



# **DRIVING COLORADO FORWARD TOGETHER**

**PROGRAM YEAR 2016 REPORT ON TALENT DEVELOPMENT ACTIVITIES  
FUNDED THROUGH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT**



Colorado Workforce  
Development Council

# Table of Contents

<b>A Letter from the Colorado Workforce Development Council</b>	<b>6</b>
<b>Overview:</b>	<b>7</b>
<b>Goal 1:</b>	<b>7</b>
Effectiveness in Serving Employers	8
Employer Satisfaction Data	8
Sector Partnership Key Performance Indicators	9
Work-Based Learning Initiatives	10
<b>Goal 2:</b>	<b>10</b>
Customer Satisfaction Survey	11
Job Seeker Services Alignment Team Update	12
Business Services Partnership Engagement Work Group	13
<b>Goal 3:</b>	<b>13</b>
Job Seeker Services' Cross Education Work Group	14
CO Talent Development Professional Certification	14
<b>Goal 4:</b>	<b>14</b>
TalentFOUND Update	14
<b>Goal 5:</b>	<b>15</b>
Measurable Skills Gain	15
Median Earnings After Services	16
Innovative Pilots	17
<b>Central Planning Region</b>	<b>18</b>
<b>Rural Planning Region</b>	<b>19</b>
<b>Adams County Workforce &amp; Business Center</b>	<b>20</b>
<b>Arapahoe/Douglas Works!</b>	<b>21</b>
<b>Denver Office of Economic Development - Workforce Development</b>	<b>22</b>
<b>Employment Services of Weld County</b>	<b>23</b>
<b>Larimer County Workforce Center</b>	<b>24</b>
<b>Mesa County Workforce Center</b>	<b>25</b>
<b>Pikes Peak Workforce Center</b>	<b>26</b>

<b>The Rural Workforce Consortium:</b>	<b>28</b>
<b>Broomfield Sub-Area</b>	<b>28</b>
<b>Eastern-Sub Area</b>	<b>29</b>
<b>Pueblo Sub-Area</b>	<b>29</b>
<b>Rural Resort/Northwest Sub-Area</b>	<b>30</b>
<b>South Central Sub-Area</b>	<b>30</b>
<b>Southeast Sub-Area</b>	<b>31</b>
<b>Southwest Sub-Area</b>	<b>32</b>
<b>Upper Arkansas Sub-Area</b>	<b>32</b>
<b>Western Sub-Area</b>	<b>32</b>
<b>Tri-County-American Job Center, Serving Jefferson, Clear Creek, and Gilpin Counties</b>	<b>33</b>
<b>Workforce Boulder County</b>	<b>34</b>
<b>Talent Development Network - Performance Excellence</b>	<b>37</b>
<b>Work-based Learning</b>	<b>38</b>
Creation of the Work-based Learning Unit	38
ApprenticeshipUSA State Expansion Grant	38
TalentFOUND WIOA Work-based Learning Academy	39
Registered Apprenticeship Boot Camp	39
<b>Colorado Jobs for Veterans State Grant (JVSG)</b>	<b>39</b>
Highlights of PY16 JVSG Staff Initiatives	40
Impact Stories:	41
<b>Workforce/Unemployment Insurance Partnership</b>	<b>41</b>
Reemployment Services and Eligibility Assessment Program	41
RESEA Success Stories and Kudos	42
Other WDP/UI Reemployment Accomplishments	42
<b>Business Services Initiatives</b>	<b>43</b>
Talent Pool	43
Business Services Summit	43
<b>Hire for Colorado</b>	<b>43</b>
Impact Story: Hire for Colorado	44
<b>Sector Partnerships National Dislocated Worker Grant</b>	<b>44</b>

Impact Story: Sector Partnerships National Dislocated Worker Grant	45
<b>Road to Work Program</b>	<b>45</b>
Impact Story: Road to Work Program	46
<b>Colorado Hospitality Career Secondary Education Grant Program</b>	<b>46</b>
Impacts: Colorado Hospitality Career Grant Program	46
<b>Innovative Industries Internship (III) Program – House Bill 15-1230</b>	<b>47</b>
Impact Stories: Innovative Industries Internship Program	47
<b>Skilled Worker Outreach, Recruitment, and Key Training Act (WORK ACT)</b>	<b>48</b>
Impact Story: WORK Act	48
<b>Colorado Veterans’ Service-To-Career Pilot Program – HB16-1267</b>	<b>49</b>
<b>Rapid Response/Layoff Assistance Services</b>	<b>49</b>
Impact: Rapid Response Services	49
<b>Governor’s Summer Job Hunt (GSJH)</b>	<b>51</b>
Think Big Youth Forum	52
Monthly Youth Services Provider Meetings	52
Program Promotion and Events	52
Impact Story: GSJH	52
<b>Colorado Displaced Homemaker Program – KEYS Scholarship</b>	<b>53</b>
<b>Certified Workforce Development Professional (CWDP) Credentialing Initiative</b>	<b>53</b>
<b>Trade Adjustment Assistance (TAA)</b>	<b>54</b>
Impact Story: TAA	54
Impact Story: TAA	55
<b>Migrant and Seasonal Farmworker Program (MSFW):</b>	<b>55</b>
Impact Story: MSFW	56
<b>Work Opportunity Tax Credit (WOTC)</b>	<b>56</b>
<b>Federal Bonding Program</b>	<b>56</b>
Impact Story: Federal Bonding Program	57
<b>Foreign Labor Certification (FLC)</b>	<b>57</b>
Impact Story: Foreign Labor Certification	57
<b>Technology Solutions</b>	<b>58</b>
Connecting Colorado Mobile Phone App	58
Virtual Job Fair	58
Virtual Job Shadow	58

Eligible Training Provider List	58
E-Colorado Knowledge Management Portal	58

## A Letter from the Colorado Workforce Development Council

Program Year 2016 was an exciting time to engage in talent development in Colorado. Record low unemployment rates have fueled innovative strategies to support untapped talent entering the labor force. Multiple convenings have aligned our network and deepened partnerships to better serve our shared customers. Businesses have taken leadership roles in talent development and strengthened our Next Generation Sector Partnerships. In short, our public workforce system has worked diligently to embrace the vision of the Workforce Innovation and Opportunity Act (WIOA) and to continuously improve a demand-driven system that meets the needs of businesses and job seekers. We are excited to share this annual report with you!

This report contains four sections:

- An update on the strategic section of Colorado's state plan with a narrative summary of progress from all core programs;
- Highlights of collaborative activities from two of Colorado's planning regions
- Highlights from each of Colorado's 10 local workforce areas, emphasizing the innovative practices being developed; and
- A synopsis of results driven at the state level by Workforce Development Programs within the Colorado Department of Labor and Employment.


In Colorado, we believe in an ecosystem approach to solving our toughest challenges, and therefore this annual report on activities funded through WIOA is but one component of the *Colorado Talent Pipeline Report*. Through these pages you will discover the depths of partnerships and the details of how public dollars are being put to use in communities all across the state, yielding a positive economic impact through higher incomes of workforce center customers and cost savings to employers who utilize services.

The vision of our ecosystem, as detailed in our state plan, is: **all Colorado businesses have access to skilled talent, and all Coloradans have access to meaningful employment, resulting in statewide economic vitality**. To achieve this vision, the public workforce system offers a variety of programs to meet individual needs and help every person and business discover ability, develop talent, and find success. Regardless of income, education level, or specialized skills, all career paths encounter moments when guidance and support is needed to achieve a desired goal. The public workforce system, through the locally-run programs at workforce centers and partner agencies, is here to be your guide.

We are excited to share the successes of the past year and looking forward to partnering with you in the years to come.



Stephanie Veck, Director



Jay Hardy, Chair

# WIOA Strategic Plan Update

## Overview:

Colorado's Workforce Innovation and Opportunity Act state plan was approved by the federal government in fall 2016. The development of this plan was a collaborative effort of local and state partners committed to excellence in serving the citizens of Colorado coordinated by the Colorado Workforce Development Council. The work resulted in a 4-year strategic and operational state plan for the workforce development system, *Driving Colorado Forward Together*. The following information is an update on the strategic work outlined within each of the five state goals listed below. The summaries include updates from each of the core WIOA programs: Adult, Youth, Dislocated Worker, Adult Education, Division of Vocational Rehabilitation, and Wagner Peyser. The workforce system is actively working to streamline data and identify new ways to measure success together. In some cases, relevant or cross-agency data may not yet exist; you will find narrative updates in the place of numerical information. [View the WIOA State Plan.](#)

### **Goal 1:**

Engage business and industry as a fulcrum to inform and align all elements of the demand driven system

### **Goal 2:**

Establish a customer-centric and holistic focus to increase coordination, effectiveness, and access through shared data, tools, and resources

### **Goal 3:**

Engage partner staff at every level for better system alignment

### **Goal 4:**

Create and deliver a unified message for internal and external communication

### **Goal 5:**

Drive meaningful outcomes through innovation, alignment of metrics, and accountability

## Goal 1:

Engage business and industry as a fulcrum to inform and align all elements of the demand driven system

### Strategies:

- Expand regionally-focused sector partnerships that are championed by business and Industry to drive career pathways.
- Develop and implement a full spectrum of work-based learning opportunities to be deployed broadly across sectors.

Current Measures:

- Effectiveness in serving employers
- Employer satisfaction data
- Sector Partnership Annual Impact Survey
- Work-based Learning Initiatives

## **Effectiveness in Serving Employers**

Colorado will be tracking all three of the metrics identified by US DOL during the baseline years of the new effectiveness in serving employers performance measure. All states are required to officially select two measures to report on, and Colorado has selected:

- Business Penetration Rate
- Repeat Business Customers

Colorado will also report on the third measure in order to provide abundant data to US DOL:

- Retention of Employees with Same Business

## **Employer Satisfaction Data**

### **Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE:**

CDLE implemented a new employer satisfaction survey in June 2016. From June 1st 2016 to September 30, 2017, percent employers who agree with the statement: "My engagement with the workforce center helped me find the right number of employees with the skills and experience I need." Total PY16 Outcome 93.2% of employers that were satisfied or very satisfied.

### **Division of Vocational Rehabilitation, CDLE:**

DVR implemented a new customer satisfaction survey in May 2017. DVR distributes the survey to employers and business partners in addition to others interacting with DVR staff. The survey responses from employers has been extremely limited to date and the sample is too small to provide meaningful information. DVR is committed to continuing to make customer satisfaction surveys available to employers and has increased the availability and methods of data collection early in program year 2017. DVR leadership monitor survey responses and will use the information gathered to identify opportunities to improve the experience of businesses partnering with DVR.

### **The Office of Adult Education Initiatives, CDE:**

Title II Adult Education programs did not collect employer satisfaction data in 2016-17 or prior years. The majority of allowable activities under Title II funds are customer-facing services rather than employer-facing services. With WIOA's additional emphasis on employment outcomes and as the role of adult education programs within Colorado's talent development system grows, direct contact with employers is increasing. The Office of Adult Education Initiatives (AEI) is working with adult education programs to collect feedback on a statewide standardized process for collecting employer satisfaction data.



## Sector Partnership Key Performance Indicators

Every year, Colorado's sector partnerships are surveyed to assess the impacts of participating in the sector partnership. Two perspectives are gathered - impacts to member business(es) and feedback from the convener(s).

Highlights from the PY16 convener results include:

- All 23 sector partnership participated in the 2017 Conveners Impact Survey. The overall participation has increased over the last year in talent development, participation by business, and shared data across organizations.
- Healthcare partnerships reported that they:
  - increased in business participation,
  - Enhanced existing or developed new training/education program(s),
  - Joint or shared decision-making across support organizations (education, workforce development, economic development, etc.) is in place,
  - Data is shared across support organizations, and
  - Joint or shared projects across support organizations occurred.
- Manufacturing partnerships reported that they:
  - increased awareness by students/job seekers of training/education programs,
  - Increased collaboration across partner organizations on talent development,
  - Shared funding across support organizations for industry and job seeker/student activities,
  - Joint or shared decision-making across support organizations (education, workforce development, economic development, etc.) is in place, and
  - Were involved with work-based learning opportunities (e.g. apprenticeships, internships).
- For all partnerships, shared funding across support organizations for industry and job seeker/student activities, had significant growth of 43%. Also, they increased collaboration across partner organizations on talent development and Joint or shared decision-making across support organizations (education, workforce development, economic development, etc.) by 14%.

Highlights from the PY16 business results include:

- Approximately 771 total businesses are involved with a sector partnership. In 2016 that number was approximately 524.
- 95% of businesses involved with a sector partnership would recommend participating to a peer.
- 82% of businesses involved in a sector partnership are also involved with Chamber of Commerce, Workforce Development Board, or Education Advisory Board.

[View more information on Colorado's sector partnerships.](#)

## Work-Based Learning Initiatives

Colorado's workforce development system has actively participated in and led work-based learning initiatives alongside members of the broader, talent development network. The WIOA core partners are moving forward work to serve both adult and opportunity youth job seekers. Partner hosted events such as, the Work-Based Learning Academy, Think Big, and the Sectors Summit, have all focused on scaling up apprenticeships, internships, on-the-job trainings, competency based hiring, and other work-based learning initiatives. Each event allowed time for partners to work together in identifying innovative practices to scale up work-based learning in their local area across partners.

