

COLORADO WORKFORCE INVESTMENT ACT

ANNUAL REPORT – PY 2014





Colorado Workforce
Development Council



COLORADO
Department of
Labor and Employment



A proud partner of the **americanjobcenter**® network

Colorado Workforce Development Council

Jay Hardy, Chair
Stephanie Veck, Director

633 17th Street, Suite 1200
Denver, Colorado 80202



303-318-8038



cwdc@state.co.us



www.CoWorkforceCouncil.org

Colorado Department of Labor and Employment

Ellen Golombek, Executive Director
Kristin Corash, Deputy Executive Director
William Dowling, Director, Employment and Training
Elise Lowe-Vaughn, Director, Workforce Programs,
Policy and Strategic Initiatives

633 17th Street, Suite 700
Denver, Colorado 80202



303-318-8800



www.colorado.gov/cdle

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Executive Summary

Colorado's workforce system experienced great accomplishments and prepared for implementation of the Workforce Innovation and Opportunity Act. This year's annual report reflects the diverse accomplishments across the state that are resulting in Coloradans entering employment, businesses connecting with the talent they need, and a strengthening of Colorado's economy. None of these accomplishments would be possible without close collaboration and coordination between the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), local workforce investment boards and local workforce areas, and other state and local partners. This year's Annual Report includes the Colorado [Talent Pipeline Report](#), highlighting overall trends in Colorado's talent pipeline and how policies, such as WIOA, are being put into practice to develop Colorado's talent to meet the demands of businesses. CDLE's Workforce Development Programs and Colorado's Workforce Development Areas demonstrated continued commitment to excellence and innovation. Together, statewide programs and local workforce areas are positively impacting the lives of our customers and contributing to the growth of Colorado's economy.



Colorado Department of Labor and Employment (CDLE)

Vision

Quality and excellence in all we do.

Mission

To protect and promote the integrity and vitality of Colorado's employment environment.



Division of Employment and Training:

The Division of Employment and Training encompasses Workforce Development Programs and the Colorado Rural Workforce Consortium. Both perform functions relating to employment and training in the State of Colorado, and play a critical role in Colorado's well-being.

Workforce Development Programs (WDP):

Vision: We keep Colorado working through business engagement and talent development.

Mission: We administer and deliver workforce initiatives that enhance Colorado's economic vitality through: strategic business alliances; leading edge technology; creative partnerships; employee expertise and commitment; integrated services, tools and resources; innovative programs; and exceptional customer service.

Colorado Rural Workforce Consortium (CRWC):

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

Mission: Our mission is to foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.

Government, Policy and Public Relations:

Assists with communication and understanding between the Department and its various "publics," including Congress, the Governor, the press, and Colorado citizens. Includes Labor Market Information, policy, and design teams.

Unemployment Insurance (UI) Division:

The UI Program provides temporary and partial wage replacement to workers who have become unemployed through no fault of their own and meet the eligibility requirements of the Colorado Employment Security Act. UI and Workforce Development Programs closely partnered to implement legislation (HR 3630) that provides enhanced reemployment services to UI claimants transitioning to Extended Unemployment Compensation Tier 1 or Tier 2 benefits through a Reemployment Eligibility Assessment (REA). Claimants are required to complete additional activities that will increase their chances for reemployment, through a variety of workforce center reemployment services.

Colorado Workforce Development Council (CWDC):

The CWDC falls under the umbrella of CDLE; in addition to WIA specific roles, CWDC is responsible for convening partners and ensuring collaboration between workforce development, education and training, and economic development partners. Additional details can be found in the next section.



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 and sustain a business-led Colorado talent system that appropriately integrates the work of economic development, education, training and workforce development to meet the needs of businesses, students and job-seekers.

Composition of the Council

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; representatives from community-based organizations; and organized labor.

The Council is composed of: 25 business representatives from across the state that

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

The Council and its partners are focused on matching and integrating the supply (workforce) and demand (industry) of the workforce system to ensure a business-driven system. The infographic and narrative on the following pages describe how this vision is translated into action.

The [Talent Pipeline Report](#) provides an overview of the Council's work and strategic initiatives.



Colorado Department of Labor and Employment's Workforce Development Programs

Vision

We keep Colorado working through business engagement and talent development.

Mission

We administer and deliver workforce initiatives that enhance Colorado's economic vitality through: strategic business alliances; leading edge technology; creative partnerships; employee expertise and commitment; integrated services, tools and resources; innovative programs; and exceptional customer service.

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 administers and operates statewide programs, including those outlined in this section of the report.

Performance Excellence

Colorado has excelled as one of three demonstration states, fully embracing the key principles of the Workforce Innovation and Opportunity Act. Demonstration state status has allowed our statewide network of locally operated workforce centers to achieve total integration of Workforce Investment Act, Wagner-Peyser, veterans, and Trade Act employment and training programs, as well as launch state and local partnerships with TANF, SNAP, Adult Education, Vocational Rehabilitation, and other required partners for the one-stop system.

- For PY14 our fully integrated one-stop system provided a full range of workforce services to close to **400,000 job seekers** and over **25,000 businesses**, and met or exceeded all performance measures.
- In addition, we provided **training services to over 4,800** job seekers to increase the talent pipeline and meet the needs of the state's businesses in key growth industries.

This section describes statewide programs that leverage WIA for success:

Colorado Jobs For Veterans State Grant (JVSG):

During PY14, JVSG accomplishments included:

- 30,759 veterans registered for services
- 19,774 veterans received staff-assisted services
- 2,264 veterans with barriers to employment received staff-assisted services from JVSG staff
- Exceeded all negotiated performance goals

JVSG staff works with multiple agencies to conduct outreach, create partnerships, and collaborate to provide the highest quality service for veteran and business customers throughout Colorado. Key organizations that are part of the JVSG service network are:

- Workforce Center Partners (primarily WIOA and Wagner-Peyser)
- Homeless Veterans Reintegration Programs (HVRP)
- VA Vocational Rehabilitation and Compensated Work Therapy Programs
- State and Community Colleges
- Wounded Warrior Transition Units
- Military installations
- Department of Corrections and Veteran Courts
- Community and faith based organizations
- Veteran Services Officer and organizations
- VA Medical Centers and Vet Centers
- VA Community Resource Employment Coordinator
- County Departments of Human Services offices and programs



Highlights of PY14 JVSG Staff Initiatives:

- The JVSG program partnered with Hilton Hotels to offer free hotel accommodations to veterans needing lodging while interviewing or attending occupational skills training. The program launched in Colorado Springs, December 1, 2014. Shortly after launch it expanded into Arapahoe County and went statewide the beginning of PY15. During the first 7 months, the program served 17 veterans: 11 veterans used the program for job interviews, 6 veterans used the program for training.
- In El Paso County, JVSG staff identified 25 low income veteran families with young children that were going to experience a very lean Christmas. DVOP Matt Broker coordinated the donation of 100+ toys from the Marine Corps Toys for Tots program. The team hand delivered the toys on Christmas Eve to needy veteran families from Monument (north) to Fountain (south), Peyton (east) and Manitou Springs (west). It was a very humbling experience for the entire team. Every family was grateful for the assistance at a very difficult time. This example truly shows staff going above and beyond their duties or job descriptions to put work values into action.
- In Denver and Arapahoe Counties, JVSG staff partnered with the Denver US Mint to coordinate a one-day veteran-only career event that included workshops about the Mint, Federal employment, and job seeking skills, and ended with on-site interviews of veterans who qualified for Special Hiring Authorities in Federal employment. 42 veterans attended the event; 13 veterans were interviewed on the spot, and 8 were hired on-the-spot pending background verification.

