

Winning in a Competitive Economy

WIA Annual Report PY 2007



Submitted jointly by the
Colorado Workforce Development Council and
the Colorado Department of Labor and Employment



**Message from
Bill Ritter, Jr.
Governor, State of Colorado**

I am proud to present *Winning in a Competitive Economy*, Colorado's eighth annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system has successfully responded to the administration's call for innovative and collaborative workforce solutions geared to meet business demands for a skilled workforce. It also speaks to the Colorado Promise, which seeks to promote a vibrant economy for Colorado to grow and prosper in the 21st century.

Colorado's ability to successfully compete for jobs in a fast moving global economy hinges on our efforts to reinvigorate regional economies through the development of cross-regional partnership strategies. Our workforce system's agility to link with economic development, education and industry to support these strategies has created workforce solutions that meet employer needs for competent and work ready employees, and further assures job seekers the opportunity to find meaningful employment.

This year, more employers used the workforce system's services, and greater numbers of job seekers sought our services through internet-based points of access. The workforce development system was able to meet this increased demand through collaborative ventures that employed innovative service strategies and new technologies to increase access to services and develop the worker preparation pipeline.

Colorado's workforce system served over 250,000 citizens this past year and provided training for nearly 11,000 of them. In addition, the WIA system infused over \$40 million into regional economies to increase education, training, and employment opportunities. And for the eighth year in a row, the system met its federally mandated performance standards. The system continues to expand its reach and stands ready to serve Colorado as it positions its workers for a human capital advantage. I encourage you to read this report to see the regional and State efforts to establish Colorado as a leader in workforce innovation and fulfill the Colorado Promise.

Sincerely,

A handwritten signature in black ink that reads "Bill Ritter Jr." in a cursive, slightly slanted script.

Governor Bill Ritter



**Message from
Rich Baer
Chair, Colorado Workforce Development Council
(Vice-President, Qwest Communications)**

I am pleased to present this report of the results of the work performed in the state of Colorado in the eighth year of the Workforce Investment Act on behalf of the Colorado Workforce Development Council and the State of Colorado. The challenges of this century for businesses and citizens of our state are formidable and growing rapidly.

Under the leadership of the Colorado Workforce Development Council and the Colorado Department of Labor and Employment, the system has responded with innovative and transformative projects. The successful results achieved through the commitment and dedication of the local Workforce Boards and their staffs has set the stage for businesses to win in this competitive environment. We provided more than \$40,000,000 in financial support for transformative and dynamic projects to improve talent development and alignment with educators and businesses.

The Governor's vision for the state as expressed in his Colorado Promise challenges the citizens and public servants to provide the fuel for the state's economic growth and development of its talented workforce. The intensive training services provided for more than 28,000 workers and assistance for 50,000 workforce customers with college degrees were delivered professionally and effectively this year. When added to the additional services and projects provided to the tens of thousands of other customers, we'll move the effort toward fulfilling that purpose.

The strength of our partnerships and the workforce system are highlighted in this report and we feature the impressive initiatives of our local WIBs and the dynamic projects supported by the CWDC and CDLE to influence the competitiveness of our business partners.

I am impressed by the strong alliances, and innovative activities supported by the State Youth Council and the Council sub committees. Their dedication to providing tools and support to the local regions will continue, and I look forward to continued collaboration to provide the winning edge for businesses in this competitive economy.

A handwritten signature in black ink that reads "Rich Baer". The signature is fluid and cursive, with the first name "Rich" and last name "Baer" clearly legible.

Rich Baer
Chair
Colorado Workforce Development Council



**Message from
Donald J. Mares
Executive Director
Colorado Department of Labor & Employment**

Winning in a Competitive Economy, the eighth annual report on the state of the Workforce Investment Act (WIA) in Colorado, illustrates the innovative workforce solutions and strategic partnerships the State's workforce system has created to fulfill the "Colorado Promise" of a strong and vibrant economy. Colorado's State and local partners have achieved creative alliances with targeted industries and education to stimulate job growth and economic opportunities. These efforts were manifested through increased assessment and training initiatives, and an infusion of over \$40 million to develop collaborative ventures designed to meet the labor demands of our high-growth industries. Empowered by these partnerships, the State system met its federally mandated performance standards for the seventh year in a row.

In Program Year 2007, the workforce system partners focused their efforts on the State's critical skill shortages in targeted industry sectors and developed specific initiatives. In healthcare, worker shortages continued at significant levels and stand to impact the quality of life for all citizens. We worked with industry and education to increase the number of workers, the quality of these workers, and to reduce the time required to produce these workers. To address the downturn in manufacturing jobs, we implemented lay off aversion programs to support educational and skill upgrades to keep workers employed, and thereby helped retool and keep businesses in Colorado. Other initiatives provided educational opportunities and employment for low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, at-risk youth and ex-offenders.

These projects are but a few examples of the many successes Colorado achieved during this program year. I invite you to read this report to further appreciate how the WIA programs have led the way for Colorado to reach its fullest economic potential and competitiveness in the global economy.

A handwritten signature in black ink, appearing to read 'D. J. Mares', with a long, sweeping horizontal line extending to the right.

Donald J. Mares,
Executive Director,
Colorado Department of Labor and Employment

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Winning in a Competitive Economy

STATE SUMMARY





Executive Summary

“Winning in a Competitive Economy” marks a turning point in the State Workforce System’s evolution to a cross-regional, demand-driven system, reflecting a strong focus on sector-based workforce solutions and strategic alliances to support system transformation.

“Winning in a Competitive Economy” marks a turning point in the State Workforce System’s evolution to a cross-regional, demand-driven system, reflecting a strong focus on sector-based workforce solutions and strategic alliances to support system transformation. As a State, we continued to meet or exceed the federally mandated performance standards and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were accomplished through Partnerships for Talent Development, the primary tenet embodied in this year’s report. We believe our success has been realized through the collaborative efforts of business, economic development, and state and local partners who share the common vision of creating a competitive workforce for the 21st century.

This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and the local workforce boards engaged in creative alliances with industry, economic development, and education. These collaborative public and private ventures infused over \$ 40 million in formula and discretionary grants to support the enrollment, training, and placement of the unemployed, under-employed and incumbent workers into high-wage jobs. Additionally, the system effectively involved community organizations, community colleges and other providers of training and education in these business-led projects. Such partnerships reflect

the critical importance of education, employment, and economic development to the State’s competitive edge and empower the system to be responsive to local issues.

Key accomplishments were:

- Completion of the second year of the Work, Education and Lifelong Learning Simulation (WELLS) Center, a jointly funded public, private Training Initiative targeting Colorado’s healthcare worker shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide.
- Colorado’s selection to participate in the National Governor’s Association State Sector Learning Network, Accelerating State Adoption of Sector Strategies. In recognition of the significant sector work already underway in the State, Colorado was deemed ready to participate in an eleven-state network already implementing advanced sector strategies.
- Implementation of the second round of sector-based projects, funded by the \$15 million USDOL WIRED grant, enabling a coalition of 8 workforce regions,



During a training session, WELLS Center faculty “save the life” of the computerized mannequin, as the virtual simulation program simultaneously displays the human arterial system by the medical interventions.

businesses, economic development, and education partners to create long-term strategies for talent development to meet industry needs for high-skilled, high-wage workers

- Creation of regional projects, focused on energy, manufacturing, health care, and other high-growth industries, which were spearheaded by local WIBs
- Publication of the the Workforce Economic Information Coalition’s (W.E.I.C’s) “State of Talent Development in Colorado” to support the strategic planning efforts of the Governor’s Jobs Cabinet as well as state and local economic development and workforce entities

Colorado continued to be challenged by its flat economic recovery and national economic

conditions. State partners, local regions and their boards worked hard to meet these challenges and, in the process, became more resourceful and employed technology to further innovate services to meet the increased demands. Within each of Colorado’s nine federally-recognized workforce regions, a myriad of promising practices were developed to meet increasing customer demand and economic challenges. Among the outstanding initiatives were:

- **Adams County Workforce and Business Center’s** lead role in two innovative WIRED grants: **Ensuring Oil Extraction for Adequate Energy: A Model for Advanced Oil Services Industry Training and Renewable Energy Training Project**, both of which address the talent needs of the rapidly expanding energy industry across Colorado

- **Arapahoe/Douglas Works! Regional Targeted Industry Academy**, which is a strategic partnership with industry, education and regional workforce centers to develop customized training programs that address skill sets for the bioscience, healthcare, aerospace, aviation, homeland security and finance industries
- **Workforce Boulder County’s Summer Employment and Enterprise Development (SEED) initiative**, in its 4th year, which provides employer-donated work scholarships and internships, plus specialized work readiness training for at-risk youth and young adults, and is a model program for the leveraging of non-Federal resources to support WIA program activities



Our mission to transform the delivery of employment and training services in Colorado is not a destination; it is an evolving and continuing journey to achieve the goals of the Governor's Colorado Promise, and to strengthen the capability of businesses to meet the competitive challenges of the global economy.

- **Denver Division of Workforce Development's lead role in the Front Range Workforce Funding Collaborative** (made up of philanthropic, business, economic and workforce development entities), which is set to fund sector initiatives targeting low income workers for the health care, energy, transportation, and construction industries
- **Jefferson County Workforce Center's** manufacturing industry **focus groups** and their key role in developing a **Manufacturing Advisory Council** made up of businesses, educators, local elected officials, economic development leaders, and WIB members. This coalition has begun developing a sector approach to meeting the talent needs of targeted businesses in the industry
- **Larimer County Workforce Center's** lead role in the **Larimer County Business and Enterprise (LCBE) Program**, which has strategically positioned the county for economic development initiatives by creating a business website and spearheading training initiatives that impact the energy and agricultural industry sectors
- **Pikes Peak Workforce Center's** initiation of an **Industry Cluster Study** on behalf of the Southeast Colorado E3 Partnership, which encompasses the 12-county southeast region of Colorado. This study identified seven industry clusters for which the partnership will initiate pipeline education and training programs to meet their workforce needs
- **Colorado Rural Workforce Consortium's**
 - **Eastern Workforce Center** partnership with the **Morgan and Logan County Education Consortium**, which provides a forum for economic development, education, businesses and workforce development to address the current and future education needs for a skilled workforce
 - **Pueblo Workforce Center** partnership with Pueblo Community College, which resulted in the attainment of a U.S. Department of Labor **Community Job Training Grant** to develop curriculum to address business needs for a pipeline of qualified workers
 - **Weld County's** participation in the **Rockies Workforce Energy Coalition**, which represents key energy employers, education and workforce entities from Colorado, Wyoming, Montana, North Dakota, and Utah, and addresses the energy industry workforce shortages throughout the five-state region

The lessons of PY07 have strengthened our resolve to promote dynamic and sustainable partnerships geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to successfully compete in the global economy.

Winning in a Competitive Economy

This eighth year of the Workforce Investment Act has focused on the guiding principle of “Winning in a Competitive Economy,” an imperative that has been driven by the changing economy and the challenges of the 21st century. Our mission to transform the delivery of employment and training services in Colorado is not a destination; it is an evolving and continuing journey to achieve the goals of the Governor’s Colorado Promise, and to strengthen the capability of businesses to meet the competitive challenges of the global economy. Leading the workforce systems’ response, the Colorado Workforce Development Council (CWDC) and the Colorado Department of Labor and Employment (CDLE) have pursued dynamic initiatives, encompassing regional and sector strategies and enabling workforce to develop the critical pipeline for the human capital that the State needs for economic success. The key principle of strong state and local collaborations, driven by effective use of technology and alliances with industry and economic development, has facilitated business buy-in to these initiatives and earned excellent results.

The past year has seen the evolution of targeted industry strategies, success in the WIRED grant activities, and state and local inter-regional alliances that have been fostered by grants from CWDC and CDLE, as well as discretionary funding awarded by the US Department of Labor and contributions from private foundations. Among the most dynamic examples are:

- Industry partner grants and contributions from the

Colorado Trust to support the work of the groundbreaking WELLS Center for simulation training

- The multi-state energy collaborative established to resolve workforce issues within the energy extraction sectors of five western states
- The multi-state consortium to address distance learning in partnership with Penn State University and the Sloan Foundation
- Support of a new Lifelong learning Center in the City of Brighton, in partnership with Brighton Urban Renewal and the School District and businesses, which leverages state and local funds to create a Project Lead the Way start up in this community
- Participation in the model content standards revision task force of the Commissioner of Education
- The Talent Development report published by the Workforce Economic Information Coalition (WEIC) task force created by the Skills Development sub-committee of the CWDC

Utilizing the guiding principle and building upon the accomplishments of preceding program years, Colorado continues to construct a demand-driven, responsive workforce development system geared to meet the needs of Colorado’s employers and working citizens. In addition, Colorado’s workforce development system professionals have incorporated strategies from key lessons learned as follows:

- Solutions such as the WELLS Center and the initiatives of the WIRED grant are possible due to collaborations with industry, economic development and educational providers.
- Innovative use of technology is one of the keys to expanding the ability of the workforce to establish the knowledge and skills base needed by businesses in the future.
- Evaluation and assessment of effectiveness leads to increased levels of performance and drives excellence.
- Performance excellence is a required ingredient in the success of the economic system in the state and the region.
- Projects and performance are enhanced by regional partnerships, benefiting the business community and providing specific results. Broad based partnerships for the development of regional solutions enables the workforce development system to successfully assist customers with diverse needs.

STATE’S VISION

“Colorado’s Workforce development system uses coordinated public-private partnerships to address the continually changing needs of Colorado’s employers and working citizens to more effectively compete in the global marketplace.”



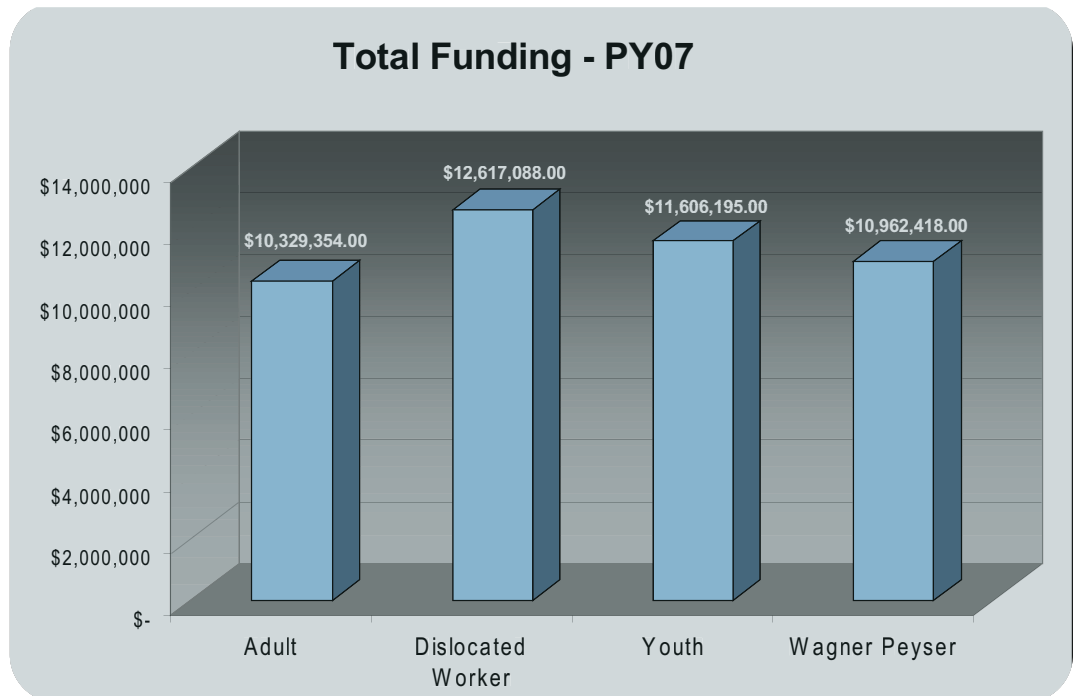


State Profile

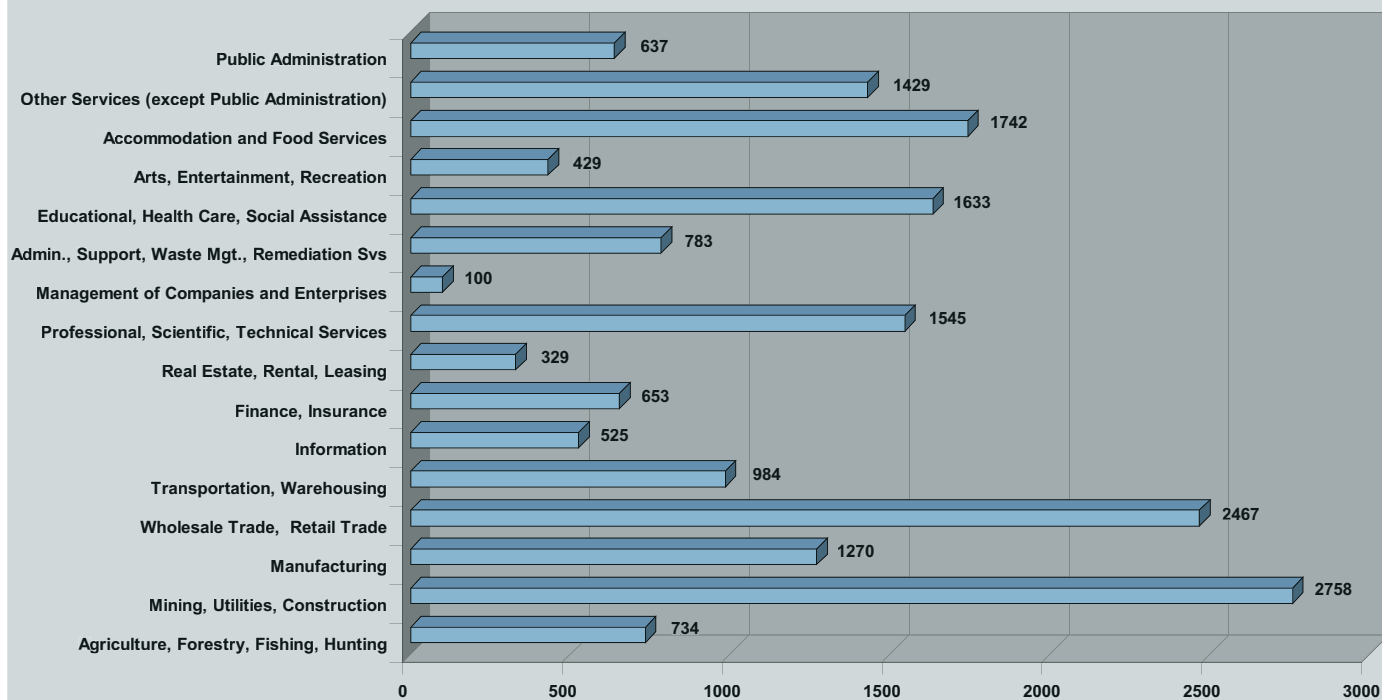
PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	103%	Entered Employment	102%
Retention	104%	Retention	101%
Average Earnings	136%	Average Earnings	108%

YOUTH	
Standard	Percent of Goal
Literacy/Numeracy	148%
Placement	128%
Degree/Certificate	154%



Employers Served by Industry



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irtually all of the

national job growth in

2007 occurred in the

service-providing

industries as these

industries added

1,846,000 positions.

Natural resources and

mining added 39,000

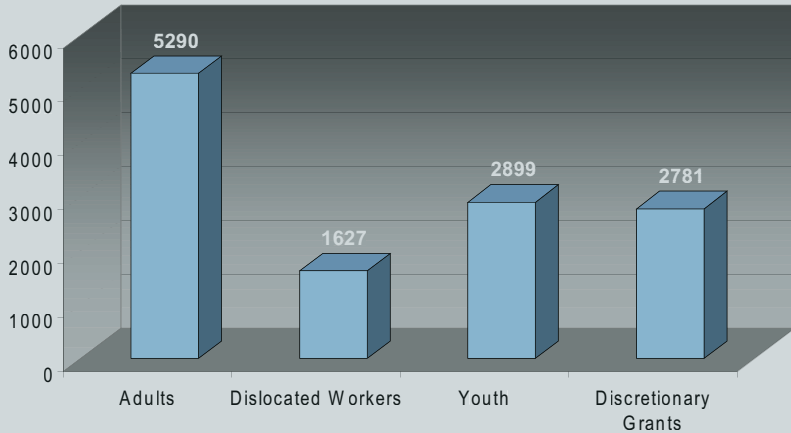
positions and was the

only goods-producing

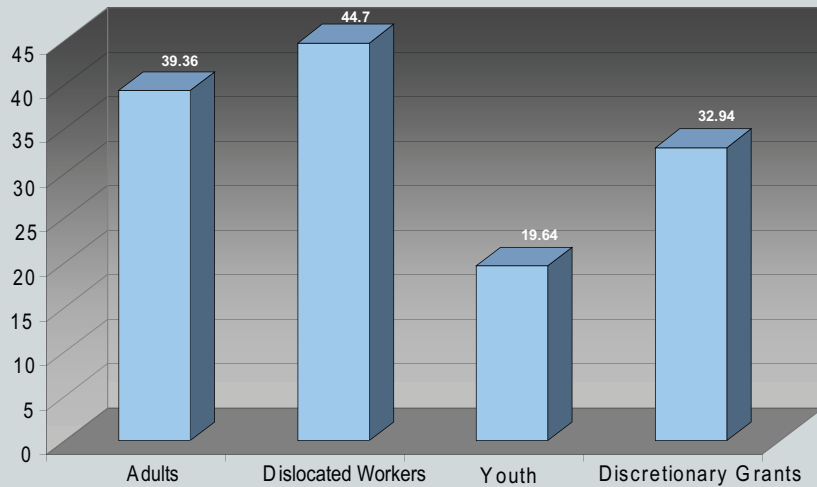
industry to grow in

2007.

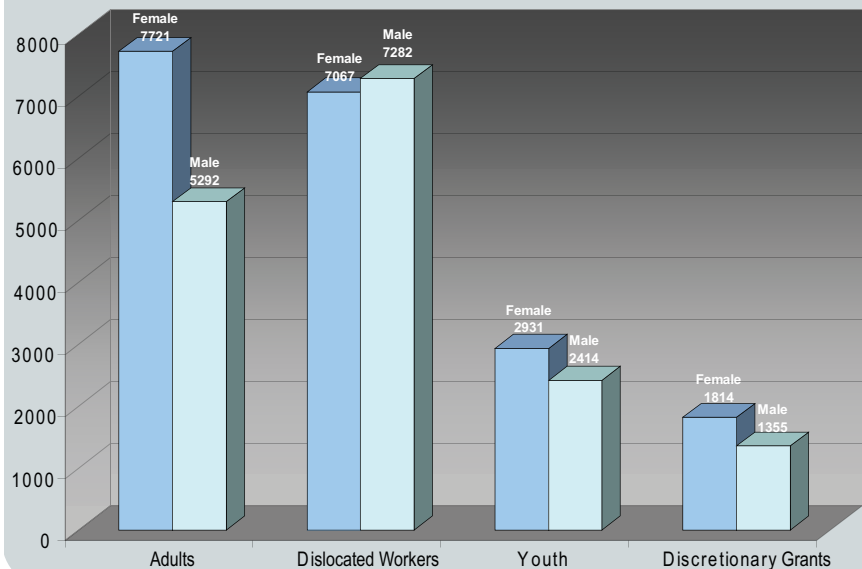
PY07 WIA Participants Served

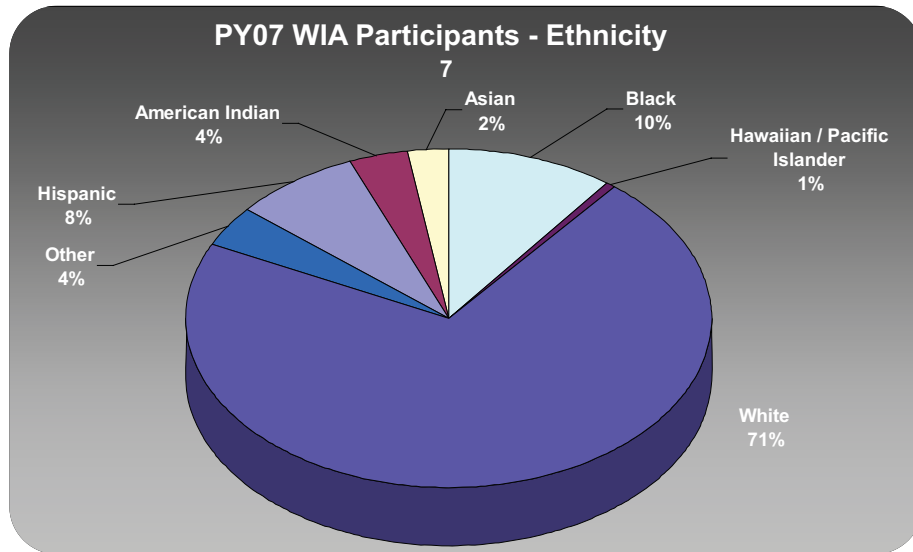


PY07 WIA Participants - Average Age



PY07 WIA Participants - Gender Breakout





LABOR AND WORKFORCE CONDITIONS

The Colorado Department of Labor and Employment's Labor Market Information (LMI) office serves as a resource for data and analysis concerning labor market and economic conditions throughout the state. Using survey data collected from Colorado employers in concert with national data, LMI has provided the analysis and forecast of economic trends that appear below.

NATIONAL ECONOMIC CONDITIONS

In 2007, the growth rate of real GDP (Gross Domestic Product) was 2.0 percent, a 29 percent decrease from the 2006 rate. There was little to no growth in the first and fourth quarters of 2007, while a 4.8 percent advance was registered in both the second and third quarters. Over 70 percent of GDP growth in 2007

was derived from personal consumption expenditures (PCE). After posting a 6.4 percent growth rate in 2006, the private domestic investment portion of the GDP contracted by 4.1 percent in 2007. This decline is attributable to a 16.8 percent drop in fixed residential investment. Total federal government expenditures grew by 5.1 percent, while the national defense portion of federal spending grew by 6.1 percent. Due partially to the weaker dollar in 2007, imports to the U.S. exceeded exports by \$708 billion, a 6.5 percent decrease from 2006. However, the U.S. remains a net exporter of services, with exports of services outweighing imports by \$128.1 billion.

Through the first half of 2008, GDP growth appears to be slightly decelerating and following a similar pattern to that of 2007. The final estimate of first quarter GDP growth was 0.9 percent. While this represents an increase from the first quarter of

2007, the preliminary estimate for the second quarter GDP growth of 3.3 percent is about one-third slower than the same quarter of 2007. Analysts at the BEA (Bureau of Economic Analysis) attributed second quarter growth to increases in PCE, a deceleration in imports coupled with an upturn in exports, and an uptick in spending at all three levels of government.

Total non-farm payroll employment increased by 1,537,000 in 2007, but this 1.1 percent growth rate was down from 1.8 percent in 2006. Virtually all of the job growth in 2007 occurred in the service-providing industries as these industries added 1,846,000 positions. Natural resources and mining added 39,000 positions and was the only goods-producing industry to grow in 2007.

C

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force conditions

improved in 2007. The

annual average

unemployment rate

was 3.8 percent, down

from 4.3 percent in

2006. It was the

fourth consecutive

year that the average

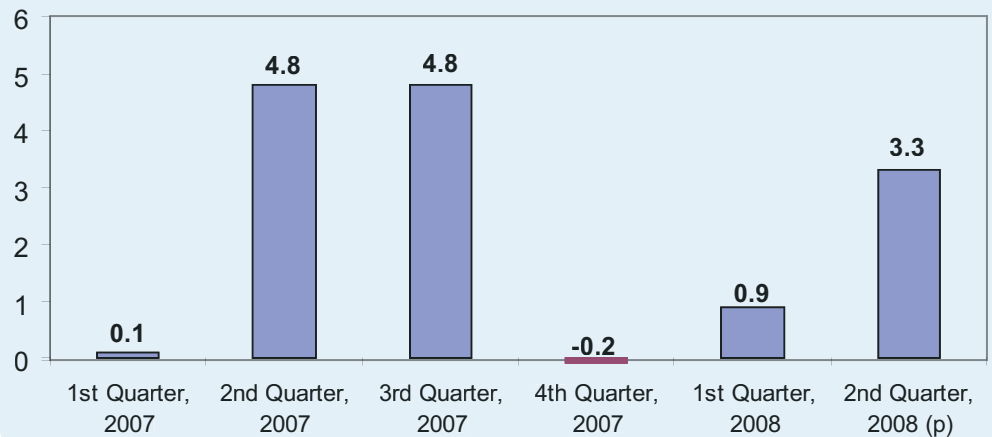
unemployment rate

declined; however,

this trend will reverse

in 2008.

Percent Change in Real GDP



Education and health services led all industries in job growth, with a gain of 501,000, followed by professional and business services, which registered 396,000 new jobs. Leisure and hospitality also enjoyed a strong expansion, adding 347,000 positions, while government payrolls grew by 250,000. Last year was the fourth consecutive year showing a net increase; however, that streak is likely to end this year as the nation has pared jobs in the first eight months of 2008.

COLORADO ECONOMIC CONDITIONS

Per capita personal income in Colorado was \$41,042 in 2007, an increase of 3.9 percent from 2006. Colorado had the 11th highest per capita income among all States in 2007.

Overall, nonfarm payrolls increased by 51,100 or 2.2 percent in 2007. The gain is comparable to the increase of 53,100 jobs or 2.4 percent growth in 2006. Service-providing industries continued to dominate job growth in 2007, adding 50,400 positions,

compared with only 700 net hires in goods-producing sectors. Sectors with the largest job gains were professional and business services (+16,200); trade, transportation, and utilities (+10,200); education and health services (+8,800); government (+7,600); and leisure and hospitality (+5,400). Natural resources and mining continued to show strong growth, adding 4,100 jobs for a 19.4 percent growth rate. Sectors with net job losses were construction (-600), financial activities (-800), and manufacturing (-2,700).

Colorado's labor force conditions also improved in 2007. The annual average unemployment rate was 3.8 percent, down from 4.3 percent in 2006. It was the fourth consecutive year that the average unemployment rate declined; however, this trend will reverse in 2008. As of July 2008, the State's unemployment rate had risen to 5.2 percent. It is expected that the number of new jobs created in Colorado this year (2008) will be around 35,000 or about 1.5 percent growth while the unemployment rate will be above 5.0 percent.

COLORADO'S HIGH DEMAND OCCUPATIONS

According to the short-term occupational projections produced by analysts in LMI Analysts, the annual average growth rate for all occupations will be 1.6 percent from 2008 through 2010. Occupational groups that are expected to produce the most jobs are office and administrative support occupations (+10,462 new jobs); healthcare practitioners and technical occupations (+8,146); education, training, and library occupations (+6,893); and food preparation and serving related

occupations (+6,011). Individual occupations expected to generate the most jobs are registered nurses, retail salespersons, combined food preparation and serving workers, and customer service representatives. More detail can be found by opening the web site:

<http://coworkforce.com/lmigateway> and clicking the Occupation link under Analysts and Researchers on the home page.

