



DRIVING COLORADO FORWARD TOGETHER

PROGRAM YEAR 2019 REPORT ON TALENT DEVELOPMENT ACTIVITIES
FUNDED THROUGH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT



Colorado Workforce
Development Council

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A Letter from the Colorado Workforce Development Council

In 2014, the Workforce Innovation and Opportunity Act set forth a bold vision for an aligned public workforce system built on partnerships that delivers excellent customer service to both job seekers and businesses. Throughout our implementation of the first Combined State Plan, we have executed on that vision to strengthen our business-led system that is acutely attuned to the demand side of our state's economy, and to enhance the connectivity and partnership across programs.

Our work is grounded by federal support, and augmented through state and local initiatives to best meet the needs of all of our customers and stakeholders. Therefore this annual report on activities funded through WIOA is one component of the *Colorado Talent Pipeline Report*, which offers an in-depth look at the current demand for and supply of talent in the state. 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.

While the realities of the COVID-19 pandemic were not imagined when we began building our current system in 2016, the infrastructure, partnerships, and mindset formulated through our state plan has prepared our system to rise up to the needs of today. With agility, the public workforce system has responded quickly to meet the dramatic increase in demand, and is prepared to guide our state through to full economic recovery.

The vision of our network is that **every Colorado employer has access to a skilled workforce and every Coloradan has the opportunity for meaningful employment, resulting in individual and statewide economic prosperity.** We must lean into that vision, together, in order to achieve the success that the citizens of our state deserve and demand.

In order to be grounded on where we are today, this report contains:

- An update on the strategic section of Colorado's state plan with a narrative summary of results from all core programs;
- Highlights from Colorado's 10 local workforce areas, emphasizing the innovative practices that have been 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 first Combined State Plan under WIOA, and look forward to partnering with you in the years ahead as we execute the second Combined State Plan.



Lee Wheeler-Berliner
Managing Director



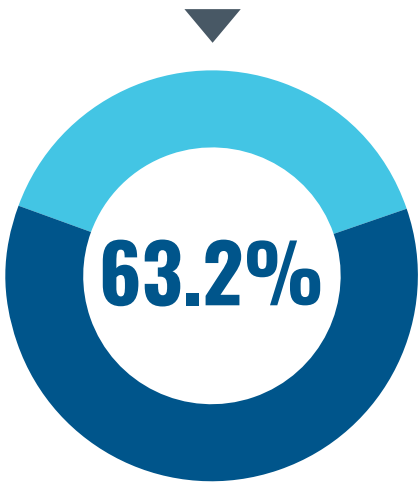
Tim Fry
Chair

IN COLORADO



313,370

JOB SEEKERS
UTILIZED THE PUBLIC
WORKFORCE SYSTEM
IN PY2019



OF JOB SEEKERS WERE
SUCCESSFULLY EMPLOYED

with **64.5%** successfully
retaining employment
one year later

9,045

BUSINESSES

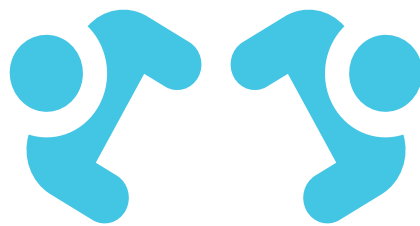
WERE SERVED BY THE PUBLIC
WORKFORCE SYSTEM IN PY2019

441,647 JOBS POSTED



\$453,333,190

IN WAGES RETURNED
TO THE ECONOMY



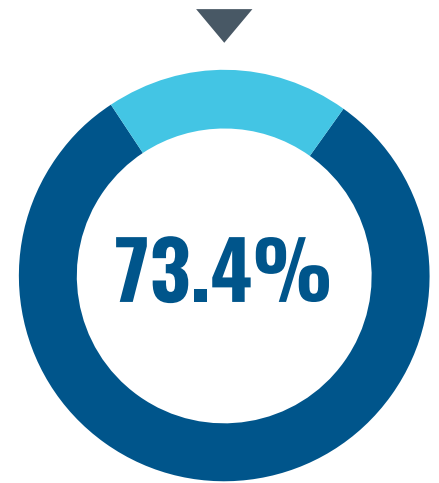
70,835

job seekers received
in-person services through
our statewide network of
workforce centers, such
as resume assistance and
interview skills in PY2019



5,078

INDIVIDUALS WERE
ENROLLED IN MORE
EXTENSIVE TRAINING
PROGRAMS



OF THOSE INDIVIDUALS WERE
SUCCESSFULLY EMPLOYED

with **75.1%** 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. [View the WIOA State Plan.](#)

This report provides a synopsis of activities under Colorado's 2016-2019 WIOA State Plan outlined within each of the five state goals listed below. In most cases, the information provided includes a summary of accomplishments over the last four years in addition to PY19 results. The summaries include updates from each of the core WIOA programs: Adult, Youth, Dislocated Worker, Adult Education, Division of Vocational Rehabilitation, and Wagner Peyser.

Background

Colorado Department of Labor and Employment's Workforce Development Programs (WDP) is the grant recipient for USDOL's Workforce Innovation and Opportunity Act and Wagner-Peyser Act programs. 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 many sections of the annual report.

National Policy Development

With the overarching mission of the Colorado Department of Labor and Employment and the goals of WIOA as the framework, Colorado has driven policy change over the last four years at the national level through the following leadership positions:

- The Director of the Division of Employment and Training has served 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 has served 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 Workforce Development Programs Operations Manager has served on the NASWA Veterans Committee
- The Director of Adult Education serves on the National Reporting System Technical Working Group

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 affect workforce policies at the national level.

Strategic Initiatives

Colorado participated in the National Governors Association (NGA) Work-based Learning Academy. We also continued our work in the NGA On-Demand Workforce Policy Academy. Colorado's goals for participation in the Academy include:

- Identifying the needs of on-demand and gig workers, current resources to meet those needs, and any gaps or challenges to meeting those needs.
- Examining the feasibility of developing portable benefits for gig workers to increase their financial security.

CDLE 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 contracted with Colorado State University 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. The report will be published in collaboration with NGA in December 2020. Colorado Senate Bill 20-207, which requires CDLE to conduct a study of independent contractors and the unemployment insurance system, will provide a menu of policy options to legislators in 2021 to expand access to worker protections for all workers in Colorado.

From PY16 through PY19 Colorado applied for and received 11 national discretionary grants from the U.S. Department of Labor, totaling more than \$29.5 million, including:

- **Apprenticeship Expansion Grant (ASE)** - \$1,356,231: Create two apprenticeship consultant 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
- **Employment Recovery Grant: National Dislocated Worker Emergency Grant** - \$5,665,000: To provide employment and training services to job seekers and incumbent workers impacted by the COVID-19 pandemic; Assist impacted employers with layoff aversion strategies and layoff assistance
- **Disaster Recovery Grant: National Dislocated Worker Emergency Grant** - \$4,995,000: To provide subsidized employment to workers impacted by the COVID-19 pandemic, which focus on pandemic recovery activities
- **Pathway Home Project** - \$4,000,000: To provide pre- and post-release training and job readiness services to justice-involved individuals to secure employment. Primary partners for this work include CDLE, the Department of Corrections, and local workforce areas.

Within Colorado's workforce system, WDP has integrated 'design thinking' with appreciative inquiry and other planning methods to build on our successes and intentionally put our 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 in Colorado
- Align business services and career services efforts across state partners
- Develop comprehensive online training for veterans who have significant barriers to employment
- Impacts: As a result of the design thinking process, WDP piloted the use of portable technology with Jobs for Veterans Training Grant (JVSG) staff to better meet the needs of clients with transportation issues. The pilot has been incredibly successful during the COVID-19 pandemic, when case management quickly shifted to a virtual setting with limited time to prepare. It has resulted in a comprehensive virtual case management system, the VETS Vortex, which provides online scheduling, video case management, and an on-demand job portal all in one place.

Performance Excellence – The TalentFOUND System

Colorado has excelled as one of three workforce demonstration states, fully embracing the key principles of the Workforce Innovation and Opportunity Act, achieving total integration of the Workforce Innovation and Opportunity Act, 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 each year from PY16 through PY19 included:

- Provided employment services to more than 200,000 job seekers (including 17,691 veterans) and more than 24,000 businesses each year
- More than 86,000 job seekers obtained unsubsidized jobs
- Provided training services to more than 4,000 job seekers
- Served more than 37,000 youth through the Governor’s Summer Job Hunt
- The Work Opportunity Tax Credit program certified over \$70,000,000 in potential tax credits for Colorado businesses
- Colorado met or exceeded all WIOA Title I and Title III 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
- Location-neutral Jobs
- Rapid Response/Layoff Assistance Services
- Work-based Learning Initiatives

Business Services Initiatives

The Colorado business services team evaluated their effectiveness and, with the agility so deeply ingrained in the initiative, restructured to more effectively meet Colorado employer needs. Moving away from standing work groups, business service leaders met issues and opportunities with quick task forces designed to align work and streamline service. The new structure was particularly important as the COVID-19 pandemic forced the workforce system into different models of service delivery. Task force work included:

- Developing processes to work with the hemp industry
- Engaging in the development of local plans
- Supporting SAE and ASE apprenticeship grants and initiatives
- Exploring how best to engage in the gig economy and work with independent contractors (1099 workers)
- Aligning to support skills-based hiring initiatives throughout the business service team
- As the CDLE Virtual Job Fair Platform became overloaded with the advent of COVID-19, a task force investigated alternative virtual job fairs systems and provided input to improve the CDLE Virtual Job Fair platform.

Effectiveness in Serving Employers

Colorado has elected to track all three proposed employer measures. PY19 data on these three measures can be found in the Goal 5 section of this report along with the other Statewide Performance 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 customer 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 3-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, 2019 to June 30, 2020, 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 PY19 Result:

- 93.8% of employers were satisfied or very satisfied

Division of Vocational Rehabilitation, CDLE:

Effective Aug. 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. This satisfaction process gathered feedback from customers on five key satisfaction measures. The satisfaction ratings per key measure for PY19 include: 1) Timely and courteous service (98.67%); 2) Information or service met my needs (95.24%); 3) BRU staff member was knowledgeable on the topic (98.31%); 4) Overall satisfied (96.74%); and 5) How likely are you to seek services from the BRU again (97.63%). When combined, these measures resulted in an overall customer satisfaction rating of 97.38% from 112 responses for PY19.