The Business Experiential Learning (BEL) Commission is charged by executive order of the Governor to systematically expand work based learning in Colorado. The CWDC's ApprenticeshipUSA Accelerator Grant (\$200,000) provided funding for the development and initial implementation of a strategic plan, and implementation roadmap for the BEL Commission. Through this planning process the state created the work-based Learning Unit at CDLE for expansion of all work-based learning efforts with a specific focus on expanding registered apprenticeships, this unit works with local workforce centers and industry partners to expand opportunity youth and adult programs and partners with [CareerWise](#) Colorado to create a youth apprenticeship system for Colorado.

The BEL Commission has established a workgroup that will develop work-based learning metrics. These metrics will measure Colorado's progress in the adoption of work-based learning programs, return on investment for businesses and public partners, as well as the impact programs are having on students and job seekers.

[Learn more about the BEL Commission.](#)

## Goal 2:

Establish a customer-centric and holistic focus to increase coordination, effectiveness, and access through shared data, tools, and resources

### Strategies:

- Enhance the alignment of business services across all partner programs.
- Adopt LEAN principles for the implementation of cross-partner strategies/services to increase efficiency, accessibility, and coordination of job seeker services.
- Develop and implement a technology solution or other methods for data coordination and information sharing across program partners.

### Current Measures:

- Customer Satisfaction Feedback
- Job Seeker Services Alignment Team Narrative Update
  - System Integration Team Update
- Business Services Alignment Team - Partnership Engagement Narrative Update

## **Customer Satisfaction Survey**

### **Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE:**

CDLE implemented a new customer satisfaction survey in June 2016. From June 13, 2016 to September 30, 2017, percent job seekers and students who agree with the statement: "My engagement with the workforce center helped me access the resources and / or training I need to find a job or advance in my career."

#### **PY16 Outcomes:**

Somewhat Agree 13.96%

Strongly Agree 71.81%

Neutral 5.37%

Strongly Disagree 6.98%

Somewhat Disagree 1.88%

### **Division of Vocational Rehabilitation, CDLE:**

DVR implemented a new customer satisfaction survey in May 2017. DVR makes the survey to all customers, as well as employers, vendors, and other stakeholders interacting with DVR staff. DVR received a total of 88 survey responses between May and September 2017. DVR is committed to continuing to make customer satisfaction surveys available to customers and has added multiple methods of data collection early in program year 2017 in an effort to increase the number of responses. DVR leadership monitor survey responses and will use the information gathered to identify opportunities to improve the experience of businesses partnering with DVR. Satisfaction results are also considered by the Department Director.

Initial survey results demonstrate that 76% of DVR clients feel DVR staff consistently act in a courteous and professional manner; 67% report DVR staff have the knowledge to answer their questions; 64% indicate DVR staff provide assistance and are helpful in resolving problems; and 60% feel services and supports are delivered in a timely fashion. DVR continues to monitor survey results and seek opportunities to improve the customer experience through staff training and process improvement efforts.

### **The Office of Adult Education Initiatives, CDE:**

Title II Adult Education programs did not collect learner satisfaction data in a standardized way in 2016-17 nor in prior years. Some programs reported delivering periodic paper surveys with learners to better understand how programming could better meet their need while others reported conducting exit interviews with learners to identify strength and weaknesses in the support provided to learners to reach their goals. The Office of Adult Education Initiatives is working with Adult Education programs to collect feedback on a statewide standardized process for collecting learner satisfaction data.

## **Job Seeker Services Alignment Team Update**

A Job Seeker Services Alignment Team Annual Report will be released in February 2018. The report will include more detailed performance and outcome information. Please find a summary of work groups below.

### **Systems Integration Team:**

The Systems Integration team is focused on work closely related to the third strategy of Goal 2, develop and implement a technology solution or other methods for data coordination and information sharing across program partners. The team hosted a retreat with local and state partners from each WIOA program to discuss this strategy. The group framed work in a human centered design context and discussed, "How might we equip our partners and local workforce areas with the tools, knowledge, and support they need to create an enhanced and integrated workforce system to share information/data to benefit our customers?"

The retreat resulted in the following goals:

- Create a seamless dynamic, integrated, and streamlined workforce data system, includes job seeker services and business services; support the Model Forms and Tools and integrated case management.
  - Initial Work Plan:
    - Describe why we need to share information data
    - Survey local workforce and other WIOA partners on resources offered and needed (capture data to make informed decisions)
    - Identify and share quick wins

### **Cross Education:**

The Cross Education Team Develops webinars and in-person training opportunities for collaboration and training across WIOA programs. More information can be found about this team in the Goal 3 narrative.

### **Model Forms and Tools:**

The Model Forms and Tools team has been working together across agencies to identify and create pilot projects across the state. The team is developing a toolkit to help partners streamline forms. The team's current focus is on the IEP and ISS forms. Other forms the team plans to tackle include the affidavit of immigration and release of information forms.

### **Accessibility:**

The Accessibility workgroup launched later than the other JSSA workgroups. The team is focused on programmatic accessibility, but has also stepped up to provide physical accessibility tools. The team developed physical accessibility how-to videos for staff to accomplish ADA Check-lists. To define their future work, the team launched a survey sent to WIOA core program staff, and received over 138 responses. The team is currently formulating their action plan based off of the feedback.

### **Triage and Matrix Team:**

The Triage and Matrix team supported the development of the WIOA program matrices found in the [Colorado WIOA Partners E-Colorado Team Room](#). In addition, the team developed a prototype of a triage form that all partner programs could use in helping customers identify which WIOA program(s) would be most helpful to them. This form will be shared with the upcoming annual report. This team is no longer active.

## **Business Services Partnership Engagement Work Group**

The Business Services Partnership Engagement Work Group's mission is to collaborate with WIOA partners to develop strategies that align business services. In addition to WIOA Workforce Center staff, staff representing Veterans Services and the Division of Vocational Rehabilitation have been engaged in this work.

The team has created a "one-stop" business services partner desk aid. Each local area has their own tab that is updated about every six months. This is linked in Connecting Colorado for easy access. This gives local areas contact information for our mandatory partners.

The team will next be working with our WIOA partners to identify the following:

- Identify which partners engage and serve businesses in Colorado (this will be kept updated in the desk aid mentioned above)
- Identify how partners record and collect any/all information on businesses
- Identify what services partners provide (this will be added to the desk aid)
- Identify alignment between partners
- Connect MIS teams between WF and mandatory partners to figure out how to pull necessary data
- Identify how to make data align when using different databases

## **Goal 3:**

Engage partner staff at every level for better system alignment

Strategies:

- Implement continuous professional development for staff from all partner programs to elevate internal expertise and professionalism and to equip them with the tools necessary to operate a comprehensive, holistic approach to talent development.
- Create opportunities for staff at all levels to engage in continuous improvement efforts, leveraging their first-hand experience and unique perspectives to inform the processes.

Current Measures:

- Cross-Education Team Update
- Development of CO Talent Development Professional Certification

## **Job Seeker Services' Cross Education Work Group**

The Cross Education Team develops webinars and in-person training opportunities for collaboration and training across WIOA programs. The team planned and facilitated in-person trainings which were executed in the Spring of 2016. More than 1,000 staff representing all WIOA programs attended. Attendees worked across partners to discuss career pathways, sector strategies, and referrals.

The Cross Education Team held quarterly webinars throughout the year.

- Our Connected System, Part II - 202 views
- Shared Customers, Shared Outcomes - 142 views
- TalentFOUND - Marketing Our Connected System - 124 Views
- Assessments and Career Pathway Tools - 130 Views

## **CO Talent Development Professional Certification**

Colorado's WIOA Implementation Team is working to identify the best process to create a professional certification recognized across all WIOA programs. During PY16 and the first half of PY17, a variety of training models have been delivered to staff throughout the state. This strategy will be a focus for PY18.

## **Goal 4:**

Create and deliver a unified message for internal and external communication

Strategies:

- Establish a brand for the Colorado workforce development system that represents the vision and strategies of the WIOA combined partners.
- Define the key messages and brand promise for target audiences.
- Explore ways to capture the Return on Investment (ROI) of the workforce system in order to promote the value of the system and all programs within it.

Current Measures:

- TalentFOUND narrative update
- TalentFOUND number of charter affiliates

## **TalentFOUND Update**

The Colorado Workforce Development Council has been working with talent development network partners to create a centralized brand and communications plan to better connect with those we serve. Our aim is to "create and deliver a unified message for internal and external communication and connections" as set forth by Colorado's WIOA implementation plan (Goal 4), the Governor's Workforce and Education Cabinet Work Group, and the CWDC's strategic plan. We will expand access to our partners' services by driving vetted customers directly to them. Adoption of this brand is measured by the number of partners

that opt in by becoming charter affiliates, we currently have 49, our goal is to have 100 charter affiliates before the TalentFOUND gateway goes live.

Upon completion, TalentFOUND.org will act as a centralized gateway to drive access to all parts of the wide-reaching talent development network, helping users navigate the various state and local agencies and resources. There are many different websites and a dizzying amount of information available already from various agencies and initiatives. The problem is not that the information is not available; the challenge is that Coloradans do not always know where to go or the best way to access the resources that are relevant to them. TalentFOUND.org will be the hub through which students, job seekers, workers, and businesses can search, filter, and access the many resources and tools available throughout the entire talent development network in Colorado. In turn these resources will help each individual design his or her OWN unique path to success. The gateway will be live in March 2018, value and effectiveness will be measured by usage of the site and user experience.

## Goal 5:

Drive meaningful outcomes through innovation, alignment of metrics, and accountability

Strategies:

- Adopt system-wide outcome metrics to portray an accurate depiction of the workforce system, which will be used for planning and implementation of system services.
- Utilize partner relationships to implement meaningful pilot programs that foster an environment of innovation.

Current Measures:

- Update on negotiated goals
- Median earnings after services
- Innovative pilots narrative update

## Measurable Skills Gain

### **Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE:**

Measurable Skills Gain is the percentage of Job Seekers who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment. There is currently not a negotiated outcome for this measure per the United States Department of Labor and Employment.

### **Division of Vocational Rehabilitation, CDLE:**

Data collection and reporting of measurable skills gain data was postponed until program year 2017 by the Rehabilitation Services Administration. Over the past year, DVR has engaged extensively with the developer of the data management system used by the agency to ensure timely and accurate reporting of all required Federal reporting, including

common performance measures. Additionally, DVR has implemented and continues to refine business practices to ensure accurate collection and documentation of measurable skill gains achieved by customers participating in training activities.

### **The Office of Adult Education Initiatives, CDE:**

For the 2016-17 program year, Title II Adult Education programs had a Measurable Skill Gain (MSG) rate target of 34% of all program participants. This was the only federally negotiated target for Title II programs as US DOE is collecting baseline data on the remainder of the WIOA common measures for use in future target negotiations. MSG in Title II can be measured in one of three ways:

- Making a pre- and post-test gain, equivalent to advancing two grade levels, on standardized and approved assessments;
- Earning a High School Equivalency Diploma through one of three assessments (GED, HiSET, TASC); and
- Exiting Title II programming and entering post-secondary education or training.

Pre- and Post-test gains are collected based on test scores submitted to the Office of Adult Education Initiatives (AEI) at CDE through a statewide data reporting system. High School Equivalency Diploma attainment is collected through a data match with the provider issuing equivalency diplomas in Colorado. Post-secondary matriculation data is collected through a data match with the Colorado Department of Higher Education. Data matching relies on Social Security Number (SSN) reporting which is not required for participation in Title II programs. Additionally, the current postsecondary matriculation match only include 2 and 4 year institutions in Colorado, which excludes many short-term workforce training programs which adult education learners participate in.

In 2016-17, the MSG rate for Title II programs was 30.79% overall. For Adult Basic and Secondary Education participants the MSG rate was 33%. For English as a Second Language (ESL) participants the MSG rate was 29%. Performance fell below the target for a number of reasons. 55% of all participants in Title II programs in Colorado are English Language Learners who, Title II programs report, face additional barriers in attending classes, advancing levels, and reporting data matching criteria. Among all participants, barriers to employment pose problems in achieving Measurable Skill Gains. A significant number of adult learners reported employment barriers when enrolling in adult education programming. English Language Learning, Low Levels of Literacy, and Cultural Barriers were the most commonly reported employment barriers. Learners reporting these barriers had a MSG rate of just 25% in 2016-17.

AEI is working with Title II programs to increase the MSG rate, focusing on strategies that address data match criteria collection and instructional supports to increase persistence, retention, and outcomes for target populations with low MSG rates.

### **Median Earnings After Services**

**Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE:**



A new WIOA measure is median earnings. This performance measure is for Adults and Dislocated Worker, Job Seekers that are in unsubsidized employment during the 2nd quarter after exit. This is the earnings for which 50 percent of participant earnings are higher than and 50 percent of the participant earnings are lower than. For example, if you have five participants who are paid \$100, \$200, \$300, \$400 and \$500, the median earning is \$300.

WIOA Adult PY17 target: Median Earnings in the 2nd quarter after exit \$7,388

WIOA Dislocated Worker PY17 target: Median Earnings in the 2nd quarter after exit \$8,440

Wagner-Peyser PY17 target: Median Earnings in the 2nd quarter after exit \$4,871

#### **Division of Vocational Rehabilitation, CDLE:**

Data collection and reporting of median earnings after exit was postponed until program year 2017 by the Rehabilitation Services Administration. Over the past year, DVR has engaged extensively with the developer of the data management system used by the agency to ensure timely and accurate reporting of all required Federal reporting, including common performance measures. Additionally, DVR has implemented and continues to refine business practices to ensure accurate collection and documentation of median earnings of customers after their exit from DVR. This data will not be reportable for DVR until early in 2018 and is not currently available.