IMPACTING COLORADANS

In Mesa County, JVSG staff worked one-on one with Kelly, a special disabled army veteran and also a single parent. For medical reasons, Kelly needed a career change and was interested in pursuing a career in the medical/mental health field. The DVOP coordinated the use of the Veteran's Trust Fund to help Kelly get gas for his job search, food, personal hygiene items, work clothing and shoes. During that time, the DVOP also helped the veteran update his resume, polish his interviewing skills and networking, and sharpen his job search skills. The DVOP also contacted Mind Springs Health, Inc. for an entry-level position that was available. Shortly after the veteran was offered and accepted a position at Mind Springs Health, Inc., as a Peer Support Specialist. He is currently working full-time for \$12.50/hour and just started school at Colorado Christian University to pursue a degree in psychology.

National Emergency Grant to Address Flood Recovery Efforts

In record time, and despite the general shutdown of the federal government, the Colorado Department of Labor and Employment applied for and received a Disaster National Emergency Grant (DNEG) from the US Department of Labor for up to \$4.6 million with \$2.3 million released initially. By the end of PY14, Colorado had received \$3,887,289 in DNEG funding, including a third allotment to continue work during the summer of 2015. One hundred and seventy-two dislocated workers were placed in temporary jobs through the DNEG. These participants assisted at 41 debris removal or humanitarian aid work sites with the majority of the sites in Boulder, Larimer, and Weld counties, where the debris removal and humanitarian aid assistance has had a big impact on the flood recovery efforts. For example:

- In Larimer County, a minimum of 207.48 tons (or 414,960 pounds) of debris was removed by DNEG debris clean-up crews.
- In Weld County, the Weld Food Bank received support from the NEG program in a time of crisis. Without the NEG program support, they stated that they would not have been able to provide over 600,000 pounds of food support to those impacted by the flood.
- In Boulder and Larimer Counties, the U.S. Forest Service and Rocky Mountain National Park became primary partners for the DNEG program. The DNEG workers' assistance to remediate the extensive damage caused by the flood proved invaluable to these partners and involved cleanup, debris removal, and reconstruction of the roads, trails, bridges, waterways, campgrounds and facilities, and eco-systems and wildlife habitats.

As a result of this grant:

- Many hard-to-serve customers were placed in temporary jobs, with a significant percentage able to find permanent work because of this grant opportunity; and
- The local workforce areas built partnerships with new agencies, created good will within their communities, and established new connections that they see as potential partners for future programs under WIOA.

Veteran's Workforce Investment Program

Colorado received a \$1.25 million 3-year grant on September 5, 2012, from the US Department of Labor, Veterans Employment and Training Service. The purpose of the grant is to provide services and training to 190 veterans with barriers to employment per year, which results in unsubsidized employment in in-demand occupations. Since inception through June 30, 2015, 679 veterans were served by the grant: 620 of whom entered into training, and 393 entered unsubsidized employment.

Highlights for PY14, the final year of the grant, include:

- 200 veterans enrolled (Goal: 190)
- Employment retention rate was 96% (Goal: 89%)
- Average Wage was \$23.48/hr (Goal: \$13.00/hr)

IMPACTING COLORADANS

Robert was released on parole in November 2014, after serving 16 years of a 20-year sentence. He had income from Social Security retirement and a small pension, which allowed him to avoid many of the transitional issues that parolees often face when transitioning back into the community. Shortly after his release, Robert contacted a DVOP for help in finding suitable employment, and was provided with various networking opportunities and job leads. Robert and his DVOP drafted an IEP that was client-centered, direct and realistic, and highlighted his skill sets with reachable objectives.

Robert was a self-starter who visited the Workforce Center several times a week to discuss his progress and obtain referrals to job fairs and employers. He was also provided encouragement to establish a solid network. After several weeks, Robert was hired by Sears Hometown Outlet Stores in Denver as a Sales Associate. This fit with his background in sales and one-on-one customer consultation. After only 2 weeks, his store manager promoted him to a Sales Lead position, which provided an extra \$800/month.

Strategies to Advance Colorado's Highly Skilled Workforce: H-1B Technical Skills Training

PY14 marked the beginning of the final year of Colorado's 4-year, \$5 million dollar, US Department of Labor grant. The program is designed to provide education, training and job placement assistance to 558 highly-skilled incumbent workers and 239 long-term unemployed workers in the following industries: Advanced Manufacturing, Information Technology Science, Technology, Engineering and Math, with focus on Aerospace, and focuses on information technology, advanced manufacturing and Scientific, Technology, Engineering and Mathematics skill sets.

During PY14 the Colorado Department of Labor and Employment applied for and received approval from USDOL to modify the grant by adding two new occupations, Health Care and Social Assistance and Waste Management and Remediation. Colorado also received authorization for a 2-month no cost extension to the grant allowing workforce centers additional time to serve more long-term unemployed individuals. Priority of service is also offered to veterans, minorities and women. Major accomplishments as of June 30, 2015, include:

- 2,115 participants have received services, 265% of the grant target, with 2,112 completing training and receiving a total of 2,930 industry recognized certificates and credentials
- For the long-term unemployed:
 - o Provided training and services to 225 long-term unemployed individuals, 94% of our grant target
 - o Of the 225 served, 204 have completed training and received a total of 213 credentials
 - o For those who have completed training, over 58% have entered employment with an average annual salary of \$67,700
- Businesses have provided over \$2.74 million in employer match (exceeding our \$2.5 million match requirement), mostly coming from paid time away from work to attend training

Workforce/Unemployment Insurance Partnership

Workforce Development Programs and the Unemployment Insurance Division formalized their long-standing partnership in early 2012 with the co-location of Workforce Development representatives at the Unemployment Insurance offices to coordinate reemployment initiatives for claimants and the long-term unemployed. The two programs work closely to strategically plan and support implementation of initiatives designed to benefit their shared customers. The largest joint endeavors during PY14 included:

- **Development of a strategic plan for reemployment initiatives**

State and local stakeholder input was obtained on ways to improve communications and partnerships between the workforce and UI systems. The information was used to develop annual and long-term goals to promote reemployment and a more seamless customer experience. These goals included reducing and maintaining the average duration of UI benefits from 15.2 weeks to 12 weeks by June 30, 2017, through enhanced data sharing between the UI and workforce databases, and implementation of the revised UI profiling system (renamed Links to Reemployment) and Colorado's first Reemployment Eligibility Assessment grant.

- **Cross-Training Workforce and UI staff on systems**

- o Cross-trained approximately 120 UI staff on the roles of the workforce centers
- o Cross-trained approximately 70 workforce staff on the Unemployment Insurance benefits system

- **Design and Implementation of Reemployment Services and Eligibility Assessment (RESEA) and Links to Reemployment**

Links to Reemployment and RESEA focus on engaging Unemployment Insurance claimants within the first 5 weeks of their first UI Benefit payment, and provide earlier workforce engagement and increased services to help expedite their return to work.

- **UI Pilot Project**

This initiative targeted claimants early in the claim cycle to pre-determine Dislocated Worker eligibility and refer them to their local workforce center for Reemployment Services. The pilot was funded with \$1.6 million in Dislocated Worker funds and ended June 30, 2015. It pre-qualified 899 claimant and enrolled 524 applicants into dislocated worker programs (76% of goal), with an average cost of \$3,148 per participant. Results from the pilot will be used to guide future projects.

IMPACTING COLORADANS

When Larry registered with the Southeast Workforce Center, he had an 11th Grade education and no GED. Staff explained the benefits of achieving his GED to him, but he could not afford to attend school without pay, and needed to find a job as quickly as possible. The Workforce Center found an employer, Pioneer Health Care Center, who was willing to provide Larry with an On-the-Job Training opportunity funded by the UI Pilot Project. Pioneer taught Larry the skills necessary to secure permanent employment. During his OJT, Larry received wages as well as supportive services. In March 2014, at the end of his training, Larry was offered a permanent position with Pioneer and is currently earning \$11.00 per hour, a fair and competitive wage for southeastern Colorado.