The Office of Adult Education Initiatives, CDE:

Title II Adult Education programs did not collect employer satisfaction data in PY19 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 has been invested in regional, public-private partnerships targeting key industries that are vital to our regional economies. Throughout the state, sector partnerships provide a shared table for coordinated strategies aligned with industry demand. These partnerships bring business leaders together within a specific industry to collaborate with public partners in education, economic development, workforce, and community organizations.

Colorado is a national leader in advancing the Next Gen Sector Partnerships model. Since 2007, more than 30 industry-driven, regional sector partnerships have been launched in 12 regions, with new efforts targeted at the development of partnerships in the transportation, energy, education, and retail, hospitality, and food and beverage sectors. There are now more than 1,800 businesses involved with sector partnerships across the state.

The 2019 Sectors Impact Survey showed that 88% of sector partnerships in Colorado have goals and priorities in the area of workforce development, such as hosting job fairs, industry trainings, and workshops, and 84% are moderately to actively engaged in work-based learning activities. Of participating businesses, 82% said they would recommend participating in a sector partnership to a peer. One business participant shared, “I believe the greatest return of the sector partnership is the sharing of ideas, problems, and solutions for finding and retaining talent.” As the state works to recover post COVID-19, sector partnerships can play a critical role in convening partners to share resources, innovate, and take action to stabilize industries throughout Colorado and advance a plan for an equitable economic recovery. [View more information on Colorado's sector partnerships.](#)

Location-neutral Jobs

One strategy that has been elevated due to the pandemic is location-neutral jobs. A “location-neutral job” is defined as a job that lets a worker live where they choose and still work for an employer located in another city, county, state, or even country. These jobs carry the same benefits as structured positions, including workers’ compensation and unemployment insurance. The Colorado Office of Economic Development and International Trade recently launched the Location Neutral Employment Program that targets location-neutral jobs and rewards the placement of those jobs in locations outside of Colorado’s urban corridors. In PY19 Connecting Colorado was also enhanced to allow the listing of location-neutral job openings. Modeling a location neutral practice, CDLE is establishing a state policy that will allow business services staff around the state to accept job orders for independent contractor openings. These types of jobs are often location-neutral or remote opportunities, so this policy shift will support placement of individuals into these jobs and normalize such practice.

Rapid Response/Layoff Assistance Services

While Colorado enjoyed record setting low unemployment rates lower than the national average and a booming economy from 2016 through 2019, businesses continued to conduct permanent layoffs and utilize rapid response services. As the COVID-19 pandemic hit and a state of emergency was declared in Colorado in March of 2020, there was a dramatic and sudden increase in temporary layoffs and furloughs along with a corresponding increase in workshare program participants to avert layoffs.

Prior to the pandemic, the rapid response team had served 364 companies with layoffs affecting 42,508 employees. The top three industries most impacted by permanent layoffs were retail trade, food/accommodations, and manufacturing. Statewide, 249 rapid response events were delivered with 6,277 in attendance. Customer satisfaction ranked high among job seekers and employers achieving a 99% satisfaction rating in all categories. Post COVID-19 the number of companies served increased by 186 with permanent layoffs increasing by 3,696 from March to June 2020 and temporary layoffs swelling to 14,497. The number of furloughs totaled 3,390. Through layoff aversion efforts, 492 jobs were reinstated and 33 layoffs were averted.

Results

- Developing and launching an e-learning education series for rapid response coordinators and TAA counselors containing how to videos and interactive scenarios in addition to assessments combined with ongoing mentoring
- Developing and launching unemployment, workforce, healthcare, credit management, and healthcare videos
- Hosting webinar trainings and a layoff aversion conference incorporating exercises to learn layoff aversion strategies
- Incorporating a layoff aversion plan and strategies in the local area annual plans
- Fulfillment and inventory management of rapid response publications – During the reporting period we evolved through three phases from paper-based publications with manual fulfillment and inventory management, to outsourced fulfillment and automated inventory management, to electronic e-packet and site information and electronic fulfillment, saving time and money.
- Public availability of WARN information to improve access of WARN information to reporters and other stakeholders

- Development of virtual workshops with videos, publications, and sites as well as self-serve rapid response services in addition to facilitator-driven virtual events and in-person events
- Collaboration with unemployment insurance and the development of LEAN streamlined processes as part of a LEAN event
- Collaboration with TAA to deliver desk side rapid response services so that all TAA customers receive rapid response 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 have advanced 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 \$2.89 million in State Apprenticeship Expansion (SAE) and \$1.36 million in Apprenticeship State Expansion (ASE) grants to strengthen registered apprenticeship (RA) efforts. CDLE has led the way in expanding RAs to new industries and increasing equity in apprenticeship.

Results

- SAE: Since 2016, the SAE grant supported 10 workforce areas and three intermediary grantees. Through this funding, over 1,523 individuals were placed in registered apprenticeship, youth apprenticeship, and quality pre-apprenticeship programs, and 27 new programs were developed.
- ASE: In year one of the ASE grant, CDLE built out a new infrastructure to support sustainable statewide expansion: the establishment of a single workforce center as a statewide Apprenticeship Hub, upgrading Connecting Colorado WIOA reporting system to align with grant requirements, and process improvement to streamline registered apprenticeship sponsor participation in the Eligible Training Provider List. Partnerships with the Colorado Community College System, the Division of Vocational Rehabilitation, and Department of Corrections offer employers more robust program options and career seekers more access to braided funding.

Impacts

- Success Story: Adams County Workforce Center and Red Rocks Community College's early childhood education (ECE) team have a strong partnership, and coordinated efforts to place 14 refugee women in the ECE apprenticeship program. Adams County approached the state apprenticeship team to discuss a challenge: COVID-19 business closures prevented some apprentices from finding appropriate employment. This meant apprentices could not proceed in their program. The state apprenticeship team redesigned the program structure to function as a pre-apprenticeship, allowing participants to progress in their education by working on related instruction online and gaining college credit. Apprentices resumed job search activities after COVID-19 closures were lifted.

Governor's Summer Job Hunt (GSJH):

The Governor's Summer Job Hunt (GSJH), at 41 years, is Colorado's oldest program of its kind. The program 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 to provide program services. A wide range of promising practices support this program, including several versions of industry tours in local areas (one recognized in the Wall Street Journal), entrepreneurial "Shark Tank" tournaments, 60+ annual job and resource fairs, thousands of employers, and frequent workshops on resume, job search, industry sectors, alternative pathways to employment, and registered apprenticeship events. Partnerships are critical and include connections to middle schools, high schools, and higher education and programs such as Chafee Foster Care, School to Work Alliance Program (a partnership between the Department of Education and the Division of Vocational Rehabilitation for disabled youth), and local industry sector strategies.

Results

- Served 198,611 youth from 2016-2020
- Achieved a 62.5% 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. The program also partners to host the Think Big Conference, a cross agency training event for youth service providers and young adults.
- **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 Initiative
- Career Pathways
- 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 PY19 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."

PY19 Results:

- Somewhat Agree 31.25%
- Strongly Agree 43.75%
- Neutral 21.88%
- Strongly Disagree 0.00%
- Somewhat Disagree 3.13%

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 more than 1,700 survey responses between July 2019 and June 2020. 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 92% of DVR customers are satisfied with the level of service they receive from DVR. This reflects a stable level of satisfaction from the prior year. DVR continues to monitor survey results and seek opportunities to improve the customer experience through staff training and process improvement efforts. Additionally, DVR's State Rehabilitation Council is expanding their efforts to complete a comprehensive customer satisfaction survey during the 2020-2021 program year, which will further support DVR's ability to focus on improving the customer experience.

The Office of Adult Education Initiatives, CDE:

Title II Adult Education programs did not collect learner satisfaction data in a standardized way in PY19 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 across workforce centers started in December 2017. The CSALT team of staff from across the state's 10 local workforce

areas identified five buckets that define services provided to Coloradans and created an easy message for career services staff: We help 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

Redesign of the staff interface to Connecting Colorado continued. That redesign will align with the message and day-to-day work, identify with the service provided, and use 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 illustrated 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:

- Advanced Manufacturing
- Behavioral Health
- Business Operations
- Construction
- Cybersecurity
- Education
- Healthcare
- Information Technology
- Retail

These career pathways help individuals navigate in-demand careers that will lead to long-term individual prosperity while fulfilling the economic demands of the shifting economy. Pathways are developed each year by the Colorado Workforce Development Council (CWDC) and a coalition of partners from industry, education, training, and state agencies, including the Colorado Community College System (CCCS). PY19 pathway development focused on the behavioral health industry, yielding pathways for counseling, therapy, and social work, psychology and psychiatry, and psychiatric nursing. Pathways are published on [My Colorado Journey](#).

Reemployment Services and Eligibility Assessment Program

RESEA is a partnership between the Division of Unemployment Insurance, WDP, and local workforce centers. It 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.

Results

- 3,334 unemployment insurance claimants completed their RESEA appointments in PY19
- 7,395 claimants were introduced to the workforce center through RESEA invitations in PY19 regardless of whether they completed

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: Desiree was receiving unemployment insurance benefits when she attended a RESEA appointment. She had recently gained a part time position with the USPS as a delivery helper; however, the job was Sundays only, which meant she would remain on unemployment. Her main employment goal was to gain full time employment in the clerk/clerical field. Some of her challenges included feeling a bit insecure about her interviewing and job searching abilities and skills. Desiree gained a great job within a month of our meeting, and utilized the workshops and appointments that the workforce center offers. She emailed her case manager and stated, "You helped me with this plan for employment towards the end of August. I was chosen for an interview for a position at the 19th Judicial District last Wednesday and got the job! I'm starting on October 1st. Thank you so much for taking the time to help me! I feel very confident with my work going forward. Once again, thanks to you and everyone at RESEA for all the help I was given in this process! I'm truly excited for my new path forward in life."

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
- Career Conversations
- Colorado WIOA Partners Address Programmatic Access

Training Modules

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.

Colorado Career Conversations Training Project

With an investment from the state legislature, the Colorado Department of Education led the implementation of the Colorado Career Conversations (CCC) Training Project in PY19. The purpose of the project was to provide free, high-quality professional development to individuals throughout the state who are positioned to have career conversations with students, job seekers, clients, or others who may need support navigating career decisions. The training and career conversations framework were built in partnership with Colorado's Education Leadership Council, the Colorado Education Initiative, the CWDC, and the Colorado Departments of Education, Higher Education, and Labor and Employment. The professional development experience was intended for anyone who might have a career conversation, including stakeholders from pre-K, K-12, higher education, workforce, and beyond who are part of the career advising ecosystem. More than 2,500 staff participated in the training through June 2020, greatly expanding the number of skilled advisors able to deliver a consistent career advising experience across Colorado.

