

Workforce Investment Act

COLORADO PY 2011 ANNUAL REPORT



On behalf of the State of Colorado, submitted jointly by the Colorado Workforce Development Council (CWDC) and the Colorado Department of Labor and Employment (CDLE)

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COLORADO
DEPARTMENT OF
LABOR AND EMPLOYMENT

September 26, 2012

Dear Stakeholders:

We are proud to present the 12th Annual Report on the state of the Workforce Investment Act (WIA) in Colorado. This report is a testament to the efficient, effective, and elegant services that Colorado's Workforce System has provided to job seekers and businesses over the past year. Colorado's legacy of finding innovative and unique approaches to service delivery continues to thrive. We are excited to share our successes with you in this report.

Over the past year, workforce development, education, and economic development partners have worked hard to implement "The Colorado Blueprint: A bottom up approach to economic development" resulting from Executive Order D 2011-003 "Implementing a Statewide Economic Development Strategy". Last year, we noted how the [Blueprint](#) reflects the priorities of Colorado's communities and identifies workforce as a key economic driver and priority for the state. This year, I am happy to report that Colorado's Workforce System has been a critical partner in implementing the workforce components of the Blueprint and a critical partner in the state's strategy for long-term economic vitality.

In Program Year 2011, a major component of implementing the Colorado Blueprint was the formation of Colorado's Key Industry Network, an expansion of Colorado's rich tradition of sector partnerships. Fourteen key industries were identified as critical to Colorado's economy through the analysis of labor market data and the Colorado Blueprint. Each of the 14 key industries are developing and implementing strategic business plans focused on training and educating the workforce of the future to meet the needs of the industry. This is just one highlight of the innovative accomplishments reflected in this report. You will also learn about Colorado's youth programs, services to veterans, and multiagency collaborations.

We are proud of the accomplishments of Colorado's Workforce System that have been made possible with Workforce Investment Act (WIA) and WIA state discretionary (state set-aside) funding. WIA state discretionary funding is critical to Colorado's success in finding local business driven solutions to workforce needs. Many of examples of WIA's success are included in this report, and we are pleased to share them with you.

Sincerely,

John Hickenlooper
Governor
State of Colorado



Ellen Golombek
Executive Director
Colorado Department of Labor & Employment





John Hickenlooper
Governor

Ellen Golombek
Executive Director
Department of Labor & Employment

Dave Csintyan, *Chair*

Stephanie Steffens, *Director*

Dear Stakeholders:

We are pleased to present the Program Year 2011 Annual Report on the Workforce Investment Act (WIA) to you, reflecting Colorado's accomplishments during the 12th year of WIA. Last year, we continued to implement our action-oriented strategic plan that is moving Colorado forward towards economic vitality.

The Colorado Workforce Development Council (CWDC) is a conduit for effective collaboration among local partners, state and federal agencies, and policy makers. We work on behalf of the local regions and our key partners (workforce development, education, economic development, and government) to ensure an effective and efficient workforce system that provides elegant service to job seekers and businesses. In this capacity, we realized many critical accomplishments over the past year towards meeting our vision that "every Colorado business has access to a skilled workforce and that every Coloradan has access to meaningful employment, resulting in statewide economic vitality." Through the work of our sub-committees and task groups, we:

- *Facilitated the development and early stages of implementation for 6 different industry business plans.*
- *Aided in the alignment of government agencies that provide workforce development, education, and economic development services.*
- *Partnered with regions to develop consistent messages about the value of workforce services that were aired throughout the state as Public Service Announcements.*

These are just a few examples of CWDC's accomplishments over the past year. The following pages illustrate specific outcomes, as well as the overall strategy that CWDC has set forth and in partnership with Colorado's local workforce regions and workforce investment boards in PY 2011. We are proud to share our accomplishments with you in this report.

Sincerely,

Dave Csintyan
Chair, CWDC

Stephanie Steffens
Director, CWDC



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**Please note that this is meant to be an interactive document and contains hyperlinks to websites for more information. Please visit www.colorado.gov/cdle/cwdc to access the interactive version.*



EXECUTIVE SUMMARY

The Program Year 2011 Workforce Investment Act (WIA) Annual Report reflects the vast accomplishments of Colorado's Workforce System this year. The collaboration between the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), local Workforce Investment Boards and local Workforce Regions was instrumental to the accomplishments and successes highlighted throughout this report. Every day in Colorado, the vision set by the CWDC for the state's workforce system that "every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality" becomes closer to reality. Statewide initiatives, such as the Trade Adjustment Assistance (TAA) program which served 772 trade-affected workers in 2011 and placed nearly 80% of them into employment, demonstrate the value of Colorado's Workforce System. Colorado's local workforce regions are responsible for the implementation of statewide, regional and local initiatives. Many are on the forefront of serving youth in innovative ways through exposure to various career options and opportunities for skills development, resulting in meaningful career decisions. Together, statewide programs and local workforce regions are positively impacting the lives of our customers and contributing to the recovery of Colorado's economy.

- Key Industries
- Trade Organizations
- Businesses

Industry

Business Workforce Needs

- ✓ Priorities
- ✓ Opportunities
- ✓ Challenges
- ✓ Current and Future Needs



Policies, Standards and Metrics

Federal, State and Local Agencies, Boards and Councils

Workers & Students



Career Pathways

Workforce and Education Partners

- ✓ Assessments
- ✓ Placements
- ✓ Services
- ✓ Training
- ✓ Education
- ✓ Workplace learning

Job Opportunities

Connecting Businesses and Qualified Workers

Continuous Improvement

- ✓ Business Feedback
- ✓ Evaluation & Analysis
- ✓ Global Standards
- ✓ Best Practices
- ✓ Lessons Learned

Workforce of the Future

- ✓ Every Coloradan has access to meaningful employment
- ✓ Every Colorado business has access to a skilled workforce

Strategy

Implementation

Feedback

Outcomes

DEVELOPING *a qualified workforce for* COLORADO



COLORADO WORKFORCE DEVELOPMENT COUNCIL

www.colorado.gov/cdle/cwdc

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

Mission: The mission of the Colorado Workforce Development Council is to create a business-focused workforce system that effectively helps to prepare Coloradans for the jobs of today and tomorrow.

