public/private health care initiative that targets Colorado's severe health care worker shortage.

This first of its kind facility integrates three-dimensional computerized anatomy tools with complex computer-controlled human patient simulators (mannequins) for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide.



**Medical resident, nursing student and EMT student revive an overdose "victim" (simulation mannequin) at the WELLS Center**

The WELLS Center produces customized curriculum interfaced with cutting-edge technology for health care educators, practitioners and students. The WELLS Center is nationally recognized as one of the few health care educational centers combining technological advances with customized curriculum focused on human patient simulation.

The WELLS Center project was initiated through a \$1.6 million U.S. Department of Labor grant, which was awarded to CDLE in July 2005. This "Colorado Workforce Innovation and Technology Demonstration Grant" seeks solutions to alleviate Colorado's critical shortage of health care professionals and to build capacity for professional training using state-of-the-art technology. Key partners include CDLE, Colorado Workforce Development Council, University of Colorado Hospital, University of Colorado-Denver WIN Partners, University of Colorado Denver Health Sciences Center, Central Colorado Area Health Education Center and Touch of Life Technologies Inc.

Housed in the Bioscience East building at the Colorado Science and Technology Park at Fitzsimons, the WELLS Center operates in a 5,000 square foot



space, remodeled specifically for the WELLS high-tech simulation applications and state-of-the-art equipment. Ongoing operational costs are supplemented with over \$2.5 million in in-kind contributions from the private and public sectors.

Beginning in fiscal year 2010, the ownership and operation of the WELLS Center will be transferred to the University of Colorado Hospital. The transfer will enable the WELLS Center to further grow and expand its mission, and ensure that simulation training becomes a cornerstone of medical and healthcare education and training in Colorado. CDLE will remain an active partner in the Center and will continue to support its mission to provide quality simulation training to health care professionals and students.

## SECTOR STRATEGY INITIATIVES

In PY09, Colorado continued to advance sector-based initiatives statewide as a framework to transform the workforce development system to better meet the needs of Colorado's industries and workers. Following the award of seven sector grants in May 2009 totaling \$500,000, CDLE hosted a sector academy in September 2009 to provide training and technical assistance to the grantees using a multi-state sector toolkit that Colorado invested in over two years ago.

As part of the National Governor's Association State Sector Learning Network, Accelerating State Adoption of Sector Strategies, Colorado hosted an annual peer learning academy in October 2009 with 22 other

states implementing sector strategies.

Between December 2009 and February 2010, \$1.7 million in additional funds were awarded to existing grantees for implementation of their sector initiatives in the health care, energy, water and sustainable manufacturing industries. On June 28, 2010, two additional implementation grants were awarded through a competitive bid process, totaling \$650,000.

To date, CDLE has awarded over \$2.8 million to regional sector partnerships. Each regional partnership is receiving customized technical assistance to advance their sector planning, and CDLE has developed a framework to evaluate the success of regional sector initiatives in Colorado.

Sector strategies work from the premise that, in any region, there are certain industry sectors that are powerful economic drivers. The seven sector partnerships have leveraged \$698,892 in public and private funding towards their initiatives. Targeting and leveraging public and private investments to support the growth and health of these sectors allows local and state policy makers to prioritize and grow their region's important industries while supporting citizens' needs for good jobs.

A distinguished cross-disciplinary state team, representing policymakers, government agencies, education, and industry, continues to meet monthly to promote sector strategies across the state. During PY10, Colorado will continue to advance sector initiatives statewide by providing technical assistance to regions implementing sector initiatives

and making additional discretionary funding available to new regional partnerships.



## BETR PROJECT

The Business And Education Talent Readiness (BETR) Project is a partnership between CDLE, local workforce centers, schools, private businesses, professional organizations, and faith-based and community organizations. BETR's primary goals are to help prepare students for jobs after graduation, increase the flow of workforce-ready students exiting the educational pipeline and reduce the number of dropouts.

BETR's programs are designed to expose teachers to the world of business and help them gain an understanding of business needs and real-life applications of classroom learning. It was started as a pilot project in the Pikes Peak Workforce Region in May 2007 and was later transferred to CDLE so it could be implemented on a statewide basis.

BETR promotes 21st century work readiness through Web-based resources such as virtual collaboration, assessments, podcasts, online training and online corporate videos that explain the types of skills needed by qualified job applicants within their companies. The PreK-12 educational system is encouraged



# The BETR Project

supports the governor's goal to prepare Colorado's students for the business needs of the 21st century and has been endorsed by the Colorado State Board of Education. To date, BETR has partnered with over 300 Colorado businesses and 272 Colorado educators, and has held over 1,900 individual business tours in many regions of the state.

to align their educational requirements with post-secondary and workplace expectations and implement business skill requirements into lesson plans and curriculum to prepare future job seekers for careers in a "knowledge economy." To achieve this goal, the BETR Project has implemented three main programs:

- Tuesday Tours gives Colorado teachers an opportunity to visit businesses and learn about the services and goods they produce, job opportunities within the industry and the types of skills needed to perform those jobs. The tours are held on the 3rd Tuesday of the month for six months during the school year. A more intensive summer program is also available for teachers who are unable to attend tours during the school year because of scheduling conflicts. Teachers earn graduate-level college credit by participating in the tours and completing lesson plans they can then use in their classrooms. Teachers share these lesson plans via interactive online collaboration centers so all teachers around the state can take advantage of what they learned. Colorado districts and classrooms are strengthened by sharing best practices that inject real-life relevancy into curriculum, lessons and classroom discussions.
- REELBiz Virtual Business Tours are online videos that provide an opportunity for teachers, parents, and students to watch business leaders discuss the demands of their industries and explain the types of job skills needed to be successful, especially in the



Science, Technology, Engineering and Math (STEM) area.

- PREP Videos give students a chance to listen to individuals who share how they overcame significant obstacles to become successful in school or employment, and provide virtual role models and encouragement for youth with similar backgrounds or issues.

The BETR Project supports the governor's goal to prepare Colorado's students for the business needs of the 21st century and has been endorsed by the Colorado State Board of Education. To date, BETR has partnered with over 300 Colorado businesses and 272 Colorado educators, and has held over 1,900 individual business tours in many regions of the state. It continues to grow in acceptance and momentum.

## OFFENDER EMPLOYMENT PROGRAMS

This year, CDLE administered two programs designed to help releasing offenders face many barriers to reentry into the community by building skills, plus obtaining and retaining employment. These include the Motherhood Program, a grant funded by the Colorado Department of Human Services designed for female offenders with children under 18, and the Stop the Revolving Door Program funded by ARRA, an employment and training program for men and women offenders.

### **The Motherhood Program**

According to the Colorado Department of Corrections (2008), 10% of Colorado's prison population is women, with 2,342 living behind bars. Of those, 75% are mothers who have an average of 2.5 children each. The Motherhood Program enrolled women offenders in its gender-specific employment and training based program where they received hard skills training, job readiness and soft skills, work experience and employment. The program helped them find stable housing, provided encouragement and mentoring, and supplied wrap-around, employment-based supportive services.

The Motherhood Program was also based on a relational model that provided the women with the opportunity to experience change through their supportive relationships with other women in the program and through the positive interactions with their career counselors, who served as positive role models.

Group events such as the fall visit to May Farms and shopping trips for interview clothes, as well as shared career experiences through afternoon outings for group assessments, life skills and mentoring, created a shared experience and a sense of belonging, and resulted in positive changes in the lives of participants.



**A successful Motherhood Project client with her daughter at the May Farms teamwork and mother-child bonding event in October 2009**

**Program Outcomes** - CDLE's Motherhood Program exceeded its goals and achieved the meta goals of the TANF program including:

- Assisting needy families so children can be cared for in their own homes; and
- Reducing the dependency of needy parents by promoting job preparation and work.

A total of 340 participants were enrolled in the program. The household income of women prior to the Motherhood Program was \$8,614 per year, and upon completion of the Motherhood Program, the income was nearly double at \$16,722.17 per year. Those entering employment totaled 194. On average, the women in the Motherhood Program made \$9.62 per hour and worked 35 hours per week. The recidivism measured was 2.5%, a rate significantly better than the goal of 25% and greatly below the national and state recidivism rate averages which typically range from 60% to 70%.

**Leveraged Resources** - The CDLE leveraged multiple resources that enabled more clients to be served using fewer Motherhood Program dollars. In total, the Motherhood Program leveraged more than \$297,336 from several programs including:

- The Work Opportunity Tax Credit Program
- Federal Bonding Program
- Use of e-Colorado
- CareerReady Colorado Certificate
- Online Training
- WIRED and iCAST
- Adams County - Solar Installation Training
- Empowerment Program
- Housing locator assistance



**With the help of the Motherhood program, a Motherhood participant graduates with her high school diploma!**

- Trauma Assessment
- WIA Training dollars

### **Motherhood Program Success**

**Story** - Client 6 had difficulty dealing with the heavy burdens of a pained childhood. Though she always maintained a good job and received her associate's degree, she turned to drugs to deal with her emotional scarring, causing her to fall into addiction. With four children of her own, she balanced a life of being a mother, employee, student and addict. Eventually, it all came crashing down when she was charged with drug possession. Sentenced to 10 months in the rehabilitation center known as The Haven, she lost the two daughters that were young enough to be in her care.

Like many ex-offenders, Client 6 has discovered how difficult it can be to find a job without reliable transportation. "The Motherhood Program has given me so much in terms of being more independent," she said. Now she's employed full time in a doctor's office. What's even more exciting for her is the idea of furthering her education in that field. "Now I'm taking online courses for medical billing and coding. I think the best thing [The Motherhood Program] has done for me is my schooling."





# S

top the Revolving

Door Round Two exceeded its program goals in part because it leveraged training dollars from other programs including WIRED, performance incentive grants, Elevate America and the online training grant. The program achieved 116% of its enrollment goal, exceeded its entered employment goal and attained an average hourly rate of \$11.01. Recidivism was 7.5%, significantly below the national and state recidivism rates of 70%.



**Motherhood Project staff and participants at the Pathways to Employment celebration held June 2010.**

Living on her own again with her youngest daughter, she describes how her second daughter will be arriving in less than two days to live with her permanently. "I've had a lot of faith; faith in myself, faith in the program, faith in the fact that there are people looking out for me and have my best interests and my kids' best interests in mind. I think that's going to help me persevere through anything."

### **Stop the Revolving Door Program (SRD)**

Stop the Revolving Door is a voluntary, performance-based employment and training program designed to help releasing offenders build skills, learn life skills, and obtain and retain employment to achieve self-sufficiency and reduce recidivism.

The Stop the Revolving Door (SRD) Program is in its third round of funding. In the first and second rounds, the program was funded by the U.S. Department of Labor and the office of Faith and Community Based Initiatives. The third round was funded by ARRA.

Rounds two and three ran concurrently during PY09. Round two is primarily designed for

recently released (within 60 days) youthful offenders (ages 18-29 years) with felonies releasing from state or federal correctional facilities. Round 3 is designed for offenders of any age that have been released from any type of correctional facility, for any amount of time, and for any type of crime. The program is open to men and women.

To deliver services, CDLE is collaborating with faith and community-based organizations to deliver employment and supportive services. Participating agencies include: Empowerment, DenverWorks, the Road Called STRATE, Turnabout, Pros and Cons and Aurora Mental Health Services, Christ Life, and Women's Resource Center.

**SRD Round Two Outcomes** - The program exceeded its outcome goals, in part because it leveraged training dollars from other programs including WIRED, performance incentive grants, Elevate America and the online training grant. SRD Round Two achieved 116% of its goal by enrolling 463 program participants. Of these, 100% received work readiness and life skills training. Over 206 participants received vocational training, and another 60 participants were trained inside prison in preparation for release.

The program exceeded its goal for entered employment rate. The employment retention rate was 100% of goal, and the average hourly rate was \$11.01 (compared to a \$9.22 goal). Recidivism was 7.5%, significantly below the national and state recidivism rates of 70%.

**SRD Round Three Outcomes** - In round three, a total of 143 offenders were enrolled. Of these, 100% received life skills training and work readiness skills. The number of vocational certificates awarded was 72. A total of 94 offenders were hired at an average wage of \$10.00 per hour, working an average of 35 hours per week.

**SRD Success Story** - CJ is a 29-year-old male who had been paroled to transitional housing after having served eight years for multiple property crimes, larceny and auto theft. His half-way house informed him that he had 10 days to find a job or he would be going back to prison. Despite having many skills, he was constantly turned down for jobs because of his felonies. He managed to keep his housing by doing anything and everything around the property that needed to be done, whether it was mowing or painting.

His case manager hoped that if she could get his parole officer's consent to get his driver's license back, it would make him more employable, so she wrote a formal request and got permission for reinstatement. She also set up training for him as a flagger. CJ got hired immediately, starting at \$9.00/hour. One week later, his pay was raised to \$12.63/hour, and now he works nights on Fast Track and is making \$16.73/hour.

CJ has also started volunteering his time at the Turnabout office. He always comes to mentoring meetings and has become a familiar site at Turnabout functions. He says he wants to give back to the people who didn't give up on him.

## LABOR MARKET INFORMATION (LMI) INITIATIVES

LMI has undertaken multiple projects to enhance and present new and continuing products to users across the State. These initiatives have brought LMI to a new level of user responsiveness to meet the labor market data needs of workforce professionals, educators, businesses, economists and the general job seeking public. Below are highlights of LMI's PY 2009 initiatives.

**New Products** - Last year, LMI partnered with Metro Denver WIRED to create industry brochures for high school juniors and seniors. The brochures focused on the information technology, energy, aerospace and bioscience industries. Each industry brochure was printed for distribution among high schools, workforce centers and industry organizations. In addition, an Educator Career Guide was developed to provide short activities using the information from the industry brochures.

**Top Jobs in Colorado** - LMI distributed more than 67,500 Top Jobs brochures during the program year. The brochures include statewide and metropolitan statistical areas, focusing on occupational projections. Jobs are sorted by education and training requirements, and wages and potential for growth. This last year, LMI encouraged the use of electronic brochures to reduce printing requirements. All brochures are easily accessible on the LMI website or can be ordered in print.

**LMI Gateway Enhancements** - LMI Gateway can be accessed through [www.coworkforce.com/](http://www.coworkforce.com/)



**Denver Metro Top Jobs – one of many LMI-developed brochures**

**Imigateway.** An upgraded version with greatly enhanced tools, including the generation of multi-colored graphs, is expected in the coming year, and all print materials designed to help with web page access will be redeveloped at that time.

**Training and Outreach** - The Training and Outreach Unit continued its efforts to translate LMI data into user-friendly terms. Training sessions, presentations, printed products and interactive tools were all created with the aim of showing how to access LMI data, what the numbers mean and how our customers can best use the data available. In 2009, LMI provided 28 cost effective training sessions and presentations to workforce centers, chambers of commerce, educators, human resource groups and economic development professionals. In addition, almost 174,000 printed products were distributed over that same time period.

Initially developed with WIA performance incentive funds, the CDLE Knowledge Management Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface among all workforce development system stakeholders: individual and business customers, workforce system professionals, student educational and training institutions, community and faith-based organizations, and government.

## CDLE KNOWLEDGE MANAGEMENT PORTAL ([www.e-Colorado.org](http://www.e-Colorado.org))

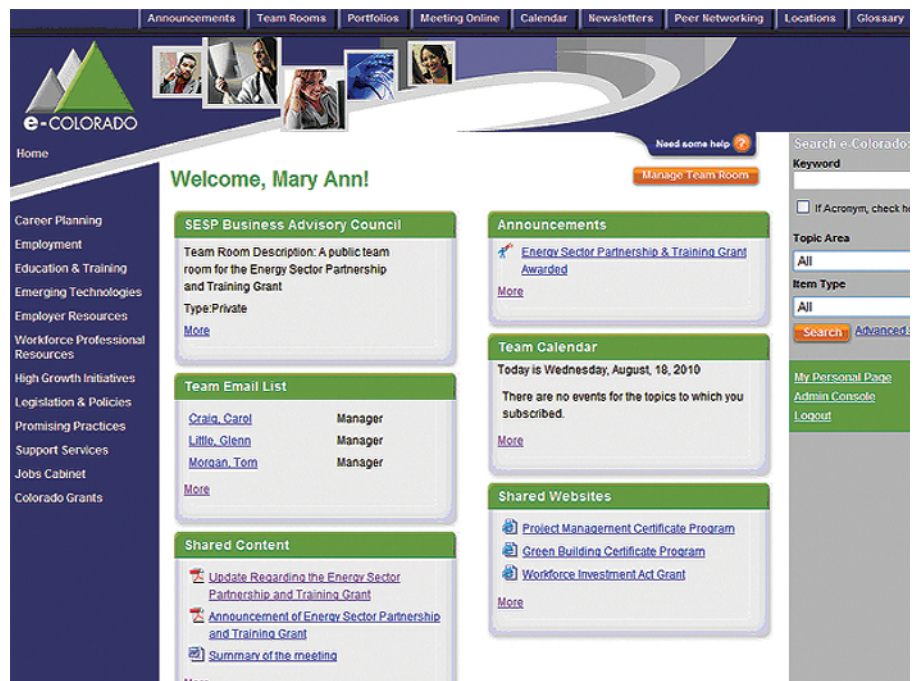
Green is a primary PY2009 color! Colorado is a leader in providing clean and renewable forms of energy including wind, solar and geothermal, as well as energy-efficiency technologies in commercial and residential buildings. State and federal grant award information in these areas, comprised of multiple partners focused on workforce development, must be collected and organized. As a tool for information sharing, e-Colorado, CDLE's Web portal, is hosting a large number of green-based team rooms used by individuals and organizations.

Initially developed with WIA performance incentive funds, the CDLE Knowledge Management 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, student 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, the Web portal is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge.

**Team Rooms** - Known in some domains as social networking, each team room offers its own personal page for rapid access of information and links to the team



The Business Advisory Council team room for the Energy Sector Partnership and Training Grant. The grant was awarded to the Colorado Department of Labor and Employment/Colorado Workforce Development Council by the U.S. Department of Labor.



room calendar and announcements. A discussion board and chat capability exist for extended communication beyond e-mail. Currently, CDLE's Web portal has more than 220 active team rooms.

**Colorado Grants** - The Grant Clearinghouse is a site for the workforce system, economic development and community colleges to find federal, state, local or foundation grant solicitations and/or awards. Grant information is accessible through a searchable data base that contains regional and/or statewide grants. Team rooms are available for workgroups to collaborate on grants across systems and regions.

**ARRA** - The Web portal enables users to electronically access vast quantities of federal and Colorado ARRA data in relation to workforce development, renewable energy, green jobs and more (<http://www.e-colorado.org/file.aspx?ID=47009>). The page is updated as new information becomes available to support winning in a challenging economy with timeliness and accuracy.

**Electronic Portfolio** - The Web portal offers a free online tool to registered users for developing an electronic portfolio. Training for use at a community college or at a local workforce center is required. Using their portfolio, individuals can collect, organize, and share education and career-related information with employers, counselors, and educators.

Upgrading and adding new features and tools to the Web portal continues. Ongoing efforts leverage Colorado's investment in the knowledge management portal with new state partners, while significant work is

underway to transfer the Web portal platform and its shared content through multi-state networks.

### **WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT GRANT (WIRED)**

In May 2010, Colorado completed its four-year, \$15 million WIRED grant. Metro Denver WIRED has successfully developed a transformational, industry-driven regional talent development system that is producing a home-grown workforce equipped with the skills and knowledge needed for jobs in the region's fastest growing high wage industries: aerospace, bioscience, energy and IT/software.

Since its inception, the Metro Denver WIRED initiative invested in programs that cut across boundaries and jurisdictions and has promoted science, technology, engineering and math (STEM) education in secondary and post-secondary schools. WIRED also built upon existing partnerships and leveraged public and private funding to sustain its work well beyond the life of the grant.

### **WIRED Program Highlights**

**MIST** - Employment Services of Weld County and its partners implemented a Multi-Industries Systems Technician (MIST) training and entry-level/mid-level employment program for youth and adults in partnership with Aims Community College. The project has provided innovative job training designed to remediate and develop skills needed for employment in the energy industry to over 160 customers.



**Energy Boost** - The Front Range Community College's Energy Boost: Basic Training for the Energy Industry provided training in basic math skills, understanding basic statistics and measurements, metrology, reading blueprints, introduction to process technology, working in teams and communication skills in the workplace. Curriculum design includes industry input



from major energy companies such as Vestas, a manufacturer of wind turbines and towers.

**Bioscience Boost** - The Broomfield Workforce Center partnered with Front Range Community College to help launch its Bioscience Boost program. This new bioscience program was launched September 2009 as a result of Broomfield's workforce customers participating in WIRED's Individual Training Account program. The program covered an overview of industry-determined guidelines and regulatory standards. Participants also reviewed the roles and responsibilities of quality assurance and quality control positions.

**Expert Technician Academy** - Arapahoe/Douglas Works!, in collaboration with the Arapahoe Community College, Douglas County School District and the Douglas County Educational Foundation, created the Expert Technician Academy. The Academy is an industry/workforce/education partnership to address hard-to-fill skilled employment needs in aerospace,



“N<sub>orthrop</sub>

Grumman's involvement with WIRED has made a tremendous difference in our approach to STEM education and talent development. Involvement with WIRED has increased our knowledge and enhanced our ability to cooperate with local schools and community organizations that have the same interests in education and development of local talent.”

- Jacoline Beann, Human Resources, Northrup Grumman

energy, IT and bioscience industries. This collaborative effort was created to teach both adult and youth learners the technical skills required by industry partners and to ensure real-world experiences are an integral part of the training, resulting in academic credit and/or certifications.

**iCAST Training** - The International Center for Appropriate and Sustainable Technology (iCAST)



provided energy efficiency and solar panel installation training for over 300 unemployed, underemployed and incumbent workers referred by workforce centers in the WIRED region. iCAST developed and offered two new training programs covering wind technology and maintenance and commercial energy efficiency audit. Additionally, iCAST trained over 1,000 students through its WIRED training programs available online at <http://www.icastusa.org/>.

**LMI Brochures** - Colorado's Labor Market Information department created industry brochures for the targeted WIRED industries of aerospace, bioscience, energy and information technology. The brochures are being used to encourage high school youth exploration of careers within these industries and to provide information regarding post-secondary educational opportunities. The audiences for the brochures include high school juniors and seniors, their parents and school counselors located within the nine-county WIRED region. The brochures are available in English and Spanish.

#### **Training, Placement and Partnership Outcomes**

The table below profiles the key impacts of WIRED with regard to talent development and partnership strategies.

The WIRED initiative has also funded over 35 replicable promising practice programs that demonstrate partnerships among workforce, education, and economic development, including:

Metro Denver WIRED Training, Placement, and Partnership Outcomes	
Participants completing education and training	2,659
Participants attaining a degree or certificate	2,312
Training completers placed in employment	834
Low income/minority participants completing the program	1,350
Educators prepared for instruction in targeted industries and/or STEM Skills	532
Projected number of additional students that will be trained as a result of:	18,056
• Career guidance strategies, work-based strategies, curriculum/education/training programs developed/revised	552
• Industry-education-workforce partnership and outreach strategies developed/implemented	79



- \$8.4 million for JumpStart and Workforce Innovation grants
- \$340,000 for WIRED Individual Training Accounts
- \$300,000 for Career Academy projects
- \$300,000 for SECTOR strategy initiatives
- \$90,000 for the Business and Education Talent Readiness project
- \$100,000 for career industry brochures
- Completion of research and analysis phase: asset mapping, job matrices, a workforce study, a gaps and issues analysis, a career pathways report, a workforce competencies analysis
- Partnership with Governor's Office on NGA STEM grant

## RAPID RESPONSE

The Colorado State Rapid Response Unit has had a successful year with expanded efforts to meet the needs of businesses and dislocated workers around the state. As a result of these efforts, a total of 227 employers received layoff transition services. In addition to providing services to the businesses, a key component to the Rapid Response program is responding to the needs of employees affected by these layoffs. Specifically, this year we have seen major layoffs in the retail trade, manufacturing, government, and finance and insurance industries.

### Business Outreach Events

The Rapid Response Unit has continued to focus on outreach. Along with our Colorado workforce center partners, we

participated in three major business-to-business events reaching out to over 400 employers. The events were hosted by the Colorado Society of Human Resource Management, Colorado Human Resources Association (CHRA) and the Denver Metro Chamber. These continue to be valuable partnership/memberships that provide opportunities to promote Rapid Response services to business.

Rapid Response participated in two community resource fairs on August 20 and October 20, 2009. These were opportunities for business proprietors and the general public to connect with information about local workforce centers and other community entities, including rapid response.

### Local Dislocated Worker Initiatives

This year marks some exciting approaches developed by local workforce regions. The Larimer County Workforce Center began providing expanded customized services to employers. This has allowed them to use career exploration paired with career pathways tools to match employees to compatible jobs prior to layoffs. Larimer County has also used layoff reserve funds to offer "Laid Off to Living" support groups.

A large number of regions have begun implementing Economic Modeling Specialist Incorporated (EMSI) data analysis, in collaboration with the CDLE Labor Market Information section, to draw connections between current and transferable skills to real-time job openings.

Denver's Division of Workforce Development has moved to streamline the process of connecting dislocated workers and job seekers to jobs. This new



**State Rapid Response staff Petra Chavez and Chris Carman provide program information to businesses at the Colorado Society of Human Resource Management annual conference**

process is a "Job Ready 1-2-3" model. The steps towards employment are: Get Informed, Get the Tools, Get Placed.

### Colorado Bar Association

The Colorado Bar Association continues to be a successful partnership. We have delivered five presentations at law firms that deal directly with the WARN Act and employment issues. The focus is to educate attorneys, who are working with employers filing WARN notices, regarding Rapid Response services that can assist their clients during a layoff situation.

As a result, the State Rapid Response Unit continues to receive referrals from employment attorneys, and we are able to reach out to companies that otherwise would not have known about our services.

### Outplacement Partnerships

Our continued relationships with outplacement companies like Right Management, Resnik Partners and Drake Beam Morin have continued to develop, allowing us further opportunities to connect with separated employees. These partnerships



# The E3 Career

and Resource fair reached its highest participation rate yet and provided a venue where over 6,000 unemployed and/or underemployed job seekers gained access to employment opportunities in high-growth industries. Continued support from workforce center specialists allowed for over 250 people to benefit from a professional resume critique.

have given us the opportunity to participate in on-site workshops for those clients nearing the completion of their contracts and provide information about on-going services and educational opportunities that are available through the workforce centers statewide.

The Rapid Response unit, in collaboration with the outplacement companies, offered 10 open workshops throughout PY09 to get information out to affected employees who were no longer attached to specific companies, but were continuing to be provided services through the above mentioned companies.

## Expanded Outreach Strategies

In the past year, the Rapid Response Unit has taken a look at how unemployment insurance customers could learn about the dislocated worker and workforce center services. One new approach has been to create audio recordings explaining service options. Now, when individuals call the unemployment customer claims center and are waiting to

talk to a representative, they hear short narratives about dislocated worker and veterans services.

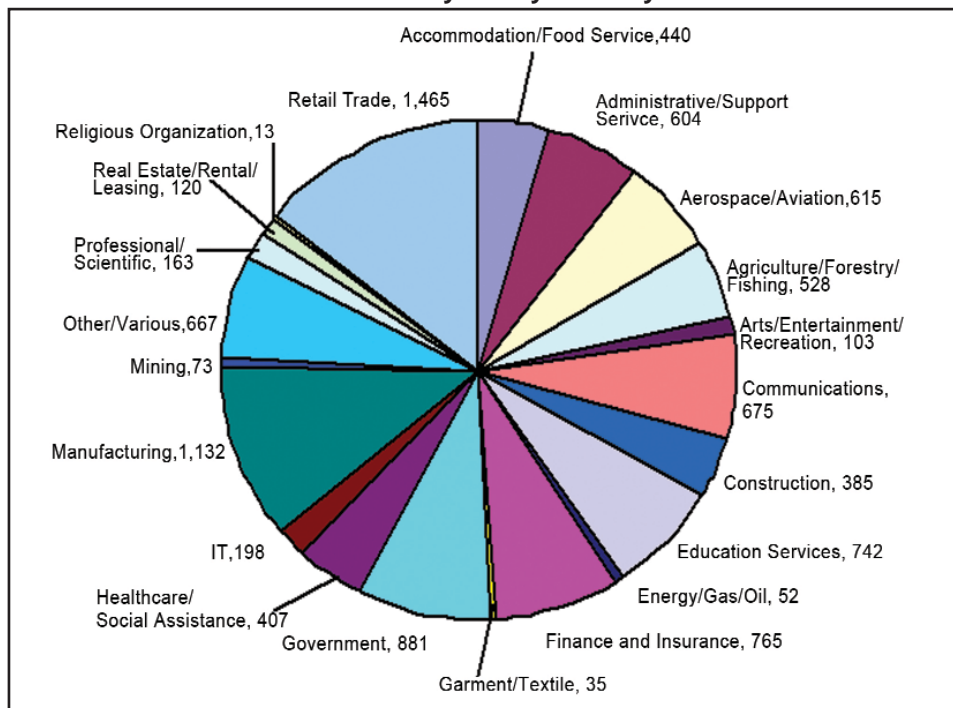
In a similar approach, the Labor Market Information survey team has begun to include contact information for Rapid Response when they are making their scripted calls to companies as part of their LMI surveys. This is in an effort to continue educating the business community about available services offered through Rapid Response.

Advertisements were also utilized for outreach efforts. Throughout the year, local publications such as the Colorado Human Resource Magazine, Denver Post and Denver Business Journal ran informational advertisements or featured short articles targeting business. Each time one of the advertisements ran, Rapid Response saw an increase in the number of calls from businesses requesting service.

## 8th Annual E3 Career and Resource Fair

Through the combined efforts of

**PY09 Layoffs by Industry**



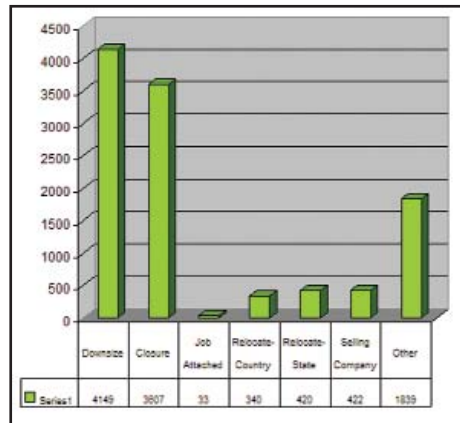
the State Rapid Response Team, the Governor's Summer Job Hunt Program, the Colorado Workforce Centers and the Colorado Workforce Speaks committee, a successful E3 Career and Resource Fair took place on September 9, 2009. The E3 Career and Resource Fair focuses on three critical elements of building a world-class economy: employment, education and economic growth. Among the 115 booths, 85 were dedicated to employers in high-growth industries, and the remaining booths were reserved for community resources and educational institutions.

The E3 Career and Resource fair reached its highest participation rate yet and provided a venue where over 6,000 unemployed and/or underemployed jobseekers gained access to employment opportunities in high-growth industries. The continued support from the workforce center specialists allowed for over 250 people to benefit from a professional resume critique. This offering continues to be reported as a valuable and highly sought out resource. A "Disability Navigator Booth" was available for people with any type of disability. This year electronic registration with [www.connectingcolorado.com](http://www.connectingcolorado.com) was utilized again to introduce new job seekers to their local workforce center and the benefits of using this multifaceted job search database.

### **Rapid Response Statistics**

During 2009, state and local Rapid Response teams served the following groups and provided the following services:

- 227 employers received layoff assistance services
- 10,810 individuals were dislocated based on the highest number reported by each employer.



**PY09 Reasons for Layoff**

- Of the 10,810 affected individuals, 3,607 were affected by business closures, 4,149 were affected by a company downsize, 422 were affected due to sale of company and 1,582 were affected for various reasons.
- Nine companies that utilized Rapid Response were TAA certified.
- 50 companies provided WARN notification to the State Rapid Response Dislocated Worker Unit.

There were 135 layoff transition workshops provided throughout the state, with 2,776 dislocated workers in attendance. In addition, the State Rapid Response Unit offered the opportunity for affected employees to attend a two-hour layoff transition workshop and connect with many of the local workforce centers outside of their business location. Three workshops were also conducted at faith-based organization job clubs, targeting people that had been recently separated from employment.

### **AUTOMATION INITIATIVES**

**Enhancement to Connecting Colorado** - During PY09, Colorado moved staff WIA/TAA

functions from Joblink to our Connecting Colorado web-based user interface. WIA, TAA, Wagner-Peyser, WOTC and financial tracking all are processed on the same underlying database. All of these functions, with the exception of the financial systems, are now accessible via Connecting Colorado.

This allows close integration of all One-Stop functions. Having these functions on a web-based interface allows for easy access from any PC with an Internet connection and provides more intuitive data entry processes for new employees.

### **Expanded Document Scanning -**

All required documents for TAA data validation are now scanned and available online. Our rural region now has all of its WIA documents scanned and available. Many of the locally run regions have adopted a policy of scanning all documents on new applicants, which will simplify document access for monitoring and allow cost savings in the regions as their requirements for document storage and security are reduced.

### **DISABILITY PROGRAM NAVIGATOR (DPN)**

Disability Program Navigators (DPNs), benefits planners and assistive technology are just three pieces of the integrated support services provided at the local workforce centers to assist job seekers with disabilities. The DPN provides expertise and serves as a resource person to the workforce investment system, with the goal of increasing employment and self sufficiency for persons with disabilities.





# The Colorado

Workforce Development

Council (CWDC)

received additional

funding from the U.S.

Department of Labor to

develop and refine

various disability

technical assistance

and training tools for

use by workforce

systems around the

country. In addition,

Colorado participated

in a national study with

the USDOL/ETA

regarding the benefits of

the Disability Program

Navigator (DPN) Initiative.

Some of the core functions of a DPN include: training workforce center staff and partnering agencies on activities, services and resources available in their local community; developing linkages and collaborating with employers to promote the hiring of people with disabilities; providing information on assistive technologies and/or referrals to organizations that can serve as resources; and ensuring the workforce center facility, services, programs and equipment are accessible to persons with disabilities.