Colorado WIOA Partners Address Programmatic Access

Beginning in the winter of 2019, WIOA partners throughout Colorado worked collaboratively to increase knowledge around programmatic accessibility in the workforce system using funding from a Disability Employment Initiative (DEI) grant. Colorado WIOA partners, through the Job Seeker Services Alignment Accessibility Team, developed training materials to support WIOA core program partners and help staff members understand programmatic access and have resources for implementation.

The Accessibility Team consulted with Colorado's DEI stakeholders and decided to train Colorado's workforce system on this material through an online course. The goal for the training was to provide information related to WIOA Section 188, the Americans with Disabilities Act (ADA), and the Rehabilitation Act. The Accessibility Team also created a Programmatic Accessibility Self-Evaluation Toolkit designed for WIOA partners to evaluate progress on accessibility in their local areas. Between October 2019 and February 2020, the course was completed by more than 200 professionals in Colorado's workforce system. [Learn more.](#)

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 Update
- ROI Reporting

TalentFOUND Update

The Colorado Workforce Development Council has worked with talent development partners over the last four years to establish TalentFOUND as the brand for Colorado's talent development network and increase the impact of and access to the TalentFOUND network.

TalentFOUND has three main components: the TalentFOUND network of partners, of which there are currently 160 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. The gateway at TalentFOUND.org went live in June 2018 and a public push to drive students, job seekers, and employers to the gateway began in late 2018. The student and job seeker gateway had more than 6,000 users and 22,000 searches since launch through the end of PY19.

Since 2018, a large focus has been on bringing network partners together through TalentFOUND Network Conversations. The goals of the Network 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. There were two conversations held in PY19: an October 2019 conversation between workforce directors and county human services staff, and a February 2020 conversation between workforce boards, adult education, community-based organizations, and libraries.

For the February 2020 conversation with urban communities, a hybrid model was piloted where the promising practices panels were virtual and the local breakout conversations were in person. This allowed for the sharing and cross pollination of ideas across the state, reduced travel time for participants limited to within their community (as opposed to across the state), and maintained in-person local area discussions. Survey respondents from the hybrid pilot gave an average score of 8.9/10 in response to the question, "Overall, how valuable was the event?" One-hundred percent of respondents said they planned to build on the conversation with further conversations with their local partners. The hybrid conversation model will continue to be explored post COVID-19.

ROI Reporting

Calculations for the return on investment of the public workforce system have been designed and this report, specifically the infographic on page 3, is the second version of reporting those results. More granular detail is provided in the section below.

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:

- Results For America Fellowship
- Workforce Innovation Pilots
- Statewide Performance Measures
- State Evaluation Activities
- Performance Accountability System
- Waivers
- Common Exit Policy and Data Validation

Results For America Fellowship

In the fall of 2019, the CWDC managing director and the Workforce Boulder County executive director joined the first cohort of workforce fellows sponsored by Results For America. Through the fellowship they have learned how to enhance the use of evidence-based practices in the workforce system, with a specific focus on identifying alternative metrics of success and focusing on evidence in state and local plans. As a result of this work, the new 2020-2023 state plan has an evidence continuum defined in it, and each 2020-2023 local area plan addressed how areas currently utilize evidence in their programming.

Workforce Innovation Pilots

The CWDC utilized discretionary funding to support two local area pilot programs in order to foster innovation. These initiatives tested new models for virtual service delivery and partnership across programs to support adult learners. As the pilot phase has concluded, the results are now being documented as case studies to aid in the replication of these concepts across the state.

Statewide Performance Measures

TITLE I PY19		
<i>Annual PY19 WIOA ~ PIRL Performance Results (data as of October 2020)</i>		
Adult Measures	Statewide	Standards
Q2 Entered Employment Rate	76.25%	79.60%
Q4 Entered Employment Rate	74.89%	72.60%
Median Earnings	\$7,132.00	\$6,900.00
Credential Rate	78.13%	60.00%
Measurable Skills Gains	59.17%	0.00%
Dislocated Worker	Statewide	Standards
Q2 Entered Employment Rate	79.90%	80.30%
Q4 Entered Employment Rate	77.47%	73.20%
Median Earnings	\$10,484.00	\$8,440.00
Credential Rate	71.20%	50.00%
Measurable Skills Gains	55.01%	0.00%

Youth Measures	Statewide	Standards
Q2 Entered Employment/Education/Training Rate	67.41%	70.70%
Q4 Entered Employment/Education/Training Rate	69.88%	61.90%
Median Earnings	\$4,042.00	\$0.00
Credential Rate	59.50%	58.50%
Measurable Skills Gains	48.4%	0.00%
Exceeded/Met/Missed Goal	12 - 3 - 0	

TITLE II PY19		
<i>PY19 data was submitted to the National Reporting System in October 2020</i>		
Adult Measures	Statewide	Standards
Q2 Employment Rate	21.45%	Baseline
Q4 Employment Rate	21.88%	Baseline
Median Earnings	\$6,195.81	Baseline
Credential Rate	10.86%	Baseline
Measurable Skills Gains	23.30%	37.00%

TITLE III PY19		
<i>Annual PY19 WIOA ~ PIRL Performance Results (data as of October 2020)</i>		
Measures	Statewide	Standards
Q2 Entered Employment Rate	61.90%	59.00%
Q4 Entered Employment Rate	61.25%	55.50%
Median Earnings	\$5,783.00	\$5,192.00
Exceeded/Met/Missed Goal	3 - 0 - 0	

TITLE IV PY19		
<i>PY19 data based on the final submitted RSA-911 and ETA-9169 reports</i>		
Adult Measures	Statewide	Standards
Q2 Entered Employment Rate	60.4%	Baseline
Q4 Entered Employment Rate	57.3%	Baseline
Median Earnings	\$3720.68	Baseline
Credential Rate	NA	Baseline
Measurable Skills Gains	29.5%	Baseline

Effectiveness in Serving Employers		
<i>PY19 data from July 2019 - June 2020</i>		
Measures	Statewide	Standards
Employee Retention Rate	59.72%	Baseline
Repeat Business Customer Rate	27.51%	Baseline
Employer Penetration Rate	2.63%	Baseline

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.

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 \$10,215,908,569. 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
PY15	258,045	\$10,234,726	\$10,725,897	\$41.56	\$390,255,762
PY16	228,157	\$10,381,438	\$10,067,200	\$44.12	\$414,933,092
PY17	203,872	\$10,092,245	\$9,859,865	\$48.36	\$398,326,486
PY18	191,785	\$10,021,124	\$9,638,516	\$50.26	\$349,426,108
PY19	Data Available June 2021				

Program	WIOA Adult				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY15	4,157	\$9,877,461	\$11,605,611	\$2,792.82	\$37,822,009
PY16	3,806	\$8,814,684	\$13,085,716	\$3,438.18	\$25,621,748
PY17	3,189	\$7,893,417	\$11,476,864	\$3,598.89	\$19,342,172
PY18	3,099	\$7,397,094	\$10,649,881	\$3,436.55	\$17,161,038
PY19	Data Available June 2021				

Program	WIOA Dislocated Worker				
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Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY15	2,481	\$8,854,518	\$6,847,696	\$2,760.05	\$27,281,520
PY16	2,140	\$7,394,029	\$4,714,704	\$2,203.13	\$31,342,644
PY17	1,468	\$6,621,207	\$4,202,883	\$2,863.00	\$16,977,265
PY18	1,241	\$6,102,421	4,455,415	\$3,590.18	\$15,873,289
PY19	Data Available June 2021				

Program	WIOA Youth				
Year	Number of Participants	Allocation	Expense	Cost Per Participant	Total ROI
PY15	3,409	\$10,651,527	\$11,728,940	\$3,440.58	-\$552
PY16	3,087	\$9,505,470	\$9,899,446	\$3,206.81	\$3,661,834
PY17	2,604	\$8,511,996	\$8,431,623	\$3,237.95	\$2,664,549
PY18	2,624	\$7,952,674	\$8,828,866	\$3,364.66	\$1,598,578
PY19	Data Available June 2021				

The WIDE group had several other accomplishments during PY19, including work on career pathways to help address the skill gap exacerbated by the COVID-19 pandemic. Research was conducted using data on skill transferability to allow sector partnerships to define training on-ramps and career pathways that take someone with low educational attainment and limited skills who was laid off from the restaurant sector, and upskill them so they can fill the current needs of business, which includes demand for IT professionals and consumer infrastructure occupations.

Evaluation Initiative with Northern Illinois University (NIU)

To promote and accelerate the state's evaluation process and activities, CDLE/Workforce Development Programs initially contracted with Northern Illinois University to design an Evidence-Based Practice (EBP) Academy for local and state-level workforce practitioners. However, with the onset of the COVID-19 pandemic, CDLE reevaluated its approach to the WIOA program evaluation requirement.

NIU is now expected to design a formal performance evaluation structure using evidence-based practice. Currently, WDP is in discussion with NIU on the evaluation's primary goal and the most effective methodology and assessment tool to render the most useful results. For example, NIU might choose among focus groups, personal interviews, or a more formal quasi-experimental control group design by the use of rigorous literature reviews and evaluative research by other states. They might also focus on apprenticeships or may target all training and supportive services strategies across the Title I WIOA programs. The expected timeline for the evaluation to begin is PY20.