Composition of the Council: The Council is composed of: 28 business representatives from across the state that represent industries critical to Colorado's economy; Cabinet-level positions (10) that impact workforce, education, and economic development; elected officials including the Governor, state legislators, and county commissioners; appointed workforce and education leaders; and organized labor.

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

Over the past year, the Council has built upon existing sector partnerships and the work of the CWDC Sectors Steering Committee to set an overall strategy for Colorado's Workforce System. The focus of this strategy is matching and integrating the supply and demand of the workforce system to ensure a business-driven system. The narrative below and graphic on the following page describes how this vision is translated into action.

Demand *Industry input informs the creation of strategy in the public sector.*

Industry input is gathered through key industry initiatives, trade organizations, businesses that serve on the Council and Local Workforce Investment Boards (LWIBs), economic development partners and business resource centers, and education boards and committees. Input from industry identifies the workforce needs of businesses including their priorities, opportunities, challenges, and current and future needs. As the workforce and education industry-led intermediary, the Council conveys the information gathered to federal, state, and local agencies, boards, and councils to ensure the development of policies, standards and metrics aligned with industry needs.

Supply *The strategy set on the demand side is implemented as workers and students enter career pathways.*

Individuals (workers and students) have many different entry points to career pathways. Education, workforce, and support organizations (i.e.: community-based organizations, human services offices, workforce centers, private education providers, community colleges, and state colleges and universities) provide services to individuals to help them become work and career ready. Services include assessments to identify work readiness and educational needs, support services, placements into employment or education/training programs,

training and education programs, and workplace learning opportunities. Through thoughtful strategy and aligned implementation, Colorado's workforce and education partners prepare individuals for the jobs of today and the future and connect those individuals to career opportunities. By utilizing industry-led strategies, these individuals will meet the demand for Colorado's businesses.

Outcomes of the Business-Driven System: Colorado businesses have the skilled workforce they need to grow and create jobs. Colorado's citizens have access to the services they need to obtain valuable skills and placement into meaningful employment. Ultimately, this results in an economically Colorado.

Continuous Improvement of Workforce and Education Systems: Continual feedback from businesses, measurement and tracking results in evaluation and analysis of the system, global standards and best practices, and lessons learned provide a continuous feedback loop to ensure that workforce and education strategies implemented meet the continually evolving needs of industry and citizens.



CWDC IN ACTION

The Council accomplishes its mission by aligning the efforts of economic development, education/training, workforce development, government, and business stakeholders at the local, regional, and state levels. We convene partners, leverage resources and work to remove communication and regulatory barriers in order to help businesses create jobs, retain jobs and access a highly competitive workforce.

2011 Committee and Task Group Accomplishments

The Council's work is mainly accomplished through high-functioning committees and task groups. The [CWDC website](#) provides a more in-depth look at what role each committee plays in accomplishing the Council's work. Below are a few highlights from the past year.

Executive Committee: Provided guidance and direction to ensure that the CWDC is on track to accomplish the goals outlined in the [CWDC strategic plan](#).

State Youth Council (SYC): Focused on how Colorado's youth can best receive training, education and workforce assistance through the workforce development system. A major accomplishment this year was the completion of a [dynamic toolkit for local youth councils](#) (LYC) that provides operational and strategic resources, such as tips for a well-functioning LYC and the sharing of promising practices.

Sectors Steering Committee: Focused on existing regional sector partnership grants and the sustainability of the sectors approach without additional discretionary funding. Integration with the Governor's Key Industry Initiative will allow for sustainability of the sectors approach (more information in the following section, page 15).

Policy and Legislative Committee: Launched the first annual Workforce Day at the State Capitol, which successfully brought together Colorado state legislators and Council members to discuss important workforce policy issues facing our state.

Data Leadership Task Group: Formed in order to ensure that Colorado's Workforce System has easily accessible, relevant and timely information that drives meaningful strategic decisions, effective, measurable implementation and ensures achievement of local statewide goals. Finalizing an economic model that measures the impact of Colorado's Workforce System.

Alignment Task Force: Convened an interagency Alignment Task Force that is in progress of mapping the workforce development and business resources and programs provided at the state and local levels and determining how to more effectively align them to improve outcomes and customer satisfaction. This task group has a Career Pathways workgroup that is focused on aligning career pathway efforts statewide.



STATEWIDE INITIATIVES

SECTORS MODEL: THE WAY OF DOING BUSINESS IN COLORADO

Over the past year, Colorado's traditional sector strategies have integrated with the statewide Key Industry Initiative and engaged in strategic planning to ensure the sustainability of the efforts, especially in the face of shrinking discretionary funds (WIA state set-aside). This section provides an overview about the Key Industry Initiative and the outcomes of Colorado's sectors work. The Key Industry Initiative combined with the Sectors initiative is the strategic framework for workforce and economic development in Colorado.

Overview of Key Industry Initiative [\(link\)](#)

14 Key Industries were identified as critical to Colorado's economy through the analysis of labor market data and the development of the Governor's bottom up statewide economic development plan, the [Colorado Blueprint](#). Each of the 14 Key Industries will develop and implement a strategic business plan focused on the needs of their industry.

The goal of the Key Industry Initiative is to align individuals, economic development organizations, communities, ideas and resources to focus on the strategies and tactics that create jobs in the state, align services to better serve our citizens, attract new businesses, and increase competitiveness of Colorado's businesses. Each strategic plan will cover six core objectives identified in the Colorado Blueprint:

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

Each Key Industry will have a steering committee consisting of executive-level leaders, who will develop the top priorities for the industry, and a tactical team that will develop the specific action plan to meet the industry's goals.

The CWDC is focused on convening the conversation for each industry focused on training and educating the workforce of the future (Core Objective 5). The CWDC will convene partners to identify existing efforts and best practices, disseminate information, analyze workforce and education sections of plans, and develop action plans for implementation. The CWDC's role is depicted on page 9.