#### **The Office of Adult Education Initiatives, CDE:**

Title II Adult Education programs did not report Median Earnings in 2016-17 or in any prior years to US DOE. The Office of Adult Education Initiatives (AEI) at the Colorado Department of Education (CDE) is entering into data sharing agreements with the Colorado Department of Labor to data match for this performance outcome. AEI will report Median Earnings on 2016-17 adult education participants in the fall of 2018 to begin establishing baseline data for future performance target negotiations. In the meantime, AEI is working with adult education programs to support their efforts to employ highly skilled career coaches and navigators and coordinate with Workforce Centers to support adult learner transitions to and improvement in employment.

#### **Innovative Pilots**

The Colorado WIOA Implementation team is working to encourage and support the identification and scaling up of successful local pilots happening across the state. The hope is to encourage innovation and collaboration across WIOA partners both locally and statewide. Please see (local area reports) to find examples of local pilots and innovations that have occurred. As referenced in Goal 2, the business services and job seeker services teams are focused on multiple projects meant to streamline processes and collaboration across WIOA partners. Annual reports for both teams will be available in early 2018.

# Planning Region Highlights

A new requirement under WIOA was to identify planning regions at the time the state plan was submitted. Through the original submission of the state plan in 2016, [Colorado identified four planning regions](#).

Two of these planning regions consist of multiple local areas, the Central Planning Region and the Rural Planning Region. These regions developed plans that identified goals that multiple local areas are working towards together. Highlights from the first two years of implementing these plans are shared below.

The Pikes Peak and Weld Planning Regions consist of one local area each, and therefore their goals coincide with their local area goals and are not reported separately. Please reference those updates in the Local Area section of this report.

## Central Planning Region

The Central Planning Region consists of seven local areas along Colorado's front range. These areas are: Adams County, Arapahoe/Douglas, Boulder, Broomfield, City and County of Denver, Clear Creek, Gilpin, Jefferson and Larimer Counties.

The Central Planning Region completed a return on investment formula to estimate the tremendous economic value added by the workforce development system in the Colorado Central Planning Region. People who used American Job Centers in this region during PY16 earned an average of \$10,638 more per year than all new hires in the region during the same time period.

A Labor Force and Economic Profile for the Central Planning Region was published in 2017. A data task force was also formed to collect data and train staff on data analysis in order to report local economic impact within each of the regions within the Central Planning Region. In addition, the region contracted with ADWorks! to develop a 1 year annual report (Economic Impact Report) for the Central Planning Region, Fall 2017 for PY 16.

The region supported work based learning opportunities through the creation of four new federally approved apprenticeships for Medical Assistants and Medical Laboratory Assistants through the Greater Metro Denver Healthcare Partnership, a Software Development Apprenticeship in IT through the Technology Employment in Colorado Partnership (TEC-P) and an Advanced Manufacturing Technician Apprenticeship Program (AMTAP) through Lockheed Martin. This work was supported by the local areas within the Central Planning Region. There are now a total of seven active industry led sector partnerships within the Central Planning Region.

## Rural Planning Region

The Rural Planning Region consists of two local areas serving rural Colorado. Local Areas Included in this Planning Region: Colorado Rural Workforce Consortium, Mesa County. The CRWC is made up of ten sub-areas covering 51 counties. The subareas include Pueblo, Broomfield, Upper Arkansas, Rural Resort, Northwest, Western, Eastern, Southeast, Southwest, and South Central.

The Rural Planning Region continued to develop sector strategies in several sub-areas, to include healthcare, tourism and manufacturing. The Eastern Sub-area and Southwestern Sub-areas are experiencing particular success in the healthcare sector; Upper Arkansas is making great strides in tourism and outdoor recreation; Pueblo is excelling in manufacturing efforts.

The planning region worked very closely with the State Demographers office, the Colorado Office of Economic Development and International Trade as well as the CDLE Labor Market Information within the Division of Labor Standards and Statistics. Valuable information gleaned from these partnerships has been shared at Consortium WDB Meetings as well as each of the Sub-area Board meetings. In addition, an annual report that has highlighted efforts around the Consortium as well as focused on important data points in each of the Sub-areas was created. A report of this nature has not been available for many years and has been very well received by boards and partners. The expanded use of data creates more informed Workforce Boards and more strategic decision making as we continue to implement our local and regional planning efforts.

The rural planning region participated in work-based learning (WBL) efforts particularly related to but not exclusive to, sector strategies across the Consortium/Region. The recent WIOA WBL Academy, Think Big Youth Conference and Sectors Summit were each well attended by key staff as well as partners and business representatives. Efforts are in place to increase the focus on the strategies identified in these events toward effective implementation. We would expect specific successes to report in the coming year as a result of these strategies.

# Local Workforce Area Highlights

## Adams County Workforce & Business Center

### **Mission & Vision**

Mission: Create opportunities for success by connecting businesses to a quality workforce.

Vision: To effectively connect a world class workforce that meets the needs and exceeds the expectations of our partners in the Adams County business community.

### **Accomplishments and Innovation in PY16:**

The Youth Succeed program increased Out of School Youth (OSY) enrollments over the past two years from 68% OSY for PY 14 to 91% OSY for PY 16. Additionally, the work-based learning component for youth exceeded the stated goals. With the addition of onsite GED preparation, the success rate for those obtaining their GED has increased 51% from PY 15 to PY16. The Adams County Workforce & Business Center's work-based learning (WBL) component for the youth program exceeded state goals and the WIOA guidelines stating that 20% of funding be spent on work based learning activities with 75% of this being spent on out of school youth WBL activities. The Youth Succeed Program enrolled 33 youth in work based learning activities, 31 of which were out of school youth. Out of the 33 work based learning opportunities, 28 were successfully completed and four youth were hired by the work site. In addition, one youth successfully completed a pre-apprenticeship program and is currently in the affiliated apprenticeship.

The pre-apprenticeship programs that are eligible and offered to the youth have been an important part of the Adams County Youth Program's work based learning component. In collaboration with Arapahoe/Douglas, Jefferson and Denver Counties, youth from these regions were able to attend a three week Healthcare Academy located on the Anschutz Campus. Each participant who completed this pre-apprenticeship program gained valuable skills, knowledge and several certificates in the healthcare field. Because of the partnership and collaboration between the regions, the program was a success not only for the youth but also for the workforce areas involved. The partnerships that have been established will be crucial in the future assisting youth with developing employability skills. These work based learning opportunities also demonstrate how the Youth Succeed Program staff work effectively and efficiently to assist each youth participant. The Youth Business Development Representative (BDR) attends meetings and formulates the partnerships and opportunities with the other workforce centers and community based agencies, the Youth Enrollment Specialists (YES) complete the intakes, and the assigned youth case manager enrolls the youth and provides needs based and individualized services and case management. The end result is a successful partnership between areas and a beneficial experience for youth.

The youth receive training that can lead to employment or to further postsecondary training and life skills that will be valuable through their lives. ACWBC also partnered with The Adams County Youth Initiative and Metro State University to provide work experiences to potential Metro State Students from Adams County secondary schools. Each work experience/internship was a work site on the MSU Campus. The youth participant was matched to a worksite according to their interest and career pathway. The successful partnership resulted in the five youth who participated in the work experiences deciding to attend Metro State and were each awarded a work study at the work experience/internship worksite. The Adams County Youth Succeed Program had a total of 33 work experiences, internships or pre apprenticeships in PY16.

## Arapahoe/Douglas Works!

### **Mission & Vision**

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

### **Accomplishments and Innovation in PY16:**

In June, 2017, Arapahoe/Douglas Works! received the Excellence in Economic Development Research Award from the Council for Community and Economic Research (C2ER). On June 15, 2017, economic development professionals from across the U.S. assembled at C2ER's annual conference in Denver, Colorado to recognize excellence in economic development research work done by their peers. Organizations receiving awards were the Arapahoe/Douglas Workforce Development Board, the Indiana Business Research Center, the Minnesota Department of Employment and Economic Development, the Missouri Economic Research and Information Center, and The Right Place, Inc.

Arapahoe/Douglas Works! has engaged in several innovative approaches to workforce development in PY16.

- The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! continue to provide comprehensive reports on the economic impact of various Central Planning Region initiatives, such as TEC-P, Central 70 Project, Metro Denver Technology Partnership, and the Greater Metro Denver Healthcare Partnership.
- In cooperation with the Metro Denver Economic Development Corporation, Arapahoe/Douglas Works! has developed and expanded on its site selector reporting, now providing comparative analyses that include other cities across the nation.
- Arapahoe/Douglas Works! continues to work towards a paperless WIOA intake system in collaboration with ACG IT department, ADW and CDLE.

- Human-centered design is a creative and hands-on approach to problem solving and program design. It's a process that starts with the people you're designing for and ends with new solutions that are tailor made to suit their needs. Arapahoe/Douglas Works! continues to use HCD concepts in the following ways:
  - The WIOA young adult program, and other youth programming such as summer job hunt, were consolidated, and young adult focus groups were used to design more user-friendly workforce development programming for persons aged 16-24. Examples include sector-focused youth academies designed to provide hands-on experience and inform participants about career pathways.
  - The sector partnership approach, which allows businesses to take the lead in designing workforce development services most relevant to their critical needs. This includes expanding traditional and non-traditional talent pipelines, including work-based learning opportunities leading to in-demand career pathways.
  - Arapahoe/Douglas Works! continues to participate in the statewide career services group, which pulls together Colorado's workforce development regions, and takes a locally-led approach to designing job seeker programming that is both standardized across regions, and more customer friendly. This began with prototyping the triage process designed to seamlessly route customers to appropriate services.

## Denver Office of Economic Development - Workforce Development

### **Mission & Vision**

**Vision:** Our economic strategy must be boldly ambitious, with innovative, forward-thinking policies that are intent upon delivering a world-class city where everyone matters. The Denver Workforce Development Board will be the sought-after partnership model of business, workforce, community, educational, and civic leaders that empowers all job-seekers to learn and grow so they can contribute to and fulfill the needs of a vibrant business community.

**Mission:** 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. The Denver WDB convenes key workforce partners including business leaders, education partners, and the Mayor's economic and workforce development team who plan and oversee the use of federal, state, and local funds to deliver talent development solutions to Denver area

businesses so they can generate employment opportunities for all job seekers and provide Denver citizens with a thriving economy.

### **Accomplishments and Innovation in PY16:**

In PY16, Denver implemented a new service delivery model in which job-seekers, especially those most vulnerable populations with barriers to employment, find “no wrong door” within the workforce system to access the assistance and services they need. Denver is fortunate that Mayor Michael B. Hancock understands workforce development and its complexities, including its ever-shrinking funding, and fully supports innovation within his demand-driven workforce development division. The Mayor initiated and facilitated Denver’s conversations with private sector firms in the Information Technology and Construction sectors to pilot public-private ventures that will supplement Denver’s workforce development budget and respective training costs.

Throughout the first year of Denver’s new service delivery model, its workforce programs served 1672 WIOA Adult, Dislocated Worker and Youth program customers – the most participants in recent history and a 36% increase over last year’s 1231. Denver served 738 total Adult participants, 62% more than PY15; 265 Dislocated Workers, a 23% increase; and 668 youth – 19% more than PY15. In PY16, Denver enrolled 628 new customers in its Adult program (an increase of 164% over PY15); 208 new Dislocated Workers (76% more than PY15); and 491 new Youth customers (an 88% increase over PY15). Collectively, 74% of all WIOA program participants, and 73% of new customers were deemed hard-to-serve; this represents a 46% increase of total priority population participants and 107% more new enrollments of targeted customers over the previous year. Denver’s new service delivery model provided this increased access for our most vulnerable populations, which will remain a primary strategic effort for the Denver Workforce Development Board (Denver WDB) and the Office of Economic Development (OED), so that every citizen may take advantage of Denver’s thriving economy.

## **Employment Services of Weld County**

### **Mission & Vision:**

To keep the workforce system responsive to employers, employees, and job seekers.

### **Accomplishments and Innovation in PY16:**

Employment Services’ ability to engage partners has been outstanding! ESWC demonstrated the value of attendance to partners in participating in out of town and out of state events and the response has been fantastic. Given the time constraints placed on business professionals, it cannot be emphasized enough that partners willingly joined staff members at numerous conferences. To name a few of the events this year, ESWC had Aims Community College and Division of Vocational Rehabilitation (DVR) partner representation at the Registered Apprenticeship (RA) Bootcamp in April 2017; partners from Economic

Development such as Paula Mehle, Town of Erie ED Coordinator, and DVR join the Layoff Aversion training also in April 2017; in early May 2017, a Weld County Commissioner and a Title II Workforce Development Board (WDB) member joined the out of state, multiple day WIOA National Convening; and in late June 2017, the TalentFOUND WIOA Academy was held over the course of three days and included partner representation from Weld County School District 6, Employment First (EF), Temporary Assistance to Needy Families (TANF), Achieving Community Excellence (ACE), Aims Community College, University Northern Colorado (UNC) and DVR!

During PY16, Weld developed a new process for approving training. In this process, the case manager completes a packet that includes an approval document, background check, motor vehicle record (for CDLA training), Comprehensive Assessment (CA) and Individual Employment Plan (IEP) documents, case notes, and assessment results and sends it through to the approval committee. The committee consists of the manager from BSU, WIOA Adult, WIOA Youth, and the Division Head. Each committee member brings to the table their own perceptions and knowledge and thus ensures that the training is appropriate for the client, the program and the labor market.