## BENEFIT PLANNERS

In addition to the DPNs, there are benefit planners (BPs) available to anyone accessing a workforce center or a Division of Vocational Rehabilitation office. The BP is available to educate and provide information about Social Security Administration, Work Incentive Programs, PASS plans, Ticket to Work, Impairment-Related Work Expenses and Eligibility/ Application Processes for SSDI/SSI Benefits. They also assist people with determining the potential impact of income on benefits (i.e., SSI/SSDI, Medicare and Medicaid).

In each of the workforce regions, there is at least one Universally Accessible Workstation that contains approximately 22 assistive technology devices and software available to assist job seekers with disabilities, including:

- Text magnification systems
- Computer screen magnifier
- Software to read screen and text

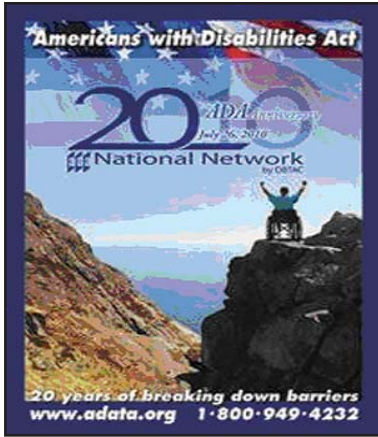
- Audio amplification equipment
- Software to enhance reading and writing productivity
- TTY/TDD
- Physical accommodations

The Colorado Workforce Development Council (CWDC) also received additional funding from the U.S. Department of Labor to develop and refine various technical assistance and training tools for use by workforce systems around the country. Colorado WIN Partners (WIN) at the University of Colorado Denver took the lead on developing these tools in collaboration with the CWDC and Colorado's DPN Initiative. In addition, Colorado participated in a national study with the USDOL/ETA regarding the benefits of the DPN Initiative.

## DPN STATE AND LOCAL MATURITY MODEL INVENTORIES

The Maturity Model Inventory assists states and local workforce center staff to: (a) identify the phase of implementation of the DPN Initiative as defined by the key areas in the Maturity Model Matrix, (b) educate partners about the growth of the program, (c) orient new staff, (d) provide policy direction, and (e) identify priorities for technical assistance.

This information about the status of the DPN Initiative can be used to educate partners, make choices about policy and technical assistance to continue growth, orient new staff about the current status of the Initiative and what changes are being made, and orient a new DPN.



### Celebrating the 20th Anniversary of the ADA

The State and Local Maturity Model Inventories have been automated for ease of use and scoring and for creating custom reports accessible for use around the country. These Inventories can be accessed at: <http://www.winpartnerssurvey.org/development/index.php>. After a user completes a survey, a summary report is provided explaining the results of the responses and tips for advancing to a higher phase of DPN implementation.

### DPN BUSINESS BRIEFS

Colorado WIN Partners also developed a series of Business Briefs through this project. These tools were developed for use by Colorado's DPNs and workforce system personnel to engage businesses and dispel myths of individuals with disabilities in the work place. The Business Briefs are designed to dispel myths regarding job accommodations, the Americans with Disabilities Act and commonly held stereotypes, while at the same time reminding businesses of the no-cost resource (DPN) on

workplace disability issues. These briefs were disseminated to all DPNs and are available at [www.cowinpartners.org](http://www.cowinpartners.org).

### ONLINE DISABILITY AWARENESS TRAINING

Colorado WIN Partners was responsible for developing and managing this online disability awareness training course, designed for workforce center professionals and other individuals who would like to more effectively serve individuals with disabilities. The course consists of five core units (Universal Access, Assistive Technology, Overview of the Disability Program Navigator Initiative, Integrated Resource Teams and Serving Customers with Disabilities in the Workforce Center) and five elective units (The ADA and Accommodations, Effective Collaboration, DPN Maturity Model Matrices, Ticket to Work and Effective Communication).

Participants who complete all five core units plus one elective unit and pass all of the tests included with each unit received a certificate of completion. The online course was available through the e-Colorado website at <http://www.e-colorado.org/default.aspx>. In PY09, over 50 workforce center employees enrolled in the online training.

### QUANTITATIVE EVALUATION OF THE DPN INITIATIVE

USDOL/ETA contracted with Mathematica Policy Research (MPR) Inc. to conduct a quantitative evaluation of the DPN Initiative through the use of

the One-Stop Career Center system by Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) beneficiaries. Colorado was one of four states who participated in the study. The study is entitled "Use of One-Stops by Social Security Disability Beneficiaries in Four States Implementing Disability Program Navigator Initiatives," Mathematica Policy Research Inc., May 2010 and can be downloaded at: <http://disability.workforce3one.org>.

### STATE ENERGY SECTOR PARTNERSHIP GRANT

The Colorado Workforce Development Council (CWDC) successfully applied for a U.S. Department of Labor grant opportunity to increase awareness about energy conservation and training opportunities. The State Energy Sector Partnership (SESP) is an innovative, three-year partnership between Colorado businesses, training providers and government to give businesses the workforce they need to thrive, grow and help Colorado workers have a career in the energy efficient or renewable energy fields.

Training opportunities will focus on industry-recognized certifications and degrees. In short, this is where business demand and a talented workforce meet. This \$5,998,021 grant, involving all workforce regions and multiple partners, will be utilized for the following activities:

#### Statewide Apprenticeship Partnership

Registered apprenticeship programs are an effective and efficient way to train people for



COLORADO success-

fully applied for a U.S.

Department of Labor grant

to increase awareness

about energy conservation

and training opportunities.

The State Energy Sector

Partnership (SESP) is an

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businesses the workforce

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have a career in the energy

efficient or renewal energy

fields.

energy efficiency and renewable energy jobs. The SESP grant will support registered apprenticeships that contain a green curriculum focused on the skills apprentices need to meet the demand of Colorado business.

### **Energy Scholarships**

Not all energy efficiency or renewable energy jobs require the skills learned in an apprenticeship. That is why scholarships will be awarded to Coloradans who want to earn certificates or add to their education to meet the demands of renewable and energy efficient employers.

### **Public Awareness and Youth Outreach**

Student ambassadors will be trained through a public awareness campaign to help students and adults increase their awareness of the benefits of energy efficiency and renewable energy. Green practices put into motion by these newly aware youth and parents will result in measurable energy savings. And, the program will expand citizen participation in activities that will create jobs and business opportunities.

### **The Energy Sector Entrepreneurial Pilot Project**

Partnering with venture capital sources, business incubators and Colorado small business development councils, the SESP will help support 30 entrepreneurs in starting energy efficient or renewable energy related businesses. This program will start in 2011.

### **Youth Conservation Corps**

The Youth Conservation Corps is a program that works. The corps provides an employment opportunity for young people to work on conservation projects as part of a team. Teams work together to provide water or energy efficiency measures to low-income

residents and nonprofit organizations, or complete land conservation projects in state and local parks, mountain areas and national forests including trail building, noxious weed removal, community gardening and fire mitigation.

Corps members get training and experience and earn education awards. Help is also provided to coordinate personal, academic and occupational goals; complete a GED, if necessary; and gain knowledge and/or employment in the field of conservation.

### **Energy 101**

To take advantage of the career opportunities with renewable energy and energy efficiency businesses, Coloradoans must know about the associated jobs and training needed for them. Outreach workshops will be delivered through the SESP to provide this information and referrals for grant participation.

### **Smart Grid Training**

Several Colorado communities are implementing smart grid technologies. Partnering with these communities to provide the needed training to engineers and other occupations will help support implementation of the SESP grant.

## **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 300,000 young people (ages 16-21) have found summer employment.



During PY09, employer involvement with the GSJH program occurred 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 56,862 registering for services and 26,500 young people entering employment. This was an increase from PY08 despite the downturn in the economy.

The media sponsor of the GSJH is KUSA-9NEWS, 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 airwaves on youth job opportunities. The GSJH was also promoted throughout the state via onsite presentations, personal contacts, focus of the month displays, employer mailings and networking with community agencies and schools.

### **Snapshots of Youth Activities Across the State**

**Arapahoe/Douglas WORKS!** Youth in the Works!, in partnership with the Denver Office of Economic Development Youth Team, sponsored a GSJH Youth Job and Career Resource Fair at the Colorado Convention Center. This regional event received additional support from KUSA 9NEWS, GSJH and WIA funding. The event provided information for more than 2,200 youth. Arapahoe/Douglas



**Governor Bill Ritter and 9News Anchor Adele Arakawa join CDLE and Workforce Center volunteers at the Teenline9 call-in event.**

WORKS! has also created the **Youth Energy Conservation Corps** that assists the Weatherization Department within Arapahoe County with providing energy audits for both Arapahoe and Adams Counties.

**Jeffco Young Adult Job Fair** was held at the Jefferson County Fairgrounds with over 1,700 youth attending. "Get a Job" workshops were held with youth receiving information on how to get a job, interviewing skills, pre-employment skills, how to stand out to employers at a job fair and more.

**The Pikes Peak Youth Zone** recognized Weisburg Landscape Maintenance for helping youth gain valuable work experience. This company is committed to training and grooming its employees for meaningful careers in the green industry. The Youth Zone also recognized Pikes Peak Community College's information technology (IT) department for providing jobs for 16 year olds. Pikes Peak Community College developed training opportunities for young people and internships that would be springboards to career paths.

**The Southeastern Region** - This year, Lamar-area employers identified their top three concerns regarding today's youth in the workforce: lack of strong work ethic, failure to show up on time and being able to hire youth who can act professionally in the workplace. This information was conveyed to youth during job skills workshops at area schools and during condensed job skills workshops at the workforce center. The Lamar Workforce Center also participated in the first annual **Girls in the Middle Conference** held at Lamar Community College with middle school aged girls attending.

Trinidad's **Youth Employee of the Week** articles were published by the Chronicle News from July through August and featured 13 youth and 11 employers who were also honored at a banquet.

**Eastern Region** - The Limon workforce center held a FFA-sponsored **Interactive Career Fair**. The five career areas being presented were: computer (IT), education, health, law enforcement and skilled trades. The Circle of Life interactive game had students investigating different agencies to discover what the



**One of the many youth job fairs held across Colorado as part of the Governor's Summer Job Hunt**

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agency was all about and what was available for them now and in the future.

The Sterling workforce center, Northeastern Junior College and other county agencies hosted a career fair for high school students throughout the region. A **Sterling Youth Rally** was held to advertise what services are available to help them prepare for, find and keep a job.

**Workforce Boulder County (WfBC), Adams County, and the Denver Division of Workforce Development** provided **work readiness activities** and classes to hundreds of young adults. Some were conducted onsite at the workforce centers and others were conducted through local schools, libraries and resource centers. Topics included application completion, writing resumes, interviewing tips, customer service, appropriate dress and appropriate behavior on the job. The Adams County Workforce Center and Early Childhood Services Division developed an in-house handbook for temporary staff employed specifically for the GSJH. WfBC established over 100 new partnerships with a wide variety of public, private, green, non-profit and government employers to support the GSJH.

The **Mesa County Workforce Center** created a new partnership with Mesa State College to get publicity for Center services in Mesa State College's phone directory. This directory runs through the school year and helps recruit youth during the off season. The workforce center is a fabulous resource that is not utilized to its full capacity by college students, even though the GSJH serves up to age 21.

## Colorado Construction Career Days

The GSJH and Colorado workforce center youth teams served on the planning committee for Colorado Construction Career Days, which is an industry sponsored event for high school students, grades 10 through 12, to explore various aspects of construction: building, highway, engineering and architecture. Activities such as operating heavy equipment, designing a traffic circle, testing materials, making a sheet metal tote and wiring an electric box offered students a hands-on glimpse of the diversity of careers in the industry.

Small groups of students were escorted by construction industry volunteers who served as a source of information about the business as well as guides to the activities. The October 2009 drew over 1,700 students from around the state, as well as youth that are participating in programs within the Colorado workforce centers.

The Mesa County and Pikes Peak Workforce Centers have been looking at projects to increase the number of job seekers in the construction trades. They both held **Construction Career Days** for youth in their areas. These events are fashioned similarly to the Colorado Construction Career Days on the Front Range. Both centers were involved in many facets of the event from providing funding to helping students directly.

## Youth Job and Career Fairs

**South Central Region** - The STEM (science technology, engineering and math) initiative was introduced to Trinidad High School freshmen and



sophomores. This was instrumental to the design of a student career fair. Businesses were contacted to make career presentations. Students were given workshop packets including career information and Trinidad State Junior College course requirements targeted for careers in STEM occupations.

**The Metro Youth Job Fairs** (Arapahoe Douglas Works!, Jeffco, Broomfield, Adams County and Denver) always serve a large turnout. Employers' evaluations stated how great it was to see youth appropriately dressed for their job search and interview needs. The Adams County Workforce and Business Center organized bussing with all of the major school districts to ensure youth in pertinent middle and high schools could attend.

**The Western Colorado Energy and Mining Project** in the region encouraged youth to explore and go into energy related careers. In the Western Region, that includes the coal mining industries and oil/gas in Mesa. Colorado Workforce Center staff participated in



**Natalie receives the youth award from Don Mares, CDLE Executive Director. She faced obstacles and barriers to success, but overcame them through hard work and a positive attitude.**

the Rifle Energy Fair and also encouraged local youth to look at energy related careers/jobs.

**Employment Services of Weld County** - Weld County participates in many job fairs throughout the year, and 2009 was no different. One of the valued partnerships for the youth job fairs in Weld County is the City of Greeley. They are able to leverage resources and have a city banner to promote fairs in Greeley for two weeks. The workforce center has also developed a new partnership with Fort Lupton High School, a collaborative effort to help students find employment. Together they hosted a teen job fair.

The **Larimer County Workforce Center** (LCWC) hosted two successful open houses in the spring of 2009 at the Loveland and Fort Collins Workforce Centers, highlighting youth services. These events provided an excellent opportunity for youth and their parents to acquaint themselves with the LCWC and receive assistance registering with connectingcolorado.com.

The **Western Region** participated with the Delta Montrose Technical College as part of the technical school's career fair. Workforce center staff helped with teaching how to develop a resume and how to interview.

**Annual Appreciation Ceremony**  
"Thank You for helping young people succeed!" That was the message of the GSJH Appreciation Ceremony held August 20, 2009 at the Governor's Mansion. Lynne Valencia, KUSA 9NEWS, emceed the program with Donald J. Mares, Executive Director of Colorado Department of Labor and Employment, and Booker T.



**The owners of Danielson Design, a Trinidad employer, receive an employer award from CDLE Executive Director Don Mares for providing teens an introduction to careers in design work.**

Graves, Colorado Workforce Development Council, presenting awards to 15 businesses nominated by workforce centers. The business recipient award read: "Young people can develop into confident, creative and intelligent leaders if the opportunities to succeed are available. By investing in these critical years, you have greatly affected the future of our communities." Seventeen youth were recognized for outstanding work and achievements. Their plaque read "Reach for the Stars Award: In Recognition of your outstanding work performance."

"The program's success is due to community-minded employers," says Donald J. Mares, Executive Director of the Colorado Department of Labor and Employment. "If tomorrow's workforce is to meet the needs of business, then Colorado educators and employers must be working together. Every employer who hired a young person this summer was working in collaboration with our schools to build and strengthen our future workforce."



# Cost Effectiveness, Evaluation, and Waivers

## **COST EFFECTIVENESS ANALYSIS**

Colorado works to ensure all its resources are expended in the most effective and cost efficient way. We have a continuing policy of examining outcomes and cost effectiveness of all our programs to guide us in this effort. In this analysis, we consider benefits for our clients and cost savings/increased revenue for government entities. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits and other forms of public assistance. Studying increases in taxes paid and decreases in reliance on public assistance would require coordination with several other agencies with privacy rules that make it extremely difficult, if not impossible, at this time. Colorado is currently studying the possibility of implementing a data warehouse that will enable a return on investment approach to its programs. Currently, we can only look at average cost per participant as a guide to this, combined with our results on the performance measures. Total percent of formula funds expended has dropped somewhat from PY08 due to the availability of Recovery Act funds.

### **Adult Program**

- Expenditures - \$7,052,373
- Cost per client served - \$1,705

### **Youth Program**

- Expenditures - \$7,888,661
- Cost per client served - \$2,504

### **Dislocated Worker Program**

- Expenditures - \$7,600,942
- Cost per client served - \$4,296

### **Overall Assessment**

The above discussion on each program does not include savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 21% of our Adult clients and 41% of our Youth clients in PY 2009 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 reduced their dependence on public assistance. We do not have any way to quantify this without information that is not currently available to us.

## **STATE EVALUATION ACTIVITIES**

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. CDLE evaluates each region's outcomes by utilizing the Common Measures of performance for adults, dislocated workers and youth programs, as outlined in TEGL 17-05. Tools are provided allowing each region to track its performance on these measures as the year progresses and to let them track impact on performance of each client. CDLE's comprehensive monitoring guide, recognized as a model by the U.S. Department of Labor (USDOL), is the end result of an on-going monitoring and technical

The OJT and Customized Training waivers provide major incentives for employers to engage in the workforce system as they attempt to weather the current economic downturn. These waivers allow regions to increase employer reimbursement for on-the-job training and reduce the required employer contribution for costs of customized training through a sliding scale based on the size of the employer.

assistance process that has built a strong working relationship between the State and local workforce regions. Quarterly, state workforce liaisons from CDLE meet with the regions they oversee to review client service levels, program expenditure rates and performance outcome results. Through these reviews, staff identifies areas that may require additional technical assistance and training to rectify deficiencies prior to start of annual state compliance monitoring.

## WAIVERS

**Common Measures** - During PY09, Colorado continued to implement the waiver to replace the WIA performance measures at WIA Section 136(b) with the Common Measures. To build on training provided in the Common Measures baseline year and in subsequent years, CDLE continued to provide technical assistance to workforce center staff to insure a full understanding of the programmatic and reporting impacts of the measures. Policies were issued to guide staff in the development of effective methods to address the new definition of certificates for WIA youth participants.

**Local Activity Funds** - Colorado requested and received an extension through PY09 for its "local activity funds waiver," which is now targeted to layoff aversion activities. Under this waiver, local areas will be allowed to use up to 20% of their dislocated worker formula funds for incumbent worker training that is part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. Local areas are required to meet performance outcomes for any

individuals served by a local activity under the waiver.

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

**Youth Element Procurement** - Colorado was granted an extension through PY09 of its waiver of the requirement to competitively select providers of three of the 10 youth program elements. These elements are Paid and Unpaid Work Experiences, Supportive Services and Follow-up. By including these elements in the design framework of the WIA Youth Program, local workforce centers have been able to provide greater continuity of service for youth and enhance their case management process.

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

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

The customized training waiver allows a sliding scale for the employer contribution toward the cost of customized training. The employer match permitted is:

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

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

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







# **Winning in a Challenging Economy**

## LOCAL REGIONS





# Adams County Workforce & Business Center

**M**ission:

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

**V**ision:

To be the leader in workforce development that maximizes opportunities and partnerships to promote the economic growth of the community and enhance the quality of life in Adams County.

## REGIONAL PROFILE

Adams County is one of the five most populated counties in Colorado, covering 1,191.93 square miles and nine municipalities, and is projected to be the fastest growing county in Colorado over the next two decades. According to the U.S. Census Bureau, the population in 2009 was recorded at 440,994 residents, which represented a 66.4% growth rate from the 265,000 residents recorded in 1990.

Households in Adams County tend to be larger than the Colorado average (2.81 persons per household compared to 2.53 persons per household in Colorado). The larger family size explains why the per capita income in Adams County is approximately \$5,000 less than the state average, while the median household income is essentially static.

Residents in Adams County are younger and more ethnically diverse

than in Colorado as a whole. More children under the age of 18 and more residents of Asian and Hispanic heritage reside in the area. According to the JobLink Volume Report, of the 56,448 estimated residents who utilized the services of the Workforce & Business Services Division in PY 2009, 18,540 (32.8%) were Hispanic, 6,865 (12.0%) were Black or African American, 1,635 (3.0%) were of Asian descent, and 5,816 (10.0%) were of mixed ethnicity.

The overall unemployment rate went up 4.6%, from a low of 5.3% in PY 2008, to 9.9% in PY 2009, the highest unemployment rate in the Denver Metro area. The economy and overall labor market conditions remained soft and were a direct reflection of the continued increase in job seekers from PY08 to PY09. The total visitors to the four Workforce & Business Center locations who were Unemployment Insurance claimants increased to 65% (36,515) in PY09 from 61% (32,242 of 52,450) in PY08.

Demographic Characteristic	Adams County	Colorado
Population 2009 Estimate	440,994	5,024,748
Population, Percent change, April 1, 2000 to July 1, 2009	26.7%	16.8%
Persons per household, 2000	281	253
Median Household Income, 2008	\$56,601	\$57,184
Per Capita Income, 1999	\$19,944	\$24,049
Persons under 5 years of age, 2008	9.1%	7.3%
Persons under 18 years of age, 2008	28.7%	24.4%
Persons 65 years and older, 2008	8.0%	10.3%
White, 2008	56.6%	71.3%
Black or African American, 2008	3.5%	4.3%
Asian, 2008	3.3%	2.7%
Hispanic or Latino, 2008	35.6%	20.2%
Language other than English spoken in home	21.6%	15.1%
High School Graduates, percent of person age 25+, 2000	78.8%	86.9%

(Source: U.S. Census Bureau; State & County QuickFacts, 2009 Estimates)

Staff assisted services, provided to 36,659 customers, helped to produce 15,818 entered employments for the program year.

In PY09, a total of 1,462 customers were enrolled in WIA programs, either regular formula funds or American Recovery and Reinvestment Act (ARRA) funds:

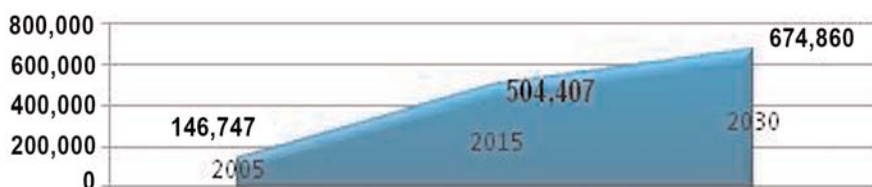
- 405 customers in the Adult program
- 138 customers in the Dislocated Worker program
- 181 customers in Adult ARRA
- 187 customers in Dislocated Worker ARRA
- 282 customers in the Youth program (In-School/Out-of-School youth)
- 269 customers in the Summer Youth ARRA Program

The Veterans' program continued to be successful in PY09, with 5,908 veterans served and 1,127 entered employments (New Agent report) during the year. The Veterans' referral ratio was at 57.57% for the year with the non-vet referral rate at 35.42%, which exceeded the mandate to provide Adams County Workforce & Business Center veteran customers with priority of service.

### Service Delivery Strategies

- **Department Reorganization**  
In July 2009, the Adams County Workforce & Business Center experienced a reorganization under the newly formed Human Services Department, which combined the Workforce Center and Head Start Programs to form the Workforce and Early Childhood Services Division. The strategic direction, or the goals for continuous improvement, remain the same, and partnerships with other programs such as Community Development, Child

### Household Projections for Adams County, 2005-2030



Welfare and Colorado Works have increased.

#### • **Relocation - Adams County Government Center**

In early 2011, the Adams County Workforce & Business Center will be moving three of its four locations (Westminster, Thornton and Brighton) to the new Adams County Government Center in Brighton, Colorado.



**Artist rendering of main entrance of the new Adams County Government Center**

The Government Center has been designed as a civic campus, with its exterior public plaza acting as the county's front door. Built using state of the art green technology, the new Government Center in Adams County will be a unique and exciting visitor and user experience.



**Aerial view of new Adams County Government Center**

### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

The Adams County Workforce & Business Center has maintained its focus on the development of jobs and engaging employers to use the services and human capital the workforce system has to offer in the current economic recession. The following initiatives reflect this focus.

#### **Motherhood Project**

The Motherhood project provides women offenders who are the parent of a child under the age of 18 with the skills, programs and services that will reduce the barriers to employment, stabilize their environment, establish a connection with children and family, and promote responsibility and self-sufficiency.

This project addresses specific workforce challenges of female ex-offenders, providing gender specific employment and supportive services. The grant's goals and objectives are to deliver:

- Assessment services
- Work readiness training
- Vocational training
- Job placement
- Supportive services
- Case management
- Follow-up services

During the assessment, the participant and case manager will work to mutually identify goals and develop a Success Pathway



**S**uccess Story:  
 April, a single mom with little income, came to the Center in August 2007, requesting scholarship assistance to complete her RN training. She completed her coursework in December 2008, received her RN license in April 2009 and is now employed as a full-time nurse. April has thanked Workforce Center staff numerous times for all the services they provided to help her complete her education and start her career.

that outlines the goals and steps that the participant will take to achieve her goals. Outcomes will focus on obtaining and retaining employment and reducing recidivism.

#### **HIRE Colorado**

HIRE Colorado provides training and subsidized employment opportunities for those who have exhausted their unemployment insurance benefits, have children and meet TANF 3 & 4 income eligibility levels.

The work experiences are designed to provide temporary income and develop new skills while seeking permanent employment. The program benefits employers by allowing them to continue or expand operations and helps TANF by reducing or stabilizing caseloads through diversion from the Basic Cash Assistance program.

Since the program began in March 2010, 161 participants have been enrolled and engaged in subsidized employment. Over 70 employers have participated in the program in Adams County and expressed their satisfaction with the quality and professionalism of the participants.

As of July 1, 2010, 38 participants have obtained full-time jobs at an average wage of \$14.91 per hour, 12 of whom were hired by HIRE Colorado employers.

#### **GED Attainment for Disconnected Youth**

The Adams County Workforce & Business Center received a \$20,000 grant from the State Youth Council that will be used to target older disconnected youth between the ages of 17 and 21, who have extremely low TABE scores (between 2nd and 5th grade reading and math). The program will focus on high school dropouts who wish to obtain their GED but would likely fail using standard programs within the community devised for this purpose.

The Adams County Workforce & Business Center will partner with the Center for Empowering Education to accomplish this task. This service provider has a unique approach to assisting youth to obtain their GED by keeping their teacher-to-student ratio at 20 or below per class.

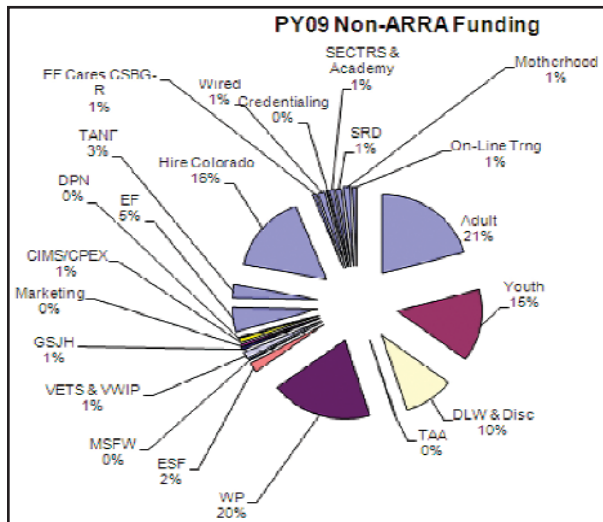
The Center for Empowering Education has guaranteed that if a student does not pass all or one of the standard GED tests, they will provide services for free, after the initial fees have been paid, until that student passes. The most unique feature of the program is the one-on-one instruction provided to students.

The philosophy of providing specialized attention, small classrooms and an environment that motivates and sets the student up for success will assist the Adams County Workforce & Business Center to serve

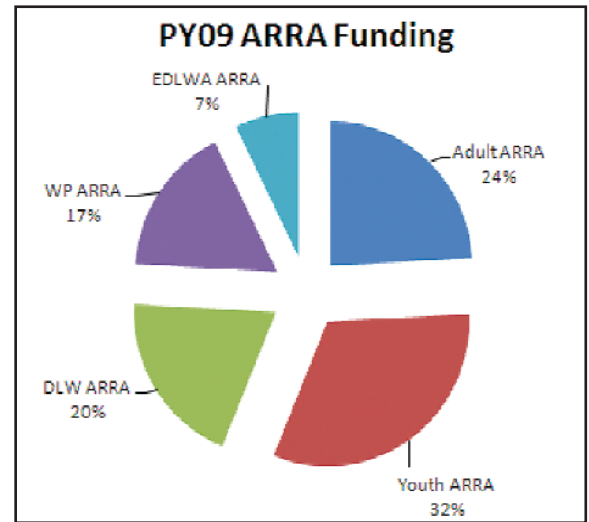
### **PY09 Common Measures Performance**

<b>ADAMS COUNTY WORKFORCE AND BUSINESS CENTER</b>			
<b>ADULT</b>		<b>DISLOCATED WORKER</b>	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	105%	Entered Employment	99%
Retention	104%	Retention	108%
Average Earnings	120%	Average Earnings	121%
<b>YOUTH</b>			
Standard	Percent of Goal		
Literacy/Numeracy	235%		
Placement	120%		
Degree/Certificate	116%		





## ADAMS COUNTY



25 youth within the community who otherwise would not have access to such services.

### Logistics Career Fair

The Adams County Workforce & Business Center, Employment Services of Weld County and 9 News co-hosted the Fourth Annual Logistics & Manufacturing Career Fair on February 3, 2010 at the Adams County Regional Park. This is one of the few industry-specific job fairs held each year in the Denver metro area, and addresses some of the primary occupations within Adams County such as transportation, distribution, warehousing and manufacturing.

9 News held a morning and afternoon Job Line 9 to publicize the event the day before the fair. In addition, a live-remote broadcast took place at noon from the venue. Over 1,300 job seekers attended this year's event and



**2010 Logistics & Manufacturing Career Fair attendees visit with participating employers**

had an opportunity to visit with 23 participating employers and two schools.

### Youth Resource Fair

The Adams County Workforce & Business Center Annual Youth Resource Fair was held February 17, 2010 at the Adams County Regional Park Exhibition Hall.



**2010 Adams County Workforce & Business Center Youth Resource Fair attracts hundreds of students**

Over 1,600 youth participated in the event and had the opportunity to visit with over 40 employers and resource providers. This annual event is offered to area students to assist them with making connections vital to obtaining seasonal employment and volunteer opportunities. They also have a chance to meet with resource providers that can offer services to them and their families.

Students from Ridgeview Academy assisted Workforce & Business Center staff and Youth Council volunteers at the event. Chef Apodaca from

Ridgeview Academy, along with culinary students, provided a catered soup and salad buffet for participating employers, resource providers and volunteers.

### Youth Council Initiatives

The Adams County Youth Council was instrumental in the development of an expanded youth barrier policy, which has made it possible for a greater number of young customers to qualify for services. The barriers identified were:

- Resides in a neighborhood with few job opportunities or enterprise zone
- Resides in an area of frequent gang activity which makes getting to and from a job risky
- Inconsistent employment during the past six months
- Resides in Section 8 housing or reduced/free public housing
- Resides in other rent-restricted housing
- Aged out of foster care
- Victim of an abusive environment or condition, or experienced a traumatic event or natural disaster



**S**uccess Story:  
 Broc, a single dad living with his parents, came into the Workforce Center in August 2009, wanting to pursue a career as a paralegal. He had had several short-term jobs and decided he needed a stable career. He was very serious and determined to succeed in this field, despite knowing that most paralegal jobs require experience. He was granted a WIA scholarship, completed his training in February 2010 and is now employed as paralegal assistant at the highest salary he's ever made.

The Adams County Youth Council is also developing a user friendly application for the approval of new vendors who wish to conduct business with the Adams County Workforce & Business Center.

The application is designed to assist council members in making informed decisions about training institutions and community agencies based on performance driven results that will benefit youth customers.

#### **WIA Youth Program**

The Adams County WIA Youth Program has initiated a new unpaid internship project designed to provide opportunities for youth to receive exposure to future career paths. This innovative approach coincides with the "Career Cluster Model" of education, which ties work participation experiences to various core classes that high school students may consider taking.



**Students are exposed to future career paths through local workforce projects and resource fairs**

The six-week internships will take place in various private and public organizations that are willing to mentor and guide participants down their chosen career path. Upon completion of the unpaid internship, students will receive a small stipend.

Another goal of the project is to teach youth about the benefits of delayed gratification by learning how to complete required work and tasks prior to receiving monetary incentives.

#### **Workforce Investment Board**

In PY09, the Adams County Workforce Investment Board continued its collaboration with the Arapahoe/Douglas WORKS! Workforce Board to effectively merge efforts to develop jobs in the healthcare and energy sectors. Both boards support taking a regional approach to investing in local businesses to jumpstart the economy of Colorado.

The Adams County Workforce Investment Board also supports an in-depth needs/solution analysis to acquire knowledge in redeveloping the business model currently in use for business services. The analysis will test the possibility of implementing a job multiplier and calculating saturation rates (i.e., for every one job created in a specific field, the creation of related positions will multiply).

Once certain occupations reach a high saturation rate, the demand for those occupations will fall. The concept of job multipliers and saturation rates will provide logical/rational decision-making tools to guide future WIA participants and assist the Workforce Investment Board in partnering with those businesses that offer the most job growth potential.

#### **Awards and Recognitions**

- **Alfred P. Sloan Award Winner**  
 The Adams County Workforce & Business Center was awarded the 2009 Alfred P. Sloan Award for Business in Workplace Flexibility. The Award was part of When Work Works, a research-based initiative to highlight the importance of workplace flexibility as a strategy to increase workplace effectiveness, achieve positive business results and help employees succeed at work and at home.
- **CDLE Best Practices Award- June 2010**  
 During the Rocky Mountain Workforce Development



Association (RMWDA) Conference, June 9-11, 2011 in Vail, Colorado, the Adams County Workforce & Business Center received a Best Practice Award in Innovation for Smart and Dynamic Workflow Solutions.



Clarke Becker of CDLE presents Joel Parriott of Adams County with a Best Practices Award

The region's best practice presentation highlighted the Ultimas document management software program that has converted Adams County's WIA programs into a virtually paperless system.

