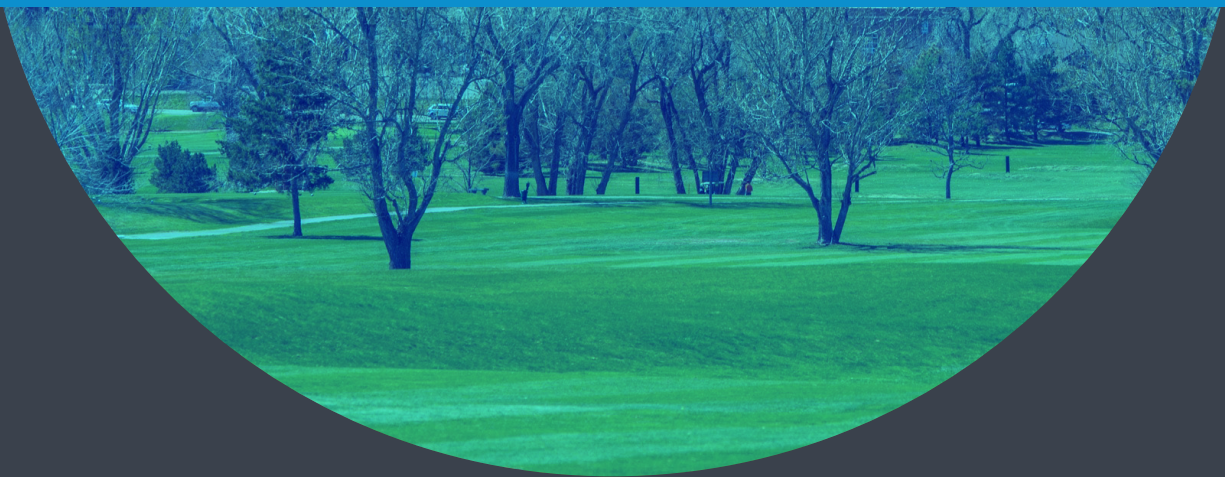




DRIVING COLORADO FORWARD TOGETHER

PROGRAM YEAR 2018 REPORT ON TALENT DEVELOPMENT ACTIVITIES
FUNDED THROUGH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT



Colorado Workforce
Development Council

Table of Contents

A Letter from the Colorado Workforce Development Council	2
Overview	4
Goal 1: Engage business and industry as a fulcrum to inform and align all elements of the demand driven system.	6
Goal 2: Establish a customer-centric and holistic focus to increase coordination, effectiveness, and access through shared data, tools, and resources.	13
Goal 3: Engage partner staff at every level for better system alignment.	15
Goal 4: Create and deliver a unified message for internal and external communication.	16
Goal 5: Drive meaningful outcomes through innovation, alignment of metrics, and accountability.	17
Exhibit A - Local Workforce Area Highlights	26
Exhibit B - Workforce Development Programs Strategic Initiatives	49

A Letter from the Colorado Workforce Development Council

In Colorado, we believe in an ecosystem approach to solving our toughest challenges. We also believe that our talent development system must be business-led, and acutely attuned to the demand side of our state's economy. Training and job placement programs are only beneficial when a career is waiting on the other side. Therefore this annual report on activities funded through WIOA is 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 that: **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.

This report contains:

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

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



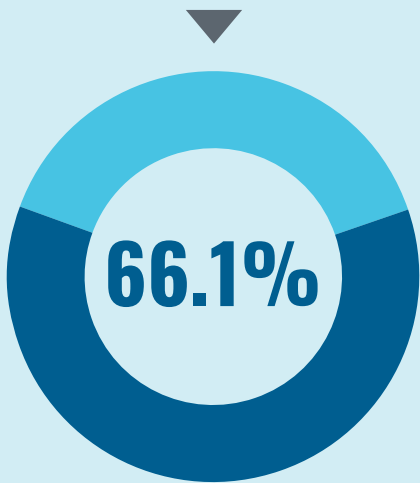
Lee Wheeler-Berliner
Managing Director

IN COLORADO



191,796

JOB SEEKERS
UTILIZED THE PUBLIC
WORKFORCE SYSTEM
IN PY2018



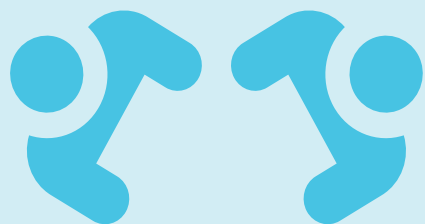
OF JOB SEEKERS WERE
SUCCESSFULLY EMPLOYED

with **66.4%** successfully
retaining employment one
year later

11,479

BUSINESSES
WERE SERVED BY THE
PUBLIC WORKFORCE SYSTEM

376,058 JOBS POSTED



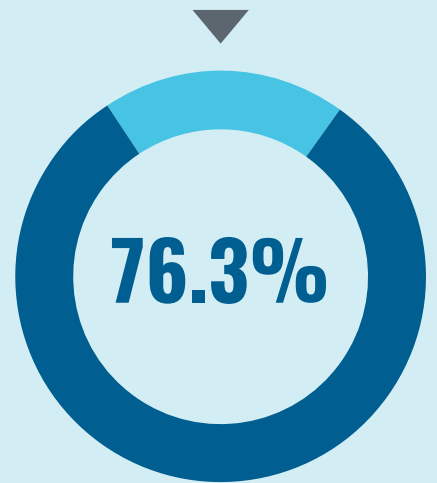
63,111

job seekers received in-person
services through our statewide
network of workforce centers,
such as resume assistance and
interview skills



6,953

INDIVIDUALS WERE
ENROLLED IN MORE
EXTENSIVE TRAINING
PROGRAMS



OF THOSE INDIVIDUALS WERE
SUCCESSFULLY EMPLOYED

with **75.7%** successfully
retaining employment one
year later

Overview

Colorado's state plan under the Workforce Innovation and Opportunity Act (WIOA) was approved by the federal government in fall 2016. A modified plan was submitted at the required two-year point and was approved in the summer of 2018. This report provides 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.](#)

Background

The grant recipient for WIOA funds under Titles I-B and III is Workforce Development Programs (WDP) within the Colorado Department of Labor and Employment. In this capacity, WDP has responsibility for:

- Participating in national workforce policy development organizations and initiatives.
- Disseminating funds to local 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.
- Developing virtual technologies and other innovative service delivery strategies.
- Pursuing supplemental funding sources and administering discretionary grants.
- Administering and operating statewide programs and initiatives, including those described in the main body of this annual report and in Exhibit B.

National Policy Development

With the overarching mission of our department and the goals of WIOA as the framework, WDP has driven policy change at the national level through the following leadership positions:

- The Director of the Division of Employment and Training serves on
 - The National Association of State Workforce Agencies (NASWA) WIOA Information Technology Steering Committee
 - The National Labor Exchange Steering Committee
 - The National Association of Workforce Development Professional (NAWDP) Board of Directors and is currently the Vice-Chair of the NAWDP Executive Committee.
- The Director of Workforce Development Programs serves on
 - The NASWA Employment and Training Committee
 - The National Governors Association (NGA) State Workforce Liaisons Executive Committee
 - The National Association of State Liaisons for Workforce Development Partnerships
 - Governor's Behavioral Mental Health Commission
- The WDP Operations Manager serves on the NASWA Veterans Committee

Through its active participation on workforce committees within NGA and NASWA, Colorado has taken a leadership role to shape and align waiver initiatives across multiple states and effect workforce policies at the national level.

Initiatives

Colorado participated in the NGA Work-based Learning Academy. We also continued our work in the NGA State Collaborative Consortium to understand and support the on-demand workforce. Colorado's goals for participation in the State Consortium include:

- Identify the needs of on-demand and gig workers, current resources to meet those needs, and any gaps or challenges to meeting those needs.
- Examine the feasibility and benefits of developing portable, industry-recognized credentials for gig workers to increase their employability and earnings capacity across industry sectors.

CDLE has established a state leadership team with representatives from multiple state agencies, including the Governor's office, to explore and discuss the current work environment for on-demand workers. In addition, CDLE's Workforce Development Programs has contracted with Colorado State University (CSU) to conduct a series of targeted focus groups of employers and workers involved in varying aspects of the on-demand or "gig" economy in Colorado. WDP and CSU are partnering with NGA and the American Institutes for Research in expanding the focus group work to also include a deeper dive with on-demand workers to learn more details of their work lives through "empathy interviews."

During PY18 Colorado applied for and received three national discretionary grants from the US Department of Labor:

- Apprenticeship Expansion Grant (ASE) - \$1,356,231: Create 3 apprenticeship navigator positions to help businesses establish apprenticeships and serve 800 apprentices over a three year period.
- Fidelity Bonding Demonstration Award - \$100,000: To provide federal bonds for ex-offenders to incentivize hiring of this targeted population.
- Workforce Data Quality Initiative - \$1,000,000: Enhance Connecting Colorado to allow data sharing with partner agency data systems and develop a cross-program, inter-agency workforce system longitudinal database.

Within Colorado's workforce system, WDP has integrated 'design thinking' with appreciative inquiry and other planning methods to build on successes and intentionally put customers at the center of our work. As part of this approach, we have identified strategies to:

- Integrate appreciative inquiry methodology into our monitoring processes to provide better technical assistance and move local areas from vision to action.
- Develop workforce programs training modules for state and local staff.
- Create short videos to tell the story of WDP and the public workforce system.
- Align business services and career services efforts across state partners.
- Pilot the use of portable technology with Jobs for Veterans Training Grant staff to better meet the needs of clients with transportation issues.
- Develop comprehensive online training for veterans who have significant barriers to employment.

Performance Excellence – The TalentFOUND System

Colorado has excelled as one of three workforce demonstration states, fully embracing the key principles of WIOA, achieving total integration of WIOA, Wagner-Peyser, Veterans, and Trade Act employment and training programs, and enhancing state and local partnerships with TANF,

SNAP, Adult Education, Vocational Rehabilitation, and other workforce partners. Successful outcomes for PY18 include:

- Provided employment services to more than 190,000 job seekers (including 17,691 veterans) and over 11,000 businesses.
- More than 86,000 job seekers obtained unsubsidized jobs.
- Provided training services to more than 4,500 job seekers.
- Served 37,000 youth through the Governor's Summer Job Hunt.
- The Work Opportunity Tax Credit program certified more than \$70,000,000 in potential tax credits for Colorado businesses.
- Colorado met or exceeded all WIOA Title I performance standards.

Strategic Goals for the Talent Development Network

Colorado has focused on five goals through the WIOA combined 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 Initiatives and Successes:

- Business Services Initiatives
- Effectiveness in Serving Employers
- Employer Satisfaction Data
- Sector Partnerships
- Rapid Response/Layoff Assistance Services
- Work-based Learning Initiatives

Business Services Initiatives

- **Service Delivery:** The Service Delivery Work Group refined their online manual for onboarding business services staff. The manual steps staff through all processes and Connecting Colorado coding required to perform the job. With the support of Workforce Directors, completion of an exam now awards a Certified Colorado Business Services badge. A majority of business services representatives had completed the manual review and exam by the end of the program year.
- **System Integrity:** The Connecting Colorado Work Group led policy and Connecting Colorado (the workforce case management, labor exchange and reporting system) program changes to further ensure security of the system, including mandating FEIN numbers for all new employer accounts. The team provided training on “Keeping Connecting Colorado Safe.” The training is available for onboarding new employees.
- **System Improvement and Agility:** Change in this work group helped the Business Services team meet the needs of Colorado employers and the workforce team that supports them. A new work group, the Collaborators, formed to create a more connected system by mapping out strategies to effectively refer businesses to training provider resources in our communities. The team examined how effectively business services are addressing employer needs.
- **Better Information for Colorado Employers:** The Workforce Intelligence team joined in the larger Workforce Intelligence and Data Expert group. That team received training in the EMSI system and leveraged that training to create widely-hailed detailed economic and workforce reports. The Marketing Work Group drafts articles for the CDLE newsletter reaching over 60,000 employers, and they have developed a flyer for staff and employers that illustrates business services in four “buckets” of action: Access, Recruit, Train, and Retain.

Effectiveness in Serving Employers

Colorado has elected to track all three proposed employer measures. However, we have concerns and caveats regarding each measure that are detailed below. In addition, we have implemented an employer satisfaction measure that is described in the Employer Satisfaction section below.