Outcomes to date:

Several themes are emerging from a majority of the Key Industries, including:

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

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

SECTORS INITIATIVES [\(link\)](#)

Sectors initiatives are industry-specific, regional partnerships that address employers' needs for skilled workers and focus intensively on specific industries over a sustained period. They engage multiple employers analyze industry needs and design customized employment solutions. The Colorado Workforce Development Council Sectors Steering Committee has provided the funding for Sectors grants, which have been implemented by the regional workforce centers and resulted in:

- *Ten regional Sector Initiatives serving the needs of the healthcare, renewable energy, wind energy, sustainable manufacturing, aerospace, and water and wastewater management industries;*
- *Regional partnerships with 72 industry-specific employers and associations, educators, workforce professionals, and economic developers; and*
- *Over 1200 unemployed and incumbent workers entering training and over 1000 industry recognized credentials being awarded among the 10 Sectors Initiatives.*

State Energy Sector Partnership

The State Energy Sector Partnership (SESP) is a three-year \$6 million partnership between Colorado businesses, training providers, and government to give businesses access to the workforce they need and help Colorado workers earn energy efficiency or renewable energy related certifications and degrees. This year, Colorado SESP exceeded grant performance goals in the number who entered training, completed training, and received credentials,

with more than a year left before the grant end date. The Colorado SESP grant has been repeatedly cited for promising practices, including business engagement and grant management practices, by the U.S. Department of Labor. Notable outcomes to date include:

- *Trained over 1,200 Colorado workers seeking to enter new energy fields with at least 870 becoming employed and 114 trainees retaining their jobs.*
- *Creation of 47 jobs and sustainable businesses from the 19 graduates of the SESP Entrepreneurial Pilot Project.*
- *Savings in energy of at least 250,732 kwh per year, a reduction in carbon dioxide emissions of 1,468,234 pounds per year, and energy savings of \$100,587 to Colorado residents, all from the youth awareness project.*

Strategies to Advance Colorado's Highly Skilled Workforce

H-1B Technical Skills Training Grant

Colorado was awarded a four-year \$5 million grant from the U.S. Department of Labor to provide education, training and job placement assistance to highly-skilled incumbent workers and long-term unemployed in the occupations and industries for which employers are using H-1B visas to hire foreign workers. The grant is available through June 30, 2015 and will serve 558 incumbent workers and 239 unemployed and long-term unemployed individuals. Additional emphasis will be placed on veterans, and on women pursuing information technology and engineering careers.

Implementation in the Regions: Funding was released in February 2012 to Arapahoe/ Douglas Works!, Workforce Boulder County, Pikes Peak Workforce Center, Denver Workforce, Employment Services of Weld County, Larimer County Workforce Center, Pueblo Workforce Center, and Mesa County Workforce Center. The state's high tech industry is represented through the following employers' participation: Lockheed Martin, IBM, Atlasta Solar Center, Allonhill, Evraz, GPS Source, Imprimis, Inc., JGMS Inc., Leitner Poma, Raytheon, RK Mechanical, Trane, Wall Street On Demand, and WREN Industries.



COLORADO DEPARTMENT OF LABOR AND EMPLOYMENT'S WORKFORCE DEVELOPMENT PROGRAMS

www.colorado.gov/cdle/workforce

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

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

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

STATEWIDE PROGRAMS THAT LEVERAGE WIA FOR SUCCESS

Business Services

Colorado's workforce centers, in partnership with the Colorado Department of Labor and Employment, are in the business of recruiting, training, connecting, and retaining talent at every level, in every industry sector and for every business, large and small. Colorado offers no-cost business development services that reduce hiring costs and time and increase overall business productivity. The first annual Statewide Business Development Summit convened over 70 local workforce center business development services representatives and state staff. The Summit resulted in the development of an action-orientated strategic plan for unified business services across Colorado.

Colorado's businesses posted 186,271 jobs in the state job bank and over 7,000 employers were contacted, receiving a variety of services including customized hiring events, applicant screening, interviewing assistance and skills testing. With the addition of Job Central job openings from Denver and El Paso County alone, the applicant to job opening ratio has dropped from 5-to-1 to 3-to-1.

Career Ready Colorado Certificate (CRC)

The CRC, an employer supported work-readiness credentialing system, launched in 2009. The CRC takes the guesswork out of high-stakes decisions concerning hiring and promoting employees for businesses and gives job seekers an edge when competing for jobs. Over

the past year, the CRC program has recognized the need to engage education, business and workforce in a strategic conversation on how to create a Work Ready Colorado. The Career Pathways/Assessment Alignment work group has been created to explore statewide partnerships that prepare Colorado's workforce to be competitive in the global economy. This partnership will work on expansion of the CRC assessment toolbox and the unified use of the CRC across partnering agencies. In PY11, the state's workforce system reached a total of 13,920 workers tested and certified through the CRC programs.

Colorado Earn-to-Learn Project: On the Job Training National Emergency Grant (OJT-NEG)

The American Recovery and Reinvestment Act of 2009 OJT-NEG funded the Colorado Earn-to-Learn Project, providing training opportunities to dislocated workers in response to widespread recession-related layoff. Seven workforce regions participated and exceeded the grant goal of 100 OJT placements by June 30, 2012. Effective program delivery resulted from the implementation of a team approach with shared resources, processes and best practice strategies. Assistant Secretary of Labor Jane Oates recognized the grant's successful partnerships, ability to leverage funds, and exceeding of goals in a letter of commendation. Colorado was granted a second OJT-NEG grant in the amount of \$1.4 million. In Adams County, 18 OJT candidates were placed (welders, electricians, energy auditors, assembly packers, and quality managers and more) resulting in 14 individuals employed in permanent positions.

Colorado Enhanced Approved Training Program (CEATP)

CDLE's Workforce Development Programs and Unemployment Insurance Division coordinate the statewide CEATP in order to increase unemployment insurance (UI) claimants in training, which enhances their ability to compete for in-demand occupations. CEATP provides a 50% increase in UI benefits to claimants on initial claims for up to 20 weeks and is offered through the statewide network of workforce centers. Over the 2 ½ years of the program's existence, Colorado workforce centers have served over 3,000 claimants and achieved a 75% entered employment rate. Pikes Peak Workforce Center, the Colorado Rural Workforce Consortium and Adams County Workforce and Business Center have served 2,000 of the 3,000 participants enrolled in the program.