- **Workforce Champions Award**  
Michael Wukitsch, vice president of human resources at Children's Hospital and Chair of the Adams County Workforce Investment Board, along with Arapahoe/Douglas WORKS! Chair, Kevin Hougan, president of the Aurora Chamber of Commerce, were presented with the 2010 Workforce



From left to right, Kevin Hougan, Linda Murphy, Chris Kline and Joe Barela receive 2010 Workforce Champion awards

Champions award at the 2010 RMWDA Conference. This award is presented to leaders who foster collaborative and innovative workforce development initiatives in their respective regions.

**ADAMS COUNTY**  
COLORADO

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WELCOME TO  
**Adams County**  
A COUNTY ON THE MOVE

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**What's New**

**Cleanup and Redevelopment of Asarco Property**

10/01/2010 - The Adams County Board of Commissioners is pleased to announce that on Thursday, Sept. 30, 2010, Adams County, Denver and the Denver Urban Renewal Authority signed an agreement to cleanup and redevelop the former Asarco property located in an area known as Globeville at the northwest corner of E. 51st Ave. and Washington St. Eighty percent of the 77-acre property is in Adams County.

[More](#)

**Adams County to Present Open Space Forum**

10 Years, 214 Open Space and Parks Projects, Countless Benefits

09/30/2010 - Adams County is celebrating a decade of accomplishments made possible by the Adams County Open Space Sales Tax Program at the Annual Open Space Forum. The public is invited to attend the forum to learn about the county's open space program and the beautiful scenic areas that have been preserved and recreational opportunities the program has made possible.

**Election Information**

- Appointment of Testing Board
- Certified List of Candidates, Issues and Questions
- Certified Write-in Candidates
- Where to Vote in Adams County
- Ballot Drop-off and Replacement Sites
- Click Here for Election Information
- Election Forms

**County Updates**

2009-10 Adams County Report to the Public  
2009 Comprehensive Annual Financial Report  
Pecos Street Grade Separation Project  
Adams County Government Center  
ARRA Reports - 2nd Quarter 2010  
2010 Annual Budget Book  
Military Family Assistance Program



## REGIONAL PROFILE

### Geography and Demographics

The Arapahoe/Douglas workforce region is made up of Arapahoe and Douglas counties. Together, these two counties make up the southeast portion of the Denver-Aurora Metropolitan Statistical Area, which also includes Adams, Broomfield, Clear Creek, Denver, Elbert, Gilpin and Jefferson counties.

Arapahoe County was one of 17 original counties when the Colorado Territory was organized in 1861, and is currently the eighth most populous of the 64 counties now in Colorado. Douglas County is 842 square miles in area, and according to the U.S. Census is the eighth richest county in the nation, with a median household income of \$97,480, and the eighth fastest growing county, with population rising 59.5% between July 2000 and July 2009.

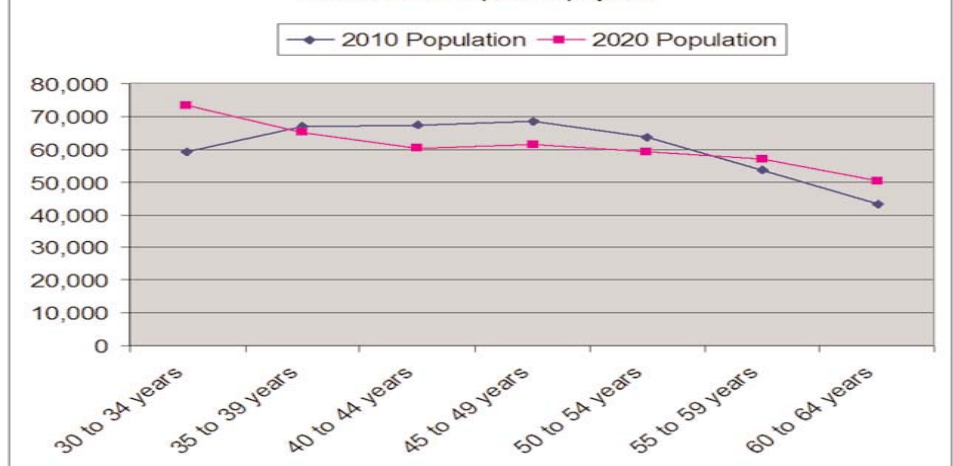
By July 2010, Economic Modeling Systems Inc. estimates population for the two-county Arapahoe/Douglas Works! workforce region at 868,687, with 570,374 living in Arapahoe County and 298,313 in Douglas County. Between 2010 and 2020, population for the two-county region is expected to grow a modest 9.3% to 949,633.

Between 2010 and 2020, the working age population in the Arapahoe/Douglas workforce region between 25 and 64 years old will grow by 12,000, but the group between 35 and 54 years of age will shrink by 21,235, a 7.9% decline. This reflects baby boomers 'aging out' of the workforce and may result in a skilled-labor vacuum in some industries, particularly those requiring high skill levels. At the same time, demand will increase for health care, professional,

The Arapahoe/Douglas region has a significantly higher concentration of contract or entrepreneurial workers than the Denver-Aurora MSA. As of June 30, 2010, 31.2% of the region's total labor force was employed in contract or contingent positions; the average for the Denver-Aurora MSA was 25.5%.

**Changing Workforce in Arapahoe/Douglas Region, 2010-2020**

Source: EMSI Complete Employment





technical and scientific, real estate and financial services.

### **Economy and Labor Market**

The Arapahoe/Douglas workforce region and the Denver-Aurora MSA in general enjoy a workforce with educational attainment well above the national average and a wide variety of high-level work skills. The employed civilian population 16 or older in the two-county region numbers 434,541.

By industry, the highest number of workers residing in the Arapahoe/Douglas workforce region (16.6%) are in the educational services, health care and social assistance super sector; professional, scientific, management, administrative support and waste management (14.6%); finance, insurance, real estate, rental and leasing (12%); and retail trade (11.7%).

The 40,851 persons in the workforce region who do not have a high school diploma are of concern. Of these, 15,899 (2.99%) of the working-age population have educational attainment below the 9th grade level. To be employable, these individuals may need extensive bridge programs to attain success in the labor force, including lengthy instruction in basic and pre-vocational skills, occupational training and/or subsidized work experience.

At the same time, the fact that over 50% of the indigenous labor force is at the associate level or above makes the region very competitive to site selectors and an attractive place to relocate a business.

In the Arapahoe/Douglas workforce region, as of June 30,

2010, 31.2% of its total labor force was employed in contract or contingent positions; the average for the Denver-Aurora MSA at the same date was 25.5%. This trend is expected to continue upward, and may accelerate as local businesses struggle with flat demand. Entrepreneurial companies with fifty or fewer workers create 40% of new jobs, but currently there is no provision in WIA supporting entrepreneurial training using formula funds.

**Economic Base** - In the second calendar quarter of 2010, businesses in the Arapahoe/Douglas workforce region employed 537,690 individuals, which accounted for 34% of total employment in the Denver-Aurora MSA and 17% of the total employment in Colorado.

Between April 1, 2010 and June 30, 2010, the top five sector employers in the two-county region were retail (59,488), professional, technical and scientific services (57,902), finance and insurance (54,554), health care and social assistance (48,796), and government (48,644).

Between January 2009 and June 2010, total employment went

down in the Denver-Aurora MSA by 33,352; in the region, 5,729 jobs were lost during the same period. In the Denver-Aurora MSA, construction took the hardest hit, making up 39.8% of the total job loss.

In the region, industries that lost the most jobs were construction (4,378 jobs lost), and real estate, rental and leasing, with a loss of 2,042 jobs. The biggest gainer in the Denver-Aurora MSA was finance and insurance, with a gain of 1,276 jobs. For the region, the biggest gainer was also finance, which added 1,523 jobs in the two-county area.

Recovery was stalled for most of PY10 in the workforce region. The non-seasonally adjusted unemployment rate in the two-county area for the year beginning July 1, 2009 and ending June 30, 2010 averaged 7.3%, but had risen from 7.1% in May 2010 to 7.7% in June 2010.

The exhaustion rate for unemployment claims in Colorado ranked third worst in the nation at 65.2%, exceeded only by Alaska (67.1%) and Florida (70.3%).

## **PY09 Common Measures Performance**

<b>ARAPAHOE/DOUGLAS WORKS!</b>			
<b>ADULT</b>		<b>DISLOCATED WORKER</b>	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	83%	Entered Employment	91%
Retention	102%	Retention	100%
Average Earnings	120%	Average Earnings	116%
<b>YOUTH</b>			
Standard	Percent of Goal		
Literacy/Numeracy	121%		
Placement	90%		
Degree/Certificate	98%		



# Arapahoe/

Douglas Works!

expended \$10,311,523

in PY09. Taking only

its internal expend-

itures into account,

the return on each

public dollar spent in

the region increased

demand for goods

and services by

\$40.23.

The new Arapahoe/Douglas Works! Occupational Saturation tables tell this story as well, with current saturation in the local labor market at 12.65%, down from 13.47% in July 2009. Occupations with very low saturation tend to be high skill occupations, such as software applications engineer (4.5%), while middle skill positions, such as computer support specialists, tend to be highly saturated, in excess of 20%.

Training is needed for a wider segment of the unemployed population in order to meet the high-skilled labor needs of local businesses. Data and direct experience with workforce center clientele suggest that classroom training is not enough; businesses have raised experience demands in the face of high numbers of applicants. To meet demand-side need, workforce centers may need to combine classroom and hands-on training in more instances.

## Technology-Driven Service Delivery Changes

**Data Analysis and Knowledge Management** - During PY09, Arapahoe/Douglas Works! continued its approach to the management, collection, aggregation, trending and use of data to facilitate continuous improvement and alignment throughout the organization. The region has been recognized nationally and throughout Colorado for its assessment of the economic impact of its operations in PY08 using input-output analysis. Its occupational saturation rate was one of six best practices in workforce development recognized by CDLE in 2010.



**Colorado Best Practices Award, Outcomes Using Occupational Saturation Tables. Left to Right: Patrick Holwell, Workforce Economist (ADW), Clarke Becker (CDLE), Joe Barela, Division Manager (ADW)**

## **Website Redesign and Launch -**

On May 21, 2010, Arapahoe/Douglas Works! launched its new and improved website, <http://www.adworks.org>. The website, which was designed using focus group input from business and job seeker customers, stakeholders, WIB members and staff, offers new dynamic workforce information service delivery to site visitors as follows:

- A new interactive, searchable, and dynamic Calendar of Upcoming Events
- Online registration for all Upcoming Events (workshops, hiring events, orientations, etc.)
- Up-to-date offerings via RSS feeds
- An up-to-date comprehensive list of community resources easily accessible to job seekers
- Easy access to program information and labor market data
- Complete transformation of the Business Services pages for better ease of use and connection to business and

economic development representatives

- Planned design of a web-based business customer relationship (CRM) database to roll out in PY10

### **Business and Economic**

**Development Team** - The data sets developed by Arapahoe/Douglas Works! have also been used in internal staff training and in the creation of a more systematic approach to proactive business outreach. Arapahoe/Douglas Works! has also developed methodology to identify and profile key industries so that positions critical for global competitiveness and the ongoing economic vitality of these sectors can be addressed through WIA, set asides and discretionary grants.

To this end, Arapahoe/Douglas Works! has created the Business and Economic Development (BED) team, which is chartered to validate critical labor need in key local industry sectors with real time voice of customer (VOC) input, align with WIA and other training programming to address these needs, and then proactively market the skilled worker inventory on the Metro Denver (MD) rolls in Connecting Colorado.

The approach of the BED team is to build relationships with leaders in key area industry sectors by joining area chambers of commerce, economic development entities and other business and industry associations. Arapahoe/Douglas Works! then positions a BED team member on each entity who uses its data sets to market skilled

worker inventory to individual businesses and business groups, and participates in community events in such a way as to increase the credibility and branding of Arapahoe/Douglas Works! among local businesses.

The BED team also acts as a catalyst within Arapahoe/Douglas Works! to align programs and services, thereby shortening cycle time in making the match between open jobs and qualified skilled workers to fill them.



**A/D Works! full-service one-stop in Greenwood Village**

As of July 1, 2009, Arapahoe/Douglas Works! began direct operation of the Wagner-Peyser program. This allowed increased alignment between applicant/business services and WIA and other programming, and increased proactive marketing of WIA, TANF, Wagner-Peyser and grant-funded caseloads based on skill sets, background, educational attainment and training in progress. Arapahoe/Douglas Works! also hosted targeted hiring events with businesses in key industry sectors to place WIA participants on the path to completion of occupational training.

**Sector Strategies** - During PY09, Arapahoe/Douglas Works! aligned its internal structure and processes around sector strategies so that being demand driven would not be confined to one or several programs or projects, but would be the focus of all operations. This included a re-organization of Arapahoe/Douglas Works! into three major work systems:

- **Talent Placement**, which includes Wagner-Peyser applicant services, the BED team and its Business Assessment Center. Talent Placement also ran the HIRE Colorado program under ARRA and oversees the Disability Benefits Planners. Hiring events are also overseen by this group.
- **Talent Enhancement**, which includes TANF/Colorado Works, Employment First and Parents to Work, all contract programming from the Arapahoe County Human Services Department, the ARRA Community Block Grant (Work NOW) and the offender program. Workshops offered to job seekers by the region are overseen by this work group but are integrated throughout all programs.
- **Talent Development**, which includes MIS, WIA Adult, Dislocated Worker and Youth Programming, including the Governors Summer Job Hunt and core services delivered in the region's Youth Resource Center through the Wagner-Peyser Act. This work system is also responsible for operating various 10% Discretionary Grants and oversees the Disability Program Navigator and the Workforce Economist.



## S uccess Story:

Unemployed for two years, Don came to A/D Works! for job assistance. The Parents To Work Program and the A/D Works! Business and Economic Development team helped Don prepare a résumé and secure an interview. Don landed a job earning the highest wage in his career. After accepting the position, Don told the Parents To Work Supervisor that "A/D Works! changed his life."

In addition, the BED team has strengthened the overall sector strategy by building a powerful communication loop between internal programming and local businesses. The region has placed liaisons from both Talent Development and Talent Enhancement units with the BED team so that program caseloads can better be marketed and training efforts under WIA can better be focused on critical skilled-labor needs in key regional sectors.

**Cross Regional Approaches** - The Arapahoe/Douglas Workforce Board, now comprised of 56% business leaders, has been instrumental in driving cross regional approaches to workforce development.

The Arapahoe/Douglas Workforce Board also participated in the leadership track at the 2010 Rocky Mountain Workforce Development Association (RMWDA) conference in June 2010.

It helped to develop the statewide sector-driven strategic goals that will be implemented as the center piece for the PY10 Continuous Improvement Management System Plans for each region and sub-region in the state.

With its restructure around sector strategies, Arapahoe/Douglas Works! is uniquely positioned to take a leadership role in multi-regional strategies and has done so through the following special initiatives and grants:

- Get Into Water - State Sector Grant

- State Energy Sector Partnership (SESP) - National Sector Grant
- Youth Energy Conservation Corps
- State Business Services Group
- Economic impact assessment, which necessarily folds in impacts on Denver-Aurora MSA
- Technical assistance in using occupational saturation, economic assessment and industry profiling done for Boulder, Adams, Jefferson and Denver workforce regions

### Expansion of Training Opportunities Under ARRA

ARRA allowed Arapahoe/Douglas Works!, in effect, to double services to adults and dislocated workers. In PY09, the region served 339 dislocated workers, 338 adults, 360 youth and 330 unemployment claimants with ARRA monies, and placed 68 persons in permanent jobs using OJT under HIRE Colorado and 250 persons in Work NOW (ARRA community block grant).

Training opportunities were expanded using existing WIA policy encouraging occupational training in targeted industries, and HIRE Colorado had tremendous economic impact using experiential training subsidized by OJT that resulted in permanent jobs for 68 persons as of June 23, 2010. Work NOW provided subsidized work experience, which released earnings into the community that were used to purchase goods and services, and provided hands-on training and recent work experience to participants.



## PARTNERSHIPS FOR ECONOMIC RECOVERY

### Initiatives, Projects & Discretionary Grants

Arapahoe/Douglas Works! operated the following initiatives, projects and discretionary grants during PY09:

**The Get Into Water** grant, a multiregional effort driven by a request from the Colorado division of the American Water Works Association and a consortium of water utilities throughout the state for the workforce development system to ensure a training pipeline of trained workers is available to fill critical positions

**ARRA Teacher Education** program, designed to ensure a steady supply of qualified special education teachers for local public school districts

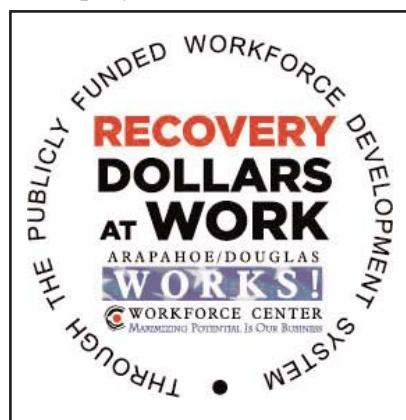
**Arapahoe and Douglas County Community Services Block Grant** (Work NOW), designed to help persons in poverty develop recent work history and receive hands-on occupational training through subsidized work experience, with retention aided by supportive services such as transportation

**HIRE Colorado**, through which Arapahoe/Douglas Works! helped businesses create permanent jobs in the community for lower income participants through subsidized on-the-job training resulting in permanent hire

**WIRED Individual Training Accounts**, using monies not spent by other regions to provide occupational training in critical occupations needed by key regional industries, such as information technology (IT)

**WIRED Expert Technician Academy**, which provided training for critical IT occupations and reengaged graduates in intensive post-training job search through ARRA Reemployment by Design program

**ARRA Reemployment by Design**, in partnership with Community College of Aurora through its Lowry campus, provides workshops and targeted hiring events to workers who exhausted or are near exhausting unemployment benefits



**BRAC**, operated under a National Emergency Grant to serve persons laid off from the DOD finance department at Buckley Air Force Base with intensive job search assistance through workshops and targeted hiring events

**State Energy Sector Partnership Implementation** grant, designed to support development of a joint Arapahoe/Douglas and Adams WIB strategy serving Adams, Arapahoe and Douglas counties

**Front Range Energy Coalition Planning** in support of the Front Range strategy for the State Energy Sector Partnership

**Child Support Enforcement (Parents to Work)**, designed to put non-custodial parents who are in arrears on child support payments to work

**TANF/Colorado Works**, designed to put job-ready TANF recipients to work

**Employment First**, designed to put food stamp recipients to work

**Return on Public Investment**  
Arapahoe/Douglas Works! expended \$10,311,523 in PY09. Taking only internal expenditures into account, return on each public \$1 spent in the region increased demand for goods and services by \$40.23. The region provided in-person services to 45.8% of total active registrants. Using this adjusted number, return on each public \$1 spent moves to \$18.42 in increased earnings. In PY09, 15,949 Arapahoe/Douglas Works! active registrants entered employment, with average annual earnings of \$34,398. With an employment retention rate of 75.61%, this put \$414.8 million in earnings into the community to purchase goods and services. Individual program accomplishments included:

- 2,027 placed using the Rapid Attachment to Employment (RATE) model by the **Employment First Program**, an average of 169 placements per month. At an average wage of \$10.40 per hour, this put over \$640,000 in earnings into the community to purchase goods and services.
- **The TANF/Colorado Works Program**, using the RATE model, placed 340 people, putting nearly \$90,000 of earnings into the community.
- **Parents to Work** placed 76 child support obligors at an average wage of \$10.82 per hour, putting over \$26,000 of earnings into the community.



“Once again, I

can't thank you enough

for the efforts you put

forth to make Tuesday's

hiring event such a

wonderful event for

Charles Schwab.

Your partnership has

been key in helping

us to shift our mo-

mentum, most

especially with the

Series 7 holders I

was so encouraged

to see. I look forward

to keeping our

partnership moving

forward for some time

to come.”

- Andrew Bercich,

Charles Schwab

- **WIA Adult and Dislocated Worker Programs** placed 314 people in PY09, putting in excess of \$8.7 million in earnings into the community
- 1,401 **veterans** were placed, resulting in \$32.95 million in earnings going out into the community
- 499 **disabled persons** were placed, resulting in \$9.85 million in earnings into the community
- 1,447 **youth** entered employment, resulting in earnings in excess of \$13.5 million into the community

**HIRE Colorado** - As of June 2010, the HIRE Colorado program had placed 68 participants in permanent jobs using an OJT subsidy. Using input-output analysis, Arapahoe/Douglas Works! determined the 68 placements resulted in the creation an additional 58 jobs because of increased demand, putting an additional \$3.1 million in earnings out into the community to purchase goods and services.

The return on public investment from the HIRE program was \$5.07 for each \$1 public dollar spent in increased earnings, and \$9.03 for each \$1 public dollar spent in increased sales by local businesses. This shows the economic recovery power inherent in using OJT as a tool to stimulate job creation.

### Individual Success Stories

**Youth In The Works!** - Corey, an 18 year-old out-of-school youth, attended the Learn 2 Work youth series where he participated in presentations and activities, and completed work readiness, electronic applications, résumé writing, dress to impress, how to interview successfully and A Game workshops.

With support from Youth In the Works, Corey is now happily employed. He is working as a Product Demonstrator with Advantage Sales and Marketing earning \$10.00 an hour

and is also working part time as a marketing coordinator at Wonder Marketing earning \$18.00 an hour.



**Youth In The Works! youth resource center**

**ARRA Adult** - Recently laid off from his job as a computer support consultant, Bob sought out Arapahoe/Douglas Works! for assistance in upgrading his Microsoft SQL certifications. With support from the Workforce Investment Act (WIA) through ARRA funding, Bob updated his certification and is employed making \$95,000 a year.

**50+ & Fabulous Program** - Sara utilized services in the 50+ & Fabulous Resource Center to help her secure employment at Sky Ridge Medical Center. A new résumé and one-on-one employment consultation helped Sara to land an intensive care unit (ICU) secretary position. Sara is enthusiastic with her new position and when asked for feedback about Arapahoe/Douglas Works! services, she noted, "I'm still in happy shock."



**Job Fair Employer/Job Seeker Consultation**

**Workshop Attendee - 'Stacie'** attended Arapahoe/Douglas Works! interviewing workshop in July with hopes of learning the techniques to mastering her interviews. With a rejuvenated outlook on interviewing, Stacie continued her job search, was invited to interview with SourceCorp and was offered a position as a data entry clerk. Stacie was appreciative of the workshop and facilitator's feedback and stated, "I felt better after my interview because staff made me feel comfortable, which helped me in my real interview."

**Employment By Design** - Heather, an unemployment insurance claimant, enrolled in Employment By Design seeking employment assistance. Two months after enrollment, the program provided Heather with workshops, one-on-one assistance and resources to help her in her job search. Heather secured employment with Colorado Retina Associates and when asked

about her experience with Arapahoe/Douglas Works!, she stated, "I want to thank you for your assistance over the last two months; it has truly been a pleasure working with you. Thanks again for everything."

### Workforce Investment Board

The Arapahoe/Douglas Workforce Board showed exceptional leadership in PY09 in a number of tangible ways:

- Insisting on the highest possible return on public investment from workforce development dollars; driving annual economic impact assessments of operations
- Biennial strategic planning effort drove revision of Arapahoe/Douglas Works! mission, vision, core values and key results
- Joint strategic effort with Adams County Workforce Board around energy and health care sectors

- Driving development of a job multiplier study identifying industry groups with the greatest job creating potential by region for Arapahoe/Douglas, Adams, Denver, Jefferson and Boulder counties

### Regional Awards & Recognitions

- 2010 Colorado Department of Labor & Employment's Best Practices Award, Outcomes Using Occupational Saturation Rates
- 2010 Workforce Champions Award
- 2009 COMTO, Business Partnering Committee Award
- 2009 Colorado State Youth Council, Think Big Youth Energy Conservation Corps Project Award
- 2009 State of Colorado Creative Solutions to Workforce Issues Board & Region Award





# Workforce Boulder County

## REGIONAL PROFILE

### Description of Boulder County

Boulder County is one of 65 counties in the state. The City of Boulder is the 8th largest city in Colorado. Boulder County is large and diverse, encompassing 741 square miles and featuring everything from the spectacular scenery of Rocky Mountain National Park to lush farmland.

The population of Boulder County is approximately 303,482, with about 103,650 in the City of Boulder, another 86,303 in the City of Longmont, 26,165 in Lafayette and 19,379 in Louisville. The remaining population is dispersed throughout the smaller towns of Lyons, Nederland, Ward, Jamestown, Superior and Erie, and unincorporated areas, including the communities of Niwot, Gunbarrel and Allenspark. Boulder County has a highly educated population, with approximately 57% holding a bachelor's degree or higher.

Boulder County is home to the state's largest university, the University of Colorado (CU). The

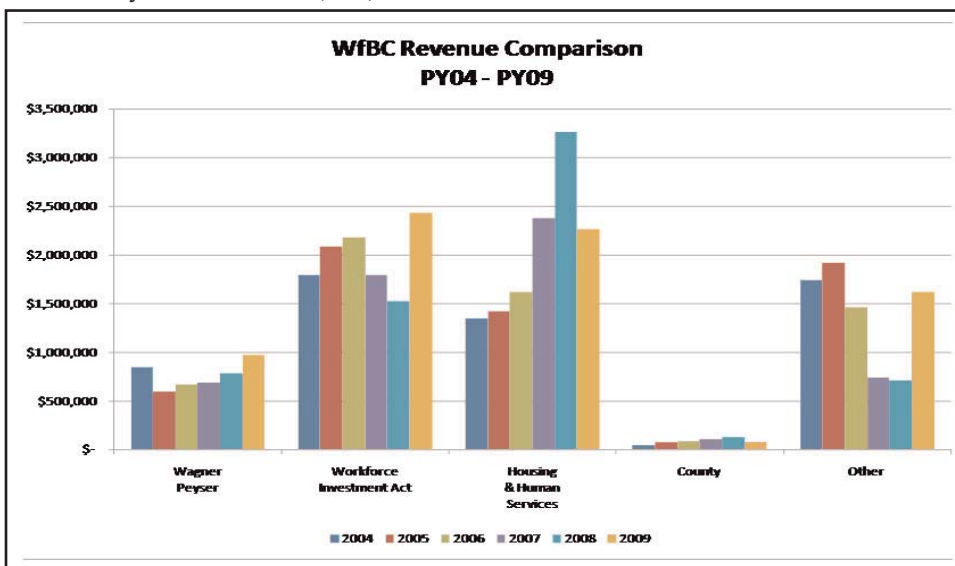
enrollment at CU in the fall of 2009 was 29,134. Front Range Community College (FRCC) has a Boulder County campus in Longmont. FRCC's Boulder County campus enrollment for fall 2008 was 6,880.

### Labor Market

Boulder County has a diverse economy, which has helped keep the unemployment rate below national and state averages. More than 7% of jobs in Colorado are in Boulder County. The top five industries in the County, based on number of employees, are: professional, scientific, and technical services; education services; health care and social assistance; retail; and manufacturing.

Retail makes up a large portion of Boulder County's total employment and is the fourth largest industry. This industry saw a slight improvement in the first half of 2010.

According to the Longmont Area Economic Council's 2009 Existing Industry Report, Longmont's



**M**ission:

To provide

comprehensive and

effective employment,

training and

supportive services.

**P**urpose:

To promote the

viability of the

community by fostering

opportunities through

creative partnering and

bold use of resources.



industrial base is comprised of 199 primary employers (up from 173 last year) that provide more than 10,800 jobs, with 66% of the companies headquartered in Longmont. Just under half of their primary employment is in advanced technology.

The Boulder County labor force is approximately 170,654 workers. Of these, 159,369 are currently employed. According to the Colorado Department of Labor, the Boulder County unemployment rate has decreased from 7.4% to 6.6% for June of 2010, as compared to the statewide unemployment rate of 8.3% in June 2010.

#### **Economic Conditions in PY09**

Sixteen companies in Boulder County requested Rapid Response services due to layoffs. This is an improvement from the 22 requesting such services in PY08. Layoffs again affected a wide cross-section of industries.

Between July 1, 2009 and June 31, 2010, 20,175 individuals from the Boulder region requested Workforce Boulder County (WfBC) services. This is a slight increase over PY08. While the difference between this program year and the previous one is not dramatic, we are still serving more individuals than at any time in the past seven years. The total for PY09 represents a nearly 64% increase over PY07.

Top industry groups in Boulder County include professional, scientific and technical services; education services; manufacturing; construction; and transportation and warehousing. Because Boulder County has a high concentration of employment in the education, professional, technical and information sectors, the workforce must be highly

educated and trained. Boulder County has a greater than average degree of higher education opportunities and a highly educated workforce. According to the state Connecting Colorado database, 62% of WfBC's applicants have at least some college and 39% have a 4-year college degree or higher.

#### **Changes in Service Delivery**

WfBC hired two temporary employment advisors to provide jobseeker services to increasing numbers of customers; one of these is bilingual and able to provide services to Spanish-speaking monolingual clients. A temporary trainer was hired to assist with additional demand for training services and to provide services under the Reemployment Services Program (RES).

RES funds were used to assist unemployment insurance claimants with direct services in finding employment. These services are provided one-on-one and in group settings. In PY09, WfBC provided RES services to more than 1,800 individuals, an increase of 33% over PY08. Clients who have multiple challenges in finding viable employment may also be referred to our business services staff to receive one-on-one counseling and coaching, specific labor market information

and specialized techniques for obtaining a job. WfBC provided expanded training opportunities for both youth and adults through partnerships described in the Partnerships section that follows.

#### **WfBC Profile**

WfBC staff strives to provide quality services through its programs to job seekers and employers.

**WfBC Mission:** to provide comprehensive and effective employment, training and supportive services.

#### **WfBC Values:**

- Service first
- Collaboration and teamwork
- Excellence in skills proficiency
- Respect for others
- Integrity
- Effective communication
- Sustainability
- Responsive government

**WfBC Purpose:** to promote the viability of the community by fostering opportunities through creative partnering and bold use of resources.

**WfBC Key Customers:** job seekers (ready-to-work, entry-level, challenged), businesses, educational organizations, and community agencies

## PY09 Common Measures Performance

WORKFORCE BOULDER COUNTY			
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	99%	Entered Employment	100%
Retention	107%	Retention	110%
Average Earnings	108%	Average Earnings	125%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	199%		
Placement	110%		
Degree/Certificate	125%		





working with the Leeds

School of Business on

the Data Mining Project.

This collaboration

among WfBC, Larimer

and Pikes Peak

Workforce Centers,

and education (CU

Boulder, CU Colorado

Springs, and CSU)

resulted in an industry

and occupation

research report for all

64 Colorado counties.

**WfBC Key Message:** Whether you're looking for a new career, changing careers, or searching for the right person to fill your position, WfBC has your solution. WfBC is your partner in making Boulder County a vital place to work, live and play.

### Services to Job Seekers

WfBC provides a comprehensive and integrated one-stop system at two convenient locations in Boulder and Longmont. Job seekers have access to resource centers, learning labs and job search assistance from the employment advising team. The team provides desk-level assessment and labor market information, offers referrals for community resources, does file searches for jobs through JobLink and manages the resource center.

Both WfBC offices have 22 pieces of assistive technology software and devices available in the resource centers for clients with disabilities ranging from mobility impairment, blind/low vision, deaf and hard of hearing, and learning disabilities.

### • **Career Development**

**Workshops (CDWs):** one- to three-hour facilitated workshops in career development skills, resume writing and Internet job search. WfBC has four ongoing workshops titled Career Exploration, Re-Zoom Your



**Career development workshop in Boulder**

Resume, Not Working? Try Networking!, and What's Your Interview IQ? In PY09, WfBC successfully introduced a new workshop on using LinkedIn for job search purposes.

- **Self-Directed Labs (SDLs):** self-directed and self-paced Microsoft Word, Excel, PowerPoint and Access Database tutorials. Also available is self-paced preparation for GED/Workplace Literacy Certification.

### Services to Employers

WfBC's business services team serves employers throughout Boulder County, taking job orders, doing file searches for potential applicants and hosting job fairs. WfBC has identified four business sectors (technology, manufacturing, health care and retail) to monitor and research projected growth to better understand their needs.

WfBC's business services include:

- Posting of jobs in our local office and in Connecting Colorado
- Conference rooms for interviewing and testing
- Rapid Response
- On-the-job training
- Internships
- Labor market information
- Consulting services focused on finding the most qualified applicants

In PY09, WfBC co-sponsored business forums with other organizations, leveraging resources and increasing its visibility in the community. During the annual Workforce Development Month, WfBC partnered with the Broomfield Workforce Center to present "The State of the Economy" with Richard L. Wobbekind from the LEEDS School of Business. This forum had nearly 100 attendees.

WfBC also continued a partnership begun in PY08 with the Colorado

Association for Manufacturing and Training (CAMT), Colorado Urban Workforce Alliance (CUWA) and Jefferson County through the WIRED Initiative, to provide training and certification in advanced manufacturing programs (Six Sigma, Lean Basics, Quality Basics, Quality Technician, and Yellow Belt) at no cost to employers.

### **WfBC Youth Programs**

In PY09, WfBC served 1,843 youth clients and saw approximately 1,400 young people at the Youth Job and Career Fairs. The WfBC youth team continues to grow stronger by building key partnerships, leveraging resources through TANF Reserve Funds, marketing its programs and services, and hiring interns to assist in the delivery of services.

Expansion of the youth program and services continues to open up new career pathways to youth seeking experience and understanding of work opportunities. Among the youth programs WfBC operates are the Governor's Summer Job Hunt and the Summer Youth Employment Program providing paid internships to 42 youth. In addition, for the last several years, Boulder has operated the:

**Youth Internship Program** - The purpose of this program is to:

- Establish partnerships between WfBC Youth Programs and community employers
- Provide work experiences and career opportunities that are rewarding and satisfying to both youth and employer
- Assist youth in becoming independent adults and developing strong connections to caring adults

### **Disability Program Navigator (DPN)**

The Disability Program Navigator Initiative is committed to ensuring that the WfBC center is universally accessible to all clients regardless of their disabilities and need for accommodation. This mission is dependent on staff awareness and training, assistive technology and an in-house Disability Program Navigator.

The Disability Program Navigator Initiative maintained regular contact with partner agencies such as The Division of Vocational Rehabilitation, The Center for People with Disabilities, Imagine, The Employer Outreach Team, The Job Developer's Network, Boulder County Community Services Department and the Mental Health Center of Boulder County.