## Larimer County Workforce Center

### **Mission & Vision**

**Vision:** Progress begins when action moves us forward. Finding the best match between an employer and employee can be overwhelming and exciting. The role of the Workforce Center is to connect businesses and job seekers and point them in the direction of success. Together, we take action for a successful future.

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

### **Accomplishments and Innovation in PY16:**

In Program Year 16, the Larimer County Workforce Center provided services to more than 12,000 job seekers and 1,800 employers. Job seeker services included job search workshops for over 1,600 individuals, over 8,000 resource center visits and training services for over 500 eligible youth and adults. Business services included listing over 16,000 job orders and assisting with over 150 job fairs or hiring events.

The Workforce Innovation and Opportunity Act (WIOA) puts work-based learning front and center. One of the key strengths of the Larimer County Workforce Center is the implementation of work-based learning programs, most notably subsidized internships. Through the lens of a common mission, the LCWC committed staffing resources to organize an internal, cross-functional team of staff titled the Training Resources Team (TRT). This team meets the needs of local businesses and job seekers through active



worksite development and placement. Often times, the work-based learning service builds opportunities for placement in a career pathway of interest, making the learning applicable to their longer term employment and training goals. Due to the unique model of the internship program, there are several access points and funding sources making it a popular service for a variety of customers. During Program Year 16 there were more than 250 internship job opportunities with local employers and more than 200 job seekers placed into internships.

One accomplishment is the wide swath of Title I Workforce Innovation and Opportunity Act (WIOA) services provided under work-based learning. Per the Colorado Department of Labor and Employment (CDLE) Program Year 2016 At-A-Glance report, the LCWC contributed nearly 13% of the reportable Title I work-based learning activities provided in the State of Colorado. Most notably, the Title I Dislocated Worker program contributed 33% of the reportable Title I work-based learning activities provided in the State of Colorado. Bridging these services into laid off worker populations have proved to be successful for candidates seeking to reinvent themselves into new career pathways where their work experience was limited or non-existent.

The most important innovation that the Larimer County Workforce Center has developed or implemented this past year has been improving the accessibility and effectiveness of *Your Path to Success (YPTS)* as a tool for clients, which ties to a larger problem that YPTS is aimed at solving, namely: streamlining and improving the accessibility of workforce center services and supports while reducing staff responsibilities by automating data input and client notifications, freeing staff to more meaningful engage with customers to set and achieve their personal and professional goals.

This innovation occurred within the Larimer County Works program, housed at the LCWC that provides employment-related services to recipients of Temporary Assistance for Needy Families (TANF) in Larimer County and supported by Mathematica Policy Research and TuaPath, among other important partners.

## Mesa County Workforce Center

### **Mission & Vision**

Mission: The Mesa County Workforce Center is committed to an ongoing partnership with Mesa County workers, employers, and those seeking employment that creates and ensures a self-sufficient community.

### **Accomplishments and Innovation in PY16:**

Mesa County had a very exciting and successful year powered by local initiatives such as Job Connects, which is an apprenticeship model for adults, dislocated workers, and under-employed individuals looking for a career change. Job Connects is specific to the

Manufacturing industry and is in collaboration with the Western Colorado Community College (WCCC), Grand Junction area Chamber of Commerce, and CAMA – West. The model allows for three days in the workplace and two days in the classroom receiving the industry specific training needed to be successful in the manufacturing industry. The goal is to develop a talent pool for the manufacturing industry and pipeline that talent straight to the employer. Eighty job seekers attended the first kickoff event and a full class of 20 enrolled in the first installment of Job Connects. This is powered through a \$150,000 grant received by WCCC for short term trainings. Everyone who is enrolled will receive a scholarship and receive an industry recognized certificate with zero debt.

The Mesa County Workforce Center set a goal that: “Through staff assisted services, the Workforce center will increase obtained employment from 0 to 2,500 by 12/31/17.” Mesa County is currently at 1750 and well on the way to reaching the goal.

Mesa County also became the first certified Work Ready Community in the state of Colorado this year. This allows the county to objectively map its skilled workforce through the National Career Readiness Certificate (NCRC). To date there have been 2798 NCRC’s administered and there are 127 local employers supporting efforts by recognizing the NCRC in their hiring process. The goal for the new program year is to reach out to neighboring counties in an effort to make this a regional initiative. This process has strengthened relationships with Economic Development partners and the Workforce Center is now consistently going to all prospect meetings to discuss workforce from an objective perspective.

Mesa County led the state this year in work-based learning activities, with 29% of total enrolled customers participating in some form of work-based learning. These activities have saved local employers more than \$800,000 in training and onboarding costs. The approach employed this past year features co-Staffings of WIOA title I and Wagner Peyser (WP) programs. Monthly meetings are held to staff employment opportunities as one unit. Through these meetings, Wagner Peyser staff will bring employers to the table that are looking for a certain person, and they discuss with WIOA Title I-B staff and see what current job seekers will fit that job description and try and facilitate an On-the-Job Training experience.

## Pikes Peak Workforce Center

### **Mission & Vision**

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.

### **Accomplishments and Innovation in PY16:**

In an ongoing effort to continuously improve services to young adult job seekers, to persist in the pursuit of excellence in programs and to respond to the needs of in-demand industries in the Pikes Peak Region, the PPWFC has recruited employers to serve as Industry Champions to help design and operate the next version of workforce readiness training. The PPWFC has created this program to take the form of industry immersions. These immersions inform career choices for participants while reinforcing foundational employment skills. Participating Industry Champion employers have had the opportunity to inform dozens of program participants about the value of entering employment in their industry while gaining access to a new, entry-level talent pipeline to help fill open positions. The goal of these immersions has been and continues to be allowing a more intensive introduction to various industries and to better match the needs of the employer with the long term interests of the participants.

In May 2017 the PPWFC was invited to present the activities of the Road to Work program at the National Association for Work Development Professionals as a best practice. The session was one of the best attended at the conference with many follow-up conversation initiated by professionals all over the United States. Highlights of the program include:

- Through the end of Q4, the PPWFC enrolled 91 new participants. Sixty-six individuals achieved job placement with an average wage of \$11.41 per hour.
- There was a noticeable difference in the enrollment rate of participants based on shortness of time between becoming paroled and being referred to the Road to Work program. The Adult Team requested from the DOC that referrals for individuals are less than 6 months from the time of parole.
- In the Month of March the BRG placed 6 Road to Work job seekers through a newly created process called "Second Chance Speed Interviewing." This event was conducted in a fashion where employer spent 10 minutes with a candidate. The candidate then moved on to the next employer, etc. to allow all potential hires and all potential employers an opportunity to meet and discuss openings and experiences. The Job Store / the PPWFC parole provider was present after the event concluded to immediately enroll Road to Work candidates while at our location. Six out of nine Road to Work participants were hired at this event and one of the other three had actually already received an offer of employment earlier that day.
- The PPWFC had an employer recognition event in June 2017 to show appreciation and attract new potential companies willing to help serve this population.

- The Adult Team also started attending the DOC reentry orientation and connecting with potential clients who were released as closely as just one day prior. There was great success in enrollments through this program.

## The Rural Workforce Consortium:

### **Mission & Vision**

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 10 sub-areas comprised of 51 counties. The sub-areas include: Broomfield, Eastern, 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 Title I-B services. Outstanding outcomes from each sub-area are highlighted below.

## Broomfield Sub-Area

### **Accomplishments and Innovation in PY16:**

The Broomfield Workforce Center developed two very successful and innovative programs this year. First, February was declared Youth Month and new workshops were created for youth every week. These included: resume, professionalism, job fair prep, interview and application. All sessions were geared exclusively for youth, and two job fairs specifically for youth were held with more than 30 employers participating. Most youth found employment through this event. Second, a Summer Youth Leadership Program was created. Youth applied and were interviewed to participate in this free summer program where they had the opportunity to obtain leadership skills and community awareness. The youth met weekly on the following themes: Teamwork, Identity, Ingenuity, Discovery, Communication, Creativity, Inspiration, Community and Commitment. They visited many local businesses, networked and volunteered.

For adult customers, the Broomfield Workforce Center developed a successful new class called Career Corner. In this course topics are customer-driven that help to tease out the nitty gritty associated with job search, and provides a platform for customers to vent, process, learn, network, and ultimately share their successes. This proved very well attended and exactly what the clients were needing. Also the Employment Specialist Networking group was initiated. This is a group for all local employment support specialists from different agencies like DVR and Mental Health Partners, to get together once every 6 weeks to share best practices, business contacts, and employer leads. Finally, the Broomfield Workforce Center, with the assistance of the Broomfield Communications

Team, [created a service video](#) based on the testimonials of clients that highlights the resources and available assistance to raise awareness of all programs available.

## Eastern-Sub Area

### **Accomplishments and Innovation in PY16:**

TRAINcation, a summer camp sponsored by NECOM (Northeastern Colorado Manufacturers), was attended by 25 youth in two counties of Northeastern Colorado through a grant for Sector Partnerships. Every morning of TRAINcation, a mindfulness activity started the day with White Tiger Taekwondo presenting lessons in the Morgan County location and Yuma School District Counselor Jessica Witte providing Yuma County participants with mindfulness activities. Each of the four mornings of the summer camp a manufacturer presented an essential skill for employment on topics including; attendance, accountability, attitude and ambition. Snacks were provided by local manufacturers in the food industry including; Leprino string cheese, Colorado Popcorn Company flavored popcorn, Oregon Trail Beef Jerky and bottled water sponsored by Bank of the West and Bank of Colorado. Fort Morgan McDonald's provided an opportunity for the students to "manufacture" their own sandwich and learn that the fast food industry is more than what it seems. Both counties provided the students with an opportunity to manufacture their own swag bags.

After the presentation from manufacturers on essential skills, the students toured a manufacturing facility including; a brass plumbing replacement part manufacturers, hog production plant, irrigation systems manufacturer, carnival ride manufacturer, and vacuum truck chassis designer. Graduation ceremonies were held in both counties and in Morgan County, a local hotelier, Best Western Overland Inn, hosted the graduation in their conference rooms. This was a special opportunity as some children had never had the opportunity to tour a hotel or had not had the experience of staying in a hotel. Brush and Yuma School Districts were instrumental for transporting the students throughout the tour sites. NECOM Co-Coordinator, Josh Gibbs was involved with the planning and execution of both counties' TRAINcation. Morgan County TRAINcation had 2 exceptional interns who donated their time and showed professional courtesy with the students and staff. They even did a wrapup powerpoint presenting it at graduation. Next summer, NECOM, would like to see another county added to the TRAINcation lineup. The interns want to come back next year, they even had fun! This program has grown from 8 students in one county to 25 in two counties.

## Pueblo Sub-Area

### **Accomplishments and Innovation in PY16:**

The Pueblo Workforce sub-area has developed a Pueblo Talent Pipeline that identified high demand occupations and also developed a triage process to assist job seekers with their

greatest need such as referrals to jobs: referrals to Employment Solution Seminars; referrals to Workforce Innovation and Opportunity Act Career coaches for development of an individualized employment and training plan; or referrals to additional partnering programs and services. The pipeline is working well with better success rates in recruiting and assisting customers.

Additionally, two Pueblo Workforce Center Labor and Employment Specialists and other partner members of the Youth Committee and a Youth representative were invited to Chicago, Illinois to present the “Say YES (Youth Empowerment & Success) to a Rural Community” workshop during the National Association of Workforce Development Professionals (NAWDP) Youth Symposium on November 1, 2016. Attendees were offered “lessons learned”, demonstrations, and the keys to the creation of a strong youth employment committee, YES branding strategies, youth driven community initiatives, as well as how to launch and sustain an industry education partnership.

## Rural Resort/Northwest Sub-Area

### **Accomplishments and Innovation in PY16:**

The greatest area of accomplishment for the Rural Resort and Northwest local sub-areas in PY16 has been partnerships. Great strides have been made in enhancing relationships with Local Governments, Community Colleges, Department of Corrections, Economic Development Associations, Human Resource Associations, Chambers of Commerce and Local School Districts.

Advancements in how quality candidates are supported to enter the workforce require a heavy amount of partnering with Higher Education and other local areas. Currently in Moffat County, the Workforce Center has championed conversations about an Equipment Operator training through the local community college, which will help to provide higher quality operators to many of our large and small sector businesses (mining, excavating, etc). Collectively, the "Business Opportunity Toolkit" has been developed through a partnership of the local Workforce, College, Chamber, and Economic Development agency. This toolkit will be a huge service to current businesses as well as planning for future workforce needs in the area.

## South Central Sub-Area

### **Accomplishments and Innovation in PY16:**

Success through partnering with various agencies has proven to be a “best practice” for South Central Colorado. One of the most successful examples includes a participant in the Conejos County Parenting Program (non-custodial parent). As a result of this program, Juan was referred to La Jara Trading Post, where a job was developed. Through teamwork and partnerships, Juan then qualified for On-the-Job Training, (OJT), which was offered to the

business by The Training Advantage. Juan started work with La Jara Trading Post, and has continued his employment. Not only did the employer gain a qualified employee, but was able to leverage funds provided for an OJT. Juan was also able to purchase clothing and work gloves that were needed for the job with the help of The Training Advantage. This cooperative effort involved Conejos County Department of Social Services, Workforce Staff, The Training Advantage, La Jara Trading Post, and Juan. This accomplishment serves as an example of how working together can benefit all involved.