COLORADO EARNINGS

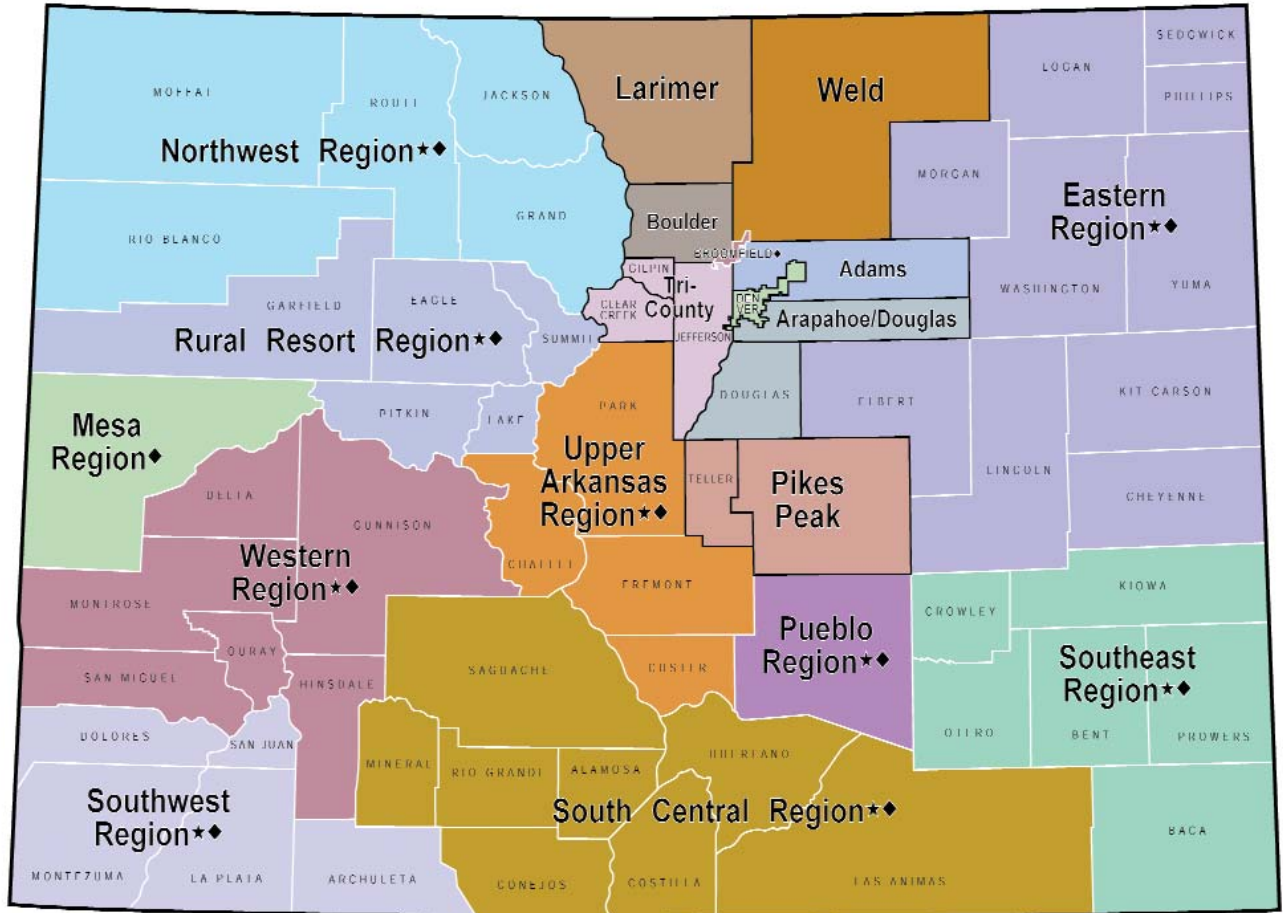
In 2007, the average weekly wage for all employees covered by unemployment insurance was

\$873, up 4.3 percent from the average weekly wage in 2006. Counties with the highest average weekly wages were Broomfield (\$1,162), Denver (\$1,057), Arapahoe (\$1,017), Boulder (\$1,014) and Rio Blanco (\$994), while average weekly wages were lowest in Baca (\$441), Mineral (\$444) and San Juan (\$446). According to the monthly survey of Colorado businesses, average weekly wages in 2007 were \$805.23 in construction and \$708.62 in manufacturing statewide.

Colorado Unemployment Rate, Not Seasonally Adjusted



COLORADO WORKFORCE INVESTMENT AREAS

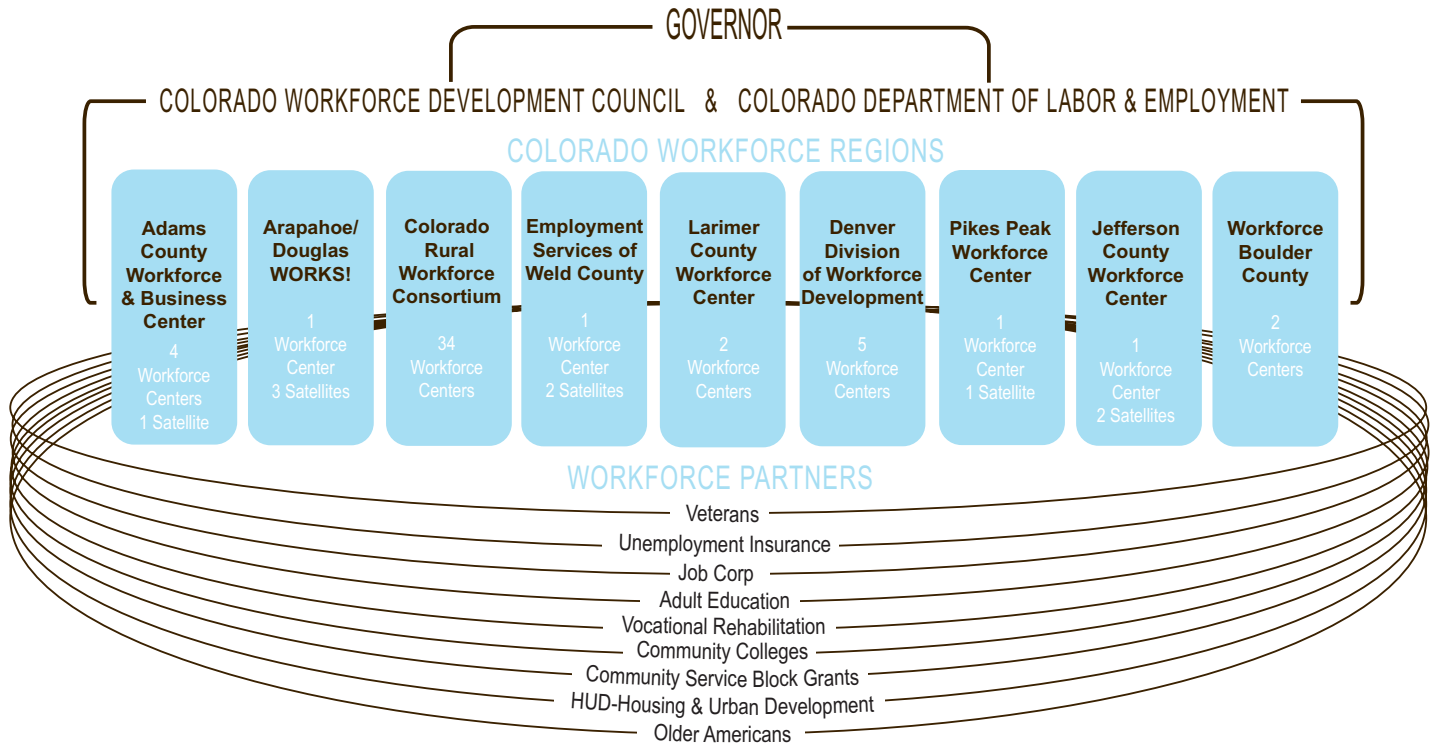


◆ Sub-region of the Rural Consortium Workforce Investment Area.
 ★ Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 12/01



GOVERNANCE OF COLORADO'S WORKFORCE SYSTEM





Partnerships for Talent Development

MARKETING AND OUTREACH

The Business Outreach & Marketing (BOAM) Committee was created as part of the Colorado Workforce Development Council (CWDC), and tasked with creating a brand identity for Colorado's workforce system and communicating its many benefits to businesses and other key customer groups. The BOAM works in conjunction with local members of the Marketing Taskforce located throughout Colorado's Workforce Centers, to create innovative strategies, models, and partnerships with specific industry sectors, businesses, educational leaders and influential community partners. Annually, a total of \$250,000.00 is provided to local areas to support these strategies.

The BOAM Committee and national consulting firm Full Capacity Marketing, Inc. designed a marketing certification process as part of the CPEX Malcolm Baldrige criteria to award and recognize Workforce Centers in achieving excellence in branding and marketing the system. This advanced certification required Workforce Centers to develop strategies around five key areas relating to building the capacity of brand ambassadors, using market research to shift and improve the operations of business services, and partnering effectively in building workforce talent. Successful completion of these activities can earn each workforce area up to \$5,000.00 in incentive dollars.

PY07 Marketing Awards - Eleven workforce areas and sub-regions submitted reports of marketing activities that earned them a total of \$25,000.00 in incentive funding for the advanced certification including:

- Category 1 - Brand Ambassador Activities
- Category 2 - Market Research
- Category 3 - Business Services and Outreach
- Category 4 - High Growth Business Outreach
- Category 5 - Partnership Marketing & Leveraged Funding

Bonus Award (all categories completed)



Category 1 Spotlight: Larimer County Workforce Center - Larimer leveraged the launch of its new Web site and utilized it as an opportunity to build capacity among its brand ambassadors. The emphasis of the Larimer's Web site is to market the Workforce Center services and to provide customers, both jobseekers and employers, access to resources previously available only to in-office visitors. As an

The Business Outreach & Marketing (BOAM) Committee was created as part of the Colorado Workforce Development Council (CWDC), and tasked with creating a brand identity of Colorado's workforce system and communicating its many benefits to businesses and other key customer groups

internal marketing strategy, Larimer held multiple staff meetings to introduce staff to the Web site and the various features, using instructional hands-on vignettes on how to impart information to customers.



Category 2 Spotlight: Jefferson County Workforce Center - The Jefferson County Workforce Center (JCWC) commissioned a focus group study of four industry sector employers within Jefferson, Clear Creek and Gilpin counties. The purpose of this study was to identify employer needs related to attracting, hiring, developing and retaining employees.

Specific steps within this research project included:

- Identifying JCWC’s internal perceptions of its business customer needs
- Using the results of the internal perceptions to develop focus group questions
- Conducting four focus groups
- Documenting and compiling focus group responses through the use of video
- Compiling survey data and conducting final analysis

The team plans to utilize the findings in the report to further engage business and industry as customers and partners, and to improve operational structures.

Category 3 Spotlight: Pueblo Workforce Center - Pueblo Workforce Center conducted a series of focus groups comprised of employers in advanced manufacturing to open dialogue about workforce challenges and needs in this sector. The focus groups were vital to the framework and development of Pueblo’s Community-Based Job Training (CBJT) proposal for curricula development, hiring qualified faculty, and providing training and on-the-job experiences to new and experienced workers. A \$1.9 million CBJT was awarded and will be used to develop relevant technical and soft skills programs for the advanced manufacturing sector. Curriculum development and implementation will serve as a catalyst to closely align workforce programs, education, business, workforce and economic development.

In addition to Pueblo’s specific work with advanced manufacturing, a business services unit was formed to implement targeted outreach to identified high growth sectors. The unit has been reconfigured by industry sector and operates using account management disciplines. This provides for the single point of contact that employers requested and supports specialization and expertise by industry for staff. Scope of services was formalized with industry specific specializations and has resulted in numerous accomplishments to address industry needs.

Category 4 Spotlight: Arapahoe/Douglas Works! - Arapahoe/Douglas Works! (ADW) collaborated with other teams or took the lead on conducting seven

regional focus groups including Aerospace, Biosciences, Information Technology, Energy, and Finance. Additional focus groups were conducted with the education system and leadership/workforce professionals. Each focus group was completed using a structured interview process over a six-month period. After completion, ADW spearheaded efforts to create a regional workforce Asset Map for each industry. It included information on the sector team expert, the talent development team, the sector service team, and the metrics team. Each section identified employer outreach service team members and their responsibilities in their operational structures in serving high growth businesses.

To address focus group findings, ADW designed a tracking tool that provides valuable data used by various team members to enhance services and partnership opportunities. The data can be used by:

- Case managers to educate customers about current career opportunities in the targeted industries;
- Workforce and education partners to identify relevant training academies to serve specific occupational needs within the targeted industries; and
- Workforce and employer outreach and business services teams to achieve greater market penetration into targeted industry employer markets.



C

olorado's

Workforce Development

Month continues to be

recognized nationally as

an innovative campaign

to create awareness

and value in the

workforce investment

system. In its fourth

consecutive year,

Workforce

Development Month

continues to prove to

be an effective

communication tool to

tell the story of the

Colorado Workforce

Centers and their many

partners.

The team will regularly use this instrument in its outreach to employers to forge sustainable partnerships that leverage funding, identify relevant training, and recognize emerging skill set needs in targeted industries.

Category 5 Summary: Partnership Marketing & Leveraged Funding - Partnering strategically to secure non-formula funding and in-kind donations provides the means to design innovative solutions to workforce challenges. In this category, Workforce Center teams built strategic partnerships with economic development, education and business to leverage funding and develop workforce solutions for high growth employers. Eleven teams reported impressive numbers in leveraged funding activities in this category, totaling over \$1.2 million in partnership contributions.

Telling our Story: Building Momentum - All of Colorado's Local Workforce Boards and respective Workforce Centers have found creative ways to tell the story of Colorado's workforce system and educate the public on its important mission. Either through one-to-one communications or through mass media, Colorado's "brand

ambassadors," supported by the State Council's BOAM Committee, have focused on creating consistent messages and delivering them through a variety of mediums to ensure that the citizens of Colorado understand the relevancy and urgency of building workforce talent.

Workforce Development Month ran its 4th consecutive campaign with teams conducting a variety of employer and job seeker events across the state in the month of September, to raise awareness about workforce services. With a large metro job fair, Governor's proclamation, and regional events, 9News continued to provide the advertising and partnership power for Workforce Development Month's Annual E3 Job Fair, as well as the Governor's Summer Job Hunt.

Other shining examples of how Colorado Workforce Centers conducted innovative outreach strategies include:

- **Pikes Peak Workforce Center** proactively telling their story through the news media, averaging an astounding 40 press pickups monthly, and providing 30 weekly employment updates on the South Central region over KRCC, the local NPR radio outlet.

Team	Partnership Initiatives/Project	Partnership Contributions
Arapahoe/Douglas Works!	WIRED Initiative	\$ 817,000.00
Boulder Workforce Center	Summer Employment & Enterprise Development Program	\$ 30,000.00
Pueblo Workforce Center	Manufacturing Curriculum Development & Work Readiness Certificate Development	\$ 366,336.00
Northwest Workforce Development Council	Energy Expo	\$ 5,000.00
Larimer Workforce Center	September Symposium	\$ 23,000.00
Total Partnership Contributions		\$1,241,336.00

- **Denver Office of Economic Development** placing Public Service Announcements through the City’s local television station, and leveraging and partnering with large events such as Colorado Construction Days, a two-day event showcasing construction youth careers with hands-on workshops.
- **Adams County** working with 9News to host its 2nd annual Logistics Job Fair attracting 40 employers and 400 job seekers. Targeting the transportation, distribution and logistics industry, 9News hosted a Job Line 9 call-in as a ramp up for the event, and placed banners on the 9News Web site.
- **Weld County** working closely with the Greeley Tribune to educate local citizens about their services. Weld County also sponsored a legislative retreat, attended by over 20 federal, state, and local political representatives, to convey the workforce message.
- **Rural Consortium** having several sub-regions reach high-growth industries and job seekers through special events and workshops including Northwest’s Energy Expo; Mesa County’s focus on the Energy and Health Care industries as well as senior workers as an untapped labor pool; and Southwest’s conducting of focus groups and surveys to target their marketing materials and workshops.

WORKFORCE ECONOMIC INFORMATION COALITION

The Workforce Economic Information Coalition (WEIC), a

task force that was commissioned by the Skills Development Partnership (SDPC) sub-committee of the CWDC, produced a powerful and dynamic “State of Talent Development in Colorado” report that was released by Governor Ritter’s newly appointed Chair of the Council. The report built on the current inventory of workforce and economic information to create a compendium of essential data for strategic planning purposes. It also introduced an Industry Modeling concept used to look at industry sectors in a more comprehensive manner than other studies and rank them by their impact on the state’s economy.

Industry Modeling attempts to alleviate problems with the practice of looking at data through one dimensional criteria such as employment (which distorts the top list towards entry level industries); wages (which distorts toward high wage industry); historical and/or projected growth rates (which do not factor in employment base wages); or location quotients (which similarly do not factor in employment base or wages or even growth rates). Industry Modeling allows the researcher to look at all five of these factors simultaneously for a given industry, and compare and rank the sector against every other industry in a region.

“The State of Talent Development Report” will chart the course for the workforce system and the State in its human capital development efforts. This report has already been used as a basis for orientation and operation of the Governor’s “Jobs Cabinet,” which will formulate the long term objectives for economic development and the talent

development needs of the state, to achieve the goals of the Governor’s “Colorado Promise.” In addition community and business organizations have incorporated elements of the report in their own planning and forecasting products.

The WEIC has additionally begun work on the next stage of workforce economic information through a county level industry analysis to support the Regional Sector Strategy that CDLE and CWDC implemented this year. The task force will create Industry Guidebooks that will utilize the State of Talent Development report and its local industry modeling concept to complete this work.

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

For the fifth year the Colorado Workforce Development Council has championed the CIMS system of rewarding Local Workforce Boards for reaching beyond defined labor market areas and political jurisdictions to foster partnerships for talent development. Measurements of success are clearly defined, and impartial examiners from the **Colorado Performance Excellence (CPEX)** organization audit local workforce centers’ operational performance against criteria promoting the highest levels of performance excellence. The system utilizes criteria from the Baldrige Award to promote continuous improvement and exceptional performance because it is non-prescriptive and allows the system to define its own processes.



In April 2008, Colorado was selected to participate in the National Governor's Association State Sector Learning Network, Accelerating State Adoption of Sector Strategies. Colorado was the only new state selected to participate in an eleven-state network already implementing advanced sector strategies.

This engaging program also helps the workforce system improve efficiencies and insures our workforce remains competitive in today's global marketplace. In order to compete, Colorado's workforce must strengthen its diverse regional economies to support an industry-driven workforce system through improved competencies and skills development. Therefore, as part of the CIMS, the workforce operations are required to enhance their partnerships with educators and help fulfill the Colorado Promise, as articulated by Governor Ritter, to ensure the state is a powerhouse in the new economy of the 21st century.



By completing the CPEX High Plains application, all workforce regions define their organizational profile encompassing how they address customer needs and the changing needs of the local economy. As workforce regions prepare for the tiered CPEX application system, they will examine and define their operations in relation to the following criteria areas: Leadership, Strategic Planning, Measurement, Analysis and Knowledge Management, Customer and Market Focus, Workforce Focus, and Process Management. Feedback provided by the CPEX examiners provides workforce centers unbiased, objective data upon which ongoing continuous improvement efforts are defined.

In addition, through CIMS, Colorado recognizes and rewards

WIBs for achievement in the following areas:

- **Performance Incentive Award (PIA)** - rewards Workforce Center efforts towards meeting or exceeding WIA Common Measures
- **Innovation in Leadership and Service Delivery (ILSD)** supports Workforce Center efforts towards meeting Colorado Performance Excellence criteria, strengthening operations and value for tax payer dollars
- **Partnership Award** recognizes business and agency partnerships essential to the success of workforce development efforts and the local economy

The focus of CIMS is on results, not procedures, tools, or organizational structure. Local WIBs are encouraged to develop and demonstrate creative, adaptive and flexible approaches to meeting the basic performance requirements and to continuously improve their workforce investment area activities. Funding for CIMS awards is determined by the CWDC on an annual basis. During PY08, the Council will distribute over \$500,000 to the local regions in recognition of their efforts in the CIMS program last program year.

SECTOR STRATEGY INITIATIVES

In April 2008, Colorado was selected to participate in the National Governor's Association State Sector Learning Network, Accelerating State Adoption of Sector Strategies. In recognition of the significant work already

underway in Colorado on implementing sector strategies, Colorado was the only new state selected to participate in an eleven-state network already implementing advanced sector strategies.

The primary goals of Colorado's participation in the NGA State Sector Learning Network are to support statewide implementation of sector-based initiatives, to expand the scope and breadth of sector strategies across the state, and to institutionalize and align these practices into a cohesive policy to sustain a talent pool to meet industry needs. Colorado has received customized technical assistance from the Learning Network faculty to support strategic planning and will be participating in a peer learning Academy in November with other advanced states.

In July, CDLE hired a full-time State Sector Coordinator to coordinate the NGA Sector Learning Network and to support statewide implementation of sector-based initiatives. In September, the state delivered two statewide training sessions on sector strategies to local workforce staff and board members to build the capacity of the workforce regions to engage as a key partner in sector initiatives.

In PY08, CDLE and the Colorado Workforce Development Council will make WIA and Wagner-Peyser discretionary funds available to Workforce Regions through a competitive bid process to support sectoral initiatives that require broad partnerships among the workforce system, industry, education, and other stakeholders based on local economic needs. A virtual bidder's conference will take place in September 2008 and funds will be awarded by the end of the year. In addition, CDLE

plans to deliver a statewide sector academy, to develop evaluation criteria for state sector initiatives, and to provide technical assistance to support regional sector work in the workforce regions.

NATIONAL POLICY DEVELOPMENT

Representatives from Colorado's lead agencies served in the following National leadership roles:

[Colorado Workforce Development Council \(CWDC\)](#)

- Chairman of the CWDC was newly appointed by the Governor in March 2008 and will serve as an active member of the National Governors Association (NGA) State Workforce Chairs and the Governor's Jobs Cabinet, which will set the strategic direction of Colorado's workforce and educational systems
- Executive Director of CWDC was a member of the NGA Workforce Chairs, member of the National Association of Workforce Boards (NAWB), a founding member of the Rocky Mountain Energy Association, and appointed to the advisory committee for the NAWB Board of Directors

[Colorado Department of Labor and Employment \(CDLE\)](#)

- Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Director of Workforce Development Programs was a member of NASWA, was on NASWA's Employment and Training Committee, and a member of the National Governors Association (NGA) State Liaisons

- Director of Workforce Development Program Operations served as the Chair of the NGA State Liaisons, a member of the NGA State Liaisons Executive Committee, and staff to the NGA State Workforce Board Chairs
- Director of Workforce Development Programs Field Operations was a member of the NASWA and served on the Veterans Committee
- Director of Labor Market Information (LMI) was a member of NASWA, on the LMI Committee; member of the Local Area Unemployment Statistics/Mass Layoff Statistics Policy Council; Co-Chair of the Workforce and Economic Information Coalition
- Director of Unemployment Insurance (UI) was a member of NASWA, on the UI Committee Workforce Council
- Chief Information Officer was a member of NASWA and on the IT Committee.
- Budget Director was a member of NASWA and on the Administration and Finance Committee.
- EO Administrator was a member of NASWA and on the EEO Committee.

[Statewide](#)

Colorado Project TRAIN leaders continue to assist with the evolution of training standards for the National Disability Program Navigator Project. Two local Workforce Investment Board Chairs served on the Board of Directors of the National Association of Workforce Boards (NAWB).



In operation now for over two years, the WELLS Center has become increasingly sought out as one of the few healthcare educational centers combining technological advances with customized curriculum for healthcare educators, practitioners and students that is focused on human patient simulation.

WELLS CENTER

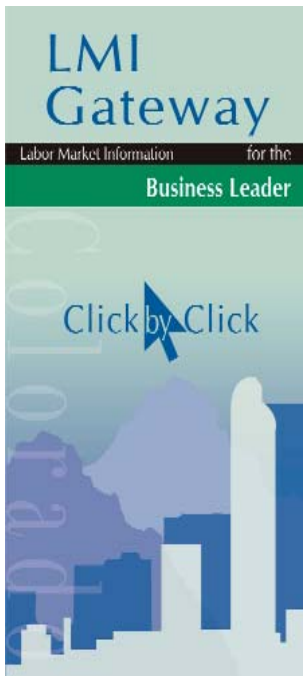
The “Work, Education, and Lifelong Learning Simulation Center” (WELLS Center) is a state-of-the-art, jointly funded public, private healthcare initiative that targets Colorado’s severe healthcare worker shortage, particularly nurses. This first of its kind facility integrates three-dimensional computerized anatomy tools with complex computer-controlled human patient simulators (mannequins) for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide. In operation now for over two years, the WELLS Center has become increasingly sought out as one of the few healthcare educational centers combining technological advances with customized curriculum for healthcare educators, practitioners and students that is focused on human patient simulation.

The WELLS Center project was initiated through a \$1.6 million US Department of Labor grant, which was awarded to CDLE in July 2005. This “Colorado Workforce Innovation and Technology Demonstration Grant” sought solutions to alleviate Colorado’s critical shortage of healthcare professionals and to build capacity for professional training using state-of-the-art technology. Key initiating partners included CDLE, the Colorado Workforce Development Council, Colorado Center for Nursing Excellence, University of Colorado Hospital, University of Colorado Denver and Health Sciences Center, Central Colorado Area Health Education Center, and Touch of Life Technologies, Inc.

Day-to-day operation of this state-of-the-art collaborative learning center is provided by CDLE through a contract with the Colorado Center for Nursing Excellence in space jointly funded by the University of Colorado Hospital and CDLE. Housed in the Bioscience East building at the Colorado Science and Technology Park at Fitzsimons, the WELLS Center operates in a 5,000 square foot space, remodeled specifically for the WELLS high-tech applications and state-of-the-art equipment. Ongoing operational costs are supplemented with over \$2 million in in-kind contributions from both the private and public sectors.

The WELLS Governance Board provides leadership and promotes sustainability of the Center operations, and is comprised of CEO-level leadership from the public, private and non-profit sectors in healthcare, education and government. During PY07, the Board focused strategic planning on sustainability of the WELLS Center, resulting in implementation of fee-for-service relative to training products; curriculum development; establishment of a new website at www.wellssimulationcenter.org; and formal application for 501(c)3 status. In addition, CDLE was successful in securing legislative approval for the Department to receive gifts, grants, and donations from various trusts, foundations and private business. This has already benefited the WELLS Center in the form of a major grant from the Colorado Trust. The WELLS Board has also hired an Executive Director who will work closely with the Board to move the WELLS Center to full self-sustainability.

The WELLS Center capacity was further expanded this year through significant new business/customer relationships with key organizations, including the Colorado Trust, HealthOne, and the Denver Health Foundation/Marquez Family Foundation. Each of these entities contracted with the WELLS Center, either directly or through CDLE, for delivery of cutting-edge healthcare employee training and products. Other customers of WELLS have included the Association of Operating Room Nurses, Centura, Exempla Good Samaritan Medical Center, Longmont United Hospital, and Medical Center of Aurora, to name a few.



LABOR MARKET INFORMATION (LMI) INITIATIVES

The Colorado Department of Labor's LMI section has undertaken multiple projects to enhance and market LMI products to users across the State. These initiatives have brought

LMI to a new level of responsiveness and user-friendliness to meet the labor market data needs of workforce professionals, businesses, economists, and the general job seeking public. Below are highlights of LMI's PY07 initiatives.

Hot Jobs in Colorado - LMI distributed more than 70,000 Hot Jobs brochures throughout the state during the program year. The brochures include statewide and sub-state regions and focus on occupational projections. Jobs are sorted out by education and training requirements as well as growth levels. All projections brochures are easily accessible on the LMI website or can be ordered in print.

Local Employment Dynamics - Local Employment Dynamics (LED) summaries, completed for Workforce Investment Areas and Colorado counties, became available during PY07. These four-page handouts are designed to help community and business leaders obtain facts about their industries, worker characteristics, and commuter patterns: information important to strategic planning. A sample LED handout is also available on-line.

New Products - Two years ago, LMI introduced the popular "Click by Click" series, with the first product designed to help job seekers navigate the Gateway website. The series expanded last year, through the addition of Click by Click for the Business Leader. Additionally:

- A DVD was developed to help customers create customized career fair handouts on their own utilizing LMI data;
- LMI information and exercises were provided for

an energy industry DVD produced for high school students; and

- A bookmark designed to demonstrate the importance of education in the futures of our youth was produced.

Employer Lists - As workforce centers increase their outreach efforts to business, lists of employers by industry and zip code have been made available to assist with this task. These lists are derived from InfoUSA and are provided by Labor Market Information in accordance with our contract for use.

LMI Gateway Enhancements - Additional information and specialized data have been added to the home page of LMI's web site. We moved to version 9 in September 2008, adding new labor market data and Quick Start menus to the existing page. The LMI Gateway can be accessed through www.coworkforce.com/lmigateway.

Training and Outreach - The Training and Outreach Unit continued their efforts to translate LMI data into user-friendly terms. Training sessions, presentations, printed products and interactive tools were all created with the aim of showing how to access LMI data, what the numbers mean, and how our customers can best use the data available. In fiscal year 2007-08, LMI provided 41 cost effective training sessions and presentations to workforce centers, chambers of commerce, educators, human resource groups and economic development professionals. In addition, more than 150,000 printed products were distributed over that same time period.



e-Colorado enables our

multi-partner agencies to
access information on-line

regarding cross agency
programs and services,

exchange client and
program information,

collaboratively

develop tools, and

maintain a system-

wide calendar.

Available on e-

Colorado are on-line

assessments, team

rooms, electronic

portfolios, resume

building, job seeking,

and a whole host of

other opportunities for the

workforce professional.

E-COLORADO KNOWLEDGE MANAGEMENT PORTAL (www.e-Colorado.org)

Partnerships, technology, information, and knowledge are the cornerstones of **e-Colorado**, the ultimate electronic tool kit for training, education and employment. Designed and initially developed with WIA performance incentive funds, the **e-Colorado** Knowledge Management Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface— among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, student, educational and training institutions, community and

faith-based organizations, and government. Courseware, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location. In this way, **e-Colorado** is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge.

New for PY07 - Users of **e-Colorado's** re-design expressed appreciation during the past year for the new features that include a private, customizable personal page for each registered user, team room upgrades, calendar improvements, and online meetings and training. New information modules were developed regarding registration

The SECTRS Initiative team room offers an electronic location for sharing information statewide related to sector strategies, a shared calendar, opportunities for announcements, email access to members, and capability for chats and threaded discussions.

and team room processes, and numerous awareness sessions regarding use of **e-Colorado** and its capabilities were presented statewide to workforce professionals.

Team Rooms - A significant number of **e-Colorado** registered users have utilized the opportunity to establish team rooms on behalf of various work groups for improved communication and information sharing. Known in some domains as social networking, each **e-Colorado** team room offers its own personal page for rapid access of information and links to the team room calendar and announcements. A discussion board and chat capability exist for extended communication beyond email. A primary example of team room use is the SECTRS Initiative (Sector Strategies) established as an online community for peer networking and resource sharing as the initiative advances. Currently, **e-Colorado** has 160 active team rooms.

Adobe Connect - On behalf of workforce professionals, **e-Colorado** acquired Adobe Connect software for online meetings and training to reduce the need for frequent meetings and travel. Information is provided to assist those who are hosting, presenting or participating in a meeting, as well as a process for scheduling a meeting. Disability Awareness Training, designed to provide workforce professionals with the tools and skills to effectively serve individuals with disabilities, is offered 'real time' through an Adobe Connect training session and then made available as a link

as part of a training module in a team room.

Assessment Tools - Assessment tools are available on **e-Colorado** to Colorado Workforce Center clients with their use facilitated by Workforce Center staff. Importantly, some of the tools are included as components of the statewide work readiness credential that is in an early implementation phase by several Workforce Centers.

Refining and adding new features and tools to **e-Colorado** is continuing. In addition, efforts are ongoing to leverage Colorado's investment in the knowledge management portal with new state partners, while significant work is underway to transfer the **e-Colorado** platform and its shared content through multi-state networks.

AUTOMATION INITIATIVES

Debit Card for Benefits Payments - During PY07 Colorado's Joblink database system hosted the pilot project for the use of debit cards to make UI benefits payments. Specifically we enhanced Joblink to allow TRA/ATAA payments to be made via a debit card rather than a paper check. This has allowed a quicker turn-around on payments and provided significant savings in postage and check processing. It also frees claimants who do not have checking accounts from the costs often associated with cashing the checks. Once the TRA/ATAA pilot was deemed a success, the UI Benefits program implemented the same system for all UI benefits payments, eliminating the generation and mailing of 25,000 UI checks per week. During PY08 we plan to

add direct-deposit as an additional option for these payments, which will provide much greater convenience for claimants with checking/savings accounts.

Document Scanning - In PY07 Colorado expanded the document scanning capabilities of our Joblink database system, initially used by the WOTC program, to allow scanning of TAA and WIA case file records. Several of the Rural Consortium sub-regions served as the pilot for this new process on behalf of all the state's workforce regions. The new capability allows for case managers and other workforce center staff to collect, scan, and store required documentation in a highly secure electronic database. As an electronic filing cabinet, it also provides local staff a more efficient way of organizing and retrieving documentation for improved case management; and offers state level staff easy access for monitoring and data validation purposes. Within the next year many Workforce Center offices also plan to develop electronic and interactive forms for more efficiency and to further reduce the need for paper files.

WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT GRANT (WIRED)

In early 2006, the US Department of Labor awarded the State of Colorado and nine-county regions (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer, and Weld Counties) a four-year, \$15 million WIRED grant.



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and economic

development.

The initiative's goal is to expand the pipeline of highly skilled workers in the region's fastest growing industries: aerospace, bioscience, energy, and IT/Software, and to implement a "transformational" approach to regional workforce development, focusing on the role of talent development in driving economic competitiveness and increased job growth.

The WIRED initiative is tasked with finding new strategies and programs to combat what's known as the "Colorado Paradox." Colorado is home to one of the most educated workforces in the country; yet the pipeline of workers stemming from Colorado's education system does not meet the number or quality demanded by Colorado's economy. Thus, the WIRED initiative is looking for ways to "grow its own" skilled workforce. The goals of the WIRED initiative are:

- To increase the homegrown skilled workforce for aerospace, bioscience, energy, and information technology to ensure our regional companies can remain competitive in the global economy
- To be the best region in the country in science, technology, engineering, and math (STEM) education, by funding exemplary programs to raise students' STEM skills. The result: Metro Denver will be the "go to" region when companies are deciding to relocate or expand because our workforce has the best STEM skills.

- Provide an entrepreneurial climate for business creation and expansion for companies in targeted industries.
- Become the region where the minimum acceptable educational standard for all becomes a postsecondary certificate or an associate degree
- Create a regional system that seamlessly integrates workforce, education, and economic development programs to effectively meet the needs of workers and businesses

Accomplishments To Date - Thus far the WIRED initiative has funded 27 replicable, promising practice programs that demonstrate partnerships among workforce, education and economic development. In addition, it has:

- Awarded a total of \$8.4 million for JumpStart grants, Workforce Innovations grants (Round 1), and Workforce Innovations grants (Round 2)
- Completed research and analysis phase: Asset Mapping, Job Matrices, a Workforce Study, a Gaps and
- Issues Analysis, a Career Pathways report, a Workforce Competencies Analysis (some in last year's report)
- Partnered with Governor's Office on NGA STEM grant and continued to work with Governor's Office on STEM-related issues
- Reorganized the WIRED Leadership Council and

formed Solutions Workgroups to build on the recommendations of the first-year industry panels, and

- Completed revision of Implementation Plan for 2008-2009

Grant Initiatives - The following are just a few programs that received funding from the Metro Denver WIRED Initiative:



The Front Range Community College's Energy Boost: Basic Training for the Energy Industry provides training in Basic Math Skills, Understanding Basic Statistics and Measurements, Metrology, Reading Blueprints, Introduction to Process Technology, Working in Teams and Communication Skills in the Workplace. Curriculum design includes industry input from major energy companies such as Vestas, a manufacturer of wind turbines and towers. The company, which will have an immediate need to fill about 600 jobs, has agreed to interview program graduates and to continue to work with FRCC to strengthen the program.

Arapahoe/Douglas Works! in collaboration with the Arapahoe Community College, Douglas County School District, and the Douglas County Educational Foundation have created the **Expert Technician Academy (ETA)**. The Academy is an industry/workforce/ education partnership to address hard-to-fill skilled employment needs in Aerospace, Energy, IT and Bioscience industries. This

collaborative effort created the ETA program to teach both adult and youth learners the technical



skills required by the industry partners; and to ensure real-world experience are an integral part of the trainings and result in academic credit and/or certifications.

The **International Center for Appropriate and Sustainable Technology (iCAST)** will conduct Energy Efficiency Training for 250 unemployed, underemployed and incumbent workers referred by workforce centers in the WIRED region. Training will include energy auditing for residential, commercial and industrial buildings; solar PV and solar thermal installation; insulation and air sealing installation and other energy savings devices installation and HVAC installation. iCAST will create and post three online course modules in an energy efficiency curriculum, presented in partnership with The Colorado Energy Science Center (CESC) and E-Star Colorado.

Multi-Industries Systems Technician (MIST) training and entry-level/mid-level employment program for youth and adults is the result of a partnership between Employment Services of Weld County, Aims Community College, Xcel Energy, and additional community agencies. This project will provide an innovative job training program designed to remediate and develop skills needed for employment in the energy industry. Additionally, an intensive Prep-Academy will provide instruction for employer-

identified professional skills, such as critical thinking, team work, and personal responsibility as well as a remediation of foundational education skills necessary to successfully complete Aims Community College's entrance exam and Xcel Energy's pre-employment exams.

CAREER-READY COLORADO CERTIFICATE

The State Workforce Credentialing Committee (SWCC), a coalition of state and local representatives from workforce regions across Colorado, submitted an implementation plan and budget for state-level career readiness certification to the Colorado Workforce Development Council in October 2007. As requested by the Council in June, the plan outlined initiation steps and a budget for implementation activities. The Council approved the plan and agreed to provide funds for implementing the CareerReady Colorado initiative.

After obtaining input from Regional Directors in December, a representative of the SWCC convened an ad hoc committee of CDLE Administrators to draft a request for pilot site proposals. Individual proposals were submitted by Pikes Peak and Upper Arkansas Workforce Centers; a rural, multi-region proposal was submitted by Pueblo, Southeast and South Central sub-regions, and an urban, multi-region proposal was submitted for the Denver metro area by the Denver Office of Economic Development in partnership with Jefferson County and Arapahoe/Douglas Works! Pilot site activities will begin during PY08.



Stop the

Revolving Door Program

has shortened the

timeframe from release

to employment by

connecting early with

inmates inside prison,

targeting those with

imminent release

dates, and providing

work readiness,

assessment services

and vocational training.

STOP THE REVOLVING DOOR

Stop the Revolving Door (SRD) is the State of Colorado's "Beneficiary Choice"

employment and training grant for offenders. Funded by the US Dept. of Labor, and administered by CDLE, the program achieved significant initial success during PY07, growing the total number of SRD enrollments from 5 to 190 in a matter of months.

Recognizing the high degree of success among offenders that received vocational training, a strategy was devised to shorten the timeframe from release to employment by bringing vocational training inside the prison. This was the result of a two-year effort by the Colorado Department of Labor and Employment Offender team, most recently spurred on by the SRD grant and a state-level policy change within the Colorado

Department of Corrections that was required for implementation to go forward.

Asbestos removal trainings (funded with leveraged funds) were completed inside two Colorado Department of Corrections prisons Sterling Correctional Facility, Canon City and one private prison: Cheyenne Mountain Reentry Center. In addition, heavy equipment training was conducted inside the Kit Carson Correctional Facility. Using a mobile heavy equipment unit, students learned to safely operate a backhoe and front end loader. The average earnings of SRD participants climbed to \$16/hr as participants receiving vocational training obtained certifications and found employment in skilled "felon friendly" trades in the construction industry. Among those receiving asbestos and



Stop the Revolving Door clients who are participating in CDL and heavy equipment training provided by a partnership between "Concerned About You" and the Colorado Department of Transportation

hazardous material training, 100% obtained state and federal certifications with a one time pass rate, 100% gained employment within the first week of graduating, and 100% earned a wage of \$14.00/hr or more.

Department of Corrections Partnership - Critical to the success of the Stop the Revolving Door program has been the partnership with the Colorado Department of Corrections (DOC). During the spring of 2008, DOC identified offenders near their release dates and worked to provide background information that helped the SRD Service Providers identify the candidates most likely to succeed in the SRD program. In addition, the DOC helped locate homeless offenders by providing the most up-to-date contact information available and placing messages in CWISE (Colorado's parole call in system), so that offenders calling the system would receive a message to contact the SRD Coordinator for assistance with employment and support.

In particular, the John Inmann Work and Family Center (JIWFC), operated by the Colorado Department of Corrections, has been a powerful ally in growing SRD program enrollments by providing a steady flow of potential participants, scheduling assessments and consulting with the SRD Service Coordinators on individual cases. The DOC also collaborated with the SRD Coordinators and Service Providers to develop an effective and efficient referral process.

Training Vendor Partnerships - As a strategy to accelerate the employment of offenders, new partnerships were forged with

hard skills training vendors with solid reputations for providing education in traditionally offender friendly industries. These included jobs in construction, heavy equipment operation, asbestos removal, hazardous materials, warehouse, and culinary arts. One of the key partnerships formed was with Environmental Safety, Inc., an asbestos removal and hazardous materials training academy that has a solid reputation and deep roots in the employer community. This partner invites employers to interview with graduating offenders prior to certification, thus providing them with the opportunity for immediate employment after certification. 100% of first class of SRD graduates were hired a day after certification and are currently earning \$14 to \$30 per hour. When the owner of ETS told CDLE's Offender Team that the biggest barriers to employment success for graduating offenders were: (1) the inability of offenders to handle the myriad of details required for certification including obtaining a physical to establish a baseline, and (2) the inability to pay for their tools and work clothes, the Team negotiated an all inclusive arrangement with ESI to provide these services to improve the employment success rates.

Housing - Many property owners and leasing agents are not willing to lease apartments to offenders because of their criminal backgrounds and poor credit ratings. Because of this, offenders often have difficulty achieving the stabilization needed for long term employment. Recognizing this barrier, CDLE's Offender Team forged a relationship with

Affordable Housing, a "felon friendly" landlord and Eagle Crest Investments, a real estate investment company.

With leveraged funds, a Denver area building with 9 studio apartments was opened for Stop the Revolving Door enrollees who were homeless or are in unstable living situations. These emergency apartments are based on a self-sufficiency model in which the tenants pay a deposit and rent to a monitored personal savings account that is later used for deposits and rent when the tenant is transitioning out of emergency housing and into a permanent residence. The relationship with Eagle Crest Investments provides a ready and ongoing source of emergency apartments for offenders. In addition, the offenders receive credit repair and financial management classes to begin preparing for home ownership.

PROJECT TRAIN

Project TRAIN (Training, Resources and Incentive Networks) is a statewide work group, developed by the Colorado Workforce Development Council. The mission of Project TRAIN is to enhance the ability of Colorado's Workforce system in providing employment services to people with disabilities. The coalition has been in place since 2002 and is made up of representatives from federal, state and local government agencies as well as community based organizations, employers and people with disabilities.



Over the past five years, Colorado has steadily increased the number of people with disabilities obtaining employment. This year, 76% of the customers with disabilities utilizing a workforce center obtained employment - a full 5% over the Federal performance measures standards.

Project TRAIN has taken the lead on several of Colorado's initiatives, including two projects (DPN and WIRED from a Disability Perspective) whose descriptions follow.

DISABILITY PROGRAM NAVIGATOR (DPN)

2007 was the 5th year in a row that Colorado was awarded grant funds from USDOL/ETA to continue the DPN initiative. There are currently 20 DPNs across the state, who inform people with disabilities about employment related programs available throughout the workforce system. The Colorado DPN initiative continues to develop new/ongoing partnerships to provide seamless, comprehensive and integrated services to customers with disabilities, including creating systemic change and expanding the capacity of the workforce system. Over the past five years, Colorado has steadily increased the number of people with disabilities obtaining employment. This year, 76% of the customers with disabilities utilizing a workforce center obtained employment - a full 5% over the Federal performance measures standards.

WIRED FROM A DISABILITY PERSPECTIVE

Colorado was one of the first states to receive a Workforce Innovation in Regional Economic Development (WIRED) grant from the U.S. Department of Labor in February, 2006. This initiative is designed to align workforce, economic development, and education in support of the regional economy. In November 2007, the Colorado Office of Workforce Development (COWD), the recipient of

Colorado's Disability Program Navigator (DPN) grant, received additional funding from the US Department of Labor (DOL) to ensure that Colorado's WIRED Initiative incorporates the disability perspective in all of its goals and activities. The WIRED-Disability Perspective Pilot means that as the Colorado WIRED Project planners move forward, jobseekers with disabilities are included in the homegrown workforce and viewed as helping Colorado meet their goals.

Colorado WIN Partners at the University of Colorado Denver will take the lead on this new initiative and work in collaboration with the COWD and Colorado's DPN Initiative. Some of the goals and activities include:

- Defining the regional economy and human assets in terms of people with disabilities;
- Conducting a SWOT Analysis;
- Leveraging resources and implementing pilot projects;
- Integrating the DPNs within the goals and activities associated with WIRED.

ONLINE DISABILITY AWARENESS TRAINING

Colorado WIN Partners at the University of Colorado Denver was also responsible for launching this online course, which is designed for workforce center professionals and other individuals who would like to more effectively serve individuals with disabilities. The course consists of four core units (Universal Access, Assistive Technology, Overview of the Disability Program Navigator Initiative and Serving Customers with Disabilities in the Workforce Center) and three elective units

(The ADA and Accommodations, Effective Collaboration and Communication). Participants who complete all four core units plus one elective unit and pass the all tests included with each unit, will receive a certificate of completion. The online course is available through the e-Colorado website. In PY07, over 130 workforce center employees completed the online training, and 3 workforce regions have incorporated the training into their mandatory new employee orientation. In addition, several workforce partners (TANF, DVR, SWAP) are interested in using the training for their employees.

YOUTH TRANSITION GRANT

Colorado received funding from the USDOL/ODEP to create a cross-system, multi-agency systems change approach to improve State and local service delivery to youth with disabilities transitioning to adulthood. Although the funding ended this year, the Colorado Workforce Development Council provided additional funding to the six local prototype sites as they continued the grant activities beyond the September, 2007 end date of this project.

The State team and six local sites created multi-year plans focusing on: increased access to work-based experiences; a system of information sharing between parents, employers, youth with disabilities, and service providers. The project served over 450 youth with disabilities through September 2007, and many examples of success and project sustainability exist both at the State and local levels. The final report was prepared and submitted to USDOL/ODEP, and the evaluation was prepared and



From the USDOL-ODEP website, a resource for the Youth Transition Grant

submitted by Colorado WIN Partners at the University of Colorado Denver.

The project was based on the Guideposts for Success, publicized by ODEP and the National Collaborative on Workforce and Disability. The State Youth Council, a sub-committee of the CWDC, and some of the local youth councils that participated in this project have adopted themes from the Guideposts to shape their organizational goals. In addition, the State Youth Council contracted with Colorado WIN Partners at the University of Colorado Denver and provided staff support to deliver a webinar State-wide, using Adobe Connect, to encourage the use of the Guideposts in local youth council development. The webinar is also archived on e-Colorado, the State's workforce development portal.

Colorado WIN Partners and the staff of the State Youth Council also conducted focus groups in 5 of the 6 local regions to analyze the collaborations and partnerships that evolved under

this project, and a formal literature review of collaborations and partnerships was done by Colorado WIN Partners. As a result, a presentation was developed for the Rocky Mountain Workforce Development Association Conference to showcase evidence of the successful and sustaining components of those partnerships.

YOUTHNET SEARCHABLE DATABASE

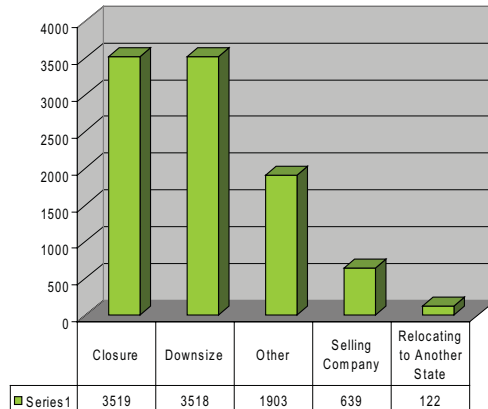
An additional deliverable from the Youth Transition Grant was the creation of a searchable State-wide database of resources and services for youth, based on the Guideposts for Success. This site, titled "Youthnet," is accessible at http://dola.colorado.gov/wdc_youth/introduction. The site is administered by staff of the Colorado Workforce Development Council and State Youth Council, and is comprised of information regarding approximately 200 organizations that provide services to youth, in particular youth with disabilities or barriers.



Through the combined efforts of the State Business Services Team, Colorado Workforce Speaks! and the Colorado Workforce Centers, the sixth annual E3 Career and Resource Fair took place on Sept. 6, 2007, serving over 2000 job seekers. This event focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth.

RAPID RESPONSE

The Colorado State Rapid Response Unit has had a successful year with its continued effort to expand marketing initiatives and develop new partnerships as a means to increase visibility of the program and its services. As a result of this effort, a total of **181** employers received services compared to 175 last year, with 6 being TAA certified. In addition to providing services to the employer, a key component to the Rapid Response program is responding to the demands of the employees affected by these layoffs. This year we have served **9701** affected employees, including those impacted by major layoffs in the Manufacturing and Finance/Insurance industries.



Reasons for Layoff

BRAC-DFAS Intervention - The Defense Finance and Accounting Services (DFAS) in Denver has been designated for closure under the Federal Base Realignment and Closure (BRAC) plan, by October 2010. The Rapid Response unit in collaboration with the Human Resource department at DFAS, Denver County and Arapahoe/Douglas Works! Workforce Centers, initiated a proactive approach to render

services to the affected employees. The 1st step consisted of distributing a needs based survey to all the employees regardless of their layoff date. The survey results in turn proved to be the fundamental tool that led to a successful calendar of on-site workshops that consisted of resume preparation, interviewing skills, financial planning assistance, and information on starting your own business. A total of 600 people have benefited from this successful collaboration.

HR Partnerships - By increasing the number of presentations offered at Human Resource events, the Rapid Response Unit raised the level of awareness regarding our services and what our workshops can do for them as an employer and their employees. Along with our WFC partners we participated in two major HR events, reaching out to over 100 employers. These included the Society for Human Resource Management (SHRM) Colorado State Conference in September 2007. Other prominent HR organizations that the Rapid Response Team was involved with this year were the Society of Hispanic Human Resource Professionals and the Colorado Human Resources Association (CHRA).

Colorado Bar Association (CBA) - This partnership has allowed us to continue to reach out and present our informational seminars at CBA group functions and individual member law firms. The attorneys are informed about Rapid Response programs and services and in turn are they are able to relay the information to their clients. As a result, the State Rapid Response Unit continues to receive referrals from

employment attorneys, and we are able to reach out to companies that otherwise would not have known about our services.

Outplacement Companies - Our continued partnerships with outplacement companies like Right Management and Lee Hecht Harrison and Associates have evolved, not as competition, but as strong mutual collaborations. These partnerships have given us the opportunity to participate in on-site workshops for business clients with information for their layoff affected employees about on-going services and educational opportunities that are available through the Workforce Centers statewide.

Job Fairs - Our partnership with jobing.com and the Workforce Centers has been the backbone for a successful year in the job fair arena. We have participated in approximately 12 job fairs this year, giving us the opportunity to reach more dislocated workers and job seekers. Our booth at these fairs is staffed by the Workforce Center and our Rapid Response team. Additionally, the Rapid Response team and the workforce centers have partnered with employers to host job fairs specifically targeted to their employees being affected by a layoff.

6th Annual E3 Career and Resource Fair - Through the combined efforts of the State Rapid Response Team, the Governor's Summer Job Hunt Program, the Colorado Workforce Centers, and the Colorado Workforce Speaks committee, a successful E3 Career and Resource took way on September 6, 2007, with over 2000 job seekers attending. The E3 Career and

Resource Fair focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth. Of the 150 booths, 120 were dedicated to employers in high-growth industries, and the remaining booths were reserved for community resources and educational institutions.



CDLE and Workforce Center Staff working with job seekers at the E3 Resource and Career Fair in Denver

The E3 Career and Resource fair continues to provide a venue where jobseekers that were unemployed and/or underemployed can gain access to employment opportunities in high-growth industries. Additionally, resume critiquing was provided by trained workforce center specialists, and a "Foreign Language Resource Booth" was available for limited English speakers.

Layoffs of Non-English Speaking Workers - Rapid Response has seen an increase in the number of non-English speaking employees being affected by layoffs. In response, a partnership with the Asian Pacific Development Center (APDC) has been established to provide onsite interpretation in numerous languages. Additionally, the

APDC is assisting with the translation of the Rapid Response "Layoff Transition Packet" into Spanish. Currently the Dislocated Worker Program and the Helpful Facts About Unemployment Insurance information sheets, which serve as the backbone for Rapid Response workshops, have been translated into six different languages. They have been posted to the Rapid Response Team Room at www.e-colorado.org.

Layoff Transition Workshops - This year marked an increased demand for off-site workshops due to sudden company closures and companies filing for bankruptcy such as Adam Aircraft in January 2008, which affected over 500 employees. The Rapid Response unit, in collaboration with the workforce centers, was able to contact the already laid off employees to insure they could attend and benefit from the invaluable services and information offered through the 2-hour Layoff Transition Workshop. During PY07 there were 173 Layoff Transition Workshops provided throughout the state, with 2,782 dislocated workers in attendance.

Redesign of Workshop Materials - Through the cooperative effort of local Workforce Center and State staff, the 2- hour workshop outline was re-designed to serve as a guide for new and tenured Rapid Response staff across the State. Additionally, the "Layoff Transition Workshop Packets" are also being re-designed in a continued effort to ensure that the information and services provided to employers and dislocated workers are current and accurate.



The Colorado

Workforce Speaks!

Taskforce continues to

take steps forward to

provide linkages

between businesses

and the English

language learner

population through

outreach to regional

chambers of

commerce, adult

education practitioners,

and the local workforce

investment boards.

These re-designed packets will be available in English and Spanish and are anticipated for completion and distribution to the regions statewide in 2008. Finally, the Rapid Response Unit, in collaboration with Colorado Public Television –KBDI Channel 12, has produced an updated version of the unemployment insurance video used during the 2-hour Rapid Response lay off transition workshop.

COLORADO DISPLACED HOMEMAKER GRANT

The Colorado Displaced Homemaker Grant Program provides employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance have lost their source of economic support. Services provided include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement. Benefits provided through this program enable eligible recipients to prepare for re-entry into the workforce and achieve self-sufficiency.

During PY07, the State served 71 eligible displaced homemakers through continuation of an innovative partnership first established in 2003 with the Community College of Denver (CCD). Through this contractual arrangement, eligible individuals receive essential services such as assessment and counseling from CCD that prepare them for training and education. Financial support in the form of JumpStart Scholarships pays the cost of tuition, fees and books that enable participants to meet the cost of attendance at CCD.

Until PY06, this program was supported entirely with State revenues, and provided benefits to all of the approximate 60 eligible applicants annually. In PY06, the number of eligible applicants increased significantly, and tuition increased 4%. In order to address the increased training needs of this population, CDLE identified WIA 25% funds that could appropriately be used to supplement the State appropriations for PY06 and PY07. In PY07, CDLE was successful in working with the legislature to obtain additional State funding for the next program year. These funds will replace the CDLE interim funding used to sustain the program, and JumpStart Scholarships will again be fully State funded.

COLORADO WORKFORCE SPEAKS!



During Program Year 2007, the Colorado Workforce Speaks! Taskforce focused on providing language assistance resources and training to Colorado's workforce center staff. Workforce Region Language Assistance Plans were posted on e-colorado.org to share regional best practices; an updated staff directory indexed by language was provided to share staff's translation talents among the workforce regions; and, numerous websites, documents, and resources were added to the Colorado Workforce Speaks! Team Room on www.e-colorado.org.

Desk Guide Notebook - The Taskforce produced a Desk Guide Notebook with essential, just-in-time information for front line

workers to assist customers with limited English ability. This is an abridged, hard copy of the Language Assistance Resource Guide that also is available on the Colorado Workforce Speaks! team room and which provides an immediate step-by-step resource for staff to follow to ensure that the customer receives appropriate services to address the needs presented.

Marketing and Outreach –

- One of the highlights for the year involved the Denver Refugee Navigators providing training at the E3 Job Fair in October 2007 for a group of Somali refugees, to instruct them on how to utilize a job fair to look for career opportunities.
- At the Colorado Adult Education Professional Association (CAEPA) Conference in March 2008, the Taskforce sponsored “Adult Education-ESL Meets Workforce Development: Cross-Training to Serve English Language Learners: A Roundtable Discussion” of ten panelists (including workforce center staff, community based organization representatives, adult education trainers, and businesses providing vocational ESL programs) that addressed workforce issues related to the English language learner.
- At the Vail Rocky Mountain Workforce Development Association conference in May 2008, a three-hour training entitled “Engaging your Limited English Proficient Populations” provided tips about how to

serve the English language learner who comes into the workforce center for services.

The Colorado Workforce Speaks! Taskforce continues to take steps forward to provide linkages between businesses and the English language learner population through outreach to regional chambers of commerce, adult education practitioners, and the local workforce investment boards.

STATE YOUTH COUNCIL



The State Youth Council (SYC) subcommittee of the Colorado Workforce Development Council (CWDC) continues to align Colorado’s youth workforce policies and activities with the Shared Youth Vision approach of the US Department of Labor.

During PY07, the CWDC provided the State Youth Council with WIA discretionary funds to continue supporting innovative youth projects in Colorado’s local workforce regions. The SYC awarded projects that were well planned, had meaningful partnerships, targeted the hardest to serve populations (out-of-school youth, youth exiting the corrections and foster care systems, homeless youth, and youth with disabilities) and targeted their efforts to industry sectors and demand occupations identified by their LWIBs. These projects focused on career exploration, work based experiences, community/service

work, leadership development, independent living skills, and transition to adulthood.

Project highlights included:

- **Mesa County Partners Conservation Corps** – several youth obtained Americorps scholarship awards, CPR First Aid Certifications, and Wildland Powersaw Certifications
- **Jefferson County Transitions Project** – robust partnerships and a transition portfolio tool are assisting youth transition from high school to post secondary education, independent living, career preparation, and employment
- **Pike’s Peak E3 DVD Project** – produced a series of career exploration DVD’s focusing on key industries such as hospitality, biotechnology, advanced manufacturing, electrical, and space careers
- **Larimer County Enhanced Services Project** – youth participated in workshops and earned certifications in the following areas: Career Awareness; Certifications; Life Skills; Employability. In addition, extensive recruiting and workforce awareness was targeted to local school districts
- **Arapahoe/Douglas Works! Winning Talent Career and Leadership Development Program** – offered week-long hands-on learning to youth in the hospitality industry focusing on Marketing, Facilities, Culinary and Event Coordination, and Human Resources.



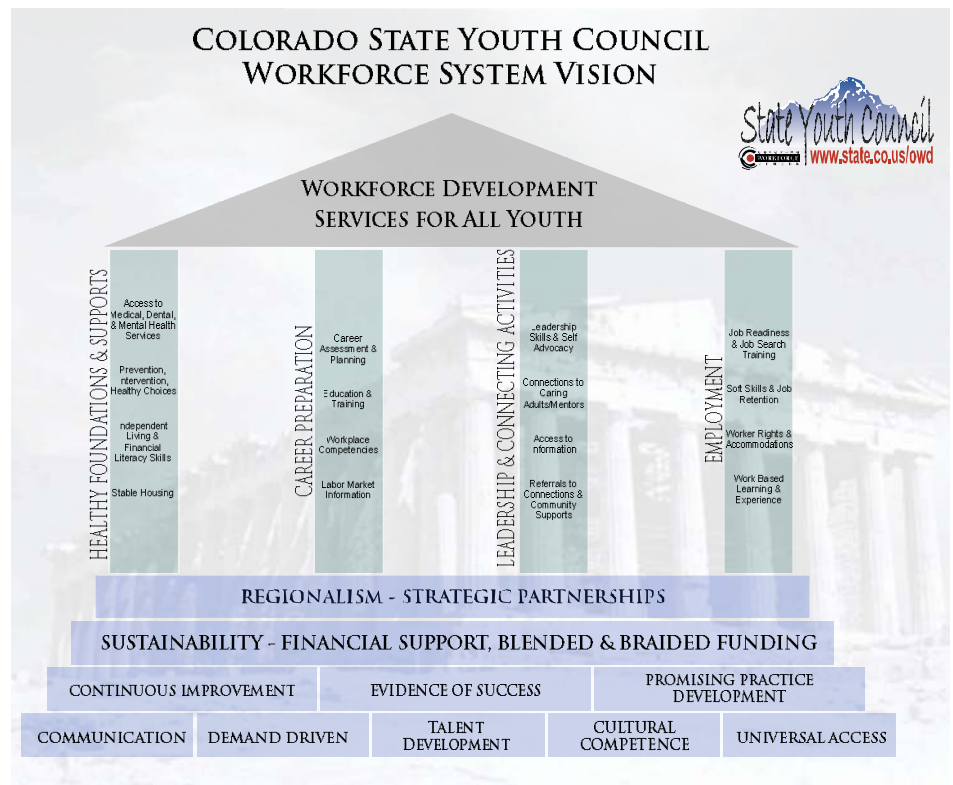
The State Youth

Council has refined its goals...around the Guideposts for Success concepts of the Youth Transition Grant funded by US DOL/ODEP, and the federal vision for youth programs.

Redefined SYC Goals - The SYC refined its goals to be in line with the updated federal vision, as well as with the goals of the membership's respective organizations, framed around the Guideposts for Success concepts gleaned from the Youth Transition Grant, funded by the USDOL/ODEP over the past 4 years. Key components from the Guideposts that have resonated in Colorado include: Career Preparation; Work Based Experiences; Positive Youth Development and Leadership; Healthy Foundations and Supports. Several local regions have incorporated these themes in their regional missions, and have successfully brought partners to the table to develop activities to provide services in these key areas.

SYC Training - Training and technical assistance to local youth councils and workforce partners continues to be a benchmark for success, and the SYC partnered with Colorado WIN Partners/UCDHSC to develop material for several training topics. The SYC and WIN Partners chose to use Adobe Connect to deliver these sessions state-wide, and they are archived, including audio, on e-colorado.

The first session, delivered in June 2008 focused on lessons learned from the Guideposts for Success as they were implemented in Colorado's Youth Transition Grant. Another session was developed to analyze components of successful partnerships and collaboration, with a formal literature review



conducted by WIN Partners, reinforced by focus groups in 5 communities (urban, suburban, and rural). This presentation was offered at the Rocky Mountain Workforce Development Conference in May 2008.

Additional Activities - Other key activities of the State Youth Council and staff included:

- Developing youth content for the annual RMWDA conference
- Continued support for the Governor's Summer Job Hunt and the Youthnet searchable database
- Support and involvement in the LINKS project (mental health), Northwest Colorado's Energy Career Days (2nd year), Construction Career Days (3rd year), and College in Colorado's College Days (2nd year)
- Participation in the Career and Technical Education Conference and the state leadership development work group
- Venue for tracking the Governor's P-20 Council (Pre K through post-secondary)

THE GOVERNOR'S SUMMER JOB HUNT

The Governor's Summer Job Hunt (GSJH) was established in 1981 as a way to help Colorado's youth make the transition from school to work by matching their skills and interests with employment opportunities. Over the life of the program, more than 270,000 young people (ages 16-21) have found summer employment.

During PY07 employer involvement with the GSJH program occurred in many ways: hiring youth, participating in mock interviews, job shadowing and holding roundtable discussions on youth employment topics. Dedication and commitment from the local Workforce Centers resulted in 38,776 registering for services and 20,162 young people entering employment.



The Media sponsor of the GSJH is KUSA-9NEWS, taking our message to Colorado's youth and employers efficiently and professionally. Numerous local newspaper articles were written this year giving the public a view on youth employment issues. Public service announcements filled the airways on youth job opportunities. The GSJH was promoted throughout the state via onsite presentations, personal contacts, focus of the month displays, employer mailings and networking with community agencies and schools.

Connecting to Youth - This year's success stories involve state-of-the art "connections" to our youth customers. Some of the highlights are as follows:

- The **GSJH website** has been changed to provide more information for the employer and the young job seeker. In addition, all GSJH staff statewide are expected to

register with e-Colorado and become a member of the e-Colorado's Colorado Youth Program Team Room. The youth job fair calendar of events is also located on both websites.

- The **Jeffco YouthWorks web site, www.jeffcoyouthworks.org** This web site allows youth to access an online registration, a job matching system, and many additional services. Web enhancements have included a calendar of events, updated resource list, and online applications for special events. The Job List, an Access database, records labor market information for nearly 500 employers. This list is updated bi-weekly and includes information on job requirements, qualifications, and policy for hiring offenders.
- The **A/D Works! web site, www.adworks.org**, was revamped with youth pages to increase the marketing and outreach efforts for the Youth in the Works program. Youth are now able to access services via the web, which has also increased in the marketability of the program to youth throughout the region.
- GSJH developed new **Career Exploration resources** this program year. Career Sheets were created with the help of Cindy Dugan (Southeastern Workforce Region) and CDLE's Labor Market Information team, and CD's with a career sheet template were provided to all WFC's so they could create career sheets unique to their areas.