### **Monolingual and Bilingual Services**

WfBC continues to serve Spanish speakers in the Longmont and Boulder offices. Demand for services has increased with the downturn in the economy. WfBC continues to refer monolingual applicants to ESL classes provided by St. Vrain Adult School, Boulder Adult Literacy, FRCC and Intercambio. Most employers require basic English skills and a GED. Vocational ESL training and family literacy programs continue to be highly needed in the community.

### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

WfBC has continued to build on relationships formed from previous discretionary grant funded projects. For example, from the Northern Health Care Consortium grant, a CNA internship program was

developed which partnered the WfBC WIA Adult Program, Longmont United Hospital and Front Range Community College. This opportunity then expanded into the development of internships for our Youth and Young Adult Program. The projects have increased skill levels, language skills and developed work readiness for youth and adults through internship opportunities. The Longmont United Hospital HR Manager joined the Workforce Development Board at the end of PY08, increasing the investment of this partnership.

### **Colorado Urban Workforce Alliance (CUWA)**

CUWA is a financial and logistical partner. This entity consists of members from all metro area workforce regions who are committed to working together to collaboratively address the needs of business through multi-regional strategies. While no single region can effectively meet all these needs, together they can have significant impact.

### **Longmont United Hospital (LUH)**

Boulder County has had a long-standing partnership with LUH. In PY09, the WIA Adult program continued to recruit and provide training to CNA interns for the hospital. LUH has a need for experienced CNAs and has a policy of not hiring CNAs without experience.

WfBC partnered with LUH to begin an internship program where it hired CNA interns and LUH provided work experience.





In PY09, WfBC served 1,843 youth clients and saw approximately 1,400 young people at their Youth Job and Career Fairs. The WfBC youth team continues to grow stronger by building key partnerships, leveraging resources through TANF Reserve Funds, marketing programs and services, and hiring interns to assist in the delivery of services.

Since the program began, 34 CNAs have gone through the internship and all have been placed in permanent jobs with LUH. This program year, we placed six interns. One of these has just been accepted into medical school. Two other interns performed so well, they were promoted to floor supervisor when they were hired, moving from \$10.50/hour to \$15/hour.

As a supplement to this program, a new position, the patient care assistant, was developed to ensure trained staff were available to sit with patients who required 24-hour supervision. This position provided CNA training to staff performing non-patient care duties.

#### **WIRED Individual Training Accounts**

**Bioscience Boost Training** - WfBC collaborated with Front Range Community College to provide classroom training for 20 individuals on FDA guidelines for bioscience manufacturing companies.

**ScrumMaster Certification** - 10 individuals were enrolled in, and successfully completed, the ScrumMaster Certification class offered by Agile University in Boulder. Five went on to get permanent full-time jobs with salaries ranging from \$40/hour to \$104,000/year.

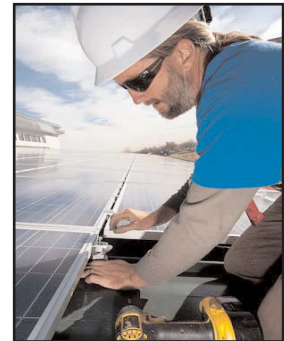
#### **SECTOR Initiative: Renewable Energy**

WfBC partnered with the Jefferson County Workforce Center on a SECTOR Planning Grant focused on the renewable energy sector cutting across both regions. This grant was designed to gather information regarding gaps in economic development, workforce employment and

workforce education. The information gathered was used to develop a Renewable Energy Sector Implementation Grant, which was funded in October 2009, and will align action strategies with gaps identified by the participating renewable energy companies.

#### **Private Sector OJTs - Simple Solar**

WfBC agreed to support five OJTs with Simple Solar for a three month period. Simple Solar committed to hiring three individuals after successful training. This project began in August 2009. Three individuals received training in PV solar installation. They all continued their employment after the training period ended and are currently employed.



**A Simple Solar trainee working on a solar installation on the roof of the Lafayette Police Station**

#### **HIRE Colorado**

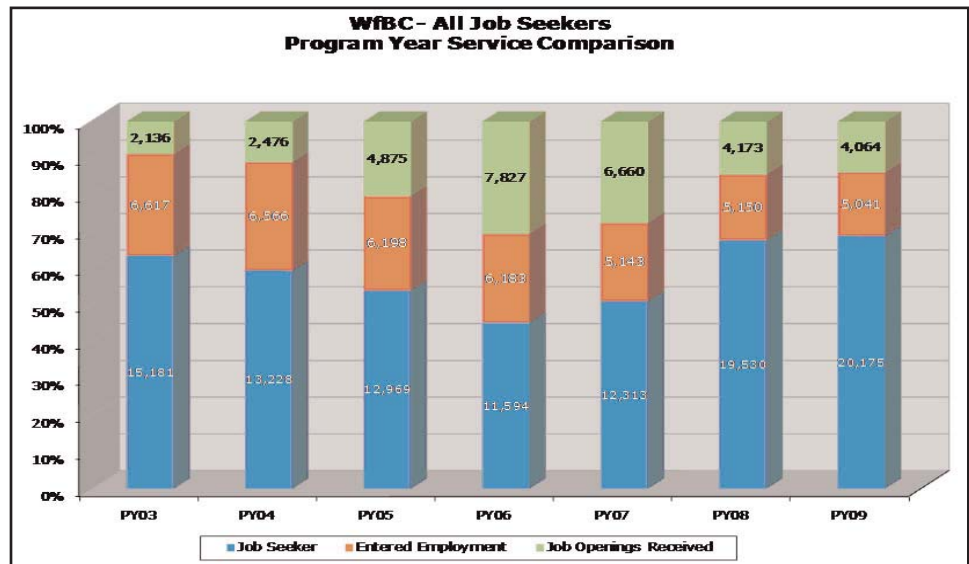
HIRE Colorado provided funding for subsidized jobs in both public and private sector organizations. Eighty-seven individuals were placed in internships in government and non-profit agencies. Three individuals were placed in on-the-job training in private businesses. Sixty-one are currently working through these placements. Internships were funded at 100% and OJTs were funded at 50% of wages.



## 50+ Workshops and Networking Events

The goal of this program is to increase employment opportunities for older workers (i.e., 50 years and older) and provide individual and group counseling, as needed. While the number of workers over 50 years old using workforce center services has steadily increased, in PY08 this number exploded due to the economic implosion on Wall Street and the ballooning unemployment rate. For PY09, the 50+ population comprised nearly 30% of our clients. WfBC provides several services exclusively for 50+ workers:

- **50+ Networking Group:** Networking presentations are held monthly and showcase speakers from area employers and organizations.
- **Transition, Transform, Transcend, Careers After 50:** Participants explore challenges and benefits of the 50+ experience, learn about the "make or break attitude" and explore how to confront difficult job situations unique to their age group.
- **Rebound Group:** Rebound Groups are designed to provide a stabilizing and supportive factor in the lives of people 50 and older dealing with depression and/or anxiety as a result of unemployment. Being with peers experiencing the same challenges and hearing other people's coping strategies and successes contributes to relieving depression and anxiety, which helps the older workers gain employment.
- **One hour individual Intake/Counseling for 50 + clients:** A licensed professional counselor, experienced in older worker employment issues, meets with each client



to determine appropriateness for the group and resources needed, or to help in a crisis situation. One-on-one job search support is also offered.

### Latino Chamber of Commerce

WfBC has formed a partnership with the Latino Chamber. Staff has participated in after-hours and other activities to form relationships with Latino business leaders, which could potentially lead to more opportunities for our Latino labor force.

### LEEDS School of Business

**Business Forum - WfBC** partnered with the Broomfield Workforce Center to host The Leeds School of Business Forum featuring "The State of the Economy." Richard Wobbekind, Ph.D. from the University of Colorado Leeds School of Business presented a snapshot of the Boulder, Broomfield and State of Colorado economy, including economic forecasting, to over 80 local businesses, partner agencies and government personnel. This event was held in conjunction with other Statewide Workforce Development Month activities. The forum has proved to be an effective way to leverage

resources between Boulder and Broomfield and improve WfBC's visibility in the community.

**Data Mining Project - WfBC** continued working with the Leeds School of Business on the Data Mining Project. This project began towards the end of PY08. The economic team, including staff from The Leeds School of Business, developed industry profiles for each workforce region. This assists the workforce centers to identify existing and emerging workforce opportunities for each region, focusing on key SECTORS. This collaboration with workforce centers (Larimer, Pikes Peak and WfBC) and education (CU Boulder, CU Colorado Springs and CSU) resulted in an industry and occupation research report for all 64 Colorado counties. Phase II of this project will continue in PY10.

### Longmont Area

#### Economic Council (LAEC)

The LAEC has provided important support to WfBC, from providing data to leadership to important contacts through the Human Resources Roundtable.

## S

uccess Story:

Rob had been challenged by a lack of enthusiasm on his jobs and also had difficulty interacting with coworkers. This past summer, Rob was hired into a workforce internship at Boulder Community Computers, a non-profit that refurbishes donated computers, and he achieved great success. After he was hired, Rob excitedly told a family member, "I have found my future!"

WfBC has used economic reports provided by John Cody, president and CEO of LAEC, for market evaluations and other business data. LAEC hosts Investor Series Breakfasts and sponsors the Cornerstone Awards Luncheon to recognize companies that have taken risks by expanding operations in the Longmont area. The luncheon celebrates the courage and determination of these companies and the resulting benefits to the community.

### **Longmont Area Human Resources Roundtable (LAHRR)**

The LAHRR is a forum in which human resources professionals can discuss issues, stay abreast of important changes within the field and network with peers. The group encompasses all sizes of organizations to lend a broad view of the various functions and challenges of the human resources professional. In PY09, one of WfBC's business services staff took on the role of LAHRR executive committee chair.

### **WyCo Workforce Partnership**

The WY-CO Workforce Partnership is a collaboration of workforce centers in Boulder, Larimer and Weld Counties in northern Colorado and the Cheyenne Workforce Center in southeastern Wyoming. The purpose of the partnership is to strengthen employer and job seeker services and resources throughout the region. PY09 activities included publishing monthly economic snapshot reports, participating in the Geospatial Job Fair and Career Conference in September 2009, participating in the Longs Peak Networking Group's Job & Career Fair, evaluating software applications that provide virtual

job fairs, sharing program information and posting events on the WY-CO website.

### **BETR Project - ReelBiz Virtual Business Tours**

A virtual tour of businesses was developed as part of the Business and Education Talent Readiness (BETR) Project to promote understanding of tasks workers are expected to perform and skills needed for future careers. The project targets teachers, parents and students at the high school level. Through videos, businesses can showcase their companies and share available jobs in their workforce. They discuss the education and skills needed to pursue employment in their field, especially jobs in science, technology, engineering and math. WfBC and Michael Conti Video Production generated 18 ReelBiz videos from funds provided by the BETR project at no cost to the business.

### **Youth Job Fair**

WfBC held two job fairs cosponsored by St Vrain Valley School District, the city of Longmont and the Governor's Summer Job Hunt in Longmont and Boulder. These fairs brought together approximately 70 employers and 1,400 youth who were able to attend job search



**Youth filling out applications at the Boulder Youth Job Fair**

orientations, application seminars and practice interviews. They were also able to "shop" for career paths and candidly speak with career professionals about current and future job markets.

### Human Services and Community Services Projects

**HIRE Colorado** - TANF Reserve money provided funding for two projects, HIRE Colorado and Youth Employment Program (YEP!). Community Services Block Grant (CSBG) funds were leveraged with HIRE Colorado to provide subsidized employment to 34 individuals.

**Work First** - The Work First program serves persons who receive TANF cash assistance from the Boulder County Department of Social Services. The program assists clients in identifying and obtaining occupational training for a

specific career and can pay for tuition, fees and books; can provide childcare while clients are in training, and/or employment; can provide supportive services; and can assist in obtaining an internship to develop job skills.

Work First has a Subsidized Employment and Service to the Community (SESC) program. The subsidized portion provides 12-month full time, temporary paid positions. Over the 18-month program, which ended on June 30, 2010, 69 interns were placed in internships. Thirty-four of these entered permanent employment, and 14 of those became Boulder County employees.

**Employment First** - Employment First is a mandatory program for persons receiving food stamps who do not meet exemption requirements. The goal is to

assist clients in finding a job. The program also assists clients in pre-employment job skills, job application skills, interviewing, resume writing and information, job retention tips, employee hints and tips, GED preparation classes and testing, and job referrals.

**Workforce Investment Board** WfBC began and completed recruitment efforts to establish board membership that would consist of industry sectors where it could gain greater connection and vital information in terms of service delivery and the ability to meet the needs of the those sectors. Workforce center staff recruited three new members from the Latino Chamber of Commerce, First Bank of Boulder and a local staffing company. The entire board serves as a way to stay tuned in to labor market needs specific to the Boulder County Community.





# Denver Division of Workforce Development

## REGIONAL PROFILE

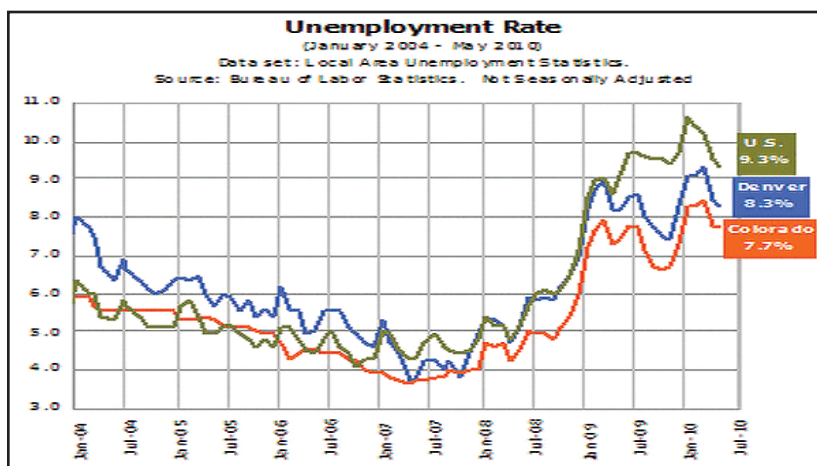
Denver is located in the center of the Front Range Urban Corridor, between the Rocky Mountains to the west and the High Plains to the east. According to the U.S. Census Bureau, the city has an area of 154.9 square miles, and was home to 610,345 people in 2009. It is the most populous city and the most populous county in Colorado, and ranks as the 24th most populous city in the United States.

The Denver Regional Council of Governments (DRCOG) projects that the population will grow to 762,612 by 2035, a 25% increase from 2009. According to the U.S. Census Bureau's latest American Community Survey, 82.5% of Denver's residents have a high school degree or higher, and 38% have a bachelor's degree or higher. Of the customers accessing Denver Workforce Services, 77.2% have a high school degree or higher and 32.9% have a bachelor's degree or higher.

Denver's unemployment rate followed the trend of the state

and the nation throughout PY09. Denver began the program year at 9% in July 2009, slowly decreasing to 7.7% in November 2009, peaking at 9.3% in March 2010, and rounding out the year at 9% in June 2010. Denver's unemployment rate consistently averaged 0.5% to a full percentage point higher than Colorado's unemployment rate and the same to 1.7% lower than the nation's unemployment rate during that same timeframe. The total civilian labor force for June 2010 was 318,334, of which 289,630 were employed and 28,704 were unemployed.

In PY09, Denver had almost 300,000 customer visits, a 30% increase over PY08, but with only a 2.3% increase in job openings listed. As a result of ARRA funding, Denver served an increased number of total adults, dislocated workers, and youth in intensive programs in PY09 (2,886) as compared to PY08 (1,527). This marks the fifth consecutive year that Denver has seen an increase in the number of jobseekers accessing services. Conversely, Denver has seen in





PY08 and PY09 an overall 30% drop in number of businesses accessing Connecting Colorado to post job openings as compared to PY07.

### **PY09 Achievements**

Driven by our sector approach to workforce operations, Denver had many notable achievements through increased resources. Business and job seeker talent development investments included:

- Placing over 600 youth in work-based mentoring opportunities
- Investing over \$1.6 million in customer skills trainings and certifications for 618 adult job seekers
- Providing 447 adult job seekers with internship and job training
- Investing approximately \$2 million in local businesses providing job placement subsidies; 75% of investment was in targeted industries
- 4,324 job seekers received job search support services
- 1,993 individuals accessed CareerReady Colorado Certificate training
- 1,806 individuals accessed Technical Skill Workshop Trainings through Denver Workforce Development

### **Strategic Changes**

Denver OED Workforce Development had several key advances during PY09, including:

**Sector Expansion Team (SET)** - The continued development of the SET is part of a broader strategy for leveraging industry sector partnerships that includes participation of employers, workforce development organizations, educational institutions and other

key stakeholders. Based on an industry analysis, OED-WD focused its PY09 business engagement outreach, development and training on construction/skilled trades, health care, energy/green jobs and core growth (retail, accommodation and hospitality) as target industry sectors. These industries were selected because they offer a broad range of career pathways and show sustained and expanded demand for workers in the Denver area through labor market projections.

Additionally, there is a consistent need for skilled construction and trade workers because of Denver area projects such as: Better Denver bond initiatives during the next five years; redevelopment of the Denver Union Station property; and the buildout from 2008 to 2016 of the Regional Transportation District's (RTD) FasTracks, a multi-billion dollar comprehensive transit expansion plan across the eight-county metro Denver district.

In the health care sector, in addition to increasing demand for workers expected from the aging population, recent passage of national health care reform legislation creates a demand and opportunities for a workforce

trained in health information technology. High-demand occupations include patient account representatives, medical coders and medical insurance billing specialists. National and state emphasis on energy independence and energy efficiency underpins demand for skilled trade workers and for up-and-coming green jobs and specialized positions.

**Data Analysis Approach** - Within each industry sector, OED-WD staff used data from multiple sources to determine target occupations for employment and training investments. All occupations associated with each industry were identified and ranked based on demand data obtained from CDLE's LMI section and local industry experts. Then, the 'top' occupations were sorted by education/training level required. This more expanded data set is the tool OED-WD staff uses to guide job seekers towards growth occupations within the target industries depending on their education level, self-sufficiency wage needs and career ladder aspirations. This tool was also used to inform job seekers regarding the wage subsidy and ITA awards process.

## **PY09 Common Measures Performance**

DENVER DIVISION OF WORKFORCE DEVELOPMENT			
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	80%	Entered Employment	84%
Retention	95%	Retention	100%
Average Earnings	115%	Average Earnings	93%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	85%		
Placement	80%		
Degree/Certificate	120%		



# H

omeless Initiative:

Recovery Act funding gave Denver an opportunity to support a larger number of homeless job seekers than in the past under WIA alone. This year we trained 28 homeless job seekers, over 75% of which were ex-offenders, in energy efficiency and weatherization, and all obtained training-related jobs.

Finally, 'top' occupations data were integrated within the target occupations with layoff-impacted occupations using the Economic Modeling Systems Inc. (EMSI) tool.

**Supportive Services Access Database** - OED-WD's Supportive Services Unit created an Access database that has streamlined distribution of supportive services to customers and increased the ability to do quality assurance on supportive service applications. With completion of the database, customers can key in processing requests directly, which decreases time involved and potential errors on previously handwritten requests, due to options allowed in the database. The database also provides access to real-time budget information, allowing us to review obligations versus expenditures at any given time. Reports have simplified the reconciliation/replenishment process and cut staff processing time in half.

**Regional Approach In Youth Services** - The 2009 Governor's Summer Job Hunt was implemented using a regional approach. In a collaborative effort to consolidate youth job fairs, Denver Youth Workforce partnered with Broomfield, Adams County, Jefferson County and Arapahoe/Douglas Works! workforce centers to provide hiring opportunities for Colorado youth and local employers.

**Cross-Regional Collaboration** - Denver collaborated with Jefferson County, Adams County and Arapahoe/Douglas Works! to provide ARRA-funded services to dislocated workers in the metro Denver region. Staff members met jointly with two training providers (TechSkills and

LeaderQuest) to explore short-term training opportunities in the information technology industry. Denver staff took the lead on recruiting participants, holding group orientations at TechSkills, determining eligibility and enrolling participants in the program. A total of 13 participants were approved for N+/CISCO training from the four regions. All participants are currently attending training with an anticipated completion date of September 30, 2010.

## PARTNERSHIPS FOR ECONOMIC RECOVERY

### Colorado Hotel and Lodging Association (CHLA) Partnership

The OED-WD/CHLA partnership was developed to build new career opportunities for individuals who have little or no work experience in the hospitality industry and are looking for careers with advancement opportunities. The program was initially developed by a team that included a workforce staff representative, Colorado Hotel and Lodging Association staff representatives, Colorado Restaurant Association staff representatives, general managers of the hotels, management of local restaurants and education providers from schools that provide certification and training in the restaurant and hospitality industry.

This partnership was branded as H3R (Hospitality Hires for Hotels and Restaurants). Outcomes for this project included:

- Businesses identified needs for individuals with basic industry knowledge and access to job-ready candidates with industry skills certification
- OED screened candidates and provided training dollars

- Over 30 individuals were placed through the program

### **Green Jobs Training Partnerships**

Denver OED-WD partnered on three successful grant proposals, totaling nearly \$13 million, through the U.S. Department of Labor's Green Jobs Training grant opportunities, funded through the Recovery Act.



**Denver's Recovery Act logo**

**The State Energy Sector Partnership (SESP)** is an innovative, three-year partnership of Colorado businesses, training providers and government to give businesses the workforce they need to thrive, and help Colorado workers have a bright future with a career in the energy efficiency or renewal energy fields. Training opportunities will focus on industry-recognized certifications and degrees. The grant includes seven components: Apprenticeship Partnership, Energy Scholarships, Public Awareness & Youth Outreach, Energy Entrepreneurial Pilot, Youth Conservation Corps, Energy 101 and Smart Grid Training. OED-WD staff is on loan to serve as the Front Range project manager for the grant.

**The Denver Green Jobs Initiatives (Pathways Out of Poverty)** will provide job training to residents of the Five Points area of Denver focused on creating a career path in high-growth green

industries: solar energy technology, green construction, energy efficiency and weatherization, green jobs administration and sales. In addition to program planning efforts, the OED-WD Assessment and Training Center developed an assessment process with grant staff that requires all participants to take the WorkKeys assessment for the CareerReady Colorado Certificate.

**Green Careers for Coloradoans (Energy Training Partnership)** provides training opportunities to employed journeyman workers, apprentices and dislocated construction workers for the emerging green skills and certifications needed by Colorado's Energy-Efficient Building, Renewable Electric Power, and Energy Efficiency Assessment industries. The grant also reaches out to community-based organizations' newly trained workers to introduce them to the value of registered apprenticeships for a Green Career Ladder. Denver assisted with program planning and apprenticeship outreach, and in developing a regional workforce referral process to access expanded training opportunities.

### **Microsoft Elevate America Program Partnership with the Denver Public Library**

In cooperation with Microsoft Corporation and the State of Colorado, Denver OED-WD and the Denver Public Library provided 2,545 Microsoft vouchers for e-learning courses at no cost to individuals interested in acquiring or updating their technical skills to compete for the jobs of today and tomorrow. Microsoft e-learning vouchers give users a choice of pursuing a "learning collection" within either Windows XP & Office 2003 or Windows Vista and Office 2007.



**Denver Youth Employment Program Kickoff Event**

### **Youth Sector Initiatives**

Denver OED-WD staff created two innovative opportunities for youth 14-24 to gain industry-recognized certifications and career exposure through the Pre-Professional Occupations-Health (PPO-H) and Health Medical Occupations (HMO) programs. The programs have two tracks:

- The Pre-Professional Occupations (PPO) Program is designed to serve as classroom training and work experience for youth 14-24 (14-21 for some programs). It is an entry-level program that allows participants to use career exploration and job shadowing to focus on health careers, and provides five industry-recognized certifications that will assist participants in gaining entry-level employment within medical settings.
- The Health Medical Occupations Program (HMO) allows youth to gain up to 160 hours of work experience within a structured hospital setting.

### **Innovative Youth Partnerships**

OED-WD Youth Program staff developed partnerships with Young Americans Center for Financial Education and Leader's Challenge to create a **Civic Leadership Program and an Entrepreneurial Program**.





A major Denver

economic development win,

the new SMA Solar

Technology manufact-

uring plant was

recognized as the "deal

of the year" by the

Metro Denver

Economic Develop-

ment Corporation.

The Denver Office of

Economic Develop-

ment led the effort in

developing a

package of incentives

and leveraging federal

work-force funds to

offer SMA wage subsidy

support and assistance

with recruitment of 300

employees, to "seal" the

deal.

As part of their work experience, youth participants shadowed business owners, elected officials and city agency/department heads. Participants in the Civic Leadership Program gained competencies in the area of leadership skills, civic communication, critical thinking, financial responsibility and civic engagement.

Participants in the Entrepreneurial Program gained an in-depth understanding of innovation, insight into sustainable business opportunities, information about resources for business planning and ideas about how to develop and implement a business concept.

**"Transitions for Young Adults" Offender Program** - OED-WD Youth Services staffed and facilitated the creation of this program. The partnership included Denver County Courts (Denver Juvenile Probation and Denver District Attorney), Savio House, Bo Matthews Center, Blue and Yellow Logic, Youth Biz, Project Voice Gang Rescue and Support Project, and Worker to Job Connection.

Youth obtained skills in construction and "green" high-growth industry jobs. They were provided with first aid/CPR certification, OSHA safety training and forklift certification. This program was chosen as a national best practice.

**Recovery Act Summer Youth Program** - Denver OED-WP awarded contracts to three community-based organizations to administer the Summer Youth Employment Program funded by ARRA. The Denver Housing

Authority, Goodwill Industries of Denver and Servicios de La Raza administered the placement of over 632 at-risk youth, 14-24, in subsidized jobs. In addition, 514 youth were placed in work experiences by OED Youth Program staff with other funding sources. A total of 1,146 youth were placed in work experiences or subsidized employment.

### **CareerReady Colorado Certificate in Denver Public Schools (DPS)**

Denver's OED-WD Assessment Team administered the WorkKeys tests in applied mathematics, reading for information and locating information for the CareerReady Colorado certificate to DPS graduating seniors in April 2010. WorkKeys tests were offered by DPS in conjunction with "ACT Week" where college testing and WorkKeys testing occurred simultaneously.

A total of 112 seniors in career and technical education (CTE) programs at seven area high schools and the Career Education Center were tested. DPS's vision is that all CTE seniors graduate with a DPS diploma and a CareerReady Colorado Certificate to assist in creating a strong future workforce.



**At the CRC Recognition Event in Jefferson County, Gov. Ritter poses with Denver area employers currently using the CareerReady Colorado Certificate**



### Leveraged ARRA Funding

OED-WD was awarded \$260,466 in ARRA funding through the Community Services Block Grant (CSBG). All funds were allocated as wage subsidy reimbursements for TANF and other low-income job seekers enrolled into paid, on-the-job training placements with local businesses in high-demand occupations in growth industries.

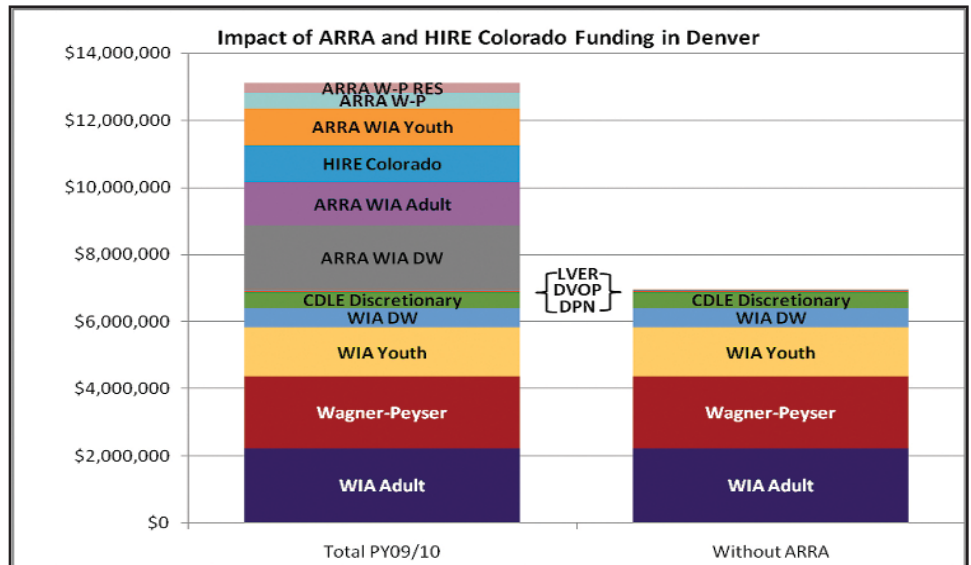
Projected goals were for 45 wage subsidy placements with an estimated \$5,842 in subsidized wages per placement. OED-WD has made 56 OJT placements to date, 62% of which are in target industries. As of the end of the fiscal year, 44 OJT placements are on schedule to transition to unsubsidized employment by the end of the grant.

### Facilitated Job Search Model

OED-WD partnered with the Community College of Denver to create a new curriculum and related tools for the implementation of a new Facilitated Job Search model. Global Career Development Facilitator (GCDF) concepts and best practices were leveraged during this project to balance the best of theoretical concepts with practical implementation potential.

The resulting class "GO4 Job Search Success (G4)" is a premier OED-WD service designed to provide job-ready customers with the support necessary to conduct an effective job search.

Under the program, customers will take the following clinics: Networking & the Hidden Job Market, Resume & Cover Letter Customization, Mock Interviewing, Workplace Success, and Creating Your Job Search Action Plan.



In addition to clinics, customers will attend one Job Club and one Job Search Lab each week.

### Economic Development Deal of the Year

A major Denver economic development win in one of Denver OED-WD's target industry sectors, the new SMA Solar Technology manufacturing plant, was recognized as the "deal of the year" by the Metro Denver Economic Development Corporation. SMA Solar Technology, a German-based manufacturer of solar inverters, announced last year it was opening its first North American manufacturing site in Denver.

Production began in the summer of 2010 with 300 employees and a capacity to expand to 700. SMA Solar Technology's U.S. expansion will have a total capital investment of approximately \$10-15 million over the first five years of operations. The Denver Office of Economic Development led the City's efforts in developing a package of incentives and leveraging its allocation of federal work-

force development funds to offer SMA wage subsidy support and assistance with employee recruitment.

### Sector Expansion Team Partnerships

Denver's OED-WD continued to maintain a regional, industry-focused approach within the following sectors: construction, energy, health care and core growth. The Sector Expansion Team engaged in numerous key partnerships in PY09, including:

#### **Energy/Green**

- Contacts with green manufacturing, weatherization and energy efficiency businesses
- Customized training partnerships with registered apprenticeship programs
- Urban Canopy program to train and place homeless veterans in partnership with Veterans Green Jobs, Denver Human Services, Denver Parks & Recreation and the Associated Landscape Contractors of Colorado



# Sector Expansion

## Team accomplishments:

- 68% of training services and 79% of wage subsidy positions were in targeted energy, construction and health care industries.
- Developed 184 relationships with businesses and non-profit organizations operating within target industries that provided on-the-job training opportunities

- Get Into Water, a water and wastewater industry partnership, developed through a CDLE SECTORS planning grant

## Construction

- Redevelopment of Denver Union Station - provided hiring, pre-screening and wage subsidies for contractors
- Wage subsidy partnerships with Better Denver Bond project contractors and the Denver Housing Authority ARRA-funded redevelopment project contractors
- Customized training partnerships with registered apprenticeship programs

## The Denver Workforce Investment Board (WIB)

The Denver WIB hosted all Colorado WIB chairs and workforce directors for a statewide gathering in January 2010 to discuss regional collaboration and the role of WIBs in setting a vision and policies for meeting the talent needs of Colorado businesses.

This gathering was the culmination of a mentor-mentee relationship between the Denver Office of Economic Development-Workforce Development and the Gulf Coast Workforce Board in Houston, Texas, supported by the U. S. Department of Labor's Peer-to-Peer Technical Assistance Project.

The discussion brought forth ideas about: consolidation of workforce regions around labor market areas with common goals and outcomes, and cost savings/efficiencies; complementing the annual WIA/Wagner-Peyser compliance planning process with a parallel and corresponding



**Denver OED-WD's Best Practices Award received June 2010 from CDLE for its Pre-Professional Occupations - Health Program**

strategic plan/planning process; collaborating in the implementation of the five newly awarded energy grants in Colorado; sharing best practices in youth services; convening regular meetings of all statewide WIB chairs to establish healthy dialogue for common strategic actions; and collaborating on marketing strategies.

**Promotion of Youth Programs -** PY09 brought youth services much support from WIB members who not only attended youth services events and promoted youth council recruitment, but were also enlisted to assist by providing contacts and resources to support the Youth Health Care initiative, the Bridges to Work (BTW) youth internship program and the Summer Youth Employment Program.