Virtual Job Fairs

Colorado pioneered the development of the Virtual Job Fair in 2011, designed to reduce costs of job fairs and increase access to workforce services for job seekers and businesses, especially in the rural areas of the state. Since its inception, Colorado has conducted 135 virtual job fairs for **80,242 job seekers (including 12,256 veterans) and 1,002 businesses.**

The Virtual Job Fair Project Manager and the Department's Public Relations Office created new templates for roll-out in September 2015. The changes will enhance the look and feel of the Virtual Job Fair Platform and give the Workforce Centers the ability to create and maintain their own local and regional Virtual Job Fairs without state assistance.

Nebraska has adopted Colorado's Virtual Job Fair platform to address their need to increase access to services in the rural and urban areas of the state. During PY14 the Scotts Bluff Workforce Center partnered with the Sterling Colorado Workforce Center to hold two Virtual Job Fairs for the city of Sidney, Nebraska. Sidney has a population of 7000 and about 800 businesses. This partnership helped western Nebraska businesses (an area with severe labor shortages) recruit eastern Colorado job seekers (an area with limited job options.) Colorado provided the Virtual Job Fair platform source code to Nebraska so that they could operate and maintain their own Virtual Job Fairs in the future.

Business Services Lean Initiative - Pilot Project

PY14 saw full implementation of the previous year's successful pilot project to track key services provided to businesses, using a uniform metric tool. Colorado can now generate business service metrics reports by local area and "tell the story" of the workforce system's ability to offer a pipeline of qualified workers that meet the needs of the business community. An automated score card developed for the Connecting Colorado on-line job matching system and workforce customer database is the mechanism that tracks service delivery.

Since the new system was implemented in October 2014, 1,425 new employers received services and posted 9,827 jobs on Connecting Colorado. 403 businesses attended job fairs, 328 held customized hiring events, and 51 employers attended job fairs focused on recruiting, interviewing and hiring youth. The system was recognized by USDOL Employment and Training Administration for its potential to establish and track performance metrics under WIOA.

Expanding Business Engagement Grant

Colorado was among 13 states receiving this \$70,000 technical assistance grant from the U.S. Department of Labor that is designed to improve business customer engagement and delivery of business services statewide. Over 78 Business Services Representatives from across the State's workforce centers attended the 2015 Business Services Summit in Steamboat Springs to discuss ways to improve statewide branding, service delivery and performance outcomes for business services. The Summit held a facilitated statewide strategic planning session to identify objectives and the infrastructure required to meet those objectives, and will incorporate the information into the Business Services Action plan for use in WIOA regional planning.

Governor's Summer Job Hunt (GSJH)

The GSJH is a statewide program that assists Colorado's youth, ages 14-21, with career exploration and interest-based job search. During the 2014 season, January through December, 2014, the GSJH:

- Served 39,466 youth, with a 48% employment rate, and revised and relaunched the GSJH program [website](#), to provide with a more effective calendar of statewide events, and the promotion of key resources, such as youth labor laws information, links to the apprenticeship page at the US DOL website, and several others.
- Provided daily and weekly updates using the GSJH [Facebook](#) page. The page has over 275 page "likes" and an average reach of 145 individuals, and is utilized to promote local job fairs and workshops, state events, and partner events.
- Over 250 people from the state and local workforce system, education and higher education systems, the Division of Vocational Rehabilitation, local youth councils, and many other state and local organizations attended the Think Big Youth Forum, a statewide youth service provider conference that that focused on the new WIOA requirements and set the stage for the July 1, 2015, launch of the WIOA youth program.
- Colorado continued its successful partnership with 9News TV station by hosting several Teen Jobline 9 features staffed by representatives from the state and Denver metro area workforce centers to answer phone calls from parents, grand parents, guardians, and youth with questions about summer employment opportunities. 9News also interviewed the CDLE executive director and public relations lead about the youth employment situation in Colorado and emceed the annual Governor's Summer Job Hunt end of season appreciation ceremony at the Governor's mansion to recognize youth and business for outstanding achievement.
- Local workforce region highlights include:
 - o Arapahoe/Douglas Works! offered Mashup Workshops built around the prioritized business sectors in their region, such as construction, information technology, healthcare, and hospitality. Over 600 youth participated.
 - o Larimer County focused on business and school partnerships, and expanded its Youth Entrepreneurial Tournament with increased involvement from the Otter Cares Foundation. Larimer also offered Career Road Trips, staff-coordinated field trips for youth to local industries.
 - o Pueblo partnered with the Little Britches Rodeo to provide internships for local youth.
 - o The Southeastern region held its Third Annual Youth Rocks Trinidad Career Day to provide youth and parents with career and summer job information, as well as continuing education information. Several new partners were added, including College in Colorado, Trinidad State Junior College, and the New Mexico Community College system.
 - o Adams County expanded their reach into the county foster care system by partnering with the Chaffee Program to provide workshops for program staff and youth.
 - o Mesa County revitalized their GSJH program and expanded their presence within the business community and area school districts. Mesa created a Youth Employment Success (YES) program, conducted substantial community out reach, and formed a partnership with Action Publishing to offer internships and mentorships to young workers that focused on the skills needed for 21st century success, including time management, critical thinking, communication, relationships, initiative, and information literacy.

Colorado Displaced Homemaker Program – KEYS Scholarship

The “Keep Envisioning Your Success (KEYS)” Scholarship is a partnership between Workforce Development Programs (WDP) and the Community College of Denver (CCD) to provide reemployment services to individuals who lost their primary source of income and must re-enter the labor market. The program provides financial support to participants and helps them develop self-confidence, achieve academic success, and overcome barriers to employment.

WDP provided additional funding to enable CCD to increase KEYS Scholarships for summer students and help them achieve their educational goals faster and move towards successful employment. During PY14, \$199,687 was distributed through scholarships to 173 students, exceeding the program goal of 120. Nineteen students completed their Certificate Program or Associate's Degree. Programs of study focused on in-demand careers in the areas of health care, computer science, human services, business, legal, and education.

IMPACTING COLORADANS

“I am writing to thank you for your generous financial support towards my higher education. I earned an A in each of my first semester courses and was thrilled to join the National Society of Leadership and Success, known as Sigma Alpha Pi in August. I was also given the honor of being put on the Dean's List for my academic achievements during the spring 2015 semester. I would never have been able to earn that distinction without the KEYS scholarship. Words just can't express my gratitude.”

Migrant and Seasonal Farmworker Program (MSFW)

Colorado is designated as a significant MSFW state, and administers a bilingual (English/Spanish) outreach program through workforce centers to ensure that equitable services are provided to all MSFW clientele, including job referrals, staff assisted services, referral to supportive services, career guidance, job development, job placement, placement in jobs paying \$0.50 above minimum wage, and placement in non-agricultural jobs for over 150 days. During PY14, Colorado met all of its compliance indicators. Of the 889 MSFWs registered for services in PY14:

- 69% were referred to a job
- 34% obtained employment
- 14% obtained employment 50 cents above minimum wage
- 71% were referred to career guidance
- 79% were referred to supportive services

MSFW coalitions of workforce and partner agencies sponsor yearly migrant appreciation events throughout the state. In PY 14, two events were held in Greeley and Manzanola. The Greeley area event was attended by approximately 400 MSFWs, and approximately 150 MSFWs attend the event in Manzanola. Nineteen different agencies provided information on services and educational materials to everyone who attended.