Governor's Summer Job Hunt ([link](#))

The Governor's Summer Job Hunt assists Colorado's youth (ages 14-21) in making the transition from school to work by matching their skills and interests with employment opportunities. During the summer of 2011, over 38,890 youth were served and 11,874 found employment (46% employment rate). The registrations were significantly lower, but the entered employment rate increased by 5% as a result of workforce centers providing additional activities for youth to explore career opportunities (career fairs, field trips and career academies). Adams County Workforce and Business Center improved job development activity significantly, resulting in more than twice as many youth employed in PY 2011 than in 2009 or 2010, despite the 8.5% unemployment rate. Results were achieved by increasing core services such as resume writing, interviewing, and job development to youth.

Migrant and Seasonal Farm Worker Program (MSFW) [\(link\)](#)

Colorado is designated as a significant Migrant and Seasonal Farm Worker (MSFW) state, and therefore CDLE administers a bilingual (English/Spanish) outreach program to our predominantly Spanish-speaking clientele. Colorado's migrant coalitions sponsored two successful migrant appreciation events where 12 cooperating agencies provided information and educational materials to the 500 MSFWs participating in Greeley and 200 in Manzanola. 12 cooperating agencies provided information on services and educational materials to all in attendance. In 2011, 67% of the MSFWs served received a job referral and 38% were placed in a job \$0.50 above minimum wage, 87% were provided with staff assisted services, and 54% received career guidance. Colorado has met all five of the equity indicators and one of the minimum service indicators for this program.

Offender Programs

Offender programs are voluntary, performance-based employment and training programs designed to help releasing offenders build skills, learn life skills and obtain and retain employment in order to achieve self-sufficiency and reduce recidivism. Workforce Development Programs stationed a Subject Matter Expert for ex-offenders and other marginalized populations at the Colorado Department of Corrections (CDOC) to work with offenders, particularly incarcerated veterans. This has provided unprecedented access and communications between the agencies and services. CDLE, local regions and community-based partners have provided intensive employment and training services to 839 participants and achieved a 71% placement rate at an average of \$10.72 per hour. The combined recidivism rate is 9%. Over 40% of participants received vocational skills training in high-growth sectors, such as information technology, energy, health care, construction, and hospitality. Those who received vocational training earned a median livable wage of \$14.00 per hour, enabling them to meet parole requirements, pay child support and restitution, and support their families with little need from other public assistance.

Rapid Response/Layoff Assistance Services [\(link\)](#)

The Rapid Response Program is a federally-funded initiative dedicated to providing quality, cost-effective and timely services to employers and employees facing a layoff due to restructuring, downsizing or closure. The program is a cooperative effort between WDP, Unemployment Insurance, and Workforce Centers. In 2011, 133 companies and 6,841 employee received Rapid Response services and 71 workshops were completed. A major employer in Longmont, Colorado submitted a Worker Adjustment Retraining Notification (WARN) identifying the closure of a plant affecting about 400 people. Through a collaborative effort involving the company representatives, local workforce regions and CDLE, a job and resource fair was hosted at the company. This effort was held over the course of two different days with a combined participation of more than 30 different hiring authorities, community resources and education providers.

Trade Adjustment Assistance (TAA) Program ([link](#))

Trade Adjustment Assistance (TAA) provides benefits to workers who lose their jobs, or hours of work and wages are reduced as a result of increased imports or jobs exported offshore (“trade-affected workers”). TAA benefits include a variety of reemployment services designed to help trade-affected workers prepare for and obtain suitable employment. Almost 20 workforce centers received TAA case management funding and provided case management services to 772 trade-affected workers in 2011. The program is expected to exceed its 2011 goals of 76% entered employment, 81% employment retention, and \$15,000 average six-month wages.

Veterans Employment and Training Programs

Veterans Employment and Training Programs provide intensive services to veterans who have employment barriers and are economically and/or educationally disadvantaged. This year, 49% of the 5,055 veterans who received staff assisted services in Colorado’s workforce centers entered employment. 76.81% of those who entered employment retained employment with an average wage of \$18.97. The practice of “Reverse Employment” has proven successful in two piloted initiatives, which resulted in a 53% hire rate. Rather than showcasing a business for veterans through job fairs, the “reverse employment” initiative showcases veterans for employers. These accomplishments were made possible by Colorado’s nationally recognized veterans staff: 2011 American Legion National LVER of the Year, 2011 American Legion Colorado DVOP of the Year and the VFW Individual Distinguished Service Award.

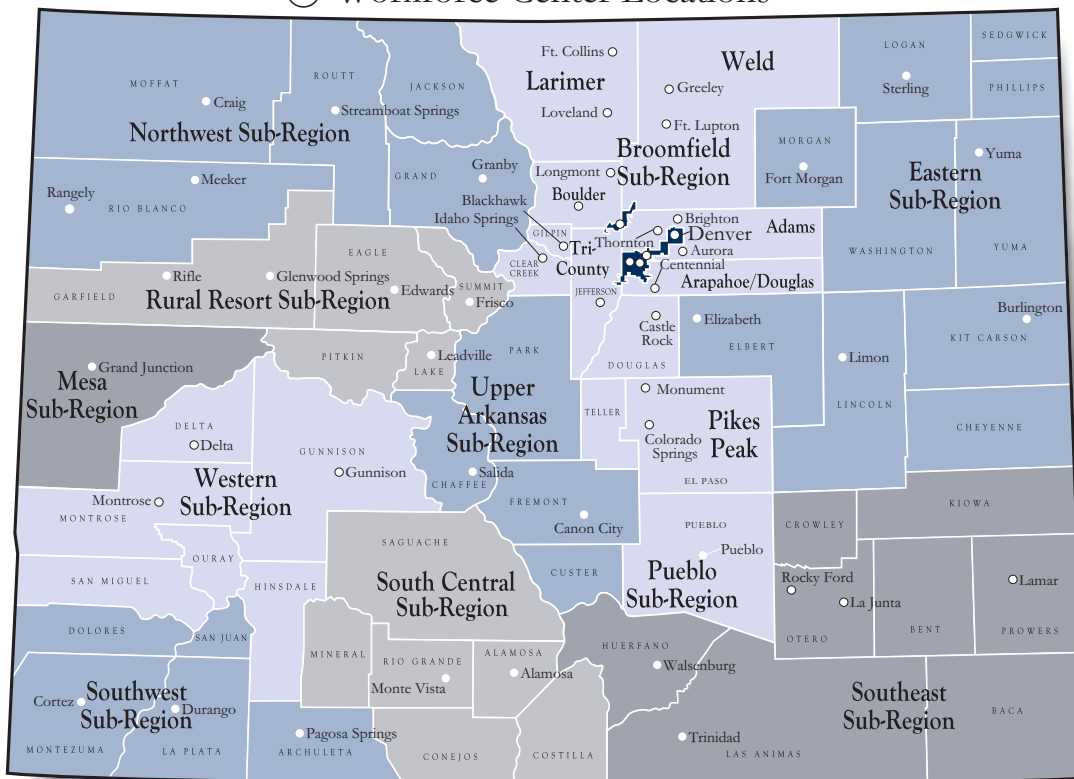
Virtual Job Fair ([link](#))