- **Employee Retention Rate**
 - Local business services staff have very little control over the employment choices of participants and the retention decisions of employers. Additionally, future labor shortages predicted by LMI will create a labor market that encourages employees to switch employers for better wages, benefits, etc.
- **Repeat Business Customer Rate**
 - The listing of a job order is the most frequent service that occurs, but happens without staff assistance in most cases. Employers who list orders most frequently are those with high turnover and low paying jobs, which does not align with the purposes and intents of WIOA and this performance measure. Staff assisted and customized services should be the only ones that trigger outcomes for this measure.
 - This measure does not speak to effective service for small employers and for states where small employers represent the vast majority of businesses served. Even if

excellent service has been provided, a small employer's need for additional services may not occur a second time during the period of performance. This measure discourages services to small businesses that may have the greatest need for assistance.

- **Employer Penetration Rate**

- In many cases there are multiple sites with the same FEIN, the key employer identifier, which can skew results. In addition, there is a seasonal pattern of additions of new businesses and losses of failed businesses in many states. As a result, using the final month or quarter of the reporting period does not work; this should be an average of some kind over the entire period of performance.
- In general, this measure makes the most sense because it encourages expansion of services. But it may work better to measure the increase in additional businesses served rather than the actual penetration rate, given the differences between rural and urban communities. For example, an increase of three employers in an area with only 300 employers would be more significant than an increase of three employers in an area with 30,000 employers.
- The tie to percentage of employers using core program services versus all employers in the local area is much less useful than penetration by three digit NAICS sector. This would tie to WIOA's mandate to focus on sector strategies rather than simply increase the number of businesses served.

Employer Satisfaction Data

Through the Statewide Business Services Alignment initiative, local business services staff identified 11 staff-assisted business services available to all business customers. Businesses receiving any of the core services are automatically emailed a customer satisfaction survey. The standardized questions asked on each survey result in metrics that provide staff with valuable information that can be utilized to address issues with their service provision, and create an open feedback loop that supports continuous improvement. A report of outcomes is available on demand, and works in conjunction with a business services report that shows the volume of business activities and highlights the placement rate achieved by businesses in workforce center supported efforts.

Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE: CDLE implemented a new employer satisfaction survey in June 2016. From July 1, 2018 to June 30, 2019, 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 PY18 Outcome:

- 94.1% of employers were satisfied on very satisfied

Division of Vocational Rehabilitation, CDLE:

DVR distributes a customer satisfaction survey to employers and business partners, in addition to others interacting with DVR staff. DVR is committed to continuing to make customer satisfaction surveys available to employers and increased the availability and methods of data

collection. DVR leadership monitors survey responses and uses the information gathered to identify opportunities to improve the experience of businesses partnering with DVR. For program year 2018, DVR received a satisfaction rating of 80% from business partners.

Effective August 1, 2019, DVR's Business Relations Unit (BRU) implemented a new customer satisfaction process to gather more targeted information related to the satisfaction of their customers. Satisfaction data from this new process will be available for PY19.

The Office of Adult Education Initiatives, CDE:

Title II Adult Education programs did not collect employer satisfaction data in 2018-19 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 in the future.

Sector Partnership Highlights

Colorado sector partnerships are tackling tough challenges in their communities, including early childhood education, K-12 and post-secondary education, workforce development, economic development, transportation, and housing. These challenges are met with a proven methodology of next-generation sector partnerships to not only address the workforce, but also other competitive and community needs. Businesses, job seekers and students thrive when systems come together to solve challenges facing their communities.

With Colorado's strong 11-year sector strategies approach to building and sustaining active sector partnerships, it is no surprise that businesses and public partners continue to engage in building the talent pipeline for future workers. Ten industries in Colorado have recognized that in order for their industry to thrive they must be actively involved in creating a talented workforce that meets their demand. As a result, sector partnerships are experiencing an increase in work-based learning programs and initiatives.

More than 880 business partners and over 360 public partners are involved with sector partnerships by either participating as a convener, industry champion, adviser, or sponsor or by attending a variety of sector partnership events.

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

Rapid Response/ Layoff Assistance Services

Overview and Outcomes: While Colorado continues to enjoy unemployment rates lower than the national average and a growing economy, businesses continue to conduct layoffs and utilize Rapid Response services. In PY18, 51 companies reported layoffs affecting 6,631 employees. The top three industries most impacted by layoffs were Finance & Insurance, Manufacturing, and Transportation and Warehousing. Statewide, 78 Rapid Response events were delivered with 1,801 attending. Customer satisfaction among job seekers and employers remained high during the program year, achieving a 99% satisfaction rating in both categories.

Continuous Improvement: The Rapid Response team, in collaboration with Unemployment Insurance and the CDLE Government Policy and Public Relations groups, scripted and produced

ADA Accessible English and Spanish Unemployment Insurance videos. Since the launch of the new videos audiences viewing them are asking 50% fewer questions at the end of the presentations. This better understanding of the unemployment insurance filing process may later result in fewer calls to the Unemployment Customer Service Center, saving time and money.

The Rapid Response team also completed the development of a comprehensive on-boarding training curriculum for Local Area Rapid Response Coordinators. It includes e-learning modules on:

- Making an initial call to a business to schedule a planning meeting.
- Preparing for and facilitating a planning meeting to sort out the business needs, separation details, and to better understand how to propose and customize Rapid Response solutions.
- Coordinating and facilitating a Rapid Response workshop.
- New tools and worksheets.

Impacts: When Wide Open West Networks (WOW), the sixth largest cable operator in the United States, implemented new technology in their Colorado Springs call center, this reduced the need for call center staff, affecting 184 employees. The Rapid Response state and local teams collaborated with WOW to host three reverse hiring events with 153 affected employees attending. Three Rapid Response workshops were delivered impacting 105 affected workers that included Connect for Health Colorado, Centura Health, Unemployment Insurance, the local Workforce Center and CUSO financial. The Local Area Trade Adjustment Assistance team filed a petition for WOW; the Company is certified making employees potentially eligible for TAA's robust menu of services.

Work-Based Learning Initiatives

Colorado's public workforce system has actively participated in and coordinated work-based learning initiatives alongside members of the broader talent development network. The WIOA core programs are advancing work to serve both adult and opportunity youth job seekers through a variety of programs and events that have focused on scaling up apprenticeships, internships, on-the-job training, competency based hiring, and other work-based learning initiatives.

Federal ApprenticeshipUSA State Expansion (SAE) Grants:

Since October 2016, Colorado has received \$4,246,223 in federal ApprenticeshipUSA State Expansion grants to strengthen Registered Apprenticeship (RA) efforts by expanding the industry sectors and range of occupations involved and increasing the number of registered apprentices. This work is fundamentally changing the way Colorado's workforce and educational systems approach employment and training for youth and adults. Special focus is on under-represented professions and populations in the apprenticeship space.

- Outcomes
 - During PY18, the SAE grant supported ten workforce areas and two intermediary grantees. Through this funding, over 550 individuals were placed in registered apprenticeship and quality pre-apprenticeship programs and 16 new programs were developed.
 - Colorado continues to leverage expansion funds to bring together a trained apprenticeship community of practice. In June 2019, over 60 professionals

representing WIOA case managers, business services, TAA, Veteran's staff, and WIOA partner agencies volunteered to attend a USDOL apprenticeship training.

- Impacts
 - Success Story: Victoria always wanted a career in the medical field, but did not have the financial resources required to pursue a medical career. The Frisco Workforce Center helped Victoria apply for the Medical Assistant RA position with Centura High Country Health in Frisco Colorado, a seven-month program where she worked closely with an in-house preceptor/mentor and attended virtual medical assistant training with National Institute for Medical Assistant Advancement. Victoria earned her National Medical Assistant Certification and now is on her way towards her Registered Apprenticeship Certificate. She works full time as a Medical Assistant, and is considered a super star by her employer.

Colorado Works Subsidized Training and Employment Program (CW STEP):

The Colorado Works Subsidized Training and Employment Program (CW STEP) is a partnership between the Colorado Department of Human Services (CDHS) and CDLE to provide subsidized work-based learning and employment to Coloradans receiving Temporary Assistance to Needy Families (TANF) benefits. This partnership integrates local human services and workforce programs in both the metro and rural regions of Colorado, connecting families experiencing poverty to meaningful employment on a career pathway. Participating counties leverage resources in both programs to provide connections to businesses in targeted sectors while also providing needed supportive services and training. Participants exit to high wage jobs, ending dependency on many public benefits.

- Outcomes
 - The program has invested over \$4 million into local economies through wages, resulting in a return on investment of \$4 for every program dollar spent.
 - Placements in subsidized employment are at 132% of goal (589 versus 445).
 - Exits to unsubsidized employment are at 182% of goal (286 versus 157).
- Impacts
 - Success Story: Ms. G's homelessness, her status as a single parent, lack of employment, and a criminal record were her barriers to employment. After partnering with both human services and other organizations, the CW STEP team guided Ms. G to critical resources that provided transportation support and funding for a deposit on a new apartment. With her home life stabilized, and in partnership with her CW STEP specialist, Ms. G created a new resume and practiced how to answer tough questions about her background in interviews. The CW STEP business development team found a work-based learning opportunity for Ms. G at the VA Hospital; she aced the interview, and began her subsidized employment. After consistently surpassing expectations in both work and attitude, she was offered permanent employment.

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

Since the passage of the authorizing state legislation in 2015, the Innovative Industries Internship Program continues to make impacts through high-level internships within its innovative industries. The program works to incentivize businesses by reimbursing up to \$5,000 per intern working in high-level experiential work-based learning opportunities in the following industries: Advanced Manufacturing, Engineering, Energy and Natural Resources, Bioscience, Information Technology, Construction, Aerospace, and Electronics.

- Outcomes
 - Cycle III number of completed internships: 82

- Cycle III average hourly wage of intern: \$16
- Cycle III number of interns hired as a result of internship: 35
- Cycle IV current number active internships: 85
- Impacts
 - Intern Testimonial: "...Over the last 10 weeks, I have done various projects throughout the internship which I know I will be able to take with me moving forward in my professional career. In addition, I must note how Storyvine has demonstrated inclusive excellence in making sure that I (an African-American male) feel included and welcomed in their workspace. I truly appreciate the organization and the people for being so delightful."
 - Business Testimonial: "...The internship program at Access Sensor Technologies (AST) has been a huge success with all of our interns continuing to work with AST beyond their internship term while finishing school. At AST we pride ourselves in helping the future workforce to be prepared and confident in their career path. Thank you CDLE & the Innovative Industries Internship Program for supporting local businesses and our growing workforce!"

Governor's Summer Job Hunt (GSJH):

Now in its 38th year, Governor's Summer Job Hunt (GSJH) serves youth aged 14-24, connecting them with summer and year round work opportunities. The program directly employs Wagner-Peyser staff in each local area across Colorado. A wide range of promising practices, including several versions of industry tours in local areas, entrepreneurial "Shark Tank" tournaments, 60+ job and resource fairs, thousands of employers, and frequent workshops on resume, job search, industry sectors, alternative pathways to employment, and registered apprenticeship events, support this program. Partnerships are critical to include connections to middle schools, high schools, higher education, and programs like Chafee Foster Care, School to Work Alliance Program, and local industry sector strategies.

- Outcomes
 - Served 37,000 youth
 - Achieved a 61% entered employment rate
- Impacts
 - Special Events: Each year the GSJH Administrator organizes local media coverage to include Youth Jobline call-in events with two Denver television stations, and hosts a GSJH Celebration at the Governor's Mansion. The event at the Mansion recognizes standout youth employers and youth employees and is a great community awareness activity that showcases youth leadership for positive change in at-risk communities and neighborhoods.
 - Success Story: Daneshia received the Governor's Summer Job Hunt recognition award for participation in work-based learning at Shiloh House, as well as completion of her GED. According to the employer, "[Daneshia has] been such a huge help at Shiloh House. She has taken every task we've given her and done an amazing job. Daneshia took great initiative with the community events and fundraisers."

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 Initiatives and Successes:

- Customer Satisfaction Feedback
- Career Services Alignment
- Career Pathways Narrative Update
- RESEA

Customer Satisfaction

During PY18 local areas in Colorado conducted independent job seeker customer satisfaction surveys through the use of locally determined survey questions and methodologies. This method is used to gather the Customer Satisfaction data for this report. In addition, CDLE issued a policy guidance letter in the summer of 2016 requiring the implementation of the electronic survey in all one-stop centers by no later than Sept. 30, 2016. These surveys are offered to all customers receiving staff-assisted services.

Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE: CDLE implemented a new version of the customer satisfaction survey in October 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."