The dedication and commitment of the local Workforce Centers resulted in 38,776 registering for services and 20,162 young people entering employment during the 2007 Governor's Summer Job Hunt.

Marketing - Getting the word out about the GSJH program has been a focus this year and resulted in increased visibility for the workforce centers as well as the program overall. Here are a few of the innovative strategies that were implemented:

- The Pueblo Community College promoted the GSJH on Public Access Channel 19, and placed ads numerous times throughout the day beginning in April and concluding broadcasting in August. Channel 19 serves a wide, far-reaching demographic area in Southern Colorado.
- News releases provided by Bill Thoennes (CDLE's Public Relations Office) were published in local papers and sent to radio stations.
- Youth Employee of the Week articles were published in the Chronicle News of Trinidad beginning June through August and featured thirteen youth and eleven employers. The featured youth and employers were honored at a banquet on August 13, 2007 with awards presented by Don Mares, CDLE Executive Director.
- The State GSJH office purchased an ad from 9News in May of 2008. But 9NEWS ran it throughout the summer, providing an in-kind contribution of \$78,000. Advertising was also bought through NEWS FIRST 5/30 serving Colorado Springs and Pueblo.

Colorado Construction Career Days - The GSJH and Colorado Workforce Centers youth teams served on the planning committees for Construction

Career Days, which is an industry sponsored event for high school students, grades 10 through 12, to explore the various areas of construction – building, highway, engineering and architecture. Activities such as operating heavy equipment, a nail hammering contest, designing a traffic circle, testing materials, making a sheet metal tote, wiring an electric box, plumbing, surveying, troubleshooting equipment, fastening drywall, and safety equipment offer students a hands-on experiential glimpse of the diversity of careers in the industry. Small groups of students are escorted by construction industry volunteers who serve as a source of information about the business as well as guides to the activities. The October 2007 drew over 1600 students from around the state as well as youth that are participating in programs within the Colorado Workforce Centers.



Participants at Construction Career Days get hands-on exposure to brick-laying

Energy Career Days - The Garfield County Fairgrounds in Rifle, Colorado, was the site of the 2nd annual Energy Career Days, sponsored by the Associated Government of Northwest Colorado (AGNC), in cooperation with the energy industry, Colorado Mountain College, and the Colorado Workforce Center. Energy Career Days is designed give the students of western Colorado the opportunity to

explore careers with the energy industry in a hands-on, dynamic, and educationally challenging environment.

The event introduced students to energy industry representatives and recruiters who are looking to fill jobs with students right out of high school or college, due to the current oil and gas boom. Firms such as EnCana, Shell and the Occupational Safety and Health Administration offered hands-on, interactive presentations for students. One presenter, the Rio Tinto mining group, brought a driving simulator machine used to train truck drivers.

Students were also able to meet representatives from colleges and universities, and learn more about educational opportunities for the energy industry. The GSJH provided CDs with the USDOL's InDemand magazine focusing on the energy industry. This magazine engages youth and job seekers in career exploration activities and also provides practical information that emphasizes the importance of staying in school.

Youth Job Fairs - Hiring events targeted to youth are held across the state each year. Among them were the following:

- The **Delta Workforce Center** held two Hospitality Hiring Events. The Food and Lodging industry employers from Delta and Montrose were contacted and informed about the events. The response was positive; participating employers appreciated the Workforce's commitment to assisting them in recruiting employees. Public Service Announcements were sent to the local newspapers and radio stations.

- **Adams County Workforce and Business Center's** annual Youth Job fair was held March 9th attracting over 1,200 participants. The Business Services staff worked with the GSJH employee in the Westminster office to assist with employer recruitment.
- **Weld County** - Weld County held 4 large hiring events for youth. Over 1900 youth attended to see a variety of businesses. 92% of the youth stated they found the job fairs beneficial and will attend next year's Youth Job Fairs. Along with the larger fairs Employment Services of Weld County also held Mini Job Fairs for job seekers 18 and older. Over 1000 people attended those events.

Annual Appreciation Ceremony - "Thank You for helping young people succeed!" That was the message of the Governor's Summer Job Hunt Appreciation Ceremony held August 15, 2007 at Denver University's Phipps Mansion. Paula Woodard, KUSA 9NEWS, emceed the program with Jim Carpenter, Governor's Chief of Staff; Donald J. Mares, Executive Director of Colorado Department of Labor and Employment; and Booker T. Graves, Director of the Governor's Office of Workforce Development speaking and presenting the awards to the businesses.

The Business recipient award read: "Young People can develop into confident, creative, and intelligent leaders if the opportunities to succeed are available. By investing in these critical years, you have greatly affected the future of our communities." The business award recipients that were nominated by the Workforce

Centers for doing outstanding work with local youth were:

- Café Roubideau – Delta
- Lamar Utilities Board – Lamar
- Boulder County Housing Authority – Boulder
- Canon City Chamber of Commerce – Welcome Center – Canon City
- City of Pueblo – Pueblo
- Colorado State Fair – Pueblo
- Safeway and City Market – Gunnison



GSJH Business Award Winner Frank Alexander of the Boulder County Housing Authority. Also pictured: Booker Graves, Workforce Development Council; Don Mares, CDLE Executive Director; Jim Carpenter, Governor's Chief of Staff ; Paula Woodward of 9NEWS, and Michael George, Contractor.

Youth were also recognized for their outstanding work and achievements. Their plaque read " Reach for the Stars Award: In Recognition of your outstanding work performance". The youth that were recognized were:

- Rosa Ruiz - Colorado Springs
- Brandon Downing - Lamar
- Chris O'Connell - Boulder
- Michael Angus - Boulder
- Zachary Harding – Canon City
- Brandi Haggerty - Lakewood
- Kristin Meldrum - Gunnison



Cost Effectiveness, Evaluation, and Waivers

Colorado works

to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort.

COST EFFECTIVENESS ANALYSIS

Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of all of our programs in order to guide us in this effort. In this analysis we consider both benefits for our clients and cost savings/increased revenue for government entities. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits, and other forms of public assistance. Studying the increases in taxes paid and decrease in reliance on public assistance would require coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible at this time. Colorado is currently studying the possibility of implementing a data warehouse that will enable a return on investment approach to our programs. Currently we can only look at average cost per participant as a guide to this, combined with our results on the performance measures.

Adult Program

- Expenditures - \$11,863,393.
- Cost per client served - \$2284

Youth Programs

- Expenditures - \$10,431,822
- Cost per client served - \$3592

Dislocated Worker Program

- Expenditures - \$9,570,526
- Cost per client served - \$5967

Overall Assessment

The above discussion on each program does not include the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 23% of our Adult clients and 39% of our youth clients in PY 2007 were receiving public assistance when they came to us. From the wage gains seen and anecdotal evidence we know that many, if not most, of these clients are no longer receiving or have much reduced their dependence upon public assistance. We do not have any way to quantify this without information that is not currently available to us.

STATE EVALUATION ACTIVITIES

In accordance with Colorado's philosophy of local control, each region designs and conducts its own evaluation. Additionally, CDLE evaluates each region's outcomes by utilizing the Common Measures of performance for adults, dislocated workers, and youth programs, as outlined in TEGL 17-05. Tools are provided

allowing each region to track its performance on these measures as the year progresses and to let them track the impact on performance of each of their clients.

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

WAIVERS

Common Measures – During PY07 Colorado received and fully implemented a waiver to replace the WIA performance measures at WIA Section 136(b) with the common measures. To build on technical assistance provided in the PY06 common measures baseline year, CDLE conducted statewide training for workforce center staff to insure a full understanding of the programmatic and reporting impacts of the measures, and policies were issued to guide staff in the development of effective methods to address the new definition of certificates for WIA youth participants.

Reallocation of Formula Funds -

As part of its PY07-PY08 State plan, the State requested a waiver of the formula for allocating WIA Adult and Youth program funds to the local workforce boards, allowing the flexibility to add formula factors related to local needs. In place of this waiver, we were granted a waiver of the reallocation provisions at WIA sections 128(c)(2) and 133(c)(2), and 20CFR 667.160.

This waiver will be implemented during PY08 and permits:

- Mid-year deobligation and reallocation of local area funds
- Recapture of funds from local areas that have not expended at least 80% of their local funds in the first year
- Use of recaptured funds for statewide activities or reallocation to other local areas, and
- Use of an additional factor in determining local area eligibility for reallocation of recaptured funds, including demonstrated need and ability to use additional funds

Local Activity Funds - Colorado requested and received an extension through PY09 for its "local activity funds waiver," which allows local areas to set aside up to 50 percent of formula-allocated funds for adults and dislocated workers, and 25% for youth, to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request is to gain additional flexibility for local workforce boards to design

programs for employers, or for underserved populations (such as employed and incumbent workers, disabled youth, and high income dislocated workers), that might otherwise have negatively impacted WIA performance outcomes. Workforce regions across the state have implemented this waiver by initiating innovative services to these targeted groups.

Transfer of Funds - Colorado has also been granted the same extension of its waiver of the 20% transfer of funds between the WIA Adult and Dislocated Worker programs at the local level. Regions may now transfer up to 100% of their formula funds provided that they have sufficient resources to continue operating their formula programs and meet WIA performance outcomes. Several of the local regions have opted to move funds from the Dislocated Worker program to the Adult program as local economies have improved and layoffs decreased. The opposite has happened as economies have weakened.

Youth Element Procurement – During PY07 Colorado was granted an extension through PY09 of its waiver of the requirement to competitively select providers of three of the ten youth program elements. These elements are Paid and Unpaid Work Experiences, Supportive Services, and Follow-up. By including these elements in the design framework of the WIA Youth Program, local workforce centers have been able to provide greater continuity of service for youth and enhance their case management process.

Winning in a Competitive Economy

LOCAL REGIONS





Adams County Workforce & Business Center

REGIONAL PROFILE

Adams County is one of the five most populated counties in Colorado, covering 1,182 square miles and nine municipalities and is projected to be the fastest growing county in Colorado over the next two decades. According to the U.S. Census Bureau, the population in 2000 was recorded at 363,857 residents, which represented a 37.3% growth rate from the 265,000 residents recorded in 1990.

Households in Adams County tend to be larger than the Colorado average (2.8 persons per household compared to 2.5 persons per household in Colorado). The larger family size explains why the per capita income in Adams County is approximately \$5,000 less than the state average, while the median household income is essentially static.

Residents in Adams County are younger and more ethnically diverse than Colorado as a whole. More children under the age of 18 and more residents of Asian and Hispanic heritage reside in the area. According to the Job Link Volume Report, of the 33,147 estimated residents who utilized the services of the Workforce & Business Center in PY 2007, 11,355 (34.3%) were Hispanic, 856 (2.6%)

were of Asian descent and 3,054 (9.2%) were of mixed ethnicity. 14,577 or 44.0% of the total visitors to the four Workforce & Business Center locations were UI claimants, which was down slightly from 45.4% (14,079 of 30,979) in PY06. Services, provided to 26,814 customers, helped to facilitate 15,286 entered employments for the program year, according to Job Link's Agent Performance report.

The overall unemployment rate went down .28% from 4.58% in PY 2006 to 4.3% in PY 2007. Adams County continues to have the second highest unemployment rate in the Denver Metro area. Also, in PY07, a total of 541 customers were enrolled in the four main WIA programs: 258 customers in the Adult program, 104 in the Dislocated Worker program, 72 in Older Youth, and 107 in Younger Youth. Of those WIA enrolled customers, 310 training activities were sponsored through WIA funded scholarships.

The Veterans' program continued to be successful in PY07, with 2,914 veterans served and 1,436 entering employment during the year. The Veterans' referral ratio was at 76.11% for the year with the overall customer referral rate at 51.97%, which met and exceeded the mandate to provide our veteran customers with priority of service.

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	111%	Entered Employment	106%
Retention	109%	Retention	102%
Average Earnings	150%	Average Earnings	113%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	250%		
Placement	144%		
Degree/Certificate	190%		

Mission:

The Adams County

Workforce & Business

Center creates

opportunities for

success by

connecting

businesses to a

quality workforce.

Service Delivery Strategies

For the last three years, the Adams County Workforce & Business Center (ACWBC) has been working with County administration to convert to an electronic WIA case management and document management system. In June 2008, the conversion began with the training of all WIA staff and the Management team and the installation of all computer scanning equipment and software. The final implementation will be complete by July 1, 2008. This process will significantly enhance how services are delivered to clients and will, over time, streamline the operational functions for all ACWBC programs.

In March 2008, the ACWBC hired a Targeted Jobs Developer whose main responsibility is to focus on engaging employers in the following three (3) targeted industry sectors:

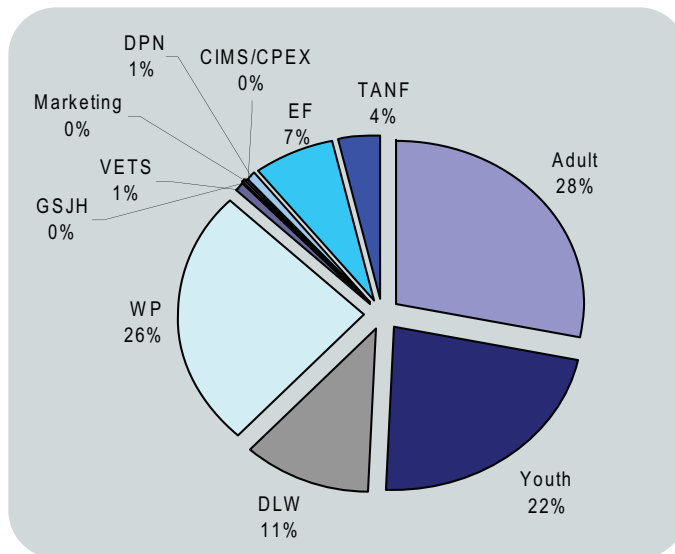
- Transportation, Distribution and Logistics (TDL)
- Construction
- Healthcare

This position is designed to provide concentrated outreach to employers in the targeted industry sectors identified in Adams County and to match qualified job seekers to the appropriate employer and job opening.

PARTNERSHIPS FOR TALENT DEVELOPMENT

The Adams Workforce & Business Center continues to strive for excellence in a demand-driven system environment. The commitment to innovative, demand-driven industries is evident in the partnerships forged in PY 2007 and the projects that

Adams County Workforce & Business Center PY08 \$2,205,110.00 Funding Allocations



have been developed from those partnerships:

[WIRED Grant- Energy Oil Extraction](#)

Ensuring Oil Extraction for Adequate Energy: A Model for Advanced Oil Services Industry Training

The Adams County Workforce and Business Center (ACWBC) is the lead organization and fiscal agent for this oil extraction energy training project. The ACWBC and its partners will recruit, train and place workers from across the WIRED region for jobs in Colorado's oil extraction/advanced oil service industry occupations. ACWBC's industry partners are BJ Services, which guarantees job placement to anyone who completes the training and the Center for Transportation Safety (TS), which provides the portion of the training related to commercial driving. Front Range Community College (FRCC) is the project's primary education partner and will provide the majority of the training offered by this grant.

Nearly 75% of the traditional energy industry workforce will need to be hired and trained over the next 10 years. This project will directly address the inadequate supply of skilled workers for Colorado's oil and gas extraction industry by training 150 participants for the high demand equipment operators, material handlers and oil field drivers jobs. The grant also pays for FRCC and BJ Services to enhance the screening and training program, and for ACWBC and its partner workforce centers to recruit participants and provide post placement support services for the trainees.

[WIRED II Grant- Renewable Energy](#)

The Adams County Workforce and Business Center (ACWBC) is the lead organization and fiscal agent for this renewable energy training project. The ACWBC and its partners will recruit, train and place workers from across the WIRED region for jobs in Colorado's renewable energy industry.



Vision:

To be the leader in workforce development that maximizes opportunities and partnerships to promote the economic growth of the community and enhance the quality of life in Adams County.

The job-training program will begin with a seven-week computer-based job-training program that will be developed by the educational partners: Agnes Talamantez Carroll & Associates (ATC) (expertise in curriculum development, computer-based training and online delivery) and B&H Industries (renewable energy industry expert). ACWBC's industry partners, Ascent Solar, AVA Solar and Prime Star, are committed to interviewing all certified graduates of the training program and giving them preferred hiring status. Workforce Boulder County (WBC), the Workforce Board of Metro Denver (WBMD), Denver Works! and the Colorado Department of Corrections (DOC) (multiple sites) will support ACWBC with its outreach and recruitment work, and all but WBMD have agreed to be training sites. The DOC will make the training available to prisoners who will be released within 90 days. Ex-offenders will be placed in four-year paid apprenticeships with industry partners upon completion of training.

This grant addresses Colorado's renewable energy goal of receiving 20% of its electricity from renewable sources by 2010. Approximately 25,000 new jobs are expected in solar fields, with the majority of jobs in module assembly (30%), systems integration (17%) and operations and maintenance (15%). Ascent Solar, AVA Solar and Prime Star Solar, all in metro Denver, anticipate 800-1,100 available positions over the next two years. With approximately 120 renewable energy businesses in the metro area and recent legislation supporting growth in renewable energy, industry job opportunities are strong, yet few training programs are available to place skilled workers in these positions. This project directly addresses the skilled worker shortage by training 350 and placing 289 people (in the first year) in positions within the renewable energy industry as assembly/production line workers, technicians and technician assistants. Because the computer-based training

program will become part of the public domain after it is developed, the number of people trained per annum will increase exponentially.

The DOC has agreed to continue to use the training program beyond the grant period for parolees to maintain a continuous pipeline of renewable energy workers. This grant will pay for development of the job-training curriculum to be utilized initially in 9 sites, with 4 sites to be added during PY08, and include recruitment efforts by ACWBC and partner workforce centers, as well as, case management and job coaching services provided by ACWBC to ensure that completers remain employed.



Logistics Job Fair January 2008

Logistics Job Fair

On January 30, 2007, Adams County Workforce & Business Center held its 2nd annual industry specific job fair at the Adams County Regional Fairgrounds Exhibition Hall. This one was targeted to the County's growing logistics industry. Jobs in this industry include those in warehouse and distribution, CDL drivers, material handlers, inventory clerks and mechanics. 25 metro area employers participated in the event which drew over 400 job seekers. The fair was promoted by 9 News with a Job Line 9 call-in program on January 29th from 5:30 am to 7:30 am. An interview to publicize the fair was also broadcast at 6:15 am. The successful turn out at the fair helped ensure that the Workforce & Business Center will make it an annual event.

[Stop the Revolving Door –Ex-Offender Grant](#)

The ACWBC, during late PY07, entered into a partnership with CDLE to be the Fiscal Agent and to provide the training component of the agency’s “Stop the Revolving Door” grant. The grant provides a myriad of services all designed to assist parolees in entering meaningful employment and/or training within the first sixty days after their date of release. The primary goal of the federal grant is to decrease recidivism by providing employment and training services at the earliest possible time. The partnership which commenced on March 7, 2008 was extremely successful, with fifty-four (54) parolees receiving training by June 30, 2008. The ACWBC has entered into an agreement with CDLE to provide these same services from September 1, 2008 through June 30, 2009.

[Bachelor of Science in Nursing-University of Colorado Hospital Worksite Option and the Clinical Scholar Grant](#)

- *Bachelor of Science in Nursing-University of Colorado Hospital Worksite Option*

In 2004 the Adams County Workforce & Business Center (ACWBC) developed a partnership with the University of Colorado Hospital, Regis University, and the Community College of Aurora and applied for a discretionary grant through the Colorado Workforce Development Council. The grant was designed as an accelerated BSN degree program for employees of University Hospital. Over the course of three years and the aggressive pursuit of additional grant funding, sixty participants were chosen to

receive scholarships. Out of the sixty participants, fifty-two successfully graduated with their BSN degrees. Twenty-nine graduates are currently employed as BSN Nurses, and the remaining twenty-three new graduates have accepted nursing job offers at the University of Colorado Hospital at Fitzsimons.

- *Clinical Scholar Grant*

In 2006, with the success of the BSN grant, ACWBC approached the University of Colorado School of Nursing to participate in writing a grant to allow fifteen Bachelors-prepared nurses to attend graduate study, attain their Masters in Nursing, and become part of the nursing faculty staff. Fifteen BSN nurses were chosen for the grant funding, or which eight were able to graduate. Five of the graduates are currently working for the University of Colorado Hospital. One graduate is working for the University of Colorado Health Sciences Center and started a new adult Diabetes Program, and two graduates are currently working as Clinical Nurse Specialists at other local area hospitals.

[Staff Development - Global Career Development Facilitator](#)

Global Career Development Facilitators (GCDFs) help people meet career goals by providing career facilitation and guidance. GCDFs often work alongside professionals with more extensive training in government employment agencies, schools, universities, corporate human resources departments, private consultancy firms, and many others. The GCDF Credential is



**Youth Job Fair
February 29, 2008**

specialty training to provide high quality services and is a nationally recognized credential that can be obtained after taking coursework developed through the National Career Development Association (NCDA) in conjunction with the Center for Credentialing. This credential is also recognized by the National Employment Counseling Association (NECA) and the National Association of Workforce Development Professionals (NAWDP). GCDF training is a college-level class designed to help Workforce Development professionals to be exposed to and show proficiency in twelve competency areas. GCDFs must complete at least 120 hours of training - 80 hours must be done in the classroom and an additional 40 clock hours (CCE) must be done outside of class.

In the fall of 2007, eight of the Adams County Workforce & Business Center (ACWBC) staff members were enrolled in Global Career Development Facilitator (GCDF) course offered through Arapahoe/Douglas Works! In February 2008, these staff members became GCDF training graduates; one staff member had previously earned this credential.



- Concern for Peers
- Safety
- Communication
- Staff Growth
- Respect
- Team Encouragement

Adams County WBC will offer GCDF training to begin in September 2008 for eleven WBC staff. We will be providing this training opportunity internally as the ACWBC now has a certified instructor for this credential. The goal is for every staff member to become trained and earn this highly recognized and respected workforce professional credential.

Youth Talent Development Initiatives

The Adams County Workforce & Business Center is very proud of the work that the Youth council has been involved in during PY07. This group has been committed to youth projects for several years and the following are examples of projects that were supported by the Adams County Youth Council:



Youth Set Aside Grant - 2008

Adams County Workforce & Business Center Youth Job Fair

The Adams County Workforce & Business Center hosted its 7th annual Youth Job Fair on February 29, 2008 at the Adams County Fairgrounds. The fair was attended by over 1200 youth participants, ages 14 to 21 that had an interest in pursuing part-time and full-time job opportunities.

Information about job opportunities was presented to youth participants by 42 metro-area employers. 32 resource agencies also attended to provide information about services to youth and their families. The Colorado Rapids participated with a special appearance by their mascot, Edson the Eagle.

Youth Set-Aside Grant

Due to the previous success with the School to Work Alliance (SWAP), the

Adams County Workforce & Business Center Youth program engaged in a set aside project partnering with Sunny Acres Assisted Living and SWAP to place 12 Work experience At-Risk and Hard-to-Serve youth. SWAP is a program of the Division of Vocational Rehabilitation (DVR) that serves youth 16 to 25 years old. The focus of this program is to assist youth who are graduating from High School and ready to enter the job market. A specialized battery of services including but not limited to the use of the Skills Enhancement Lab and other training assessment tools were used to serve this disabled population.

Third Annual ACWBC Awards Luncheon

The third annual Workforce & Business Center Recognition Event was held on September 26, 2007 at the Westminster Westin Hotel. Don Mares, Executive Director of the Colorado Department of Labor & Employment, was the Keynote speaker. The WBC Recognition Luncheon was held in conjunction with the Governor's proclamation of September as Workforce Development Month. This year's honorees were:

- WBC Customer: Joyce Rhode
- WBC Youth: Joseph Romero
- WBC Employers: Children's Hospital
- Colorado Contractor's Association

Colorado Performance Excellence (CPEX) Foothills Award

In the interest and commitment to continuous improvement, the ACWBC is actively participating in the activities of the Colorado Performance Excellence (CPEX) statewide program, which enables Colorado organizations to evolve and succeed in applying the principles and practices embodied in the Baldrige Criteria for Performance Excellence.

The ACWBC received the High Plains Recognition Award from CPEX in October of 2006. An application for the next level of award, Foothills Recognition, was submitted on June 8, 2008.

Two staff members of the ACWBC staff will attend the training and become certified as CPEX award examiners during PY08. The participation in this worthwhile project also qualifies ACWBC for the State Incentive Award funding administered by the Colorado Workforce Development Council.

Success Stories

Augustine

Augustine was a TAA/WIA customer who worked for a

manufacturing company for 15 years. The company closed its doors in November 2006, and Augustine came into the ACWBC Westminster office at that time requesting a TAA scholarship. His entire working career had been in manufacturing and, due to the decline in this field, needed training for a more stable career. Augustine chose X-ray Technician training. He was approved for and started his training in February 2007, had excellent attendance and grades, and graduated in February 2008. Shortly after graduation, Augustine obtained permanent employment as an X-ray Technician and is very successful in this new field.

Jenny

Jenny came into the ACWBC Westminster office in May, 2006. At that time, she was single, living with her parents and 4 siblings. She had completed her prerequisites and one year of nursing school, and was not sure how she was going to pay for the remainder of her RN classes. ACWBC provided Jenny with a scholarship and she completed her training, passed the state board, and was hired as a Registered Nurse at Presbyterian St. Luke's Medical Center. She is now married, expecting her first child, and is successful in her nursing career.

The screenshot shows the Adams County Colorado website. At the top left is the Adams County logo with the text 'ADAMS COUNTY COLORADO'. Below it is a 'Quick Links' menu with items like 'About Adams County', 'Adams County Report to the Public 2006-07', 'Animal Shelter', 'Career Opportunities', 'Centennial History Book', 'Child Protection Intake Program', 'Clerk & Recorder Public Records Search', 'Comment on a Land Use Case', 'Current Bids/RFPs', 'E-Recording', 'Foreclosure Information', 'Public Records Search', 'Releases of Deeds of Trust', 'Sales and Use Tax', 'Senior Property Tax Exemption', 'Telephone Directory', and 'Workforce & Business Center'. The main content area features a 'What's New' section with a headline 'Adams County Commissioners Proclaim Suicide Prevention Week' and a date '09/10/07'. To the right is a 'County Updates' section with links to 'Adams County Report to the Public 2006-07', '2006 State of the County', 'Board of Equalization Appeal Process Information', and 'Low Cost Pet Shot Clinic - 09/23/07'. Below that is a 'Public Hearings' section with a link to 'Live & Archived Media Resource'. Further down is a 'Publications & Documents' section with links to 'Adams County Info' and 'Maps'. At the bottom is a 'Schedule of Events' section with a link to 'All Calendars'. A prominent banner for '2006 Election Information' is also visible, with links to 'Click here for the 2006 Adams County General Election Results' and 'Click here for election information'.



A /D Works!

strives for excellence in
 the pursuit of our
 agency's four key
 results:

- 100% Employment for job seekers
- Exceed all performance measures
- 100% Customer Service satisfaction
- The preferred regional workforce center for all customers

REGIONAL PROFILE

In response to regional employers, geography of WIB designated targeted Industries and job seeker demand, Arapahoe/Douglas Works! Workforce Center is proud to report the consolidation of services into one regional headquarters located at the heart of the Denver Technological Center, one of the strongest economic hubs within Colorado. This principal workforce center is centrally located within our federally designated region and continues to serve customers throughout the Metro-Denver region.

Additional full service satellite offices are located in Castle Rock within the Douglas County Department of Human Services, in Aurora within the CentrePoint Plaza/Arapahoe County Human Services and a limited service job placement center located within the Community College of Aurora campus provides job placement assistance for students in anticipation of graduation. ADW! is heavily invested in the regional economic outlook for the

Metro Denver area through initiatives such as the Metro-Denver workforce board and the W.I.R.E.D. Leadership Council.

A/D Works! continues to strive for excellence in the pursuit of our agency's four key results:

- 100% Employment for those that want to work
- Exceed all performance measures
- 100% Customer Service to both internal and external customers
- A preferred regional workforce center for both employers and job seekers

Labor Market and Economic Conditions

During PY07 the local labor market was adversely affected by several factors. The spike in fuel prices drove inflation upwards, with the Consumer Price Index rising over ten points between June 2007 and June 2008.

In addition, the mortgage crisis and national talk of recession have eroded consumer

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	102%	Entered Employment	104%
Retention	110%	Retention	105%
Average Earnings	135%	Average Earnings	112%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	114%		
Placement	120%		
Degree/Certificate	189%		

confidence. Retail sales in June 2008 were up only 0.1%, driven by higher prices, while consumers are increasingly confining themselves to basic needs purchases. The unemployment rate in the Denver-Aurora PMSA has risen to 5.5% in June 2008, up from 3.9% in June 2007. In the Arapahoe/Douglas (AR) Region, unemployment is 5.2%.

Job growth is down in the Denver-Aurora PMSA, which gained 18,300 jobs in the period from July 2007 to June 2008. This is 8,100 fewer jobs than were gained in the one year period beginning July 2006. Industry super sectors posting the biggest gains were Education and Health Services (5,100 new jobs), Government (3,400 new jobs), Leisure and Hospitality (2,200 new jobs), Professional and Business Services (1,600 new jobs), and Trade, Transportation and Utilities, with 1,200 new jobs.

Industries posting the biggest losses were Financial Activities (-2,000 jobs), Information (-1,300 jobs), Manufacturing (-1,000 jobs), and Natural Resources, Mining and Construction (-700 jobs). The Financial Activities super sector, as well as the Construction subset of the Resources, Mining and Construction super sector, has been adversely affected by the mortgage crisis and subsequent slowdown in new home construction. It is likely the Construction sector lost more than 700 jobs, but that these losses were offset by gains in Oil Extraction, a part of Mining.

The rise in the unemployment rate has increased the available labor inventory for the Denver-

Aurora PMSA by over 23,000 workers between June 2007 and June 2008. In spite of this, high growth industries are still experiencing difficulty in filling some positions because of specific skill shortages. As an example, some finance people laid off due to the mortgage crisis may need talent development services to be absorbed into other industries.



Local Elected Officials cut the ribbon at ADW's new high-tech one-stop located in the Denver Tech Center.

Customer Demographics

There were 25,318 UI claims filed in the Arapahoe Region during PY07, an increase of 1,751 from the previous year. 45,812 job seekers received services through Arapahoe/Douglas Works!, 22,314 of whom received workforce information services. 18,449 job seekers were referred to job openings, 931 were referred to WIA, and 15,855 people entered employment.

The region is very diverse, and has a large immigrant population. In the Aurora Public School system, for example, over 80 different languages and dialects are spoken. The region is also fairly well educated: 23.95% of ADW! Clients have a high school diploma and 60.8% have had some post-secondary education,

including 21.12% with bachelor degrees, 5.76% with masters and 57 with doctorates. The top occupational areas of registered job seekers in the ADW! are:

-Office/Administrative Support	28%
-Sales/Related	10.1%
-Management	8.8%
-Business/Financial Operations	6.3%
-Construction/Extraction	5.5%

In PY07 Arapahoe/Douglas Works! served 1,095 employers with 14,593 job openings. The majority of the job openings were in the following industry sectors:

-Professional/Scientific/Technical Services	16.9%
-Construction	12.1%
-Admin Support/Waste Management/Remediation Services	10.2%
-Transportation/Warehousing	10.2%
-Retail Trade	9.6%
-Educational Services	7.8%
-Accommodation/Food Services	7.0%

The region hosted 235 hiring events in its facilities. Metro Denver area employers served included EchoStar, DirecTV, Fed Ex, Frontier, Loomis Fargo, Safeway, Milgard, Optima Battery, TSA, Kelly Services, Staples and Sam's Club. The region also supported RTD's efforts to encourage minority participation in the FasTrack project by hosting the monthly COMTO meetings, and received multiple job orders from several new companies as a result.



ADW is heavily

invested in the regional economic competitiveness of the Metro Denver Area through initiatives such as its Expert Technician Academy, continued involvement with the Workforce Board of Metro Denver, and the Metro Denver WIRED Leadership Council.