Innovation and a continual refining of services are constantly being adopted to provide the best possible services for both business and job seekers in the South Central Sub Area. One such example is a significant job fair that was held for Costilla County. This was a first time event for this county, in which the job fair was brought to the job seekers in that county. This job/resource fair was held at the Blanca Community Center on April 22nd and there were 20 employers and resources in attendance, including a new employer located in Blanca, Blanca Forest Products. They were hiring up to 70 individuals, and many attended the job fair to apply for that company. There were 79 job seekers that attended the job fair/resource fair.

## Southeast Sub-Area

### **Accomplishments and Innovation in PY16:**

The sub-area is very pleased to see the continued success of the Southeast Manufacturing Sector Partnership. The Manufacturing Partnership utilized 2016-2017 grant funds to provide \$3,400 to three area schools that are establishing engineering/robotics clubs and \$1,200 to four area schools that have existing clubs. Monies will be used to purchase equipment for the high school engineering clubs such as 3-D printers and robotic kits. Work is also being done to mentor the engineering clubs throughout the Santa Fe Trail BOCES; the goal is to provide mentorship and advice in the design and presentation of projects prior to competition.

In PY16 the Southeast Colorado Workforce Center held a Governor's Summer Job Hunt Youth Job Fair for youth between the ages of 14 to 24. This event was held on March 28th at Otero Junior College. Staff began planning this event in January and during the months of February and March; Workforce Center staff collaborated in outreach efforts to employers, which included employers in Agriculture, City Municipalities, Food Service, Healthcare, Hospitality, Law Enforcement and Manufacturing. Efforts yielded numerous job orders that were entered into Connecting Colorado and the participation of 17 employers who attended the event. Job orders for 14 and 15-year olds were secured for this event and labor law information disseminated to employers encouraging them to hire younger youth. More than 70 youth pre-registered for the Job Fair and more than 150 youth attended this event. Due to the success of the event as well as the need within the valley for this type of an experience, this will become an annual activity.

## Southwest Sub-Area

### **Accomplishments and Innovation in PY16:**

The Southwest Sub-Area partnered with the Healthcare Sectors Initiative to get a new Medical Assistant registered apprenticeship program approved. It will be implemented in PY17 through partnership resources from healthcare partners, Southwest AHEC, WIOA and a state CDE career pathways grant to the Durango Adult Education Center.

## Upper Arkansas Sub-Area

### **Accomplishments and Innovation in PY16:**

During PY16, the Upper Arkansas Sub-Area decided to co-locate the local Vocational Rehabilitation case manager to the Cañon City Workforce Center to provide seamless, comprehensive employment services to shared customers with disabilities. This move has produced many benefits and has helped to welcome customers to programming.

## Western Sub-Area

### **Accomplishments and Innovation in PY16:**

The Western Colorado Workforce Centers have been responsive to meeting the needs of customers, especially miners and power plant workers who have or will lose their jobs because of company closures. Montrose County will see the loss of 83 Tri-State Nuclear Power Plant jobs in the next 5 years. The loss of these jobs will greatly affect the local economy in the west end of Montrose County. While the Nuclear Power Plant is scheduled to close in 2022, Western Workforce Centers and Tri-State are proactively working together now to assist power plant and mine employees prepare for the future closure. Western Workforce Center staff surveyed employees to identify financial, educational, and workforce needs to develop training and informational classes for workers. Training classes have started at the job site.

The Western sub-area is also working with Delta County Schools to develop a district apprenticeship program for Delta students. Delta school staff attended workforce apprenticeship training offered by CareerWise and the Colorado Workforce Development Council, and Delta schools plan to offer apprenticeship opportunities to students in the near future.



# Tri-County-American Job Center, Serving Jefferson, Clear Creek, and Gilpin Counties

## **Mission & Vision**

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

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

## **Accomplishments and Innovation in PY16:**

The AJC demonstrated significant increases in serving targeted populations with the Youth and Adult WIOA programs. The realignment of WIOA teams allowed for coordinated approaches to outreach, program strategies and a customer-centered service delivery model. This customer-centered model led to offering services off-site at a local crisis intervention community partner and the addition of evening hours in coordination with child care and financial assistance Human Services programs. In addition, the AJC Business Services team hosted four job fairs with Human Services Employment First customers and on-site at the Action Center, serving more than 500 job seekers receiving public assistance or crisis intervention.

In October of 2016 the Career Expo took place, which was an exploration event for Jefferson, Clear Creek and Gilpin County high school sophomores. This event allowed 3,000 students to interact with more than 50 employers. Coordination and preparation with Jefferson County Schools Career and Technical Education Counselors prepared students for this event impacting decisions for future High School coursework and postsecondary education. Additionally, The Youth program created a work based learning pilot program in partnership with Wheat Ridge High School, DVR, SWAP, CTE, Office of Student Engagement and three industry partners specializing in training in Healthcare, Hospitality and Construction. This pilot program enrolled 28 students, all identified as at -risk of dropping out of school, with the opportunity to participate in a 3-8 week hands on training program which resulted in basic entry level certifications followed by a paid work experience in their chosen career pathway. This program demonstrated a 93% success in training completion. The work experience component is still ongoing however early results show the same level of success. Additional success has been demonstrated by an increase in engagement from the students, credit recovery efforts and increased anticipated graduation rates.

Apprenticeships have been a focus for Colorado and the AJC led a regional workforce collaboration with Lockheed Martin to create their first registered apprenticeship at their Colorado location. This apprenticeship program has already successfully supported 60 job seekers into full-time employment with average wages of \$18.00/hr. Further, to best serve

employers the Business Services team led the Statewide Talent Pool initiative to implement a practice based on the talent management approach the Tri-County local area developed three years ago. This talent pool now includes ready-to-work customers from all the metro-Denver and Mesa County workforce local areas as well as from DVR and Colorado Works.

Overall, the most important innovation implemented this year is the intentional alignment and collaboration to customize customer-centered service delivery throughout all programs. This is evident in all the above named initiatives resulting in business services, WIOA program teams, and Wagner Peyser career services teams working together with community partners to support job seekers and employers.

## Workforce Boulder County

### **Mission & Vision**

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.

### **Accomplishments and Innovation in PY16:**

WFBC accomplished the relocation of both Workforce Centers during PY15. Now, the Department of Community Services (of which WfBC is a division), the Department of Housing and Human Service (HHS), and Boulder County Public Health are co-located within a centrally located building - supporting WfBC ongoing implementation of a Community-Centric Model of service delivery. This service delivery framework, combined with the redesign to programming and distribution of staff, serves to create a more sustainable community engagement model.

A key component of this work has been the implementation and use of a Universal Application, launched in early 2016, and the development of the Eligibility Matrix, which has resulted in:

- A streamlined process for participants to apply for all workforce programs using a single form
- A proactive method for responding to and organizing potential clients into appropriate programs and services.
- An internal shift with a greater focus on WfBC as a whole rather than disparate areas of programming, enabling the various programs to align processes and procedures relative to program placement and delivery
- A higher standard of customer service guided through a human-centered model, where participants no longer need to fill out specialized applications for each

program, and participants are able to maximize their potential in regards to services through co-enrollments.

One innovation implemented to facilitate and improve the process of file monitoring is the construction of a sharable spreadsheet used to track files, identify problem areas, and document resolutions.

To better support and enhance the shift toward WfBC as a whole, to align processes and procedures, and to continue implementing a human-centered, customer-centric model, six Integrated Project Teams have been organized in specific areas. Each team has been tasked with the development of deliverables relative to the stated focus of the team.

The six teams and a sample of the deliverables developed by each team to date are as follows:

- Data: WfBC Annual Report; WfBC Fact Sheet; Development of a Report Matrix for effective and timely management of reports
- Policy and Procedure: Development of a user-friendly Policy/Procedure catalogue; Revision and submission of all required Policies to CDLE; Development of an 'ease-of- access system' to share with all staff
- Messaging, Marketing, & Outreach: Development of a WfBC 'What Can We Do For You?' Referral Form; Create an Outreach Calendar and email to track events; Development of an Outreach 101 Training for all WfBC Staff; Exploring the potential of implementing WfBC Recruitment Ambassadors ; Create a training for WfBC staff on messaging & marketing WfBC services
- Staff Development & Training: Establishing a Staff Recognition process for the nomination of fellow staff when going above and beyond the expected; Exploring the potential of a Mandatory Fun Day once a year for staff to have fun while team building; Explore grants to obtain training opportunities for staff such as Empowering Pathways
- Accessibility & Service: Develop a Customer Service Survey that targets job seekers registered in Connecting CO with the stated objectives of:
  - a. Determine how much job seekers know about WfBC services
  - b. Determine how useful/ valuable are our services for job seekers
  - c. Determine the level of satisfaction of those who have used/ are using our services
  - d. Identify gap of services;
  - e. Develop a Client Scenarios Activity/Gave for staff to promote knowledge of gaps in service delivery;

- f. Place Monitors in each WfBC office for clients that displays relevant information (piloted first at the Boulder location); and
  - g. Create a Resource Guide for Clients
- Onboarding: Developed a WfBC version of a 'New Hire Admin Setup Request form'; Create a master list of information to include in Welcome Packets; Explore the customization of New Hire training.

# Workforce Development Programs

## PY16 WIOA Annual Report: 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
- Exceptional customer service

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

- Disseminating funds to workforce areas and other sub-recipients
- Overseeing the statewide one-stop delivery system
- Developing policies and providing training and technical assistance
- Monitoring local areas 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.

## Talent Development Network - Performance Excellence

Colorado has excelled as one of three workforce demonstration states, fully embracing the key principles of the Workforce Innovation and Opportunity Act, achieving total integration of Workforce Innovation and Opportunity Act, Wagner-Peyser, Veterans, and Trade Act employment and training programs, and launching state and local partnerships with TANF, SNAP, Adult Education, Vocational Rehabilitation, and other workforce partners. Successful outcomes for PY16 include:

- Provided employment services to more than **232,000 job seekers** (including **26,000 veterans**) and **23,000 businesses**
- More than **141,000 job seekers** obtained **unsubsidized jobs**
- Provided **training services** to more than **4,000 job seekers**
- Served **35,000 youth** through the **Governor's Summer Job Hunt**

- The **Work Opportunity Tax Credit program** certified more than **\$50,000,000 in tax credits for Colorado businesses**. (However, we do not have access to the actual tax incentives awarded by the IRS once the businesses filed their annual corporate income tax returns.)

## Work-based Learning

### Creation of the Work-based Learning Unit

In Spring of 2017, WDP created the Work-based Learning Unit in support of the Governor's initiative to extend experiential learning to individuals who may not otherwise receive the opportunity to achieve middle class employment opportunities. To create positive outcomes for both businesses and job seekers, the Work-based Learning Unit provides planning at the program and tactical levels, policy development, fiscal and grant management, and evaluation. Unit activities include liaison with forward-looking state agencies and community partners to create a unified community of practice in workforce development. In addition, the Work-based Learning Unit directly administers the following programs:

- Experiential/Apprenticeship Grant
- Innovative Industries Internship Grant
- Colorado Hospitality Career Secondary Education Grant
- WORK Act Grant
- Governor's Summer Job Hunt
- Workforce Services Initiatives

### ApprenticeshipUSA State Expansion Grant

In November 2016, the Colorado Department of Labor and Employment received the ApprenticeshipUSA State Expansion grant. This \$1.8 million grant runs from November 2016 - April 2018 and is intended to increase the number and diversity of Registered Apprenticeship programs in Colorado as well as align them with the State's employment, education and economic development systems. The grant is also designed to increase the level of support for apprentices within the programs.

To expand apprenticeship opportunities for opportunity youth and adults, staff and partners pursued recruitment of businesses and industry intermediaries to participate in building both the local sector partnerships and the statewide network of apprenticeships. Similarly, grant partner CareerWise expanded its efforts to embed pre-apprenticeships and apprenticeships in secondary schools across the state. Activities included outreach to underrepresented populations including Opportunity Youth, low-income adults, individuals with disabilities, and women. As of August 10, 2017 **nine new registered apprenticeship programs** had been created in industries such as healthcare and advanced manufacturing. This work could fundamentally change the way Colorado's workforce and educational systems approach employment and training for youth and adults.

**Impact Stories:**

A job seeker came through the WIOA program after being unemployed for close to 6 months following a back injury on the job. As this person had worked with their hands throughout their career, the case manager identified the Lockheed Martin (LM) Advanced Manufacturing Technician Apprenticeship Program (AMTAP) as a potential option. While the participant admitted to struggling with some concepts throughout AMTAP, he successfully finished the AMTAP and was offered a full-time position with Lockheed Martin with an hourly wage of \$18.50, allowing him to better support a family of four.\

**TalentFOUND WIOA Work-based Learning Academy**

The Colorado Department of Labor and Employment and the Rocky Mountain Workforce Development Association hosted Colorado's first TalentFOUND Academy, held June 26-28, 2017 in Vail, Colorado. The BEL Commission and the Colorado Workforce Development Council sponsored this premier event, which focused on work-based learning and its integration with career pathway and sector strategy initiatives. The Academy had over 300 attendees, including representatives from federal, state and local workforce agencies, vocational rehabilitation, veterans programs, education, human services, workforce board members, employers and community partners. Representatives from National-level organizations also attended.

Speakers included representatives of the National Governor's Association, the New America Foundation, USDOL and the Colorado Office of Apprenticeships. Among the topics covered were:

- How to engage with employers to develop work-based learning opportunities for job seekers
- Promising practices in building and supporting work based learning models such as apprenticeships, on-the-job training, and internships
- Strategies for utilizing partnerships in the development of work-based learning

This event helped the state's workforce partners plan, design, and create a more responsive and effective system of education, skills training and talent development.