Members of the WIB also:

- Donated classroom space for summer youth training sessions
- Contacted Denver area businesses to support the Bridges to Work Program
- Provided lunches for youth training sessions

- Provided support for the ARRA Summer Youth Celebration and youth leadership activities
- Sponsored a kickoff breakfast for the Youth Healthcare Initiative

### Denver OED-WD Awards

**CDLE Best Practice Awards** - Denver Workforce Development was presented two of the six statewide best practice awards at the RMWDA conference: "Preparing Youth for Success in Health Care Careers," a program that was also nationally recognized by the U.S. Conference of Mayors, and the "A Comprehensive Approach to Sector Implementation across Workforce Programs." These awards recognize Denver's commitment to working through

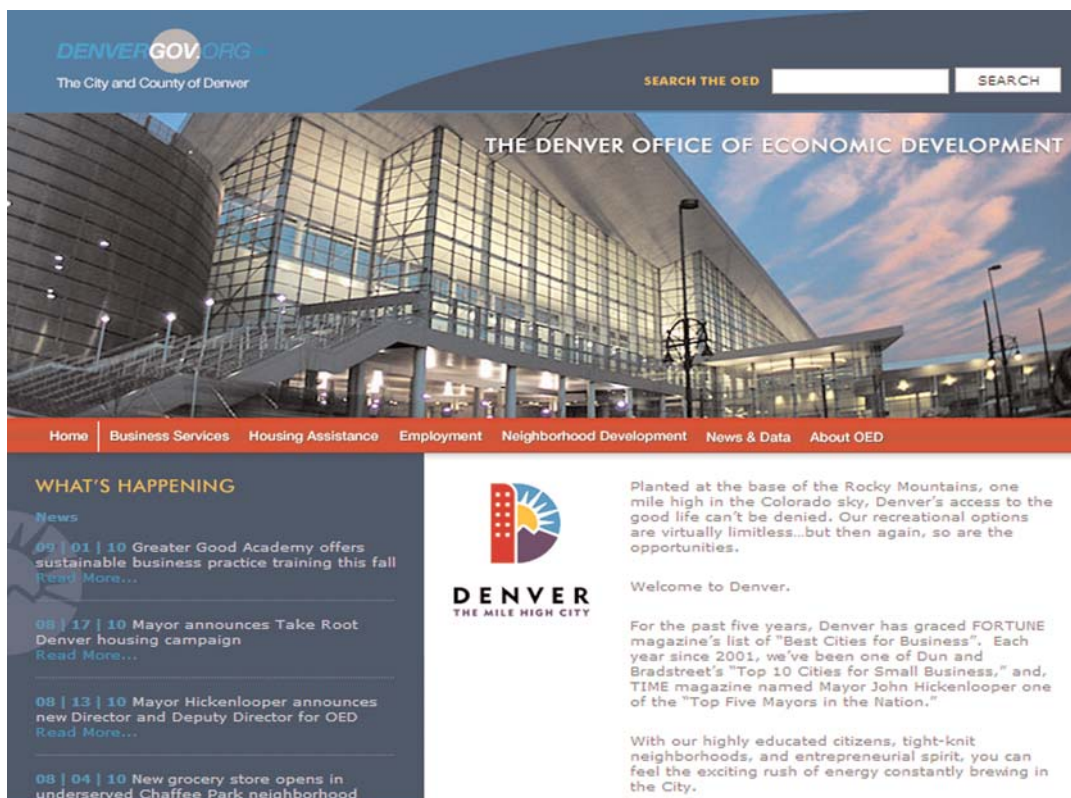
programs and funding streams to prepare job seekers from all "points of entry" for jobs in emerging, growing and promising industry sectors by informing customers of labor market information and trends, and focusing resources and investments on those sectors.

**Microsoft Elevate America Program** - Denver County was recognized as a best practice by Rutgers University and CDLE for its partnership with the Denver Public Library in the Microsoft Elevate America program.

**Youth Services Awards** - The National Association of Workforce Development Professionals selected Denver's **Opportunity Knocks! Youth Workforce Programs for Juvenile Offenders**

to be part of the 2010 Youth Development Symposium on November 8-10, 2010 in Chicago.

**5281 Award** - Georgia Howard, OED-WD staff member, received the "5281 Award," a prestigious award given to City and County of Denver employees for exceptional work. She was recognized for her efforts in developing nearly 100 jobs and trainings in the energy and green sector, ensuring that resource allocations resulted in quality jobs with self-sufficiency wages, helping support businesses, jobs seekers and the quality of life for all Denver residents. Georgia also authored two industry grants in the energy and green jobs sector, resulting in nearly \$4.6M for workforce training and development.







Jefferson  
County  
**Workforce**  
Center

 Serving the Tri-County Region

# Jefferson County Workforce Center

## REGIONAL PROFILE

### Description of the Region

Situated on the western edge of metropolitan Denver, the Jefferson County Workforce Center (JCWC) serves a diverse and unique workforce, ranging from urban and rural municipalities to thriving mountain communities. JCWC's main office is in Golden with two satellite offices in Idaho Springs and Black Hawk. Jefferson County is the second largest county in Colorado with a population of 533,339. Gilpin County supports an active gaming industry and has a population of 5,042. Clear Creek County, with a population of 9,322, is a historical and recreational area.

Jefferson County has a nationally acclaimed K-12 school district through which residents and businesses have convenient access to higher educational institutions such as the Colorado School of Mines, Colorado Christian University, and Arapahoe, Front Range and Red Rocks Community Colleges. Companies in Jefferson County enjoy a pro-business tax climate with one of the lowest tax rates in the United States. With a friendly business environment and an unmatched quality



**Laramie Building, home of the  
Jefferson County Workforce Center**

of life, Jefferson County is a premier business location.

### Employer Statistics

- A staggering 90.8% of private employers in the Jefferson, Gilpin and Clear Creek County regions have fewer than 20 employees. This rate is just slightly higher than Colorado statewide, which is 89.6%.
- 9% of employers have 20-249 employees.
- Just .3% of employers have 250+ employees
- The top-employing industries in the Jefferson, Gilpin and Clear Creek County area are: government, retail trade, accommodation and food services, health care and social assistance, and professional and technical services.

Region's Labor Force (LMI Gateway, June 2010)					
	Jefferson County	Gilpin County	Clear Creek County	Denver MSA	Colorado MSA
Total Labor Force	301,897	3,364	5,554	1,363,627	2,663,768
Employed	277,769	3,145	5,105	1,252,440	2,449,635
Unemployed	24,128	219	449	111,187	214,133
Unemployment Rate	8.0%	6.5%	8.1%	8.2%	8.0%

Jefferson County has a well-educated and diversified workforce with over 311,000 in its labor base, making it the second largest in Metro Denver and Colorado. Because Jefferson County is one of the primary population centers for the state, companies located in the county have the advantage of a large and highly skilled workforce.



## Labor Force

Jefferson County has a well-educated and diversified workforce with over 311,000 in its labor base, making it the second largest in Metro Denver and Colorado. Because Jefferson County is one of the primary population centers for the state, companies located in the county have the advantage of a large and highly skilled workforce.

## Sector-based Approaches

### WIRED's Aerospace Industry

**Coordinator** - JCWC was home to WIRED's Aerospace Industry Coordinator. The coordinator has a statewide focus and the objective is to build workforce relationships with Colorado's aerospace community, yielding an invaluable network. This past year, outreach to the industry included:

- Understanding the industry's dimensions, specialties and issues;
- Engaging in industry's recruitment and training needs;
- Assessing the workforce system's ability to serve aerospace; and
- Facilitating industry collaborations around strategic planning and workforce education.

Last fall (2009), the Metro Denver WIRED Initiative hosted an event at the Denver Chamber of Commerce called Internships in Aerospace: Hands-on Talent Development. The program, organized by the industry coordinator, featured a panel discussion by four aerospace executives and was designed to highlight best industry internship practices. Panelists were from Lockheed Martin, United Launch Alliance, Sierra Nevada Corporation, and Redefine Technologies. The event drew

80 attendees from business, education and the workforce system.

**Green Jobs Certificates** - Lightly Treading, the sole contractor for Xcel's auditing rebate program, has partnered with Red Rocks Community College (RRCC) to provide the BPI Field proctor training. Lightly Treading has also joined RRCC, Alameda Gateway Community Association, Veterans Green Jobs, the City of Lakewood Mayor's Office and the JCWC to provide the first commercial auditing field training program for community college students. Upon successful completion of RRCC's Building Science course, students may complete commercial audit field experience and receive payment as interns through a grant from JCWC. RRCC's audit students, along with Veterans Green Jobs graduates, are receiving invaluable field experience proctored by professionals from Lightly Treading and American Management Systems.

### Enhanced Service Strategies

**Job Clubs** - Two job clubs, which provide support, networking and job search techniques for "Professional" and "Boomer" job seekers, were initiated in 2009. In these job clubs, participants can tell

their story, ask for assistance and have their questions answered.

**Destination Employment** - This three-part program was developed by the Career Services Team and provides intensive job search tools to dislocated workers in a group setting. This gives job seekers an opportunity to hone their job search skills and focus on marketing themselves in this challenging job market.

- **Part 1: No Job, Now What?** Customers learn about tools and resources, identify strengths to navigate through job loss and develop new job search strategies
- **Part 2** provides three job search workshops: **Money Matters** (money management) **Informational Interviewing** and **Career Exploration**
- **Part 3: YOU! The Ultimate Asset**, a three-day workshop to fine tune job search skills and obtain additional resources to tackle any job market.

**ARRA Funding: Grow Your Own** - For program year 2009, there were several opportunities for JCWC customers to participate in internships and on-the-job training opportunities.

## PY09 Common Measures Performance

### JEFFERSON COUNTY WORKFORCE CENTER

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Entered Employment	109%
Retention	100%	Retention	99%
Average Earnings	139%	Average Earnings	95%

YOUTH	
Standard	Percent of Goal
Literacy/Numeracy	85%
Placement	83%
Degree/Certificate	112%



C

DLE awarded

a Best Practice Award to

Jefferson County

Workforce Center for

Grow Your Own - A

Collaborative Process

and Marketing

Campaign for

Subsidized

Employment

Opportunities. This

program has matched

hundreds of job

seekers and

businesses with

internships and on-the-job

training opportunities.

Funding included specific community assistance block grants, WIA formula dollars and ARRA funds. By June 30, 2010, the workforce center sponsored \$1,156,535 worth of subsidized employment opportunities.

**GCDF Training** - Continuing the goal of maintaining a high level of quality service, seven workforce center staff and two partners completed specialized training to become Global Career Development Facilitators (GCDFs). In addition, four received GCDF Instructor certifications.

## PARTNERSHIPS FOR ECONOMIC RECOVERY

### Governor's Visit to JCWC

On December 10, 2009, Governor Bill Ritter visited JCWC to officially launch the CareerReady Colorado Certificate, a tool that helps match the right person with the right job. The governor also unveiled three legislative proposals intended to help employees and small businesses with job training and retraining programs:

- Incentives for health care professionals to work in rural areas
- Extended eligibility of the existing CollegeInvest nurse loan forgiveness program
- Implementing employee-funded job retraining accounts that would offer incentives to businesses that match contributions

### BETR ReelBiz Videos

Twelve businesses participated in filming ReelBiz virtual video tours for the Business and Education Talent Readiness (BETR) initiative. These videos will be used by education



**Governor Ritter visits Jefferson County Workforce Center to launch the CareerReady Colorado Certificate**

providers, students, job seekers and parents to convey needed skills, workday activities and opportunities in various industries. The videos were funded by the Colorado Department of Labor and Employment (CDLE) and will be part of a highly popular suite of online videos housed on the BETR website: [www.betrproject.org](http://www.betrproject.org).

### Jeffco Public Schools

The JCWC presented Jeffco Public Schools with the Business Agency & Partnership Award of 2009. This award was sponsored by the JCWC, Colorado Department of Labor and Employment, the State Workforce Council and the Jefferson Economic Council. The school district has been faced with new challenges, including the lack of resources to meet the needs of their students. These students, who will enter a changing job market, must now be prepared for jobs that mostly do not exist today, and they must learn how to solve problems that cannot be foreseen. Jeffco Public Schools has openly collaborated with the JCWC to find new ways to meet these challenges head on. Outcomes from this partnership have been overwhelmingly positive.

### **Best Practice Award**

In June 2010, CDLE granted the JCWC a best practice award for **Grow Your Own** - A Collaborative Process and Marketing Campaign for Subsidized Employment Opportunities. This program has matched hundreds of job seekers and businesses with internships and on-the-job training opportunities.

### **Training Grounds**

Training Grounds is an educational opportunity collaboration between Jefferson County Human Services, Warren Tech Culinary Arts, JCWC and Jeffco Public Schools Transition Services. The purpose is to not only serve up Coda™ brand specialty coffees and other delectables, but to give real-world, hands-on training experience to TANF customers and to students enrolled in Jeffco Transition Services - students with special needs. This is a win-win-win for everyone involved. Training Grounds is located on the first floor of the Laramie Building, on the Jefferson County Campus in Golden.



**Training Grounds employees receive hands-on experience serving customers on the Jefferson County Campus**

### **WorkLife Partnership**

WorkLife Partnership (formerly Employer of Choice) collaborates

with employers to help their low-wage workers overcome barriers that keep them from getting to work, staying at work and being productive at work. WorkLife consists of seven employer partners with 4,500 employees. Since January 2010, WorkLife served 89 individuals and provided 144 hours of skill-enhancement training to incumbent workers and management staff. The partnership strives to increase long-term self-sufficiency of eligible, low-income Colorado families by providing long-term planning skills and numerous resources to help them keep their jobs.



### **Person-Centered Independence Planning Project (PIPP)**

JCWC, in collaboration with the Tri-County Youth Council and other community partners, completed the PIPP in October 2009. This 18-month demonstration project supported the successful employment and transition of youth with developmental disabilities through services provided by the workforce system.

Youth were referred by key partners throughout the workforce system that included Jeffco Public Schools, Division of Vocational Rehabilitation, School to Work Alliance Program, Jefferson County Department of Human Services' Children Youth & Family Division, Developmental Disability Resource Center and Devereux Cleo Wallace treatment facility.

The project impacted over 300 youth, family members and service providers. Youth ages 18-

22 received intensive job readiness and job development services, and participated in training workshops, paid internships and on-the-job training programs. The PIPP training subcommittee created six online training sessions titled "Planning for Life After High School" that are available for viewing at [www.e-Colorado.org](http://www.e-Colorado.org). Online sessions provide information and resources for youth with developmental disabilities, their families and service providers.

### **Community Service Block Grant (CSBG)**

JCWC, in collaboration with Jefferson County Community Development, received \$527,470 in ARRA funds for a CSBG-R to provide employment and training services to targeted Jefferson County residents. The goal of the program was the reduction of poverty, the revitalization of communities and businesses, and the empowerment of low-income families and individuals in urban and rural areas.

JCWC developed key partnerships with several community organizations and almost 50 businesses to provide paid internships, on-the-job training and vocational training programs to approximately 180 individuals from July 1, 2009 through July 31, 2010. These individuals ranged in age from 17 to 70+.

### **Work-Readiness Academy**

The Work-Readiness Academy was developed to teach work-readiness skills and connect youth to businesses through internships using their skills to secure and retain employment. Other portions of the program were developed to connect youth with





**J**CWC was awarded a

SECTORS planning  
grant to identify skills  
gaps and common  
issues within the  
renewable energy  
sector, which could be  
used to attract new  
businesses and keep  
current ones. This  
grant led to the award  
of the \$500,000  
Foothills Energy  
Partnership SECTORS  
implementation grant  
with Broomfield and  
Boulder workforce centers.

their desired careers through vocational training and career exploration programs. There were 22 participants at the start of this program, yet 12 remained fully engaged and successfully completed it.

### **Summer Youth Internship Program**

Jeffco served 364 youth through this opportunity for young adults to explore different career areas while learning work-readiness skills and gaining work experience. This program offered businesses extra help during the summer, at no cost, while giving young job seekers needed workplace experience and opportunities.

Gilpin County Workforce Center, partnering with Chinook Associates and Golden Gate Canyon State Park provided internships for nine youth in natural resource and park management. Participants came out of the experience with many treasures: excellent resume-building skills, career exploration in a field of interest, new knowledge, hands-on experience, new skills from construction to leadership, successful teamwork experience and the satisfaction of seeing the fruits of their labor.



**Jefferson High School students who successfully completed internships with Skinner Middle School as summer camp counselors**

### **HIRE Colorado**

One hundred ninety-five participants were served in the HIRE Colorado program, a subsidized employment program created to provide a safety net for individuals who exhaust their unemployment insurance (UI) benefits. The goal of HIRE Colorado was to provide paid work experiences for economically disadvantaged job seekers, support the creation of new jobs across the state, and help stabilize the State's TANF program by providing an alternate source of income support for eligible families.

### **Colorado Association for Manufacturing Technology (CAMT) Advanced Manufacturing Grant**

This grant, funded through the Metro Denver WIRED initiative, trained 233 incumbent workers employed by businesses that supply products or support to the aerospace, bioscience, energy, IT and manufacturing industries. The training helped organizations by improving overall processes and operating efficiencies and reducing waste, resulting in financial benefits and a competitive advantage. Fifty-seven dislocated workers (many of whom found jobs as a direct result of the training) were also served.

The training programs included Lean Six Sigma, Lean Basics, Quality Basics, Quality Technician, Yellow Belt and ISO Lead Auditor training. Participants received a certificate from CAMT upon completion. Grant partners include the Jefferson and Boulder Economic Development Councils and the Boulder Workforce Center. More than 20 businesses participated.

### Renewable Energy Initiative

JCWC was awarded a SECTORS planning grant to analyze data and identify gaps within the renewable energy sector. JCWC and its partners utilized business surveys and telephone followup sessions to gather information on primary and secondary industry players, primary and secondary occupations and associated skill sets, and labor shed data. Results yielded common issues and problems and data needed to attract new businesses and keep existing ones. This grant led to the award of the \$500,000 Foothills Energy Partnership SECTORS implementation grant with Broomfield and Boulder workforce centers.

### Jefferson County Training Partners Pow Wow

JCWC meets monthly with the Jefferson Economic Council, Colorado Association for Manufacturing Technology, Rocky Mountain Education

Center and the Rocky Mountain Trade Adjustment Center to share business and industry data, collaborate on projects, and reinforce the goal of cross-marketing each other's programs. Results of this group are better communications, more comprehensive assistance to our customers, the ability to package programs more efficiently and effectively, and less duplication of effort.

### Veterans Workforce Investment Program (VWIP)

The Jefferson County Veterans Team planned and coordinated a successful VWIP Green Industry Resource Fair on February 24, 2010. It was held at the Jefferson County Fairgrounds and had over 250 veteran attendees. Resources included industry experts, educators, employers and workforce veteran professionals. In addition, five Military Veteran Job Search workshops, two Military Veterans Networking workshops, and three Military

Veterans Federal Job Search workshops were conducted. Thirteen of the 36 participants in attendance obtained employment.

### Business Outreach Accomplishments

- Assisted over 600 businesses with hiring events, job postings, labor market information, networking events, internships, Rapid Response and aligning companies with resources
- Organized 54 customized hiring events and job fairs for companies with a total of 8,482 job seekers in attendance; hosted and participated in major job fairs including the annual Casino Job Fair, Young Adult Job Fair, CDLE's E3 Career and Resource Fair and the Edgewater Community Fair
- Worked with Aerotek recruiters to accelerate the matching of our businesses with qualified interns, which was in addition to the JCWC OJT and work experience programs



LARIMER COUNTY  
**WORKFORCE**  
C E N T E R

# Larimer County Workforce Center

## REGIONAL PROFILE

As of July 2010, the national unemployment rate remained at 9.5%, according to statistics released by the Bureau of Labor Statistics on August 6, 2010. Colorado's seasonally adjusted unemployment rate remained unchanged at 8.0% for June 2010. This is a modest improvement from the 8.3% unemployment rate in Colorado for the same time last year (June 2009). Larimer County continues to stay slightly below the state with an estimated 7.8% unemployment rate.

In Larimer County, construction, manufacturing, retail/service and transportation/warehousing continue to experience high rates of job loss. The five hardest-hit occupational groups (and corresponding percent of unemployment) in Larimer County are: construction and extraction (14.6%); architecture and engineering (8.1%); transportation and material moving (7.4%); office and administrative support (7.1%); and management occupations (7.1%).

The Larimer County Workforce Center (LCWC) had a total of 23,831 registrations in the program year ending June 30, 2010. This is a 4% increase in registrations from the previous program year and, cumulatively, it is a 35% increase over a two-year timeframe. On June 30, 2008, the LCWC had 15,604 registrations. The number of registrations climbed to 22,969 registrations on June 30, 2009 and continued upward to 23,831 registrations on June 30, 2010.

Over these past two program years, the LCWC has experienced substantial increases in UI claimants (55%), along with veterans/eligibles (32%), welfare (38%), high school graduates/GED (37%) and customers with a bachelor's degree or higher (38%). These demographics demonstrate that all segments of our community have been impacted by the current recession.

### Workforce Investment Board (WIB) Restructure

In the fall of 2009, efforts began to restructure the Larimer County Workforce Investment Board

## PY09 Common Measures Performance

### LARIMER COUNTY WORKFORCE CENTER

#### ADULT

Standard	Percent of Goal
Entered Employment	83%
Retention	69%
Average Earnings	74%

#### DISLOCATED WORKER

Standard	Percent of Goal
Entered Employment	86%
Retention	92%
Average Earnings	93%

#### YOUTH

Standard	Percent of Goal
Literacy/Numeracy	47%
Placement	81%
Degree/Certificate	80%

Larimer County Workforce Center had a total of 23,831 registrations during PY09, a 35% overall increase over a two-year timeframe, along with increases in UI claimants, veterans and low income job seekers. These demographics demonstrate that all segments of our community have been impacted by the current recession.



(LCWIB) to create a more strategic, engaged, employer-led board. This process was completed in January 2010 when 35 new board members were appointed by the Larimer County Commissioners, including 21 businesses with representation from most industry sectors. The executive committee of the WIB drafted the 2010-2011 strategic plan, which established four ad-hoc committees: Youth to Industry, Energy Exploratory, IT Exploratory and Healthcare Exploratory. The Youth to Industry committee will focus on initiatives to close the gap between industry and youth. The three industry exploratory committees will work to uncover skill gaps, training opportunities and workforce needs within the three targeted industries. Some of the other initiatives the board plans to complete in 2010-2011 include developing a "State of the Workforce" summit, a quarterly workforce report and dashboard, and a legislative agenda.

### **The Business Intelligence Group**

Created out of a need for agency staff to become better informed and educated about the ever-evolving labor market, the Business Intelligence Group was formed in spring 2010. The group consists of a cross-functional, inter-agency team including 12 representatives who, as part of their role at the LCWC, connect with business. The group meets monthly to share local, regional, and national industry trends and discuss business needs. In addition, a quarterly bulletin, "The Pulse," will serve to compile information and educate job seekers, LCWC staff and community partners. Lastly, the Business Intelligence Group will serve as the bridge that connects the regional efforts of the WIB to the efforts of the LCWC.

### **Skills Verification**

During this program year, the LCWC began offering worker certification and skills verification through use of Prove It! assessments, WorkKeys assessments (including Performance, Talent and Fit), the CareerReady Colorado Certificate (CRC), and KeyTrain remediation for the CRC.

Prove It! provides over 1,100 skill sets covering nine languages/dialects. It also allows employers to develop customized assessments for their specific job. The assessments range from basic office skills to multiple software and hardware operating systems, and health care procedures. Prove It! is also popular with job seekers who want to test their skills, identify weaknesses and verify strengths. Prove It! offers tutorials in all Microsoft programs, which customers find helpful in enhancing their skills. These tutorials do not replace the need for basic computer remediation but are very valuable to those with introductory level skills.

The LCWC provided 20 Prove It! assessments for New Belgium Brewery applicants and is actively connecting with other employers regarding its use and value. The CRC has been most frequently used by local plumbing companies seeking the Applied Math assessment for employees entering training levels of their apprenticeships.

### **ComputerTIPS**

The Computer Training and Internship Program, also known as ComputerTIPS, was developed, using ARRA and HIRE Colorado funds, by the LCWC Business Services Team (BST) in October 2009. The BST used labor market information from Economic Modeling Specialist Inc. (EMSI) to identify growing occupations in

Northern Colorado. Through their research and employer conversations, the group discovered that the growing occupation that cut across all industries was office and administrative support, with computer skills needed for job seekers to be competitive and meet business needs.

The LCWC partnered with the Education Life and Training Center (ELTC) who provided classroom training on Microsoft Word, Excel and PowerPoint. In addition to computer skills, training included a soft skills element that focused on effective communication skills, resume writing, interviewing, being successful in today's business culture and "Thinking like an Employer." These workshops were conducted by the BST.

After the training, each participant retook their computer assessments, with 77% of participants increasing their typing skills, 75% increasing their computer literacy skills and 77% increasing their Microsoft Word 2007 skills. Twelve participants have gained employment and the remaining participants are presently completing internship programs.

## **PARTNERSHIPS FOR ECONOMIC RECOVERY**

### **WIRED ITA Funds**

The purpose of the WIRED ITA funds was to provide training opportunities to eligible customers in the targeted WIRED industries including energy, IT and bioscience. This funding allowed us to serve 165 customers, expanding support to co-enrolled dislocated workers as well as providing exciting opportunities and skill building for incumbent workers.



“The class our four employees were able to attend with the WIRED funding was well received... and will have a direct impact on their ability to be more proficient in their jobs... We are thankful for the assistance to fund this training and the learning opportunity it provided.”

Katie Scherer, Training Manager, Abound Solar

Examples of training funded through WIRED ITAs were:

- Ten incumbent workers from National Jewish Health (NJH) participated in an AALAS Certified Prep Course offered by Front Range Community College. The goal of the training was to prepare students, currently employed in the care of animals used in biomedical research, for increased job responsibility and advancement.
- Twenty customers were provided scholarships to attend the Good Laboratory Practices through Colorado State University's BioMarc. Students learned about the Federal Drug Administration and the Organization for Economic Cooperation and Development principles of Good Laboratory Practice as they apply to the regulation and quality of non-clinical studies.
- Thirty-two entrepreneurs were provided the opportunity to attend the FastTrac TechVenture training addressing the needs of entrepreneurs developing technology, biotechnology and life sciences products. Attendees received the tools to determine the economic feasibility of their business concept, reevaluate the feasibility of the technology, design a business model that matches a personal vision, and create a business plan to communicate the opportunity to investors.

#### **Front Range Community College (FRCC) Clean Energy Technology Training Program**

In support of growing green jobs in Northern Colorado, the LCWC partnered with FRCC to provide customers access to FRCC's Associate of Applied Science degree in Clean Energy Technology. Approximately 10 Trade



**Larimer County ARRA logo**

Adjustment Assistance (TAA) and/or WIA-funded customers are attending this innovative two-year training program.

The degree program, which started in Fall 2009, addresses a strategic need of Colorado's New Energy Economy: a job-ready workforce with the technical skills required by the energy industry. The Clean Energy Technology Program will prepare customers for entry-level work in the growing clean-energy industry. This emerging field encompasses businesses and industries involved in alternative and renewable energy, as well as those firms that deploy energy conservation and clean energy strategies.

#### **The Larimer County Youth Conservation Corps (LCYCC) Energy Corps**

The LCYCC Energy Corps, administered by the LCWC, partnered with the City of Fort Collins Utilities, Town of Estes Park and Platte River Power Authority to offer 400 free energy assessments to local homes. Eight WIA eligible youth were hired and trained as LCYCC energy corpsmembers.

Funded primarily from the American Recovery and Reinvestment Act (ARRA), corps members installed compact fluorescent light bulbs, low-flow

showerheads and faucet aerators, programmable thermostats, retractable clotheslines, and smoke/carbon dioxide detectors in low-to-mid-income homes across Larimer County. Corps members spent one-on-one time with each homeowner discussing energy practices and ways to reduce energy consumption and lower utility bills. Youth also had the opportunity to test for certification with RESNET Home Energy Survey Professional Certificate training, increasing their employability upon program completion.



**Ashley Swett, Larimer County Energy Corps member, installs an energy-efficient programmable thermostat in a local home.**

### **HIRE Colorado**

The HIRE Colorado program is designed to provide wages and a recent work history to out-of-work individuals and give local businesses access to subsidized labor. To date, the LCWC has placed 124 participants in employment with over 70 local businesses, including veterans, older workers, low income workers, single parents, offenders, and UI claimants.

This demonstrates the ability of the program to successfully serve a variety of customers and to reduce impacts on Unemployment Insurance and Temporary

Assistance for Needy Families. Additionally, 59% of HIRE Colorado participants found permanent employment by June 30, 2010.

Many participating employers claim HIRE Colorado has had a large economic impact on their organization. One employer was able to permanently employ five HIRE Colorado participants with additional revenue generated by the participants' labor. The flexibility of the program has also allowed the LCWC to meet specific training needs for participants and employers through the ComputerTIPS and HealthTIPS programs. With these programs and other placements, the LCWC is on track to exceed all HIRE Colorado program goals.

### **Colorado Enhanced Approved Training Program (CEATP)**

The CEATP assists Unemployment Insurance claimants to receive training services and additional Unemployment Insurance benefits. The LCWC initially focused on current Workforce Investment Act (WIA), Trade Adjustment Assistance (TAA) and veterans who were engaged in training for an occupation on the approved CEATP occupational list. The LCWC individually contacted each customer via phone and case-managed the application of those eligible from start to completion. This led to nearly 140 claimants receiving CEATP enhanced UI benefits.

### **State Extended Benefits (SEB) Program**

This program year, the LCWC employment center responded quickly to the added work of the SEB and developed, organized and provided orientations to over 470 SEB customers within a 3-4 month timeframe. The LCWC also devel-

oped and implemented two all-day training sessions exclusively for SEB claimants. This customized workshop addressed the challenges of job search during a period of long-term unemployment, the difference between a career job and a survival job, and how to present yourself on a resume. The workshop included a panel discussion with SEB claimants who had found employment.

### **Onsite Partnership with Unemployment Insurance**

Beginning in February, Unemployment Insurance representatives from the centralized Denver UI call center came to the Loveland and Fort Collins offices on a monthly basis. UI staff saw over 200 customers in February and over 100 on each subsequent visit. The LCWC valued the opportunity to serve as a place for our customers to meet with UI staff in person and gladly managed this additional level of work with existing funding, resources and staffing.

### **Larimer County Works (TANF)**

During PY09, the Larimer County Works Program significantly increased the All Family Work Participation Rate to a 12-month average of 49.5%. This increase occurred even with a sharp increase in the caseload amidst a budget reduction. Specific program services included placing 92 TANF customers in internship sites, 16 of whom were hired by the site or a related employer. Almost 200 TANF customers were placed in service to the community sites, which allowed them to develop life management and workplace skills while providing support to non-profit and public agencies. Eight TANF customers were hired permanently as a result of their service to the community site.





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Assistance for Needy

Families.

### **Employment First (EF) Program Enhancements**

The EF program began offering an extended orientation for new participants that included a two-hour workshop on organizing your job search and improving interviewing skills, two of the components that all EF participants are required to complete. By offering them at the onset of participation, the LCWC hoped to reduce the length of program enrollment and promote participation in other LCWC job search services.

EF staff partnered with Wagner-Peyser staff to develop and deliver a curriculum that was upbeat and active; the program has been a hit! Thus far, the LCWC has seen an increase in placement rates since beginning the new orientation process, jumping from 9.76% to 15.39% in the first month of the program. In June 2010, the rate was 19.04%, the highest monthly entered employment rate in the state among similar-sized counties.

### **Client Success Stories**

**HIRE Colorado Customer** - Dan came to the LCWC seeking assistance to update his computer skills through the HIRE Colorado ComputerTIPS program. Throughout his career, Dan experienced several layoffs and had been unemployed for almost five consecutive years. A 43-year-old single parent, Dan was looking for a career where he could combine his technical background and expertise in a field that would lead to stable employment.

While attending the ComputerTIPS Reverse Job Fair event, Lightning Hybrids, a local small business in the clean energy field, selected Dan to be one of eight HIRE Colorado interns. Dan was chosen for an electrical engineer position that



**LCWC customer Dan works as an automotive controls engineer at Lightning Hybrid in Loveland, Colorado.**

built upon his prior experience. In May 2010, Dan was offered a full-time position at Lightning Hybrids involving the building of automotive systems controls. Dan says this is "the coolest, most awesome job ever!"

**WIA Dislocated Worker** - Daniel was laid off in December 2008 as a shop foreman where he installed countertops for over eight years. Through WIA services, Daniel enrolled in the Energy Boost program at Front Range Community College, an 80-hour customized training program that retrains job seekers for production workers in the renewable energy field. He also started an AAS degree in Clean Energy Technology. Daniel received a job offer as a production operator from Vestas Wind Energy Company in May 2010 and completed his certificate in Clean Energy Technology shortly afterwards.

### **Workforce Board Leadership**

Through the Colorado Continuous Improvement Management System (CIMS), the LCWC participated in the Business Recognition Award supported by the Colorado Workforce Development Council. Yvonne Myers, the LCWC's current WIB Co-Chair and Health Systems Coordinator for Columbine Health

Systems, was nominated and chosen for this award for her contributions to workforce development in Larimer County. In recognition of Yvonne, \$2,000 was provided in her name to support Larimer County residents with training scholarships. Training will be provided through the Front Range Community College.

### Economic Development Excellence Award

Joni Friedman, director of the LCWC, was honored with the Regional Economic Development Excellence Award during the Northern Colorado Economic Development Corporation's annual meeting on November 20, 2009. Friedman received this award

based on her history of working across regional and state boundaries to create new services to help people find jobs.

### Larimer County Youth Conservation Corps (LCYCC) Leadership Opportunity

The LCYCC empowers youth to become engaged citizens by completing service projects for the environment and community while promoting skill development for personal and professional growth. Eight corps members traveled to Denver, Colorado to participate in the America's Great Outdoors public listening session. Using their summer field experience, corps members presented their recommendations on the future of public



**LCYCC corpsmembers meet with Secretary of the Interior Ken Salazar and Undersecretary Harris Sherman to present their recommendations for the future of public land usage.**

land usage to Secretary of the Interior Ken Salazar. This recognition was a highlight for corps members in attendance, who utilized their corps experience to help shape future public policy.



**P** PWFC maintained

strong connections with the Army Career Alumni Program at Fort Carson and the family support centers at the three local Air Force installations to provide support and training to military personnel being discharged and spouses of those serving in the military.