PARTNERSHIPS FOR TALENT DEVELOPMENT

Industry-Based Partnerships

ADW has played an integral part in the Denver Metro Region's WIRED meetings, site visits and focus groups to identify industry needs, engaging education in partnerships to develop relevant curriculum and academies for WIA clients. It has also participated in the STEM EC initiative to work with industry/education and workforce centers to respond to market demand and labor supply in science, technology, engineering and mathematics occupations. ADW has also worked closely with Arapahoe Community College and Community College of Aurora to serve on panel discussions within Bioscience/Healthcare, Aerospace/Aviation/Homeland Security, Finance/IT and served on a local Energy committee to identify industry training and employment needs. ADW is a member of the Economic Development Council of Colorado and serves on its Leadership Council. Last, ADW is a member of the Colorado

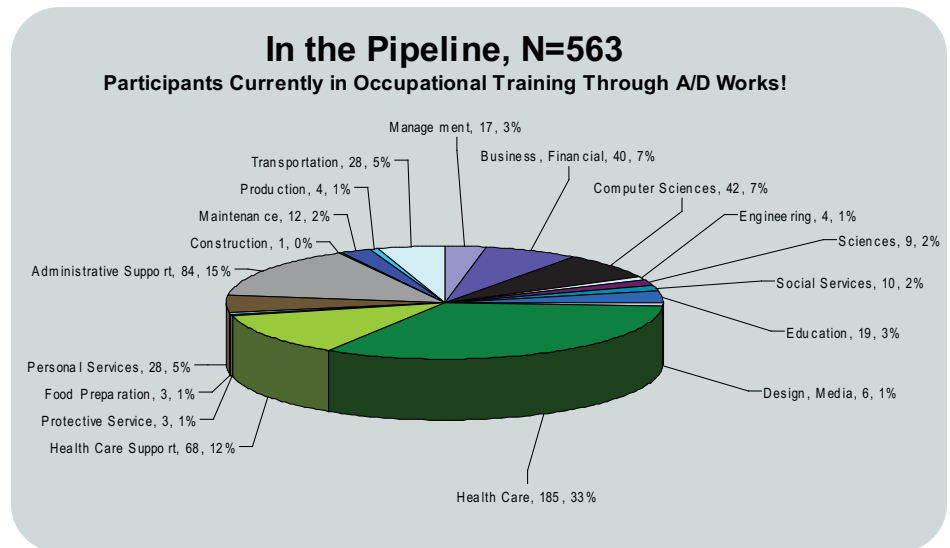
Bioscience Association, and has attended various workshops and info sessions on this targeted industry.

The Talent Pipeline

In PY07 there were 563 participants active in occupational training. The chart below identifies the occupational breakout for the training.

Regional Targeted Industry Academy

As a result of its 2006-2007 WIB strategic planning cycle, Arapahoe/Douglas Works! targeted three industries - bioscience/healthcare, aerospace/aviation/homeland security and finance - for enhanced services to address growing labor shortages of skilled workers. To this end, a \$96,000 grant tapping Discretionary Adult Workforce Investment Act (WIA) funds was obtained to create the Regional Targeted Industry Academy, which is a sustainable strategic partnership with industry, education and regional workforce centers to develop customized training programs that address skill sets most in demand by employers in

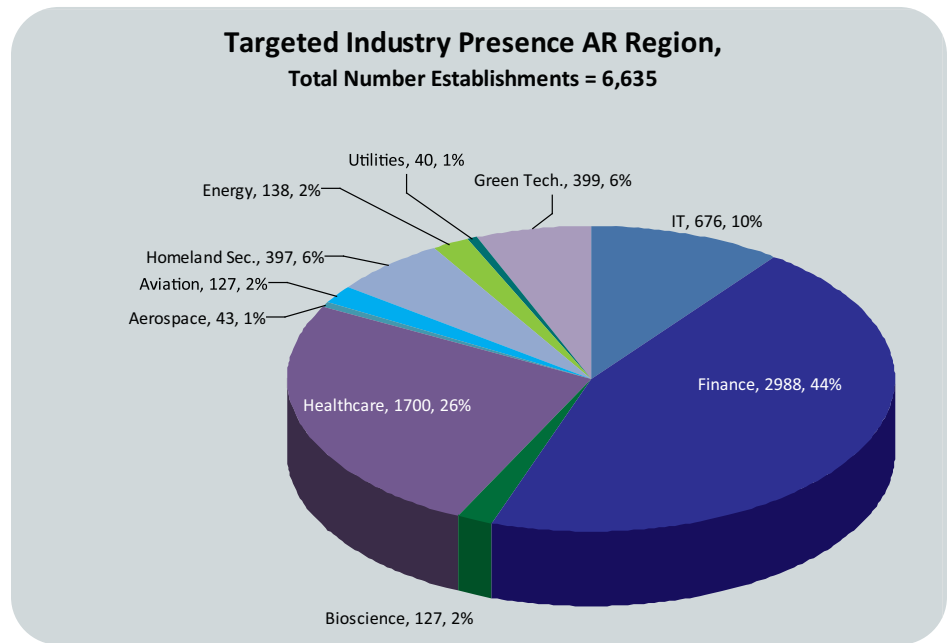


these high-growth industries. In addition to WIA Discretionary funds, the effort pulled in \$40,393 in in-kind and leveraged contributions. ADW served 106 participants through this grant, exceeding the enrollment goal of 90 by 17%. In addition, partnerships created through RTIA have formed the basis for a more proactive outreach model to employers.

Expert Technician Academy

ADW forged a partnership with industry, Douglas County School District and Arapahoe Community College, and received \$483,000 in WIRED funding to deliver the Expert Technician Academy (ETA) beginning July 1, 2008. ETA is an industry/workforce/education partnership addressing hard-to-fill skilled employment needs in Aerospace, Energy, IT and Bioscience industries. This partnership will create an employer recognized basic credential to address the technician shortages specific to these industries and will create a sustainable direct pipeline of home-grown highly trained workers to meet local demand. Leveraged and in-kind resources for the Expert Technician Academy are \$1.2 million and include equipment, job placements, internships and serving on ETA Advisory Board/Pathway member.

As part of the ETA effort, the **Tech Center at Legend High School** in the Douglas County School District was created to provide skills training in IT, Net+, A+, Internet Security, Oracle and Electronics during the day to high school juniors and seniors, and in the evening offers a condensed version to adults referred by ADW. Industry partners for each



training program will provide expertise in developing and maintaining relevant curricula, equipment donations, internships and/or job placements upon successful completion of the training programs. As part of the WIRED effort to create centers of excellence in providing demand-driven talent development in high-growth industries, this partnership will work actively with Jefferson, Adams, Denver and the Metro Denver Workforce Boards to recruit customers interested in rewarding careers in these targeted industries.

Alliance with Jefferson County

ADW has entered into a partnership with the Jefferson County Workforce Center to provide services for job seekers and employers in their “overlap” area of west Arapahoe and southeast Jefferson County. Their first event was an all day symposium for veterans interested in entrepreneurialism and self employment, and was the first of what will be an on-going series of workshops. The two regions then collaborated with the

South Denver Metro Chamber to hold a breakfast meeting for area businesses to discuss the value of hiring veterans.

Arapahoe/Douglas Works and Jefferson County Workforce also began planning for a series of WIRED industry-specific workshops to help celebrate Workforce Development Month in PY08.

Vocational Rehabilitation On-site

When grant funding ended for the Consumer Navigator placed at ADW by Cerebral Palsy of Colorado, an internal Disability Program Navigator position was created. This position will act to segment the regional disability population, set benchmarks for performance, obtain funding for enhanced services, and create sustainable partnerships with other entities in the community serving this population. A staff member of the Colorado Division of Vocational Rehabilitation is now on-site at ADW and is assisting in enhancing on-site core services to the disabled.



ADW shared its

model for management

of staff talent

development

throughout Colorado's

workforce

development system

at the 2008 RMWDA

Conference. This

model was

benchmarked and will

be implemented by

four additional

workforce regions in

Colorado.

Colorado Works and Employment First

In partnership with Arapahoe and Douglas County Human Service programs, ADW has successfully implemented an innovative and effective program called **Rapid Attachment to Employment (RATE)**. The primary purpose of this program is to assist CW/TANF recipients in Arapahoe and Douglas Counties obtain gainful employment, provide training opportunities for skills currently needed by Metro-Douglas employers and provide access to a wider range of resources that will assist in meeting their job search and retention needs. The Rapid Attachment to Employment program (RATE) provides CW/TANF participants a supported, structured case managed navigation through the career exploration, job search, job placement and job retention processes. Between PY06 and PY07, the average wage at placement for this population has gone from \$10.52 per hour to \$11.51 per hour, a 9.4% increase.



**50+ and Fabulous Job Fair
February 19, 2008**

Along with the RATE program, ADW has an exceptional Employment First program, designed to help food stamp

recipients find employment. Utilizing the same concept as the RATE program, this program quickly places individuals into employment to help move them to self sufficiency and off of public assistance. This program had an average placement rate of over \$11.00 per hour in PY07.

Ex-Offender Partnerships

Services are provided to offenders through an Offender Programs Coordinator working directly with Arapahoe County Jail three days per week; and with the 18th Judicial District Probation Office one day per week. Pre-release workshops are provided for inmates soon to be released to ensure they know how to access community support services, find a job, transportation and a place to live. Services for parolees include referrals to needed community services and assistance with job search. Over 2,000 inmates received pre-release services in PY07. ADW is currently working with partners in the community to provide wrap around post release services to ex-offenders in the Denver Metro Area using the Rapid Attachment to Employment service model proven successful with work-ready TANF Colorado Works participants.

Innovative Projects

- In collaboration with the **National Business Learning Partnership**, a Workforce Staff Development model was developed and implemented. To date, this model has been shared by ADW with workforce development regions in Oregon and Washington State, was shared throughout Colorado's workforce development system at the 2008 RMWDA Conference,

and was benchmarked and will be implemented by four additional workforce regions in Colorado.

- ADW's **Youth in the Works** team has continued to develop strategies to optimize regional services to youth. Its service delivery strategies are generated from the community itself by a proactive Youth Council, and several sustainable projects have experienced year-over-year success driving excellent PY07 business results. In PY08, ADW has joined with the Governor's Energy Office and the Arapahoe County Weatherization program to create a Youth Conservation Corps that conducts Tier 1 energy audits in LEAP eligible homes. Corps members, and other interested youth will also have an education component designed to build knowledge in career pathways in the burgeoning conservation and green technology fields.
- ADW now offers a **County Veteran Service Officer**, based on site, to provide referral and other services to veterans using a team of volunteer veterans who have been trained in assisting Veterans and their families in applying for benefits through the Veterans Administration system.
- Though the original funding for the **Youth Transitions Project** serving disabled youth ended in PY06, innovative and sustainable

projects created through this grant are experiencing ongoing success. The Hudson Gardens project completed its third year serving 9 disabled youth with meaningful work and job readiness education. One youth who participated in a previous year has continued on as a paid employee of Hudson Gardens and celebrated his one year anniversary there during PY07. In tandem with the Hudson Gardens project, the Denver Health and Hospitals project served 12 youth with moderate disabilities. Youth engaged in a variety of tasks from the front desk to the gift shop to the ER, and had classes once per week on job readiness. This project is in partnership with the Division of Vocational Rehabilitation, the School-to-Work Alliance program, employers - Hudson Gardens & Denver Health - and Arapahoe/Douglas Works!

- ADW's **Youth Hospitality program** is an innovative hands-on approach to career ladders and employment in the hospitality industry funded through the Winning Talent Career and Leadership Development Program (a WIA 10% Youth grant). It is in its second year, and in PY07, 30 youth recruited from all over Metro Denver toured the Downtown Hyatt, the Denver Convention Center, and gained hands-on experience in a variety of areas within the hospitality industry such



Youth learning to decorate cakes at Youth the Hospitality Institute

as flower arrangement, table serving etiquette, kitchen operations, cooking, event planning and cake decoration. This innovative project is a partnership between ADW, Jefferson County Workforce, Hyatt, and City/County of Denver.

- The **50+ and Fabulous Program** was designed as multi-region collaborative effort designed to help workers over 50 years of age successfully transfer their skills to areas of maximum employer need. The discretionary grant expired June 2006, but the demand for specialized service continues to be addressed through a WIA Adult set aside project. ADW continued operating the 50+ Program using a combination of set aside Adult Formula Funds and in-kind contributions from community partners and employers. In PY07, 50+ worked with 272 employers to serve over 2,300 people and placed over 1,600 in employment.



A

DW won the

Alfred P. Sloan Award for

Business Excellence in

Workplace Flexibility for

the second year in a

row. In 2007, ADW

was one of only 24

organizations in the

United States to earn

this prestigious

award.

- Arapahoe/Douglas Works! is now requiring all line employees to undergo **Global Career Development Facilitator** training and obtain the GCDF credential. GCDF training is a 120-hour college level course, approved by the National Career Development Association, designed to help line staff in workforce development be more effective in meeting the employer-driven talent development needs in their region. To date, 37 staff members have attended the GCDF training.



Staff explaining the features of the Electronic Job Board Room at the new ADWorks! office

Awards and Recognitions

- ADW won the **Alfred P. Sloan Award for Business Excellence in Workplace Flexibility** for the second year in a row. In 2007, ADW was one of only 24 organizations in the United States to earn this prestigious award. In 2008 ADW was one of only 75 recipients and proudly joins the ranks of forward thinking organizations that recognize that workplace flexibility can reduce turnover, spur productivity and significantly improve business results.
- ADW's **Process Mapping and Process Improvement** was recognized in PY07 by CDLE as a Best Practice. The effectiveness of the process

mapping, combined with the Oz Principle process improvement method of See It, Own It, Solve It and Do It is evident in the significant across-the-board improvements in business results experienced by ADW in PY07.

- Arapahoe/Douglas Works! underwent a **Peak** level examination by the **Colorado Center for Performance Excellence (CPEX)** in September 2007, and created a three-year strategic plan designed to create sustainable partnerships in the community, keep funding levels adequate in the face of fund reductions and enhance services to employers in targeted industries as well as to special populations.
- ADW has been able to deploy **Continuous Improvement Management Systems (CIMS)** throughout the organization with policy changes and the Oz Principle accountability system, and the resultant learning has driven changes in many processes and significant all around improvement in business results. ADW also continues to integrate its efforts with other workforce regions, educators, economic developers, industry consortia and business leaders in targeted industries.

Industry-Based Strategies for Service Delivery

ADW has defined its targeted industries by NAICS codes; has analyzed those industries and identified occupations feasible for WIA talent development; has identified approved custom training academies for those occupations and is now tracking WIA occupational training by occupations in targeted industries and placements by occupation by industry. ADW is also working with partners in

business, economic development, education and the workforce system to create an interdisciplinary employer outreach team that will be tasked with building industry consortia using the lists of establishments in targeted industries; validating present occupations eligible for occupational training in support of targeted industries; identifying future needs that can be addressed through the workforce system; keeping curricula relevant to the evolving needs of businesses in targeted industries; and identifying opportunities to leverage funding from private sector, foundations, workforce, economic development and other grant sources.

The Core Services group at ADW will develop a Customer Advisory Group (CAG) to better understand job seeker requirements and expectations. This group will be instrumental in providing data regarding customer satisfaction, driving resource center improvements and creating better

connections between employers and job seekers

ADW has developed a funding/partnership strategy that will enlist partners needed to enhance services to the various special populations such as disabled and ex-offenders, and will identify funding sources needed to supplement WIA formula funds for provision of services.

[Workforce Investment Board/Youth Council](#)

The Arapahoe/Douglas **Workforce Board**, developed its PY06/PY07 plan of action which reflects its commitment to regional economic transformation. The Board revised its values, vision and mission, and is committed to doing its part to assist in the economic transformation of the Denver-Aurora Region. Board meetings have developed into an opportunity for occupation/sector information dissemination for our three targeted industries –

Biosciences/Healthcare, Financial/IT, and Aerospace/Defense.

The Arapahoe/Douglas Works! **Youth Council** has implemented a variety of new opportunities, which are strategically aligned with an emphasis in career pathways, leadership and independent living. Projects such as the Denver Health and Hospitals and the Hospitality Institute will continue to provide youth with career pathways information in the emerging industries, as well as hands on experiences, and ADW's new partnership with the Arapahoe County Weatherization program and the Governor's Energy Office will offer leadership, independent living skills and hands-on career exploration in the rapidly growing conservation and green technology fields.

ARAPAHOE/DOUGLAS WORKS!
WORKFORCE CENTER
 MAXIMIZING POTENTIAL IS OUR BUSINESS

We're Listening!
 Click here for our customer feedback form.

Hey Employers!
 Hosting hiring events at A/D Works! is easy and effective. Visit our Employer Resource Page for more information.

Resources For Job Seekers | **Resources For Employers** | **About Arapahoe/Douglas Works!**

Find It Fast:
For Job Seekers
 Register with A/D Works!
 Filing For Unemployment
 Search Available Jobs
 A/D Works! Services
 Job Search Resources
 Careers of the Future
 Training and Education
 Workshop Calendar

For Employers
 List Jobs with A/D Works!
 Host a Hiring Event
 Become a Partner

About A/D Works!

What Does Your Future Hold?
 Find out more about careers in the 21st Century!

Aerospace and Defense
Bioscience + Healthcare
IT + Financial Services
Hospitality + Management

All A/D Works! offices will be closed on Friday, September 21st for the Annual All Staff Meeting.

ARAPAHOE/DOUGLAS Youth in the Works! **50+ and fabulous**
 Youth Program 50+ Program

Register with A/D Works!
 Online at: <http://coloradojobs.cdle.org>
 Or in person by visiting one of our offices.

Free Job Search Workshops
 September

Need to file for Unemployment?
 Need help with Training and Education?





Workforce Boulder County

REGIONAL PROFILE

Boulder County was one of the original 17 counties created by the first Legislative Assembly of the new Colorado Territory in 1861 and is now one of 65 counties in the state. It is the 6th most populated. Boulder County is large and diverse, encompassing 741 square miles and featuring everything from the spectacular scenery of Rocky Mountain National Park to lush farmland.

The population of Boulder County is approximately 290,262, with about 101,507 in the City of Boulder, another 85,762 in the City of Longmont, 26,275 in Lafayette, 19,400 in Louisville and the remainder dispersed throughout the smaller towns and unincorporated areas of the county. While the population of the City of Boulder and Boulder County as a whole has decreased, the population in the surrounding cities of Longmont, Lafayette and Louisville has risen.

Boulder County is home to the state's largest university, the University of Colorado. The enrollment at CU in the fall of 2007 was 28,988. In addition, Front Range Community College has a Boulder County campus in Longmont. FRCC's Boulder County campus enrollment for fall 2007 was 6,809.

[Boulder County Economic Conditions](#)

Boulder County has a vibrant and diverse economy. The top five industries in the County, based on number of employees, are: Professional, Scientific, and Technical Services; Education

Services; Manufacturing; Retail; and Healthcare and Social Assistance. Retail makes up a large portion of Boulder County's total employment and is the fourth largest industry.

Longmont's industrial base is comprised of 191 primary employers (down from 247 two years ago) that provide more than 12,125 jobs, with 66% of the companies headquartered in Longmont. Just under half of their primary employment is in advanced technology. Traditional industries such as agriculture, food processing, and mining continue to decline in Boulder County as developers build office parks and neighborhoods in the plains surrounding the city of Boulder. Top industry groups in Boulder County include Professional, Scientific, & Technical Services; Education Services; Manufacturing; Retail trade; and Health Care and Social Assistance.

From December '07 to March '08 the number of jobs in the County dropped from 173,358 to 171,343, a decrease of 1.2%. Ten companies in Boulder County requested Rapid Response services due to layoffs of their employees. Industries affected included Manufacturing, IT/High Tech, Retail, Communications, Professional/Scientific, and Finance & Insurance among others.

The Boulder County labor force is around 180,174 workers. Of these, 171,623 are currently employed. According to the Colorado Department of Labor, the Boulder

Whether you're looking for a new career, changing careers, or searching for the right person to fill your position, Workforce Boulder County has your solution. WfBC is your partner in making Boulder County a vital place to work, live, and play.

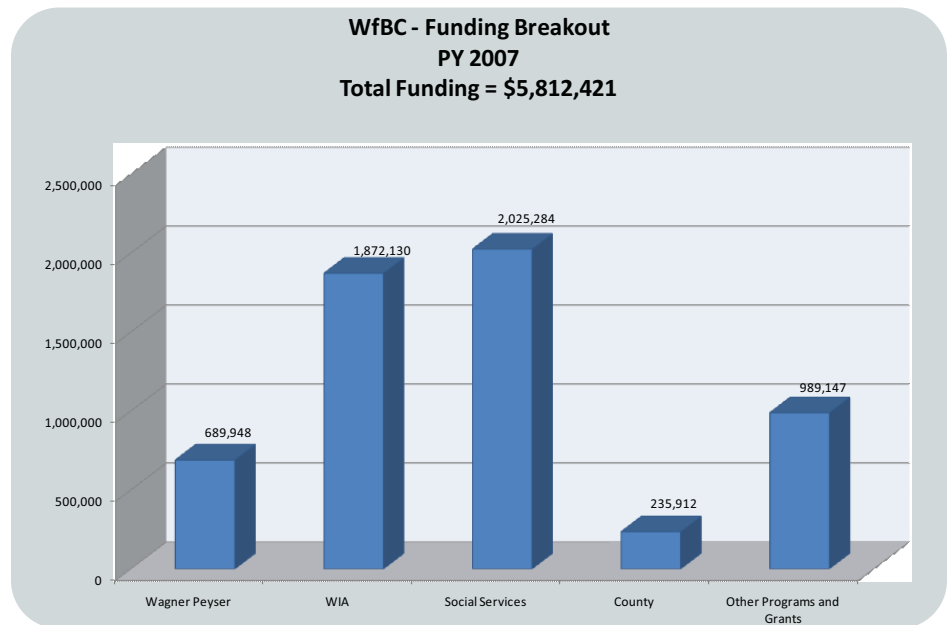
County unemployment rate has increased from 3.7% in June of 2007 to 4.7% for June of 2008, as compared to the statewide unemployment rate of 5.1% in June 2008. 12,310 individuals from the Boulder region requested WfBC services between July 1, 2007 and June 31, 2008, a 2% increase in requests from PY06.

Because Boulder County has a higher concentration of employment in the manufacturing, professional, technical, and information sector, the workforce must be highly educated and trained. Boulder County has a strong level of higher education opportunities and a highly educated work force. According to the state Joblink database, Workforce Boulder County's applicant pool is highly educated: 44% have at least some college and 37% have a 4-year college degree or higher.

Workforce Boulder County Profile

The Workforce Development Board of Workforce Boulder County (WfBC) strives to provide quality services through its programs to both Job Seekers and Employers.

- WfBC Mission: To provide comprehensive and effective employment, training and supportive services.
- WfBC Values:
 - o Service First
 - o Collaboration & Teamwork
 - o Excellence in Skills Proficiency
 - o Respect for Others



- o Integrity
- o Effective Communication
- o Sustainability
- o Responsive Government
- WfBC Purpose: To promote the viability of the community by fostering opportunities through creative partnering and bold use of resources.
- WfBC Key Customers: Job seekers (ready-to-work, entry-level, challenged), businesses, educational organizations, and community agencies
- WfBC Key Message: Whether you're looking for a new career, changing careers, or searching for the right person to fill your position, Workforce Boulder County has your solution. WfBC is your partner in making Boulder County a vital place to work, live, and play.

Marketing Committee

WfBC's Marketing Committee was formed with a twofold purpose: First, to market internally to build an agency identity by bringing staff together and helping everyone understand how each team contributes to the mission of the Agency as a whole; and Secondly, to bring this understanding to the public through a consistent, coherent message in both published materials and verbal communication. The Marketing Committee is tasked with completing steps outlined in the Statewide Marketing Certification program, and accomplished the following during PY07:

- Facilitated brown bag lunch training sessions and discussions to staff
- Developed additional marketing materials
- Maintained an internal marketing web page





Boulder County

completed its fourth summer of the SEED Internship Program this year, with employer partnership in the high growth and emerging industries up 15% from 2007. Out of the 24 business that participated this summer, half were new partnerships, bringing in almost \$30,000 in revenue and scholarships.

- Made logos and other materials available to staff on the internal web
- Revised logo and developed a tagline and key message
- Developed talking points for staff presenting to outside organizations

PARTNERSHIPS FOR TALENT DEVELOPMENT

WIRED Initiative

WfBC has worked (and continues to work) with both Weld County and Adams County on WIRED initiatives. The Multi Industry Systems Technician (MIST) program and its Prep Academy were developed by Employment Services of Weld County in collaboration with Aims Community College and are being offered through a cooperative effort with our partners in Adams, Boulder, and Larimer Counties to address the hiring needs of energy and manufacturing employers. The MIST Program is employer-validated, flexible in its delivery, academic credit bearing, PELL Grant eligible, with short term

elements that are open-entry/open-exit and not dependent upon future external funding.

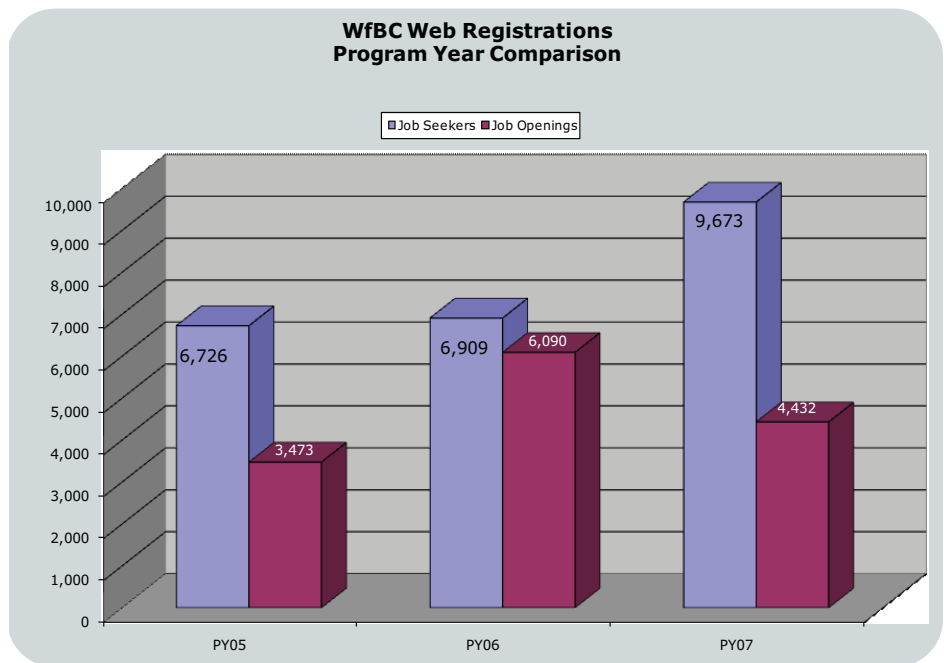
Metro Denver Regional Workforce Board

The Workforce Board of Metro Denver is a financial and logistical partner. They are committed to work together with all of the metro workforce regions to collaboratively address the needs of business. They address issues from the demand side. The Board was created to meet the labor force needs of employers with multi-regional strategies. While no single region can effectively meet all of these needs, together we can have significant impact.

Northern Health Care Partnership

WfBC has continued to build on relationships formed from previous discretionary grant funded projects. For example, from the Northern Health Care Consortium grant a CNA internship program was developed which partnered the WfBC WIA Adult Program, Longmont United Hospital and Front Range Community College. This opportunity then expanded into the development of internships

WfBC Web Registrations Program Year Comparison



for our Youth and Young Adult Program. The projects have increased skill levels, language skills and developed work readiness for youth adults through internship opportunities. The Longmont United Hospital HR Manager has recently joined the Workforce Development Board, increasing the investment of this partnership.

[Longmont United Hospital](#)

To help address the shortage of healthcare workers, the WIA Adult program continues to provide training to CNA interns for Longmont United Hospital. LUH has a need for experienced CNAs and does not hire CNAs without experience. WfBC partnered with LUH to begin an internship program to hire CNA interns and provide work experience. Since the program began, 17 CNAs went through the internship and all were placed in permanent jobs with LUH. Three CNAs that went through the program in the past are doing so well that they were asked to mentor this year's interns. Two previous interns have completed or are in the process of completing their nursing degree this year.

[50+ Workshops and Networking Events](#)

The goal of this program is to increase employment opportunities for older workers, aged 50 and older, and provide individual and group counseling. The need for these targeted services is demonstrated by the fact that from July 1, 2007 to June 30, 2007, 25% of the 12,310 clients served by WfBC were over 55 years old.

- **50+ Networking Group** - The networking presentations are held monthly and showcase speakers from area employers and organizations. The presentations offer

information about job search topics and provide networking opportunities.

- **Transition, Transform, Transcend, Careers After 50** - Participants explore the challenges and benefits of the 50+ experience as it relates to attitudes and expectations. They learn about the “make or break attitude” and explore how to confront difficult job situations unique to 50+.
- **Rebound Group** - The Rebound Group is a support group designed to provide a stabilizing and supportive factor in the lives of people 50 and older dealing with depression and/or anxiety as a result of unemployment. Being with peers experiencing the same challenges and hearing other people's coping strategies and successes contributes to relieving depression and anxiety which is required to gain employment.
- **One hour individual Intake/Counseling for 50 + clients** - A licensed professional counselor, experienced in employment issues for the older worker, meets with each client for intake to determine appropriateness for the group, other resources needed, or to help in a crisis situation. One-on-one job search support is also offered.

[Summer Employment and Enterprise Development \(S.E.E.D.\)](#)

This project seeks to grow the workforce of the future by increasing employment opportunities for young adults in Boulder County. Opportunities are created by businesses investing a

\$1200 work scholarship to either host an internship at their work site or to provide a gift scholarship for an internship to be hosted at a non-profit that cannot afford the scholarship. WfBC in turn recruits, screens, and delivers



WfBC's Main Entrance

specialized work preparedness training to the young adults that apply for a S.E.E.D. internship. Also, WfBC handles the payroll, covers the Worker's Compensation Insurance, and provides follow-along support for the employer and the intern. The Longmont Area Economic Development Council has help to promote this program and generate business support.

Workforce Boulder County completed its fourth summer of the SEED Internship Program this year, with employer partnership in the high growth and emerging industries up 15% from 2007. Out of the 24 business that participated this summer, half were new partnerships for WfBC, bringing in almost \$30,000 in revenue/scholarships. Twenty one youth were employed in a variety of work experiences, from health to engineering, with over 70% in non-traditional careers. S.E.E.D. has been recognized by the Colorado Department of Labor for being a Best Practice at the October, 2007 Best Practices Forum in Vail, Colorado.



It was Liam's dream to work in Antarctica, and an Employment Advisor in our Resource Center, one of our WIA specialists, and a Business Services specialist, who knew of a job in a machine shop in Antarctica, worked together to prepare Liam for the hiring process, and he was selected for the job as Special Projects Machinist.

Leeds School of Business

- **Business Forum** - As part of WfBC's ongoing partnership with the University of Colorado's Leeds School of Business and the Broomfield Workforce Center, WfBC and Broomfield co-sponsored a business forum as part of Workforce Month at the Lionsgate Inn. Richard Wobbekind of the Leeds School of Business spoke to more than 50 members of the business community, on the state of the Colorado economy and how it performed in relation to the national economy. It is being repeated as an annual event, continuing the partnership among WfBC, Broomfield Workforce Center, and The Leeds School of Business. This forum has proved to be an effective way to leverage resources between Boulder and Broomfield and improve WfBC's visibility in the community.
- **Process Mapping Project** - WfBC contracted with the LEEDS School of Business to map the processes (from input to output) involved in providing job search assistance and working with businesses to help them find the most qualified applicants. A series of interviews were conducted with the employment advising team, business services team and the front desk staff. A detailed report was produced by the team from LEEDS. Feedback was provided on the report and in April a final report was presented to WfBC. The next steps, following the staff review of

the final report, will be the facilitation of small group meetings to discuss the current process and examine any areas where change might be effective.

Longmont Area Economic Council

The Longmont Area Economic Council (LAEC) has provided important support to WfBC, from providing data to leadership to important contacts through the Human Resources Roundtable. WfBC used the economic reports provided by John Cody (the President and CEO of LAEC) for market evaluations and other business data. LAEC hosts Investor Series Breakfasts and also sponsors the Cornerstone Awards Luncheon to recognize companies that have taken risks by expanding their operations in the Longmont area. This luncheon celebrates the courage and determination of these companies and the resulting benefits to the community. John Cody and the entire LAEC have also provided key support to facilitate SEED interns.