**Registered Apprenticeship Boot Camp**

Workforce Development Programs hosted its first ever Registered Apprenticeship Boot Camp on April 26, 2017, targeted to local workforce area staff, community colleges and their career and technical education programs, the Division of Vocational Rehabilitation, veterans' program staff, and local employers. 110 participants were invited; a record 122 attended and praised all aspects of the event.

**Colorado Jobs for Veterans State Grant (JVSG)**

During PY16, JVSG accomplishments included:

- 22,700 veterans registered for services
- 16,932 veterans received staff-assisted services
- 2,139 veterans with barriers to employment received staff-assisted services
- JVSG exceeded all negotiated performance goals

JVSG staff work with a population of veterans who have significant barriers to employment and who, without the one-on-one staff-assisted services, would most likely not succeed in the civilian workforce. Every quarter the JVSG staff are required to participate in two-day training sessions that provide them with the most up-to-date tools needed so that they can deliver the highest quality of services to these special categories of veterans. Veterans who have completed 181 days of active duty federal service and fall within one of the seven categories listed below are eligible to receive employment services from the JVSG case managers:

- Disabled veteran
- Homeless veteran
- Recently-separated service member who has been unemployed for 27 or more weeks in the previous 12 months;
- An offender who is currently or has been released from incarceration;
- A veteran lacking a high school diploma or equivalent certificate; or
- A low-income veteran as defined by WIOA Section 3 (36)
- A veteran who is between the ages of 18-24

### **Highlights of PY16 JVSG Staff Initiatives**

- The Pikes Peak Workforce Center hosted its annual Spring Job Fair on April 12, 2017 in Colorado Springs. 140 employers with current vacancies and 1,369 job seekers attended the event. Employment opportunities included everything from entry-level production, warehouse, laborer positions, customer service, medical, and Information Technology, representing all levels of education or experience. The Spring Job Fair was a team event. The Pikes Peak Workforce Center (PPWFC) staff handled all job fair registration duties and staffed information tables, as well as conducting participant surveys. The PPWFC Business Relations Group took the lead in recruiting employers. Regional Veteran Employment Representatives (RVERs) Matt Broker and Tim Amthor assisted the Business Relations Group by advertising the job fair to their network of employers and encouraging them to attend. The Jobs for Veterans State Grant (JVSG) team also assisted by getting the word out about the job fair to the local military base transition offices, veterans enrolled in Targeted Career Management Services, and all veterans registered in Connecting Colorado. Because of these efforts, 342 veterans attended the job fair, accounting for 25% of all job fair attendees, although they make up only 19% of all job seekers registered in Connecting Colorado for the Pikes Peak area.
- Each year, the American Legion nationally recognizes one outstanding Local Veterans Employment Representative, one Disabled Veterans Outreach Program Specialist, and one local Employment Service Office for their efforts to provide outstanding job counseling, testing and placement assistance to unemployed and underemployed veterans. This year, Martin “Marty” Bangert, a Veterans Specialist in the Pikes Peak Workforce Center, received the Legion’s National Employment Services Award for 2017. The award was presented on June 23, 2017, during the American Legion 98th Annual Department Convention in Colorado Springs.



## **Impact Stories:**

- Bryce P. was a recently separated, long-term unemployed, Special Disabled Veteran. He was frustrated by his job search and sought assistance from the DVOP. Bryce needed immediate employment, so the DVOP conducted a job development with the local Wal-Mart that was recruiting veterans for night stocker positions. The position met Bryce's immediate need for income and, at the same time, left his days open so he could continue to pursue employment that was better suited to his skills and education. After assessment and career coaching to help Bryce articulate his career goals and aspirations, the DVOP referred Bryce to the SANS Institute for Cyber Security for training. Bryce completed the course, and obtained employment with Hewlett Packard Enterprises as a Cyber Security Specialist earning \$54K a year.
- After his release from incarceration, Brad needed a job in order to comply with his parole program requirements. The state veterans representative counseled Brad on appropriate dress and appearance for his interview, and helped him write a resume and draft a cover letter that included both Federal Bonding and the Work Opportunity Tax Credit incentives for businesses to hire at-risk candidates. Brad obtained a job to fulfill his parole requirement and decided to continue working with his Vet Rep on his long-term career goals. Brad continued his job search and eventually accepted a full-time position for \$22/hour with promising potential for growth. To assist Brad with job retention, the Vet Rep referred him to the Department of Corrections "Road to Work" grant where he received tools and clothing.

## **Workforce/Unemployment Insurance Partnership**

Workforce Development Programs and the Unemployment Insurance (UI) Division formalized their long-standing partnership in early 2012 with the co-location of Workforce Development staff at the Unemployment Insurance offices to facilitate better coordination of reemployment initiatives targeted to UI claimants and the long-term unemployed. The two agencies work closely together to strategically plan and support implementation of reemployment initiatives designed to benefit shared customers. The largest joint endeavors during Program Year 2016 included:

### **Reemployment Services and Eligibility Assessment Program**

During 2016 and 2017, Workforce Development Programs and the Division of Unemployment Insurance have been working closely to enhance the Reemployment Services and Eligibility Assessment (RESEA) program and expand the program to all local workforce areas. On June 1, 2016, eight Local Areas began scheduling participants for RESEA orientations. In 2017, all Local Areas committed to transition from Links to Reemployment to the RESEA program.

In Program Year 2016, local areas referred 6,507 participants to a RESEA session. During the scheduled sessions, participants learn about workforce and reemployment services and meet individually with a workforce representative who reviews and makes

recommendations on improving their job search strategy. Additionally, the participant and workforce representative co-develop a reemployment plan. Participants learn about various labor market and career exploration resources; look for resources to alleviate any barriers to employment; and update their individual Connecting Colorado account with relevant skills and information most applicable to their desired occupational goals. 3,565 of the referred participants, 55.8 percent, completed the series of reemployment activities.

Many tools and resources have been made available for customers and frontline staff to assist in the RESEA process. Some highlights include:

- Website that walks customers through the next steps in preparation for an orientation
- Unemployment Insurance work-search and eligibility video including a transcript of the video made available for the hearing impaired.
- Technical assistance presentations to workforce center staff included:
  - o Unemployment Insurance Able and Available definitions
  - o Utilizing the Unemployment Insurance Eligibility Review Sheet
  - o Improving orientation show rates through behavioral modeling techniques
  - o Procedural documentation for the One Stop System and the Division of Unemployment Insurance

### **RESEA Success Stories and Kudos**

- From Employment Services of Weld County: “I just wanted to relay a great compliment from one of our customers. Jessie C. attended the RESEA orientation, took the Work Readiness Credential (WRC) through Work Keys and worked with staff in both the Resource Room and Learning Lab. Recently he completed remediation to earn his WRC certificate; while printing out his certificate, he wanted to let me know that he has *‘nothing but good things to say about this place’* and *‘everyone here has been so helpful, friendly and given so much’* to assist him. He really appreciates all we do and understands that we may not often hear that from customers.”
- From Arapahoe Douglas Works!: “Thank you for the mock interview. It was helpful. I will be officially accepting the job from Viega just as soon as the offer letter arrives. Thanks, Mike M.”

### **Other WDP/UI Reemployment Accomplishments**

- Chat Functionality/Instant Messaging: In order to meet the One-Stop partner requirement to provide access to staff-assisted services, Colorado’s Division of Unemployment Insurance has implemented the Unemployment Insurance Customer Service Chat Initiative. Currently, UI claimants may access customer service via the chat program from every comprehensive workforce center in Colorado. This service alleviates the pressure on the UI Customer Service Center’s phone queue, and provides a quick and easy way for claimants to interact with Unemployment Insurance staff. The Chat shortcut connects One-Stop customers directly to UI representatives without the need to wait on hold over the phone. In PY16 UI customer service staff handled 2165 chats.

- The Division of Unemployment Insurance (UI) assigned a full time staff member dedicated to reemployment initiatives within UI and to foster the coordination with WDP reemployment initiatives. Among the results:
  - o Formed a UI Reemployment Steering Committee in partnership with WDP to further the alignment of strategic initiatives between the two divisions.
  - o Integration of Work Share into layoff aversion strategies offered through Rapid Response.
  - o Technical assistance visit from the American Institute for Full Employment to explore best reemployment practices.

## Business Services Initiatives

### Talent Pool

The Talent Pool is a designation for job seekers that represents the best in collaboration between Business Services and Job Seeker Services teams to meet the talent pipeline needs of Colorado Employers. Job Seekers seeking a better chance of finding a sustainable job complete a variety of workshops designed to help with resume writing, interviewing, and professionalism. Upon successful completion, the job seeker's Connecting Colorado profile is enhanced and highlighted for presentation to local businesses.

Starting in Jefferson County, the program expanded to include Denver, Mesa, Adams, and Arapahoe/Douglas. Over the past year, 253 Job Seekers put in the effort to become "Job Ready" and were added to the Talent Pool; 76 have gained employment, earning an average of \$2,700/Month. This success is in part the result of CDLE's Government, Policy, and Public Relations Office, which created new marketing materials for the workforce centers, which explain the benefits of the Talent Pool to both employers and jobs seekers.

### Business Services Summit

Workforce Development Programs hosted the 2016 Annual Business Services Summit, a gathering of Business Development Representatives from Colorado's workforce partners, including local workforce area Business Services staff, Business Outreach Specialists from the Division of Vocational Rehabilitation, and Navigators from the Department of Corrections. The summit focused on building partnerships to align business outreach efforts and effect continuous improvement of services to Colorado's businesses. The 100+ attendees also met in teams to create their operating plan for the coming year.

## Hire for Colorado

When Governor Hickenlooper announced the Hire for Colorado project in January 2015, he envisioned supporting 300 long-term unemployed individuals with training and supportive services leading to full-time employment. For 18 months the statewide team worked together to exceed these expectations. The project closed December 31, 2016, with the following noteworthy results:

- **564** people were served, 284 individuals over age 50

- **294** placed in permanent jobs
- **Average wage = \$20.95 / hour:** Highest hourly wage \$82.21 / Lowest hourly \$7.65

## **Impact Story: Hire for Colorado**

**Older workers get new skills – Workforce counseling makes a difference:** Bernie was a Senior Manager at a local company when he was laid off in March 2015. He came to the workforce center seeking assistance with his job search and training. Bernie wanted to update his skills and obtain advanced industry certifications. By combining funding from Hire for Colorado, AARP BACK TO WORK 50+ program, and other funds he was able to attend the appropriate training program. While in training Bernie worked on his resume and interviewing skills through workshops and counseling from his workforce center case manager. He accepted a position with North American Bancard as the Director of Business Development, where his base salary was \$75,000. He credits his new employment to the support from Hire for Colorado.

**Earning and learning – From the mine to the farm to law enforcement:** Hector was working at the Questa Mine when it closed down in June 2014. He had been out of work for eight months, had exhausted unemployment benefits and was just helping on the family farm. Hector came to the workforce center to discuss services and a position with the Alamosa County Sheriff's Dept. He talked at length with the Workforce Center case manager about the position requirements, application, and interview process. Hector submitted an application for the position and got an interview. Afterwards the workforce case manager contacted the Human Resources office at Alamosa County and determined that they would be willing to hire Hector through the Hire for Colorado OJT program. Hector started as a corrections officer in March 2015 and was grateful for the extra help from the Workforce Center in buying his duty belt and other items needed to dress appropriately for work. After the Hire for Colorado program expired, the sheriff's department permanently hired Hector and continued to support his desire to go to school to receive his Peace Officer Standards and Training (POST) certification.

## **Sector Partnerships National Dislocated Worker Grant**

In PY15, the Colorado Department of Labor and Employment was awarded the Sector Partnerships National Dislocated Worker Grant. This \$5 million grant was extended in March of 2017 and now has a period of performance from July 2015-June 2018. The grant provides support to participating local areas to establish and maintain a Sector Partnership in one or more targeted industry sector(s), utilizing the Partnership to identify existing and emergent workforce needs, and offer work-based-training opportunities to prepare Coloradans for work within in-demand, middle-skill, and middle-wage occupations. Concurrently, this grant provides work-based training and support funding to prepare 500 dislocated Colorado workers who have been identified as unlikely to return to their previous occupations to fill the jobs as identified by the Sector Partnership as in-demand.

In PY15 and 16, the Sector Partnerships NDWG served a total of 455 Dislocated Workers across the State of Colorado. In addition, this initiative has energized the development of a

Statewide Sector Partnership Task Force, with representatives from Workforce Development, Business Services, Veterans Services and the Colorado Workforce Development Council to ensure strategic alignment between all organizations performing Sectors-based work. The commitment of this Task Force to partnership and strategic alignment between organizations involved in Sectors work promises leaner, more targeted Sectors strategies in the future.

### **Impact Story: Sector Partnerships National Dislocated Worker Grant**

John came in for a 1:1 intake session and comprehensive assessment in March 2016. John comes from a mechanical drafting background, of over 20 years, had been unemployed for more than 6 months. He was struggling financially and contemplating selling his home. He came to Arapahoe/Douglas Works for assistance with Solidworks (Computer Aided Drafting) training. John took advantage of job search workshops, labor market information and job search strategy tips. He revised his resume, attended interviewing workshops and completed his training request packet. His training was approved to attend Alignex Inc for Solidworks training, paid for by the Sectors grant. He recently obtained a mechanical drafting position with RK mechanical making \$33 an hour.