IMPACTING COLORADANS

Colorado has a history of collaboration between agencies that serve the MSFW population. During PY 14, the Colorado National Farmworkers Jobs Program (NFJP) assisted several young MSFWs by placing them in work experience opportunities through local Workforce Centers, a co-enrollment that provided an opportunity to gain work experience, and led to full time positions for some of the participants at their training worksites. This year, one participant was not only hired, but also promoted to Lead Worker with the Employment First SNAP program.

Rapid Response/Layoff Assistance Services

The State/Local Rapid Response Layoff Transition team served 73 businesses with layoffs impacting 7,055 workers, and delivered 87 workshops and reverse hiring events attended by 2,023 dislocated workers. Businesses reported a 99% customer satisfaction rating while the rating from participating dislocated workers was 98%.

During PY2014, services shifted from "cookie cutter" off-the-shelf layoff transition solutions for employers to a consultative approach that tailored solutions to meet the specific and unique needs of customers. For example, when a medical device equipment manufacturer moved its manufacturing plant out of the country, many of the impacted workers faced challenges such as limited English, lack of basic skills, limited work history beyond their current job, and lack of computer skills. The Rapid Response team worked with the TAA team, local workforce center and employer to design a menu of services including ESL, resume development workshops, Rapid Response services and UI workshops and a personal introduction to the TAA regional staff. Because of this new approach, employees acquired the language and basic skills they need to be successful, opportunities for new employment, and hope for what the future will bring.

The Rapid Response team strengthened its partnerships with the Unemployment Insurance Division by including Unemployment Insurance Adjudicators in Rapid Response workshops to present and answer UI Benefits questions and present customized and relevant information based on the layoff dates and separation data for the impacted company. The content of Rapid Response workshops was also expanded to include Connect for Health Colorado to provide dislocated workers with information on affordable health insurance options.

The Rapid Response Team also worked with the TAA & MIS teams to develop a new service code in the statewide database to record and track Rapid Response services. This change will help improve services by providing a way to evaluate program effectiveness.

Trade Adjustment Assistance (TAA)

TAA provides enhanced reemployment benefits designed to help workers adversely affected by foreign trade obtain suitable employment. Benefits include occupational training, job search and relocation allowances, Reemployment Trade Adjustment Assistance (RTAA), reemployment case management services, and Trade Readjustment Allowance (TRA), extended unemployment insurance benefits.

In PY 2014 231 Trade-impacted workers received reemployment and case management services, including 155 who received retraining services. TRA Weekly Benefits were paid to 115 participants, 28 of whom received RTAA benefits. The Colorado TAA Program met all three of its common measures:

- Entered Employment Rate = 77.92%
- Employment Retention Rate = 93.53%
- Average Earnings per customer completing the program = \$17,160.39

IMPACTING COLORADANS

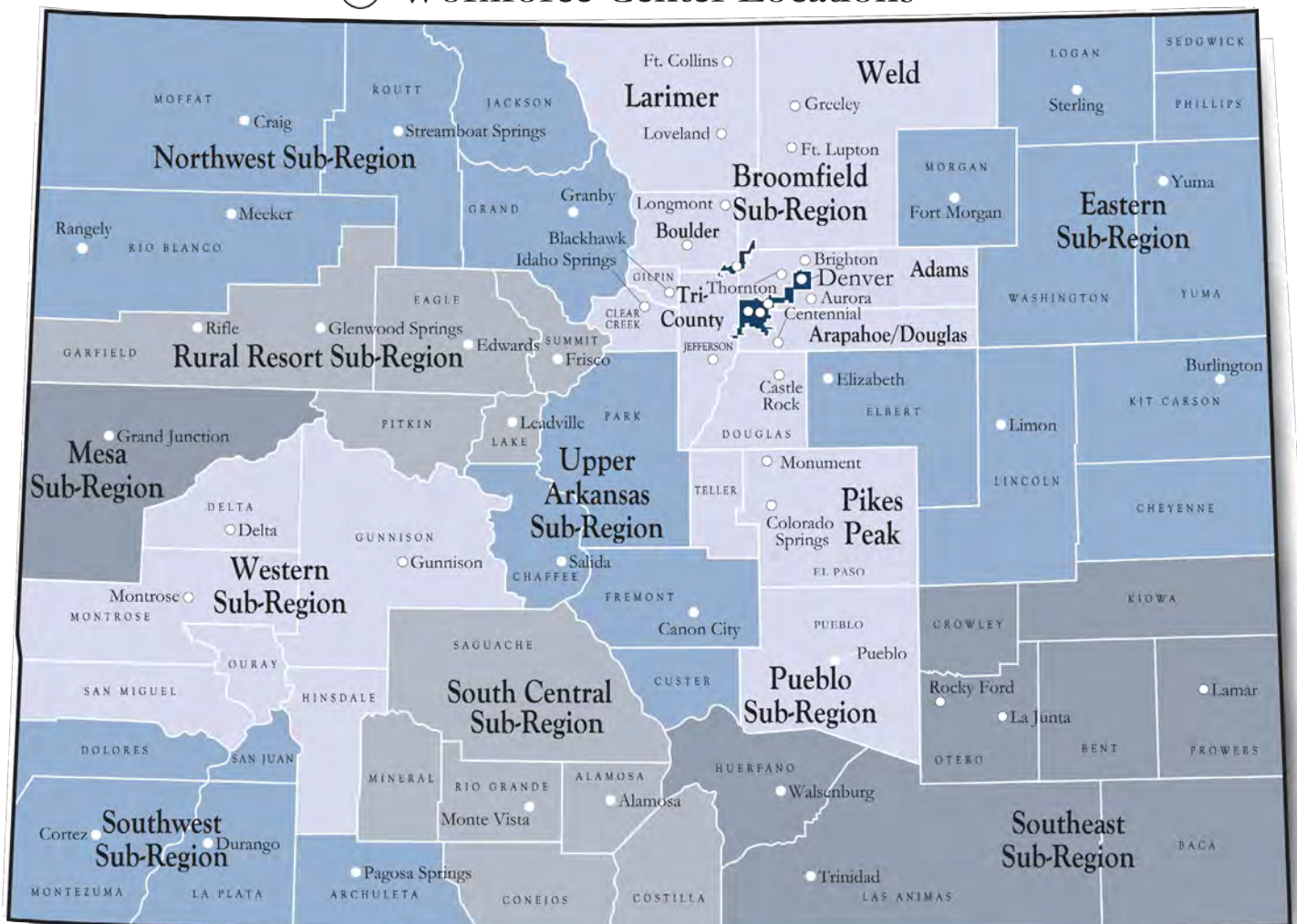
Tiana enrolled in the TAA Program after being laid off as a maintenance technician at a manufacturing company. She attended training at Pikes Peak Community College beginning the 2013 Fall Semester to pursue an associate's degree in nursing, and consistently achieved excellent grades. While in school, Tiana juggled coursework with parenting twin teenage sons and her duties as a Petty Officer in the US Naval Reserves. She graduated within two years, passed the NCLEX exam on her first attempt, and is licensed to practice nursing. Tiana was hired by Parkview Medical Center in Pueblo, CO as a registered nurse for \$24.50/hr. According to Tiana, the TAA Program was a tremendous help to her and her family as she transitioned into a new career.

CDLE Knowledge Management Portal, e-Colorado

The CDLE Knowledge Management Portal, e-Colorado, manages virtual resources through a single, comprehensive, electronic interface developed for workforce stakeholders and its partners, including businesses, workforce professionals, government, and others. In addition to access to documents, team rooms, calendars, etc., the portal now offers enhanced services and tools that include the Virtual Job Fair and online fillable "smart" forms, and houses the Adobe Connect on-line meeting capability utilized by CDLE and Colorado's workforce centers to conduct webinars. During PY14, the e-Colorado team worked with CDLE's Public Relations Office to develop new templates for the home page, personal page, and team room templates, and with vendor Source 360 to develop the new look and team room features in the content management software Adobe Experience Manager (AEM) Sites. The new look and features of e-Colorado will be launched in the fall of 2015.