Colorado Workforce Development Council - Continuous Improvement Process

The Council has developed a policy that includes a set of standards for awarding Performance Incentive Funds. This Policy Guidance Letter (PGL) can be accessed at the following link:

- [PGL GRT-2020-05: PY19 Performance Incentive Funds](#) - includes the following:
 - Rating scale
 - Reporting template
 - Application guidelines
 - Best practices form

Performance Accountability System

Monitoring System: CDLE's comprehensive monitoring system, recognized as a model by the U.S. Department of Labor, is the result of an ongoing 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 identify 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 PY19:

- Expenditures - \$9,321,861
- Cost per client served - \$4,013 (served 2,323)

Youth Program PY19:

- Expenditures - \$7,907,015
- Cost per client served - \$4,135 (served 1,912)

Dislocated Worker Program PY19:

- Expenditures - \$4,764,265
- Cost per client served - \$4,347 (served 1,096)

Waivers

During PY16-19 Colorado did not have any WIOA waivers in place, but in PY19 engaged in the development of 10 waiver requests that the state submitted to USDOL for COVID-19 pandemic policy relief. The following time-limited waivers were approved by USDOL for implementation during PY20:

- Allow local areas to increase on-the-job training (OJT) employer reimbursement up to 90% of the wage rate
- Ability to change youth expenditures from 75% out-of-school/25% in-school to 50% out-of-school/50% in-school for PY20 funds at the state and local levels
- Allow local areas to reserve more than 20 percent of adult and dislocated worker funds for incumbent worker training (IWT)
- Allow local areas to adjust the six-month employment requirement for incumbent worker training (IWT)

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 affect workforce policies at the national level.

Common Exit Policy and Data Validation

The state has updated and reissued two Policy Guidance Letters after review by the U.S. Department of Labor. These PGLs and attachments can be viewed at the following links:

- [MIS-2020-03: Data Integrity and the Participation Cycle for WIOA and TAA Programs](#) - includes common exit policy
- [MIS-2020-02: Data Validation for WIOA and TAA Programs](#) - includes the following:
 - Written procedures
 - Regular training
 - Monitoring protocols
 - Review of program data
 - Documentation
 - Regular assessment

Exhibit A - Local Workforce Area Highlights

Adams County Local Area

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 PY19:

Adams County worked in partnership with other areas and sector partnerships to develop a Registered Apprenticeship Cohort Model. This involved orientation sessions advertised by multiple workforce areas, coordinated assessments and interviews with employers, and most importantly, unselfish division of candidates between areas so that processing could occur quickly. The many local policies, grant funding, spending caps, and residency requirements had to be dealt with behind the scenes and away from the training program to make service delivery appear seamless to the employer, Centura Health, and candidates. The cohort model was also used with other registered apprenticeship (RA) programs in the metro Denver area including HealthOne, Lockheed Martin, and Tectonic.

The cross-area cohort model is now the preferred system for RA service delivery. The system accomplishes several goals and achieves many other objectives that were not previously considered.

1. It creates a clear pathway for assessment of candidates. Workforce staff no longer have to delve into aptitude analysis and training exploration when this option is identified.
2. It creates an ongoing sharing of information relationship between educators, employers, and community partners.
3. It creates a way to explore policy changes, collaborative grant applications, joint technical assistance requests, and task delegation.
4. It speeds up processing for individuals who are selected and removes obstacles that come with boundary restrictions.
5. It serves as a marketing tool for other emerging training programs to show how conversion to a registered apprenticeship can be extremely beneficial. It also helps show a coordinated government support system instead of a segmented system that will have to be navigated.
6. It helps support new grant systems that use a hub fiscal model. The two systems can work hand in hand.

7. It will be easy to measure the long-term impact of the system by looking at individual regions' RA success compared to the shared success of regions active in the system. Success stories can be shared.

Innovation in PY19:

A Collaborative Action Network (CAN) was convened by the Adams County Workforce and Business Center (ACWBC) and the Rocky Mountain Cradle to Career Partnership (RMC2C) to reduce the number of youth disengaged from education and employment in Adams County from 8,000 to 7,750 by the end of 2020. This CAN was the first of RMC2C's dedicated specifically to workforce, although the postsecondary education CANs remain close colleagues of this group. Unlike some previous efforts in the community by the players involved to develop career pathways, this CAN used data to directly illuminate the issues and determine what gaps needed to be addressed. Using data as a guide, the group developed an attainable plan that utilized the current strengths of partners to move forward with action. It helped align the siloed, disparate efforts of multiple entities like CTE programs, schools, businesses, and workforce to address the talent pipeline issues for youth. ACWBC's board members found direct ways to be involved in ACWBC work that would help institutionally and systemically as workforce staff worked in a programmatic way.

Arapahoe/Douglas Local Area

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 PY19:

The Arapahoe/Douglas Workforce Development Board staff worked with other Workforce Intelligence Data Expert (WIDE) group members around the state to develop and publish a COVID-19 snapshot, and subsequently a recovery snapshot that highlights data on unemployment, initial and continuing unemployment claims, job postings by occupation, job title, skill, industry, and company. The recovery report uses data comparing the occupational groups of registrants in Connecting Colorado with occupations in highest demand taken from EMSI Job Posting Analytics to help set priorities for targeting workforce investment funds.

The Arapahoe/Douglas Workforce Development Board has also worked with the Colorado Urban Workforce Alliance, the Colorado Workforce Development Council, and sister workforce development areas to create regional virtual service delivery in business and career services.

Innovation in PY19:

As the pandemic evolved in early March 2020, the leadership team of Arapahoe/Douglas Works! enabled a successful transition to virtual workforce development service provision within a week. As demand for services increased, the Arapahoe/Douglas Workforce Development Board

had Arapahoe/Douglas Works! implement a call center, initially staffed by three workforce specialists and a supervisor. Below is a snapshot of the call volume each month since April:

- April 2020 – 4,445 calls taken in the month
- May 2020 – 3,206 calls taken in the month
- June 2020 – 5,294 calls taken in the month
- July 2020 - 21, 261 calls taken in the month

Moreover, workshops that were formerly available onsite were also put on the www.adworks.org website for customers to access virtually within the first week of closing, and virtual hiring events and case management appointments were facilitated virtually as well. The Workforce Development Board meetings were successfully conducted virtually, and the Arapahoe and Douglas County Business Recovery Taskforces were created to assist businesses with their hardships during the pandemic. Moreover, most paper forms that had not been previously transitioned were also transferred to electronic fillable forms to ensure intake, eligibility, and customer services could continue without impact. Due to this initiative, Arapahoe/Douglas Works! had some of the highest WIOA enrollment numbers in the state during the pandemic.

Boulder County Local Area

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 PY19:

Workforce Boulder County is most proud of our agency's response to the COVID-19 crisis. In 19 weeks, Boulder County had more than 26,000 initial unemployment insurance claimants. During the recession in 2008/2009 we served approximately 25,000 individuals in 12 months with a significant number of more staff working at our agency. Moving from a very low-unemployment environment to a major and unprecedented spike in unemployment required strong leadership, communication, and organization.

We constructed a virtual call center to take calls, while advocating for changes within the system. We worked with the Colorado Department of Labor and Employment UI division, engaged partners across the county for assistance, communicated to constituents through webinars and virtual meetings, created a weekly informative newsletter, on-boarded and trained staff from other divisions to work our call center, and developed a tracking tool to collect data on each call.

The crisis, the volume of calls, and the needs of those unemployed burdened our other programs. We are moving forward as we continue to examine resources and do our very best to meet the goals of our WIOA programs despite the crisis.

Innovation in PY19:

As a direct result of COVID-19, WfBC, in partnership with other key county departments, deployed a centralized, fully staffed virtual call center (VCC) to meet the immediate, high-volume demand of community constituents impacted by this pandemic. People in the community can call a main phone number and get quick, friendly, resourceful WfBC staff member on the phone within moments to address their employment needs. WfBC staff across the agency pivoted from their traditional roles to serve as VCC Agents.

Approximately 98% of all incoming VCC calls are related to unemployment insurance (UI) and people being laid off or furloughed from their current job. The VCC scaled-up our UI knowledge base and increased the capacity of the agency to address UI needs, challenges, and questions. People calling the VCC often are extremely grateful to have a “live” person to offer support navigating the UI system and simply to lend a listening ear during this difficult time. The VCC also provides resource navigation and referrals (as applicable) to other WfBC services as well as partners in our one-stop delivery system and community-based organizations.

Given the profound impact of the VCC in a relatively short period of time, the VCC will potentially remain open indefinitely to serve as a resource hub providing support for the vast array of ever-changing employment needs of the people in our community.

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.

Standout Accomplishments in PY19:

During the COVID-19 pandemic, virtual service delivery became an avenue to continue essential operations safely and effectively. The Rural Consortium rose to the challenge of working remotely and the majority of our staff quickly found ways to serve customers in a virtual environment. Delivering excellent customer service is something the Rural Consortium has always taken a great deal of pride in, regardless of where staff members are located. However, our service delivery model has traditionally been accomplished utilizing in-person environments. Changes in our environment certainly brought and continue to bring adjustments to our rural service delivery model.

The “All Hands on Deck” motto has been employed in the Colorado Rural Workforce Consortium. The unemployment rates in the majority of the rural subareas are approaching unprecedented rates, in some cases nearing 20%. Staff were required to work remotely to tirelessly assist claimants with unemployment questions and provide support to job seekers and employers. County lines made no difference to the staff of the Colorado Workforce Centers, as they responded to calls from many people throughout the state who needed to talk to a “live” person about the general unemployment process, area resources, and other opportunities.

Topics of job seeker workshops have been updated and expanded to address the fluid challenges that the COVID-19 pandemic is bringing and the vast majority of the virtual workshops are at capacity with over 80 attendees per session. Staff strive to use each customer interaction to learn about unemployment systems and processes. Prior to the month of May 2020, this had been their primary source of training on unemployment. Staff have taken advantage of the training opportunities made available with a one day training on the CUBS system and town halls. The complexity of unemployment claim issues increased substantially as did the dire need of our customers that have various financial stresses in their life caused by unemployment claim issues.

Our proudest accomplishment in this program year is the resiliency of the staff and their ability to remain agile throughout the COVID-19 crisis. Our service delivery model in every office demonstrated nimbleness and exemplified our continued commitment to delivering excellent customer service.

Innovation in PY19:

The CRWC Training Conference was held in November 2019. All 29 offices were involved and over 130 staff and contractors were in attendance. The theme was “facing the future and making a difference.” This was the first time all CRWC staff were at the same place, at the same time. The energy and enthusiasm was so special. As we entered 2020, the CRWC collectively committed to continue with our commitment to building on the energy generated at the conference and making the most out of that time together. We knew there would be opportunities ahead and no doubt some bumps and challenges, but together we established a commitment to meet the challenges and continue to thrive as leaders in Colorado for workforce and business development.