PY18 Outcomes:

- Somewhat Agree 22.63%
- Strongly Agree 50.20%
- Neutral 16.57%
- Strongly Disagree 5.56%
- Somewhat Disagree 5.05%

Division of Vocational Rehabilitation, CDLE:

DVR makes a customer satisfaction survey available to all customers, as well as employers, vendors, and other stakeholders interacting with DVR staff. DVR received over 2000 survey responses between July 2018 and June 2019, reflecting 662% increase over the prior year as a result of intentional efforts to ensure all customers have opportunities to provide this feedback.

DVR leadership monitors survey responses and uses the information gathered to identify opportunities to improve the experience of all customers.

Results over this period of time demonstrate that 93.91% of DVR customers are satisfied with the level of service they receive from DVR. This reflects steady improvement over the prior year. 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 PY18 nor in prior years. Some programs reported delivering periodic paper surveys with learners to better understand how programming could better meet their needs while others reported conducting exit interviews with learners to identify strengths 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 in the future.

Career Services Alignment Initiative (CSALT)

Replicating the success of Business Services, Career Services Alignment started in December 2017. The CSALT team identified five buckets that define services provided to Coloradans and created an easy message for career services staff. CSALT helps Coloradans:

- ACCESS tools and resources.
- Give them the opportunity to EXPLORE available options.
- Help them PREPARE for the workforce.
- Provide ways to LEARN how to advance in their job and/or career.
- Provide assistance to CONNECT with employers and employment opportunities.

The staff interface to Connecting Colorado will be redesigned to align with the message, ensuring the statewide career services team shares the same message, identifies with the service they provide, and uses similar service processes. Training is ready for delivery when the interface is complete. Along with training, each workforce center will receive postcards with the five buckets for use by staff and distribution to customers.

Career Pathways

Colorado recognizes the importance of creating career pathways that empower individuals with the credentials, skills, and competencies Coloradans need to succeed in the labor market. The development of Colorado career pathways for other sectors started with support of [HB 15-1274](#), which since 2015 has produced statewide and regionalized occupation pathways for all individuals throughout Colorado in:

- Information Technology
- Business Operations
- Healthcare
- Cybersecurity
- Construction
- Advanced Manufacturing
- Education (Early Childhood, K-12, postsecondary)

These career pathways help individuals navigate top demand careers that will lead to long-term individual prosperity while fulfilling the economic demands of the shifting economy. During PY18, the focus industry was on education including early childhood education, K-12 education,

and postsecondary education. Through employer forums and surveys, industry leaders validated pathway data compiled by the project team that led to the publication of the education industry on CareersInColorado.org.

Reemployment Services and Eligibility Assessment Program

RESEA targets Unemployment Insurance claimants who are statistically determined as most likely to exhaust their benefits, and invites them to an in-person appointment at a local workforce center. During this appointment, claimants meet individually with a workforce center coach to discuss a variety of strategies for work-search intended to help them return to work more quickly. In addition to these discussions, staff assess claimants' continued eligibility for unemployment insurance benefits and refer questionable cases for investigation by UI program staff.

- Outcomes
 - 3,133 unemployment insurance claimants completed their RESEA appointments.
 - 6,136 claimants were introduced to the workforce center through RESEA invitations regardless of whether they completed.
 - Colorado's average UI benefit duration rate has decreased, in part due to RESEA, from 14.4 weeks to 13.9 weeks.
- Impacts:
 - Self-Scheduling Model: Colorado recently relaunched RESEA with a self-scheduling model so claimants can request their appointment date up front. This increases claimant buy-in, and is expected to influence completion rates. The new scheduling model should increase the number of claimants invited to participate, and create a steady stream of enrollments into other programs at One-stop Centers, in anticipation of increased RESEA funding.
 - Testimonial: Jessie attended the RESEA orientation, took the Work Readiness Credential (WRC), and worked with staff in both the Resource Room and Learning Lab. Recently he completed remediation to earn his WRC certificate. As we were receiving his certificate, he let his employment interviewer 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.

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 Initiatives and Successes:

- Training modules have been developed and deployed through an online learning management system that can be accessed by all staff members in the TalentFOUND Network. These modules can provide training for brand new employees as well as refresher training for veteran employees.

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 Initiatives and Successes:

- TalentFOUND narrative update
- TalentFOUND number of affiliates

TalentFOUND Update

The Colorado Workforce Development Council has been working with talent development partners to increase the impact of and access to the TalentFOUND network. The 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.

TalentFOUND has three main components: the TalentFOUND network of partners, of which there are currently 151 affiliates from across the network; the TalentFOUND umbrella brand; and the TalentFOUND electronic gateway, which connects Coloradans with the tools and resources of the talent development network. A public push to drive students, job seekers, and employers to the gateway at TalentFOUND.org began in late 2018. Between Dec. 1, 2018 to Jan. 23, 2019, overall advertising efforts created more than 2.5 million impressions and 12,500 clicks on advertisements, and there were more than 2,000 visits to the gateway in that time period. Additionally, public service announcements aired by the Colorado Broadcaster’s Association garnered 14,683 media spots across radio and television between Nov. 1 to Dec. 31, 2018.

In the second half of PY18, a large focus has been on bringing network partners together through the new TalentFOUND Quarterly Conversations. The goals of the Quarterly Conversations are to strengthen understanding of what different system partners are required to do, share examples of already existing successful partnerships/tactics, and explore how best practices might continue to grow and new collaborations might be created. The Q1 conversations focused on workforce development, economic development, and chambers of commerce. The Q2 Conversations focused on workforce development and community and technical colleges. Notes from all Quarterly Conversations are available on the network section of talentfound.org.

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 Initiatives and Successes:

- Measurable Skill Gains
- Median Earnings After Services
- Innovative Pilots Narrative Update
- State Evaluation Activities
- Performance Accountability System
- Waivers
- Common Exit Policy
- Data Validation

Statewide Performance Measures

TITLE I PY18		
<i>PY18 Quarter 4 data based on the final submitted STATEWIDE PIRL reports (data as of August 2019)</i>		
Adult Measures	Statewide	Standards
Q2 Entered Employment Rate	79.43%	79.60%
Q4 Entered Employment Rate	76.99%	72.60%
Median Earnings	\$7,372.00	\$6,900.00
Credential Rate	79.28%	60.00%
Measurable Skills Gains	61.79%	0.00%
Dislocated Worker	Statewide	Standards
Q2 Entered Employment Rate	79.50%	80.30%
Q4 Entered Employment Rate	79.61%	73.20%
Median Earnings	\$9,643.00	\$8,440.00
Credential Rate	71.53%	50.00%
Measurable Skills Gains	56.58%	0.00%
Youth Measures	Statewide	Standards
Q2 Entered Employment/Education/Training Rate	70.38%	70.70%

Q4 Entered Employment/Education/Training Rate	70.27%	61.90%
Median Earnings	\$3,936.00	\$0.00
Credential Rate	65.09%	58.50%
Measurable Skills Gains	57.29%	0.00%
Exceeded/Met/Missed Goal	12 - 3 - 0	

TITLE III PY18		
Measures	Statewide	Standards
Q2 Entered Employment Rate	63.51%	59.00%
Q4 Entered Employment Rate	63.26%	55.50%
Median Earnings	\$5,562.00	\$5,192.00
Exceeded/Met/Missed Goal	3 - 0 - 0	

Measurable Skill Gains

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

Measurable Skill Gains 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.

PY18 Measurable Skill Gains

- Adult: 61.91%
- Dislocated Worker: 57.60%
- Youth: 58.33%

Division of Vocational Rehabilitation, CDLE:

DVR has continued to refine its data management system and business practices to ensure accurate documentation of measurable skill gains. While DVR has remained in a baseline period for the 2018-19 program year, 21.3% of DVR participants receiving training services achieved a measurable skill gain, a 56.04% increase in performance over the prior year's rate of reported measurable skill gains.

The Office of Adult Education Initiatives, CDE:

For the 2018-19 program year, Title II Adult Education programs had a Measurable Skill Gain (MSG) rate of 30.9% for all program participants. This was the only federally negotiated target for Title II programs as USDOE 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 credential through one of three assessments (GED, HiSET, TASC).
- 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 Diploma Sender. Postsecondary 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; approximately 40% of adult learners reported an SSN in 2018-19. Additionally, the current postsecondary matriculation match only includes two and four year institutions in Colorado, which excludes many short-term workforce training programs which adult education learners participate in.

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:

The median earnings performance measure is for adult and dislocated worker job seekers who are in unsubsidized employment during the second 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.

WIOA Adult PY18 target: Median Earnings in the 2nd quarter after exit

Standard \$6,900 and Actual: \$7,372

WIOA Dislocated Worker PY18 target: Median Earnings in the 2nd quarter after exit

Standard \$8,440 and Actual: \$9,643

Wagner-Peyser PY18 target: Median Earnings in the 2nd quarter after exit

Standard \$5,192 and Actual \$5,563

Division of Vocational Rehabilitation, CDLE:

DVR has continued to refine its data management system and business practices to ensure accurate collection and documentation of median earnings of program participants after their exit from DVR. While DVR remained in baseline for median earnings, median earnings in the 2nd quarter after exit were \$3695.67 for PY18.

The Office of Adult Education Initiatives, CDE:

For the 2018-19 program year, Title II Adult Education participants had \$5,423.21 in Median Earnings the second quarter after exiting services. This data is collected through a data match with CDLE. Data matching relies on Social Security Number (SSN) reporting which is not required for participation in Title II programs; approximately 40% of adult learners reported an SSN in 2018-19.

Innovative Pilots

The Colorado WIOA Implementation Team encourages and supports the identification and scaling up of successful local pilots happening across the state. Innovation pilot grants were awarded to three local areas: Boulder, Jefferson, and Larimer. Interim results from these grants include enhanced work-based learning opportunities for Coloradans, development of coaching platforms, and a greater number of high school equivalency diplomas earned and awarded.

State Evaluation Activities

Workforce Intelligence Data Expert Workgroup (WIDE)

During the implementation of WIOA in 2015, local workforce directors designated their local staff to participate in a statewide data expert group to ensure consistency of workforce-related data. As a result of the partnership, which is a collaboration of Colorado’s Workforce Center System and the Colorado Workforce Development Council, the WIDE group has created systematic changes in how all federally funded workforce programs utilize data as a decision-making tool for program evaluation and design.

During PY18, WIDE worked closely with Directors, State MIS, and other stakeholders to create a data system that provides actual wage data for WIOA Title I and Title III workforce programs to evaluate the effectiveness of programming through earnings outcomes for any program year back to 2010. In this report, the WIDE group is able to evaluate outcomes utilizing actual median earnings data for any exit cohort based on the following data points:

- 2 Quarters Prior to Program Registration
- Entry Quarter Registration
- 2 Quarters Post Exit
- 4 Quarters Post Exit
- Year 2 Post Exit
- Year 3 Post Exit
- Year 4 Post Exit

Based on the methodology, the following measures were found for the Colorado Workforce System after WIOA implementation:

- Colorado statewide cost per participant for individuals receiving career services through any Title I or III programs.
- Colorado statewide cost per participant for individuals receiving training services through any Title I or III programs.
- In addition, WIDE has compiled the Return on Investment (ROI) for all programs in the previous two bullet points that are outlined in the charts below. The aggregate Return on Investment for all Colorado workforce programs since the implementation of WIOA is \$9,623,806,894. This includes program exiters from WIOA Title I and Wagner-Peyser.

Program	Wagner-Peyser				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI

PY14	280,988	\$10,257,662	N/A	N/A	N/A
PY15	258,045	\$10,201,840	\$7,428,262	\$28.79	\$776,338,170
PY16	228,164	\$10,358,334	\$7,001,327	\$30.69	\$887,164,693
PY17	203,882	\$10,049,862	\$6,651,025	\$32.62	\$ 15,017,351
PY18	Data Available April 2020				

Program	WIOA Adult				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY14	4,406	\$9,803,977	\$13,732,304	\$3,116.73	N/A
PY15	4,152	\$9,328,713	\$14,537,998	\$3,501.44	\$34,889,622
PY16	3,801	\$8,814,684	\$7,069,618	\$1,859.94	\$31,637,846
PY17	3,180	\$7,893,417	\$7,268,095	\$2,285.56	\$23,315,345
PY18	Data Available April 2020				

Program	WIOA Dislocated Worker				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY14	2,096	\$12,658,118	\$6,322,090	\$3,016.26	N/A

PY15	2,375	\$10,897,869	\$9,238,973	\$3,890.09	\$24,890,243
PY16	2,065	\$9,858,705	\$7,315,295	\$3,542.52	\$28,639,129
PY17	1,439	\$8,828,318	\$7,500,999	\$5,212.65	\$13,509,673
PY18	Data Available April 2020				

Program	WIOA Youth				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY14	3,123	\$10,552,245	\$11,106,180	\$3,556.25	N/A
PY15	3,404	\$10,059,776	\$11,025,605	\$3,239.01	\$702,779
PY16	3,086	\$9,505,469	\$7,928,173	\$2,569.08	\$5,633,107
PY17	2,602	\$8,511,996	\$7,639,064	\$2,935.84	\$3,348,200
PY18	Data Available April 2020				

The WIDE group had several other accomplishments during PY18:

1. Completed several reports at the request of various stakeholders:
 - a. Report on labor force availability to inform discussion of Colorado's early childhood education and childcare systemic goals.
 - b. Report on the economic impact of current aggregate student debt in Colorado estimating foregone demand for local goods and services caused by outflow of money for student loan remittance from the state's economy.
 - c. Report on the four generations currently in the labor force.
 - d. Sundry regional reports designed for local workforce area stakeholders.