The Virtual Job Fair was developed in-house and launched by CDLE staff in 2011. This service is now being offered statewide and has served over 3,300 job seekers and 91 employers during PY11. The purpose of this service is to reduce costs of job fairs and other services, and increase access to workforce services for job seekers and businesses statewide, especially in the rural areas of the state. The features include: job listings, online workshops and career exploration resources, online presentations by employers and access to their websites, and customization by a workforce center for industries or customer groups. This system is being used to provide resources and job information to National Guard troops stationed in Afghanistan to assist with transition to civilian life.

Knowledge Management Portal ([link](#))

The CDLE Knowledge Management Portal, e-Colorado, is designed to manage virtual resources through a single, comprehensive, electronic interface developed for workforce stakeholders and partners including individual and business customers, workforce professionals, educational and training institutions, community- and faith-based organizations and government. The portal provides documents, team rooms, calendars, the Colorado Grants Clearinghouse, electronic portfolios, e-learning courses and more. In 2011, the e-Colorado platform was upgraded, services have been improved and new tools have been developed, including virtual job fair, online fillable “smart” forms, and online magazine/catalog tools.

○ Workforce Center Locations



REGIONAL PROFILES

Adams County [\(link\)](#)



The Adams County Workforce & Business Center's (ACWBC) mission is to create opportunities for success by connecting businesses to a quality workforce. Adams County takes great pride in cross-knowledge training for staff in all programs, resulting in excellent customer service and clear communication among staff, customers and employers.

A unique program hosted by ACWBC is the "School Symposium," which invites various educational institutions to tour the workforce center and educates them about the process a WIA customer experiences. This prepares educational institutions to advise their students on how and where to access financial and career services. In PY11, the ACWBC, along with regional partners and economic development was able to attract the following companies to the Adams County region: Cooper Lighting, Niagra Bottling, United Baking and General Electric Solar (who has since been sold and relocated). Due to the outreach efforts targeted to these businesses, approximately 1,500 jobs were attracted to the area.

Arapahoe/Douglas [\(link\)](#)



Arapahoe/Douglas Works! serves Arapahoe and Douglas counties with the mission to strategically invest in human capital to contribute to regional economic vitality. The center serves over 300 walk-in customers per day. During PY11, A/D Works! served 1,057 businesses who listed over 18,608 job openings through 7,056 job orders. A/D Works! has developed a unique service delivery model that provides services to adult and dislocated workers through team case management broken down into areas of expertise targeting specific populations and targeted occupational growth clusters. Through this approach, WIA utilizes a variety of data intelligence mechanisms to ensure that customers are receiving training in high-growth and demand industries. This year, Youth in the Works! launched the Youth Job Race, where nearly 300 youth participated in a week long career exploration academy that concluded with a summer job hiring event and a virtual job fair that attracted over 800 job seekers and 24 businesses.

Boulder County [\(link\)](#)



Workforce Boulder County's mission is to provide comprehensive and effective employment, training and supportive services to Boulder County residents. Boulder County encompasses 741 widely diverse square miles and boasts a highly educated population, with approximately 57% of the population having a bachelor's degree or higher. Building upon the Hire Colorado grant and the OJT/NEG grant, this year the region developed the Ready Set Work model, which integrates funding in order to best meet the needs of jobseekers and businesses. Through these types of innovative programs, Workforce Boulder County has exceeded goals for training workers and matching them with work opportunities.

Denver [\(link\)](#)



The Denver Workforce System's mission is to provide world class talent development services to businesses and job seekers to improve their ability to compete in the global marketplace. The region serves as the economic anchor and cultural hub of the Colorado Front Range Urban Corridor. Denver is most proud of its streamlined approach to delivering employer services, including customized recruitments, applicant skills assessments and training subsidies. Denver's marketing, outreach and delivery are business-focused, which creates a simple, seamless process for employers to hire and train new employees.

Weld County [\(link\)](#)



The Weld County Workforce Development Board's mission is to keep the workforce system responsive to employers, employees and job seekers. Weld County operates and believes in an innovative, adaptive and customer-driven workforce system that is: understandable to its customers and easy to use; focused on outcomes and performance; flexible and proactive in changing

resources to meet customer needs; and administered locally. This year, the region continued to focus business services and job seeker training efforts in the energy, manufacturing, healthcare, transportation, and IT sectors. Strategies to meet the need in these areas included task/work groups for the energy and transportation sectors. Employment Services of Weld County also received second year funding for our Weld/Adams Sustainable Manufacturing Sector Alliance from the Sectors Steering Committee.

Tri-County [\(link\)](#)



Jefferson County Workforce Center serves Jefferson, Clear Creek and Gilpin counties. The workforce center employs a well-trained and engaged staff who consistently use innovation and best practices to meet the ever-changing needs of our customers. In order to foster a business-focused workforce system, the region engaged the Colorado Association for Manufacturing & Technology (CAMT) to examine the process for connecting job seekers and employers, apply process improvements, and institutionalize value-stream mapping to identify efficiencies and best practices.

Larimer County [\(link\)](#)



The mission of the Larimer County Workforce Center (LCWC) is to improve the quality of life for individuals, families and communities through employment and workforce development services. For the next year, Larimer County Workforce Investment Board will focus on three goals: support and train for middle skill occupations; build math and science skills for the present and future workforce; and develop leadership/upward mobility training options for businesses. LCWC developed and launched a reverse job fair virtual hiring tool aimed at youth summer hiring and in conjunction with the Governor's Summer Job Hunt services. An estimated 43 employers and 40 youth participated in the event, with 53% of the youth reporting employment as a result of a combination of the virtual job fair and their own efforts.