WyCo Workforce Partnership

The WyCo Workforce Partnership is a collaboration of Workforce Centers in northern Colorado and southeastern Wyoming. Its purpose is to strengthen services and resources for employers and job seekers throughout the region and better meet the demands of a changing labor force.

Participating regions are:

- Workforce Boulder County
- Cheyenne Workforce Center
- Larimer County Workforce Center
- Employment Services of Weld County

The WyCo Workforce Partnership has initiated:

- A website hosted by Larimer County Workforce Center
- A marketing brochure that informs targeted to employers
- A quarterly newsletter for covering local industry impacts on the partner counties
- Coding in the statewide Joblink database to allow cross-regional matching of job seekers and employer job openings
- Monthly Economic Snapshots for staff

The entire WyCo Partnership team attended the Larimer County Workforce Center’s September Symposium. Staff from the regions took part in Soft-Skills Assessment training in November. The Partnership also worked together to host a booth at Bixpo an annual event at The Ranch in Loveland in fall 2007, which promoted the services of all the Workforce Centers and spread the word about the WyCo Workforce Partnership.

Social Security Administration Grant

WfBC received this five year research grant to assist youth with disabilities ages 14-25 who are currently receiving SSI, SSDI, or Child Development Benefits (CDB) to maximize their economic self sufficiency and career advancement. A three person I-Team (Independence) consisting of a Navigator, a Career Counselor, and a Benefits Planner, provides client centered services, which are designed to expose youth to work experiences, enroll students in training or post secondary education, connect consumers with existing community

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	103%	Entered Employment	103%
Retention	114%	Retention	109%
Average Earnings	150%	Average Earnings	128%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	400%		
Placement	134%		
Degree/Certificate	222%		

resources, and place those who are job ready into the workforce.

The I-Team completed enrollments on April 30, 2008 with 87 participants successfully recruited to participate in the study. Significant outcomes for the youth included 25 in paid employment, 2 who completed paid internships, 6 in volunteer positions, and 9 in post-secondary education. In addition, many issues were resolved related to participant SSA benefits and Medicaid.

Referrals to community resources resulted in participants accessing housing, transportation, job coaching, and other supportive services.

Disability Program Navigator (DPN)

The WfBC Disability Program Navigator Initiative is committed to ensuring that the centers are universally accessible to all clients regardless of their disabilities and need for accommodation. This year the Disability Program Navigator has built relationships with community partners, served as a staff resource and developed WfBC’s Disability Training Series including Assistive Technology, Learning Disabilities, Traumatic Brain Injury, and Mental Illness. In addition, the DPN has created a bi-monthly newsletter on disability-

related topics, and also organized a Mental Health Resource Fair for service providers. This brought providers of mental health services and referring agencies together to better understand the issues people with mental health problems face and what resources are available to help them.

Monolingual and Bilingual Services

Workforce centers provide resources and information for Spanish-speaking job seekers who need assistance with Work Registration, UI Filing, Job Search, Resume and WIA/TAA/TRA Training. WfBC continues to refer monolingual applicants to ESL Classes provided by St. Vrain Adult School, Boulder Adult Literacy, Front Range Community College, and Intercambio. In June 2008, a Language Assistance Plan was developed to address how best to provide services to English Language Learners. WfBC has a representative on the Colorado Workforce Speaks (CWS) taskforce, which has developed a language resource guide that is available on E-Colorado for staff use. “I Speak” cards, distributed by CWS are also available at each center to help front desk staff assist in understanding what language the customer speaks.



Rose lost her parents at an early age in Africa and was adopted by another family. With help from many people, she immigrated to the United States in January of 2007. Rose was enrolled in WfBC's youth program and has also been helped to overcome barriers by Lutheran Family Services, Har Hashem, and CSAW. Rose earned her GED and is continuing her education at the University of Colorado while working part time at Whole Foods.

Boulder County Departments of Social Services and Community Services

TANF Reserve money was utilized to provide funding for two projects, Housing Internship Program (HIP Jobs), and Youth Employment Program (YEP!).



Rose, a youth program client, with her GED (see sidebar)

- **HIP Jobs internship** opportunities are within the Boulder County Housing Department. The partnership also involves funding from the Department of Social Services and case management from WfBC. The training is in maintenance, weatherization and administration, and can lead to full-time employment with the Boulder County Housing Department. This project also led to other internship opportunities for “green jobs” in construction, to begin during PY 08.
- **The YEP! Program** began in the 4th quarter of PY07. YEP! Internships are for youth 14 – 18 and are youth work experience opportunities

made available through the Department of Social Services. The program initially had 300 applicants, of which 56 were selected to begin a series of 4 “job readiness trainings” in May. Y.E.P. ! contracted 65 employment opportunities based on the requests listed in each application.

Governor’s Summer Job Hunt

WfBC brought in hundreds of young adults through Workforce Week, a two-part job readiness series which was conducted through local schools, libraries and resource centers.

Workforce Boulder County’s GSJH program had 1,455 total registrants for the 2008 program season. Our Volume Report further breaks down that number as 1,108 in the 14-18 age group, and 347 in the 19-21 range.

Learning Lab

In February 2008, WfBC hired an Adult Education Specialist to facilitate Adult Basic Education, GED Preparation, and Accuplacer Preparation in our Learning Lab. The Adult Education Specialist also administers Key Train to appropriate clients in order to build their literacy and numeracy skills related to the workplace.

Bridges Out of Poverty

WfBC staff, in partnership with the Community Services Department and Boulder County, participated in the Bridges Out of Poverty training. This model engages organizations and communities in developing processes to problem solve about the issues of poverty. WfBC staff is partnering to explore how to develop a Bridges Community and create transformation for the

community organizations and individuals. The training will be ongoing, and next steps to include introducing the Getting Ahead sessions to people in poverty.

Awards and Recognitions

- **Individual Distinguished Service Award** - Ben Chavez and Jim Moore were recognized by the State Veterans of Foreign Wars for "Extraordinary and Meritorious Service in Advancement of Veterans Employment."
- **Governor's Summer Job Hunt Award** - Two youth and one business received this award.
- **Youth Best Practice Award**
- **Boulder County Pinnacle Award National Association of Counties (NACo)**
The Community

Corps/Housing Department project received these awards for the rehabilitation of a public housing unit through youth internships.

- **2008 Outstanding School Volunteer Award by St Vrain Valley School District** - given for the Longmont Youth Career and Job Fair.
- **Performance Incentive Award** - given to WfBC for exceeding 100% on all Common Measures for the WIA youth, adult and dislocated worker programs.

Workforce Development Board Recruitment

In an effort to have representation from a wider selection of industry sectors, Workforce Center staff recruited three new members from Longmont United Hospital, OnCore Manufacturing, and Sonora Medical Devices. These new members have sponsored

internships and joined specific board task-oriented committees. The entire board serves as a resource for identifying the labor market needs specific to the Boulder County Community.

Youth Job Fair

WfBC held two job fairs cosponsored by St. Vrain Valley School District, the city of Longmont, and the Governor's Summer Job Hunt in Longmont and Boulder. This effort resulted in 20 businesses participating as exhibitors with seasonal or summer jobs available – and another 40 as exhibitors with professional career path information to share. More than 850 students participated in this event, participating in a job search orientation, an application seminar, practice interviews, speaking with up to 60 career professionals about current and future job markets.





Denver Division of Workforce Development

REGIONAL PROFILE

The Census Bureau's American Community Survey estimates that the City's household population in 2007 was 588,349. According to the Metro Denver Economic Development Corporation, Denver's has a resident labor force of 310,908. The survey also indicated that Metro Denver has a very educated workforce with 85% of Denver County's workforce achieving high school diplomas; nearly 41 percent of city residents having bachelor's degrees; more than

13,000 students graduating from metro Denver public four-year colleges; and 5,000 students graduating from metro-area community colleges.

For 2007, Claritas, a national demographics and marketing firm, estimates Denver's veteran population to be 35,808 and the youth population (ages 15-20 years) to be 37,980. For 2007, the Piton Foundation estimated Denver's ex-offender population to be 1,377 with about 37% of those living either in homeless shelters or temporary housing.

According to Denver's Road Home there are over 3,900 men, women, and children living on Denver streets.

The City and County of Denver's Office of Economic Development Workforce Development Team (OED-WD) assisted thousands of job seekers in the last year. From July 1, 2007-June 30, 2008, over 1,600 businesses utilized OED-WD's workforce centers (WFCs) to post more than 24,000 job vacancies. During the same period, more than 54,000 jobseekers registered with the workforce centers and obtained various services; and nearly 17,000 customers obtained employment through OED-WD services. In response to industry needs and jobseeker demands, in PY07 over \$1M in Individual Training Accounts were awarded to WIA Adult and Dislocated Worker customers.

OED-WD realized an increase in total people trained provided in our WIA Adult, Dislocated Worker, and Youth programs to develop a pipeline of skilled workers to the region's businesses.

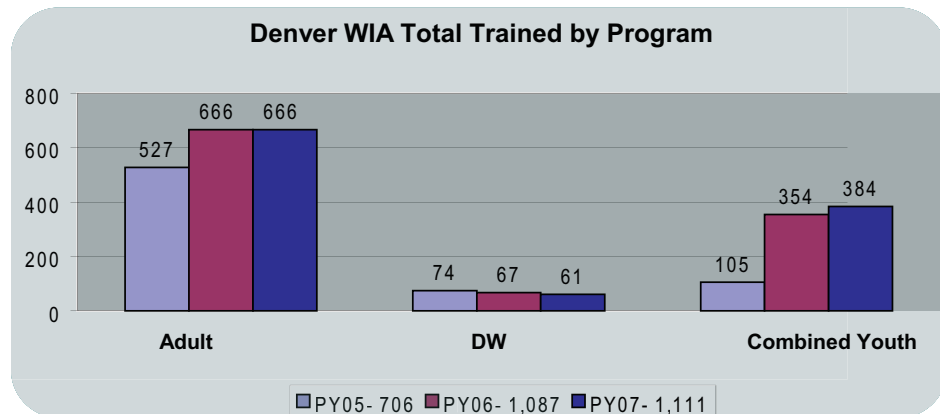
During PY07, over 1,600 businesses utilized OED-WD's workforce centers to post more than 24,000 job vacancies; more than 54,000 jobseekers registered for services; and nearly 17,000 customers obtained employment. In response to industry needs and jobseeker demands, OED-WD awarded over \$1M in Individual Training Accounts to WIA Adult and Dislocated Worker customers.

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	99%	Entered Employment	103%
Retention	103%	Retention	106%
Average Earnings	141%	Average Earnings	109%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	135%		
Placement	116%		
Degree/Certificate	100%		

In September 2007, OED commissioned and published the 2007 Denver Regional Workforce Gap Analysis. The Gap Analysis assessed current and projected demands through 2011. As a result of this research, OED-WD identified four industries in the metro Denver that encompass a range of high-demand occupations with family-supporting job opportunities. Over the last year, OED-WD implemented an industry sector approach in the delivery of services and resources related to: Business/Financial Services; Construction and Skilled Trades; Healthcare; and Information/Communications Technology. A focus on construction will help to support the RTD FastTracks project that is currently the largest federally funded transportation project in the country and implementation of the Better Denver Bond projects that were approved by City of Denver voters in the fall of 2007.

OED-WD partnered with other Workforce Investment Boards across Metro Denver to apply for and receive a Department of Labor, Workforce Innovation in Regional Economic Development (WIRED) grant in February 2006 for \$15 million. The Metro Denver Economic Development Corporation's report, *Toward a More Competitive Colorado*, described future and long-term workforce needs of four high growth industries and outlined many of the challenges Colorado faces in meeting this demand. Based on this report the WIRED initiative chose to focus on aerospace, bioscience, energy and information technology industry sectors.



In total, the eight industry sectors identified here represent a broad spectrum of opportunities for economic growth for Denver, the region and the state. OED-WD's activities in the last year focused on developing and implementing collaborative strategies that support growth of the target industries by training and educating workers from across the Metro area to effectively compete for careers in the eight industries.

PARTNERSHIPS FOR TALENT DEVELOPMENT

Career Ready Colorado Certificate

In the spring of 2008, Jefferson County, Arapahoe/Douglas Works and OED-WD applied for a marketing grant from CDLE to create a cross-regional marketing plan for promoting the Career Ready Colorado Certificate (CRCCC) to metro area businesses and job seekers. Despite a few set backs, this team has continued to work toward marketing the CRCC as a tool for businesses in the metro area. There are two focuses that the cross-regional team currently has: 1) to gather data from the three regions in Colorado that have implemented the CRCC and create a report that will be submitted to CDLE to be used to promote state

endorsement of the CRCC; and 2) to pursue a cross-regional marketing plan for the CRCC.

In conjunction with the CRCC marketing efforts, the 2007 OED-WD plan called for the Assessment and Training Team to issue Career Readiness Certificates (CRCC) to 150 job seeking customers from July 1, 2007 through June 30, 2008. This goal was met and surpassed on May 15. By June 30, 177 CRCCs were issued, which resulted in achieving 118% of the goal. Additionally, the 2007 plan called for ten businesses to endorse and utilize the CRCC in recruitment and/or retention efforts for their business. That number was met in May of 2008. By June 30, 2008 there were 12 companies, or 120% of goal, who were using the CRCC.

Front Range Workforce Funding Collaborative

OED has been a leading partner in the Front Range Workforce Funding Collaborative (FRWFC), which is a collective of philanthropic, business, economic and workforce development entities with funding authority in the foothills communities that comprise the Rocky Mountain Region.



D_{enver}

Workforce Development

designed a Customized

Training program for

the Regional Transit

District (RTD) in

partnership with AD

Works Expert

Technician Academy

to address hard to fill

employment needs in

Aerospace, Energy,

IT, and Bioscience.

The FRWFC is a new entity developed as the result of several local efforts to improve the way workforce, education and businesses in the area create and sustain a skilled workforce by focusing on talent development for specific industry sectors.

FRWFC builds upon the momentum achieved by Workforce Innovation for Regional Economic Development (WIRED), the nine-county Denver-Metro Workforce Investment Board, and multiple other local leaders and leadership initiatives. These initiatives have accomplished significant progress and “proof of concept” towards implementing a shared strategic plan, and the FRWFC will continue to solidify these efforts with its goals of career advancement opportunities for low-skilled workers, improved capacity of employers in high-demand industries to identify and retain a qualified workforce, and prosperity for the region as a whole.

[Workforce Center at DIA](#)

The Workforce Center at Denver International Airport (DIA) continued to provide a service delivery strategy that is both demand driven and regional, by responding to the needs of the airport businesses, jobseekers, and incumbent workers. DIA successfully recruited seven businesses that participated in OED’s CRCC program, who were committed to interviewing our jobseekers who have the CRCC. Thus far, the employers have been using the CRCC to aide them in promotional employment opportunities and to fill entry level positions.

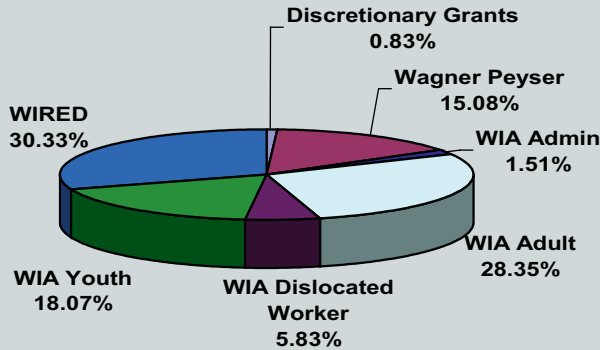
- **Job Readiness Initiative** - The DIA Workforce Center worked in partnership with

Spring Institute for Intercultural Learning to deliver seminars on cash handling, customer service, SIDA preparation classes, and Intercultural Communication to employees of DIA businesses. The success of the project is the result of a team effort with all the staff of the Business Center and Workforce Center and Spring Institute working in tandem to produce excellent outcomes and services.

DIA exceeded its goal of 80 by serving 85 people in the workplace job readiness workshops, of which 66 completed the training and 78 obtained employment. The Intercultural Communications participation goal was exceeded by 38%. Feedback data from the program participant and stakeholder surveys was very positive. On a scale of 1 to 5, overall program satisfaction ratings averaged 4.8, including many businesses who suggested that everyone in their respective companies be required to attend. In addition to the increase in enrollment and number of participating DIA businesses, the diversity in the attending organizations has also increased: Denver Fire, Police, and Sheriff’s Departments sent individuals this past year. There are already requests for more seminars for upcoming years.

Job Fair Events - Other successes include DIA’s job fair events. On-going customized recruitment efforts and job fair events

PY07 WIA / Wagner-Peyser Expenditures - \$12,137,893



were held throughout the year, led by Business Center Staff in close coordination with Workforce Center (WFC) staff. Staff continues to build partnerships with DIA businesses. Over 100 DIA businesses are working with the WFC/Business Center. A total of 1,923 job-seeking customers attended DIA customized special recruitments and job fair events during program year ending 6/30/08.

Community and Business Partnerships

- **Denver Health** - The Workforce Development Assessment and Training Team played a significant role in the specialized recruitment effort for clerical openings that was conducted for Denver Health. The team was responsible for an initial skills assessment on KeyTrain, skills remediation on Key Train, skills attainment and certification (CRCC) through WorkKeys, and a specific computer skills assessment required by Denver Health. The team played a role in recruitment and in the final screening which led to all eight openings being filled by Denver Health.

- **RTD** - Denver Workforce Development also designed a Customized Training program for the Regional Transit District (RTD) in partnership with AD Works Expert Technician Academy to address hard to fill employment needs in Aerospace, Energy, IT, and Bioscience. This was another project under WIRED that was done in partnership with the Community College of Denver's WIRED Initiative, students from the Community College of Denver. Students from the Community College of Denver and Metro State's Aerospace/Aviation programs were awarded ITAs, and are currently receiving education and training to prepare them for work in the aerospace industry.
- **WIRED** - OED-WD developed partnerships in the form of memoranda of understandings (MOUs) with several WIRED grant award recipients. Those relationships included: AD Works' Expert Technician Academy (ETA), Denver University's Mainframe Administration Training program, Arts Street's Put Me

on the Map GIS Project, Goodwill's Youth Apprenticeship Energy program, Community College of Denver's Aerospace Project, and Turnabout's ex-offender Energy Employment Program.

- **Community Services** - OED-WD developed ongoing collaborations with multiple partners. They included Community College of Denver, Emily Griffith Opportunity School, Colorado Refugee English as a Second Language Program, Colorado Refugee Services Program and the Voluntary Resettlement Agencies (VOLAGS), Colorado Alliance for Refugee Empowerment and Success (CARES) and the Targeted Assistance Grant (TAG). TAG served the Vocational English as a Second Language (VESL) Consortium for refugees and English Language Learners receiving Public Assistance (TANF) to gain skills and enter the workforce. VESL objectives included reducing the gap from the transition from CARES benefits to TANF basic cash assistance and the hardships for families. Similar services were also provided to English speaking customers. These services included access to employment and training and wage subsidies on demand industries. The VESL Consortium has been a model that is being replicated by other States.



Safaa escaped persecution in her home country of Sudan and now has the freedom to pursue her dream of practicing law. TAG Program Navigator Yohannes placed Safaa in paid work experience at the ARC Thrift Store. From her very first day she demonstrated that she was a team leader and an inspiration to her co-workers. Safaa attends Community College of Aurora, while working full time, to move towards her long term goal of obtaining a law degree.

Targeted Assistance Grant (TAG)

This program is a federally funded grant through the State Colorado Refugee Services Program to provide employment and training services to refugees residing in the Denver Metro area. Since the inception of Navigator within this program, we have achieved the following:

- Collaborated with Community College of Denver to develop Commercial Driver's License B (CDL-B) training which leads to employment opportunities in the targeted industry
- The Navigator program helped 56 refugees with education vouchers to gain needed skills and education mostly in the targeted industries
- Enabled refugees to gain access to child care services. Over 54 children of refugee families, who did not have the resources, received child care assistance while their parents actively participated in job search, employment and training
- Developed a strong working relationship with a business (ARC Thrift Stores) and placed over 38 refugee customers in Paid Work Experience and On-the-job training that lead to employment
- Placed 128 refugees in unsubsidized employment from April 2007 to June 2008. OED-WD also developed collaborative relationships with businesses and education institutions to

provide career counseling, job coaching, retention services, crisis intervention, and career enhancement opportunities to refugees who were unemployed or in jobs with minimum potential for economic growth

TANF Program Partnership

Ongoing collaboration and coordination between the Denver Department of Human Services (DHS) and OED-WD has resulted in the Denver TANF program reaching its Federal Work Participation Rate goal of 40% for its customers for the first time in May 2008. The following strategies were employed to reach this goal:

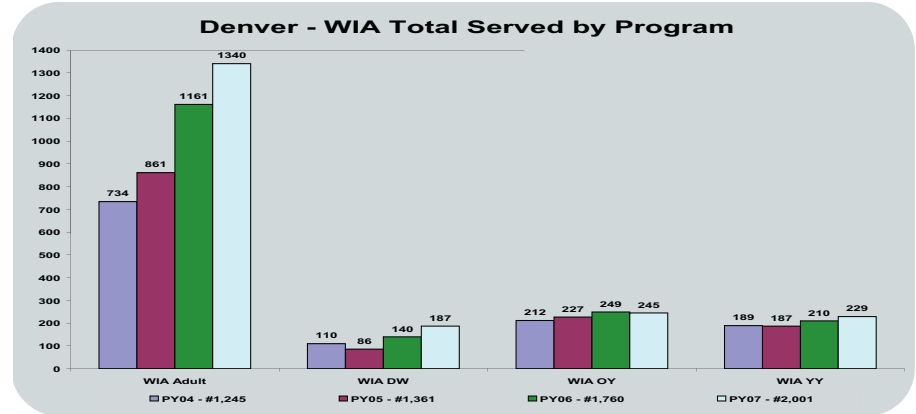
- Applicant engagement with workforce development as a requirement for TANF approval
- Strategic and intensive assessment and goal setting process for job-seekers and staff
- Established a Comprehensive contract network of workforce development and family counseling program service providers with focus of Employment and Training Contractors in the high demand industries
- Focused assessment of customer skills and needs that is used to make referrals to service providers. Staff training and monitoring of referrals resulted in higher referrals to contracted services and subsequently lead to gains in "countable activities" and higher customer work participation rates

- Replacement of independent community service placements with structured work activities with more established paths towards self sufficiency
- Reorganization of workforce development teams resulting in streamlined processes and fewer customer hand-offs
- Implementation of customer incentives of \$100 per month for achieving work participation requirements resulted in increased customer motivation and empowerment
- Implementation of Non-TANF County Maintenance of Effort (MOE) program designed to temporarily assist families that are not job ready through an alternative payment structure
- Piloted a Family Stabilization Diversion program to provide emergency family assessment and stabilization services which resulted in quicker access to financial assistance, services and related supports

True to our strategy development, as referrals, enrollments, and countable activities increased there was a significant improvement in the Federal Work Participation Rate to an all time County high of 43%.

Homeless Initiative

The Westside Workforce Center collaborated with the Homeless Initiative through Denver's Road Home, which is a ten year plan to end homelessness in Denver. The Homeless Initiative program provides employment, housing/vouchers, and clothing, including soft and hard training skills to the homeless. These services are provided through internal and external resource partnerships. As of June 30, 2008,



the Homeless Initiative Set Aside Grant has served 837 people since February 2008, assisted 140 people gain full time employment, and provided supportive services to 288 individuals.

Service Delivery Enhancements

- **Apprenticeships** - The Wage Subsidy and ITA staff created a program to support the construction industry apprentice and pre-apprentice program. A model was developed and a sub-committee was established to insure delivery and data tracking methods. The purpose of the committee is to create a set-aside grant to allow flexibility in utilizing dollars specifically for apprenticeship programs. The ideal outcome of this work would be to bring together various funding streams to support the pre-apprentice and apprentice participants so that they may achieve their career goals and ensure their continued success.
- **Treasure Coast Curriculum** - The 2007 Gap Analysis pointed out "soft" skills that businesses recommend job seekers have in order to make them better candidates and effective employees. Those skills – work ethics,

leadership, business communication, and decision-making, among others are known as Core Competencies. In the spring of 2008 the Workforce Development Assessment and Training team researched and found the Treasure Coast Curriculum. OED-WD purchased this curriculum and is piloting it with a select group of TANF-funded customers.

- **GCDF** - 36 Business Development Associates completed Global Career Development Facilitator (GCDF) training during PY07. The training is intended increase staff knowledge, skills, and abilities pertaining to their role in career planning and to improve their ability to assist customers with developing and implementing career plans. This training also enhances staff ability to coach job-seekers in making decisions that will result in self-sufficiency. Supervisors were also trained to recognize key competencies that result from the GCDF training and incorporate these concepts into the annual performance evaluations for the staff.





ED-WD has

refined its performance database to gather real time information. This data is used to improve customer outcomes by identifying outcome barriers and improving organizational processes that result in enhanced opportunities for job-seekers.

- **Enrollment Strategies** - Employing the information gleaned from the 2007 Regional Workforce Gap Analysis OED-WD continued to refine its team approach to Workforce Investment Act (WIA) customer recruitment. This approach defines accountability to the WFC as well as individual staff level and has resulted in double digit percent increases in enrollment in our Adult and Dislocated Worker programs as compared to PY06.
- **Performance Database** - Through the use of technology OED-WD has developed and refined its performance database to gather information in real time that is analyzed by supervisors and managers and used to improve outcomes for job-seeking customers. Information gleaned from the database is used to identify barriers to outcomes and improve organizational processes that result in enhanced opportunities for job-seekers.
- **Business Focus** – OED-WD redefined the Business Development Associate staff roles to allow for better response to regional businesses through targeted customer education and preparation for work. OED-WD also increased the number of targeted industry employers it's working with by 59% over last year. Additionally OED-WD increased the total number of employers engaged, total Job Orders taken, and total Job Openings developed over last year by an average of 33%.

Awards and Recognitions

- **The Navigator program was successfully highlighted** in a presentation during a visit by Belgium delegates May 15, 2008 at Spring Institute Intercultural Learning Center. The purpose of the visit was to learn of services, collaborations and networks and their relation to providing services for refugees and best practices to increasing economic independency. The delegates thought the information provided during the presentation was the highlight of their visit.
- **High Plains Award** - OED-WD received the 2008 Colorado Performance Excellence High Plains Certification as a part of its continuing effort to become a high-performing organization.
- **Burke Godbee and Pepsi Bottling Group were selected for the Governor's Summer Job Hunt Supportive Employer award.** Pepsi supports Denver youth with job training and placement opportunities in customer service, refurbishing of equipment and in their warehouse services areas. When OED-WD's young participants go to work with Pepsi, they find not only a job with strong leadership, but the commitment at Pepsi takes it one step further; supervisors at Pepsi are truly mentors.
- **Burke Godbee**, OED-WD's main point of contact at Pepsi, takes his role as mentor with our youth very seriously. He believes that it is not just important for youth to be successful in their positions at Pepsi, but that they respond

positively to his role modeling and grow through direction and positive reinforcement to engage with commitment to their own lives as well. Burke encourages them to better themselves, to become responsible members of their families and he models the importance of participating in their communities.

Success Stories

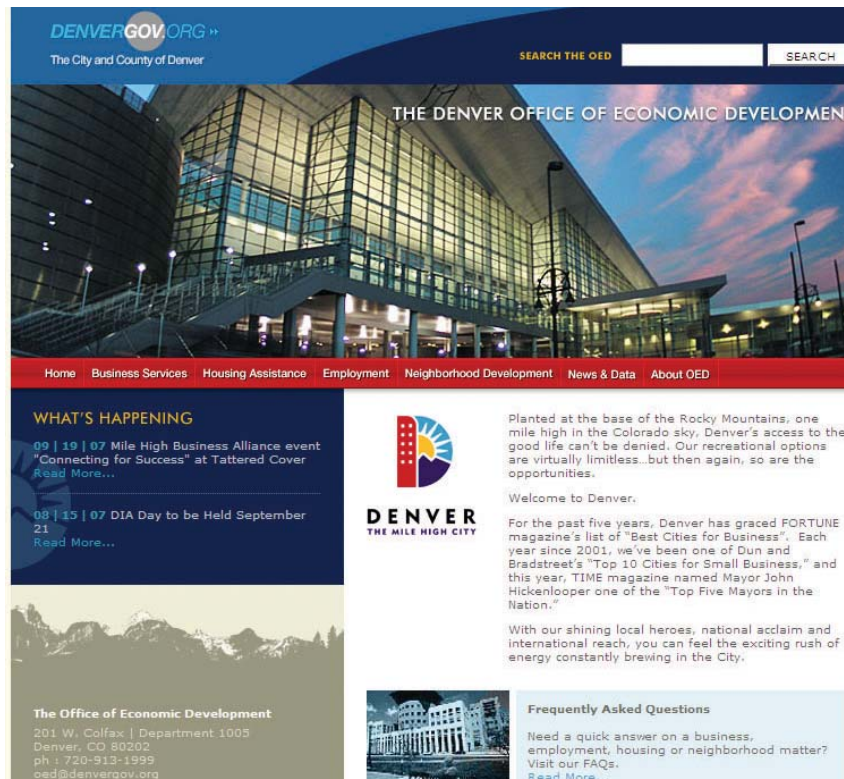
- *Gay* is a single mother with a felony background that prevented her from returning to her work as a Certified Nurse Assistant. Lacking a steady income and focus, Gay applied for TANF. During her assessment it became obvious that Gay had great people skills and needed an opportunity to work where she could utilize her skills and avoid her felony being a barrier. She entered the Community Based Training (CBT) program and was selected for an unpaid entry

level clerical position. She developed into a great asset for her team, volunteered for additional work, and took advantage of training opportunities. She tested for and was awarded the silver-level CRCC. When a permanent position opened up, Gay applied, was hired, and has become a successful employee of the City and County of Denver.

- *Sam*, a quiet and reserved 16 year old, thrived in his employment experience and overcame many hurdles this past summer. The Summer Youth Employment Program provided Sam the opportunity to grow not only in the acquisition of job skills, but in many personal aspects as well. Sam started out the summer program with unsuccessful interview experiences at two job interview fairs. His quiet and reserved nature did not earn

him a position, but with the support of his mother, he persevered. Ultimately the Youth Services team was able to develop a job with a proven employer, the main branch of the Denver Public Library.

Over the summer, Youth Services received numerous positive updates on Sam's progress. His tenure at the library has allowed Sam to progress from a shy teen to a confident technical library assistant, who loves to offer help to the individuals at the library Learning Lab. His supervisor Megan reported that Sam loved the environment at the library lab so much that he is planning on volunteering at least one Saturday per month to help library customers gain computer skills. The Youth Services team and the Library are working to extend Sam's position into the next school year.





Jefferson
County
Workforce
Center

Serving the Tri-County Region

Jefferson County Workforce Center

REGIONAL PROFILE

Jefferson County is one of Colorado's most populous counties, located just minutes from downtown Denver. Where the Great Plains meet the Rocky Mountains, it has some of the most magnificent scenery in America. Situated on the western edge of metropolitan Denver, the Jefferson County Workforce Center (JCWC) serves a diverse and unique workforce, ranging from urban and rural municipalities to thriving mountain communities. Jefferson County is the largest of three counties in the Tri-County Region, with a population of 548,557. Gilpin County supports an active gaming industry and has a population of 5,282. Clear Creek County, with a population of 9,848, is located only 40 minutes from downtown Denver and is a historic and recreational area.

Jefferson County

Jefferson County is one of the largest population centers in the State, giving businesses the advantage of a large and highly-skilled workforce. With a number of prominent industries, including bioscience, aerospace,

and energy, Jefferson County is also home to Lockheed Martin, the State's third-largest employer.

Jefferson County has had an explosion in energy employment in the last several years, making it home to one-third of the energy-related workforce in the Denver Metro area. This year's stratospheric rise in oil prices has made this industry's growth all the more critical. The Jefferson County Board of County Commissioners and the Jefferson Economic Council created the "**Energizing Tomorrow Task Force**", comprised of numerous locally-based renewable energy companies, representatives from traditional energy companies, and business and political leaders. The task force continues its efforts to encourage economic growth in the energy sector.