2. Completed a review of official statewide designations of key industry clusters using the North American Industry Classification System (NAICS) and created profile templates for each of the key industry clusters as defined in Colorado.
3. Arranged training for all EMSI users in the state's workforce development system and provided training to its own members on the new methodology in performing program evaluation using actual earnings data as shown above.
4. Is presently working with the Colorado Workforce Development Council to contribute to the Colorado Talent Pipeline Report, which is a legislated requirement for stakeholders in the state's workforce development ecosystem.

Evidence Based Practice Academy

To promote and accelerate the state evaluation process and activities, CDLE/Workforce Development Programs has contracted with Northern Illinois University to achieve the following outcomes:

"Northern Illinois University's Center for Governmental Studies (CGS) is proposing to work with the Colorado Department of Labor and Employment (CDLE) to design an Evidence-Based Practice (EBP) Academy for local and state-level workforce practitioners. Over a seven-week period, CGS will confer with a broad cross-section of Colorado workforce professionals and stakeholders regarding the feasibility, benefits, and challenges of creating an EBP Academy or other focused training opportunity. At the conclusion of this project, CDLE will be provided with a recommended structure, learning objectives, curriculum and suggested implementation plan for a Colorado EBP Academy based on information collected from prospective Academy participants and other Colorado workforce system stakeholders."

Contract work will be completed during PY19 and the recommendation plan will be implemented through a contract with the University of Denver.

USDOL Evaluation Peer Learning Cohort

On November 1, 2019, Colorado will submit its application to become part of the following evaluation technical assistance opportunity:

"The Evaluation Peer Learning Cohort (EvalPLC) is an interactive technical assistance forum and comprised of cross-agency representatives from four to six states. State teams who represent core WIOA programs will collaborate and develop evaluation action plans designed to conduct and implement state and/or local research and evaluations.

Participants will:

- Learn from experienced evaluators, state and national subject matter experts (SMEs), and each other as they develop an evaluation plan.
- Use the [Evaluation Toolkit: Key Elements for State Workforce Agencies](#) and two evaluation assessment tools to build evaluation capacity, the
 - [Evaluation Readiness Assessment](#) - designed to help assess the degree to which your state is ready to implement research evaluation activities and projects; and

- [Evaluation Design Assessment](#) - developed to support states in designing a plan for evaluation.
- The EvalPLC will also exchange ideas to support the creation of other evaluation tools and resources to enhance evaluation capacity for the workforce system.”

Should Colorado be selected for this opportunity, we will integrate the tools and expertise gained with the implementation plan developed by Northern Illinois University.

Performance Accountability System

Monitoring System: CDLE’s comprehensive monitoring system, recognized as a model by the US Department of Labor, is the result of an on-going monitoring and technical assistance process that has built a strong working relationship between the state and the local workforce areas. Quarterly, State Monitors from CDLE review the local areas they oversee to analyze client service levels, program expenditure rates, and performance outcome results. Through these reviews, staff identifies areas that may require additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

At-A-Glance Reports: A key support to these reviews are the quarterly at-a-glance reports that capture critical performance indicators for each local area. This report contains data from the WIOA reporting system and the state financial system; it paints a picture of the current progress toward program and fiscal performance goals.

Cost Effectiveness: Colorado has a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis we consider both benefits for our clients and cost savings/increased revenue for government entities. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, food stamps, unemployment insurance benefits, and other forms of public assistance.

Adult Program

- Expenditures - \$9,404,552
- Cost per client served - \$3,028 (served 3,106)

Youth Program

- Expenditures - \$6,897,070
- Cost per client served - \$2,622 (served 2,630)

Dislocated Worker Program

- Expenditures - \$4,797,651
- Cost per client served - \$3,860 (served 1,243)

Waivers

During PY18 Colorado did not have any WIOA waivers in place, but engaged in the development of two waiver requests that the state submitted to USDOL in late 2018. The status of these waivers is as follows:

- Waiver of the Within the State Allocation Formula Methodologies for the WIOA Title I Adult and Youth Programs (not approved)
- Waiver of the Definition of Work Experience for Youth, to include Registered Apprenticeships, and OJTs as a component of Registered Apprenticeships (determined as not needed)

Through its active participation on workforce committees within the National Governors Association and the National Association of State Workforce Agencies, Colorado has taken a leadership role to shape and align waiver initiatives across multiple states and effect workforce policies at the national level.

Common Exit Policy

CDLE has issued Policy Guidance Letter WIOA-2017-01: Data Integrity and the Participation Cycle that identifies WIOA Adult, DW, and Youth, Wagner-Peyser, and TAA as having a common exit date. [View the policy.](#)

Data Validation

CDLE has incorporated a data validation review as part of its semi-annual local case file review. The guidelines from USDOL's active TEGs on data validation are the current data validation guidelines that are used. CDLE's Policy Guidance Letter ADM-2019-06: Performance and Compliance Review contains the process used for file reviews. [View this PGL and its attachments.](#) Each year CDLE pulls a random sample of approximately 7.3% of all active Title I records for its data validation review. (Example: 495 records reviewed 6772 total active = .073).

Exhibit A - 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.

Standout Accomplishments PY18:

In this program year the ACWBC has developed and implemented a new procedure for Job Development. ACWBC now has two staff dedicated to job development services. One has a focus on Employment First customers and the other has a focus on TANF customers. Each also takes on a caseload of job seekers who are engaged in career services and intensive job search (IJ) through the statewide Talent Pool program. Job developers engage in leads development and assisted employer engagement to make connections with employers. They coordinate activities between the program case manager, the job seeker, and a Business Development Representative to create a Job Development team (JDT) to maximize co-enrollments and braided/blended funding possibilities. They also manage those individuals who are not appropriate for WIOA enrollments but are receiving just Wagner Peyser assistance. This includes employer engagement, but may include workshop and resource coordination.

Innovation in PY18:

Our staff developed a WIOA Monitoring Tool which reduced several checklists down to one. This made the auditing process more efficient for all WBC programs. In addition, it has provided more timely and objective feedback to staff.

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.

Standout Accomplishments in PY18:

Arapahoe/Douglas Works! implemented a reorganization to better streamline services to job seekers and businesses:

- Our Wagner Peyser/Career Services Workforce Specialists and WIOA Workforce Specialists are now in the same building, working together and being cross trained on Wagner Peyser and WIOA services. This will allow any job seeker to access our resource center and receive knowledgeable, consistent services from whomever they come in contact with and receive individual navigation to determine which program would be the best fit for them.
- The Business Services Team was moved under the same supervisor as the Workforce Development Board Team as both teams work very closely with the business and economic development. This will allow for a more wrap-around service model with less back-and-forth between programs, creating more efficiency for the needs of businesses and economic development partners.
- An Organizational Development Coordinator position was created to find trends of areas that need improvement throughout the agency so proper training can be provided to advance the knowledge in targeted areas, better improving the service delivery to our customers.

Innovation in PY18:

The Works System (WS) is an integrated workflow and document management system that launched in September 2018 with the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth programs case management team. The WS features elements such as electronic signature, secure document repository, case management daily dashboard view and robust data reporting and analysis capability. Additionally, the WS is designed with an integrated workflow that is responsive to our unique programmatic needs such as processing and review of expenditure forms. In less than a year and half of implementing the WS, the following benefits have been integral with staff buy-in and its continued success:

- Weekly user feedback sessions and corresponding database enhancements;
- Increase in staff efficiency, thereby reducing personnel costs;
- Decrease in agency costs for printing and file supplies that normally would accrue against program budgets;
- Increased file security that has minimized, and in some cases eliminated, the need to interoffice mail and/or transport files between offices; and
- Eliminated the need for files stored in cubicles and/or storage rooms.

The Works System was developed with a vision of future integrations amongst partner programs at Arapahoe/Douglas Works! To date, strategic developments are underway to create an employer portal that is conducive to community outreach and management of work-based learning opportunities. Moreover, discussions have begun to sync the Works System with the Arapahoe County Human Services database HS Connects. This will allow a customer-centric approach in providing services to customers that are involved with Human Services, WIOA programs and other internal agency partners.

Denver Workforce Services

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.

Standout Accomplishments in PY18:

Denver Workforce Services is most proud of the improvements we have made across the board regarding federal performance metrics. For the first time since the implementation of WIOA, we have been able to meet or exceed all measures in the Adult, Dislocated Worker, Youth, and Wagner Peyser programs. We worked tirelessly over PY18 to implement changes and develop necessary processes that led to significant improvement on our federal performance measures. We will continue to hone these processes to further improve our performance.

We have also made great strides in correcting areas of weakness. One example of this is DWS' successful improvements of Individual Employment Plans. We have collaborated directly with the State and other Local Areas to bring the Comprehensive Assessment and the IEP together to ensure a more tailored, and appropriate, plan for our job seekers.

Lastly, we are also proud of the work that has been done to elevate our data to better tell the story of the impact of our services. We are now able to report on things such as return on investment, including the additional dollars going back into the community, and increase in median annual income for customers who successfully complete our programs. This, along with Denver's ongoing work to better identify long-term wage and employment impacts, will benefit us moving forward as we tell our story and advocate for funding.

Innovation in PY18:

The most important innovation Denver implemented in PY18 is our tailored approach to priority populations. Through initiatives, grant funding, and a new approach to youth contracts, Denver Workforce Services is positioned to better serve the individuals who have been accessing our system. In PY18, DWS saw significant numbers of low-income individuals and families, recipients of public assistance, individuals experiencing homelessness, customers with one or more documented disabilities, reentering citizens, and mature workers accessing our system.

In response to this increase in individuals with barriers to employment, Denver implemented a number of initiatives and programs designed to serve a specific population. First, we leveraged our close partnership with Denver Human Services to tailor workforce development programs and services to their most job-ready TANF customers which focus on training, upskilling, and connecting them to employment within 60 days of referral.

Next, we collaborated with Denver's Road Home Employment Committee on a number of programs to connect individuals experiencing homelessness to employment, training, and other resources. Programs and partnerships include the Denver Day Works Program and the Project Homeless Connect event, which resulted in 157 reported hires. We also continued to implement our Disability Employment Initiative, which has brought increased awareness and improvements in our Workforce Centers regarding accessibility and led to increased training and employment opportunities for individuals with a disability. Next, to better serve our mature workers, we worked throughout PY18 to establish a new program with AARP that allowed us to launch our 50+ Back to Work Initiative in July of 2019.

Lastly, Denver Workforce Services completed an RFP process led by our City's Procurement Team to select the future vendors for our WIOA Youth In-School and Out of School Programs. We selected multiple vendors to perform this work utilizing an approach to better serve the unique customer populations accessing our services. Denver Public Schools will continue to provide services to Denver's in-school youth. We feel that their position in the City and access to youth who may need services makes them the ideal partner to serve these youth. In the out-of-school space, three new vendors were chosen. First, Ability Connection Colorado will serve as our lead agency while also focusing on the areas that they have the most strength which is serving youth with disabilities and youth in, or aging out of the foster care system. Urban Peak was also selected to provide their unique programs and services to youth who are experiencing homelessness. The Center for Employment Opportunities will be joining us in PY19 to provide work-based learning experiences for disconnected youth with conviction as a barrier.

Employment Services of Weld County

Mission & Vision:

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

Standout Accomplishment in PY18:

During the RMWDA Conference, Business Services partners showed their active support through attendance at the conference. An employer and DOC facilitated a workshop with ESWC. Additionally, an Economic Partner from Upstate Colorado and an Education Partner from Aims Community College also attended and assisted with a second workshop presentation, "Why Weld Works!" The fact that each of these partners took their time to not only present but attend the conference speaks volumes for ESWC and the strength of its partners.