Pikes Peak [\(link\)](#)



With a mission to connect vital businesses with work ready job seekers and employer-driven services, the Pikes Peak Workforce Center (PPWFC) serves Colorado's largest county (El Paso County), as well as Teller County. In 2011, the Center focused on developing the Job Readiness Training for Young Adults activity as an outgrowth of Colorado Workforce Development Council funding for the Engaging Youth Program. The activity was developed in conjunction with the Southern Colorado Business Partnership, and provides a scalable job readiness curriculum for young adults as they embark upon a work experience/study activity. Curriculum materials have been developed for both young adult participants and worksite supervisors.



COLORADO RURAL WORKFORCE CONSORTIUM (CRWC)

www.yourworkforcecenter.com



The CRWC is a consortium of 11 sub-regions comprised of 52 counties. The regions include Pueblo, Broomfield, Upper Arkansas, Rural Resort, Mesa, Northwest, Western, Eastern, Southeast, Southwest, and South Central. Mesa and Broomfield are county-run, and the remaining regions are state-run. 4 of the 9 state-run regions have contractors that deliver the WIA services. The CRWC exists to foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow. Outstanding outcomes from each region are highlighted below.

Broomfield Region ([link](#))

The City and County of Broomfield is located at the heart of the high-tech growth in the Denver Metropolitan area. Located between Denver and Boulder, it provides businesses and residents easy access to all of the metro area services and transportation resources. Broomfield has an active Youth Council that has been instrumental in the continued service development of the WIA Youth program. The youth council provides a vehicle for input from local business, education and youth.

Eastern Region

The Eastern workforce region encompasses 10 counties in Northeastern Colorado that are primarily agriculturally based. The workforce region strives to be the leader in providing business and employment services in Eastern Colorado. Eastern's Business Services program became very dynamic in PY11 by conducting direct outreach with employers at their place of business. This was achieved by closing single person offices on Friday and resulted in serving a record number of first time employers, with a goal of 50% posting a job order within 30 days.

Mesa Region

Mesa County serves as the regional hub for healthcare, retail trade, services and transportation for Western Colorado and Eastern Utah. The workforce center is committed to an ongoing partnership with Mesa County workers, employers, and those seeking employment in order to create and ensure a self-sufficient community. The Mesa County Workforce Center is a full service one-stop partnership with a variety of state, county and non-profit agencies representing over 21 programs that assist job seekers and employers. Mesa County provides customized screening, meaning that an employer is able to receive a variety of levels of screening to help them find the best candidate in the most efficient manner. A complete screening could include assistance in writing a job order, posting the job order in Connecting Colorado, collecting the applications at the workforce center, determining which assessments would be most appropriate, assessing the employer's top candidates and also screening those candidates for eligibility for various training programs like paid internships and On-the-Job training.

Pueblo Region

The mission of providing solutions through services and resources to business to assist in meeting their workforce needs and assisting community members in developing their careers so both can compete in the global economy is reflected in the work that is being done at the Pueblo Workforce Center. The region's manufacturing sector partnership is recognized statewide as a promising practice. This year, a Pueblo manufacturing users group formed and meets on a regular basis to review priorities and form action plans. The user group has been successful in collaborating on efforts to support each other on common issues, to identify and ensure relevant training, and to educate youth on career opportunities in manufacturing.

Rural Resort /Northwest Regions

Rural Resort and Northwest regions strive to create a value to our businesses, education, economic development teams, and workforce through identifying stakeholder needs, coordinating efforts of key partners, eliminating duplication of effort, and creating an environment for sharing. The region received a green jobs grant that allowed them to partner with Colorado Renewable Energy Academy and Solar Energy International to assist 79 incumbent workers in maintaining or improving their employment. The program won a national industry award for innovation and will be sustained beyond the life of the grant.

South Central Region

The South Central region continues to provide services to 6 counties whose primary economic driver is agriculture. They are proud of their 2011 partnership with the Southwest Conservation Youth Corps, which is focused on employing youth and providing valuable work skills and training. The workforce center is providing the job readiness training by working closely with Youth Corps and conducting sessions with the youth on soft skills, application completion, resume writing and interviewing. Youth have been very engaged and find the program valuable.

Southeast Region

The Southeast Workforce Investment Board strives to enhance and promote regional economic vitality through the use of strong and creative and collaborative partnerships that are responsive to employers and job seekers, proactive, demand-driven, results-oriented, and culturally sensitive. The Southeast region has two of the six Migrant Seasonal Farmworker significant offices within the state. During 2011, the region focused on cross-training of all Southeast region staff in order to serve migrants and seasonal farmworkers in the best manner possible. Cross-training resulted in seamless service and the receipt of the "team of the quarter" award for the Migrant Seasonal Farmworker Outreach Workers.

Southwest Region

The Southwest workforce region enhances employer growth and customer success in Archuleta, Dolores, La Plata, Montezuma and San Juan counties, the cities and towns within the region and the Southern Ute Indian and the Ute Mountain Ute Indian Tribes. This

year, the regions hosted the Durango Virtual Job Fair, serving over 15 employers and 500 customers. The feedback from both employers and job seekers was overwhelmingly positive and provided employers an avenue for recruiting employees without the high cost usually associated with a job fair.

Upper Arkansas Region

The Upper Arkansas region focuses resources and efforts toward connecting business, economic development, education and training to ensure economic vitality. The region combined efforts with the Pueblo Workforce Center and Pueblo Community College to provide customized training for over 25 manufacturing incumbent workers who needed upgraded skills to remain competitive. The region also developed and delivered a youth program, Get in the Game: Be All You Can Dream, focused on exposing regional youth to various occupations such as archaeology, corrections, automotive repair, healthcare, wildlife refuge management, utilities, law enforcement, military service, education, etc.