Lockheed Martin's involvement with the Orion Crew Exploration Vehicle continues. This project will be creating roughly 300 jobs, and each of these primary jobs is expected to indirectly create two or three secondary jobs. Ergo, this project has the potential to create at least 900 jobs over the next five years.

"By partnering with Jeffco Workforce we have been successful in hiring several great team members! The job fairs are very cost effective plus the training programs available through Jeffco Workforce are a great way to bring entry level candidates on board...The Staff is very supportive, creative and responsive to our needs."

-Deb Roberts, Ameristar

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	107%	Entered Employment	100%
Retention	105%	Retention	96%
Average Earnings	147%	Average Earnings	125%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	188%		
Placement	133%		
Degree/Certificate	173%		

Clear Creek County

Clear Creek County is a popular tourist destination, and most jobs are tied to tourism in some way. The nationally-renowned Georgetown Loop Railroad is located in Clear Creek County. Home to the towns of Georgetown and Silver Plume, together they are designated a National Historic Landmark District (the highest classification for an historic community).

Gilpin County

Gilpin County is known for its “big outdoors”, with two national forests and Golden Gate State Park. Mostly rural, key employers for this county include most of the Black Hawk and Central City casinos; this Gilpin County industry employs over 5,000. Local governments also utilize Gilpin workforce services.

Integrating Services, Leveraging Resources

- **Foothills Award** - The Jefferson County Workforce Center (JCWC) was an award recipient from the prestigious Colorado Performance Excellence (CPEX), which is based on the Baldrige National Program for Performance Excellence. JCWC is a winner at the Foothills-level, which recognizes achievements in developing formalized approaches toward attaining performance excellence.
- **Service Enhancements** - Jefferson County Workforce Center continues to implement Integrated Services—a process that fosters streamlining, prevents redundancies, and helps JCWC provide individualized resources and services to our

customers and partners. This has allowed JCWC to offer assistance not only with the basics like resume preparation, job search strategies, and mock interviewing, etc., but also more advanced topics such as networking, career transitioning and salary negotiation. Job matching tailored to the individual helps them find faster, more appropriate employment. Web-delivered assessments, training, workshops and various web upgrades let customers access career services and job listings from anywhere, 24/7.

- **GCDF/NAWDP Credentials** - To maintain a high level of quality service, this year 38 Workforce Center staff and partners completed specialized training to become Global Career Development Facilitators (GCDF), and several dozen have been certified by the National Association of Workforce Development Professionals (NAWDP). This type of high-level professional certification means that we can provide consistent, quality career services, while sharing resources for increased efficiency and economy. JCWC is also now training its partners on the staff and customer sides of Connecting Colorado, the major job website and database run by CDLE, and 23 partners from 10 agencies were trained this year. This will enable them to post more effective job listings, conduct targeted employee searches, etc. In

addition, a user manual is being developed to aid in these efforts.

- **Program Income/Fee for Service** - The Business Services team has achieved a 40% increase in program income this year, thanks to their crafting of customized hiring events for specific industries and employers. These efforts include using data-mining techniques and careful event coordination to ensure high-quality, results-oriented outcomes for their employer customers (and job seekers). As a result of endeavors like this, and a focus on excellent customer service, JCWC's Business Services works with more than 700 repeat customers. They include Xcel Energy, FirstBank, Exempla, Lafarge North America, Molson Coors, Coorstek, Kinder Morgan, Climax Molybdenum, Jeffco Schools, Pacific Western Technologies, and many more.

PARTNERSHIPS FOR TALENT DEVELOPMENT

Targeted Industries and Regionalism

- **Alliance with Arapahoe/Douglas Works!** - The Workforce Center and A/DWORKS! are in ongoing discussions regarding regional initiatives. These discussions include evaluating further ways to better serve their mutual customers in the southern part of Jefferson County (both businesses and job seekers).



“Thank you for

collaborating to develop a

series of brochures used

to market Jefferson

County’s high-tech

industries: aviation,

aerospace, bioscience,

energy, nanotech and

photonics. The grant

we received from the

Jefferson County

Workforce Center

was integral in getting

these brochures

completed. . . and

fosters an increase in

local collaborations

between government,

business, associations

and other partners within

these industries...”

-Michelle Claymore, Jefferson

JCWC is also looking at ways to provide training to jobseekers at a Littleton location. Other possibilities include utilizing libraries or recreation centers to enhance services to customers. The South Denver Metro Chamber of Commerce is a conduit and essential partner to the business development in the region. Both Jeffco and A/DWORKS! are chamber members, and joint events are being planned in the coming year.

Plans include a series of panels, which will feature experts who will highlight their industries, provide career path and wage information, discuss local and national opportunities, give training and education information, and share snapshots of current and future jobs. The panels will feature industries within the region, and will be hosted at various locations within Jefferson’s Tri-County area and in Arapahoe/Douglas County. Workforce and economic development partners and staff will be invited, as well as job seekers, displaced workers, students and teachers. This initiative will “kick-off” during Workforce Month (September), and continue through 2008.

- **Hiring Events** - As industry associations and business partnerships increase, plans are being made for sector-based tours, presentations, panels, workshops and fairs to expand career knowledge of staff and job seekers. Hiring events and job fairs this year included a major manufacturing job fair, the

Boom-a-Fair, and the annual Casino Job Fair. Data-mining the JobLink system, and the use of IVR calls, emails, press releases, etc., continues to connect more and better qualified candidates with potential employers.



Jefferson County Workforce Center

- **Business Focus Groups** - For more than a year, JCWC’s Business Services team and the Tri-County Workforce Investment Board (WIB) have convened focus groups of various large and small businesses engaged in manufacturing—Coors, Sundyne, Ball, DSC Windows, and Piper Electric—to discuss their workforce development needs, much of it mirroring the NAM study. Conversations have generated ideas and possible seeds for collaborative work based on the findings related to business needs. Soft skills assessments and training classes are being developed at Jeffco to use across the targeted industries. Data gathered in this area can be utilized by our partners in their initiatives. A regional “working together” mode is occurring thanks to the WIRED grants, as well as recruitment of individuals

who cross county lines. JCWC's work in developing a Manufacturing Advisory Council is expanding into bioscience, energy and other key industries. The Advisory Council is made up of businesses, educators, local elected officials, economic development leaders, and WIB members, and has begun developing a sector approach in meeting the needs of targeted industries.

- Manufacturing Collaborative** - A regional approach to the manufacturing industry is being developed with Jefferson County, Boulder County, economic development organizations in the respective counties, and Colorado Association of Manufacturing Technology (CAMT). A WIRED grant application is being considered, to serve incumbent, employed workers and displaced and/or dislocated individuals. Red Rocks Community College was commissioned to develop curriculum to address soft skills gaps in our targeted industries.
- Energy Initiatives** - Along with the manufacturing collaborative, JCWC continues to focus on the energy industry, especially renewable, as it supports the International Center for Appropriate and Sustainable Energy (iCAST), the recipient of a WIRED grant to train up to 200 people in energy auditing and create "green-collar" jobs for today and the future. In addition, a statewide Energy committee includes a great deal of collaboration in the metro area as we work together to

examine data, develop new coding for jobs of the future, and design training programs to begin to grow a new workforce in Colorado. JCWC was pleased to nominate one of their partners, LaFarge North America for the Jefferson Economic Council's Business Partnership Award of 2007, which they won this year.



- Process Technology** - During 2007, Jefferson County Workforce Center successfully used a grant in partnership with Red Rocks Community College to develop a pipeline of highly skilled workers for the process industries. The curriculum was developed and taught by practicing industry professionals. Numerous area high schools have incorporated pathways to the Process Technology programs through their curriculum. Sustainability of this project can be attributed to the numerous partnerships created as a result of the Rockies Alliance for Process Technology and through continued funding through Workforce Innovation in Regional Economic Development (WIRED).

[Tri-County Workforce Investment Board](#)

The Tri-County Workforce Investment Board began a strategic planning process in

August 2007 that was facilitated by staff from the Corporation for a Skilled Workforce, a national leader in defining risks and opportunities for stakeholders across the country in business, government, education, economic development, human services and philanthropy. Board members identified four areas-- Organizational Image, Skilled Workforce, Industry Focus, and Financial Health--and established committees to create objectives and planned work around the purpose of the WIB: to convene, to inform, and to advocate.

Examples of the Board's work include attendance at the National Association of Workforce Boards in Washington, D.C., where four WIB members met with staffs of the Colorado Congressional delegation to educate and advocate for the priorities for workforce development. Jane Barnes, Preston Gibson, Janice Rooney, all members of the WIB Executive Committee, and Mark Propp from Xcel Energy met with staffs of Senators Salazar and Allard and Representatives Perlmutter and Udall.

Dell Hendon from Coors and Workforce Center staff attended the National Association of Manufacturers Conference in Baltimore and brought back information that led to the formation of a manufacturing consortium in Jefferson County. Scott Day from Exempla Lutheran Medical Center, and Jane Barnes representing St. Anthony's Hospital Central and staff from their respective hospitals attended the National Healthcare Workforce Development Summit in Arlington, Virginia to look at best practices regarding the recruitment and retention of healthcare workers.



“We are

proud we have
partnered with the
Jeffco County
Workforce Center for
over 3 years. They
provide us with an
easy way to route and
pre-qualify job
applicants and they
give us a large
exposure to the
available workforce.”

-Malinda M. Feola

Lafarge North America

WorkKeys/CRCC

Jeffco is utilizing the Career Readiness Colorado Certificate (CRCC), which is currently based on the WorkKeys job skills assessment tool, measuring “real world” skills that employers feel are critical to job success. The Tri-County Region has several businesses that will participate in this pilot project and utilize the CRCC as a hiring and retention tool. JCWC, Denver Metro Workforce Center, and A/D WORKS! are collaborating on the CRCC; this pilot program is part of a larger statewide initiative.

Veterans Services

The Veterans Services, provided annually to over 3500 vets by JCWC's staff and CDLE Veterans Employment Specialists, have been recognized and lauded as some of the best in Colorado. As a result, the State Veterans' Coordinator from the CDLE annually assigns our Veterans staff to his Peer Review Program, to review and provide training to other Veterans programs throughout the State.



- **Why Hire a Vet?** - Hiring veterans is not just goodwill-- it's good business. This spring, JCWC, along with others, hosted a new business seminar called “Why Hire a Vet?” Over forty businesses attended to hear how veterans of America’s armed forces have the skills, resilience, character, and training that businesses need, to stay competitive in today's volatile economy. During the seminar, Hank Ward of Molson Coors spoke about a

new, company pilot program aimed at hiring veterans. The Molson Coors program includes a day on the job to determine interest, and additional training at local colleges for committed recruits. This seminar was sponsored by the Jefferson County Workforce Center, A/D WORKS!, and the South Metro Denver Chamber, and will become a series, thanks to the enthusiastic response from businesses.

Arboriculturist Program with Vocational Rehabilitation

Partnering with Vocational Rehabilitation, the Workforce Center now offers a 13-week program in arboriculture. This specialized training follows the National Certification manuals and is backed with current industry practice. The instructors are professionally-certified arboriculturists. Upon completion of the program, participants will have earned certifications accredited by the International Society of Arboriculture (ISA), and 90% of the program is transferable outside of Colorado.

Boomer Activities

Jefferson County Workforce Center continues its focus on the country's largest population group, the Baby Boomers.

Plans include increasing the number of partners who work with this population to help find meaningful employment and/or volunteer opportunities.

The Workforce Center is also working with CDLE's Public Affairs Office to strategize and develop enhanced boomer services, and regional efforts are in the planning process. For this year's Boom-A-Fair, a job fair specifically for Boomers, there

were 45 vendors and over 2,300 job seekers in attendance, and more than 250 customers have attended the monthly Job Search for Boomers workshop this year. This workshop has been the entry point for the Boomer Job Club, which is actively attended by new members at each session. The Workforce Center has contracted with a professional Job Club Facilitator to ensure that the Job Club is a highly effective networking and job search tool for attendees.

Jefferson County Workforce Center is also partnering with organizations like St. Anthony Health Foundation to foster Boomer opportunities in the local communities. With Workforce funds, JCWC has helped St. Anthony's equip its Boomer Career Center, which is being used to help Boomer customers with resume-building, job seeking, and job training through the use of the JCWC website.

YouthWorks

With its YouthWorks division, JCWC is working to give youth the right tools to break into today's workforce. A great example of this is the Hospitality Career Camp, hosted together with the A/D WORKS! Youth Program. The week-long summer camp provided youth with the opportunity to gain hands-on technical skills as well as practical knowledge about the industry, and the career pathways and jobs available to them. A job fair and awards ceremony was held at the Metropolitan State College of Denver on the last day of the Camp. Youth participants helped plan, organize and apply the skills they acquired throughout the week to organize the ceremony. JCWC provided transportation and supervision for several youth from the Devereux Cleo Wallace

Center, who otherwise would not have been able to participate. This event was very successful and four youth found jobs at the job fair that same day.

Youth Awards Ceremony

The third annual Tri-County Youth Council's "Outstanding Youth Award Ceremony" was a huge success this year. The purpose of the ceremony is to recognize outstanding youth for their education and life achievements. The Council planned to recognize 20 youth and host approximately 75 attendees, based on previous years. However, the actual numbers expanded to 37 youth and more than 200 attendees, resulting in a change of venue and higher budget. This is a huge testament to the region's commitment and dedication to recognizing the youth for all their hard work and accomplishments.

Job Safari Summer Camp

Jefferson County Workforce Center's "Job Safari" Summer Camp (for youth, ages 14 to 21), co-staffed by Jefferson Hills, also continues its successful run. An opportunity for youth to learn about the academic, technical, and interpersonal skills required for a particular job and how these jobs connect to school, college work, and their goals for the future, this program has been well-received.

The camp blends a career assessment portfolio with discussions and hands-on activities to help youth decide whether a career in a particular industry might be right for them. Onsite visits to varied industries and businesses give participants the chance to "sample" different career possibilities and work cultures. "Job Safari" connects work readiness and retention activities with character and team building skills that promotes

confidence, challenges, cooperation, peer mentoring and acceptance of others, all of which help youth become successful participants in the current and future workforce.



Transition Planning for All Youth

Jefferson County Workforce Center's Independent Living Skills (ILS) program received a Best Practices Award at the 2007 annual Think Big Youth Conference. Started in late 2005, JCWC in conjunction with community partners began offering ILS classes, to provide transition skills to youth in need. Transition is the process in which all aspects of youth development come together to better prepare youth for adulthood and the world of work. The ultimate goal of this program is to improve the lives and prospects of youth, while contributing to the safety and prosperity of the community.

A unique, well-rounded series, these classes include skill building in areas such as career planning, workforce preparation, nutrition, cooking, healthy relationships, community resources, etc. This year JCWC is expanding this program, working with partners such as TCF Bank and the Young Americans Bank of Colorado, adding classes on job retention and financial literacy, among others. Research shows that by combining all of these various components into one individualized program, young people, especially those identified as high-risk, have a greater opportunity to successfully transition into adulthood.



“Henderson

Operations held three hiring events in partnership with the Colorado Workforce Center in 2008. The quantity and quality of candidates were exceptional. The events have significantly aided the Henderson Operations in our recruiting efforts for 2008.”

-Eric E. Kinneberg

Freeport-McMoRan Copper & Gold Inc

Youthworks Partners

JCWC also works with other partners, such as:

- **Eaton Terrace Assisted Living Center** - ILS participants receive valuable work experience at various opportunities within the Center.
- **MediaBridge** - the graphics camp was offered for the first time, giving youth access to today's cutting-edge digital media, offering workshops on website design, video production, and graphic design.
- **Jefferson County Truancy Court** - JCWC is providing career exploration opportunities, job-readiness activities and educational support to help reengage youth and assist them in avoiding further involvement with the judicial system.
- **Jefferson Hills Treatment Center** - This partnership is progressing as planned, including cross-training, transitions skills training and educational activities. Jefferson Hills will be the pilot site for a new incentive program to help motivate youth in obtaining and completing transition related tasks.

Clear Creek Cty & Gilpin Cty Workforce Centers

The two smaller workforce centers of the Tri-County Region forged an innovative partnership with the Colorado Division of Vocational Rehabilitation (DVR) this year. The Clear Creek County Workforce Center hosted a meeting between DVR and local government agencies to welcome

the newly-assigned DVR counselor for Clear Creek and Gilpin counties. The two Workforce Centers serve as hubs for local referrals from these two mountain communities to DVR.



DIVISION of
VOCATIONAL REHABILITATION
State of Colorado

This year also saw the re-signing of the Memorandum of Understanding between the Tri-County Region Workforce Investment Board and its principles (Jefferson, Gilpin and Clear Creek counties) and all of its partners. As a result, a part-time staff member was hired to open the way for changes deemed innovative and responsive to the needs of the workforce, businesses, and economic development in the mountain communities. Changes already in progress include more staff availability on site, established walk-in hours and monthly job search workshops and computer know-how clinics at both of these rural workforce centers. Plans for a higher level of strategic partnerships in the casino industry are also underway.

The Mountain Centers provide a matrix for community collaboration, working on projects with agencies in their respective communities. Job seeker services include job referrals, Atlas self-assessment review and action plan development and strategies, assistance in the Career Center (navigating Connecting Colorado, resume preparation and

critiquing, computer basics, internet basics, online applications, setting up e-mail, access to Key-Train, access to Qwiz Online, prescreening, signing up for WIA, etc.

Community Based and Internal Partnerships

Colorado Works Career & Family Services (CFS), one of Jeffco's internal partners, continues to implement integrated processes that target resources and services to customers and partners including Child Welfare, Community Assistance, Head

Start and the Jefferson County Connections Grant. These include the addition of three navigator positions to aid Child Support Enforcement (CSE) customers in navigating in the Jeffco's Career Center. As a result of this service, CSE's recovered child support payments went from \$787.16 to \$11,761.39.

Career and Family Services also added Life Long Adult Education Services (LLAES) to their list of partners that can provide intensive services to the most vulnerable customers. LLAES

offers early detection of problems and assessment of strengths and potentials during pre-employment, and employment activities that guarantee more appropriate services and outcomes for high-risk CFS customers with disabilities and lower-cognitive abilities. Pinpointing appropriate support services and accommodations for customers with mild disabilities results in more success overall, with better prospects for getting and keeping a job, meaningful wage gains, and self reliance.

Jefferson County Workforce Center

Moving Today's Workforce in a New Direction...

Home Business Services For Job Seekers What's New Additional Resources About Us

Employers, jump to:
Select one

Looking for work? jump to:
Select one

Did you know that the JeffCo Workforce Center offers these free services...

...For Businesses
[Free Job Posting](#)
[Hiring Assistance](#)
[Jump to Business Services](#)

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[Orientation Video](#)
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[Skills Assessment](#)
[Career Resource Center](#)
[Internet Job Search](#)
[E-Colorado](#)
[Job Market Info](#)
[Job Search Workshops](#)
[Have a Disability?](#)
[Skills Training](#)
[Relocation Information](#)
[Under 21?](#)
[Jump to Job Seeker info >>](#)

BUSINESS SERVICES

Whether you're looking to recruit top talent, expand the skills of your staff through education and training programs, or ease the transition for displaced workers, the Jefferson County Workforce Center has the tools, resources and expertise to help you find the best solutions for your business.

[Hire your next employee >>](#)
[Get assistance hiring great staff >>](#)

JOB SEEKERS OVER 21

Attention Job Seekers! The Jefferson County Workforce Center specializes in bringing qualified job seekers and employers together, but there's much more to what we have to offer. We'll help you get the training you need to set out on a new career path, or strengthen and expand your skills. Our services give you the competitive advantage in Jefferson County's job market.

Take advantage of special programs for youth and military personnel and their spouses, Hiring Events and Job Fairs, online learning, and other education and training opportunities. We're here to help you reach Hire Results!

Under 21?

Today's Jobs
[Today's Jobs >>](#)
[Register to see other job postings >>](#)
[Already registered? Click here >>](#)
[File for Unemployment >>](#)

Hot Jobs

CO5239988	Administrative Specialist Arvada \$2465-3362/Mo
CO5240098	Human Resource Assistant Golden \$12-15/Hr
CO5240051	Help Desk/Call Center Lakewood \$Negotiable
CO5240525 CO5240526	Concrete Formsetters/ Finishers Golden \$14+/Hr

[Learn more about these jobs >>](#)

Receive Our e-Newsletter for Businesses
[Sign Up to Receive the Hire Results newsletter by email](#)

Upcoming Events for Businesses
 Bio-Science Industry Forum | Tuesday, September 25 7:30am - 10:00am
 Manufacturing Industry Forum | Friday, September 28 7:30am - 11:30am
[Click here to see all events](#)

Business Survey
 Main location:
 Laramie Building
 3500 Illinois Street
 Golden, CO 80401
 303-271-4700 phone
 800-659-3656 TTY/TDD





Larimer County Workforce Center

Larimer County

Workforce Center

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

REGIONAL PROFILE

The combination of a Front Range location along with the proximity to the Denver metropolitan area provides many influences upon the Larimer County economy. Yet, Larimer County maintains its own unique character and employment base, blending the traditions of an agricultural society with the qualities of modern urban life. The populations of Larimer County and neighboring communities continue to grow a relatively rapid pace. Colorado's State Demographer estimates that the Northern Front Range's population will grow at 3.9% over the next few years and at a similar pace through 2030, making it the fastest growing region in the state. In 2006, there were almost 517,000 people living in the area. National publications continue to highly rank communities in Northern Colorado with regard to various "livability" measures. The most recent example was Money magazine's designation that Fort Collins was the second "Best Place to Live" in the United States.

Larimer County has a diverse industry base, as 78.1% of total employment was spread among five industries in 2007: Services (25.4%), Retail Trade (13.3%), Manufacturing (9.2%), Accommodations/Food/Entertainment (12.5%), and Government (17.7%). Despite this, the local economic outlook has changed significantly with the PY06 unemployment rate of 3.4% increasing to 4.7% this year. Manufacturing activity related to computer and electronic equipment continues to remain flat, Business Services has seen no growth in establishments, and there has been no significant growth in Retail. Health Care activity has tracked as anticipated, now representing 95% of our proportionate employment. Employment in Construction in Larimer and Weld has decreased by 200 jobs in the last year but the wages have increased to \$900 a week, with a greater increase in Weld (\$930) than Larimer (\$881). While this is relatively healthy, the 2008 data, which is not yet available, is expected to indicate considerable declines.

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	90%	Entered Employment	97%
Retention	90%	Retention	99%
Average Earnings	98%	Average Earnings	130%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	96%		
Placement	113%		
Degree/Certificate	176%		

The increase in wages in Weld County to \$744 is negligible (less than 1.5% over the last year, a decrease in purchasing power). The increase in Larimer County to \$812 is a more significant increase, but adds nothing to the purchasing power of workers. Overall, average weekly wages were less than the state average of \$927 at the end of 2007, indicating an increase above that needed to maintain purchasing power. The net result is that both Larimer and Weld are continuing to have wages in the lower half of the 305 largest US counties, while Boulder and Denver have wages in the top 50 US counties.

Larimer County Workforce Center

To maximize and complement the goals of the WIA, the Larimer County Workforce Center (LCWC) is a fully operational one-stop system. The internal structure of the LCWC is supported through the operation of three Centers: (1) The WIA Center; (2) The Employment Center; and (3) The Works Center.

The WIA Center operates:

- WIA Adult, Youth, and Dislocated Worker
- Trade Adjustment Assistance
- Larimer County Youth Conservation Corps
- Colorado Youth WINS Program

The Employment Center operates:

- Wagner-Peyser (Job Seeker and Business Services)
- Veterans Services
- Employment First
- Disability Program Navigator
- Governor’s Summer Job Hunt
- WIA Adult Discretionary Grant (Regional Business Services Consortium)

- Unemployment Insurance Auditors / Hearing Officer – an on-site partnership with the Colorado Department of Labor and Employment.

The Works Center operates:

- Larimer County Works
- Larimer Center for Mental Health – an on-site partnership providing mental health services to participants in the Works Center, the WIA Center, Employment First, and as otherwise necessary throughout the agency.

Number of Clients Served

The LCWC offers two offices (Fort Collins and Loveland) for the 15,610 customers served within Larimer County during program year July 1, 2007 – June 30, 2008. Both offices offer the full-array of services to customers, although substandard space in the Loveland Center does affect the extent to which services can be offered. Approximately 14,482 job seeking customers accessed the Employment Center labor exchange services during Program Year 2007. Of these 37% were receiving Unemployment Insurance (UI) and 85% took advantage of the internet-based self-registration system introduced in Colorado in August 2002. Our Workforce Investment Act (WIA) programs served 501 participants during this program year with 265 dislocated workers, 59 adults, and 177 youth.

Technological Improvements

In order to position Employment Center functions and staffing to effectively respond to changing

financial resources and customer demands/needs, the LCWC implemented a new service delivery system for Job Seeker Services housed within the Employment Center (Wagner-Peyser). Job Seeker Services transitioned to a computerized self-registration, self-service system for job seekers (with the exception of IVR calls). To insure that job seekers are successful in the self-registration process, regularly scheduled staff is designated to assist customers in the computer lab.

- **Website Enhancement -**

During this program year, the LCWC committed considerable time and resources to further develop its website as a primary resource for job seekers and businesses. These include newsletters for job seekers and businesses along with other current information on labor market, wages, and trends in employment.

- **Customer Tool Box -**

For each customer group, a “tool box” was created with resources, printed materials, and links that can be printed and/or downloaded. A job seeker blog was created and piloted. A calendar of events was developed on which workshops, regional job fairs, hiring events, and special events are posted. The website also hosts a customer feedback system for questions, complaints, compliments, and comments.



T

he WY-CO

Workforce Partnership

serves a geographic

area of 14,296 square

miles with close to one

million residents

including those in two

neighboring states.

PARTNERSHIPS FOR TALENT DEVELOPMENT

WY-CO Workforce Partnership

The Larimer County Workforce Center received a WIA Adult Discretionary Grant in February 2007 to develop a Regional Business Services Consortium among Business Services Teams (BST) within Workforce Boulder County, Employment Services of Weld County, Wyoming Department of Workforce Services (Cheyenne Office) and the Larimer County Workforce Center.

The WY-CO Workforce Partnership has created effective and efficient communication and synergy among the Business Services Teams, resulting in enhanced the quality and quantity of services to employers and job seekers.

Accomplishments of the partnership include:

- **WYCO Partnership Brochure** - The partnership developed a brochure targeted to employers that explains how Business Services Teams are working together, on a regional level, to match employers with prospective employees. This regional collaboration has been particularly appealing to companies considering relocation to the region.
- **Regional Monthly Economic Snapshots** - Each Workforce Center shares pertinent information about what's happening economically in their county on a monthly basis, so that each Workforce Center is able to gain a big picture vision what is happening on a regional basis.

- **Industry Impacts** - The WY-CO Workforce Partnership also identifies a particular industry each quarter and provides a written article about the impacts of that industry in their county. This information is shared with each Workforce Center so that front-line staff and job seekers can access current and relevant labor market information.
- **Regional Job Fair for Professionals** - Held on March 13, 2008, this job fair targeted employers with job openings that provided a compensation package of at least \$30,000 per year. Nineteen regional employers participated and almost 800 job seekers attended the Regional Job Fair. Of the 19 employers, 15 employers reported that they found enough job seekers to meet their employment needs and all 19 employers reported that they would participate in a similar Job Fair in the future.

Business Services Team

The Larimer County Workforce Center's Business Services team focused on building an increased awareness of our services within the county as well as developing relationships with Boulder County Workforce Center, Workforce Services of Weld County, and Southern Wyoming Workforce Services during the past program year. The Larimer County Business Services Team posted 4,689 job orders which yielded 11,819 job openings, an increase of 36% from the previous program year. This increase in job orders is attributed to several factors, including new marketing programs and materials, and an enhanced LCWC website.

As more and more businesses access LCWC services, it has become increasingly difficult to develop relationships with employers and to share knowledge of local employers with other staff. To address this challenge, the BST has incorporated the concept of Industry Specialists, with targeted industries chosen based on staff interest, existing relationships with employers, and high demand industries. The Industry Specialties are: Transportation and Hospitality; Food Service and Retail; Education and Social Services; Construction; and Health Care.

The Business Services Team has identified various benefits of this new approach:

- Improved relationships with businesses equals improved customer service.
- Increased knowledge of an industry (hiring needs, challenges, growth, job opportunities, career paths, etc.).
- Successful sharing of industry knowledge with both job seekers and other staff.
- Efficient way for BST to manage increasing numbers of business customers.

The Business Services Team also devoted considerable resources to improving the LCWC website and making it more useful and informative to all customers. Employers can post a job through the website, link to multiple community resources and information sites, and find answers to employment and business related questions. In 2005, the Business Services Team

set a marketing goal to double the current business penetration rate of 9% to 18%. In May 2008, LMI Gateway indicated that Larimer County had an employer base of 14,439 (31% growth) and 2,459 employers were showing in Joblink. That's a 17% increase in the penetration rate and an increase of 148% in the number of employers served that are listed in the Joblink database.



Job seekers wait to speak to employers at the Regional Job Fair for Professionals held in northern Colorado.

[Larimer County Business and Enterprise \(LCBE\)](#)

In December 2005, the County Commissioners funded an 18-month Economic Development Pilot Project to determine the role of Larimer County government in local economic development efforts. Early into the pilot implementation, the Larimer County Workforce Center was asked to manage and guide the pilot. Upon successful completion of the pilot, the initiative was formally titled the Larimer County Business and Enterprise (LCBE) Program.

During the past program year, the LCBE successfully accomplished the following:

- **LCBE Website** - This new website (www.LCBE.org) is designed to assist existing local businesses and prospective businesses by

providing information about economic development, workforce, education and training, business incentives, rural enterprise, emerging industries, and art and design industries.

- Researched and purchased **EMSI Software**, an economic development and workforce development dynamic modeling software with a GIS component and assured that six Workforce Center staff and four Regional Economic Development staff were trained to use it. Reports are continuing to be sent to regional partners.
- Created a regional **Food Policy Group** to address the potential of rural agricultural enterprises to support the local food and value-added products industry and to identify gaps in services and products.
- Established the **Regional Economic Gardening/ Business and Library Information Services (BLIS)** working group to explore the feasibility of a formal regional business services group. Members include: Small Business Development Center (SBDC), Colorado State University (CSU), Regional Library, Cities, community colleges, and the county economic development staff. Services would range from Start-Up and Business 101 classes to advanced competitive intelligence and market analysis research for second level companies or restructuring strategic plans.



The Energy

Boost Training

introduces students to the energy industry through an 80-hour program. Upon successful completion of the Energy Boost Training, students are guaranteed an interview.

- LCBE staff applied for and was accepted into the **National Renewable Energy Lab's Energy Executives group** to receive training on renewable energy to better understand the economic impacts of renewables in Larimer County and how to assure a sustainable and renewable energy supply in to the future.
- Partnered with the Small Business Development Center to plan a **New Agriculture/New Farmer training** as a next level class for 25 farmers or producers in Larimer and Weld counties. This is business training for entrepreneurial agricultural farmers who want to retrain into the new markets.
- Expanding the research that demonstrates the latent potential for heritage and agricultural tourism in northern Colorado, a regional group has been formed to write and submit a regional grant to the State Heritage Tourism Office. The grant is to develop a strategic plan for heritage tourism for Weld and Larimer Counties.

Over the next 18 months, the Larimer County Business and Enterprise Program will perform a series of studies. Each study has a distinct theme tied to integrating workforce and economic development for a sustainable economy. The theme of Phase I will address workforce and the new world of work: Working, Learning, Entrepreneurs - Innovation; the theme of Phase II is Economic Trends and Drivers; and Phase III is Agriculture and Rural Enterprise.

Employers' Roundtables

Each year, since 1982, the Larimer County Workforce Center has presented monthly informational seminars designed for small business, called Employers' Roundtables. Thanks to sponsorships from the public and private sectors, Employers' Roundtables and September Symposium are presented free of charge.

Attendance at the monthly Employers' Roundtables averages 50 and 175 people. In addition to small business, Roundtable attendees represent large business, private non-profit, and government agencies. Seminars for 2007-2008 included: Hiring People With Disabilities Makes Dollars and Sense; The New Profit Model: Making and Keeping Money; Leveraging Leads; Simplify and Organize Your Life at Work; Workplace Email Basics; Persuasion & Influencing Skills; Failure Proofing Your Projects.