## REGIONAL PROFILE

### Economic Conditions

Like many areas throughout the United States, the Pikes Peak region struggled through another difficult economic year. A summary of the major economic indicators for PY09 reveals the Pikes Peak region experienced a second straight year of declining economic output that included:

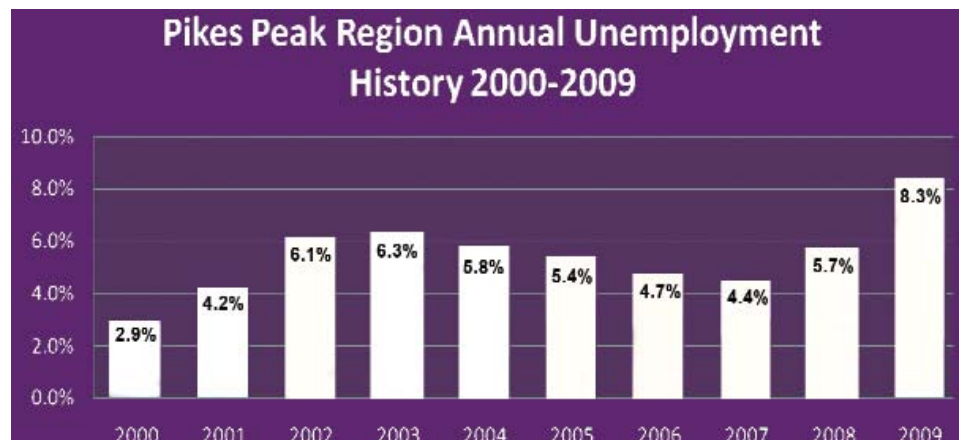
- **Ongoing high unemployment:** Ended PY09 at 9.1%.
- **More applicants but fewer employment openings:** Posted job openings from Connecting Colorado decreased from 11,623 in PY08 to 8,868 in PY09.
- **Regional job loss:** In 2009, the area lost 10,800 jobs due to the recession.
- **Declining sales tax revenues:** Sales tax revenues continued to decline during PY09 when compared to PY08.
- **Declining real estate industry:** Single family home permit activity in 2008 and 2009 was

less than 25% of the peak experienced in 2006. Home sales were approximately 36% below the past average. Foreclosures also continued to increase by 19% in 2009.

- **Surviving for now, but sustaining for the future?** Because many indicators remained in decline, the interpretation is that the Pikes Peak region will experience at best a "flat" economic year through PY10.

### Demographics and Clients Served

The Pikes Peak Workforce Development region consists of El Paso and Teller Counties and maintains an estimated population of 633,177, reflecting a 2.5% increase since 2008. The top 80% of jobs are contained in nine categories that include: government, retail trade, accommodation and food services, health care and social assistance (health care), professional and technical services, administrative and waste services, manufacturing,





construction, and finance and insurance. For the top employment industries, average annual wages varied widely from a high of \$71,545 for professional and technical services to a low of \$15,870 for accommodation positions.

**Pikes Peak Workforce Center Customer Demographics** - Total participants that received services during PY09 increased from 63,280 during PY08 to 74,310 in PY09 representing an increase of 11,030 or 17.4%. During PY09, Pikes Peak Workforce Center experienced a significant customer increase of veterans, seniors and persons with post-secondary education levels. This suggests the recession is now impacting a far greater range of individuals and persons with a higher level of education.

**Changes in Job Openings Posted** - The number of job openings posted in Connecting Colorado during PY09 declined by 2,755 from 11,623 in PY08 to 8,868, reflecting a 23.7% decrease. However, some industries experienced a significant job posting increase including arts, entertainment and recreation, educational services, federal contractor job listings, manufacturing, retail trade, and transportation and warehousing.

Industries with significant decreases in their job postings included accommodations and food services, administrative and support/waste management/remediation services, health care and social assistance, management of companies and enterprises, professional/scientific/technical services, and public administration.

## PY09 Common Measures Performance

PIKES PEAK WORKFORCE CENTER			
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	120%	Entered Employment	116%
Retention	104%	Retention	95%
Average Earnings	122%	Average Earnings	120%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	168%		
Placement	97%		
Degree/Certificate	120%		

## PARTNERSHIPS FOR ECONOMIC RECOVERY

Facing another difficult economic year, increased customer demands and a high level of uncertainty from the business community, the Pikes Peak Workforce Center elected to take a proactive approach to the new economic reality. This included evaluating the changing employment landscape and implementing new program innovations to improve efficiency, plus streamlining operations while anticipating manpower changes to better serve the public. These approaches are described below.

### Veterans Services

PPWFC provided services to 14,909 veterans, including 3,615 with disabilities, 2,001 recently released from active duty and 60 homeless. Additionally, Pikes Peak Workforce Center veteran staff taught 60 three-day Transition Assistance Program (TAP) job search workshops at Fort Carson and Schriever Air Force Bases for over 2,000 transitioning service members. Also, six two-day job search workshops were taught at the El Paso County jail for veterans transitioning out of incarceration. Pikes Peak Workforce Center maintained strong connections with the Army Career Alumni Program (ACAP)

at Fort Carson and family support centers at the three local Air Force installations to provide support and training to military personnel exiting their service and to spouses of those serving in the military.

### Special Populations

#### Limited English Proficiency -

The Pikes Peak region enjoys a diverse community, due largely to the military presence and to the large hospitality industry that attracts immigrant workers. Pikes Peak Workforce Center provided intensive services, including GED preparation, adult skills enhancements, computer skills upgrades, job readiness and English language proficiency to this target group.

**Serving the Disabled** - Pikes Peak Workforce Center also houses the Disability Program Navigator (DPN). This role provides direct guidance to those with disabilities, and assists employers, educational institutions and community agencies to increase their awareness of services for disabled clients and of the benefits of employing individuals with disabilities.



P Y09 marked the third

year of the Industrial

Revolution program,

which has received

regional and national

recognition as a best

practice for innovative

youth workforce

readiness and

employer engagement.

Through the Industrial

Revolution, youth are

exposed to emerging

industries that require

key competencies in

science, technology,

engineering and

mathematics (STEM).

### Satellite and Partner Sites

- The PPWFC **Teller County office** in the Aspen Mine Center is co-located with a host of community agencies such as Senior Center, CASA, Food Pantry, Community Partnership Family Resource Center, Pikes Peak Mental Health, Community of Caring, Help the Needy, Teller County Department of Social Services and Teller County Salvation Army. Together, they serve low income residents. A Teller County satellite office is located in the Woodland Park public library with a career center. This has become a model for workforce center/public library collaboration.
- The **Monument office** is co-located with Tri-Lakes Cares whose services include grocery programs (clothing, commodities, emergency groceries and senior supplemental groceries), seasonal programs (school supplies, holiday food baskets, and gift program), post-secondary education, limited financial services and referral services. Also in the building with the northern branch of PPWFC are the Health Advocacy Partnership/Penrose St. Francis community nurse and the Monument Clinic staffed with a volunteer doctor.
- **Additional Community Partnerships** - PPWFC continued partnerships and co-location efforts with the following entities: Adult Education, Vocational Rehabilitation, Senior Community Service Employment Program, Veterans Services, Community Partner Outreach, Marian Self Sufficiency Center, Tri Lakes Cares, Community Partnership, Woodland Park Library, Lutheran Family Ministries, Pikes Peak Community Action

Agency, Aspen Diversified Industries, Peak Vista, Westside Cares, Help the Needy, Pikes Peak Community Foundation/Community Center development and the Fountain Community Center.

### Workshops and Technology Resources

PPWFC workshops are designed as concise, comprehensive and practical tools to chart a career path and perform an effective job-search. Over 3,100 individuals took advantage of these programs, which included Guided Job Search, Resume and Portfolio Development, Emotional Intelligence, Stress Management, Volunteer Programs, Federal Job Applications, Online Search and Social Networks, and Computer Basics.

In addition, the Computer Café offered an "a la carte" menu of on-demand career exploration programs. Success Profiler, O\*Net, SkillCheck® and WorkKeys® software were some of the comprehensive battery of skills tests, career exploration and behavioral assessments provided. Computer labs were made available for self-directed education and training, including



**Hanna Yirga rings the PPWFC Job Gong in the Resource Lab signaling to all that she got a job!**

PLATO®, KeyTrain™ and Teknimedia™ training programs.

**Certificate Programs** - Pikes Peak Workforce Center promotes the Workforce Skills and CareerReady Certificates, which are based on the ACT WorkKeys® assessments. Three core areas are assessed: Reading for Information, Locating Information and Applied Mathematics. All assessments are based on real-world work applications and help employers know the skill levels of their current and potential workforce.

The Workforce Skills Certificate is endorsed by the Pikes Peak Workforce Center, Greater Colorado Springs Economic Development Corporation, the Greater Colorado Springs Chamber of Commerce and Pikes Peak Community College. In PY09, Pikes Peak Workforce Center delivered WorkKeys® testing to 832 individuals: 20 achieved Platinum, 235 Gold, 297 Silver, and 68 Bronze certificates.

#### **Notable Activities**

Pikes Peak Workforce Center continued to expand, enhance and improve its menu of programming activities and services throughout this year. Notable activities included:

- Coordinated plans with Strategy Management at Pikes Peak Community College on programs and projected demand occupational skills training
- Staff served as contributing editor to the area Diversity Forum's guide for small businesses
- Provided staff training in crisis management and suicide response
- Developed a Concierge/House Ambassador program and added a live orientation program

provided for all new Pikes Peak Workforce Center participants

- Pikes Peak Workforce Center staff have been invited to contribute expertise to state projects such as WorkKeys and to present at state and national conferences, and university settings including:
  - o National Association of Workforce Development Professionals (NAWDP)
  - o National Career Development Association (NCDA)
  - o Rocky Mountain Workforce Development Association
  - o University of Colorado Graduate Counseling Department

#### **BRAC and CAA Programs**

Pikes Peak Workforce Center continued providing services to the eligible Base Realignment and Closure NEG and Career Advancement Account participants. A total of 513 persons were trained through the CAA program, targeting spouses of military personnel. The BRAC program wrapped up during PY09 with 33 new participants during the year. This grant provided training to military spouses who had been dislocated from their jobs as a result of their spouses' military reassignments.

#### **Industrial Revolution**

PY09 marked the third year of our Industrial Revolution program, which has received regional and national recognition as a best practice for innovative youth workforce readiness and employer engagement. The Industrial Revolution was created in response to local youth's lack of necessary skills to be competitive in high-demand industries. Many young people had difficulty understanding the value of mathematics and technology outside the academic setting.



**Industrial Revolution 2010**  
customer Desire Valdez (left), with Joint Apprenticeship Training Center staffperson Vanessa Thomas, learning about electrician career opportunities

Through the Industrial Revolution, youth are exposed to emerging industries that involve key competencies in science, technology, engineering and mathematics (STEM). The program runs in June and incorporates:

- Four hours of classroom instruction each day, covering STEM, financial literacy and "soft skills" training
- Labor market information overview and discussion of in-demand industries on a regional, national and global scale
- Site visits with local employers that include facilitated discussion, mentoring and hands-on learning experiences
- Each youth earning hourly wages for the six hours/day, four days/week spent in the program
- Supportive services to cover transportation, child care and other necessary wrap-around resources
- Partnership with Pikes Peak Behavioral Health Group/Aspen Diversified Industries (ADI) to provide certified



PWFC leveraged

resources with the public

library system in its rural

areas to locate

workforce center

resources, staffing,

volunteers and

technology in a state-

of-the-art resource

center housed in the

local library. This

effort has multiplied

the outreach of the

workforce center while

expanding the commu-

nity services of the

library system.

classroom teachers, one-on-one job readiness training, and GED preparation and testing services

Tangible benefits of this program include:

- Local school districts accept course credits for youth participating in the program.
- Participant math scores have increased by as much as three full grade levels in just four weeks' time.
- Employers rave about how inspiring these young people are, inspiring business leaders to play a more active role in mentoring at-risk youth.
- An outreach video was created and posted on YouTube, greatly increasing awareness of youth workforce development in the Pikes Peak region.  
<http://www.youtube.com/watch?v=QxZdLxOln-w>
- Best Practices Awards - Recognition by the Rocky Mountain Workforce Development Association (RMWDA) and the National Association of Workforce Development Professionals (NAWDP).
- Participation of 17 local businesses in the programs.



**2010 Industrial Revolution participants at AngloGold Mine learning about earth sciences, geology, and mining operations**

### **ARRA Summer Youth Employment Program**

During Summer 2009, over 320 youth were placed in work experiences through the ARRA Summer Youth Employment Program (SYEP). With remaining ARRA funds, 132 additional youth were placed in work experiences during a second year SYEP, which ran from May 1, 2010, to June 30, 2010. There was an overwhelmingly positive response from the Pikes Peak business community, with over 200 employers participating in SYEP during PY09.

### **Governor's Summer Job Hunt**

The Governor's Summer Job Hunt (GSJH) was injected with fresh creative energy during PY09. Through proactive recruitment and job development, over 60 employers were represented at the spring GSJH career fair. In addition to one-on-one career placement and job readiness services, Pikes Peak Workforce Center created a networking group called the Governor's Summer Job Hunt Club to help youth effectively work together to search for jobs.

The GSJH Job Club has received widespread attention from the local media and has been reported in regional publications, on social networking outlets and through news websites. An outreach video was created, highlighting positive experiences of local businesses and their youth employees, to encourage regional employers to hire young people.

### **Innovations in Client Services**

#### **One Stop Immersion Program -**

The Pikes Peak Workforce Center One Stop Immersion Program has been designed to orient board members, business and education community members, elected officials and others to a workforce center.



**Quincy Sullivan, PPWFC work experience participant, helps with a community garden**

Participants make direct contact with clients; center services; assessments used with adult, youth, veterans or other populations; unemployment insurance claims; crisis and referral; labor market information tools; business resources; technology and career development; and ITA awards.

**Online Outreach with One Stop Tools-Careers Work!** - Launched at the end of the program year, this effort uses online technology to engage regional homes and schools, adults and youth in occupational exploration and career planning as an extension of the tools used in the workforce center's live classroom for adult and youth job seekers, career planners and classroom teachers.

**Workforce Center/Public Library Collaboration** - Pikes Peak Workforce Center has leveraged resources with the public library system in its rural areas to locate workforce center resources, staffing, volunteers, and technology in a state-of-the-art resource center housed in local libraries. This effort has increased the outreach of the workforce center while expanding the community services of the library system. Denver area libraries have visited this Pikes Peak Workforce Center program to study it as a model.

**University Internships** - Pikes Peak Workforce Center makes available college internship experiences for students in counseling, human services, education and related fields. University programs can benefit from the skills of students while providing a rich training ground for assessment, referral, stress management, career counseling, crisis management, test administration and teaching with diverse populations. Licensed, professional staff provide qualified supervision.

**PPWFC One-Stop Concierge/House Ambassador** - Modeled on the hotel concierge, this integrates specifically trained volunteers and staff into the One Stop participant's front line experience. The One-Stop Concierge provides a hopeful and hospitable greeting and a concise, live overview of services. This program element meets the universally expressed need for "someone to talk to" in a brief, initial encounter, while helping the participant to the next appropriate program step.

**PPWFC "Ask An Expert" Media Event** - Partnering with local TV/radio media, staff members respond to live calls over several hours at the broadcasting station, responding to questions on career transition, job search, and unemployment insurance. The result is enhanced public service exposure for both organizations.

**Skilled Trades Apprenticeships** Pikes Peak Workforce Center remains the only workforce region in Colorado providing customized training contracts on behalf of residents pursuing apprenticeships in skilled trades. In PY09, financial assistance, including support services, was provided to 37 residents in their first year of electrician, plumber/pipefitter and electric line construction apprenticeships.

Pikes Peak Workforce Center adult programs staff presented this customized training program at one conference and via a statewide webinar during PY09.

### **Layoff Aversion Program**

Pikes Peak Workforce Center is the only area in Colorado to provide training funds through the state's local activities waiver for layoff aversion. Demonstration of layoff aversion lies in a company's ability to increase productivity and profitability through training their workers in appropriate disciplines and innovative technologies. Companies must apply for these funds and provide a justifiable argument that the requested training will indeed decrease the chances of layoffs in the near future. Pikes Peak Workforce Center staff members review applications and assign funds to approved trainings.

Of special note is the number of businesses that were funded to provide advanced training to their workers in "green" and renewable energy technologies. One company that consults on building design trained their employees in all phases of geothermal heating and cooling for commercial applications.

Another business, a heating and plumbing contractor, trained their project managers in Leadership in Energy and Environmental Design (LEED) standards to make them a leading contender for construction jobs in which LEED is being implemented. Yet another company's employees received training in solar (photovoltaic) panel installation and building energy audits to expand their business from energy efficient lighting services to a more holistic menu of energy-saving services.



P PWFC uses

approximately 50  
volunteers who bolster  
customer service and  
provide support to staff  
based on their  
expertise and  
interests, including  
registration  
specialists, clerical  
support, resume/  
mock interviewing  
coaches, IT support,  
research, class  
facilitators, etc. The  
volunteer program has  
been a win-win situation  
for PPWFC and the  
customers and businesses  
that participate.

### **ARRA Impact**

In PY09, Pikes Peak Workforce Center received allocations of Adult and Dislocated Worker funds from the American Recovery and Reinvestment Act (ARRA). From the outset, regions were expected to expend those allocations primarily on direct training services. Pikes Peak Workforce Center took the initial guidance to heart, hired additional temporary staff and succeeded in fully expending its ARRA allocations by June 30, 2010.

In the course of these activities, ARRA-funded adult programs provided residents with work experiences and on-the-job trainings at higher levels than at any point in the past. ARRA also funded occupational skills training and customized training as discussed above.

### **Rocky Mountain Lineman School**

Adult programs continue to provide support to the Rocky Mountain Lineman School, a partnership between Trinidad State Junior College, Colorado Springs Utilities and Pikes Peak Workforce Center that provides pre-apprenticeship training for the electrical line construction trade. Individual Training



**PPWFC training program graduates Ryan Baliko, James Clerar and Mark Hess at the Lineman Graduation, Trinidad Junior College**

Accounts were provided to 40 residents in the two classes held during PY09.

The line construction trade is expected to grow significantly in the near future for two reasons: (1) new renewable energy resources will be built and will need to be connected to the electric grid; and (2) current line workers represent an aging workforce and may retire from their trade in large numbers over the next few years.

### **Thin Client Technology Improvements**

The Pikes Peak Workforce Center was at or near end-of-life cycles for the computers in its customer service areas and migrated to HP Thin Client technology. These devices have no hard drives, connecting over a network to a server, which allows for more secure storage of data and applications.

With no moving parts, these devices have a much longer lifespan than standard computers and use significantly less power. By virtualizing 148 desktops, the Pikes Peak Workforce Center will reduce its annual energy consumption by 64,415 kWatt hours, reduce its annual carbon emissions by 58 tons and improve annual IT productivity by .5 of an FTE.

### **PPWFC Volunteer Program**

During PY09, Pikes Peak Workforce Center utilized a cadre of approximately 50 volunteers who bolster customer service (e.g., in the computer resource lab) and provide support to staff based on their expertise and interests, including registration specialists, clerical support, resume/mock interviewing coaches, IT support, research, class facilitators, etc.



The volunteer program has been a win-win situation for Pikes Peak Workforce Center and the individuals. Volunteers receive opportunities for continued networking, resume building, job search, career exploration, development of new skills, and a feeling of direct contribution to the community. The time and skills contribution the volunteer cadre is the equivalent of six FTEs.

### **SEGway**

Pikes Peak Workforce Center has partnered with the Greater Colorado Springs Chamber of Commerce, the Better Business Bureau, the Small Business Development Center, the Center for Nonprofit Excellence, Pikes Peak Library District, University of Colorado-Colorado Springs

(UCCS), Pikes Peak Community College (PPCC), the Office of International Affairs and SCORE to form an Entrepreneurial Gardening Model called SEGway.

Members of SEGway meet bimonthly to review website inquiries and requests for assistance from new and existing business owners. These requests are then referred to the appropriate community resource. Pikes Peak Workforce Center took the lead on tracking web inquiries and then worked closely with the Small Business Development Center to fine-tune a web-based data management/customer relationship system.

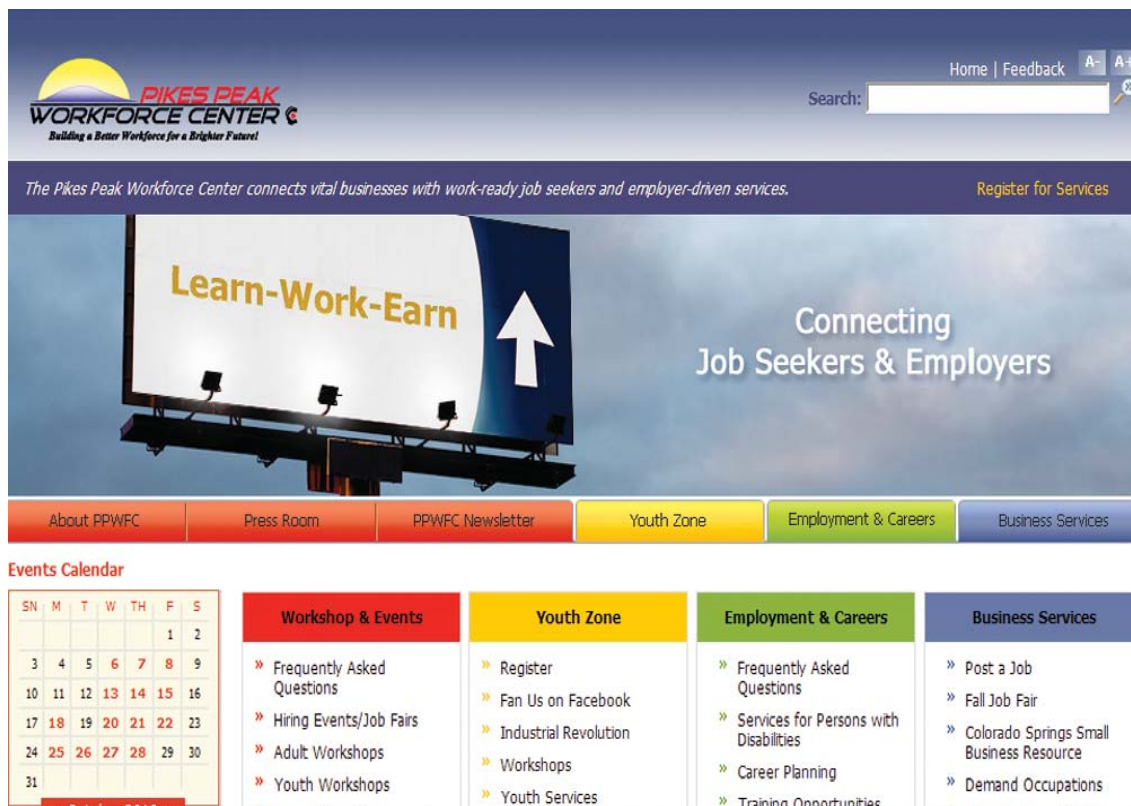
This effort is expected to have significant impact on the region's economic development initia-

tives, resulting in more career opportunities for job seekers.

### **HIRE Colorado**

HIRE Colorado was an innovative program to create subsidized employment that would provide a safety net for individuals who exhausted their UI benefits, and help stabilize the State's TANF program by providing an alternate source of income support for eligible families.

Pikes Peak Workforce Center was allotted \$571,328 to provide subsidized employment (OJT or Work Experience), training and supportive services to eligible customers. Pikes Peak Workforce Center exceeded its goals by enrolling 233 participants and placing 99 into work experience and OJT positions.






# Colorado Rural Workforce Consortium

## REGIONAL PROFILE

The Colorado Rural Workforce Consortium (CRWC) is one of the nine federally designated work-force regions in the state of Colorado. Consortium staff performs administrative, policy direction, and quality assurance and control functions. The Consortium includes 11 distinct geographic and economic sub-regions, each governed by its own local Workforce Board, local Elected Officials Board and Youth Council. The Consortium's website and local office links can be seen at <http://www.yourworkforcecenter.com/>.

Each Consortium sub-region is managed locally. Consortium staff administers and contracts out grants, formulates policy, monitors for quality and compliance with regulation and policy, manages and operates state-run sub-regions, makes participant payments and operates a Consortium-wide management information system. Rural workforce regions are challenged by their geographic size and provide services to as many remote customers as possible by

establishing satellite offices, partnering with community agencies, publishing newsletters and websites, and offering online services. The majority of rural workforce centers have co-located partners. The sub-regions work closely with their local chambers, economic development organizations, local agencies and community-based organizations. The CRWC board acknowledges that its work and leadership efforts must bring the highest value and most effective use of resources for customers and local communities within each of its sub-regions.

## PARTNERSHIPS FOR ECONOMIC RECOVERY

The CRWC supports the economic success of individuals, businesses and communities by improving opportunities for growth throughout its 11 sub-regions and workforce communities. As a whole, the Consortium's vision of workforce development is critical to the success of this effort. The emphasis for PY09 was to create employment, education and training policies that ensured programs that prepare workers were

## PY09 Common Measures Performance

### COLORADO RURAL WORKFORCE CONSORTIUM

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	95%	Entered Employment	107%
Retention	97%	Retention	101%
Average Earnings	137%	Average Earnings	106%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	67%		
Placement	96%		
Degree/Certificate	120%		

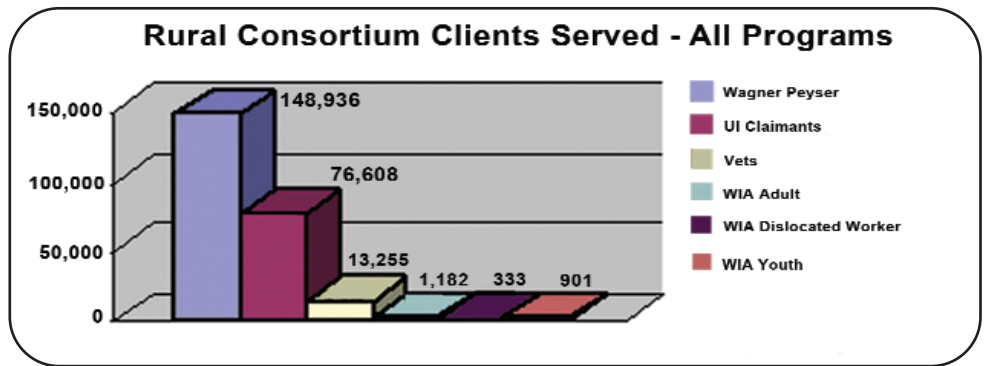
responsive to present and future business and industry needs. The CRWC established policy direction to improve outcomes of career education, registered apprenticeship and work-based learning programs. A secondary emphasis was on focusing resources on occupations related to new or emerging industries contributing value to the rural economy.

### Highlights By Sub-Region

**Broomfield** - In PY09, the Broomfield Workforce Center (BWC) actively marketed services to the Broomfield business community and increased awareness of BWC services. The BWC posted 6,637 job openings and provided services to 158 area employers. The BWC kicked off the Governor's Summer Job Hunt by hosting the 6th annual Broomfield Youth Job and Career Fair at the beautifully remodeled 1STBANK Center. The event was targeted to regional youth between the ages of 15 and 21. The event brought together 50 employers seeking several hundred youth workers.

**Eastern** - During PY09, the sub-region strengthened and developed several ongoing and new partnerships throughout its 10 counties. Among these was the Wind Energy and Workforce Partnership SECTORS Grant, newly implemented to provide training in renewable energy occupations to over 70 unemployed job seekers. Eastern also had great success with its HIRE Colorado program, which placed approximately 50 long-term unemployed customers in subsidized work experience positions.

**Mesa** - The Mesa County Workforce Center has provided leadership and numerous WIA



discretionary grants and other funding sources to create a health care nursing career ladder to meet local and regional industry needs. This long-term effort resulted in the creation of a Certified Nurse Aide training program, a Licensed Practical Nurse program, and an Associates Practical Nurse program. This collaboration has set the stage for many more career options to be developed, such as emergency medical technicians, paramedics and medical technologists.

**Northwest** - Connecting Colorado is a well used tool in Routt and Grand Counties, and its use is growing in the rest of the sub-region. The technology better assists job seekers and employers. The sub-region has 10,477 active job seekers registered; of those, 5,131 are reactivations. An estimated 1,494 of those active job seekers self-registered using Connecting Colorado, and 2,020 reactivated themselves. Web employers entered 13 new job openings and active status was approved on 15 new Web employers.

**Pueblo** - The Pueblo Workforce Center uses Economic Modeling Specialist Inc. as a resource for local data that identifies labor market information reports such as sector projections, wage data, locations of where workers are employed, demographic information about workers and projected need for workers. Armed with

this data, staff can better prepare the workforce, ensuring the necessary skill sets for employment and business needs. Key industry sectors identified by the Pueblo Workforce Board are manufacturing, health care, tourism, business and financial services, and green and renewable energy.

**Rural Resort** - The Rural Resort sub-region has continued to upgrade to newer and faster equipment to better assist workforce clients, job seekers and employers, and emphasizes use of Connecting Colorado. Of the 17,350 active job seeker registrations, 5,824 were new registrations, and 3,791 individuals self-registered using Connecting Colorado. Local partnerships with chambers of commerce, economic development groups, local community colleges and community service organizations have enabled Rural Resort to share resources to provide workshops, roundtables, and resource and job fairs to the community.

**South Central** - Governor Bill Ritter selected Monte Vista as one of five communities to participate in the Colorado Sustainable Main Streets pilot program in partnership with businesses, economic development, chambers and other governmental entities. The main focus for this initiative is to bring a collaborative, integrated





# A Community

Job Training Grant is bringing the Western and Southwest Workforce sub-regions together to address the needs of employers in the energy and mining sectors by increasing the capacity of local technical colleges to provide energy related training.

process to leverage technical and existing financial resources that help communities enhance the sustainability of downtowns. The South Central sub-region partnered with community colleges in the area to make the Elevate America Program successful, and participated in the annual Agricultural Conference in February 2010, which provides resources to farmers locally and statewide.

**Southeast** - During PY09, the Southeast sub-region partnered with the Southeast Colorado Business Retention, Expansion & Attraction Program (SEBREA), which assists area businesses in finding financial and operational support needed to thrive in the area. Through this partnership, the workforce center developed a stronger association with the economic development community, county commissioners and higher education.

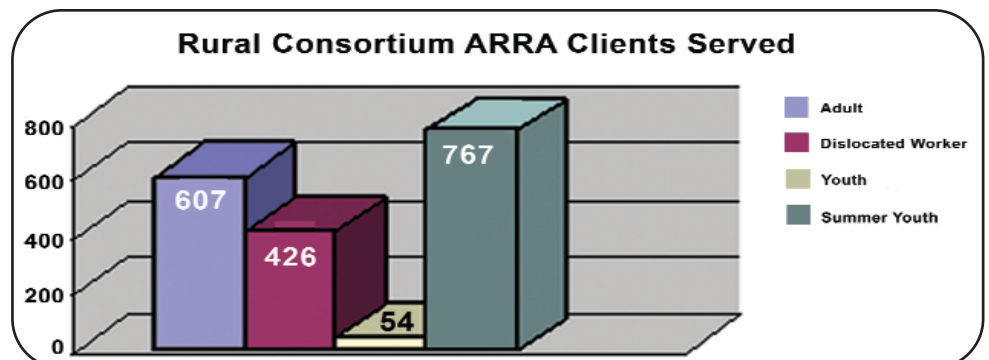
**Southwest** - The Southwest and Western sub-regions were awarded a three year, \$2,000,000 energy grant. The project built on an existing collaborative effort between the Southwest and Western sub-region workforce centers, energy industry employers, Southwest Colorado Community College and Delta-Montrose Technical College to strengthen the region's economy through supporting existing employees and new entrants into the energy field.

**Upper Arkansas** - The Upper Arkansas sub-region collaborated with Pueblo and Southeast sub-regions in receiving a \$450,000 SECTORS grant for manufacturing training. Training needs continue to be assessed and may come in the form of specific vocational skills in areas such as leadership and supervisory skills or in other identified needs. Efforts continue to determine if strategies for training of workers in other sectors can be accomplished.

**Western** - A Community Job Training Grant is bringing the Western and Southwest workforce sub-regions together to address employer needs in the energy and mining sectors by increasing the capacity of local technical colleges to provide energy-related training. The project will train over 2,500 workers through short-term, industry-driven training while increasing the training capacity of Delta-Montrose Technical College and Southwest Community College. This federally-funded collaborative effort is cross-regional and multi-partnered, also involving the San Juan Basin Technical College and the CDLE Energy Office.

## BROOMFIELD COUNTY SUB-REGIONAL PROFILE

The City and County of Broomfield is located in the North Metro Denver area and is conveniently



located between Denver and Boulder. Broomfield is 33.5 square miles and borders several metro Denver counties. The Broomfield labor force is highly skilled and educated. Total civilian labor force in Broomfield County for 2009 was 30,515, of which 28,281 were employed and 2,234 were unemployed. The unemployment rate was 7.3%. In PY09, the Broomfield Workforce Center (BWC) served 12,270 job seekers, including 1,334 veterans.

Broomfield's economy is diversified, with the largest major industry sectors falling into retail trade, manufacturing, and professional, scientific and technical services. The largest regional employers in the Broomfield area include Sun Microsystems, Ball Corporation, Level 3 Communications, Hunter Douglas, MWH Global, Sandoz, White-Wave Foods and Vail Resort Inc. Broomfield also has a large retail industry with its 1,500,000 square-foot FlatIron Crossing Mall with over 200 stores and restaurants.

Arista continues to be developed as a major town center that, at buildout, will feature a boutique hotel, retail stores and restaurants, office space and residential units. The anchor of Arista is the 1STBANK Center, formerly the Broomfield Event Center, which is host to concerts, sporting events, family events and community functions.

## BROOMFIELD COUNTY PARTNERSHIPS

### September Business Forum

In September 2009, BWC partnered with Workforce Boulder County to hold its fourth annual Business Continental Breakfast for businesses in honor of Workforce

Development Month. The event featured Richard Wobbekind, Ph.D. from the University Of Colorado LEEDS School Of Business. Dr. Wobbekind gave a current assessment of the state and local economy. The event drew over 100 business community representatives.

In recognition of the importance of small business development as an economic driver in difficult economic times, BWC partnered with the North Metro Small Business Development Center (SBDC) to host the panel discussion "Nuts and Bolts of Starting a Business." The audience heard presentations from the SBDC, economic development, Micro-Finance, the local chamber of commerce and two commercial lending institutions.

### Metro Area Partnerships

Broomfield partnered with the Workforce Board of Metro Denver, A/D Works, Metro Denver WIRED and Denver Economic Development to host the IT forum "Workforce Opportunities in High-Growth Industries." The forum created an avenue for industry leaders to share their insights into talent development and current business needs. Partnerships with local and

regional employers created multiple on-site hiring events that benefited many BWC job seekers. Aerotek and the U.S. Census used space at the BWC, on a regular basis, to conduct interviews with job seekers, resulting in the hiring of multiple BWC customers. In PY09, BWC continued to market services to the Broomfield business community and increase awareness of workforce center services.