The Initial Impacts of the COVID-19 Pandemic Emergency in the CRWC dashboard was developed in PY19. The dashboard is updated on a frequent basis and the information is shared internally and with the CRWC Workforce Development Board on a monthly basis. These charts and information provide a reflection of the data helpful for reporting and planning purposes going back to the week ending March 7, 2020, aligning with the COVID-19 related closures.

Denver Local Area

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 PY19:

2020 has been an unprecedented year with never-before-seen challenges. Denver has been able to step up and answer the demand of our job seekers and our employers throughout the year. We have been able to make rapid adjustments to the way we deliver services and have been able to respond to the changing demands of both sides. We were able to convert all services to virtual while introducing a host of new programs and services in response to the COVID-19 pandemic. Denver was also able to launch new programs and services throughout the year to assist our most vulnerable populations. One example of this is our partnership with AARP and the launch of Denver's Back to Work 50+ Program, which delivers tailored assistance to our most experienced job seekers. Additionally, we faced more audits and monitoring throughout 2019 and 2020 than we ever have before and were able to respond to all of the questions and data requests in an efficient and timely manner, with positive results overall.

The thing that Denver is most proud of is that we were able to accomplish all of those things while onboarding three new out-of-school youth providers, issuing a request for proposals for our adult services provider and one-stop operator, and then selecting and transitioning our new partner. Through it all, we feel like Denver is in a better position than ever before to serve the unique needs of our customers. On the youth side, we retain an important partnership with Denver Public Schools as they continue as our in-school youth provider. This partnership allows for tremendous access to the ISY pipeline, while also allowing us to leverage the many resources that DPS brings to the table.

The biggest change for Denver came on the OSY side, where we awarded three contracts to organizations that can deliver more tailored services that assist in removing the barriers that our OSY face. Ability Connection Colorado is uniquely poised to assist our youth with disabilities as they have more than 60 years of experience working with these youth and their families. Urban Peak brings unrivaled experience in the Metro Denver area in serving youth who are experiencing homelessness. And lastly, the Center for Employment Opportunities provides a proven work-based learning program for youth with conviction as a barrier.

Throughout the program year, Denver has also been engaged in an RFP process to procure the future adult services provider and one-stop operator. This rigorous and comprehensive process led us to the decision of selecting Eckerd Connects as that future partner. Eckerd Connects brings a different approach to Denver's adult services and one-stop operations with their non-profit approach, mission, and values. Eckerd was able to retain more than 90% of the

previous ResCare Workforce Services team, allowing for a seamless transition to start PY20, and a continuity of case management for currently enrolled jobseekers. Denver is confident that we, along with this team of partner providers, will be able to serve our customers at a level never before seen at Denver Workforce Services. The new post-COVID-19 “normal” will bring with it even more change and challenges to face in PY20, but Denver is just as confident that we will meet these developments as we are proud that we have been able to answer those calls in PY19.

Innovation in PY19:

When the COVID-19 pandemic led Mayor Hancock and Governor Polis to issue orders to close non-essential businesses, resulting in businesses furloughing or laying off tens of thousands of employees, the demand for workforce services increased just when Denver’s workforce centers were closed. At the end of February, there were 8,486 employment services customers and 2,203 employment services customers who received staff-assisted services (PT enrollments). By the end of March, employment services enrollments had almost doubled to 16,195 and PT enrollments had increased by almost 50% to 3,194. DWS and its contracted providers had to innovate quickly in order to successfully serve these customers.

In an immediate response to the COVID-19 closures and the incredible increase in our job-seeking customers, DWS made most services, job readiness training, workshops, and case management available virtually, either online or via phone calls. DWS and contractor staff provided online job readiness training that included WIOA Orientation, Targeted Résumés, Acing the Interview, Job Search and Succeed at Work, and Connect2Success TANF Orientation, allowing us to continue to provide services at a time when our customers needed them most.

DWS Employer Services team established a virtual job fair in Connecting Colorado on March 17, quickly engaging employers from essential industries as well as those who had been recruited to participate in a number of planned spring job fairs, including a construction sector job fair and a summer employment job fair, to participate in the online service. By the end of the program year, 83 employers connected with almost 3,000 jobseekers. Additionally, Denver’s Now Hiring! customized events pivoted to conference calls: 86 Now Hiring! events connected 453 jobseekers with employment opportunities. To connect the incredible number of individuals impacted by the COVID-19 layoffs with available workforce services, as well as answers to their questions, the employer services team began offering Rapid Response Layoff Assistance calls seven times a week to reach more than 650 individuals and 70 employers.

As the number of Denver’s job-seeking customers rapidly increased, Denver launched a series of Workforce Wednesday Webinars in early April to provide general information and specialized topics targeted to assist these individuals with online job searches, online networking, and updating résumés. Through these webinars DWS provided 157 jobseekers with resources and access to services to keep their careers on track. Evolving out of Workforce Wednesday Webinars were the weekly Careers in Construction calls, which also addressed the ongoing need for the construction workforce to fill open essential positions by providing career pathway information and connect jobseekers with available jobs. The success of Careers in Construction inspired Denver to develop weekly Tech Careers and Healthcare Careers calls to provide job seekers with career information on additional essential occupations.

The DEN workforce center expanded its virtual service delivery to provide community events, employment events, and job readiness training, including virtual Workplace English, Cash

Handling, and Customer Service English to ensure continuity of services to meet the needs of both jobseekers and employers. Additionally, DEN hosted two Rapid Response Layoff Assistance calls with Amharic interpretation to assist individuals impacted by layoffs.

DWS also worked with AARP to successfully shift the delivery of the Back to Work 50+ Workshops, Job Clubs, and Networking events to a virtual format. DWS supported its Veterans Service to Career partner Volunteers of America (VOA) as they redesigned program services to provide 200 veterans with gift cards and connect them with community resources to address their food poverty challenges faced due to the COVID-19 closures.

By the end of PY19, Denver's ES enrollment had increased to 36,488 (430% more than the 8,486 from pre-COVID-19), and our PT enrollment increased to 5,971 (271% more than the 2,202 from February). With the anticipated additional and continuing numbers of customers in need of our services, Denver will continue to innovate to ensure we provide job seekers and businesses with everything they need to succeed in these times.

Larimer County Local Area

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 PY19:

LCEWD is most proud of successfully administering the Employment First (EF) and Larimer County Works (i.e., TANF) programs for 25 years.

Both programs have charted unforeseen territory in their own ways and within the constraints of their program regulations. Perhaps most notable is the ground-breaking work regarding executive functioning, toxic stress, and successful goal-achievement strategies that have been deployed in both programs.

As an example, 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 enhances 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 Larimer County Works program (as administered by LCEWD). The program's philosophical and pragmatic approach to family well-being is paramount. 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 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.

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. It has been LCEWD's honor to support and provide these services and programs to some of our community's most vulnerable residents over the past 25 years.

Innovation in PY19:

Creation and Implementation of a Thriving Work-Based Learning (WBL) Alliance:

The Larimer County WBL Alliance is an active voluntary collaboration of 11 public partners in Larimer County. The Alliance includes, but is not limited to, Colorado State University, Front Range Community College, Aims Community College, Estes Park School District, Poudre School District, Thompson School District, School to Work Alliance representatives, Department of Vocational Rehabilitation, Larimer County Economic and Workforce Development, CareerWise Colorado, and Project Self-Sufficiency. A representative from the Colorado Community College System also attends monthly meetings.

The purpose of the Larimer County WBL Alliance is to align education and workforce to increase sustainable community-wide access to work-based learning opportunities by removing barriers and sharing resources. Alliance members understand there are a multitude of work-based learning options in the community, yet businesses find the varying systems siloed and problematic. The Alliance's goal is to understand business challenges regarding talent needs and, in turn, provide an easy way for businesses to engage in supporting work-based learning opportunities. This strategy builds the local and regional workforce and connects job seekers and students to meaningful work-based learning opportunities and better prepares them for their desired career pathway.

The Larimer County WBL Alliance has a variety of goals. The overarching goal of the Alliance is to provide information to businesses about the talent pools represented among Alliance partners and to increase business engagement with all WBL Alliance partners.

Increasing alignment across partners through collective use of a work-based learning website portal is an important goal currently under construction. The Alliance is building a one-stop web platform so that businesses can learn about work-based learning activities across partners in Larimer County. The one-stop web platform is being designed to integrate a regional approach with Weld County. Preliminary indications from key partners in Weld County indicate that inclusion of a regional approach is desired. The Alliance has also developed an Alliance logo, letterhead, and slogan.

An upcoming goal is creation of a part-time WBL navigator to support and coordinate work on behalf of the Larimer County WBL Alliance. Ultimately, successful completion of these goals will create stronger and effective partnerships between the business community and the Larimer County WBL Alliance partners.

Initial phases of the Larimer County WBL Alliance were financially supported by the competitive TalentFOUND Thriving Work-Based Learning Community Grant and other local resources. The current and future phases of the Larimer County WBL Alliance will be financially supported by the recently awarded Thriving Work-Based Learning Grant. LCEWD expresses thanks and appreciation to the Colorado Workforce Development Council (CWDC) and Colorado Department of Labor and Employment (CDLE) for their support of this innovative project as it establishes a blueprint for similar activity in other parts of Colorado.

Development and Implementation of "My Career Compass":

Development of an online job seeker platform known as "My Career Compass" that is connected to a job seeker's Connecting Colorado account (i.e., Toolbox). The platform utilizes the five major workforce categories identified by the Career Services Alignment Leadership Team (CSALT) and includes a resume builder that converts online resumes easily to Microsoft Word or a Google Document without formatting issues. The platform is accessible 24/7, is optimized for mobile devices, and allows for two-way interface between the job seeker and workforce development staff.

"My Career Compass" was financially supported through the competitive Innovation & Acceleration Technical Assistance Grant sponsored by the Colorado Workforce Development Council (CWDC). LCEWD expresses thanks and appreciation to the CWDC for their support of this innovative project as it establishes a clear framework for job seekers to access workforce development services and further emulates statewide efforts to more fully engage job seekers.

A Community Response to Economic Recovery:

Over the last three years, LCEWD focused heavily on developing and coordinating a collaborative partnership of regional economic developers and business serving organizations, including chambers of commerce and the small business development center. Because this partnership was built to increase an understanding of the business community's needs, and to provide services that meet those needs, the economic and business communities were able to collectively respond to the COVID-19 crisis quickly and effectively.