Colorado's PY14 WIA Workforce Regions

○ Workforce Center Locations



Statewide Common Measures - WIA PY14

PY14 Adult	Actual	Standard
Entered Employment	85.48%	67.00%
Retention Rate	88.83%	81.00%
Average Earnings	\$19,670.11	\$14,200.00

PY14 Youth	Actual	Standard
Placement Rate	72.34%	60.00%
Attainment Degree/Certificate	69.42%	62.00%
Literacy/Numeracy Gains	43.82%	41.00%

PY14 Dislocated Worker	Actual	Standard
Entered Employment	87.10%	68.00%
Retention Rate	90.39%	84.00%
Average Earnings	\$21,685.50	\$17,000.00

PY14 Wagner-Peyser	Actual	Standard
Entered Employment	58.03%	48.00%
Retention Rate	80.78%	74.00%
Average Earnings	\$15,435.00	\$14,250.00

Adams County Workforce & Business Center

Vision: *To be the leader in workforce development that maximizes opportunities and partnerships, promotes the economic growth of the community and enhances the quality of life in Adams County.*

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

In PY14, ACWBC participated in three Sector Partnerships.

1. Manufacturing
2. Healthcare
2. Broadband (IT)

ACWBC helped launch the Manufacturing Partnership in 2014, maintained an active role in the Healthcare partnership by launching a cross regional healthcare job fair, and recruited employers and participated in all Broadband partnership roundtables.

Manufacturing faces the challenge of a diverse set of needs that differ across types of manufacturing. It is difficult to identify critical occupations and skills when they vary greatly at the 4-digit NAICS level.

ACWBC is integrating the work of business services with career services by coordinating employer events with job seeker events. For example career services will hold resume and interview training in the morning and business services will hold a job fair that afternoon. Business Services also coordinates events with co-located partners like EF, TANF, DVR and Front Range Community College.

ACWBC has submitted 3 industry Partnership stories with Workforce Investment Works.

This includes a partnership with WIC, Adams County TANF, and Clear Intentions.



www.co.adams.co.us

Arapahoe/Douglas Works!

Vision: *To be a best-in-class workforce development organization responsive to the dynamic needs of job seekers and business/industry.*

Mission: *To strategically invest in human capital to contribute to regional economic vitality.*

In June 2015, the region's labor force numbered 506,075 and the unemployment rate that month was 4.1%, with 20,930 individuals jobless. In PY14, Arapahoe/Douglas Works! served 34,817 customers. In PY14, Arapahoe/Douglas Works! listed 92,915 openings for 2,386 employers. It held 290 hiring events attended by 5,862 job seekers. In PY14, Arapahoe/Douglas Works! placed 21,902 people in jobs. Of these, 17,554 were still working six months later. In early 2015, the Arapahoe/Douglas Workforce Investment Board received the National Excellence Award from the National Association of Workforce Boards (NAWB). Arapahoe/Douglas Works! is also represented on the National Association of Workforce Development Professionals Board of Directors.



www.adworks.org

IMPACTING COLORADANS

Aleksander came into Arapahoe/Douglas Works! as an 18-year-old high school drop out with documented disabilities, legal trouble and a sporadic work history. He needed assistance getting his GED and gaining the skills needed to obtain employment. Aleksander was enrolled into the Workforce Investment Act Youth Program and received GED tutoring and pre-testing assistance from the onsite tutor at Arapahoe/Douglas Works!. He also received job search assistance and soft skills development from his workforce specialist. After completing his tutoring sessions and working on his soft skills development, Aleksander earned his GED and became employed as a line cook making \$9.50/hour.

WORKFORCE BOULDER COUNTY



Connecting Business and People

Workforce Boulder County

Vision: To promote workforce development through service integration and a flexible response to the changing needs of our clients and customers.

Mission: To provide comprehensive and effective employment, training and supportive services to Boulder County residents.

Boulder County encompasses 741 geographically diverse square miles and boasts a highly educated population of 310,048 people (2013 estimate), with approximately 57% of the population having a bachelor's degree or higher. Workforce Boulder County (WfBC) was established to better serve all job seekers and employers of Boulder County. By delivering labor exchange; training the disadvantaged, unemployed and underemployed; and overseeing work requirements for Food Stamp recipients, Workforce Boulder County is offering a comprehensive package of services available to job seekers, especially those with serious barriers to entering or re-entering the work force. In August 2015, WfBC relocated the Longmont workforce center to the St. Vrain Community Hub, an integrated Boulder County facility also hosting Boulder County Departments of Community Services, Housing and Human Services, and Public Health, as well as community partner Mental Health Partners. The new design and full integration of the three departments and community partner fosters the strategic leveraging of resources and ultimately increases ease of access to all county services.

WfBC continues to provide support to the community and residents affected by the catastrophic flooding in September 2013, through a \$1.9 million Disaster National Emergency Grant (DNEG) to support Boulder County's flood recovery projects for anyone dealing with effects of the flood. In June 2015, WfBC's DNEG team was recognized with a National Association of Counties Achievement Award for Employment & Training for Residents, with a Best of Category designation.



www.wfbc.org

Denver Office of Economic Development - Workforce Development

Mission: *The Denver Office of Economic Development (OED) will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods, and residents through purposeful and intentional economic development that (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization, and the development of a skilled workforce; and (3) focuses on innovation, sustainability and education.*

Denver is the capital and most populous city in Colorado and is the 21st most populous city in the US. The "Mile High City" covers 155 square miles and is home to an estimated 664,000 people today. Denver has 358,200 people employed in the labor force, is home to more than 26,000 privately owned businesses, and is known for its emphasis on fostering small business growth and development and entrepreneurship.

In PY14, the Denver Office of Economic Development-Workforce Development (OED-WD) had the following key accomplishments: conducted 757 training workshops for 2,742 people; served 66,410 job seeking individuals; placed 133 participants in 9 targeted high-growth industries with 66 businesses using On-the-Job Training assistance; awarded another 221 people with Individual Training Accounts in 8 targeted industries; and assisted 1,124 employers with posting 7,479 new jobs with 9,864 total openings in Connecting Colorado, with an entered employment fill rate of 58.5% (117% of goal), a retention rate of 81.6% (106% of goal), and average earnings of \$15.79 per hour (109% of goal). A total of 1,346 individuals (629 Adults, 212 Dislocated Workers, and 505 Youth) received services from the Workforce Investment Act (WIA). Denver OED-WD conducted 53 single-employer hiring events for 634 job seekers and 108 reported hires to date; held 12 job fairs representing 399 employers that were attended by 1,853 job seekers with 201 reported hires to date; and conducted 11 Virtual Job Fairs for 36 employers with an on-line presence of 8,132 job seekers.

As a part of the Denver Office of Economic Development, Denver OED-WD is proud of its ever-growing integration with economic development. Denver's business-services-focused workforce system is always at the table when the economic development team is working on business recruitment, retention, or expansion. This integration provides an opportunity for the Denver workforce system to understand employment opportunities for job seekers and more effectively serve both job seekers and employers.





Larimer County Workforce Center

Vision: *Progress begins when action moves us forward. Finding the best match between an employer and employee can be overwhelming and exciting. Our team provides the direction needed to support people and businesses to take action toward a successful future.*

Mission: *To improve the quality of life for individuals, families and communities through employment and workforce development services.*

The members of the Larimer County Workforce Center (LCWC) Business Development Team (BDT) helped shape the outcomes of the Statewide Business Services group over the past year through participation in the Business Development work groups. Specifically, we participated in the service tracking pilot program, helped redesign the external employer page for Connecting Colorado, and helped plan changes to services coding in Connecting Colorado. The Statewide Business Services work groups have recently been reorganized and Larimer County currently has staff members participating in the Toolbox, Connecting Colorado, Partner Engagement, Marketing, and Talent Pool work groups.