### Major Initiatives

Examples of PY09 BWC initiatives, strategies and practices to foster economic growth included:

- BWC board and staff participation in the Workforce Board of Metro Denver
- BWC involvement in Metro Denver regional partnerships through the WIRED initiative
- Broomfield Job Club - Weekly topical meeting for job seekers that focused on networking and job seeking strategies
- Participation in Broomfield Economic Development's Business Retention and Expansion Project
- Partnership with the Foothills Energy Partnership SECTORS grant

## Clients Served - Broomfield Sub-Region

Job Openings Listed	6,637
Job Seekers	12,270
Entered Employment	55.65%
Veterans Served	1,334
Vets Entered Employment	51.71%
WIA Adults	64
WIA Dislocated Workers	43
WIA Youth	54

The basic

components of Eastern's

SECTORS grant include

enhancing community

college health care

training programs;

engaging the public

and private health

care industry in

working collabora-

tively to develop and

support employee

recruitment and

retention efforts; and

expanding the capacity to

serve seniors at home, in

the community and in health

care facilities.

- Implementation of HIRE Colorado subsidized work experiences
- Partnership with the ARRA Community Services Block Grant
- Completion of the ARRA Summer Youth Employment Program

## EASTERN SUB-REGIONAL PROFILE

The Eastern workforce sub-region encompasses 10 counties and covers over 17,000 square miles, one of the largest workforce regions in the State of Colorado. In PY09, the sub-region served just over 15,000 job seekers and worked with almost 800 employers across Logan, Sedgwick, Phillips, Morgan, Washington, Yuma, Elbert, Lincoln, Kit Carson and Cheyenne counties. Six full-time offices within the region are located in Burlington, Elizabeth, Fort Morgan, Limon, Sterling and Yuma.

The population for the 10-county sub-region was 107,721 in calendar year 2008. Total civilian labor force for June 2009 was 62,700, of which 58,687 were employed and 4,013 were unemployed, which equates to a 6.4% unemployment rate. This number is slightly

higher than last year. The workforce centers continued to see high volumes of people seeking employment and information regarding unemployment insurance. The sub-region had a 39% increase in people self-registering electronically via Connecting Colorado. In 2008, 10,680 used resource room computers, while in 2009, 26,862 took advantage of on-site free access to online resources, a 150% increase.

## EASTERN PARTNERSHIPS

During PY09, the sub-region strengthened and developed many ongoing and new partnerships throughout the 10 counties. Partnerships became more vital than ever with the challenging economy and higher unemployment rates. Some projects and events that were a result of these partnerships included:

- Continuation of the **Wind Energy and Workforce Partnership** SECTORS Grant
- **Career Fair Logan County** - over 1,000 students from area high schools attended the event with over 80 presenters from local employers and community organizations
- **Fort Morgan Job Fair**
- **Sterling Career Fair**

## Clients Served - Eastern Sub-Region

Job Openings Listed	3,224
Job Seekers	15,358
Entered Employment	49.85%
Veterans Served	1,413
Vets Entered Employment	51.99%
WIA Adults	124
WIA Dislocated Workers	41
WIA Youth	109





**Assembly of students at the Sterling Career Fair, September 2009.**

- **Limon Interactive Career Fair for Youth**
- Continued involvement with the **Morgan County Education Consortium** in partnership with Morgan County Economic Development; the region is in planning stages to build the same type of organization in Logan County in the north-eastern corner of the region
- Development of short-term computer skills classes in cooperation with Northeastern Junior College

### **Health Care Workforce Partnership**

This SECTORS grant was awarded to the Eastern sub-region by the Colorado Department of Labor and Employment (CDLE) in Spring 2010. It was built on the work of a planning committee that decided to pursue a health care grant with an emphasis in gerontology. Eastern agreed to act as fiscal agent and lead convener. The Southeast workforce sub-region came on as the other workforce partner, and Jefferson County wrote a letter of support.

The basic components of the grant include enhancing community college health care training programs; engaging the public and private health care industry in working collaboratively to develop and support employee

recruitment and retention efforts; and inviting the community to learn more about intergenerational communications to expand and embrace the capacity to serve seniors at home, in the community and in health care facilities.

The grant funding allowed the hiring of a project manager, development of a regional leadership committee and allocation of funding to education partners and community agencies. Staff also worked on creative uses of funding for such initiatives as development of short-term computer, customer service and workplace skills training courses through Morgan Community College and Northeastern Junior College. Staff also partnered with a private hospital in Haxtun and developed a short-term Certified Nursing Assistant training course.

### **HIRE Colorado Program**

Staff immediately embraced this program and successfully matched more than 40 long-term unemployed customers with employers. The success of this program speaks to staff's previous relationships with employers and knowledge of the employer community within the area. One feature of the program that made it especially attractive to case managers was simplified enrollment procedures. This streamlined process allowed them to quickly move people into employment. Across the region, staff continue to work closely with the different economic development partners, chambers, community colleges, community agencies and town governments to address local and region-wide workforce development needs.

## **MESA COUNTY SUB-REGIONAL PROFILE**

Mesa County is the largest community between Denver and Salt

Lake City and serves as the regional hub for health care, retail trade, services and transportation for Western Colorado and Eastern Utah. Primary industries are health care and social assistance, which make up 15% of employment, with retail trade at 13%, followed by accommodations and food service with 10%. Six of the top 10 employers are government services or non-profit health care entities, and 12 of the top 24 employers are government services/non-profit organizations. Consequently, most of the private business community is comprised of small businesses, predominantly in retail and service related industries.

Mesa County is a single-county sub-region with a rapidly growing population of 144,440 and a labor force of 78,614 in June 2010, which is a decrease of 7,299 from June 2009. It had an unemployment rate of 9.7% in June 2010, a 3.6% increase from June 2008. Even more dramatic is the increase of the unemployment rate by 6.3% since June 2007. The total number of registered job seekers was 25,172 in June 2010, an increase of 3,865 over June 2009.

The Mesa County Workforce Center is a full-service, one-stop partnership with many community agencies and the State of Colorado. These community agencies and programs include the Hilltop's Workforce Investment Act programs, Wagner-Peyser, Veterans Services, TANF, Colorado Works, Employment First, Job Corps, Child Care Assistance, Hilltop's Domestic Violence Assistance, Colorado West Mental Health, Rocky Mountain SER Migrant Services, CP of Colorado and Assistive Technology. Since 2001, the Mesa County Workforce Center has



The Mesa

County Workforce

Center responded to

the sudden change in

the economy by

facilitating Rapid

Response interven-

tions with affected

businesses and

creating or expanding

new services for job

seekers.

provided the leadership and garnered numerous discretionary grants to create a health care nursing career ladder to meet local and regional industry needs.

## MESA COUNTY PARTNERSHIPS

### Strategies to Address the Economic Downturn

In July 2008, Mesa County was working with businesses throughout the area to recruit qualified workers and address a pronounced labor shortage in nearly all industries. By late fall, the energy industry went into a rapid decline, resulting in a sharp rise in unemployment claims. The economic impact of the loss of the energy industry, coupled with a national recession, reverberated throughout the economy and affected nearly all industries. In July 2008, the sub-region had an average of 11 applicants per job opening; but by June 2010, there were 72 applicants for every job opening.

**New Workforce Center Services** - The Mesa County Workforce Center responded to the sudden change in the economy by facilitating Rapid Response interventions with affected businesses and

creating or expanding new services for job seekers. To expedite delivery of services on-site, the workforce center provided group orientation meetings twice a week and periodically for introduction of new programs. Job readiness workshops were offered twice a week to better serve job seeker traffic. These were four-hour interactive workshops highlighting labor market information interpretation and networking techniques, identifying and upgrading transferrable job skills, preparing for and practicing job interviews and more. A customized workshop for ex-offenders was developed using materials supplied by the Department of Corrections. These were conducted twice a month at the workforce center and once a month at the county jail. In addition to these workshops, a designated employment specialist facilitated a weekly customized job readiness workshop for the county's Department of Community Corrections and Meth Treatment Center.

**Business Services Team Initiatives** - The Business Services Team expanded to all 25 workforce center employees who voluntarily served on the team to assist with consultative meetings,

### Clients Served - Mesa County Sub-Region

Job Openings Listed	6,615
Job Seekers	25,172
Entered Employment	48.97%
Veterans Served	2,639
Vets Entered Employment	44.49%
WIA Adults	321
WIA Dislocated Workers	95
WIA Youth	265

facilitating work experience internships, job fairs, seminars, symposiums and roundtable meetings. Team members also met with several "green energy" businesses, which led to a major collaboration to seek outside funding. Another collaborative effort, this time with the health care industry and local education institutions, resulted in a CDLE SECTORS planning grant and, subsequently, an implementation grant to enhance the number and quality of health care support staff.

The Business Services Team was instrumental in organizing and recruiting businesses for the annual Jump Start Job Fair in January 2009, one of the most successful job fairs in the community. In January 2010, the team lead efforts to refocus the annual job fair and created the first Community Resources Fair with over 45 different community partners offering services and resources to the unemployed and underemployed.

**ARRA Summer Youth Employment Program** - Through ARRA funding, staff worked with the Mesa County Department of Human Services Foster Care Program, Mesa County Valley School District #51 and a host of community agencies to recruit low income youth ages 14 through 24 for summer youth work experiences. One hundred youth were placed in internships to work in "green job" occupations and as library and teacher assistants, groundskeepers and office workers throughout the Grand Valley.

**TANF Grants** - The workforce center collaborated with the Department of Human Services and received a TANF grant to provide subsidized employment

opportunities to over 150 TANF-eligible job seekers. In March 2010, the workforce center received an additional grant from the State Department of Human Services and CDLE to implement the successful HIRE Colorado program, placing over 190 TANF-eligible, long-term unemployed in subsidized employment.

**Fruita Satellite Office** - With no additional staff, the Mesa County Workforce Center partnered with the Department of Human Services and the Health Department to open a satellite office in Fruita, two days a week. This translated into quality customer service to the western area of the county with a site offering a variety of services to the community.

#### **Workforce Center Accomplishments**

Workforce center staff provided pre-GED testing and GED preparation to 1,934 customers. The Professional Services Division provided WorkKeys, vocational assessments and computer classes to 3,378 job seekers. WIA staff provided employment and training services to 701 adult, youth and dislocated workers, and the resource room had over 37,600 customer visits. Over 8,100 customers received food stamps and employment assistance from the Employment First unit and TANF, and child care units provided application and financial assistance to 2,710 families. This is a remarkable performance for such a challenging 12-month period.

The dramatic downturn in the Mesa County economy presented great challenges and incredible opportunities for the workforce center to provide quality customer services to job seekers and employers. It has been a watershed year for staff and customers.

In spite of extreme challenges, all performance measures were achieved and many were exceeded. New education and training opportunities have been developed, and staff provided quality services to over 12,000 individuals on a monthly basis through the large variety of programs available at the workforce center.

## **NORTHWEST SUB-REGIONAL PROFILE**

The Northwest sub-region covers 13,826 square miles and consists of five counties: Grand, Jackson, Moffat, Rio Blanco and Routt. Full service workforce center offices are located in Granby, Craig, Meeker, Rangely and Steamboat Springs. Two local colleges are Colorado Northwestern Community College in Rangely and Craig, and Colorado Mountain College in Steamboat Springs. Each county in the Northwest area has a significantly different makeup with different industries as economic drivers. Grand and Routt counties, for example, have tourism and skiing as major industries, whereas Rio Blanco is strong in agriculture and mining, energy production and exploration. The largest employer in the sub-region is local government, which is true for each county in the region.

Much of the local economy is based solely on services and accommodations. It is anticipated that, with education and training in innovative newer technologies for sustainable and alternative energies, the downward trend will reverse and construction trades will begin to expand, leading to more expansion in other venues. Local partnerships





The Pueblo

Manufacturing Group  
spurred the attainment  
of a CDLE SECTORS  
Grant for the develop-  
ment and delivery of  
higher level and  
professional level  
manufacturing  
training as well as  
planning for a  
Manufacturing Center  
of Excellence for  
Southern Colorado.

with chambers of commerce, economic development, local colleges, local government agencies and other community organizations have proven to be of great value.

## NORTHWEST PARTNERSHIPS

The past year has seen a decline of many local industries with no upward trend being forecast for the next four quarters. The construction industry has seen dramatic drops. The sub-region's labor force in the oil, gas and mining industry has decreased due to the economy throughout Moffat, Rio Blanco and Routt counties. A large segment of local revenue is brought in by the large game hunting season that has declined 50% and does not look to improve next year.

Natural gas exploration has reduced 400 positions. Coal mining has reduced 170 positions. Tourism has grown at a 1.5% rate to date, and agriculture remains effectively unchanged. Current jobs openings are in skilled trades and tourism. During the current economic downturn, the sub-region's unemployment rate has increased from 3.1% to 8.3% over the last two years. There are

currently eight job seekers for every opening in the region.

### HIRE Colorado Success Story

The Steamboat Springs office placed a HIRE Colorado enrollee with the Colorado Department of Transportation as a trainee. He was the custodial parent of four children, and his wife worked a seasonal position that was set to end. He participated in the WIA program to train for his commercial drivers license and successfully achieved that license, but the job he had lined up did not work out. Through the client's efforts and the hard work of Steamboat staff, the client began subsidized employment under the HIRE Colorado Program for the Colorado Department of Transportation in Yampa. After a three-month training period, the client was hired as a permanent employee.

### Self-Registration through Connecting Colorado

In the Northwest sub-region, Connecting Colorado is highly used in Routt and Grand counties, and its use is growing in the rest of the region. Availability of the technology better assists job seekers and employers by reducing the need to travel long distances to workforce center offices. The Northwest sub-region has

### Clients Served - Northwest Sub-Region

Job Openings Listed	3,566
Job Seekers	10,873
Entered Employment	47.73%
Veterans Served	810
Vets Entered Employment	41.24%
WIA Adults	75
WIA Dislocated Workers	43
WIA Youth	41

10,477 active job seekers registered; of those, 5,131 are reactivations. An estimated 1,494 of active job seekers self-registered through Connecting Colorado, and 2,020 reactivated themselves. Web employers entered 13 job openings, and active status was approved on 15 new Web employers.

## PUEBLO SUB-REGIONAL PROFILE

Pueblo County is a single-county workforce region operated by State staff within the Rural Consortium. The Pueblo sub-region averaged an unemployment rate of over 9.0%. Seven industries generate 80% of jobs in the city and county of Pueblo. Close to 25% of jobs in the Pueblo sub-region are in government, with health care, construction, manufacturing, retail, tourism and administrative completing the top seven.

Pueblo has faced the same economic challenges that have called for innovation by all regions in strategies used to build a relevant and qualified workforce. To assist in this endeavor, the Pueblo Workforce Center uses Economic Modeling Specialist Inc. software as a resource for local data that identifies labor market information reports such as sector projections, wage data, locations of where workers are employed in the sub-region, demographic information about workers and projected need for workers.

Armed with this data, staff are able to better prepare the workforce, ensuring the necessary skill sets for employment and business needs. Key industry sectors identified by the Pueblo Workforce Board are manufacturing, health care, tourism, business and financial services, and green and renewable energy. These industry

sectors not only support the current economic base, but will ensure the workforce can compete in the new energy economy

## PUEBLO PARTNERSHIPS

### SECTORS Grants

**Manufacturing** - A successful SECTORS project in Pueblo is the Pueblo Manufacturing Group, which is comprised of representatives from local manufacturing employers, the local community college and the workforce center. The Pueblo Manufacturing Group spurred the development and submission of a "Colorado SECTORS Grant" submitted to the Colorado Department of Labor and Employment for the development and delivery of "higher level and professional level manufacturing training as well as planning for a Manufacturing Center of Excellence for Southern Colorado." Partners in this grant submission also include the Southeast and Upper Arkansas workforce sub-regions.

**Wind Energy** - Pueblo Workforce Center is partnering with Eastern, Southeast and South Central workforce sub-regions on a Wind Energy SECTORS grant. The purpose of this grant is to identify ways to cultivate the sector and

provide assistance to business and companies involved in wind energy. Ongoing discussions are occurring with the Vestas wind energy plant in Pueblo to provide new and/or incumbent worker training in support of that plan.

### Additional Partnerships

**Workforce Investment Board (WIB)** - The Pueblo Workforce WIB conducted strategic planning sessions resulting in new vision, mission and value statements, and strategic goals and objectives to ensure the board's agenda is business driven. The WIB also worked on the recruitment of potential board members to ensure the needs of businesses were met. As a result of the redefined strategies developed by the WIB, 12 new business leaders were recruited to provide input from a variety of business sectors and continue the process of providing a demand-driven operation.

**Skills Upgrade Assistance** - Staff provided weekly scheduled workshops for job seekers on applications, resume preparation, job search, interviewing techniques, employer expectations and networking. Additionally, the workforce center provided assistance beyond its traditional

## Clients Served - Pueblo Sub-Region

Job Openings Listed	2,460
Job Seekers	21,336
Entered Employment	49.23%
Veterans Served	2,111
Vets Entered Employment	48.20%
WIA Adults	262
WIA Dislocated Workers	127
WIA Youth	496



# Pueblo's HIRE

Colorado initiative was funded through TANF reserve funds and designed to help unemployed job seekers go to work in subsidized internships or on-the-job training positions. Pueblo exceeded its goal of 75 by placing 82 participants.

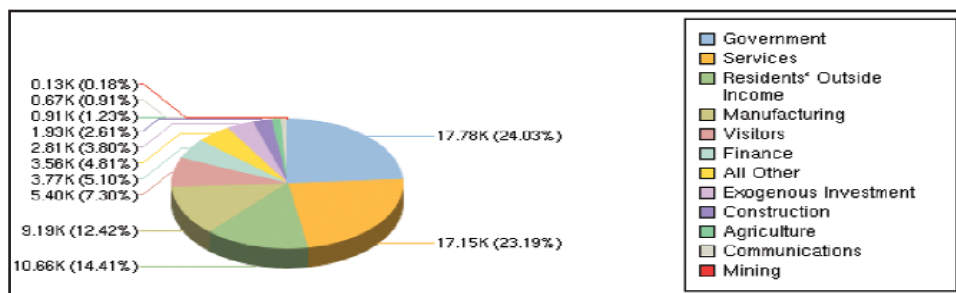
job skills workshops and job seeking seminars. One type of assistance was the **Microsoft Elevate America** program, which consisted of training and certification slots for learning and becoming competent in Microsoft programs. A second type of skills upgrade assistance was the use of the center's computers to conduct skill upgrades for the **Career-Ready Colorado Certificate**. Job seekers who upgraded their skills in reading for information, applied math and locating information were tested and, depending on their level of competency, were awarded a bronze, silver or gold certificate.

**Serving UI Claimants** - High UI claims generated 60-70% of traffic flow and requests for services at the workforce center throughout PY09. Two strategies were successfully employed in Pueblo to meet the growing UI challenge: four staff members from the CDLE Unemployment Division were given workstation space at the Pueblo Center to serve UI customers over a two-day period, and two telephone lines were designated as "Unemployment Red Phones" to allow UI claimants a direct line to UI representatives each Friday afternoon for four hours. Both initiatives were successful and have resulted in a

positive improvement in UI claimant customer service.

**HIRE Colorado** - This initiative was funded through TANF reserve funds and designed to help unemployed job seekers go to work in subsidized internships or on-the-job training positions. Staff demonstrated to businesses how they could benefit from the program by adding an employee to help the business if they were short staffed or did not have the funds needed to employ someone on their own. The goal for the sub-region was 75 participants. Pueblo exceeded the goal by placing 82 participants. Several participants were hired by HIRE Colorado host employers into regular, unsubsidized employment following their internships.

**Business Services Initiatives** - The Pueblo Workforce Center held several internal job fairs with companies hiring for positions such as customer service associates, and in occupations such as welding and manufacturing, construction and remodeling, and truck driving. Pueblo also served as the regional host for the U.S. Census Bureau to recruit, test and train new census enumerators. Additionally, resources were provided for a new green energy employer, Vestas, to recruit new employees for its Pueblo wind



2nd Quarter 2010 - Pueblo County Economic Base (Source: Economic Modeling Specialist, Inc.)



turbine manufacturing plant. The Pueblo Business Services unit was also busy providing Rapid Response services to a number of businesses that downsized or closed this past year, impacting over 300 laid-off employees. These individuals took advantage of workforce center training programs and computer labs to develop or improve their skills as they conducted their job search.

A number of Qwest Communication employees capitalized on the opportunity, and for several weeks reserved the Pueblo Center's Computer Lab and worked together as a group to help each other out.

**ARRA Initiatives** - The Pueblo sub-region received ARRA program funds to provide a number of job seeker services. One initiative funded through the Recovery Act was Reemployment Services. This initiative allowed the staff to provide workshops, career guidance and assessments to unemployed job seekers who needed additional help with their job search.

As part of the ARRA program, the Pueblo region provided summer employment to 227 youth, exceeding the goal of 185 youths. Employment in areas such as weatherization, recycling, parks, and health care provided meaningful work experience for low income youth or others that were the hardest to serve.

### Success Stories

**WIA Dislocated Worker** - As an Army veteran and dislocated worker with TAA status, David was faced with a dilemma. After many years as a skilled manufact-

uring painter with a major corporation in Pueblo, that door closed. After a specially designed two-week intensive Job Club with his laid-off colleagues, David wanted an opportunity to go to college but did not have the basic academic or computer literacy levels needed.

Through services customized to meet his needs, David has begun college and now owns a computer. David is just one of many examples of how leveraging workforce funded programs with innovative staff intervention results in customer successes.



**Customer and dislocated worker, David, at the Pueblo Workforce Center.**

**WIA Youth** - Josefina, age 19, who has never had a paying job, joined the WIA Youth program in February 2010. This high school senior, who is also a participant in the local high school Health Academy program, has a goal of one day becoming a family physician. Participating in the high school's Health Academy program requires simultaneously taking college courses and finding the resources to pay for classes.

Josefina was able to successfully take and complete college courses with financial assistance from Pueblo's WIA Youth program.



**Josefina is pictured giving her "Presentation of Learning" on her training work experience in the Building Your Work Career program.**

Next on Josefina's WIA Individualized Employment Plan, or IEP, is to attend Colorado State University - Pueblo.

## **RURAL RESORT SUB-REGIONAL PROFILE**

The Rural Resort sub-region consists of five counties: Lake, Summit, Eagle, Pitkin and Garfield. They are operated by the Colorado Department of Labor and Employment's Rural Consortium. Full-service offices are located in Frisco, Leadville, Edwards, Glenwood Springs and Rifle. Services are also offered in the Aspen area four days a month through coordinated efforts with local partners Pitkin County Human Services and Colorado Mountain College.

The region's labor force is primarily engaged in tourism and service occupations with the accommodation and food services industry employing the largest number of people in the region. This industry is closely followed by retail trade and construction. The current economy is mostly dependent on services and retail

# Rural Resort and

Colorado Mountain College

partnered to provide more

offerings for job seekers

at seven campuses

within the sub-region.

Workshops started with

a series of Entrepre-

neurship courses,

which were attended

by 560 job seekers and

conducted by

instructors from local

businesses or current

business faculty.

trade and has experienced a major decline in the construction trades. The oil and gas industry in the western part of the sub-region is still active but at a more limited level than in previous years, resulting in that industry's supporting contractors having fewer job openings.

All main industries have seen declines, and improvements are not yet apparent. But, with education and training in alternative and sustainable energies, new improved construction and remodeling projects will begin. As new advances are made in construction trades, new developments are anticipated, and labor requirements for the western portion of the sub-region will lead to an upswing for the oil and gas industry.

## RURAL RESORT PARTNERSHIPS

### Partnership with Colorado Mountain College (CMC)

Due to the success of previous workshops offered in conjunction with CMC, this partnership was continued with more offerings for job seekers at seven different campuses within the sub-region. Workshops started in December 2009 with a series of Entrepreneurship courses, which were

conducted by instructors from local businesses or current business faculty. The workshops included topics such as "Entrepreneurship Introduction," "Financial Management," "Accessing Capital," "Business Plans," and "Marketing." Workforce staff in each of the region's offices sent notifications to job seekers regarding the sessions, making over 3,500 calls. Approximately 560 attendees provided positive feedback and gained new insight into starting and maintaining a small business.

A second series of workshops focused on use of computer technology for those with little or no computer skills. This series of four "Never Ever Computer" workshops began with a three-hour session on "Basic Computer Startup," and continued with "Never Ever II, III and IV." The workshops were well received and beneficial to clients who were not computer literate, to the extent that workshops were repeated at many local campuses.

The local workforce centers used the interactive voice response (IVR) system to contact 4,000 registered job seekers throughout the region. Five hundred attended the 42 sessions offered

### Clients Served - Rural Resort Sub-Region

Job Openings Listed	6,932
Job Seekers	17,876
Entered Employment	48.69%
Veterans Served	1,366
Vets Entered Employment	46.84%
WIA Adults	106
WIA Dislocated Workers	104
WIA Youth	87

at regional campuses. The Rural Resort partnership with CMC has resulted in many attendees recognizing the benefit of furthering their education and led to their enrolling in additional classes. The college also opened its computer labs at all campuses to workforce clients any time they were not in use for scheduled courses.

#### **Lake County Career Fair**

The Lake County Career Fair for students, teachers and chaperones was held in April 2010 through a partnership with the Leadville Lions Club. The Leadville Workforce Center presented the career fair to students who were allowed to explore among six career pathways and 122 occupational areas in: arts, humanities and communications; natural resources; health and related fields; human services; engineering and industrial technology; and business, marketing and financial services.

Clear Creek, Chaffee and Lake County school districts were invited as well as many freshman college students, with over 500 attending the one-day event. Professionals in various fields came from Lake County and other parts of the state to act as presenters. Students were given a scavenger hunt to complete that consisted of questions that only a presenter at the career booth could answer. Successful "scavengers" were awarded prizes that consisted of different donations from the community.

#### **Energy Audit Partnership**

In March 2010, Frisco Workforce staff and High Country Conservation contacted CMC-Breckenridge to plan a class based on Building Performance Institute (BPI) training at CMC's Aspen

Campus, while the Frisco Workforce Center explored training subsidy options. The three organizations worked together to develop "Energy Auditor" training sessions. Each class was approximately 10 days long and was capped at 10 students. The first class was filled, with seven students being WIA clients from the Summit County area. The first class was a success and a second was planned with more clients from Lake County, Summit County, Grand County and Eagle County. Each class requires passing a formal written test and a field test. As of June 2010, all 10 original students passed, and most are working and applying the skills they learned. Classes have been expanded into the "BPI Envelope" and will continue for the 2010/2011 school year.

#### **SOUTH CENTRAL SUB-REGIONAL PROFILE**

The South Central sub-region continues to provide services throughout its 14,558 square mile area encompassing eight counties: Alamosa, Conejos, Costilla, Huerfano, Las Animas, Mineral, Rio Grande and Saguache. The San Luis Valley is considered one of the largest high desert valleys in the world at an average eleva-

tion of over 7,500 feet. The economy in South Central is driven primarily by agriculture. The labor force focuses on the education and health services industry, employing more people than any other industry. Unemployment remained high in the region during PY09, reaching 9.1% and exceeding the state's high point of 8.3% during the current economic downturn.

#### **SOUTH CENTRAL PARTNERSHIPS**

##### **HIRE Colorado**

Through funding from HIRE Colorado, 32 individuals were placed in various work experiences throughout the sub-region. All employers were very pleased with the HIRE Colorado program and how it was able to help their businesses. Many program participants were able to stay on full time after their contracts ended.

##### **Sustainable Main Streets Initiative**

The Monte Vista Workforce Center belongs to the Colorado Sustainable Main Streets Initiative Committee. Governor Bill Ritter selected Monte Vista as one of five communities to participate in the pilot program. The committee

#### **Clients Served - South Central Sub-Region**

Job Openings Listed	2,240
Job Seekers	12,171
Entered Employment	47.57%
Veterans Served	810
Vets Entered Employment	43.00%
WIA Adults	200
WIA Dislocated Workers	47
WIA Youth	198





# The Southeast

sub-region is working with Pueblo and The Institute of Advanced Manufacturing Training at Pueblo Community College to implement a USDOL grant for training in advanced manufacturing. Participants take part in three months of work-readiness and technical skills training required by employers in the manufacturing industry.

consists of the City of Monte Vista, private sector and non-profit organizations, Monte Vista School District, Monte Vista Workforce Center, San Luis Valley Economic Development, Monte Vista Chamber of Commerce and the Colorado Department of Transportation. The main focus for this initiative is to bring a collaborative, integrated process to leverage technical and existing financial resources to help communities enhance the sustainability of their downtowns.

## Additional Partnerships

The South Central sub-region was able to partner with community colleges in the area to make the **Microsoft Elevate America Program** successful. Numerous vouchers were issued and participants completed the program. The Monte Vista Chamber assisted with the annual **Agricultural Conference** in February 2010. This conference provides guest speakers and vendors to farmers locally and statewide, covering many agricultural topics.

## **SOUTHEAST SUB-REGIONAL PROFILE**

The Southeast sub-region continues to provide services throughout its 9,533 square mile area encompassing six counties:

Baca, Bent, Crowley, Kiowa, Otero and Prowers. The population in the Southeast sub-region is concentrated in Otero and Prowers Counties. The economy is driven primarily by agriculture and tourism. The labor force focuses on the education and health services industries, employing more people than any other industry. Leisure and hospitality showed the highest number of vacancies followed by trade, transportation, utilities and other services, which include construction and manufacturing. The unemployment rate reached 7.6% during PY09, just under the state's high of 8.3%.

## **SOUTHEAST PARTNERSHIPS**

### Advanced Manufacturing

The Southeast sub-region is working with Pueblo and The Institute of Advanced Manufacturing Training at Pueblo Community College (PCC) on implementing a USDOL grant to train youth, adults and incumbent workers in advanced manufacturing. Participants take part in three months of work-readiness and technical skills training required by employers in the manufacturing industry, including the work-readiness and academic segments of KeyTrain.

### **Clients Served - Southeast Sub-Region**

Job Openings Listed	1,374
Job Seekers	7,486
Entered Employment	41.46%
Veterans Served	491
Vets Entered Employment	55.48%
WIA Adults	121
WIA Dislocated Workers	31
WIA Youth	112

After the work-readiness curriculum is completed, participants tackle PCC courses to obtain a Manufacturing Skill Standards Certification (MSSC). The MSSC is an industry-led training, national assessment and certification system focused on the core skills and knowledge needed by the nation's production workers. Courses include: safety, quality practices and measurement, manufacturing processes and production, and maintenance awareness. In addition, participants have to complete 140 hours of hands-on specialized skills training in one of the following tracks: electrical maintenance, welding or material management.

#### **HIRE Colorado**

The Southeast sub-region partnered with numerous employers to promote and administer the HIRE Colorado program. This program was very well received in the sub-region by employers and job seekers. Southeast was initially given 32 slots for developing subsidized work experience with local employers. Due to the high success rate, the workforce center was awarded an additional 10 slots.

#### **Additional Partnerships**

The Southeast sub-region was very successful with the Microsoft Elevate America Program. The sub-region formed a partnership with Lamar Community College during this program to become a "Certi-Port" center for certification testing. Seventy e-learning vouchers and one IT professional voucher were distributed. Southeast also partnered with the Southeast Colorado Business Retention, Expansion & Attraction Program (SEBREA) during PY09. SEBREA assists area businesses in finding the financial and operational support needed to thrive in the Southeastern area. Through

this partnership, the workforce center has a stronger tie with the economic development community, county commissioners and higher education.

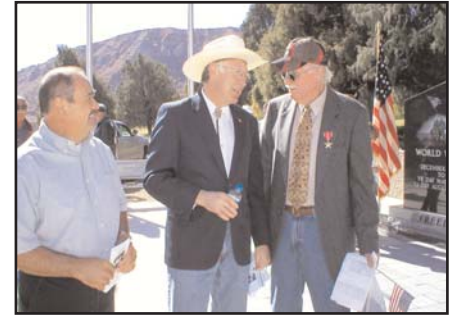
### **SOUTHWEST SUB-REGIONAL PROFILE**

The Southwest Workforce sub-region is made up of five counties and 11 communities situated in the Four Corners of southwestern Colorado. It includes the Southern Ute and Ute Mountain Ute reservations and makes up 6.3% of the land area in the state. The population continues to grow and is estimated to be at 91,757. Tourism services are the number one industry in the sub-region, providing 38% of the jobs and 30% of the job income in the sub-region.

Other major sectors include agriculture, mining and utilities, construction, manufacturing, transport, warehousing, wholesale, retail trade, finance/insurance, real estate and government. Small businesses make up over 90% of local employers, with the majority found in the service sector and tied to the tourist industry.

#### **Energy Industry**

Coal bed methane production is very active in the San Juan Basin, a fossil fuel-rich basin in southwest Colorado, and accounts for over 40% of Colorado's natural gas production. Besides oil and gas, the energy industry in general continues to grow to include a bioenergy plant in Dolores County. The plant uses locally grown sunflowers and safflower, and is self-sufficient. Sunflower seeds are roasted to be packaged and eaten. Sunflower and safflower oil are manufactured into cooking oil, and the remaining parts of the plant are



**Secretary of the Interior Ken Salazar visits the Southwest region.**

used as a means of fuel to keep the plant operating.

Empire Electric Association Inc., a subsidiary of Tri-State Generation, is in the process of purchasing land for a new work area complex. Included in the development is a "solar energy" farm, which will use a number of solar panels. Customers can then buy shares of solar energy. Customers who use alternative forms of energy, especially during peak use hours, can receive a discount.

#### **Workforce Centers**

Three workforce centers in the region, located in Cortez, Durango and Pagosa Springs, provide a full array of employment and training services. Co-located partners in the Southwest Colorado workforce centers include: The Training Advantage, contractor for the Adult, Dislocated Worker and Youth WIA services; Employment First and Colorado Works services in Archuleta and LaPlata Counties; Cerebral Palsy of Colorado; Job Corps; and the School to Work Alliance Program.

The Colorado Division of Vocational Rehabilitation and Colorado Parole use the Cortez Workforce Center on a regular basis to provide services to their customers.