Innovation in PY18:

In September 2018, ESWC began holding discussions regarding House Bill 18-1343 being established as an ongoing program through January 1, 2024. Weld County has a high population of Veterans with minimal resources in comparison to areas such as El Paso and Denver. With the support of the Weld County Board of Commissioners, in partnership with the Northern Colorado Veterans Resource Center (NCVRC), ESWC applied for the Veterans Service to Career Program (VSCP) grant requesting \$190,000 to serve 50 veterans. On December 13, 2018, Weld County was awarded \$75,000 to begin services in quarter three of PY18. Through June 30, 2020, statewide the VSCP has served 61 participants. Of those participants, Weld County has served approximately a third (18). This is a large success as there were five counties granted funds. Additionally, most Weld County participants have solely received needs-based assistance to gain or maintain employment. This is significantly different than other areas that chose to utilize the funding.

Jefferson County Business and Workforce Center

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.

Standout Accomplishments in PY18:

The BWC is most proud of the outcomes our two collaborative poverty prevention programs are demonstrating in increasing access to industry recognized credentials, increasing high school graduation rates, and leading youth with barriers to employment to career pathways leading to self-sufficiency. We are actively researching any opportunities to expand these programs in new schools and with new businesses but are limited by current funding resources.

- Career Explore is a work-based learning program in partnership with Jefferson County high schools, DVR, SWAP, Career and Tech Ed., Office of Student Engagement, and three

industry partners providing specialized training in healthcare, hospitality, and construction career pathways. This program is focused on students identified as at-risk of dropping out of school, re-engaging them in an opportunity to participate in a 3-8 week, hands-on training program, which results in basic entry level certifications followed by a paid work experience in their chosen career pathway. The BWC targeted the Arvada and Wheat Ridge high schools' diverse demographic area with twice the average unemployment and poverty rates compared to the County as a whole. In addition to this, youth dropout rates are higher in the zip codes served by these schools. This program focuses on preventing poverty by increasing access to career pathways leading to self-sufficiency, thus decreasing the public assistance access rates over the course of their lifetime.

Career Explore outcomes include:

- 19 of the 23 participants successfully graduated with their high school diploma.
 - 4 participants reengaged in high school and are on track to graduate with their high school diploma.
 - 65% of students received entry level industry recognized credentials.
 - 95.6% of individuals successfully completed work-based learning.
 - 100% of program completion.
 - 100% of participants completed Alternative Road Maps to gain soft skills needed for the workplace.
- Project Search, an effort between the Tri- County BWC, Jefferson County Schools Transitions, DVR, Easter Seals, local community center boards, VIA Mobility, and ARC to provide work experiences, continues to expand and demonstrate success. This program, designed for individuals with significant intellectual and/or developmental disabilities transitioning out of public schools, is a total immersion in the workplace environment, classroom instruction, intensive work experiences and individualized supports, services and development at Children's Hospital and UC Health. These efforts decrease the unemployment rates that individuals with disabilities experience and assist individuals with narrowing the pay gap that is statistically seen by this population.

This year there were a total of 19 participants who entered into the program:

- 89.5% of participants successfully completed the Project Search Program.
- 100% of participants graduated with their high school diploma.
- 58.8% of participants obtained unsubsidized employment within 30 days of program completion. This percentage will increase over 60-90days.

Innovation in PY18:

IT Career Pathway: Through the Innovation and Opportunity funds, the BWC created an Information Technology (IT) Career Pathway accelerating access to self-sufficiency through industry-focused training, work-based learning, and career coaching. BWC partnered with the Computing Technology Industry Association (CompTIA) to provide IT training to individuals

eligible for WIOA (AD, DW, Y), CO Works, Denver Chamber Youth and AD Works. Our community partners and businesses are asking for more opportunities like this to accelerate the access to the IT career pathway. This is the first program in the Denver Metro area providing on-site IT training to individuals experiencing unemployment/underemployment and/or on public assistance programs to help them earn self-sufficient wages in 3-6 months. We are actively researching opportunities to financially support another class in 2020 or develop an entry level IT apprenticeship.

Larimer County Workforce Center

Mission & Vision:

Vision: We are a vital, energetic, recognized leader employing a deep understanding of economic and workforce trends to positively influence the Northern Colorado economy and to create better lives for all who live and work here.

Mission: Larimer County Economic and Workforce Development connects people to meaningful work and businesses to talent and resources, improving our community's economic well-being. We care and our customers matter.

Values: Customer Focuses, Respect, Integrity, Collaboration, Culture of Innovation, Inclusivity

Standout Accomplishment in PY18:

The LCEWD is most proud of accomplishing the broad-base of innovation that has occurred across the department. Here's a sample of the types of innovation that has occurred:

- Creation of a Cross-Systems Menu of Work-Based Learning Options for Employers: For more information regarding the Work-Based Learning Menu, please contact Mark Johnston at mjohnston@larimer.org or Adam Crowe at acrowe@larimer.org.
- Customized Tutoring for the Achievement of a High School Equivalency (HSE): LCEWD's young adult program is the only resource in Larimer County that provides access to no-cost, customized, one-on-one tutoring from qualified, experienced tutors. Due to consecutive years of federal funding reductions, and changes in federal legislation, access to customized tutoring is facing elimination. Essentially, federal funds to pay for customized tutoring are no longer available.

Customized tutoring is very effective for young adults that did not have positive classroom experiences and/or cannot commit to a traditional classroom setting due to work schedules, parenting obligations, transportation challenges, and other barriers. Tutors work with the young adult to understand his/her learning experiences and, with that information, build a customized tutoring plan taking into consideration the young adult's strengths and challenges. This customized approach expedites earning the HSE and assists with maintaining the motivation and grit it takes to continue moving toward

graduation. Customized tutoring is hugely successful; 149 young adults have earned their HSE as a result of this service (January 2016-April 2019). Approximately 40 young adults will earn their HSE.

Earning an HSE has positive effects on lifetime earnings and most employment opportunities in this community require completion of an HSE diploma. As young adults compete for work among a highly educated workforce, obtaining a high school diploma is an essential building block. According to the local United Way, 20.5% of all Larimer County high school students did not graduate in 2014. There is a significant need for effective and efficient strategies to support these young adults to HSE graduation and customized tutoring accomplishes that goal.

- Development and implementation of an evidence-based goal achievement coaching model within the Larimer County Works (i.e., TANF) program:

The LCEWD provides employment-related services for the Larimer County Works program (i.e., Temporary Assistance to Needy Families), under a Memorandum of Understanding (MOU) with the Larimer County Department of Human Services.

The Larimer County Works program promotes evidence-informed coaching strategies to assist low-income families receiving TANF assistance to set and achieve goals that contribute to the families' well-being and enhance their economic sufficiency. This coaching model is referred to as Goal4 It! and was co-created with a variety of national organizations, most notably Mathematica Policy Research.

The Goal4 It! coaching model is an important component of the two-generation approach supported through the Works program. The program's philosophical and pragmatic approach to family well-being is paramount. Family well-being occurs when all family members are safe, healthy, and have chances for educational advancement and economic mobility. When families face challenges that cause stress, including poverty and homelessness, their health and wellness can be negatively impacted. Engaging families as active participants in problem-solving and goal-setting can help them identify and use their own strengths to address the challenges they face. When families are healthy, safe, and economically stable, their children's health and well-being can thrive.

The Larimer County Works program has received national recognition for its ground-breaking work in radically changing the service delivery model for TANF families. Embracing a coaching model, firmly entrenched in evidence informed practices that promote and support effective goal-setting strategies, matched with a goal-oriented technology that supports families with program requirements and easy ways to set and achieve goals, has been transformative. As an example, 100% of participants submitted their monthly time sheet (documenting their mandated work participation hours) in four of the last six months. This type of participation and response is unprecedented in the welfare arena and is clearly connected to the coaching model and technology that supports the goal-setting model.

These advances, conducted in partnership with several national organizations including Mathematica Policy Research and the Harvard Center for the Developing Child, have been acknowledged at many national platforms including the recent National Association for Welfare Research and Statistics (NAWRS) conference (July 2019). Likewise, LCEWD staff will present three different sessions at the National TANF Summit in Washington, DC (hosted by the US Department of Health and Human Services--September 2019).

The Larimer County Works program has the fourth highest entered employment rate in Colorado (43.89% through June 2019) and an impressive employment retention rate of 73.3% (participants remain employed six-nine months later). For more information about the Goal4 It! coaching model or the two-generation approach within the Works program, please contact Ella Gifford-Hawkins at gifforer@larimer.org.

- Financial Contract with the Fort Collins Area Chamber of Commerce:
For more information regarding the partnership with the Fort Collins Area Chamber of Commerce, please contact Dena Jardine at djardine@larimer.org.
- Integration of Economic Development and Workforce Development:
This accomplishment is a work in progress but, to date, the efforts to connect business services and job seeker services to economic development have been challenging, invigorating, and reflective. The resiliency of staff to persevere toward this goal, in an environment of declining federal resources and staff layoffs, is inspiring. For more information about the integration of these two important components, please contact Jacob Castillo at jcastillo@larimer.org.
- Integration of Veterans Service Office (VSO), CDLE Veterans, and WIOA Staff for Enhanced Service Delivery to Veterans:
Over the past year, the LCEWD has intentionally aligned the VSO with the CDLE Veterans (i.e., DVOP and RVER) and WIOA Adult staff so that veterans entering services at any of these three points have access to a full array of services. The working relationship between the staff is friendly, cooperative, seamless, and veterans-focused. The LCEWD is working to elevate the provision of services in all areas to ensure that veterans receive the very best of what Larimer County has to offer. For more information about the integration of veterans' services, please contact Marcy Kasner at mkasner@larimer.org.

Innovation in PY18

Selecting the most important innovation developed or implemented in the past year is akin to being asked to pick your favorite child...it's impossible to do. However, the LCEWD will highlight the growing partnership with the Fort Collins Area Chamber of Commerce. The LCEWD has entered into a financial agreement with the Chamber to fulfill several of the objectives outlined in their Talent 2.0 Regional Workforce Strategy (Fort Collins-Loveland Metro Area). Specifically, the LCEWD will successfully complete the following three strategies:

(1) Build Greater Awareness of the Region's Job Opportunities and Strong Employment Base via Online Economic Data

Objectives/Deliverables:

- Provide leadership and convener role for the systematic compilation, display, and maintenance of online economic data via the Talent 2.0 website with fluid connections to other partner websites.
- Produce economic data products, unique to the expertise and data tools inherent within the LCEWD, for attraction, recruitment, retention, and/or other similar purposes.
- Develop slide deck/templates of economic data to be used in economic and community activities. Provide easy online access to slide decks/templates via existing technology. Update slide decks/templates every six months through June 30, 2020.
- Develop and deploy marketing plan to alert employers and community partners about the availability of the online economic data.
- As requested by the Chamber, participate in the identification and creation of unifying messaging among key partners.
- Identify online economic data activities as part of the Talent 2.0 initiative.

(2) Enhance Programs that Foster Direct Connections Between Residents and Employers Through the Creation of a Thriving Work-Based Learning (WBL) Community

Objectives/Deliverables:

- Provide a lead, convener role in the creation of a thriving work-based learning community. Convene key partners to identify targeted strategies for the development and implementation of a thriving work-based learning community. Conduct focus groups and research, as needed, to identify beneficial strategies.
- Facilitate an online "one stop shop" system related to work-based learning opportunities. Work with area partners to establish and define the network of partners involved in work-based learning and efficient protocols for connecting residents interested in work-based learning opportunities with employers interested in the same.
- Expand area apprenticeships and internship opportunities, in addition to other work-based learning opportunities, so that employers and residents are connected for a variety of work-based learning opportunities to expand the talent pool options and to attract, grow, and retain talent.
- In partnerships with the Chamber, develop and deploy a marketing plan to alert employers, community partners, and residents of work-based learning opportunities.

(3) Develop Recruitment Services to Support Employers in Attracting and Recruiting Talent

Objectives/Deliverables:

- Participate in the data-informed, strategic identification of target industry groups that serve as key economic drivers within Larimer County and Northern Colorado to receive focused attention. Participate in activities to assess key talent needs for identified industries and/or review existing information/data. Make connections among existing sector activities to support efforts (i.e., healthcare and advanced manufacturing).