## **Road to Work Program**

The 2016/2017 Program Year marked the second year (and the first full year) of The Road to Work program, a partnership between the Colorado Department of Corrections (CDOC) and the Colorado Department of Labor and Employment (CDLE). This program utilizes the strengths of the Colorado Workforce system and wrap-around supportive services to provide employment opportunities and job retention activities to assist parolees in obtaining and retaining gainful employment while reducing recidivism by assisting participants in achieving self-sufficiency and stability as they reintegrate into our communities. Participating Local Areas in the pilot program include Pikes Peak Workforce Center and Arapahoe/Douglas WORKS! Workforce Center.

During the second year of the initiative, 333 Parolees were referred to the Road to Work program. Of those referred, 151 participated in the program, resulting in the placement of 143 individuals in subsidized and/or unsubsidized employment. The average starting wage of \$11.61 reflects a 9.2% improvement over wage numbers for the first year of the program. In addition to the emphasis on work-based learning through placement into subsidized work experiences, 31 participants received vocational training to obtain occupational certifications to support advancement along career pathways. Workforce Centers provided supportive services to assist in stabilizing the transition from incarceration to employment, including transportation assistance, shelter, work tools, interview and work clothing; along with soft skills training and a variety of workshops designed to help individuals obtain and retain employment.

While barriers to employment remain significant for the parolee population, the second program year was significantly more successful than the first year of the program in terms of cost savings to the taxpayer. The program cost taxpayers \$3571 per participant in the second year, as opposed to an \$11,290 per participant in the first year. The cost per

participant reflects a savings of over 90% of the average cost per individual per year for incarceration.

### **Impact Story: Road to Work Program**

Michael E. is a 55-year-old male, who was referred to the Arapahoe/Douglas WORKS! Road to Work program by his Parole Officer in August of 2016 after initially accessing the program through his Disabled Veterans Outreach Program counselor. Michael became engaged in the program as he arrived at the DOC offices on the day of his release. He received housing assistance almost immediately and began researching his options in his desired field of Culinary Arts. Michael secured culinary training through a Road to Work scholarship to the Emily Griffith Technical College. His Case Manager was able to meet with Michael, assist with monthly transportation, and provide clothing assistance as well as hygiene items. The head chef for Michael's culinary program has stated he is the top of his class, always eager to lead and learn. He has passed all of his exams with a 90% or higher. Michael has completed his program, has obtained an Associate's Degree in Culinary Arts and now works as a Kitchen Manager in a local hotel.

## **Colorado Hospitality Career Secondary Education Grant Program**

Colorado's Hospitality Program is authorized by state legislation passed in 2014. The program focuses on expanding use of the ProStart® Program administered by the Colorado Restaurant Foundation (CRF), a nationally certified foodservice/hospitality education and mentoring program to develop its industry's future leaders.

Accomplishments include:

- **820 students** were impacted by the Colorado ProStart Program in the 2016-17 academic year
- During PY 16, **427 student earned their certification** in ServSafe Food Manager's Training.
- CRF Launched the CRF WorkForce Ready (WFR) Certificate program **with a first-year goal of 200** students earning certificate. **394 Colorado ProStart students earned their certificate** which represented approximately 48% of eligible students.
- Thirty-eight (**38**) students earned the National Restaurant Association Education Foundation National Certificate of Achievement award and 11 students earned the NRAEF Certificate of Achievement Scholarship to further their education and work-based learning opportunities
- Through the hospitality grant, **Metro State University Denver (MSUD) implemented a Concurrent Credit program for 15 high schools** across the state. As a result, **194 students were concurrently enrolled** at MSUD while participating in Colorado ProStart Programs

### **Impacts: Colorado Hospitality Career Grant Program**

The National Restaurant Association Educational Foundation recently partnered to deliver the newly-approved Registered Apprenticeship program for Restaurant and Lodging Managers. They believe that many students will choose this option upon graduation from

the Colorado ProStart Program. They've tested the "pathway" with Ameristar Casino Resort Spa and its Culinary Registered Apprenticeship program.

## Innovative Industries Internship (III) Program – House Bill 15-1230

The Colorado Department of Labor and Employment (CDLE) received a state general fund grant to launch the Internship program on January 1, 2016. The program provides funding for up to 90 internships annually and is designed to incentivize businesses in innovative industries to build a talent pipeline and career pathways to align education, training, and work-based learning. The program model provides half of internship costs with a cap of \$5,000 per internship. The state provides incentives directly to businesses and links employers and interns to the local workforce areas for ongoing support when applicable. The program was developed using Agile and Lean strategies and provides web-based applications, internship resources, program orientation, evaluations, and billing. Employers work directly with the state program coordinator and receive individual support when necessary. The state also contracts with six industry associations to assist with program development and outreach.

The program has been tremendously popular with Colorado employers. Program outcomes from inception through June 30, 2017 are as follows:

- **328 internships have been approved** throughout Colorado
- **181 interns have completed internships**
- Participating interns were making a minimum of **\$10.00/hr and up to \$25.00/hr**. Average hourly wage across the program is **\$14.60**
- Demand from employers exceeded current program funding. While 63% of 130+ participating employers requested funding for multiple interns, only 13% of these requests received funding for multiple positions

### Impact Stories: Innovative Industries Internship Program

Quote from participating business:

"I just wanted to provide you with some feedback on the two interns we have: Both of them are really tremendous! There has been positive feedback from both the Quality and HR teams about their initiative, work ethic and performance. Who says millennials aren't motivated? They are incorrect. We couldn't be more pleased! They appear to be very happy in their roles, as well. One intern has told me he would love to work here someday. So I just wanted to let you know that the intent of the program is really working well."

Quote from a participating intern:

"I worked in a great office and I learned so many valuable concepts/ideas that were far beyond classroom content. After completing an engineering internship, I am sure that engineering is the right career path for myself."

## Skilled Worker Outreach, Recruitment, and Key Training Act (WORK ACT)

The purpose of this state grant is to increase awareness of, and enrollment in, Colorado's skilled worker training programs to increase Colorado's skilled workforce, as employers' needs for skilled workers were not being met. This three-year grant affords \$10,000,000 for marketing and updating training to meet industry standards and need for skilled workers and is administered in three grant cycles. Outreach under this grant is targeted to populations typically underrepresented in their industry such as veterans, youth, dislocated workers, ex-offenders and residents of neighborhoods impacted by large infrastructure projects in Denver.

In Cycle 1 alone, grantees were reimbursed \$ 1,972,254 through June 30, 2017, with the following outcomes:

- **7,515 students actively recruited** through outreach efforts by recruiters
- **1,393 completed training** ranging from 30-day boot camps to certificate programs
- **906 completers employed**
- **Average cost for outreach and training (in grant dollars) per job placement: \$2177**

Cycle 2 (May 1-June 30, 2018) awarded \$3,409,741.19 to 9 new grantees in additional key industries: Technology and Information, Tourism and Outdoor Recreation, and Health and Wellness to recruit new trainees into their programs. In the short time since contracts were signed (2 months), 334 were actively recruited, 168 were enrolled, 52 trainees completed their training and 33 were employed.

For the Cycle 1 Extension (July 1, 2017-August 31, 2018) three grantees propose to enroll 1,125 new trainees and have 1,025 complete their programs in pre-apprenticeship, Apprenticeship and certificate programs.

### Impact Story: WORK Act

"I have been working for Mortenson since October 2016 and I love driving my kids around showing them the projects I've worked on. I have learned that I have a great interest in erosion control and I plan to start an Erosion Control Apprenticeship program soon. Until then I am making \$26.50 per hour and am very happy with my job. I am proud to be working for such a great company." Aleyna – September 16 CNN Completer, Mortenson Construction



## Colorado Veterans' Service-To-Career Pilot Program – HB16-1267

Workforce Development Programs received **\$600,000** in state funds to serve veterans, spouses, and other eligible individuals through contracts with three of its local workforce centers. Program activities include supportive services, emergency housing, emergency supplies, backpacks, skills training, and background checks, all designed to support and speed the reemployment of the **213 participants** that have enrolled to date. Enrollments are above target and expenditures are on target for a June 30, 2018, completion of the initiative.

## Rapid Response/Layoff Assistance Services

While the economy in Colorado continues to improve and communities enjoy unemployment rates less than the national average, businesses continue to conduct layoffs and utilize Rapid Response services. In 2016 a total of 73 businesses conducting layoffs that affected 5,498 individuals received Rapid Response services. Layoffs were predominantly the result of closures (2,264) and downsizing (1056). The local areas most impacted were Denver (17), Pikes Peak (16) and Rural (9). A few industries were especially hard hit, including retail trade (1,722), healthcare/social assistance (622) and Manufacturing (602). The Rapid Response team delivered a total of 103 workshops and other events to employers with 2,661 attending. Customer satisfaction continued to be high at 99% for businesses who received services, and businesses have indicated that they continue to see value in the services we deliver. Take for example, Lake Region Medical, who conducted mass layoffs as they shifted their manufacturing to Mexico:

### Impact: Rapid Response Services

“As we are closing the doors on the Lake Region Medical Arvada facility, I wanted to take a moment to thank you for all the wonderful help you were during this process. Your Rapid Response guidance during the early stages of the process was extremely helpful. The information you provided me related to unemployment, workforce, and health insurance/Connect for Health Colorado was significant. Without that initial information, we would have misdirected our employees and caused serious issues. The support you provided was appreciated by all the employees at Lake Region Medical.”

Gyda Torbet, Lake Region Medical HR Manager

**Fire at Western Excelsior:** Western Excelsior, a manufacturer of erosion and control products from harvested timber, caught fire and burned on 5/8/17. The Company plant, the single largest private employer in Mancos, CO, was deemed a “total loss” and as a result 110 employees lost jobs. On the day of the fire, the State Rapid Response Coordinator and the Western local area Rapid Response team reached out to the Company to gather the separation details and to quickly mobilize resources at both the State and local levels. Region 9 Economic Development shared information about possible assistance to the

Company. Department of Local Affairs was also involved in meeting with the local City government. The Mancos Library provided space for a temporary workforce center office, which opened the day after the fire and stayed open through 5/15/17. Workforce Center staff from Delta, Montrose, Cortez and Durango provided staff assisted services to those impacted. Spanish translation services were provided at the Mancos Library and Cortez Workforce Centers for Spanish speaking workers.

The Western area staff conducted a Rapid Response workshop on 5/11/17 at which 99 employees attended. Evaluations were in the "Excellent" range. At the event, employees received information on unemployment insurance benefits, job training, health insurance resources, financial information on 401K rollovers, health and human services and other community resources. The State Rapid Response Coordinator, in conjunction with Unemployment Insurance, organized a single point of contact into Unemployment insurance for employer questions and two Unemployment Insurance Representatives to support the Rapid Response events. The Cortez Workforce Center met individually with the workers and provided assistance registering for work and filing for unemployment benefits, as well as employment assistance and referrals to community resources. The Cortez Workforce Center hosted a Job and Resource Fair for Western Excelsior employees on 5/25/17. The event was held in Cortez and included approximately 15 community resource agencies and the same number of employers.



*After a fire that completely destroyed the Western Excelsior manufacturing plant, the Western region's Rapid Response team set up an emergency workforce center at the library in Mancos to assist dislocated workers in finding work and receiving needed services.*

**Colorado Mills Mall Closure:** When a damaging hailstorm destroyed the roof on Colorado Mills Mall, employees were suddenly left with no information and no jobs. Every night it seemed the media railed against the Property Management Company and how little help these employees were receiving. It was unclear if the mall, which had been closed on May 8<sup>th</sup>, would reopen or whether it was a total loss. No one was providing information. Immediately upon hearing the news regarding the closure, the Statewide Rapid Response Coordinator and the American Job Center staff in Jefferson County quickly went to work reaching out to the property management company and the displaced employees through the media. We also scheduled a resource and hiring fair on June 7. The event was publicized in a media blitz coordinated by CDLE's public relations office and featured on the Colorado Mills Mall Resource Page, as well as through a variety of media outlets. TV and

radio interviews were conducted on News 7 and News 9 and on Colorado Public Radio as well as other channels and stations to reach Colorado Mills employees and notify them of the event.

As a result, over 100 Colorado Mills employees attended the resource and hiring fair. In addition, 25 employers participated, with some hiring on the spot. Business exhibitors included the Marriott Denver West, FirstBank, Sodexo, Staples, Kohls, City of Lakewood, Natural Grocers, Dish Network, Sears, CoorsTek, Target, Home Depot and Ameristar Casino Resort Spa and many others. Seven social service agencies and community organizations exhibited their services in a resource room, including the American Job Center, Unemployment Insurance, Connect for Health Colorado, Jefferson County Human Services, Veteran Employment Services, CUSO Financial, The Action Center, and Dress for Success. Staff delivered workshops throughout the day including "Updating Your Resume for Today's Market", "Interviewing for Success," "Your Healthcare Options," and "Applying for Unemployment Insurance Benefits." Attendees could also take advantage of a resume critique following the resume workshop.



*Jill Howard with the American Job Center of Jefferson County is shown here being interviewed to inform Colorado Mills employees of the upcoming hiring event co-sponsored by CDLE and the American Job Center of Jefferson County. Over 100 employees attended and 25 employers exhibited.*

## Governor's Summer Job Hunt (GSJH)

The GSJH is a statewide program that assists Colorado's youth, ages 14-24, with career exploration, workforce readiness, and interest-based job search. During the 2016 calendar year, **45,382 youth registered for the program statewide, with a 59.01% entered employment rate**. Numbers had been trending downwards for the past few years as the unemployment rate dropped, but the expanded age range, combined with state and local outreach helped to increase exposure to the program.