Early in the pandemic, the partnership deployed a COVID-19 impact survey to businesses and learned that intentional focus was critical in connecting businesses to financial resources, delivering clear and actionable information about public health orders, and providing access to resources for displaced and laid off workers. The economic and business partnership effectively addressed these focus areas through the following activities and supports:

- Launched the COVID-19 NoCO Business Relief Loan Fund
- Trained and deployed over a dozen counselors to help businesses apply for SBA loans
- Streamlined business connection to LCEWD as the go-to entity for unemployment and workforce information, resources, and services
- Distributed weekly communications with COVID-19 updates and resources to over 9,000 people in the business community

- Launched NoCORecovers.com as the one-stop-shop for businesses in need of resources and information about COVID-19
- Gathered business input for the variance application submitted by the Larimer County Department of Health. This variance was approved and allows many of our businesses to open at a greater capacity than many other counties.
- Coordinated a weekly virtual business question and answer session with the Larimer County Department of Health
- Developed and launched the “Keep NoCO Open” campaign to communicate the actions to residents to support local businesses and reduce the spread of COVID-19
- Organized an information session on recent changes to state and federal laws
- Coordinated numerous virtual hiring events
- Supported sector partnerships with information sessions, hiring events, and other membership support activities related to COVID-19

Years in the making, having a collaborative and responsive economic development and business community infrastructure in place has made sustaining the community through these unprecedented times manageable.

Mesa County Local Area

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 PY19:

The COVID-19 pandemic has caused us to adapt quickly to a new work environment and deliver our services in ways that have never been done before. In response to the COVID-19 pandemic we created a virtual call center to help assist all of our customers with all job-related and unemployment questions they may have. Through this virtual call center (established in February 2020) we have fielded 4,993 inbound calls and have made 4,377 outbound calls. This has been a great support for our customers.

We have also continued to deliver our services virtually and never stopped services. We were able to see:

- 1,660 new jobs obtained through WFC services
- \$2,132,165 saved by employers utilizing WFC services
- 83.5% retention rate
- 30 customized hiring events
- 5,924 National Career Readiness Certificates earned

Innovation in PY19:

Our Community Grants have been the most innovative initiative that we continue to provide in Mesa County. Even with reductions in allocations, the results seen with these grants warrant us to make these a continued priority. Through these grants this program year, we saw:

- 7 successful applicants received \$24,000 each

- New GJ CareerWise framework launched
- New data analytics software purchased for economic development partners
- 33 scholarships awarded to CMU and WCCC students
- 14 SD51 students completed pre-apprenticeships in construction through the Colorado Building and Construction Trades Council
- 11 SD51 students completed Primary Care Provider (PCP) certification
- 8 SD51 students receive their Colorado Health Worker Opioid Use Disorder Training Certificate
- 18 Workforce Innovation Program (WIP) completers

Pikes Peak Local Area

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 PY19:

Within 48 hours of Governor Polis' stay-at-home mandate, PPWFC staff began working remotely and continued to serve our customers: both businesses and job seekers. Our business relations team started reaching out to businesses to see how they could help. They took initiative to become the local subject matter experts in work-share programs and other creative strategies to help businesses with layoffs. They partnered and shared staff with Pikes Peak Small Business Development Center to create a one-stop resource for businesses and remained in continuous contact with chambers of commerce to provide them with the most updated unemployment-related issues to enable them to provide the information to their members.

The training team completely revamped their curriculum to provide shorter workshops more suitable for the new online, virtual environment. They switched from in-person workshops to 12 different virtual workshops, serving hundreds of customers with live, interactive workshops over the course of a few months. They also provided virtual, email, and phone résumé reviews, as well as virtual mock interviews.

Our customer service team went from 20 calls a day to 175-250 calls a day; making sure they answered and helped people to the best of their ability. They showed empathy, sympathy, and support to the thousands of unemployment insurance related callers, knowing they were not going to be able to answer and/or fix their questions. They were a voice that heard them—and they provided hope to thousands of people in the Pikes Peak area.

Our programs service team quickly adapted to serving participants remotely; meeting clients outdoors to deliver a bus pass; providing laptop computers so they could complete their online

training; and providing emotional support when they got laid off from their work experiences because the business had to close. Their creativity on how to continue to serve our customers (and meet WIOA outcomes) in a remote environment was spectacular.

Lastly, the resiliency of senior management to adapt to the changing needs of the organization and support their departments while ensuring outcomes, the public, and community needs were met. They provided over 50 media interviews within the last quarter of PY19. PPWFC during a pandemic continued to meet the needs of our customers, both businesses and job seekers, and the public without missing a beat. That is an extremely proud accomplishment!

Innovation in PY19:

PPWFC has had to switch to virtual tools and platforms due to COVID-19. We hosted biweekly events open to those who have been impacted by layoffs due to COVID-19. We were able to host personalized sessions to individual businesses as well. PPWFC was also able to add digital tools and unemployment resources to our website. We created two separate pages for job seekers and businesses. PPWFC switched our spring job fairs to the state's virtual platform, Connecting Colorado, to host multiple job fairs. We were able to host four virtual job fairs, including 249 employers and 1,244 job seekers through the virtual platform. Going forward, we are looking to see how we can invest in a more interactive platform based on employer feedback. PPWFC was also able to transition training workshops virtually.

Our community workforce administrator is a unique and innovative solution to eliminate a community's duplication of workforce efforts. This position is a PPWFC employee but is funded by Pikes Peak Community College, Colorado Springs Chamber & EDC, the City of Colorado Springs, UCCS, and PPWFC. It represents developing talent pipelines, sector partnerships, and attracting and retaining talent. The community workforce administrator will be able to represent many different workforce initiatives with one voice at a high-level position to better serve and attract businesses.

Tri-County Local Area

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 PY19:

The stay-at-home orders threatened to devastate our small businesses in unincorporated Jefferson County with very few resources available. Due to the high demand, our small businesses were not successful competing for the PPP loans and due to their location they did not have access to grants from other municipalities. Small businesses with little to no revenue in April and May were struggling paying mortgage/rent, utilities, and inventory costs to remain open. Permanent widespread closures of our small businesses would have a significant ripple effect in our local economy in terms of unemployment, tax revenue, commercial property vacancies, and quality of life.

The BWC business services team urgently advocated for grant funds to develop a small business emergency grant program. The team worked around the clock with our county attorneys and finance and public information teams to develop, promote, and process two grants (Emergency and Sustainability) supporting our local economy in less than three weeks. The BWC then created a Business & Economic Task Force including seven chamber presidents, four economic development directors, county leadership including all three county commissioners and the county manager, public health leadership, and Jefferson County attorneys to develop additional grants and strategies to support business and economic recovery.

As a result, more than \$2,000,000 was distributed to 400+ small businesses to support and sustain their operations. Businesses will continue to have access to sustainability grant funds each month and can apply as their needs change and funds are available. The bi-weekly task force meeting has led to the development of additional business supports including a free PPE program and a grant program for businesses still struggling with large rent and utility costs and limited revenues that exceed the financial limits of the emergency and sustainability grants.

The BWC worked quickly developing access to emergency financial resources for supporting our business leaders most vulnerable to the economic impacts of this pandemic. This was a quick, targeted approach to provide relief to a large group of business owners vital to our economic recovery. The team then created a sustainability grant providing more access to funds needed to reopen and recover. The task force facilitated a coordinated approach to serve all businesses throughout Jefferson County and allowed the multiple government entities to leverage resources between cities and the county lessening duplication and red tape. Jefferson County is a dynamic community encompassing six large cities, both urban and rural/mountain communities each with unique industry/business needs. The grant programs and the leadership of the task force has enabled support for all small businesses throughout the county in these pressing times.

Innovation in PY19:

On March 16 Jefferson County closed all buildings to the public, and the Business and Workforce Center staff immediately responded to this. In less than one week of our building closures, all teams quickly pivoted to providing services through a virtual appointment system (Appointlet) allowing career specialists to meet individually with new customers, and created a virtual call center to ensure all residents could access the information they needed quickly about unemployment insurance benefits. In early April when our county faced record breaking unemployment, our current teams were trained and equipped to go from serving 100 new customers per week in-person to serving more than 1,000 new customers virtually through our newly developed call center and virtual appointments systems. In the meantime, we recruited additional call center staff to handle the unprecedented volume of calls received each week. By June, seven new virtual call center staff members were trained and equipped to handle the call center volume, creating capacity for our existing staff to focus on virtual appointments and new program enrollments.

Our virtual appointment system now serves as the gateway into any of our WIOA and discretionary grant enrollments. Through this process our teams are cross-trained on all programs and will follow customers through their entire journey from first assessment and eligibility through employment, creating a more cohesive experience for all our participants.

We also transitioned all existing workshops to a virtual learning platform within the first week of safer-at-home orders. Several new workshops were developed related to unemployment work strategies and job search during these times that are available to the public. We now serve more customers per week in virtual workshops than we did on average at our physical location.

Weld County Local Area

Mission & Vision:

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

Standout Accomplishment in PY19:

Enhancement of Assessment and Learning Center Client Communication:

Due to COVID-19, Employment Services of Weld County (ESWC) closed its doors to the public. The closure led to limited interaction with our participants that utilize the Assessment & Learning Center. ESWC's goal was to stay connected with clients and keep them informed of changing information by providing weekly communication. A GED Weekly Newsletter was created to communicate to clients. Content included assistance with technology, study tips, a math puzzle, information on COVID-19, and mental health resources, to name a few. Weekly Newsletters were created between April 16 and May 28, 2020, at which point the Assessment & Learning Center reopened to the public. The newsletter was such a success that participants and staff requested that we continue the newsletter after ESWC reopened, decreasing frequency to once a month. A total of eight editions of the newsletter were distributed as of July 2020.

Regional Advocacy:

In February 2019, Weld and Larimer County Workforce Development Boards (WDB) held their first joint board meeting. This historic event was agreed upon by both boards to support and strengthen northern Colorado, which includes Weld and Larimer counties, by marketing to employers as one economic region. Over 70 board members and guests were in attendance including representatives from federal, state, and local government, economic development, educational institutions, and regional area businesses.

Weld and Larimer County WDBs held a second annual meeting in February 2020 with over 45 board members in attendance to review regional projects, brainstorm potential areas of collaboration, identify regional WDB priorities, and begin implementation planning. The following top priorities were identified: continued/increased number joint meetings; regional programming including migrant and seasonal farmworkers; and a regional workforce symposium/future of work. The implementation process for several projects began at the meeting, including: A regional workforce symposium, a presentation with Josh Davies, Chief Executive Officer with the Center for Work Ethic Development, combined with a presentation on CDLE's Future of Work and MSFW program partnership, and a plan for future joint board meetings.