The active Sector Partnerships in Region 2 (Larimer and Weld Counties) include Manufacturing and Healthcare. Both have been extremely committed to activities on several fronts, with action items prioritized by the private sector leadership. An engaged private sector is one of the critical elements that has contributed to the success of the partnerships. The LCWC Economic Development Manager/WIB Liaison serves on the convener team for both partnerships. He also serves as a co-chair (with a private industry representative) for the workforce committees of each of the partnerships. As the need arises, resources from the Business Development Team are allocated to partnership efforts. A prime example of this is how the LCWC manages the Manufacturing Rocks! Committee's youth tours of manufacturing facilities (which has served hundreds of young people and connected dozens of companies).

Another example of integrated work between the sector partnership and the business services team was demonstrated at the April 1, 2015 Healthcare in Your Future Summit. The Healthcare sector sponsored the event which featured discussions on the changing physical landscape of healthcare in northern Colorado. The BST partnered with the Healthcare sector to provide a job fair/ specifically for the healthcare industry, immediately following the event.



www.larimerworkforce.org

IMPACTING COLORADANS

Curystin had previous internship placements before being placed in an internship where she explored her desired career path of working with people in need. After being placed in several children-oriented positions, she didn't feel that age group was quite the fit for her. Curystin knew she wanted to work in a position where she could help others but didn't feel the positions she had been previously placed in were right for her. During an internship site selection meeting, Curystin said she would like to try working at a site that offered elderly care. While in her internship at an adult day program for seniors suffering from dementia, Curystin found her calling! Since Curystin's internship placement she has enrolled in certified nurse aide training and hopes to find a job working as an in-home health care professional. Curystin's internship afforded her a hands-on learning experience where she has discovered her passion and is able to focus her career path in a direction that can lead to self-sufficiency.

Pikes Peak Workforce Center

Vision: We promote the economic vitality of the Pikes Peak Area. We are agile at responding to emerging needs of the diverse and growing workforce. We change the lives of job seekers with proven training and employment opportunities. Our employer partners know and acknowledge the value we add to their bottom line. We are a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships. And, we are a great place to work!

Mission: To promote the economic vitality of the Pikes Peak Area by fulfilling its mission to connect vital businesses with work-ready job seekers and employer-driven services.

In PY 2014 PPWFC developed and adopted customer service standards that include 15 elements of customer service. PPWFC staff was trained on these customer service standards and they are displayed prominently in work areas to remind staff of the service standards they must practice.

PPWFC Customer Service Standards:

1. I understand my role in achieving the mission and vision at PPWFC.
2. I continuously seek opportunities to innovate and improve PPWFC experience.
3. I am empowered to take ownership
4. I act with a sense of empathy, thoughtfulness, and sense of personalized code.
5. I say "I'll find out" instead of "I don't know".
6. I will give a timely, courteous acknowledgment, such eye contact or a positive indication that I know a customer is there, especially if I am on the telephone or with another customer.
7. I view every customer interaction as a story opportunity.
8. I own and immediately resolve customer problems.
9. I am proud of my professional appearance, language, and behavior.
10. I protect the privacy and security of our customers, my fellow employees, and the company's confidential information and assets.
11. I return or acknowledge all phone and email messages within 48 business hours
12. I answer all phone calls within three rings.
13. I listen to customer requests/questions, ask for clarifications if necessary, and provide knowledgeable, accurate, precise information regarding their inquiry.
14. I follow up each interaction with "is there anything else I can assist you with?".
15. I make a reasonable effort to provide information about PPWFC resources and as appropriate, other outside resources.



www.ppwfc.org



www.workforce.mesacounty.us

American Job Center Serving Jefferson, Clear Creek, and Gilpin Counties (Tri-County Area)

Vision: Jefferson, Clear Creek and Gilpin businesses utilize the American Job Center as the premier source for qualified talent.

Mission: To promote economic vitality by identifying, developing, and matching a talented workforce to business.

The Tri-County Area serves over 500,000 residents and 20,000 businesses in Jefferson, Clear Creek, and Gilpin counties.



jeffco.us/american-job-center

IMPACTING COLORADANS

"Allen" – Allen came to our American Job Center at age 73 years young. Determined to overcome the cards that life had recently dealt him, he connected with our "Experienced Workers Job Club". Through the contacts made, and by his perseverance Allen was able to create and present a two hour workshop to this group. Allen also earned his Certified Management Consultant certificate, and was able to apply many of the principles learned in this training to his own consulting business, thus increasing his prospects by 20+ new ones.

Employment Services of Weld County

Mission: *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 pro-active in changing resources to meet customer needs; and administered locally.

As the economy changes, Employment Services, the Workforce Development Board and the Board of County Commissioners collaborate to ensure services are being delivered effectively. Five major sectors and priorities are Transportation, Energy, Healthcare, Administrative Support and Manufacturing. By aligning and identifying these sectors and workforce development needs, employment and training programs continue to produce successful clients for businesses in the region.



www.eswc.org

Colorado Rural Workforce Consortium

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

Mission: *To foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.*

The Colorado Rural Workforce Consortium (CRWC) is a consortium of 11 sub-areas comprised of 51 counties. The areas include: Broomfield, Eastern, Mesa, Pueblo, Rural Resort, Northwest, South Central, Southeast, Southwest, Upper Arkansas, and Western. Broomfield is county-run, while the remaining sub-areas are state-run. Four of the nine state-run sub-areas have contractors that deliver WIA services. Outstanding outcomes from each sub-area are highlighted below.



www.yourworkforcecenter.com

Broomfield Sub-Area

The City and County of Broomfield is located at the heart of the high-tech growth in the Denver metropolitan area

Currently the Broomfield Workforce Center is partnering with the Broomfield Chamber to organize employer round tables that will assist in understanding sector needs and to initiate efforts of collaboration. This is also an instrumental planning component of our NEG participation.



www.ci.broomfield.co.us

Eastern Sub-Area

Mission: *The Eastern Workforce Board collaborates to help employers meet their workforce needs and ensures career opportunities for individuals by investing in human capital to stay competitive in a global economy.*

Eastern staff consistently focuses on opportunities to provide great customer service to area employers. The workforce sub-area has supported the statewide Business Services alignment by attending the statewide meetings on a semi-regular basis. The sub-area has readily adapted a business services mentality, closing the single-staff offices (of which we have 3) once per month so that BDRs may go out and visit personally with employers. The sub-area also uses employer specific processes in recruitment and referring potential employees. We are very strong in encouraging employers to hold hiring events in the local offices, in order to provide a personalized process for each employer. Eastern works very closely with local economic development organizations, as well as the local Chambers of Commerce within our ten county sub-area. Eastern's Director is on the Board of Directors for the Northeastern Council of Local Governments, and most recently was appointed to the Morgan Community College Advisory Board. The Business Services initiatives are rolled out to staff via email, specific trainings, Lynda.com training, one on one discussion and during our bi-weekly staff meetings.

The virtual job fair concept has been a great tool which strengthened the sub-area's partnership with the Nebraska Department of Labor. As many Northeast Colorado job seekers consider employment in the Sidney NE area, the virtual concept is a cost-effective solution to bridging the logistical gap between employer and applicant. In PY14, the first virtual job fair was held and was considered to be a great success; with the second one planned to start August 28, 2015. This methodology is planned reoccur several times over PY15.

Mesa Sub-Area

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 is now a designated Local Workforce Area and is no longer under the Rural Consortium.