- Over **24,950 youth** received direct services and these youth **received over 99,000 referrals** to other programs and services in local communities.
- Statewide, over **10,000 youth** participated directly in local job fairs, career events, and workshops.

## Think Big Youth Forum

This conference is one of the key training and networking events in the state for youth service providers, and this year it occurred in August 2016 at the Hotel Elegante in Colorado Springs. **Over 200 attendees and presenters from the state and local workforce system, education and higher education systems, the Division of Vocational Rehabilitation, local youth councils, Adult Basic Education, and many other state and local organizations attended.** In addition, we welcomed two representatives from the USDOL Regional Office in Dallas. The theme for Think Big was “Choose Your Adventure” and the content was focused on 5 tracks: Youth Engagement & Inclusion, Systems Building/Partnership/Collaboration, Workforce Innovation and Opportunity Act, Special Populations, and Emerging Programs & Initiatives. Presenters at the conference represented a wide array of cross agency and local partners, such as the Colorado Community College System, Colorado Workforce Development Council, Workforce Programs at the Colorado Department of Labor and Employment, several youth divisions from the Department of Human Services, promising practices from local workforce areas, opportunity youth, CareerWise, industry partners, and many others.

## Monthly Youth Services Provider Meetings

The GSJH coordinator hosted statewide monthly meetings where program updates and national and local updates were shared. The GSJH Coordinator also provided program workshops and WIOA youth workshops to the Division of Vocational Rehabilitation, Adult Basic Education, School-to-Work Alliance Program, ASPIRE, Mile High United Way, and participated in the Denver Public Schools middle school career fair, as well as many local presentations at high schools and other youth programs. A webinar on Colorado Youth Labor Laws was provided multiple times in the summer of 2016 to a wide variety of attendees statewide.

## Program Promotion and Events

Colorado continued its successful partnership with 9News TV station by hosting Teen Jobline 9 youth employment call-in's during the late afternoon news. The annual Governor's Summer Job Hunt end of season appreciation ceremony was hosted again at the Governor's mansion to recognize youth and business for outstanding achievement. The GSJH program continues to have a very active facebook page, with frequent updates regarding the program, the local programs, and to help promote partner programs, hiring events, workshops, etc.

## Impact Story: GSJH

The Tri-County region of Jefferson, Clear Creek, and Gilpin Counties developed a **Sophomore Career Expo in 2016. The event attracted over 3,000 students and over 40 industry representatives.** What started out as an event targeting 1 school ended up attracting 19 from the area. The workforce area worked with Junior Achievement and the local school district to provide pre-expo career awareness preparation. Students were provided with an opportunity to touch, feel, hear, and see careers they were interested in

from representatives from those careers. **Overall, the local area increased their registrations from under 1600 in 2015 to 4200 in 2016**, and the event will be offered annually.

## 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.

The Grant Coordinator at CCD strives to support students beyond education training and supportive services. In order to help students achieve the ultimate goal of economic self-sufficiency, she uses a long-term, holistic approach targeting their goals by having them create an Individualized Career Plan and Self-Sufficiency Plan. To facilitate that approach, the Grant Coordinator seeks to understand students both as individuals and as leaders of their families.

Students also learn a budgeting system for their current expenses and the future wages of their occupational career choice, and gain knowledge of the loan process while in college. They also learn how to overcome barriers that they face on a day-to-day basis by learning techniques to help navigate through their barriers and gain access to different resources within CCD and outside community agencies.

During PY16, \$220,887.00 in scholarships were awarded to 71 students. Twenty-six students completed their Certificate Program or Associate’s Degree during this program year, with sixty-three completing their course work goal for the school year. Programs of study focused on in-demand careers in the areas of health care, computer science, human services, business, law and legal, engineering technologies and education.

## Certified Workforce Development Professional (CWDP) Credentialing Initiative

Colorado has anticipated the WIOA requirement to offer comprehensive professional development opportunities by creating a staff training coordinator position and providing resources to pay for the CWDP credentialing initiative. Within the last three years, 71 WDP professionals have engaged in the online, self-paced learning modules through The Dynamic Works Institute to earn their CWDP, and 31 staff members have successfully earned their CWDP credential.

The CWDP credential is awarded by The National Association of Workforce Development Professionals (NAWDP) and:

- Is a nationally-recognized and portable credential
- Provides much deserved recognition of the staff role as a workforce professional
- Offers an independent evaluation of staff competencies

The CWDP evaluates professional knowledge in nine different competency areas:

- Business and economic development intelligence
- Career development principles
- Collaboration and problem solving
- Customer service methodology
- Diversity in workforce development
- Labor market information and intelligence
- Principles of communication
- Program implementation principles and strategies
- Workforce development structure, policies, and programs

## 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, a wage subsidy program called Reemployment Trade Adjustment Assistance (RTAA), reemployment and case management services, and Trade Readjustment Allowance (TRA), extended unemployment insurance benefits.

250 Trade-impacted workers received reemployment and case management services in PY 2016, including 202 who received retraining services. TRA Weekly Benefits were paid to 138 participants; RTAA benefits were paid to 46 participants. The Colorado TAA Program exceeded common measures in both Employment Retention and Average Earnings:

- Entered Employment Rate = 62.86%
- Employment Retention Rate = 88.73%
- Average Six-Month Earnings per customer completing the program = \$19,220.65

On June 29, 2015, the President signed the Trade Adjustment Assistance Reauthorization Act of 2015 (TAARA 2015) into law. The Trade Program has successfully worked to interpret and implement the new law and train all of the TAA counselors in the local American Job Centers who provide case management services to our participants. We have also worked closely with Rapid Response, Finance and MIS to improve data integrity and process for the program.

### **Impact Story: TAA**

Jarrold was laid off from Epicor Software on 10/13/2016, where he had worked in Advanced Application support earning \$29.29/hour. He had worked for the company for almost 4 years and attended some college, but did not have a degree. Jarrold completed a TAA-funded Computer User Systems Support Certificate program at Leaderquest in

December 2016, was hired less than a month later by a major health care provider and works in their IT department making \$89,440.00/year. Jarrod is very happy in his new employment and states:

"TAA allowed me to gain certifications that moved me from a support role in IT with little chance of advancement, to a process analyst with the potential for growth into management. I am really like it here. I've already made some friends than I had at my last job [sic]. The position is really great, and I enjoy my commute. Thank you for all your work in getting me where I am today!"

### **Impact Story: TAA**

Christine was laid off in October 2013 from Sanmina Corporation, a manufacturing company. She had worked for this company in customer service for 25 years and earned \$22.27/hour. Christine did not have any post high school education, was in her 40's and knew she had to obtain more education to make her more employable. With guidance from her workforce counselor, Christine decided to pursue an Associate's Degree in Health Information Technology (HIT). Christine was approved for the HIT training funded by TAA and graduated with her AAS in HIT in Dec. 2016. She had an overall GPA of 3.91 and was granted the honor of being on the school's President's List. Christine obtained employment as an HIMIS Technician for a healthcare organization earning \$15.07 an hour and has worked in that field ever since.

## **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. Services include 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 PY16, Colorado met all of its compliance indicators. Of the 1,139 MSFWs registered for services in PY16:

- 68.4% were referred to a job
- 98.5% received a staff assisted service
- 67% obtained employment
- 65% obtained employment 50 cents above minimum wage
- 71% were referred to career guidance
- 83% were referred to supportive services

MSFW coalitions of workforce and partner agencies sponsor yearly migrant appreciation events throughout the state. In PY 16, staff held two events, one in Greeley and one in Manzanola. The Greeley area event was attended by approximately 450 MSFWs, and approximately 150 MSFWs attended the event in Manzanola. Nineteen different agencies provided information on services and educational materials to all who attended.

## Impact Story: MSFW

Colorado has a history of collaboration between agencies that serve the MSFW population. During PY 16, the Colorado Department of Labor, Migrant Education, Migrant Health, Equal Employment Opportunity, Harvest America, Chamber of the Americas and other agencies initiated planning to co-sponsor a Colorado Regional Farmworker Summit on October 11, 2017. The Summit's objective is to understand the current and potential relationship of farm workers, migrants, immigrants and refugees in Colorado Region's agricultural economy. The scope includes identifying the populations; exploring and defining arrival, migration and settlement patterns of these residents; and determining Colorado's best practices in economic inclusion and integration of these talent pools for expansion and replication.

## Work Opportunity Tax Credit (WOTC)

The Work Opportunity Tax Credit Program (WOTC) is a federal tax credit incentive program for employers who hire individuals belonging to specific priority groups. Starting in 2016, the Work Opportunity Tax Credit program implemented a Lean Process to streamline multiple verification methods and reduce the amount of time taken to process applications. *Working smarter, not harder*, is a practice the Work Opportunity Tax Credit unit implements on a daily basis. The results of learning have been colossal in reducing the pending applications in our various categories, and in drastically increasing the response time to Colorado employers. In addition, the WOTC unit accomplished this successful task without spending a single dollar. Here are some prime examples of how the Lean Process has positively impacted the Work Opportunity Tax Credit program:

- Cultivated our partnership with the Department of Veteran's Affairs to reduce pending applications for the Veteran's category from **5,000 to 250**.
- Created an online portal to move to digital processing of all Out-of-State requests and applications, resulting in saving **~40 hours** of labor per month and reducing pending applications from **1500 to 200**.
- Collaborated with Department of Corrections to simplify the verification process of the Ex-Felon category, resulting in reducing pending applications from **1500 to 0**.
- Reduced pending applications for the newly added category, Long-Term Unemployed, from **6,000 to 0**.
- Dollars spent: **\$0**
- In the last year (PY'16), WOTC certified **\$34,140,000** in tax credits to Colorado employers who hired **8,022 Veterans**.
- In the last year (PY'16), WOTC certified **\$4,305,600** in tax credits to Colorado employers who hired **1,794 Ex-Felons**.

## Federal Bonding Program

The Federal Bonding Program is a six-month fidelity bond for job seekers who are denied coverage by commercial carriers due to their at-risk background. The Federal Bonding program is a partnership between the US Department of Labor and the Union Insurance



Company and is administered by Workforce Development Programs. During PY16, 18 employers hired individuals with at-risk backgrounds, and \$110,000 in fidelity bonds were issued.

### **Impact Story: Federal Bonding Program**

#### **Quote from a participating business:**

"Brady has been an asset to our team. His hard work and flexibility to get the job done is appreciated and recognized throughout the office. I am glad I called and received more information about the Federal Bonding program. We would hire another individual who might require federal bonding, if the candidate met the needs of the company."

## **Foreign Labor Certification (FLC)**

The FLC unit assists the U.S. Department of Labor in determining whether an employer's request to bring in foreign workers on temporary non-immigrant visas is warranted due to a lack of labor in the U.S. This entails the use of the H2A (agriculture) and H2B (non-agriculture) visas. The unit works in partnership with local workforce areas, which create and maintain the necessary job orders, as well as inspect the employer-provided housing required by the H2A program to ensure that it meets federal standards. Colorado's FLC unit is recognized nationwide as a leading model in the implementation of the program. Many states, such as New Mexico, Utah, Wisconsin, North Dakota, Arizona, and Wyoming, to name a few, contact the unit for advice on administering the program in their respective states.

There has been a significant rise in FLC activity in Colorado in PY 2016 due to the decrease in the unemployment rate, which makes it difficult for employers to find a U.S. workforce to perform temporary labor. H2A applications increased by 35%, H2B 31% and housing inspections 28% compared to the previous year.

#### **Outcomes:** Achievements also included

- 316 H2A job orders were processed in PY 2016
- 349 H2B job orders were processed
- 295 housing inspections were conducted

### **Impact Story: Foreign Labor Certification**

#### **Customer Comments**

- "Very professional and responsive to the employer's needs."
- "FLC is very nice and helpful to work with especially in comparison to other states. Thank you for your service."
- "It is always such a pleasure to work with Colorado."

# Technology Solutions

## **Connecting Colorado Mobile Phone App**

During PY16 Workforce Programs implemented the Connecting Colorado Mobile Phone App, which allows job seekers to use their phones to access job openings available through the Connecting Colorado online job-matching database. This is the start of mobile phone access to all Connecting Colorado online career services options.

## **Virtual Job Fair**

Colorado pioneered the development of the Virtual Job Fair in 2011, which is 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 **175 virtual job fairs** for **over 131,000 job seekers and over 2,400 businesses**.

## **Virtual Job Shadow**

During PY 16 Workforce Development Programs rolled out the Virtual Job Shadow, an interactive career exploration tool. VirtualJobShadow.com is a highly engaging, fully digital career exploration and workforce development resource for post-secondary students, opportunity youth, adult and dislocated workers. It brings job shadowing directly to the user, eliminating many of the costs and challenges frequently associated with traditional job shadowing. During PY16 WDP engaged with local area Workforce Centers and partners to provide demonstrations and support that highlight careers in the “world of work” from the VJS platform.

## **Eligible Training Provider List**

This online resource was developed through a partnership between CDLE and the Colorado Department of Higher Education, resulting in the re-design of College in Colorado to serve as the go-to resource for career planning data on vocational training programs, training institutions, and apprenticeships.

## **E-Colorado Knowledge Management Portal**

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, and calendars, the portal now offers enhanced services and tools that include online fillable “smart” forms, and houses the GoToWebinar online meeting capability utilized by CDLE and Colorado’s workforce centers to conduct webinars.