Weld and Larimer WDBs are the first local WDBs to hold joint meetings in Colorado. As northern Colorado is forecasted to be a metro area of one million people by 2036, it is more

important than ever for the two counties to work together. The northern Colorado region is a thriving area and we want to continue to promote and market to both citizens and businesses looking to relocate. With the reality of where people work and where people live constantly crossing lines, it is imperative that we really look at the region as a whole.

Youth Committee

The Weld County Workforce Development Board (WCWDB) has continued with having a youth subcommittee while many local areas stopped this practice as WIOA replaced WIA. The Youth Committee has always incorporated a youth representative; however, the representative was not always consistent with attending or participating. The Youth Committee reviewed the State Youth Council (SYC) makeup and how the SYC was run, consistently having youth/young adults share their voice and opinions. The Youth Committee really liked this idea and decided this is something they would like to have for the committee and set a goal to recruit youth for the committee.

The chair and co-chair of the youth committee, along with the employment and training youth case managers, set forward with recruiting multiple youth that would be interested in being a youth representative on the committee. As they spoke with the youth, they shared the purpose of the youth committee and asked questions to see if they would be interested in voicing their opinion on topics that affect youth and have their voice heard. If the youth thought they would be interested in this opportunity, they were asked to call the employment and training manager to interview for a spot on the Youth Committee.

Eight youth throughout Weld County were interested in participating on the Youth Committee as youth representatives. The manager interviewed all eight and it was determined they would all be a great addition to the committee. Beginning January 2020, these youth have attended meetings and participated by sharing their thoughts, opinions, and suggestions for helping youth throughout the community. Adding multiple youth representatives has given new life to the Youth Committee. Instead of only having professionals that work with youth, the committee is able to hear the voice specifically of youth to add different ideas, thoughts, and opinions to the topic being discussed. All individuals on the committee value the opinions of the youth and feel a positive adjustment within the committee.

Innovation in PY19:

WCWDB Community Leadership of Sector Partnership Grass Roots (Construction):

Weld County and Larimer County recognize many thriving industries can benefit from a sector partnership. After the county convened representatives from city government, the chamber of commerce, school districts, postsecondary education, and economic development, discussions lead to one industry being selected with intent to engage, identify industry champions, host an exploratory meeting, and launch a partnership before the end of 2019. During the partnership launch planning meeting, three leaders for the partnership were quickly identified:

- Greg Farris, Front Range Roofing (WCWDB Member)
- Kyle Majchrowski, Banner Health (WCWDB Member)
- Travis Slisher, Neuworks Mechanical, Inc.

The Construction Sector Partnership launched on Dec. 4, 2019, with six identified themes and corresponding action teams with industry leaders taking part. Partnership leaders continued strong with virtual offerings as the community needs changed due to the COVID-19 pandemic.

In previous launches, WCWDB members have not been as engaged. With this partnership, two of the three champions were WCWDB members driving the grass roots of the sector partnership and continuing to host sub-committee meetings and events through the COVID-19 pandemic. This reinforces the idea that looking towards your local WDB for industry champions, before engaging businesses that may have little to no experience with workforce development efforts, leads to great success.

Work-Based Learning Opportunities WIOA and Chafee Program Alignment:

At the start of PY19, administration of the Chafee program was transferred to ESWC. The purpose being to align the Chafee and WIOA youth programs to better serve the needs of community youth. As the original Chafee workers did not move with the program, existing Employment and Training Youth Programs staff were utilized. With the assigned case manager understanding that co-enrollment was a great opportunity for the Chafee youth, they worked with the Employment and Training Youth Programs team to co-enroll Chafee youth with WIOA, providing work experience placements for the summer through the Weld Works 4 Youth program.

Having the Chafee program in-house at ESWC, enrollment of this youth population, who experience the barriers that accompany being in foster care, is no longer run on a referral process. Instead, the subject matter experts of the county's youth programs are responsible for their case. This has led to an increase in co-enrollment, braided funding, and determining the most appropriate services for each youth, preparing this at-risk population for independent living.

Exhibit B - Workforce Development Programs Strategic Initiatives

Exhibit B provides information on outcomes and impact of Workforce Development Programs (WDP) strategic initiatives through PY19.

Employment Support and Job Retention Services Program (Support Services Program)

In May of 2019 the Colorado state legislature passed the Employment Support and Job Retention Services Program, known as the Support Services Program, a fund which provides up to \$400 in support services to Coloradans who are unemployed or underemployed and pursuing employment goals. This program is administered by Goodwill of Southern and Western Colorado. It began operation in January of 2020, is authorized through June 30, 2022, and is currently funded through June 30, 2021. Funds are distributed by service providers across the state and include workforce centers, departments of human services, community resource centers, and nonprofit organizations who support job seekers in their employment journey.

Results (6 months of operation)

- 185 participants received support services
- More than \$53,000 in funds issued in support of job seekers

Impacts

- **Success Story:** After losing his wife in a car accident, M, an honorably discharged veteran, found himself down on his luck. He was living out of his car, working occasional day jobs, yet longing for a better life. A Disabled Veterans Outreach Program (DVOP) specialist had been working with M at the Larimer County Workforce Center. After learning about the Support Services Program, they sat down together to make a plan for employment and housing. Thanks to this funding, M received much needed resources to help with his job search. Within days of using the funds, M had two interviews, a job offer, and was able to put a deposit down for housing. He stated that the fund gave him a reason to keep going.

Employment Recovery National Dislocated Worker Grant (RecoverCO)

In April of 2020, Workforce Development Programs was awarded a \$5,665,000 Employment Recovery National Dislocated Worker Grant, renamed RecoverCO. These additional dislocated worker dollars for training, work-based learning, support services, and career planning will be available through March 2022 and will be administered through three local area hubs: Pikes Peak Workforce Center leads Mesa County, Denver County, and Arapahoe/Douglas Works!; Tri-co leads Adams County, Boulder County, Larimer County, and Weld County; and the last hub is the Colorado Rural Workforce Consortium. These hubs will manage and share enrollment and spending goals, as well as share best practices, resources, and strategies for serving dislocated workers. The last three months of PY19 served as the startup period for this grant. In September 2020, WDP received an additional \$670,000 to expand the reach of this grant.

Disaster Recovery National Dislocated Worker Grant (COResponds)

In April 2020 the Colorado Department of Labor and Employment was awarded \$4,995,000 to provide temporary subsidized disaster-relief employment in the immediate aftermath of the COVID-19 pandemic. Colorado will place 332 employees in jobs that help stem the rise of

COVID-19, and provide clean-up and humanitarian assistance, including actions to save lives, alleviate suffering, and maintain human dignity.

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 the Colorado Department of Labor and Employment (CDLE) to provide subsidized work-based learning and employment to Coloradans receiving Temporary Assistance to Needy Families (TANF) benefits. This award winning program, which integrated local human services and workforce programs in both the metro and rural regions of Colorado, ended on June 30, 2020. CW STEP offered participants a host of services to support them along each step of their journey to unsubsidized employment, and the five local area committees exceeded program goals for both placements and unsubsidized employment.

Results

- The program invested over \$6.7 million into local economies
- Placements in subsidized employment achieved 13% of goal (983 vs. 871)
- Exits to unsubsidized employment achieved 177% of goal (580 vs. 327)

Impacts

- **Success Story:** JA always used his physical strength to provide for his family. After many years of back-breaking work, he was looking for a change but was unable to find an opportunity. Struggling to find new work, he found himself applying for Colorado Works benefits. Feeling discouraged, he was connected to the CW STEP program. Immediately, he felt a connection to his job coach who listened and provided a pathway to his new future. After successfully completing an internship with social services in Conejos County, he was offered a permanent position. He was thrilled for the opportunity to show off his potential.

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

Since the passage of the authorizing state legislation in 2015 through June 30, 2020, the Innovative Industries Internship Program has made significant impacts through high-level internships within its innovative industries. The program worked 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.

Results

- 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 completed internships: 83
- Cycle IV average hourly wage of intern: \$15.93
- Cycle IV number of interns hired as a result of the internship: 23
- Cycle V number of completed internships: 30 (program discontinued)
- Cycle V average hourly wage of intern: \$16.83

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: “This program was such a gift to my business. The program gave me the courage to hire my first intern. I was thankful to be able to give a college student a job during the summer of COVID-19, when internships were so scarce. She has made significant contributions during the first six weeks, and I've agreed to keep her on as an intern through the end of the year at least. (She is a rising junior at CU and will fit me in around her classwork). Thank you so much for all that you did to make this easy for me and to enable this program to do what it does.”

State WORK Act Initiative

The purpose of the WORK Act grant is to increase awareness of, enrollment in, and completion of skilled worker training programs to expand Colorado’s skilled workforce and expand the talent pipeline in key sectors. Partnering with business and industry to determine critical workforce needs, the program awards matching grants to eligible applicants to engage in outreach and recruitment efforts, provide skilled worker training, or both. Since 2016, CDLE has awarded over \$13 million to 24 grantees around the State.

Skilled worker training programs funded by the WORK Act often pair training with supportive services and provide wraparound services, a proven method for individuals with barriers to employment to keep their jobs and thrive. In addition, funding provided through the grant has allowed grantees to expand their targeted groups to include populations underrepresented in their industries and underserved in the community. This has resulted in increased opportunities for people of color, women, and those previously incarcerated.

Results

- 13,000+ students enrolled in skilled worker training programs
- 8,000+ students completed skilled worker training programs
- 5,000+ program graduates employed, which includes over 1,000 apprentices placed in registered apprenticeship programs

Impacts

- Success Story: Many WORK Act trainees have been justice-involved at some point in their past. Richard had a rough history, but he approached his future as a new beginning. He was a very quiet student who kept to himself and sat in the back of the construction classroom. As many who have been in the justice system, Richard struggled with self-confidence and worried he would not find a good job for a good length of time. He had a mindset that he could succeed but might have to take a job at an entry level to get started. Upon completion of the eight-week hands-on training, he was offered and accepted a position with AB Mechanical at one of the highest starting wages of any of his classmates, \$19/hour. He couldn’t have been more shocked and excited.