The Workforce Investment Act staff made special and additional efforts to engage internal and external partners for hard-to-serve participant referrals. Internally, this resulted in an increase of referrals from TANF, Employment First, and Veterans Programs. Externally, better informed training institutions and businesses referred more job seekers for training for the adult programs. The youth program saw an increase in youth referrals from our GED program for out-of-school youth and increased involvement with local schools provided many additional at-risk in-school youth enrollments. Employment Service staff made special efforts to identify and refer hard-to-serve dislocated workers and a concerted effort provide services and information to web registered applicants. We achieved our enrollment goals with 175 adults, 59 dislocated workers and 77 youth.

Pueblo Sub-Area

Pueblo County is a single-county workforce sub-area operated by State staff within the Rural Consortium. The Pueblo Region mission is that the Pueblo workforce system exists to provide solutions through services and resources to employers to assist in meeting their workforce needs, and to community members to develop their careers, so both can compete in the global economy.

Staff has been engaged on committees throughout the program year. Additionally training for staff on the use and reporting of the 11 Core Services as well as the performance metrics including feedback from employers; Utilization of the newly designed Connecting Colorado fields which allow staff to “track” services that are delivered; Participation in the “Toolbox” work group as well as the development of the “How to Post a Job Video” in Connecting Colorado and “Welcome Message Video”; Continued development of relationships with both large and small companies; Additional focus on improving employer services in the areas of “recruiting and hiring events” and candidate assessments; Training for BSU staff in the use of additional LMI systems to include EMSI and HWOL in order to provide improved “business intelligence” to both companies and job seekers training for BSU staff in the use of additional LMI systems to include EMSI and HWOL in order to provide improved “business intelligence” to both companies and job seekers has been conducted.

Rural Resort/Northwest Sub-Areas

Mission: *To foster business-focused workforce partnerships, effectively preparing workers in the region for the jobs of today and tomorrow.*

Rural Resort is a mountainous area that is home to multiple world-class ski resorts and also has a strong energy industry and a growing creative industries sector. The Northwest sub-area is a large rural geographic area with primary industries of energy, tourism and agriculture.

Local Workforce Development Board (LWDB) members contribute actively to business services efforts by suggesting topics for and attending monthly business education events. LWDB members also provide real-time updates on local labor pool trends during robust round-table discussions held approximately bi-annually during LWDB meetings. Additionally, LWDB members participate in utilization of and providing feedback on Business Service Products. For example a LWDB member and key industry employer Tri-State G&T wrote a letter of appreciation after using Business Services training and assessment resource products Prove It and Key Train/Work Keys.

Youth Council Members (YCM) - Local workforce centers host youth-focused job fairs each year and Council Members and Partners work together to host job fairs throughout the regions but each job fair is customized to the particular needs and strengths of each location. In 2014, Five youth job fairs were hosted in the Northwest and Rural Resort Sub-Areas and approximately 100 businesses participated in the Rural Resort Sub-Area in PY14. These job fairs are clearly an important service to businesses in the region as most businesses could not attract and retain enough line-level staff without access to these youth-focused events.

During PY14 the Rural Resort and Northwest workforce sub-areas implemented CRWC Re-Gen processes. These processes are highly customer centric; providing staff tools to strategically screen customers into more intensive services. The results are extremely positive.

IMPACTING COLORADANS

Nina came to the Glenwood Springs Workforce Center because she had a job offer as a truck driver if she could obtain her commercial driver's license (CDL). She was struggling just trying to support herself and six children and needed a higher paying job. Nina had contacted a truck driving training program and found that she could not afford the cost. The truck driver school referred her to the workforce center to see if one of the training programs could help. The Glenwood Springs careerCoach enrolled Nina into the Workforce Investment Act program to assist with tuition cost and referred Nina to Garfield County Social Services for other assistance, including food stamps and TANF. The workforce program provided funding for the training and social services also provided assistance with gas vouchers to be able to commute to the school which was 90 miles, one-way.

Nina completed the training and got her CDL-A. The job offer she had prior to training was no longer available, so the career coach and Nina searched for other appropriate jobs, updated her resume, and completed online applications. Nina did find work as a dump truck driver, earning \$20.00 per hour. She enjoys the job and the financial stability that the wage has offered. Congratulations, Nina!

South Central Sub-Area

The South Central Workforce Sub-Area is comprised of six counties in Colorado: Alamosa, Conejos, Costilla, Mineral, Rio Grande, and Saguache. The San Luis Valley is considered one of the largest high desert valleys in the world at an average elevation of over 7,500 feet. The economy in the South Central Region is driven largely by agriculture. The South Central Workforce Development Board promotes community development through collaborative partnerships that support the healthy growth of communities in the region to develop a network of partners, in order to capture available resources for regional economic growth.

During PY14 the South Central Sub-Area continued to improve services through partnerships. Both the Monte Vista and Alamosa Workforce Centers partnered with The Rio Grande County Department of Social Services and Conejos County Department of Social Services, respectively. As a part of Department of Social Services TANF program, Workforce personnel have worked and continue to work with TANF clients to become self-sufficient and improve their opportunities for employment through job search workshops, job readiness workshops, and prove-it testing to assess basic skills levels and identify barriers. In addition to the workshops, the Monte Vista Workforce Center also partnered with Rio Grande County DSS to form a weekly job club. Each participant is required to continue applying for employment and must apply for two job openings each week by utilizing Connecting Colorado, newspaper ads, or other on-line job sites. Staff assists participants with on-going job search tools, and coaching. The Alamosa Workforce Center has partnered with Conejos County DSS to provide additional training and certifications at no cost to participants through the Virtual Library Program and Virtual On-Line Learning.

Southeast Sub-Area

The Southeast Sub-Area is 15,887 square miles and includes eight counties in Colorado: Baca, Bent, Crowley, Huerfano, Kiowa, Las Animas, Otero, and Prowers. The sub-area focuses on manufacturing and healthcare across the eight counties. Parts of the Southeast Region also focus on agriculture and tourism.

In PY14 the Southeast Workforce Sub-Area was presented with a Promising Practices Award at the Think Big Conference. This Promising Practice provided information on career handouts that Workforce Center staff creates to utilize at conferences put on by the Workforce Centers, or other events that the Workforce Center participates in. The Workforce Center has been creating their own Career Handouts for the past eight years and has created about sixty-five different handouts within many different industries. These handouts are a "snapshot" of a particular occupation including a job description, skills & duties, education information, wages, and projections for growth. In addition to receiving this award, Workforce Center staff was extended the opportunity to present a how-to step-by-step workshop for conference attendees who wanted to learn how to create Labor Market Information tools that they can use for similar events.

Southwest Sub-Area

The Southwest Workforce Sub-Area 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 Ute Mountain Indian tribes.

With the introduction of WIOA to our local WIB & Youth Council, there has been more conversation around the sector partnerships and what the Board's role may be. WFC services are reiterated at every WIB meeting to include business services. The video *The Time is Now* was shown at one WIB meeting this year with discussion following on how the Board can be involved. The Workforce Development Network meetings could be a good way of promoting sector partnerships.

The large career fairs held in this sub-area have volunteer panelists representing the different sectors who present to the students. This creates networking between like industry partners and student introduction to the different industries.

The staff in the Southwest Workforce Sub-Area has been active in moving the work of the statewide business services team forward. The sub-area was a pilot site in the tracking of the newly defined services being provided to business and all staff has been trained to know what data needs to be entered into Connecting Colorado. The sub-area has volunteered to participate in the WRC six-month pilot; participate in the statewide business service conference calls; utilize the newly designed fields in Connecting Colorado; assisted in planning the Business Services Summit and one staff person from the sub-area was able to attend.