- Support the maintenance of a regionally shared database and customer management system for the Business Retention and Expansion (BR&E) program. Provide training and/or technical assistance to partners as needed.
- Create 24/7 online repository/order fulfillment system to provide customized labor market comparison data for employer-based talent attraction/recruiting purposes. Display commonly requested data for immediate access.
- Review federal and state Rapid Response guidelines and determine strategies to deploy more beneficial service delivery system to affected local employers and workers during times of layoffs.
- Assess and monitor large scale layoffs in Colorado and develop an “early alert” system to notify key partners regarding layoffs of interest (in line with federal/state guidelines regarding use of the information available at CDLE).
- Determine proactive strategies to attract Colorado-based talent (dislocated due to layoffs) to Larimer County including the concept of talent roadshows and increased connections through the statewide workforce development system.
- Review talent show/attraction model established for Colorado and determine viability to other parts of the United States where desired talent pools exist. Investigate other models for replicability.
- Develop “top ten” list for future talent roadshow consideration and the talent potential available within each talent roadshow. Identify employers most likely to benefit from talent roadshow participation/efforts and determine appropriate deployment strategies. Participate in regional and national talent roadshows as permissible based on financial resources, staff availability, and strategic objectives.
- Identify low-cost strategies to “stabilize and retain” local talent during times of layoffs to prevent attrition to other labor markets.
- Develop and deploy marketing plan to be used in regional, statewide, and national talent search activities to combat existing stereotypes of Northern Colorado and to educate prospective talent about the positive attributes associated with working in Larimer County.
- Develop and deploy marketing plan to alert larger employers about the availability of talent and services available through the LCEWD. Combat existing stereotypes of talent pools and services.
- Provide content to be included on the Chamber’s Talent 2.0 website to inform employers and talents of the available recruitment services.
- Receive recognition from national sources for creative public-private partnerships that address talent recruitment and management challenges.

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.

Standout Accomplishments in PY18:

Mesa County is the only certified Work Ready Community in the state of Colorado. We utilize the National Career Readiness Certificate (NCRC) to objectively map our skilled workforce. Currently we have administered 5,000+ NCRC's and have 160 local employers supporting our initiative by recognizing the NCRC in their hiring process. Our test takers are also testing higher than the national average in the NCRC, which is good data to have from an economic development standpoint. www.workreadycommunities.org/CO/077

We have also partnered with our school district, CareerWise, Grand Junction Chamber of Commerce, Community College, Colorado Mesa University, and employers to create the findyourfuture.us website. This website is geared towards youth and their parents to help them identify career pathways and opportunities through educational opportunities and virtual job shadowing.

Innovation in PY18:

Through our Manufacturing Sector Partnership and business led initiatives we launched the Workforce Innovation Project (WIP) which is an online, short term training program that is nimble enough to meet different companies needs to upskill current employees and train potential employees. We had a 78% completion rate in our first two cohorts and will continue this in the new Program Year.

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.

Standout Accomplishments in PY18:

- The Colorado Department of the American Legion selected PPWFC Disabled Veteran Outreach Program (DVOP) Specialist Mark Simmons as their top DVOP in the state of Colorado. Mark 's selection was made, in part, because of his ability to job develop for hard-to-serve veterans with significant barriers to employment and his work with

transitioning service members on Fort Carson facing short-notice and unexpected discharges. The National Headquarters of the American Legion then reviewed the top DVOPs from the 50 states and U.S. territories, and selected Mark as their top DVOP in the nation.

- The Colorado Department of the American Legion selected the PPWFC as its top American Job Center in Colorado. The PPWFC was selected for a myriad of reasons, including our hosting of the Colorado Springs Military & Veterans Employment Expo (MVEE), our partnership with USAA to host the Colorado Springs Veteran Day Job Fair, as well as our partnership with the Fort Carson Transition Office to host the annual Connect With a Vet job fair. The National Headquarters of the American Legion then reviewed the top AJC winners from the 50 states and U.S. territories and selected the PPWFC as their top AJC in the country.
- The National Association of State Workforce Agencies (NASWA) Mark Sanders Award is for Exceptional Service to Veterans, with special emphasis on Veterans with Significant Barriers to employment, and recognizes the efforts of an entire AJC whose efforts to serve Veterans go above and beyond the scope of mandatory service provision. Due in part to the establishment of a Veteran Job Coach and a Military Liaison Transition Specialist into the AJC Wagner Peyser staff, the PPWFC has been named a national finalist for the NSAWA 2019 Mark Sanders Award.
- PPWFC Workforce Development Staff participated in a two-day training in partnership with The Independence Center to receive motivational interview training. The objective is to increase customer buy-in into the programs they are receiving. During the training WDSs learned how to ask open-ended questions, redirect sustain talk and encourage change talk, so that our participants are leading and taking charge of their goals instead of the WDSs telling them what they need and exactly how they need to accomplish this. The goal is that as this philosophy is integrated into our case management practices, it will foster better communication, more active participation from our customers and stronger outcomes.
- PPWFC had an aggregate economic impact of over \$148 million in the Pikes Peak region. PPWFC assisted 14,762 individuals in getting jobs with an average annual wage of \$43,261, which is \$10,036 more than the average annual wage for all new hires in the region.

Innovation in PY18:

- The Veteran Service to Career Program Grant: This grant was awarded to PPWFC in partnership with Mt. Carmel Veterans Service Center. The PPWFC Veteran Career Coach works with any customer that self-attests to being a veteran, veteran spouse, or dependent 24 years of age or under to provide services to assist them on their individual career pathway. They provide the following one-on-one services: work readiness skills, job search assistance, and referrals to community partners and internal programs with the express goal of helping the customer obtain or maintain a career. The Veteran Career Coach is also a veteran and able to answer and direct questions related to veteran specific benefits such as GI Bill and VA Disability. As part of this partnership, the Veteran Career Coach screens customers for DVOP eligibility and WIOA

eligibility. For those not WIOA eligible, they may be referred to Mt. Carmel to receive VSCP funded services. From February 2019 to June 30, 2019, 330 veterans and family members have received services through this program.

- Workforce Asset Map (WAM): In a collaboration with UCCS Economic Forum, Colorado SBDC, PPCC, El Paso County, City of Colorado Springs, and local K-12 schools, PPWFC helped to develop WAM. WAM is a “one stop,” free, online tool that helps job seekers, employers, and students identify and easily access workforce-related resource within the Colorado Springs region. Employers can find resources related to hiring, connecting with the community, learning about labor supply, and developing a program for interns, apprentices, or employee training.
- PPWFC completed Cultural Excellence through Institutional Diligence (CEID) Level 1 training. CEID introduced and provided tools to identify and address unconscious bias. The training provided the staff an opportunity to focus on approaching, building, and maintaining relationships of mutual respect through an “open to learning” process of courageous conversation and civil discourse. This training will help us to better serve our WIOA populations, through identifying our own biases and the biases of the systems that we work through in order to better serve our participants. In PY 2019, we will complete CEID Levels 2 & 3 training.

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.

Standout Accomplishments in PY18:

Workforce Boulder County is exceptionally proud to be the recipient of the County-Commissioner-awarded 2019 National Association of Counties (NaCo) Award for ‘Best in Service’ in April of this year.

Our Learning Lab Prevention Model, launched in July 2017, is a proven alternative for at-risk youth ages 16-24 in need of strength-based education and for whom the traditional educational system has been unsuccessful. The GED Learning Lab Prevention Model embodies a unique, authentic, and impactful blend of relationship building, individualized instruction, and tailored curriculum design. It provides direct connections to employment support, along with free access to high school equivalency exam tutoring and testing.

Through collaboration between the Learning Lab, Boulder County Department of Housing and Human Services, Boulder Valley School District, and the St. Vrain Valley School District, over one

hundred and fifty youth were enrolled in the WfBC GED Learning Lab Prevention Model between July 1, 2017, and December 31, 2018. Of this group of students, almost half (47%) have accomplished one or more milestones (such as increasing literacy or numeracy scores or successfully completing one of the four official GED exams) as they move toward their goal of high school equivalency diploma acquisition.

With the individualized and empowered approach of the GED Learning Lab, it can take from two weeks up to 21 months for at-risk youth to obtain their HSED, with an average turnaround time for full HSED completion of seven months. From July 2017 through December 2018, 25% of the students enrolled in the prevention model have successfully completed their high school equivalency diploma. Almost two-thirds (62%) of these graduates did so with Honors or High Honors scores in one or more academic content areas (Reasoning Through Language Arts, Mathematics, Social Studies, and Science). All of these young adults, who otherwise may have dropped out of school entirely, are now moving into a much more sustainable future resulting from the attainment of their high school equivalency diplomas.

Innovation in PY18:

During this PY, Workforce Boulder County internally researched, developed, and implemented a seven-month long, agency-wide career coaching training to educate and empower staff, to grow agency intelligence, and to create consistency and measurability in service delivery. Career coaching helps people looking for employment take tangible and measurable steps toward a fulfilling, enjoyable career. With career coaching through WfBC, people co-develop a personalized career plan using a SMART goal format, building confidence in landing a job. Our Career Support Specialists work alongside people in an ongoing, strategic, and empowering environment to identify specific goals and actionable steps to get people to where they want to be.

As part of the 'Career Coaching Learning Modules' training initiative, WfBC leadership and staff co-created 'Pillars of Coaching' to guide and focus our coaching practice:

- We believe people are capable, whole, and have the answers within themselves.
- We partner with people to further discover and express their inherent strengths, values, and confidence.
- We meet people where they are now, explore where they want to go, and develop next steps together.
- People have the power of choice. We offer and expand choices and perspectives for people.
- We keep the person's agenda at the forefront while balancing current realities.
- We connect people to county and community resources that are in support of their unique needs.
- We grow our knowledge and work on ourselves to maximize our impact on the people we serve.

Staff participated in three-hour learning modules each month, beginning in February 2019 through July 2019. Module topics included:

- Coaching practices, tools and techniques (utilizing themes and concepts from Co-Active Coaching, Emotional Intelligence, Positive Intelligence, the Happiness Advantage and other best-practice frameworks).
- Coaching people on resume development, critique, and tailoring.
- Coaching people on interview preparation and confidence building.
- Career exploration and assessments – including formal and informal methodologies for assessment.
- Coaching people on networking and job searching, and how to garner support during the job search, which can be an emotional journey for people.
- Labor Market Information: conversations with clients. How to talk realistically and honestly about what’s going on in our local labor market in a way that means something to the people we’re coaching (without all the jargon).

To track progress and outcomes, WfBC created a ‘Career Coaching Self-Assessment’ to capture pre and post career coaching data to measure skills and confidence gained as a result of career coaching with Workforce Boulder County. WfBC plans to fully implement the Career Coaching Self-Assessment and develop a system for storing and reporting this data during PY19. Additionally, after the close of the formal Career Coaching Learning Modules, WfBC will continue to develop the career coaching skillset and enhance the confidence levels of staff by moving towards a ‘Community of Practice’ model, utilizing a staff-to-staff training methodology.

Colorado 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 eight of the sub-areas are highlighted below.

Eastern-Sub Area

Standout Accomplishments in PY18:

CRWC Youth Committee Projects 2019

Eastern Workforce was awarded \$9,500 for two projects to positively impact the youth in the region. Both of these projects are on track and the use of the grant funds were expended by June 30, 2019.

Project 1: What's So Cool About Manufacturing (WSCM)

Lonestar School District and Akron School District have eagerly volunteered to pilot WSCM, being the first schools in Colorado to test this program out. The GoPro camera kit was purchased with the current grant funds and a second kit was purchased through another grant. A portion of the grant funds have been used to pay for consulting services from Karen Buck with the Manufacturers Resource Center (MRC), an organization that supports manufacturing in Pennsylvania. Karen has currently fulfilled her consulting services through sharing past experiences and tools that have been developed over the past five years. MRC helped develop WSCM and the curriculum that the teachers use, as they are using classroom time to complete this program. This curriculum has been mapped out to Colorado Standards so if this program continues or other schools want to take part they can easily add this to their classroom.

Akron School District worked with the Akron Airport and Lonestar School District worked with Agri-Inject in Yuma. One part of the curriculum involved making a practice video. [This video was from Lonestar School District.](#)

The year was completed with a luncheon to showcase the students' work. On April 30, the teams met at Akron School to watch the videos the students made. Both Lonestar and Akron teachers and students were present. Students were able to hear from each other about their experiences when making the videos and learning about the businesses they highlighted what they liked best about the program. The businesses, Redline (Akron Airport) and Agri-Inject, were both present and spoke about how amazing this program is and how important it is to get students into these businesses to learn about what is going on in their community.

Project 2: Healthcare Traincation

Fort Morgan Workforce Center and Limon Workforce Center offered two four-day camps (in Limon and Brush) to expose middle school youth to local opportunities in health care. Both camps were well attended by both students and local health care partners.

The Fort Morgan Camp on June 3-6 had 18 students and was hosted by East Morgan County Hospital in Brush and included a day trip to Eben Ezer Lutheran Care Center. The goal of this camp was to show middle school students more careers in the Healthcare Career Field than just "doctor or nurse" which most people think about. During the Fort Morgan camp students were able to have a demonstration from Chef Peter, learn to staple chicken, and watch the medi-evac helicopter land in addition to several specialized facility tours and presentations.