Western Region

The Western region is dedicated to delivering exceptional employment and training services that lead to customers' success. The "West by Southwest" sector project brought together the Southwest and Western workforce regions to address the needs of the healthcare industry. The project was very successful in convening local healthcare employers, training and educational organizations, and workforce. The result was the identification of the healthcare industry needs and the addition of several new programs at Colorado Mesa University and Delta Montrose Technical College.

COST EFFECTIVENESS, EVALUATION, AND WAIVERS

COST EFFECTIVENESS

Colorado works to ensure that resources are expended in the most effective and cost efficient manner possible. CDLE has an ongoing policy of analyzing the outcomes and cost effectiveness of all programs. This analysis considers both the benefit to clients and cost savings/increased revenue for government entities. As a result of workforce center services, dependence on public assistance such as TANF, food stamps, and Unemployment Insurance benefits decreases and therefore reduces government expenditures on public assistance. Studying increases in tax revenue and decreased reliance on public assistance is not feasible at this time due to privacy rules between state agencies that collect this data. Currently, analyzing the average cost-per-participant combined with performance measure data is the best picture of the cost effectiveness of Colorado's Workforce Investment Act programs.

Adult Program

- *Expenditures* - \$11,931,785
- *Cost per client served* - \$3,274

Youth Programs

- *Expenditures* - \$8,586,885
- *Cost per client served* - \$987

Dislocated Worker Program

- *Expenditures* - \$6,937,835
- *Cost per client served* - \$3,108

Over the past year, Colorado developed an economic impact model to measure the marginal impact of the Colorado Workforce System. This model looks at the workforce system as a whole, not just at WIA-funded programs. However, it demonstrates, at the broad level, the impact of Colorado's Workforce System on the people it serves and the State. The averaged findings from PY 2009, 2010, and 2011 will be available by January, 2013. This report will be updated as soon as they are available.

OVERALL ASSESSMENT

The above discussion on adult, youth, and dislocated worker programs does not include the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. In Colorado, 26% of our Adult clients and 48% of our Youth clients received public assistance while receiving service from the workforce system in PY 2011. From the wage gains reported and anecdotal evidence, we know that many, if not most, of these clients are no longer receiving or have much reduced their dependence upon public assistance. We do not currently have access to the data that would allow us to quantify this information.

STATE EVALUATION ACTIVITIES

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

CDLE's comprehensive monitoring guide, recognized as a model by the U.S. Department of Labor (USDOL), is the end result of an ongoing monitoring and technical assistance process that has built a strong working relationship between the State and the local workforce regions. Quarterly, State Monitors from CDLE meet with the regions they oversee to review client service levels, program expenditure rates and performance outcome results. Through these reviews, staff identifies areas which may require additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

In addition to CDLE's routine evaluation activities mentioned above, the agency is in the process of completing an evaluation of the Colorado Sectors initiative grants. In order to complete the evaluation, CDLE contracted with an external evaluator, The Center for Women and Work (CWW) at Rutgers University. The initiative will provide qualitative and quantitative analysis, as well as identify best practices and opportunities for sustainability of the efforts. The final report will be completed by the end of March 2013. Details about the evaluation are provided in Appendix A.

ASSURANCE STATEMENT

In addition to following the Data Validation process for the year-end WIA reports, 9002 and VETS 200 reports, Colorado has developed its own tools to help ensure data integrity. CDLE created a set of edits to assist in ensuring initial data entry is consistent and correct. We also provide staff with a series of reports to assist them in staying up-to-date with their caseload to avoid losing track of a customer's progress. Additionally, Colorado has established a comprehensive monitoring process to ensure that the data entered in the system matches documentation.

WAIVERS

Common Measures – During PY11, Colorado continued to implement the waiver to replace the WIA performance measures in 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 PY11 for its “local activity funds waiver,” which is now targeted to layoff aversion activities. Under this waiver, local areas will be allowed to use up to 20% of their Dislocated Worker formula funds for incumbent worker training that is part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. Local areas are required to meet performance outcomes for any individuals served by a local activity under the waiver.

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

Youth Element Procurement – Colorado was granted an extension through PY11 of its waiver of the requirement to competitively select providers of 3 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 – Through these waivers, local areas in Colorado have gained major incentives for employers to engage in the workforce system as they are attempting to weather the current economic downturn. The OJT waiver allows regions to increase their employer reimbursement for on-the-job training through a sliding scale based on the size of the employer. Under the waiver, reimbursements will be permitted as follows:

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

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

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

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

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

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

STATEWIDE COMMON MEASURES – WIA PY11

PY11 based on most current JobLink reports (*data as of 9/14/2012*)

	Negotiated Goal	Adams	Arapahoe	Boulder	Denver	El Paso	Jefferson	Larimer	Rural	Weld	Statewide
Adult Measures											
Entered Employment Rate	76.0%	78.79%	78.51%	75.61%	67.05%	78.33%	65.48%	75.76%	80.24%	85.43%	77.51%
Six Month Retention Rate	81.0%	93.40%	88.72%	92.31%	83.47%	90.04%	79.65%	86.96%	85.08%	88.89%	87.19%
Six Month Average Earnings	\$15,000.00	\$19,216.85	\$19,546.63	\$13,960.61	\$16,817.65	\$20,075.45	\$15,033.24	\$12,677.58	\$15,264.02	\$16,330.69	\$17,204.04
Dislocated Worker											
Entered Employment Rate	83.0%	85.14%	86.15%	84.21%	78.10%	77.78%	73.95%	82.98%	83.12%	84.51%	82.22%
Six Month Retention Rate	86.0%	90.00%	94.29%	94.12%	88.42%	95.29%	90.91%	81.82%	89.84%	95.45%	91.34%
Six Month Average Earnings	\$17,698.00	\$24,299.00	\$26,732.15	\$26,973.19	\$18,933.39	\$21,346.80	\$24,827.75	\$23,041.24	\$17,697.23	\$19,692.58	\$22,500.83
Youth Measures											
Degree/Certificate	67.0%	71.18%	67.25%	73.47%	71.31%	73.85%	69.09%	67.50%	78.86%	54.96%	70.88%
Literacy/Numeracy	39.0%	76.00%	56.07%	66.67%	40.28%	50.00%	40.00%	60.32%	50.53%	42.86%	50.34%
Education Placement	66.0%	80.00%	68.16%	66.00%	62.31%	71.15%	62.50%	67.82%	69.91%	58.20%	68.41%



APPENDIX A

SECTOR INITIATIVE GRANT EVALUATION

Currently, CDLE is in the process of completing an evaluation on the Colorado Sector initiative grants. In order to complete the evaluation, CDLE contracted with an external evaluator, The Center for Women and Work (CWW) at Rutgers University. The evaluation began in February 2012 and the final report will be completed by the end of March 2013.