The CESC (Colorado Employment Skills Certificate) is a statewide Certificate. It is expanding the CRC (Career Ready Colorado) which only covered WorkKeys tests. A Southwest staff member is on the statewide skills certificate workgroup and has been involved in the design and development of the CESC. This group is not tied directly to the business service team however this is a statewide effort and does affect business as this tool tells employers the individuals who hold the certificate have demonstrated they have the skills listed.

Upper Arkansas Sub-Area

The Upper Arkansas Sub-Area focuses resources and efforts toward connecting business, economic development, education and training to ensure economic vitality.

The Upper Arkansas Sub-Area is actively engaged in two Sectors: the Health and Wellness Sector and the soon-to-be-launched Outdoor Recreation and Tourism Sector. The stated goal of both Sectors is to enhance collaboration between stakeholders and develop a shared vision for industry-driven career pathways that would be beneficial to the partners. Although the two

Sectors are in their infancy, the progress towards collaboration and operational problem solving is encouraging: the Health and Wellness Sector commenced last year and the Tourism and Outdoor Recreation Sector scheduled to be launched by the convener when the Tourism and Recreation leaders can arrange a date. The Upper Arkansas Area Council of Governments is the Sector Convener, with the Upper Arkansas Workforce Centers being an integral partner in the process. The next steps would be to leverage the success of the Sector relationships to increase further collaboration between stakeholders. In the Health and Wellness Sector, for example, there are rudimentary conversations between health care organizations about forming a health care staff "talent pool" that each organization could utilize to cover temporary staffing shortages. Also, discussions of universal credentialing requirements have been entertained.

The Health Care industry continues to be a strong sector and our training providers, strong partners, of the Upper Arkansas Sub-Area. Pueblo Community College (Fremont & Pueblo Campuses), Intellitec and Colorado Mountain College have provided 116 medical field related trainings. The training programs provided have greatly enhanced the quality and skill of the workers entering the health care field, giving business a highly skilled workforce. Fifty-seven of the customers successfully completed their training in PY14. In addition to health care, Upper Arkansas is getting ready to roll out Hospitality and Tourism and potentially some additional higher paying sectors as an example, corrections and construction.

The UA WIA Program has made many inroads toward valuable partnerships with schools, agencies and business. In the more rural counties of our region, we have begun combined staffing of potential WIA customers with Park County DHS and are striving to make the connections in Custer and Chaffee Counties as well. This combined staffing affords each agency the opportunity to be in the initial plan of wrap around services that helps to insure services are not duplicated.

By the end of PY14 we had 77 new enrollments in the adult program, an increase of 23% and 18 additional participants. In PY14 we enrolled 24 DW's an increase of 10 more and 42%. There were 32 youth enrolled in PY14 vs 23 in PY13 and that is an increase of 25%. We met out our contracted numbers at a minimum of 80% and our common measure at a minimum of 80%. An average of 58% of new registrations in adult, dislocated workers and youth programs were in a hard to serve category. Veteran's enrollment rate is at 88% vs non-veterans at 83%.

Western Sub-Area

The Western Sub-Area is dedicated to delivering exceptional employment and training services that lead to customers' success across six counties and 101,194 people.

The Western Sub-Area continues to support the state-wide business service alignment and has actively participated in the statewide business services meetings/calls. The Western Sub-Area has trained business service and employment service staff on the utilization of the newly designed fields in Connecting Colorado. Additionally the sub-area sent business service representatives from each of the region's workforce centers to the statewide business service summit in Steamboat Springs. The Western Region will continue to support local, regional and state-wide business service alignment and goals.

The Western Sub-Area sector partnerships in Health and Wellness and Advanced Manufacturing provided information to the workforce center system on the needs of sector employers as well as providing local sector contacts. The sub-area's sector partnerships have slowed and are looking for new leadership within the partnerships to reorganize their efforts.

The Western Sub-Area along with the Southwest Sub-Area is participating on the development of a statewide Colorado Employment Skills Certificate. The certificate will focus on employment "soft skills" development and certification. The Western Sub-Area is participating on the development of this certificate. The certificate is being developed in response to the needs of employers for a talented labor force.

Cost Effectiveness, Evaluation, and Waivers

Cost Effectiveness

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis we consider both benefits for our clients and cost savings/increased revenue for government entities. 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 the increases in taxes paid and decrease in reliance on public assistance would require coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible at this time. Colorado has been assessing the possibility of implementing a data warehouse that will enable a return on investment approach to our programs. In addition, we have initiated a partnership with the Colorado Department of Human Services to develop data sharing protocols that will support future evaluation efforts. Currently we can only look at average cost per participant as a guide to this combined with our results on the performance measures.

	Adult Program	Youth Program	Dislocated Worker Program
Expenditures	\$14,547,018	\$11,920,624	\$9,638,964
Cost per client served	\$3,285.98	\$3,790.34	\$3,652.51

State Evaluation Activities

In accordance with Colorado's philosophy of local control, each local area designs and conducts its own evaluation. Additionally, CDLE evaluates each local area'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 local area to track its performance on these measures as the year progresses and to let them track the impact on performance of each of their clients. Colorado applied its statewide activities waiver allowing suspension of evaluation activities and did not conduct any formal statewide evaluations during PY14.

CDLE's comprehensive monitoring guide, recognized as a model by the US Department of Labor (USDOL), is the end result of an on-going monitoring and technical assistance process that has built a strong working relationship between the State and the Local Workforce areas. Quarterly, State Monitors from CDLE meet with the local areas 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.

Waivers

All waivers provide the added flexibility that is needed to enhance service delivery, advance the President's Job-Driven initiative, and prepare Colorado for WIOA transition, as follows:

- Work up-front with employers to determine local or local area hiring needs and design training programs that are responsive to those needs;
- Offer work-based learning opportunities with employers—including on-the-job training, internships, and pre-apprenticeships and Registered Apprenticeship as training paths to employment;

- Make better use of data to drive accountability, inform what programs are offered and what is taught, and offer user-friendly information for job seekers to choose what programs and pathways work for them and are likely to result in jobs;
- Measure and evaluate employment and earnings outcomes;
- Promote a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress;
- Break down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance; and
- Create local area collaborations among American Job Centers, education institutions, core and required partners, labor, and community based organizations.

Common Measures – During PY14 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 PY16 for its “local activity funds waiver,” which was targeted to layoff aversion activities. Under this waiver, local areas were allowed to use up to 20% of their Dislocated Worker formula funds for incumbent worker training that was part of a layoff aversion strategy. All training delivered under this waiver was restricted to skill attainment activities. Local areas were required to meet performance outcomes for any individuals served by a local activity under the waiver.

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

Youth Element Procurement – Colorado was granted an extension through PY16 of its waiver of the requirement to competitively select providers of three of the ten 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 were 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 has allowed local areas 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 were 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 allowed a sliding scale for the employer contribution toward the costs of the customized training, again based on a sliding scale. The employer match that was permitted was 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 areas could offer the use of Individual Training Accounts (ITAs) for out-of-school and older youth program participants. This provided the youth customer choice regarding the selection of schools on the Eligible Training Provider List and allowed local areas 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 were 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 promoted increased participation on the part of providers launching new training programs (particularly e-learning), and encouraged co-enrollment of customers between WIA and discretionary grants.

Incumbent Worker Training Using Rapid Response Funds – This waiver, extended through PY16, allowed 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 was restricted to skill attainment activities. The state and local areas were required to meet performance outcomes for any individuals served with these funds under the waiver.

Statewide Activities – This waiver, extended through PY14, allowed the state to forego issuing performance incentive grants to local areas and conducting evaluation activities as a result of having reduced or no statewide activities funding. However, Colorado continued to provide small incentive grants through its state supplemental funding, which were used for special events or initiatives at the local level.

Assurance

Colorado assures that all required reporting elements are reported uniformly so that a state-by-state comparison can be made.

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