The Limon Camp on June 10-13 took 13 youth on a healthcare tour of Lincoln County. The youth enjoyed a four-hour tour of Lincoln Community Hospital, learned to suture a pig's foot, saw the medical helicopter land, and learned about occupations in the fields of veterinary,

dental, and mental health. In addition, the American Heart Association offered Basic Life Support training and CPR certification for all youth who attended.

Innovation in PY18:

Eastern has re-structured internally to build a Lead WIOA worker position. This position is now covering internal monitoring, as well as program-based staff development and training in an effort to improve compliance results and program outcomes. WIOA program staff are now face to face once a month with an aggressive training agenda.

Pueblo Sub-Area

Innovation in PY18:

Cross-program industry sector teams comprised of Wagner-Peyser and WIOA program staff launched Pueblo's Future is Better Together using Strategic Doing on April 30. The goal is to bring the community together on the framing question, "How might we unify efforts across entities to create a scalable and agile workforce ecosystem that is easy to navigate for businesses, partner agencies, economic developers, city/county government, funders, and jobseekers?" The launch included invitations to 64 individuals, with 61 in attendance. Eight initiatives were launched with organizations learning how to work together toward better collaboration. Strategic Doing was also combined with the industry sector partnership model to launch the SoCO Manufacturing Sector Partnership in January. Three initiatives were identified as industry priorities.

Rural Resort/Northwest Sub-Area

Standout Accomplishments in PY18:

Revisioning what business relationships and services can look like in a time of extremely low unemployment; we have built a model that sustains and fosters value, despite a lack of available workforce.

Innovation in PY18:

The Leadville office has co-located at the local community college as the partnership with Colorado Mountain College continues to flourish.

South Central Sub-Area

Standout Accomplishments in PY18:

During PY18 there was much discussion surrounding the resurrection of the San Luis Valley Ag Coalition. Due to the large number of migrant and seasonal farmworkers in the San Luis Valley, a Coalition is something that the Workforce Center saw as a huge need. Workforce staff took

the lead in contacting partners and trying to bring the Coalition back to life. The Coalition has been active since February of 2019 and is comprised of members from Rocky Mountain SER, Valley-Wide Health Systems, the Migrant Education Program, College Assistance Migrant Program (CAMP) at Adams State University, area Migrant Headstart Programs, San Luis Valley BOCES, Colorado State Patrol, Center School District, Colorado Legal Services, and the Monte Vista Workforce Center.

The Coalition is committed to the social, economic, health, and educational betterment of migrant and seasonal farmworkers. The Coalition was organized for the purpose of initiating, promoting and supporting activities, which serve migrant and seasonal farmworkers. The aim is to facilitate the accessibility and coordination of its members.

On July 28, a welcome picnic and resource fair was held at Centers' Community Park. Attending the event in addition to area farmworkers and their families were representatives from Rocky Mountain SER (RMSER), Valley-Wide Health Systems, Monte Vista Workforce Center, Adams State University's CAMP Program, Migrant Education Program (MEP), Colorado Legal Services, Otero Junior College (OJC) Migrant HeadStart Program, and Colorado State Patrol. During this event over 200 agricultural workers attended with their families and were able to enjoy a meal as well as find out more about the services and resources available to them through the agencies represented through the Coalition. Food and clothing donations were received from area retail outlets, coalition members, and community resources. A significant part of the success of the event was the careful and attentive planning by the participating Coalition members.

Innovation in PY18:

The South Central Sub-Area has been a part of the Maternal, Infant and Early Childhood Home Visiting (MIECHV) Working Together Grant. This grant provides an array of services to families with young children (pregnancy to 5 years old) enrolled in MIECHV programs. The grant collaborates with state and local counties, non-profit organizations, and higher education institutions around the San Luis Valley, with a goal of supporting the parents through school and/or work. Community leaders understand the importance of collaboration in order to produce results. Original collaborators in the San Luis Valley include La Puente/Adelante, Trinidad State Junior College, Colorado Workforce Center, Early Childhood Council of the San Luis Valley, San Luis Valley Behavioral Health Group (SLV BHG), County Departments of Social Services, and Mpowered.

Over the course of the grant we have added Healthy Steps through the SLV BHG, Division of Vocational Rehabilitation (DVR), SafeCare, Valley Wide Health Systems (VWHS), the Training Advantage (TTA), and the Colorado Department of Public Health and Environment (CDPHE). The original grant period was from February 2017 to November 2018 with an initial budget of \$949,664 (total Colorado budget) and included funding from HRSA, The Buell Foundation, Temporary Assistance for Needy Families (TANF), and the El Pomar Foundation. Due to the strong collaboration of each of the local partners in the SLV, the grant period was recently extended another year with an additional \$10,000 added to the existing funding. It was also

revised to allow a limited number of participants from outlying counties in the San Luis Valley to register, as long as the participant is enrolled in home visiting and a school or work program from one of the three originally approved counties.

The original enrollment goal for the program was 100 enrolled participants; to date there are 265 total referrals with 139 active participants working toward GEDs, various certificate programs, and/or employment. The numbers continue to rise each month as more individuals are becoming aware of the program. As of April 8, 2019, current enrollment goal numbers were raised to 210. The Working Together Grant has been featured in several community and statewide publications, including the Zero to Three Journal, The Valley Courier, and agency publications amongst others. Sherri Valdez, Early Childhood Council of the San Luis Valley said, "The Working Together Innovation Project is a true collective impact model that has solidified community partners among community providers that support families with young children in our region. Each partner has a clear understanding of their role and contribution in making a difference for participating families, and because of this, the agencies/organizations work above and beyond to help families succeed." It is clear that the most important part of this project is the enrolled participants and their children. The work of programs like this are never done, though continued efforts are made to help as many participants as possible reach their full potential, or at least take a step in the right direction. The Working Together project will ultimately improve the economy of the targeted area and lead to a more successful family dynamic within the targeted communities. [This video was created to highlight the program and one of their many successes.](#)

Southeast Sub-Area

Standout Accomplishments in PY18:

The Southeast Sub-Area Director and Southeast/South Central Migrant Seasonal Farmworker Outreach Team participated in the planning of the second annual Colorado Agricultural Summit; the event was a joint project of CDLE, Colorado workforce, MAFO, and The Colorado Fruit and Growers Association. The Colorado Agriculture Summit is the premier annual gathering for Colorado workforce, government agencies, housing providers, agricultural employers, and other service providers committed to advancing a coordinated and comprehensive approach to meet the demand of the labor and housing shortage in Colorado. The event was extremely successful in creating opportunities to network and strengthen partnerships within the agricultural community. This year the Colorado Agricultural Summit brought together nearly 200 people from across the state from service providers and agricultural employers to participate in two major events: the Colorado Ag Summit and the Colorado Fruit and Grower Association Conference. The goal was to engage employers in open dialogue with Colorado workforce professionals, housing specialists, and other service providers to identify, develop, and navigate recruitment strategies to recruit and retain a sustainable workforce. At the Summit, the sub-area director and outreach team led networking activities and were also afforded the opportunity to present on recruitment alternatives such as the underutilized Agricultural Recruitment System and by sharing online recruitment tools i.e., Connecting

Colorado. The Agricultural Recruitment System is one of the recruitment solutions identified to work towards addressing workforce shortage issues within our state.

While workforce centers across the state have had some solid success and credible efforts to recruit an adequate workforce to meet the large demand for employers, more needs to be done to move the needle in coordinating our recruiting efforts. Currently Colorado Agricultural Employers from across the state have to rely on the H2A program to meet their labor force needs.

The success of the 2018 Colorado Summit has resulted in building stronger relationships and better collaboration between Colorado workforce and agricultural employers across Colorado. One example of this success is that agricultural employers are actively participating in local farmworker coalitions as well as state farmworker coalitions. Another positive example was that the sub-area director and the outreach team have participated in growers association meetings and events hosted by agricultural associations over the past year. The host partners for this successful event were, MAFO, CDLE, Colorado workforce, and the Colorado Fruit and Grower Association.

Innovation in PY18:

The Lamar Workforce Center partnered with Southeast BOCES to assist with the areas inaugural Career Cab on October 3, 2018. All high school juniors in the 14 school districts served by Southeast BOCES were invited to attend. The event was designed to inform students of different career pathways in some of the common job sectors in the rural area. The program offered students an opportunity to find out more information on the following sectors: Agriculture, Health Science, and Law and Public Safety. The students really enjoyed the opportunity to participate in the event and were surprised at how many different positions were available in each of the sectors that were explored. There were approximately 80 youth that took part in the event from the 14 district service area. The event had all positive reviews from the students and adults that were present. The event will be held again on October 23, 2019. This event is expected to have 120 youth take part and the "cabs" have been modified to include Business and Manufacturing along with Agriculture and Public Safety.

Southwest Sub-Area

Standout Accomplishments in PY18:

The strong partnership between workforce and Southwest Open High School resulted in workforce center staff teaching a work ready class at the school for one semester, teaching 4.5 hours/week. During the course, students took the A Game, Conover, My Next Move and other assessments. They registered in Connecting Colorado, completed job applications and resumes, practiced interviewing, and looked at job opportunities that were available in their community and in the communities they were considering moving to. Because of this partnership and the relationship built between the students and workforce teacher, the teacher was able to provide

individualized assistance in planning for their future. Many students felt this was extremely helpful with making an informed career decision.

The Southwest sub-area has worked extensively with SW Colorado AHEC to strengthen the healthcare sector partnership and to develop internships/apprenticeships in the sector.

Innovation in PY18:

With funding continuing to decline and workforce centers being short staffed, the southwest workforce sub-area explored ways to serve outlying areas. Working with Archuleta County Human Services and The Training Advantage, this sub-area was able to supplement The Training Advantage to provide approximately 10 hours/week employment services to Archuleta County, which appears to cover the need for that area.

Upper Arkansas Sub-Area

Standout Accomplishments in PY18:

Upper Arkansas WIOA developed and implemented the Summer Projects Program 2019 (SPP2019). This was developed for out of school youth who we were not able to place in a traditional work experience with our business partners due to significant hurdles to employment. Every youth participant is a drop out and did not have their GED. Every youth participant has transportation issues. The longest any of the participants had held a job was two months and every participant was unemployed. This was the first job for four out of the eight participants.

SPP2019 was launched the last week of May and will continue through approximately mid-September. This work crew has done over 40 different projects (and counting) from assisting the local Goodwill, to working to help mitigate the Hayden Creek Burn Scar in Cotopaxi and Coaldale. These youth have changed significantly by participating in this community work experience. They all have come out of their shells. Two have successfully obtained their GED. One was able to obtain a full time permanent job. They all have gained valuable work experience, learned how to work as a team and individually, and the crew was given a wonderful reference that each will be able to use from one of our happy project customers. The growth gained by each participant has been incredible to watch during the summer.

Innovation in PY18:

Launching the wellness industry sector partnership with representation from Pueblo and Upper Arkansas Sub-Areas.

Western Sub-Area

Innovation in PY18:

The Western Sub-Area is partnering with Mesa County Workforce to become an ACT Certified Work Ready Community in Montrose and Delta Counties. Workgroups from Delta and Montrose were trained on how to help their communities reach this designation. These workgroups have established relationships with schools, businesses, workforce, and economic development agencies in making these counties more competitive and to help close the skills gap that continues to grow in rural Colorado. The group promotes the National Career Ready Certificate (NCRC). The NCRC is a portable, industry-recognized credential that identifies individual skills in workplace documents, applied math, and graphic literacy - skills required for 77 percent of the jobs in the ACT job database.

Exhibit B - Workforce Development Programs Strategic Initiatives

Exhibit B provides information on outcomes and impact of Workforce Development Programs strategic initiatives through PY 18.

State Hospitality Grant

Colorado Restaurant Foundation (CRF) is the administrator of Colorado ProStart, the pre-apprenticeship program of the National Restaurant Association Educational Foundation. CRF has formed continuous access points towards career pathways for students in Culinary Arts, Restaurant Management, and Lodging & Resort Management. In an effort to create more career “on ramps,” CRF has launched a Level III Registered Youth Apprenticeship Pathway program for its ProStart Level I & II students pursuing hospitality careers in Restaurant and Lodging Management here in Colorado. Other projects include a ProStart Level III Culinary Registered Youth Apprenticeship program at Warren Tech (Jefferson County Schools) and Hospitality/Tourism youth apprenticeship program at Legacy High School (Denver Public Schools).