Methodology: The evaluation strategy for this project involves both quantitative and qualitative analysis. Qualitative data shall be collected through phone interviews and surveys with participants, and through surveys, focus groups, and interviews with program administrators and other stakeholders. Quantitative data shall be collected from Connecting Colorado and other administrative reports that have been used throughout the Sectors initiatives for tracking participant demographics, course enrollment, and performance and completion, along with any data about credentials and certificates achieved. The final analysis will include:

- *A brief description of all ten Sectors Initiatives.*
- *Best practices for implementation that emerged from these Sectors Initiatives.*
- *Impact on businesses, sector industries, participants, and other stakeholders.*
- *Recommendations for sustainability*
- *Lessons learned*
- *Quantitative outcomes*
- *Other findings as a result of the data collected*
- *Recommendations*

TIMELINE

The timeline for deliverables follows:

February 15, 2012-March 31, 2012

RESEARCH INSTRUMENTS, METHODOLOGY, AND QUARTERLY REPORT

- *Identify sources and develop methods for collecting data from participants, program administrators, and stakeholders.*
- *Develop research instruments, methods for data collection, questions for phone interviews, and surveys.*
- *Identify key research questions and submit to CDLE staff for review and approval.*
- *Submit a summary of methods for data collection, the list of interview questions, and web survey questions to CDLE staff for review and approval.*

April 1, 2012-June 30, 2012

DATA COLLECTION/SITE VISITS AND QUARTERLY REPORT

- *Complete at least five (5) site visits to interview participants, program administrators, industry partners, and stakeholders.*
- *Collect qualitative data through phone interviews and surveys with participants, and through surveys, focus groups, and interviews with program administrators and stakeholders.*
- *Submit quarterly report that includes a summary of participant demographics, course enrollment, performance and completion, and credentials received.*

July 1, 2012-September 30, 2012

PROJECT REPORT FOR EACH SITE AND QUARTERLY REPORT

- *Submit audio interviews to transcribers for written interview documents.*
- *Complete remaining site visits by July 31, 2012.*
- *Begin overall data analysis from qualitative data collected from participants, program administrators, and stakeholders.*
- *Analyze quantitative data derived from Connecting Colorado and other administrative reports.*
- *Submit quarterly report by September 30, 2012.*

October 1, 2012-December 31, 2012

DRAFT FINAL REPORT AND QUARTERLY REPORT

- *Complete data analysis of both quantitative and qualitative data by October 31, 2012.*
- *Submit a summary report indicating preliminary findings and recommendations after initial data analyses, as well as a preliminary report for each of the 10 sector initiative sites by October 31, 2012.*
- *Submit draft Final Report that includes lessons learned and best practices that have emerged from each sector initiative, and which determines changes that should be made to improve the programs by November 30, 2012.*
- *Gather feedback from CDLE about the preliminary report and findings.*
- *Incorporate feedback from CDLE into the draft Final Report. Submit the revised Final Report to CDLE by December 31, 2012.*
- *Submit quarterly report by December 31, 2012.*

January 1, 2013-March 31, 2013

FINAL REPORT AND PRESENTATION(S)

- *Provide a final brief evaluation report for each of the ten (10) Sectors initiatives that includes gathered qualitative and quantitative data by January 31, 2013.*
- *Submit the Final Report by January 31, 2013.*
- *Develop presentation of program evaluation results based on Final Report.*
- *Complete the presentation of program evaluation results to CDLE, workforce center directors, Sectors Initiatives Team, Colorado Workforce Development Council, and other interested stakeholders by March 31, 2013.*
- *Deliver both a hard copy and an electronic version of the Final Report to CDLE to be disseminated on www.e-colorado.org.*

April 1, 2013 – June 30, 2013

CONTRACT CLOSEOUT ACTIVITIES

- *Submit final invoices for deliverables completed and cost reimbursement of any travel expenses incurred through March 31, 2013.*
- *Complete closeout activities pursuant to Contract Provisions.*

QUESTIONS

The evaluation will address many questions, including:

a. Overall Evaluation

- *Did this initiative meet the goals outlined in the Sectors Initiatives grant application(s)?*
- *What were the reasons why these goals were met or not met?*
- *What lessons have been learned in the project to date?*
- *What best practices emerge from these programs that can inform other programs?*
- *What changes should be made to improve the program?*

b. Impact on Jobseekers and Workers

- *What are the experiences of participants in these programs?*
- *Do these programs make a quantifiable difference in the adult participant's life (wage and employment gains)?*
- *How many participants entered the program and how many completed the program?*
- *Have those who participated gained employment or received advancement in their current job? Is their employment in the high-demand industry they were trained in?*
- *Did participants go on to pursue further education?*

c. Impact on Employers and Industry

- *What was the role of employers in the development and implementation of this initiative?*
- *Did this program make a difference in employer recruitment and retention?*
- *Were employers satisfied with the training that was provided?*
- *What is the return on investment?*

d. Effectiveness of Partnerships

- *Who are the partners in this project and why were they chosen?*
- *What roles do/did the partners in the project play?*
- *How do/did the partner agencies and stakeholders in each of the programs collaborate? Were there problems/successes with the partnerships?*
- *Did further partnerships develop throughout the project?*

e. Sustainability of Sectors Initiatives

- *How can a sectors approach to providing workforce development services be integrated into the workforce region's strategies for its programs?*
- *What funding sources can support this ongoing approach?*
- *What collaborative partnerships with businesses need to be developed and enhanced to ensure ongoing coordination of services to meet local industry needs?*
- *What are the obstacles to sustainability of these initiatives?*
- *What changes are needed to improve the outcomes of sector strategies?*

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Please note that this is meant to be an interactive document and contains hyperlinks to websites for more information. Please visit www.colorado.gov/cdle/cwdc to access the interactive version.