The Southwest sub-region's Microsoft Elevate America program enabled many customers to take free online Microsoft courses. Individuals demonstrated their abilities by testing on the Microsoft website and, when successful, they attained Microsoft Certifications.

## SOUTHWEST PARTNERSHIPS

### Energy Grant

The Southwest and Western sub-regions were awarded a three year, \$2,000,000 energy grant in Spring 2008. The project built on an existing collaborative effort between the Southwest and Western workforce centers, energy industry employers, Southwest Colorado Community College and Delta-Montrose Technical College to strengthen the region's economy through supporting existing employees and new entrants into the energy field.

Free short-term training was provided to hundreds of individuals, which helped them obtain or retain employment in the energy industry. Some hands-on training included heavy equipment operation, commercial driving, mine safety, welding and computer-aided design. Training was provided by technical colleges.

### Health Care SECTORS Grant

The Southwest workforce sub-region, in collaboration with the Western sub-region, was awarded a SECTORS planning grant and, subsequently, a SECTORS implementation grant. The planning grant enabled the sub-region to

identify key sectors in the Southwest and Western workforce areas in need of workforce solutions to support growth and sustainability. The planning grant process resulted in a local focus on the health care sector for the implementation grant, which will be initiated during PY10.

### HIRE Colorado

The HIRE Colorado program has been a success in the Southwest sub-region. It allowed workforce centers to create subsidized work experiences for eligible participants, which was a win/win for job seekers and employers. Job seekers obtained employment and employers did not pay wages for the training period. Many individuals were hired as permanent employees.

### Additional Initiatives

- The **Tobacco Grant** was awarded to the Southwest sub-region again in PY09, which provided support services to local veterans in need of work clothing, gasoline and utilities assistance.
- The **Veterans Workforce Investment Program (VWIP)** paid tuition for eligible veterans to increase their skill levels.
- The **Colorado Enhanced Approved Training Program (CEATP)** allows individuals

### Clients Served - Southwest Sub-Region

Job Openings Listed	1,294
Job Seekers	11,855
Entered Employment	41.82%
Veterans Served	940
Vets Entered Employment	37.04%
WIA Adults	92
WIA Dislocated Workers	37
WIA Youth	96





**Workers prepare for upcoming ARRA construction work in the Southwest region**

who are receiving their regular unemployment insurance benefits, not extended, to receive up to 1.5% of their benefits while training to build skills for an in-demand or renewable energy occupation.

- **Microsoft Elevate America** enabled many individuals to take free online Microsoft courses. Individuals demonstrated their abilities by testing on the Microsoft website and, when successful, attained Microsoft Certification.
- Individuals received **e-learning vouchers** to upgrade their computer skills.
- **CareerReady Colorado Certificate** assessments were offered to job seekers who must achieve a certain score on the ACT's WorkKeys assessment before they earn the certificate.

## UPPER ARKANSAS SUB-REGIONAL PROFILE

The Upper Arkansas sub-region encompasses Chaffee, Fremont, Park and Custer counties. This area is unique to Colorado in that it provides an excellent alternative

to busy urban living with easy access to front-range metropolitan areas. The workforce center system within the Upper Arkansas sub-region is operated by the Colorado Department of Labor and Employment. The Upper Arkansas Area Council of Governments (UAACOG) is the subcontractor for WIA service delivery. The Canon City Workforce Center and the Salida Workforce Center are full-service offices. Outreach services are available in Fairplay, Bailey, Guffey, Lake George, Buena Vista and Westcliffe.

A diverse economy complements the unique rural character of the region and helps mitigate the ongoing recession and unemployment rate, which reached 8.9% during PY09. Jobs in the government sector include employment in federal, state and local governments. This sector leads the region with over 30% of the jobs in a wide variety of work environments such as education, law enforcement and corrections, and human service agencies.

Residents' outside income contributes significantly to the sub-region's economic base with 18% of jobs distributed over a large number of occupations. The services sector accounts for 15% of the area's jobs, with occupational settings ranging from medical offices and facilities to restaurants. The visitors sector, reflected by employment in the arts, entertainment and recreation, constitutes 10% of the sub-region's jobs.

The workforce center uses the Economic Modeling Specialist Inc. (EMSI) tool to review local labor market information reports such as sector projections, wage data, where workers are employed, demographic information about workers, and projected need for

workers. Armed with this data, staff is able to better prepare the workforce by ensuring the necessary skill sets are developed for employment and business needs. The health care sector is prominent in the region, and as a result, WIA funding supported the attainment of many certifications for registered nurses and certified nurse aides.

## UPPER ARKANSAS PARTNERSHIPS

### Advanced Manufacturing

The Upper Arkansas sub-region collaborated with the Pueblo and Southeast sub-regions in receiving a \$450,000 sector grant for manufacturing training. Training needs are being assessed and may be in the form of specific vocational skills or in areas such as leadership and supervisory skills, or in other identified business needs.

### ARRA Programs

The Upper Arkansas sub-region received ARRA program funds to provide a number of job seeker services including reemployment services. This initiative allowed the staff to provide workshops, career guidance and assessments to job seekers that were unemployed and needed additional help in their job search. ARRA funds also supported the program activities of 171 participants including 75 ARRA Youth between the ages of 14 and 24 years old.

The youth participated in summer employment opportunities, workshops, leadership development and exposure to local colleges to explore career possibilities. Among the successes of the Summer Youth Program was the work crew that provided maintenance and lawn care to





staff in Canon City and

Salida hosted a dozen

hiring events for

employers and

successfully filled

their needs for skilled

workers in welding,

home health care,

maintenance, ski and

rafting recreation,

census taking, over-the-

road truckers and

summer temps.

seniors in the area, Headstart, the Town of Brookside and the Family Center. There were numerous compliments, not only about the work being done, but also about the conduct of the youth in completing their tasks.

#### **HIRE Colorado**

A special initiative, HIRE Colorado was funded through TANF reserve funds and was designed to help unemployed job seekers go to work in intern positions or on-the-job training positions at local businesses. Staff was able to demonstrate to businesses how they could benefit from the program by adding an employee if they were short staffed or did not have the funds needed to employ someone on their own. Several businesses participated in this special initiative and over 40 job seekers were able to get hired as a result of this effort.

#### **Special Initiatives**

- The **Microsoft Elevate America** program provided training vouchers to customers so they could learn and be certified in Microsoft software programs.
- A second type of skills upgrade assistance was based on WorkKeys assessments for customers to achieve a **CareerReady Colorado**

**Certificate.** Job seekers who, after testing, needed to upgrade their skills in reading for information, applied math and locating information could take upgrade coursework on workforce center computers, and depending upon their level of competency, they could be awarded a bronze, silver or gold certificate.

- **Colorado Enhanced Approved Training Program** allows participants pursuing vocational training to be considered for enhanced unemployment benefits while they are in training. Through this program, individuals can improve their skills and use the enhanced unemployment benefits to help meet some of their expenses while in training.

#### **Workforce Board Initiatives**

The Upper Arkansas Workforce Board has developed a new strategic plan that outlines new mission, vision and values statements, and identifies sectors for potential growth and emphasis for the region's workforce investments. The board is also working on recruitment of potential board members to help drive a business agenda that ensures the needs of businesses are met. Action teams are being

### **Clients Served - Upper Arkansas Sub-Region**

Job Openings Listed	851
Job Seekers	10,751
Entered Employment	44.76%
Veterans Served	1,170
Vets Entered Employment	40.05%
WIA Adults	152
WIA Dislocated Workers	32
WIA Youth	170

formulated as the need arises. At the same time, the board has been involved in strategic planning with other regions and workforce boards throughout the State. Several representatives from the board attended a state conference in Vail and helped formulate goals for the newly reorganized State Workforce Development Council.

Among the goals were working across regions to improve programs, increasing collaboration among education, economic development and workforce programs, providing better assistance to business, and improving data so it is more useful for making decisions. Upper Arkansas Board members added a great deal of energy and leadership to the effort of improving the State Workforce Council and making it more relevant to the needs of the citizens of the State.

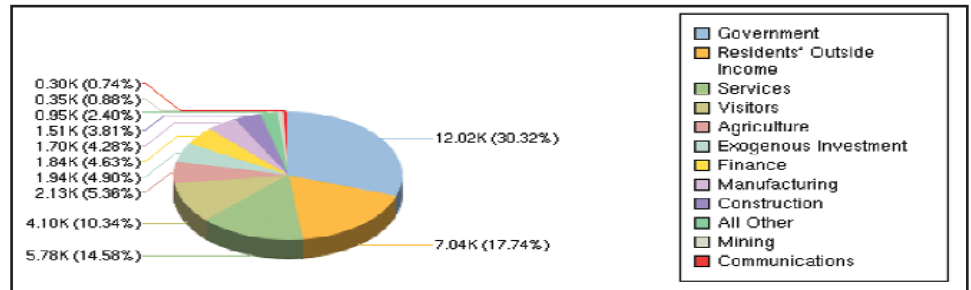
### Services to UI Claimants

High Unemployment Insurance claims affected the traffic flow and requests for services throughout the program year. To address this need, orientations were provided for workers, which explained job search assistance and provided information on requirements for receiving extended benefits.

Another tool offered was the "red phone," which enabled customers with unemployment issues to sign up to speak to an unemployment representative on Friday of each week. The availability of the red phone helped minimize customer complaints of not being able to reach a representative, and many issues that would have prevented individuals from being paid were resolved.

### Employer Services Initiatives

- The workforce center offered



**2nd Quarter 2010 - Upper Arkansas Economic Base (Source: Economic Modeling Specialist, Inc.)**

employer roundtables on a variety of topics such as: background checks and drug testing, drug awareness in the workplace and Intermediate Excel software. Feedback from business leaders that attended indicated they appreciated the workshops and found the information to be relevant to their business needs.

- Workforce center staff in Canon City and Salida hosted more than a dozen hiring events last year for employers. Employers successfully filled their needs for a skilled workforce in such occupations as welding, home health care workers, maintenance workers, ski and rafting recreation workers, census workers, over-the-road truckers and summer workers.
- The Annual Canon City Workforce Center Job Fair drew 450 job seekers. The center had 23 vendors, some of whom interviewed applicants and hired on the spot. Employers' evaluations consistently reported they were very pleased.
- Staff has strong relationships in the local communities, and they participate in numerous organizational and chamber events that enable the centers to receive assistance from business and business leaders for center activities.

### Success Story

A Fremont County Navy veteran received help with the filing of unemployment insurance claims, job referrals and counseling, as life issues and potential loss of his home became almost more than he could bear. Through work search counseling, the veteran began the process of seeking overseas employment because the work was much steadier and the pay was better.

Throughout a two-year ordeal of application after application, he never wavered in his determination to obtain overseas employment. Finally, in March 2010, he received an invitation to interview for a heavy equipment operator position in Afghanistan and was offered the job. Resources from the WIA Dislocated Worker Program were leveraged to pay for supportive services while the LVER case managed the veteran through documentation, medical checkups and clothing purchases required to work overseas.

Today, this veteran is gainfully employed in an \$80,000 plus job in Afghanistan as a heavy equipment operator, and he has the potential to become a supervisor. With this job, he can fulfill his dream of paying off his mortgage while providing a stable income for his family.





# T

he Western

Colorado Energy and Mining Training Project brings the Western and Southwest workforce sub-regions together to address the needs of skilled workers in the energy and mining sectors. The project will train over 2,500 workers.

## WESTERN SUB-REGIONAL PROFILE

The Western sub-region is made up of distinctive geographic and economic areas that contribute to its natural beauty and high quality of life. The region is comprised of six counties: Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel. The largest city in the region is Montrose, followed by the Delta and Gunnison. The region's 2009 population was estimated at 101,065 according to the U.S. Census.

The Western workforce sub-region includes an eclectic group of county economies, ranging in size, industry mix and distinctive competencies. Overall, tourism is the key driver, accounting for 28% of total employment. Tourism businesses include firms in accommodation and food services; arts, entertainment and recreation; and retail trade. Secondary industries are based around manufacturing and extractive industries, with approximately 9% of total employment.

Other high growth industries include government, construction and health care, which account for 36% of employment. Highest employment levels are in

office/admin, construction and extraction, sales and food service occupations. From 2008 to 2014, growth is expected to be significant across all occupations, with strongest growth in construction and extraction, office administration, food service and sales.

The regional economy is dominated by tourism, with the resort communities of Crested Butte and Telluride providing a good portion of local jobs and tourism dollars. The Black Canyon of the Gunnison National Park and the Curecanti National Recreation Area also draw visitors. The Western sub-region continues to be a source of coal, with the majority of production occurring in Delta County. Agriculture production and agribusiness contribute to the region's jobs and economy. Housing construction has been greatly impacted by the recent economic downturn and decreased housing market.

## WESTERN PARTNERSHIPS

The Western sub-region continues to explore and develop partnerships for talent development between the regional workforce system, economic development, training providers and employers in the region. The effort focuses

### Clients Served - Western Sub-Region

Job Openings Listed	1,985
Job Seekers	12,979
Entered Employment	48.40%
Veterans Served	1,349
Vets Entered Employment	44.58%
WIA Adults	50
WIA Dislocated Workers	41
WIA Youth	98



### Simulated high-tech mining activities provided through the Community Job Training Energy Grant.

on industries in high demand occupations and continued growth sectors, including energy and health care. Delta Montrose Technical College and Mesa State College continue to play a major role in providing training to WIA participants.

### Energy and Mining Project

The Western Colorado Energy and Mining Training Project, a U.S. Department of Labor Community Job Training Grant, is a regional effort bringing the Western and Southwest workforce sub-regions together to address the needs of skilled workers in the energy and mining sectors.

The project will train over 2,500 workers in the energy field through short-term, industry-driven training while increasing the capacity of the Delta-Montrose Technical College and the Southwest Community College to deliver industry driven training. This federally funded collaborative effort is both cross-regional and multiple-partnered, involving the Southwest and Western workforce regions, San Juan Basin Technical

College, Delta/Montrose Technical College and the CDLE Energy Office.

### SECTORS Health Care Grant

The Western workforce sub-region, in collaboration with the Southwest workforce Region, completed labor market data mining and sector planning, which was funded by a CDLE SECTORS Planning Grant. The grant allowed regional labor market research to identify key industry sectors in the both regions. After completing sector planning, the Southwest and Western sub-regions targeted the health care sector as the focus industry. This led to the award of a SECTORS Implementation Grant to strategically address critical workforce needs of this industry's employers.

-State of Colorado-      -CO Dept. of Labor-      -U.S. Dept. of Labor-

**View a map of the Rural Consortium or click on a Workforce Center below:**

**Broomfield Region:**

- Broomfield

**Eastern Region:**

- Burlington
- Elizabeth
- Fort Morgan
- Limon
- Sterling
- Yuma

**Mesa County Region:**

- Grand Junction

**North Western Region:**

- Craig
- Granby
- Meeker
- Rangley
- Steamboat Springs

**Pueblo Region**

- Pueblo

**Rural Resort Region**

The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. The region serves 52 rural counties by providing a wide array of employment and training services at *no charge*. These services are provided to both job seekers and employers throughout 11 sub regions and 35 offices. Oversight of the Consortium activities and policies is provided through the Rural Consortium Board and the Board of Local Elected Officials.

We're pleased to present this website to you and continue to provide current and useful information about the Workforce Boards, Workforce Centers and Staff.

**Quick Links**

**Job Seekers**

- Apply for Unemployment Benefits
- Register for Work
- Search for Jobs

**Employers**

- Post a Job
- Employer Satisfaction Survey

**Board Info**

- Board Members and WFC Directors
- Meeting Minutes
- Reports
- Tool Box
- Youth Council

**Industry Sectors**

- Economic Development
- Energy Career Events(pdf)
- Oil and Gas

**Other Resources**

- BETR Project





# Employment Services of Weld County

## REGIONAL PROFILE

Weld County is situated in the north central part of the State and is bordered on the north by Wyoming and Nebraska and on the south by the Denver metropolitan area. Covering 3,999 square miles, Weld is the third largest county in Colorado and has an area greater than that of Rhode Island, Delaware and the District of Columbia combined. There are 31 incorporated towns in Weld County, and the county seat and principal city is Greeley, which is located in the west central part of the county and contains almost half of the county's population. In 2009, the county had an estimated population of 254,759 and experienced a 40.9% increase in population from April 1, 2000 to July 1, 2009. It is projected that the County's population will grow to 263,429 by 2010 and 302,254 by 2015.

The county's economy continues to be a diverse mix of agriculture, manufacturing, advanced technology and service sectors. Weld County continues to be a leading agricultural producing county

with cattle, grains and sugar beets ranking as the third leading agricultural area in the United States and first statewide in the value of agricultural products sold. Also rich in mineral resources, Weld County ranks as the second leading producer of oil and gas in the state.

The Greeley MSA (Weld County) experienced generally higher unemployment rates compared to the State average over the past year. Weld County experienced a 9.8% unemployment rate in June 2009 and a 9.6% rate in June 2010 (versus 8.3% for the state) compared to a 5.7% rate in June 2008 and a 4.2% rate in June 2007. The number of individuals in Weld County's labor force showed a slight decrease (-1.88%) from June 2009 to June 2010, and fewer individuals (-1.66%) were employed. Anticipated job growth for 2010-2011 is unclear due to fluctuating economic conditions at the state and national levels.

Employment Services continues to operate an integrated system offering a wide variety of employment and training programs and

## PY09 Common Measures Performance

WELD			
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	96%	Entered Employment	85%
Retention	84%	Retention	97%
Average Earnings	91%	Average Earnings	109%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	80%		
Placement	83%		
Degree/Certificate	85%		



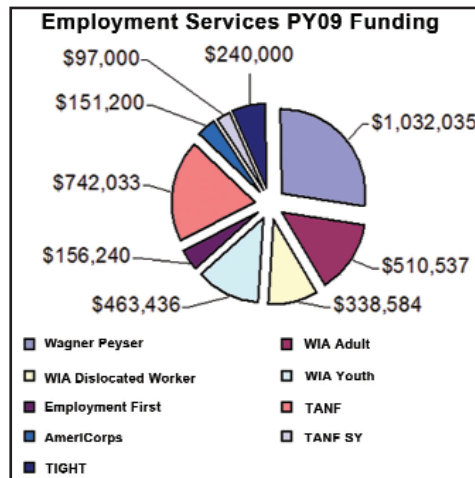
services to meet customer needs. Employment Services prides itself on being a customer-focused system that provides customers a choice in how to access services. A review of PY09 data shows a 12.3% increase in total number of active job seekers compared to a similar period last year. Weld County experienced a 46.4% increase in the number of UI eligible claimant job seekers. Data indicates more customers access services via web registrations through Connecting Colorado.

### **Marketing Initiatives**

Employment Services continued to market available services through a variety of hiring events and sector expositions during PY 09. Marketing funds provided by the State Workforce Council continued to assist in sponsoring events, increasing the public's awareness of our services through participation in job fairs, purchasing marketing materials that identify Employment Services to get our name out in the community, advertising events and other marketing efforts. Employment Services collaborated with a variety of partners for hiring events including Adams County Workforce Center, the City of Greeley, Erie and Carbon Valley Chambers of Commerce, North Colorado Medical Center, Weld County Health Department, SOS Professional Staffing and RCC Medical. Ten events were conducted with approximately 7,600 individuals attending.

### **Business Relations**

Employment Services continued its two-part process management review of the Business Relations Unit to determine areas that could improve services to business customers. Part one included a



review of the processes used by the Business Services Unit to respond to employer demand, and the second part included a partnership with the Colorado Business Services Alignment Initiative. During PY10, we will continue to seek input from employers regarding how to improve processes to best meet their needs and continue to work on aligning processes to the state-wide effort.

### **Workforce Investment Board**

Private sector involvement has been, and continues to be, a key emphasis in determining the design and delivery of employment and training services available through Employment Services of Weld County. The Weld County Workforce Development Board worked diligently during PY09 to respond to the challenges of the economic decline. The board's strategic plan focuses on a "Workforce Development Perspective" and identifies four key areas: opportunities for job seekers; major challenges; when combined, future challenges and opportunities; and the role of the board to impact those areas.

As stated by a board member, "with these opportunities and

challenges facing Weld County, the greatest impact for the workforce board will be to retrain the underemployed population for higher demand positions, help current employers develop their future leaders, align career pathway efforts for students across the county, develop a resource map of activities and providers concerning what is already going on and to becoming community ambassadors regarding the role and function of the workforce development board."

## **PARTNERSHIPS FOR ECONOMIC RECOVERY**

### **Continuing Partnerships/Best Practices**

Continuing over 30 years of collaboration, the Employment Services and the Social Services divisions have developed innovative partnerships for the delivery of services for talent development. This relationship enables us to operate the work components of the TANF and Employment First programs to assist individual recipients in attaining a degree of self-sufficiency.

Employment Services has also collaborated on innovative and successful projects to provide services to youth. These initiatives include the Multi-disciplinary Youth Assessment Team (MYAT) Program; the Teamwork, Innovation, Growth, Hope and Training (TIGHT) Youth Corps; the TANF Summer Youth Program; and the Pillars for Successful Independence (PSI) Program. Each program has been recognized by the Colorado Department of Labor and Employment as a best practice.



Supporting small businesses continues to be a priority for Weld County. Employment Services of Weld County continues to coordinate with Upstate Colorado Economic Development and local chambers of commerce to provide labor market information and other services as small businesses identify a workforce need.

### **Colorado Urban Workforce Alliance (CUWA)**

Through participation in CUWA, Employment Services continues to look at regionalism in services and programs and to work on regional efforts. Also through CUWA, Employment Services is involved in the State Energy Sector Partnership Grant to provide energy scholarships to customers earning certificates for a career in the energy efficiency or renewable energy fields.

### **Wyoming/Colorado Workforce Partnership**

During PY09, Employment Services of Weld County maintained a strong relationship in ongoing regional collaboration efforts between Employment Services of Weld County, the Larimer County Workforce Center and the State of Wyoming Workforce Development Services. This collaboration continues to provide direction for strategic planning opportunities.

### **Sustainable Manufacturing**

The goal of the Sustainable Manufacturing SECTORS planning grant was to identify strategies that address employer needs in sustainable manufacturing, clean energy and agriculture advanced manufacturing, and then incorporate those strategies into an implementation plan to meet employer and economic development needs in the Weld and Adams County regions. Work continues with this SECTOR initiative and the various partners involved.

### **Transportation Initiatives**

Weld County and its board continued to identify and respond to transportation sector needs through encouragement of individuals to consider truck driving as a career option and linking

them to training providers. The Weld County workforce board sponsored a transportation forum and brought in an expert from Norfolk Iron and Metal to discuss impacts of implementation of the Federal Motor Carrier Safety Administration (FMCSA) Comprehensive Safety Analysis of 2010 with employers and individuals interested in transportation and logistics issues.



**South Weld County Learn and Serve youth working at St. Vrain Park take a break for a picture.**

### **Serving Southern Weld County**

To address increased growth and demand for services in the southern part of the county, Employment Services continued to increase its presence in the South Weld County area through its two satellite offices. The collaborative effort with the Carbon Valley and Erie Chambers resulted in two hiring events in South Weld in the Spring 2010. A focus on South County also took place to identify summer employment opportunities for youth through the Governor's Summer Job Hunt Program and the South County Learn and Serve Initiative.

### **Supporting Small Business**

Supporting the needs of small businesses remains a priority for Employment Services as it continues to coordinate services with Upstate Colorado Economic Development and local chambers

of commerce to provide labor market information and other services that businesses identify as a workforce need. Employment Services is involved in the Weld County workforce strategy team, made up of representatives from Aims Community College, the City of Greeley Chamber of Commerce, representatives from the Weld County Workforce Development Board and Upstate Colorado Economic Development. The team is developing ways to provide customers with certificates and documentation concerning skills employers identified as beneficial for employees. Due to this team's efforts, Employment Services will enter into a collaborative process with team members to develop and offer a Soft Skills Certificate Program.

#### **CareerReady Colorado Certificate**

Employment Services provides workforce customers the opportunity to acquire the CareerReady Colorado (CRC) Certificate through WorkKeys assessments. Based on demonstrated levels in reading, math and locating information assessments, job seekers can document their abilities with certificates they can provide to potential employers. In 2009-2010, 577 individuals took a CRC pretest, and 226 earned a CRC Certificate.

#### **Assessment and Learning Lab**

The Employment Services' Assessment and Learning Lab provides an alternative learning environment for comprehensive computer assessment and instruction to enhance workforce skills. The Lab uses comprehensive K-12 educational programs, such as American Education Corporation's "A+" Courseware, which can be used for GED preparation, adult basic skills education, literacy or prep-

aration for college-level classes. These educational programs have been used to help youth with credit recovery in expulsion and summer school programs for county school districts. The versatility of the Lab meets the requirements to allow clients from TANF and Employment First Programs to participate and benefit from the educational activities. The Lab also offers a variety of assessments and tutorials, and served over 1,700 customers during PY09.

#### **Business and Education Talent Readiness (BETR)**

The Tuesday Tours program under the BETR project was implemented to help participating area teachers adapt their classroom curriculum to include career/employment abilities and skills to enhance their students' future. Six Weld County businesses are participating in the program: State Farm, RR Donnelley, Meadow Gold Dairy, Owen-Illinois Inc., the Humane Society of Weld County and the Colorado Department of Transportation. In the future, Tuesday Tours will be split into Teacher Summer Tours and School Year Tours efforts.

#### **Microsoft Elevate America**

The goal of this initiative was to donate training vouchers for Microsoft eLearning courses and selected Microsoft certification exams at no cost. Vouchers were made available statewide for training in the following areas: Microsoft eLearning for Windows XP & Office 2003 or Windows Vista & Office 2007, Microsoft eLearning for the IT Professional, and the Microsoft Business Certification Exam, to be divided among Office 2003 and Office 2007. Employment Services of Weld County issued 266 vouchers.

#### **Employment First**

The Employment First/Food Stamp Job Search Program is a federally mandated program designed to ensure that all able-bodied food assistance recipients are engaged in activities that will improve their employability. In Weld County, individuals applying for food assistance who do not meet federal exemption criteria participate in the Employment First Program. Activities include: adult basic education, GED preparation, literacy courses, post-secondary education, vocational training, vocational rehabilitation, marketing skills courses, workfare and part-time work. Participants must complete a minimum of 20 hours weekly in a work activity or a workfare component to receive their food assistance allotment. For 2009, there were 3,970 referrals received, which was a 61.9% increase from the year before.



**Members of the WCYCC Sawyer Crew, certified in the use of chainsaws, remove trees for "Weld Weeds along the Poudre River."**

#### **Colorado Works Program**

The Temporary Assistance for Needy Families (TANF), Colorado Works Program, is designed to assist individuals receiving public assistance in making the transition from public assistance to employment. The TANF program has four purposes: (1) provide assistance to needy families, (2) end the dependence of needy parents by



# The Weld County

Youth Conservation

Corps initiative

harnesses the energy

and idealism of young

people to meet the

needs of the Weld

County community.

Weld also received

funds from the

Governor's

Commission on

National and

Community Services to

support additional

WCYCC participants.

promoting job preparation, work and marriage, (3) prevent and reduce out-of-wedlock pregnancies and (4) encourage formation and maintenance of two-parent families. Employment Services operates the workforce component of the program and has seen a 178.5% caseload increase from June 2009 to June 2010.

## **HIRE Colorado Program**

HIRE Colorado is an innovative subsidized program that provides training, employment opportunities and work support for the working poor, workers who have exhausted unemployment benefits, and low-income, low skilled workers. Participants are verified as TANF-eligible, and gain paid work experiences and a variety of services and activities to assist with alternate sources of income other than TANF cash benefits. As of June 30, 2010, Employment Services had provided services to 78 individuals.

## **Disability Program Navigator**

The Colorado Disability Program Navigator position is a referral resource for customers with disabilities to ensure universal access to all programs and services. Navigator services include: working with disabled individuals to assist in obtaining needed services, advocating on their behalf for workforce needs, client-centered counseling, and being a resource for employers and workforce center staff. A wide variety of partnerships have been developed under this initiative, and the Navigator works with community-based organizations such as the Community Transitions Team, the Division of Vocational Rehabilitation and the City of Greeley's Commission on Disabilities to increase systems access for disabled individuals.

## **Multi-Industry Systems Technician (MIST) Program**

Employment Services was awarded a WIRED Innovations grant to develop and implement the MIST Program. The MIST certificate is an employer validated, academic credit bearing and PELL Grant eligible certificate that is flexible in delivery. The program has short-term elements that are open entry/open exit and not dependent on future external funding. MIST certificates were developed by Aims Community College in collaboration with Employment Services to meet identified hiring needs of energy and manufacturing employers. The Vestas Blades business unit (which includes the Windsor and Brighton plants), the Vestas Nacelles business unit and Hexcel Corporation guarantee interviews for individuals who complete either MIST certificate level. Due to this program's success and the growing need for renewable energy training, two additional certificates levels and an AAS degree were added to the MIST Program. The MIST Program served 172 individuals over the course of the grant period.

## **Youth Strategies**

**Recovery Act Youth Program -** Employment Services focused 75% of awarded ARRA Youth funds towards employment work



**WCYCC/AmeriCorps members pose for a photo while working to restore the historic Fort in Ft Lupton.**

experiences during Summer 2009 for eligible youth. Remaining funds provided services to eligible out-of-school and in-school youth during the remainder of the program year; however, the primary focus for services was towards the out-of-school youth population, particularly those who dropped out of school. Under the ARRA summer program, Employment Services served 145 youth.

**AmeriCorps** - Employment Services was awarded a three-year continuation grant for the AmeriCorps initiative to operate the program through 2012. The Weld County Youth Conservation Corps (WCYCC) mission is to perform community service projects that meet environmental and human needs for urban and rural communities. As part of talent development of participating youth, the WCYCC harnesses the energy and idealism of young people through service projects to meet community needs. Weld County also received AmeriCorps ARRA funds from the Governor's Commission on National and Community Service that supported 16 half-time positions in one year. The ARRA AmeriCorps Program began operation in Fall 2009.

**Learn and Service America/Summer of Service** - Employment Services, as an operating site of the Southwest Conservation Corps, was awarded a Learn and Service America/Summer of Service grant. Summer of Service is a national service program administered by the Corporation for National and Community Service that engages at-risk and/or low-income youth entering grades 6 through 9. Service learning is a method of teaching and learning that connects classroom lessons with meaningful service to the



**Ariana, a TANF Summer Youth Employment program participant, helps the community by working at the United Way of Weld County.**

community. Students build academic skills and strengthen communities through service. Crew locations in PY09 included Ft Lupton, St. Vrain State Park, the Town of Milliken, the Town of Severance and the Poudre Learning Center in Greeley. In addition to grant funding, program participants who complete at least 100 hours of service are eligible to receive a \$500 education award to pay for post-secondary education.

**Pillar for Successful Independence (PSI) Program** - Through collaboration with the Weld County Division of Social Services, Employment Services developed the PSI Program to serve 14- and 15-year-old youth placed in foster care. The PSI program focuses on increasing the developmental assets of the youth and includes refusal skills training, sexual abstinence training, increasing social skills, increasing reading and math skills, basic career exploration and initial work experiences. As youth turn 16, they are referred to the CHAFEE program operated through the Division of Social Services and are also considered for participation in WIA youth programs and associated activities.

**Multi-disciplinary Youth Assessment Team (MYAT)** - MYAT is a collaborative effort involving Employment Services, the Weld County Division of Social Services, Weld County Public Health, North Range Behavioral Health, Weld County School District 6, Life Bridge Christian Church, St. Vrain School District RE 1J and Weld County Probation. The MYAT program strives to reduce the number of youth entering the child welfare and juvenile justice system. Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, polysubstance abuse and unemployment. A primary focus is child and family safety in the home and community environments.

**TANF Summer Youth Employment** - The TANF Summer Youth Employment Program targets economically disadvantaged youth, 14-15 years old, whose families receive TANF payments, Medicaid or food stamps, as well as foster children. The program allows youth to participate in positive activities to gain work and life skills, earn money and receive remedial or academic enrichment while encouraging them to remain in, or return to, school. The Employment Services Learning Lab uses the A+ Learning System for those youth in need of remediation/academic enrichment activities. Coordination also occurs with local school districts for those in need of remedial education in math and reading.

In Summer 2010, 60 youth were placed at employment sites throughout the county. Of total participants, 55 youth took part in remedial or enrichment activities



and five attended summer school. Achievement results included grade level gain and school credit through School District 6. Bonus monies were awarded to youth who participated in life skills enhancement workshops each week. Seven life skills workshops were offered and included: Money Management, Abstinence Training/Pregnancy Prevention workshops (WAIT), Loved Ones Against Meth, Building Healthy Marriages & Relationships, Lottery for Life, Educational Opportunity Center, Suicide Education and Sexual Assault Resource Center.

**TIGHT Youth Corps** - The Teamwork, Innovation, Growth, Hope and Training (TIGHT) Youth Corps Program is designed to engage

youth involved in out-of-home placement situations through the Department of Social Services Youth in Conflict program. This includes youth remanded to detention with subsequent release to a residential treatment center for drug rehabilitation services. Youth are engaged in a variety of positive activities, which include community service activities, educational components, life skill development activities and in-home mental health counseling.

The goal of the TIGHT Program is to delay/eliminate the need for out-of-home placement by exposing participating youth to a variety of worthwhile projects in their communities. By being engaged in activities that promote growth in self esteem

and sense of community, corps members realize there are positive alternatives available, and learn that they can make a difference in their communities.

**Governor's Summer Job Hunt** - The Governor's Summer Job Hunt is a vital link between classroom learning and actual on-the-job experience that matches young people's skills and interests with employment opportunities such as clerical, customer service, labor and sales. Employment services are available, at no cost, to employers and youth ages 16-21. In 2009, Employment Services of Weld County saw 4,107 youth participate in the Summer Job Hunt Program and, of those, 2,029 entered employment.

The screenshot shows the official website of Weld County, Colorado, Department of Human Services. The header includes the county logo and name. A navigation bar lists various services. The main content area is titled 'Employment Services of Weld County' and describes the workforce center's mission. A sidebar on the right lists recent updates and useful links for job seekers and employers.







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