- Outcomes
 - During this program year CRF Colorado ProStart program served 854 students.
 - Metro State University of Denver data shows that 94% of students earning concurrent enrollment/dual credit are achieving a “C” grade or better. This number puts the Colorado ProStart Concurrent Credit program into the high performing category.
- Impacts
 - Testimonial: “Colorado ProStart’s partnership with CDLE has been transformational. The program continues to add more hospitality career pathway and industry certification opportunities for the nearly 1,000 students we will serve this year. Together we are addressing industry’s workforce concerns and making a powerful impact on the lives of our ProStart students,” said the Colorado ProStart State Director.
 - Statewide Competition: One of the highlights of the program for students is the statewide ProStart Invitational Competition where school teams compete in two categories, culinary and restaurant management, to earn the statewide winners title, scholarship opportunities, and a chance to compete at Nationals. The “newcomer” winning team, Adams City High School, won over \$29,000 each in scholarship opportunities.

Jobs for Veterans State Grant

The Jobs for Veterans State Grant (JVSG) program is a staffing grant from the US Department of Labor to provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment. The goal is to provide quality employment and to assist employers trying to fulfill their workforce needs with qualified veterans.

- Outcomes

- Served over 1500 Veterans, with an average caseload of 53 Veterans or eligible persons.
- Mark Simmons, a Disabled Veterans Outreach Program (DVOP) Specialist at the Pikes Peak Workforce Center, received recognition as the DVOP of the Year for Colorado and then won the national award for DVOP of the Year from the American Legion.
- Colorado's JVSG program was one of six states selected to present promising practices in serving disabled veteran customers at the National Association of State Workforce Agencies National Veterans conference.
- The Colorado American Legion awarded Capco the employer of the year and submitted them for national consideration. Capco received this well-deserved national recognition by exceeding the 10 percent Veteran workforce goal by seven percent and striving for a 25 percent Veteran workforce goal.
- Impacts
 - Success Story: Sean M. was an unemployed service-connected disabled Navy Veteran who was having difficulty finding employment. The DVOP worked with Sean to develop an Individualized Employment Plan with his ultimate goal to work in information technology. The DVOP reached out to Mind Springs Health on behalf of Sean for a position in information technology. Sean was hired at \$48,100/year in February. He also applied for a federal position with the information technology department at the Grand Junction Regional Medical Center. On April 1 Sean started a federal information technology specialist position making \$82,000/year.

State Displaced Homemaker Grant

The State Displaced Homemaker Grant, known as the Keep Envisioning Your Success (KEYS) scholarship program, provides support and services to help displaced homemakers enter or re-enter the workforce. KEYS is committed to empowering displaced homemakers, through education and employment, to become economically self-sufficient. The program is operated through a contract with the Community College of Denver (CCD).

- Outcomes
 - Assisted 85 displaced homemakers with appropriate resources to remove barriers to employment, provided academic support to achieve goals, and connected the students with employment supports to achieve success.
 - The Winter Wonderland event helped over 50 displaced homemaker families by providing gifts during the holiday season. This event is a partnership between the KEYS scholarship program, CCD, and several community partners across the Denver Metro area.
- Impacts
 - Success Story: Lisa was homeless due to relationship violence, divorce, finances, health, and lack of employment all at once. With the help of the KEYS scholarship, Lisa graduated with her Associate of Applied Science in Human Services and recently earned her four-year degree at Metro State University of

Denver. She accepted a counseling position at Shiloh House in Denver, and at the same time is seeking her master's degree.

- Testimonial: "I wanted to thank Crystal for her support with helping me achieve my goal in becoming a nurse. I am now gainfully employed with St. Mary's Hospital in Grand Junction, Colorado. Also, both of my daughters are attending post-secondary school as well, one in the school of architecture and the other on the Anschutz campus in nursing school. Thank you for your support!"

Trade Adjustment Assistance Program

The Trade Adjustment Assistance Program assists workers who have been laid off due to foreign competition to find new, better employment by retraining them in a new occupation or improving their current skills for a better employment outcome. Benefits available to workers include retraining (classroom, Registered Apprenticeship, or on the job), Trade Readjustment Allowance (extended unemployment benefits), job search allowances, relocation allowances, and assistance with their health insurance in the form of a tax credit from the IRS.

Reemployment Trade Adjustment Assistance (RTAA) is the program's wage subsidy for workers who are 50 years of age or older who find new employment that pays less than their trade certified employment.

- Outcomes
 - 187 participants received training during the program year.
 - 64.71% of participants exiting the program found employment.
 - 89.23% of exited participants retained employment after four quarters.
- Impacts
 - Testimonial: "Words alone cannot begin to express my gratitude for the tremendous help which I have received from you! After having spent a long, depressing time being unemployed, my career and educational goals have been not only met but exceeded. I am very happy to be serving my country in a rewarding permanent position that will be well compensated, and I have no doubt that the key to this success was the support which I have received from TAA."
 - Success Story: Aida C. was working as a telephone operator representative for \$15.60/hour at Moneygram International and was laid off on Feb. 27, 2015. WIOA assisted Aida with the completion of her Bachelor's degree in accounting. TAA paid for Aida's master's degree through Regis University. Aida graduated in October 2018 and began studying for her CPA exam. Aida has since been hired by the IRS and will be promoted to a GS11 Revenue Agent when she passes her CPA exam.

Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit incentive for employers who hire individuals belonging to targeted groups. The WOTC has continued to utilize the 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 WOTC unit implements on a daily basis.

- Outcomes
 - The WOTC Unit processed 76,985 new requests.
 - Of those new requests, 24,084 were certified.
 - That equals \$70,606,200 in tax credits for employers hiring individuals in the nine WOTC targeted groups.
 - In November 2018, the Colorado WOTC unit presented its outreach process as a best practice on a national WOTC call with over 60 audience members.
- Impacts
 - Testimonial: "I would like to let you know that we received three WOTC certifications out of the four employees I reported to you in my previous communication and on behalf of Lightfield Enterprises, Inc. want to thank you for your assistance and support in this matter."

Federal Bonding Program

The Federal Bonding Program offers a six-month, no-cost 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 U.S. Department of Labor and CHUBB Limited and is administered by Workforce Development Programs.

- Outcomes
 - The Colorado Federal Bonding team issued 23 fidelity bonds.
 - With the help of other WDP and Vocational Rehabilitation staff members, the team applied for and were awarded \$100,000 by USDOL for the new Fidelity Bond Grant, which focuses on bonding justice-involved individuals for the purpose of obtaining employment.
 - The team started presenting federal bonding to inmates, probation officers, and other community partners. We continue to increase our outreach to the state and federal prisons throughout Colorado.
- Impacts
 - Testimonial: "I am planning on hiring a convicted felon. Since we do work in people's homes and places of business, I need to get federal bonding for this new employee." The federal bonding team issued the full \$25,000 bond for this employer's request.

Foreign Labor Certification

The Foreign Labor Certification unit assists the US 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 and inspect the employer-provided housing required by the H2A program to ensure that it meets federal standards. This unit also reviews all employers' H2B job orders for Colorado to ensure the content requirements of H2B regulations are met.

- Outcomes
 - Received and reviewed 373 new H2A job orders, which resulted in 571 completed housing inspections statewide.

- Received and reviewed 385 new H2B job orders.
- Increased the number of outreach presentations to include presenting H2A at the Colorado Fruit and Vegetable Growers' Association Conference, the Colorado Agriculture and Labor Summit, and the Employer Agriculture Seminar in Southeast Colorado.
- Impacts
 - Testimonial: "I am very grateful for your partnership. I look forward to another successful year in 2019. Please let me know if I can be of any assistance in the future." - Local Workforce Center Director

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. [Learn more.](#)

- Outcomes: During PY18, Colorado met all of its compliance indicators. Of the 2,896 MSFWs registered for services in PY18:
 - 80% received a staff assisted service; 57% were referred to a job
 - 66.11% obtained employment (65.27% were at \$0.50 above minimum wage)
 - 28.23% were referred to career guidance; 54.30% were referred to supportive services

MSFW coalitions of workforce and partner agencies sponsor yearly migrant appreciation events throughout the state. In PY18, staff held four events serving more than 850 farm workers. During these events many different agencies provided information on services and educational materials to all who attended. The events also included entertainment, donations, and a free meal.

- Impacts: During PY18, the Colorado Department of Labor, Migrant Education, Migrant Health, USDA Rural Development, Rocky Mountain SER, Equal Employment Opportunity, Mexican Consulate, Harvest America, Chamber of the Americas, and other agencies initiated planning to co-sponsor a third annual Colorado Agriculture and Farm Labor Summit to be held in December of 2019. Colorado is also active in the MSFW coalitions around the state. Colorado's State Monitor Advocate is the Chair of the state level coalition and is an active member in the Delta, La Junta, Pueblo, Monte Vista, and Greeley coalitions. CDLE is also very active in the Human Trafficking Coalition.

Federal Disability Employment Initiative

The Disability Employment Initiative (DEI) in Colorado focuses on assisting participating workforce areas to increase enrollments of adults with disabilities (18-64) into WIOA Adult and Dislocated Worker programs. The DEI Grant also focuses on helping the state to ensure physical and programmatic accessibility of workforce areas/centers through sustainable practices, ensuring job seekers with chronic or severe disabilities who are receiving Social Security Disability Benefits have benefits planning and effective employment network services and that career pathways are accessible.

- Outcomes
 - 315 enrollments of adults 18-64 with disabilities into WIOA AD and DW programs surpassing the 3-year grant goal of 216.

- 149 adults with disabilities who entered training under WIOA AD and DW programs surpassing the 3-year grant goal of 84.
- 89 adults with disabilities who completed training under WIOA AD and DW programs surpassing the 3-year grant goal of 63.
- Impacts
 - Two of the four workforce areas participating in the grant have begun to receive incentive payments for assisting job seekers who are Social Security Ticket to Work holders. This incentive funding can be used to ensure physical and programmatic accessibility at workforce centers. This is also a sustainability initiative to ensure effective services continue after the grant performance period ends.

State Veterans Service to Career Program

The Veterans Service to Career Program's (VSCP) goal is to assist veterans, spouses, and other eligible participants in seeking, obtaining, and retaining employment. In January 2019, CDLE awarded \$925K to five participating workforce centers. Program funds are intended to augment federal funds available through workforce centers. Services offered through the grant may include assistance to participants in securing federal benefits, counseling services, employment support, education, work-based learning, life skills, and wellness support.

- Outcomes
 - 45 veterans and four spouses served
 - 18 veterans with a disability served
 - 7 homeless veterans served
- Impacts:
 - Success Story: Craig C. is a veteran who had one of the most difficult barriers to employment - a felony. In addition to the fact that the job market was not favorable to him, Craig wanted to get back into nursing, a very technical field with a high level of responsibility. He worked with the Larimer Workforce Center and received help from both the Veterans Services to Career Program grant and the WIOA program, which paid for his extensive training: Basic Life Support, Pediatric Advanced Life Support, Trauma Nursing Core Course, and Advanced Cardiovascular Life Support. Determination, honesty, and up-to-date skills earned Craig one employer's trust. Now he cares for cardiac patients and is thrilled by this opportunity.

Technology Solutions

- **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 more than 200 virtual job fairs for over 200,000 job seekers and over 2,600 businesses.
- **Virtual Job Shadow** - During PY18 WDP continued promotion of 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.
- **E-Colorado Redesign Project** - CDLE is using a new content management application, Adobe AEM Sites, to redesign the look and features of e-Colorado, the state's e-learning

portal. The project includes re-designing templates, setting up a new site, transferring content to a new application, and testing.

- **Eligible Training Provider List (ETPL) Project** – CDLE is in the process of moving the Eligible Training Provider List to a site maintained by the Colorado Department of Higher Education (CDHE). Application site updates will provide a better user experience for training providers.
- **Connecting Colorado Staff Services Page Redesign** – This redesign project involves a new look and layout of the page, which includes enhancements for viewing service definitions and the method of selecting/storing services for one-stop center customers.
- **Business Services – Effectiveness in Serving Employers** – CDLE has made system changes to Connecting Colorado to collect the data needed for reporting the effectiveness in serving employers measures and collecting data from the partner agencies to report.
- **Reemployment Services and Eligibility Assessments (RESEA)** – CDLE has made Connecting Colorado system enhancements for RESEA scheduling, enrollment in employment services, registration with the state’s job bank, and reporting.
- **WIOA Exit Page Redesign** - CDLE has improved layout and organization of WIOA performance data elements on the exit page in Connecting Colorado to streamline the process of data entry/review and ensure better data accuracy for reporting.