State Hospitality Grant

This grant funds Colorado ProStart programs in high schools across Colorado, which are the pre-apprenticeship programs of the Colorado Restaurant Educational Foundation (CRF). CRF

has formed continuous access points towards career pathways for students in culinary arts, restaurant management, and lodging and 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).

Results

- During the academic school year, CRF successfully trained and certified 1,000 Colorado ProStart students in ServSafe Food Handler/Manager, AH&LA Guest Service Gold, and ServSuccess Certified Professional.
- 400 Colorado ProStart students are dual-enrolled in Metro State University of Denver’s concurrent/dual credit program and are expected to successfully earn their three college credits during the academic school year.
- CRF successfully launched USDOL Registered Culinary Arts Youth Apprenticeship programs at CCIC and Warren Tech. 40 culinary arts youth apprentices are expected to successfully complete the program.
- A total of 1,179 students were served during the PY19 school year. This number includes students who were certified in ServSafe but may not have been ProStart students.

Impacts

- A record number of students dual-enrolled in the MSU Denver concurrent credit program. MSU Denver stated that the Colorado ProStart concurrent credit program is the largest statewide and most successful concurrent credit program on its campus.

Jobs for Veterans State Grant

The Jobs for Veterans State Grant (JVSG) program is a staffing grant from the U.S. 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.

Results

- Served more than 6,000 veterans over the last four years, with an entered employment rate of 59% and an employment retention rate of 78%.
- 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 and presented two promising practices, “Improving Program Quality Through Innovative Leadership” and “Collaborative Partnership with Industry - Ball Corporation,” at the National Association of State Workforce Agencies National Veterans conference.
- Colorado was a national leader with the creation and transition to a virtual career management program to provide full time virtual case management services, and transitioned to hosting remote networking and hiring events using virtual platforms to continue serving veterans and employers after the impact of the COVID-19 pandemic.

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. He also applied for a federal position with the information technology department at the Grand Junction Regional Medical Center. Later, 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).

Results

- Since 2003, Community College of Denver has openly welcomed the displaced homemakers program that has served many eligible students. During the time frame of July 1, 2016 to June 30, 2020 the grant provided case management services and support to 303 displaced homemakers.
- The displaced homemaker coordinator has chaired the Annual Winter Wonderland event for the last four years. The event provides some relief to our students who are experiencing financial hardships and other challenges during the holiday season. Many of the CCD students are low-income single parents, displaced homemakers, and/or homeless. Despite the obstacles they face, these students are highly motivated and determined to be successful, and we are committed to supporting them as they work to achieve their goals. The Winter Wonderland committee was comprised of staff from multiple departments that provided students with holistic support. The Winter Wonderland event is just one of many projects that demonstrates CCD's commitment to helping their students succeed.

Impacts

- Success Story: Cindy overcame homelessness to find transitional housing, which along with support from the KEYS program allowed her to graduate with a bachelor's degree in accounting. She is currently working for an accounting firm in the Denver metro area.

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.

Results

- 304 participants received training during PY16 thru PY19
- 69.7% of participants exiting the program found employment
- 70.7% of exited participants retained employment after four quarters

Impacts

- Success Story: William Q. was working in steel manufacturing for \$20.18 an hour at EVRAZ when he was laid off on March 27, 2016. TAA paid for William's associate degree in nursing. William graduated in May 2020 and is now earning \$26.50 an hour. William says, "My experience with the TAA program was fantastic. This program gave me the second chance that I desperately needed, and I am eternally grateful for that. I now have earned an associate degree in nursing, have just completed and passed my state board exam, have secured a full-time position as an RN in a neuro trauma ICU unit, and will soon begin earning my bachelor's degree. Although I put in the work to earn my degree, I would not have been able to do it on my own, and I now have the financial stability that I have always wanted in a career field that offers me many opportunities and outstanding upward mobility."

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.

Results

- The WOTC unit processed 293,171 new requests from PY16-PY19
- Of those new requests, 100,522 were certified
- That equals to over \$250,000,000 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: "As a small business, we employ more than 100 people, many of whom have taken a wrong turn in life and are looking for that second chance. We try to provide that for them, and the tax credits we receive through your program assist us by lessening the financial burden of training, etc. In 2018 alone, the tax credit Lightfield Enterprises received as a result of your program was in excess of \$22,000."

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.

Results

- The Colorado federal bonding team issued 95 fidelity bonds.
- With the help of other WDP and Vocational Rehabilitation staff members, the team applied for and was awarded \$100,000 by USDOL for the new Fidelity Bond Grant, which

focuses on bonding justice-involved individuals for the purpose of obtaining employment. Since the implementation of this grant on July 1, 2019, the Colorado federal bonding team has issued 83 fidelity bonds specifically under this grant. This brings the total number of bonds issued between the Federal Bonding Program and the Fidelity Bond Grant to 178.

Impacts

- Testimonial: "Hi, I'm trying to get hired for a cleaning company in Elizabeth. I'm a single mother, in recovery. I have seven felonies on my record. I have completely turned my life around. Can you help me?" \$25,000 in fidelity bonds were issued on behalf of this job seeker, helping her get hired for this job.

Foreign Labor Certification

The Foreign Labor Certification unit assists the U.S. Department of Labor in determining whether an employer's request to bring in foreign workers on temporary non-immigrant visas is warranted due to a lack of labor in the U.S. This entails the use of the H2A (agriculture) and H2B (non-agriculture) visas. The unit works in partnership with local workforce areas, which create and maintain the necessary job orders, as well as inspect the employer-provided housing required by the H2A program to ensure that it meets federal standards. This unit also reviews all employers' H2B job orders for Colorado to ensure the content requirements of H2B regulations are met.

Results

- Received and reviewed 1,356 new H2A job orders, which resulted in 1,831 completed housing inspections statewide
- Received and reviewed 1,282 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 from a local workforce center director: "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."

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 more than 150 days.

Results

- During PY19, Colorado met all of its compliance indicators. Of the 2,346 MSFWs registered for services in PY19:
 - 70% received a staff assisted service; 41% were referred to a job
 - 55% obtained employment (71% were hired at \$0.50 above minimum wage)
 - 23% were referred to career guidance; 22% were referred to supportive services

Impacts

- During PY19, the Colorado workforce centers have increased their efforts in making sure MSFWs understand the opportunities available through the WIOA program. In PY19, training referrals were provided to 125 MSFWs.
- 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, Monte Vista, and Greeley coalitions. CDLE is also very active in the Human Trafficking Coalition.
- MSFW staff collaborate with several agencies that serve farm workers. Agencies that partner in services with CDLE are: Migrant Education, Migrant Health, USDA Rural Development, Rocky Mountain SER, Equal Employment Opportunity, Mexican Consulate, Harvest America, Chamber of the Americas, and other agencies.
- Success Story: Francisco Velasquez is a 53-year-old Guatemalan seasonal worker with language barriers in both Spanish and English, as his only language was his indigenous dialect. He was interested in a career change. He felt that he was getting too old to do farm work and needed a more stable career. His eldest daughter was a senior in high school and wanted to go to college. A stable career would help reach both goals. He could help his daughter obtain her dream of a college education as well as a better paying stable career for himself. Francisco enrolled in WIOA and started a CDL program. With hard work and dedication, he obtained his CDL. He then landed a job as an essential worker driving for a waste management company. He has full benefits including health insurance and a way to help make his daughter's dreams come true.

Federal Disability Employment Initiative

The Disability Employment Initiative (DEI) in Colorado focuses on assisting participating workforce areas to increase enrollments of adults with disabilities (aged 18-64) into WIOA Adult and Dislocated Workers Programs. This provides the avenue for intensive case management, training, and/or education in order to assist the job seeker to reach successful employment outcomes. 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.

Results

- 522 enrollments of adults aged 18-64 with disabilities into WIOA AD and DW programs, surpassing the three-year grant goal of 216
- 237 adults with disabilities who entered training under WIOA AD and DW programs, surpassing the three-year grant goal of 84.
- 150 adults with disabilities who completed training under WIOA AD and DW programs, surpassing the three-year grant goal of 63.

Impacts

- DEI received a no-cost extension, extending the grant period for Broomfield and Arapahoe/Douglas Works! until Jan. 31, 2021. Denver, Pikes Peak, and the Colorado Rural Consortium are closing the DEI on Oct. 31, 2020.

- Four of the five workforce centers are continuing the Ticket to Work program either by becoming their own employment network, contracting with a third party employment network, or entering into an MOU with other local workforce centers.
- Although the workforce center will be closing the DEI this annual report year, the workforce centers who participated in DEI have a sustainability plan in place.

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.

Results

- 220 veterans, 10 spouses, two children, and three eligible National Guard/Reservists served
- 70 veterans with a disability served
- 28 homeless veterans served

Impacts

- **Success Story:** Thomas (TJ) is a veteran who deployed to Iraq for three tours and received an honorable discharge with a 100% disability. After the military, TJ lost the comradery that kept him going and ventured down a different path. He needed his purpose back, so he contacted the Northern Colorado Veterans Resource Center (NCVRC) for help. Harrison Swift, the founder/CEO of NCVRC, sent TJ to Employment Services of Weld County for additional help. Working with his case manager, TJ identified that he would like to work with other veterans as peer support. The Workforce Innovation and Opportunity Act helped TJ obtain CAC I and CAC II training. During this time he gained work experience at the NCVRC as a peer navigator. The workforce center funded TJ's work experience by braiding WIOA and Veterans Service to Career Program (VSCP) money. TJ did such a great job that NCVRC hired him as a permanent full-time employee. TJ is now the manager of veterans services at NCVRC and has helped well over 50 veteran clients in the community.

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** - WDP has 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 postsecondary students, opportunity youth, and 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 redesigning templates, setting up a new site, transferring content to the new application, and testing.

- **Eligible Training Provider List (ETPL) Project** – CDLE moved the ETPL to the College in Colorado site maintained by the Colorado Department of Higher Education. This facilitated the sharing of performance data on all students under the FERPA restrictions. Application site updates have provided a better user experience for training providers.
- **Connecting Colorado Staff Services Page Redesign** – This redesign project involved 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 the 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 performance data entry/review and ensure better data accuracy for reporting.
- **Connecting Colorado Phone App** - Basic Connecting Colorado applicant functions can now be accessed via mobile phones. CDLE continues to add to the functionality of this application.

Colorado Workforce Development Council
Colorado Department of Labor & Employment

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