September Symposium

The 22nd Annual September Symposium (September 2007) attracted approximately 700 registrants. Eight breakout sessions and an endnote address highlighted this half-day event. The Fort Collins Coloradoan and First National Bank of Fort Collins provided sponsorship for the Symposium in 2007. An Enterprise Zone marketing grant from the Colorado Office of Economic Development and International Trade, a grant from the Colorado Workforce Development Council, and a grant from the Colorado Department of Labor and Employment were also used to underwrite some of the Symposium expenses.

Enterprise Zone Administration

Also somewhat unique, since 1994, the Larimer County Workforce Center has administered the Larimer County Enterprise Zone. This state program promotes economic development in qualifying areas around the state deemed Enterprise Zones through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones. In addition to the Enterprise Zone marketing dollars that help fund Employers' Roundtables and September Symposia, the Workforce Center has been able to channel dollars to Enterprise Zone projects for community development, economic development, and health and human service activities within the Enterprise Zone areas of Larimer County.

Energy Boost Training (WIRED Grant)

The Energy Boost Training is offered through the Front Range Community College in Fort Collins, Colorado. The training program is funded by a Workforce Innovation in Regional Economic Development (WIRED) grant from the US Department of Labor, Employment and Training Administration working in partnership with the Colorado Department of Labor and Employment, the Metro Denver Economic Corporation, and the City and County of Denver's Office of Economic Development. The Larimer County Workforce Center assisted in the administrative functions of the grant, recruiting students, and providing job search workshops for the students.

The Energy Boost Training introduces students to the energy industry through an 80-hour program. Upon successful

completion of the Energy Boost Training, students are guaranteed an interview with the area's top energy companies including: Vestas Blades, Platte River Power Authority, Woodward, Solix, Advanced Energy, and others for production worker and technician positions starting at \$30,000 per year. Three sessions of training have been completed with a total of 45 students having graduated from the Energy Boost training, and 28 students having interviewed with local companies. Preliminary results of interviews confirm seven students have entered employment and an additional six are in the final interviewing process with other local employers.



Works Coach, Sami Petersen, sits at her desk as holiday gifts from the local Unitarian Church begin to fill her cubicle.

Additional Strategies and Models

Car Donation Program - Started in October 1998, the car donation program is a collaborative effort between the Larimer County Workforce Center and Project Self-Sufficiency (PSS). PSS is a local non-profit agency. The program's mission is to provide cars to participants whose transportation issues prevent them from successfully participating in a TANF work activity and/or obtaining and retaining employment. As of June 30, 2007, 404 cars have been donated to TANF participants.

Holiday Gift Program - For the past six years, the local Unitarian Church has worked in partnership with the Larimer County Works Center to adopt TANF families during the holidays. During the 2007 holiday season, the Unitarian Church provided gifts to almost 90 TANF families. Additionally, Realities for Children, a local non-profit agency, donated over 60 bikes to TANF families, being served through the LCWC.

Education and Life Training

Center - During this year, the LCWC continued to work with the Education and Life Training Center (ELTC), the Adult Basic Education/Family Literacy Center in Larimer County, to provide basic computer education to job seekers. ELTC works with individuals who have limited to no computer skills, teaching them how to effectively use computers in their job search.

The "Computer Basics for Job Seekers" workshop is designed to teach the basic computer skills needed to complete on-line applications, set-up an e-mail account, and type a resume. The initial grant ended on June 30, 2007; however, due to continued customer demand, the LCWC continued this service through Wagner-Peyser funds. During Program Year 2007, the LCWC enrolled 113 job seekers in this service. Based on Unemployment Insurance (UI) Wage data available during the year, 70.83% of the customers who participated in the service entered employment at exit and 96% of the customers who exited to employment in the six-month retention period were still employed.



An employer

who participated in the

Regional Job Fair said

that it was “fantastic!”

He accepted 45

resumes and reported

that the Job Fair was

“10 times better than

normal recruiting”.

This employer

participated in the Job

Fair with the intent of

hiring one candidate

but, due to the quality of

the candidates, hired

two.

(dis)Ability Job Fair - The Larimer County Workforce Center hosted the inaugural (dis)Ability Job Fair in October 2007. Over 200 job seekers with disabilities shared their abilities with 15 participating employers. Local service providers and community-based organizations also participated in the Job Fair. The event was so successful that it has become an annual event and the Colorado Division of Vocational Rehabilitation is a partner in the (dis)Ability Job Fair scheduled for October 7, 2008.

Larimer County Youth Conservation Corps (LCYCC) -

The Larimer County Youth Conservation Corps (LCYCC) was originally funded through a federal AmeriCorps grant. When the full term of the AmeriCorps funding was expended, the LCYCC was redesigned to function as a revenue-generating/self-sustaining program and has been in operation continuously for more than five years since the completion of the AmeriCorps funding.

The LCYCC offers a ten-week summer youth employment program. The program empowers youth, ages 16 -19, from diverse backgrounds to become engaged citizens by completing service projects for the environment and community. The program promotes skill development for personal and professional growth including work readiness workshops and opportunities for high school and college credit.

As a fully functioning “Fee-For-Service” program, the LCYCC was able to hire 32 Corpsmembers and four (4) youth mentor assistants for the Summer of 2008. This was made possible through public/private funding partnerships with the City of Ft.

Collins, Larimer County, State and Federal agencies, Anheuser Busch, and Happy Hear Farm.



Youth corpsmembers build a fence on the Michaud Trail in the Fort Collins Natural Area.

The LCYCC received full-accreditation for the eighth consecutive year, sponsored by the Colorado Youth Corps Association (CYCA). Additionally, 16 corpsmembers received a \$1,000 AmeriCorps Education Award offered through the CYCA. For the 2008 season, the LCYCC established partnerships with the Poudre School District and the Thompson Valley School District. Through these partnerships, LCYCC corpsmembers who completed the program were eligible to receive one semester of elective credit at their high school. The LCYCC also partnered with Front Range Community College to offer college credit for completing the program with payment for the credit hours.

Older Worker Job Fair - The LCWC continues to take a lead partnership role in organizing and implementing the annual Older Worker Job Fair for customers 50 years of age and older. The continued partnerships with the City of Fort Collins, City of Loveland, Senior Advisory Board, and the Larimer County Office on Aging, ensures a countywide event

that brings employers and older job seekers together in a professional job fair.

The Older Worker Job Fair was held at the Fort Collins Senior Center on April 16, 2008. Over 600 older worker job seekers and approximately 26 employers attended the event. Sixty-one percent (61%) of those surveyed left the Older Adult Job Fair with "employment prospects" and 21 out of 22 employers stated that they would be interested in attending the Job Fair next year.

Veterans Job Fair and Veterans Standdown - The Larimer County Workforce Center sponsored the annual Veterans Job Fair on October 17, 2007 at the Hilton Hotel. Over 210 veterans attended the Job Fair and the employers who participated were extremely pleased and excited about the quality of the job seekers.

On October 30, 2007, the first-ever Veterans Standdown was held at the American Legion Post. Approximately 100 homeless and needy veterans received clothing, sleeping bags, flu and pneumonia shots, haircuts, dental screenings, a hot meal, gift cards for food, and assistance from the Veterans Administration and other agencies. The event was supported by the veterans and non-veteran staff housed within the Larimer County Workforce Center, along with other community and state partners.

Leadership/Accomplishments Career Transition Award - The Career Transition Team (CTT) received an award for their use of a set-aside proposal for WIA Adult and Dislocated Worker programs at CDLE's Best Practices Symposium in October 2007.

Employment First (EF) Awards - The Larimer County Employment

First team received the award at the state wide conference in October 2007 for having the Highest Number of EF Customers Obtaining Employment (Large County).

Poudre School District's Alternative Cooperation Education (ACE) Award - This award was given in May 2008 to the Larimer County Youth Conservation Corps (LCYCC) for the program's decision to assist a student with employment, training, and learning through the LCYCC while working with the ACE program.

Veteran Employment Office of the Year - The Fort Collins office of the Larimer County Workforce Center was selected in July 2008, by the American Legion, as the Veteran Employment Office of the Year.

LARIMER COUNTY WORKFORCE CENTER

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Where Larimer County Comes to Work.

Home Page Job Seekers Employers Español Youth Services Veterans Adults Useful Links

For Job Seekers

New Workshop!
Presented by Katy Piotrowski
Career Goal Setting 2009
View workshop description and Register Here

See Careers in Larimer County that are Growing!
Click Here!

For Employers

Regional Energy Industry Job Fair
Employers - Plan to attend the Regional Energy Industry Job Fair... Register here!

HIRE Expectations - An Employer Newsletter
Read the current issue of HIRE Expectations

Visit www.LCBE.org!
Larimer County Business and Enterprise Website... Find Resources, Information and Links to Support your Business!
Go to www.LCBE.org

Event Calendar - see workshop calendar, click below

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Coming Up...

Energy Industry Fair
September 24, 2008
See Details!

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Pikes Peak Workforce Center

Pikes Peak

Workforce Center served over 48,000 job seekers in PY07, and as one of its many services to employers, PPWFC posted nearly 9,500 jobs on behalf of over 1,800 employers.

REGIONAL PROFILE

Economic Conditions

Increased gas prices approaching \$4.00/gallon and a significant downturn in home sales have been the key economic factors affecting the Colorado Springs area. Unresolved foreclosure problems and low consumer sentiment continue to weaken the housing market. Experts at the Southern Colorado Economic Forum predicted a slow recovery for the first six months of 2007, and this has continued through 2008. Housing permits are down by 31 percent, although improved over the 50 percent decline reported the previous year. On average home prices in the Pikes Peak region have declined six percent this past year. The unemployment rate is up 1.69 percent (NSA) over last year, although the Southern Colorado Economic Forum explains that “the local economy has yet to have a single month of job losses reported in 2008 while the national economy just reported its seventh consecutive month of job losses in 2008.” (Southern Colorado Economic Forum, Quarterly Updates and Estimates - July 2008)

The Pikes Peak region, including the city of Colorado Springs and El Paso and Teller counties, is home to over 323,000 civilian workers and a large military population located at Fort Carson, the Air Force Academy, Peterson and Schriever Air Force Bases. Due to increased military activity at Ft. Carson, El Paso County has seen an influx of as many as 40,000 troops and family members in 2007. In addition to projected impacts on housing and school enrollments, the top industries in El Paso County will have the most substantial employment gains, as they provide goods and services to this newly arrived population. The military complex is by far the largest employer in the Colorado Springs area; however, there are many other industries which contribute to our local economy.

The highest wages to be found in the local economy are in the professional technical fields, which require significant education and experience. However, high demand occupations such as retail and customer service that do not

PY07 Common Measures Performance

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	108%	Entered Employment	100%
Retention	100%	Retention	95%
Average Earnings	124%	Average Earnings	99%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	217%		
Placement	115%		
Degree/Certificate	132%		

require extensive education and technical savvy appear to be readily available in the Pikes Peak region. Employment of retail salespersons and customer service representatives continue to lead occupations, along with computer software engineers; most employment remains in the professional business and support services sectors. The continuing decline in manufacturing jobs reflects “a radical shift” in the local economic base from manufacturing to the professional services industry and has been under way since the late 1990s.

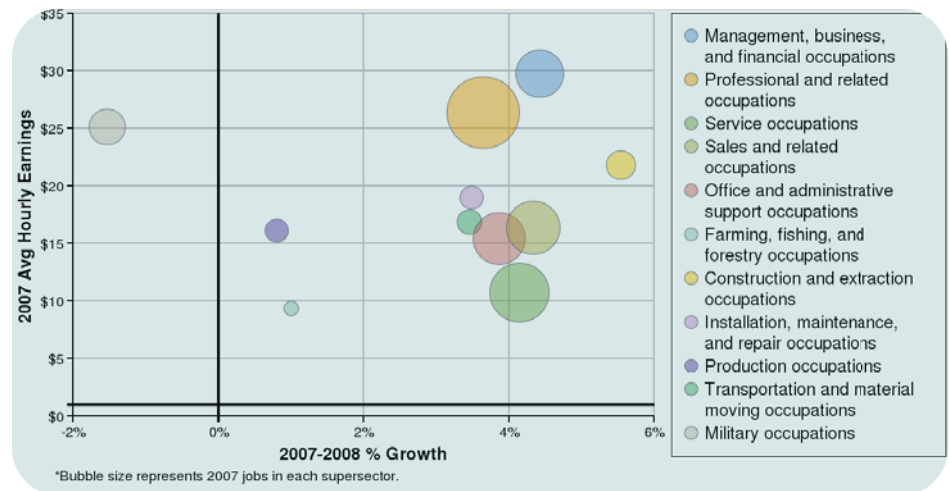
El Paso and Teller counties face some of the same workforce development challenges and issues that are becoming problematic nationwide, including:

- an unskilled workforce;
- an aging “retired baby boomer” workforce;
- a net migration of youth;
- a potential labor shortage;
- and a disconnect between education, economic development and workforce development.

Demand for hospitality workers and nurses are on the rise and we also see an increased demand for CDL truck drivers. El Paso County continues to be a major technology center, and as such, local businesses demand workers with technological expertise. Colorado Springs is also growing its biotechnology and medical device industries and has become a hub for these two industries.

Pikes Peak Workforce Center’s obligations also take into consideration the pleas of local

El Paso/Teller Counties - Occupation Size and Growth: 2007-2008



businesses for skilled applicants referred to in response to their job openings. Repeatedly many in the local workforce perform below 9th grade levels of literacy, even though they may have a high school diploma or a GED. As documented by Pikes Peak Community College, over 62% of first time college students are assigned to at least one remediation course. Additionally, non-English speaking populations continue to rise, not only due to an increase in the Hispanic population, but because many military spouses come here from all over the world.

Population growth north of Colorado Springs brings a challenge in making our services more accessible to this segment of our service area. The town of Monument alone has experienced near 30% increase in population since 2000 as expansion continues along the I-25 corridor. A partnership with Tri-Lakes Cares allowed PPWFC to open a satellite center in that area.

Targeted Industries

Demand industries in El Paso County targeted by PPWFC for WIA training funds in PY07 included business services, the health care industry, transportation, construction skilled trades, and finance. These occupational clusters typically justify the training dollars spent on clients in terms of the entry wage they can expect or the career ladder potential and the availability of jobs upon completion of the training.

In addition, the Greater Colorado Springs Economic Development Corporation has targeted seven sectors for growth in the Pikes Peak region:

- Aerospace / Defense
- Biotechnology / Medical-Device Manufacturing
- Data Networking and Storage
- Homeland Defense / Security
- National Nonprofit Organizations and Sports Organizations
- Renewable Energy
- Web-based IT Companies

Recipient of

CDLE's Best Practices

Award in 2007, the

Business and Education

Talent Readiness

(BETR) Project began

in two counties and

now stands on the

verge of expanding

statewide. BETR is

weaving a "community

fabric" comprised of

business, education,

government, and

families to better prepare

students for the transition

from secondary and post-

secondary education to

career.

Industry Cluster Study

On behalf of the Southeast Colorado E3 (Education, Employment, Economic Vitality), Partnership, PPWFC completed work with ICF Inc, a consultant contracted to conduct an industry cluster study encompassing the 12-county southeast region of Colorado. This study identified seven clusters:

- Advanced Materials and Precision Manufacturing
- Aerospace, Microelectronics and Defense
- Biotechnology and Bio-medical Devices
- Experience and Tourism
- Finance and Professional Business
- Information and Communication Solutions
- Renewable Energy and Value-added Agriculture

In the progress of this study, PPWFC gathered input from the clusters' respective businesses, economic development and education partners to plan for pipeline education and training programs to meet the workforce needs of these industries. The Business Relations Group has taken a facilitative role in continuing work on initiatives defined by the collective workgroup, particularly in the direction of advanced manufacturing and biotechnology. This does not preclude developing the scope of the other clusters. Advanced manufacturing and biotechnology simply are at a more advanced level of collaborative effort within the region at the present. Other

clusters have the potential of growing at their own momentum.

One-Stop System

During PY07, Pikes Peak Workforce Center maintained a large main office in central Colorado Springs, and three satellite offices: Teller County offices in Cripple Creek and Woodland Park, and a northern El Paso County office in the town of Monument.

Pikes Peak Workforce Center (PPWFC) served 48,530 job seekers in PY07 representing an 8% increase over PY06. Employed workers increasingly used our jobseeker services, up 1,382 from the previous year. PPWFC met its mandate to give priority to Veterans, serving 10,364 or 21% of its client base. 8,654 jobseekers were Hispanic/Latino.

PPWFC uses a swipe card system to track customer usage of its resource room at the main office. In PY07, 19,908 new key tags were issued; over 48,000 job seekers received direct services in the form of assessment, job readiness and job search workshops, networking groups, training, support services, work experience and/or job referrals.

PPWFC took advantage of waivers offered by the State of Colorado to combine its adult and dislocated worker programs in order to streamline and simplify eligibility determination and performance outcomes. In addition, PPWFC utilized a 25% formula fund set aside waiver to target literacy issues with both adult and youth clients in the Pikes Peak region.

PARTNERSHIPS FOR TALENT DEVELOPMENT

Education-to-Business Pipeline – BETR Project

Originally planned as a forum for business and education to begin dialogue of workforce and skill set needs, the Business and Education Talent Readiness Project (BETR) Project is weaving a “community fabric” comprised of business, education, government, and families to better prepare students for the transition from secondary and post-secondary education to career.

BETR promotes work readiness through state of the art web-based resources including virtual collaboration, assessments, training, relevant corporate videos and podcasts. All PreK-20 teachers, parents of students, disadvantaged youth, dislocated workers, and veterans preparing for entrance into the workforce, as well as employers, experience benefit. Job training and related activities are also available to serve youth and dislocated workers. PreK-12 is encouraged to align their educational requirements and outputs with post-secondary and workplace expectations for STEM competencies. Post-secondary education is inspired to develop short-term STEM-related certificate courses. By creating this network of communication, the objective is to build skilled STEM workers ready and able to produce in a “knowledge economy”.

At the end of June 2008, BETR had successfully established the following:

- **Tuesday Tours:** Local businesses welcome parents and educators to tour their facilities and experience the expectations of the workforce and work environment. Fifty

two businesses participated in the 2007/2008 school year with tours taken by over 600 teachers and parents. For the 2008-2009 school year 72 businesses are ready to take part.

- **PREP (Positive Role-Model Education Program) Videos:** Online videos feature disadvantaged teen and adult role-models discussing how they overcame obstacles to succeed in school/work and everyday problems. Examples of minorities’ successes, disabilities, non-traditional career choices and thinking outside the box are also shown. Eighteen videos have been produced and placed online.
- **BusinessConnect:** A speakers’ program in schools and online demonstrates the need for science and math in high-growth/high-demand STEM occupations.
- **REELBiz videos:** Online video messages recorded by area businesses emphasize the qualities and qualifications required in potential employees and career ladders/lattices available. 27 videos are in place and accessible. Teachers from several schools began to use the REELBiz video section of the website in their lesson plans.
- Sustainability is becoming assured by businesses providing in-kind and monetary support for the project. Two businesses are current BETR sponsors.
- College credit is available through CSU-Pueblo for teacher participation in *Tuesday Tours*.

- 45 school districts are active participants in BETR.

Youth Programs

- The **Youth Work Zone**, now reintegrated with the main Pikes Peak Workforce Center, served 110 younger youth and 72 older youth in WIA, in addition to 175 younger youth and 53 older youth in the set aside program. The Youth Work Zone Summer Work Program also served 6,892 young people as they registered for job matching services; 2,304 received individualized services in the form of resume and job application assistance, mock interviewing and job referrals. The Youth Zone met or exceeded all its performance goals for PY07.



Youth Work Zone at PPWFC

- **Industrial Revolution Initiative** - An innovative program established under the Youth 25% Set Aside funding, Industrial Revolution combined the industry need of creating awareness among youth about job requirements such as soft skills, math and business ethics, with the youths’ need for summer employment.



Responding to the high-demand construction industry of the Pikes Peak region, Pikes Peak Workforce Center partners with the Joint Apprenticeship Training Committee (JATC) and the Independent Electrical Contractors (IEC) for electrical, plumbers/pipefitters and construction trades apprenticeships.

This program offered 15 youth, ages 14-15, a paid work experience and introduction to occupations in different industries, with exposure to in-demand industries and their educational requirements. Youth were paid minimum wage for six hours per day, four days a week during the four-week program.

- Mornings included three hours of math instruction, business ethics/soft skills workshops in the PPWFC Computer Labs. PLATO® software modules were utilized to teach Pre-algebra, Applied Math, Math Problem-Solving, Data Skills and Constructing Graphs and Charts as related to the industries visited each week. In the afternoons participants visited businesses in healthcare, manufacturing, utilities, information technology, construction/trades industries and others.
- Dedication on the part of the businesses participating was exceptional as they strove to make positive experiences for the youth. They emphasized to the youth the importance of having a prepared workforce at the ready to replace the “Baby Boomers” in their pending retirement. In

addition to touring the facilities and learning about the specific industries and employment requirements, the youth also learned of available internships and age requirements, influencing the thinking of many to envision future employment opportunities and directions.

Construction Industry Partnerships

In response to the high-demand construction industry of the Pikes Peak region, PPWFC continues its relationships with representatives from both union and non-union skilled trades, including the Joint Apprenticeship Training Committee, International Brotherhood of Electrical Workers #113 (IBEW), Plumbers/Pipefitters #58 and the Independent Electrical Contractors (IEC). Successful completion of apprenticeships in the skilled trades guarantees a job with a high entry level wage. In PY07 we provided support to 52 first year electrical apprentices, 9 plumber/pipefitters and three linemen.

WIA Training Initiatives

In PY07, PPWFC assisted 503 residents with intensive and training services in the Adult program. At the same time, PPWFC assisted 227 dislocated workers with intensive and retraining services. As in the previous program year, a high percentage of WIA training

Business Participants in the Industrial Revolution

Express Personnel	Insight Analytical Labs	El Paso County IT
First Choice Awards	Chef's Catalog	Computer Science Corp.
Simplex Grinnell	Springs Fabrication	Plumber Pipefitters
TEK Systems	Mesa Water Treatment	Atmel
Colo. Springs Electrical JATC	Colo. Springs Health Partners	University of Colorado at Colo. Springs, IT Dept

concentrated on high demand healthcare related occupations including registered nurses (RN); radiology and sonography technician field; medical assisting; dental hygienist field; medical records and health information technology; and dental assistants.

Other high demand occupational training included business administration and management; commercial truck driving; manufacturing engineer; architectural drafting; heating and air conditioning; and accounting. Our customized apprenticeship training programs for electricians and plumber/pipefitters (mentioned above) accounted for 64 residents receiving training in preparation for high demand jobs in skilled trades. In total, PPWFC provided training services to 444 adults during the course of the year.



Having received WIA training assistance, Alanna Rayzor proudly displays her Medical Assistant Certificate from Pima Medical Institute.

Services to Special Populations

In addition to developing partnerships around high demand occupations, PPWFC also worked with local agencies to serve special populations in our region as follows:

- **Military Personnel** – We maintained strong connections with the Army Career Alumni Program (ACAP) at Ft. Carson and the Family Support Centers at Peterson AFB, Schriever AFB, and the Air Force Academy to provide support and training to military personnel exiting their service and to spouses of those serving in the military.
- **Low Income Populations** – Services to low income populations were many and varied in PY07. PPWFC provided information on its services to Department of Human Services’ case managers for use with TANF and Goodwill clients. PPWFC staff served on the Department of Human Services 60-month review board for TANF.
- **The PPWFC Teller County office** in the Aspen Mine Center in Cripple Creek is co-located with a host of community agencies that serve low income residents such as Senior Center, CASA, Food Pantry, Community Partnership Family Resource Center, Pikes Peak Mental Health, Community of Caring, Teller County Department of Social Services and Teller County Salvation Army. A second Teller County satellite office opened in Woodland Park at the public library.
- **The Monument office** is co-located with Tri-Lakes Cares whose services include grocery programs (help yourself, commodities, emergency groceries, and senior supplemental groceries), seasonal programs (school supplies, holiday food baskets, gift program) and other programs such as Susan’s closet, post-secondary education, Granny’s attic, limited financial services, and referral services. Also in the building with the northern branch of Pikes Peak Workforce Center, are the Health Advocacy Partnership/Penrose St. Francis community nurse, and the Monument Clinic staffed with a volunteer doctor.
- **Community Partnerships** – At the main office in Colorado Springs, we continue our partnerships and co-location with Adult Education, Vocational Rehabilitation, Senior Community Service Employment Program and Veterans Services.

Military Spouse Program

The Military Spouses Program partners with the five local military installations in the region. The goal of the program is to assist military spouses who have been dislocated from their jobs to find employment in high demand occupations at competitive wages. Originally funded with Department of Labor dollars, this program continued in PY07 with Base Realignment and Closure (BRAC) and Career Advancement Accounts (CAA) funds, as well as a 25% Layoff Reserve discretionary grant. The goal is to assist spouses of enlisted military personnel get the education and training needed to help support their families and contribute to the local economy. Services including career exploration, vocational training, support services and job search as needed to obtain a job assisted 125 military spouses.



After moving to the US from South America, Carmen found that her degree in medicine was not an accepted credential in this country. She learned that she qualified for tuition and daycare assistance from PPWFC. With her WIA ITA, Carmen was able to complete her Associate's Degree in Radiology Technology, and is now pursuing further study in sonography while working full-time at Memorial Hospital.

Complementing the Military Spouses program is the Women in Information Technology (WIT) program designed for military spouses from Fort Carson or Peterson AFB who have a sincere interest in the IT field. No prior experience is required for participation. The program consists of an eight-month course through Pikes Peak Community College that covers IT Fundamentals, Software Fundamentals, Network Essentials, IT Security Essentials, and IT Support Essentials.

[Trade Adjustment Assistance \(TAA\)](#)

TAA assists individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries. The goal of the "Trade Act" program is to help eligible jobseekers return to suitable employment as quickly as possible. To facilitate this goal, enrollees may access a menu of services that include income support, relocation allowances job search allowances, and a health coverage tax credit. TAA participants that require retraining in order to obtain suitable employment may receive occupational training. PPWFC assisted 199 individuals in PY07 with services to get them back to work as soon as possible.

[Veterans Services](#)

PPWFC provided services to 10,364 disabled, economically and educationally disadvantaged veterans and those with other barriers to employment through its State veteran's staff. The veterans staff reached out to some of the hardest to serve, including the homeless and ex-offenders. Approximately 125 veterans

attended the *10 Steps to a Federal Job Workshop* in the past year.

Success Story – One veteran took the skills learned from the *10 Steps* workshop and modified his resume to target a position with the Department of Veterans Affairs. He used the keywords from the job description and emphasized the transferable skills he gained while serving in the United States Army. When Veterans Affairs notified him for an interview, he requested a mock interview with PPWFC's Local Veterans Employment Representative. Feedback from the practice helped him prepare for the actual interview. Although he did not get the position with the Veterans Affairs, he continued applying the *10 Steps* techniques for other potential positions, and succeeded in attaining employment with the IRS in Denver. He contacts people at the Workforce Center on a regular basis and reports he is extremely satisfied with this position.

[English Language Learners](#)

The Pikes Peak region enjoys a diverse community, due to the military presence, and to the large hospitality industry that attracts immigrant workers. PPWFC and the Colorado Springs School District 11 Adult Education and Family Education saw a need to present a program to serve a special needs group – English Language Learners. In partnership with Colorado Springs School District #11 and Harrison School District #2, we provided more effective ways to overcome barriers to job search and employment using *WorkStyles*, a pre-employability program for second language speakers of the area.

Using this proven job readiness workshop format, *WorkStyles* was offered this year as part of the 25% Set Aside *Career Foundations*.

At the end of PY07, enrollments in Career Foundations stood at 366 participants in the Intensive Services, including GED preparation, adult skills enhancements, computer skills upgrades, job readiness, and English language proficiency. Of these, 314 participants are in occupational and pre-vocational activities. Five participated in the Career Edge System™, a computer-based assessment program geared toward those with language barriers and helping participants explore careers and assess their abilities and interests.

[Serving the Disabled](#)

PPWFC also houses the Disability Program Navigator (DPN), funded by state of Colorado. In PY07, the role of the DPN focused on individualized services as a systems resource and improvement agent at the organizational and community levels. This has enabled PPWFC to assist employers, educational institutions and community agencies to increase their awareness of services for disabled clients and the benefits of employing individuals with disabilities.

[Specialized Workshops and On-Line Resources](#)

PPWFC runs an impressive array of workshops and networking groups each week as a part of its core services to jobseekers. Over 2,000 individuals took advantage of PPWFC's weekly networking groups and workshops, including:

- 50+ Networking Group is for people age 50 and over who are seeking employment meets weekly. 302 participants.

- The Executive Network assists those persons who have held senior management or executive level positions for an extended time, and who may be in need of specialized services. 233 participants.
- The Professional Network offers help to any individual seeking new employment. 347 participants.
- Resume "Righting" advises individuals in designing their resumes and portfolios. 640 participants.



19 students graduated from PPWFC's six-week Lean/Six Sigma certification class

In addition, our Computer Café offers an "a la carte" menu of on demand career exploration programs. Success Profiler, CareerScope®, SkillCheck® and WorkKeys® software are some of the comprehensive battery of skills tests, career exploration and behavioral assessments that measure job knowledge, interests, skills and abilities and are part of core services for all eligible job seekers. For WIA-enrolled customers, two cutting edge computer labs are available for self-directed education and training, including PLATO®, KeyTrain™ and Teknimedia™ training programs.

[Colorado Youth WINS](#)

Funded through the Social Security Administration, PPWFC is one of four Colorado sites participating in a program under Colorado Youth WINS (Work Incentive Network of Supports) to study the impact of team intervention and social security waivers to assist disabled youth. A team of four caseworkers implement this project under exacting conditions to meet project research specifications. Begun as a pilot program, this is now in full implementation, and PPWFC consistently demonstrates top numbers for the State.

[Colorado Performance Excellence \(CPEX\)](#)

The Pikes Peak Workforce Center is committed to the talent development of its own staff, and to performance excellence as exemplified by Colorado Performance Excellence (CPEX). Every new staff member attends a CPEX orientation and as part of this commitment to staff development, PPWFC promotes the certification of all case managers to become certified as National Workforce Professionals.

[Pikes Peak Workforce Investment Board](#)

As a service to employers throughout the region, the Pikes Peak Workforce Investment Board (PPWIB) promotes the **Workforce Skills Certificate**, based on the ACT WorkKeys® assessments. The certificate measures an individual's work skills in three core areas: Reading for Information, Locating Information and Applied Mathematics.



In PY07, PPWFC

delivered WorkKeys®

certificate testing to

1,268 individuals. 367

received the Gold

certificate and 368

received the Silver

certificate. PPWFC

also has a trained

WorkKeys® job

profiler on staff to

address special

employer requests for

customized hiring and

training.

All assessments are based on real-world work applications and help employers know the skill levels of their current and potential workforce. The Workforce Skills Certificate is endorsed by the Pikes Peak Workforce Center, Greater Colorado Springs Economic Development Corporation, the Greater Colorado Springs Chamber of Commerce and Pikes Peak Community College.

With the PPWIB's focus on the K-12 system and putting workforce capacity into the community, they noted the successes the workforce center has had with the PLATO® software. Reading scores increased an average of 2.27 grade levels while math increased an average of 3.25 grade levels. PPWFC determined PLATO® serves those preparing for WorkKeys® much better than KeyTrain™, while also preparing customers in upgrading their basic skills or for taking the GED test. To assist with high school graduation rates, the board voted to put PLATO® software at Colorado Springs School District #11 and Harrison School District #2, based on the scores determined by the GreatSchools.net which rates schools by test scores.

PPWFC purchased the licenses and secured the training that will begin in PY08. The project continues in PY08 as PPWFC will work with the schools to determine suitable WorkKeys® testing for those students we deem appropriate. Ultimately, we hope the school districts will integrate WorkKeys® for credit as we promote the certificate.

In PY07, PPWFC delivered WorkKeys® certificate testing to 1,268 individuals. Of those, 367 received the Gold certificate and 368 received the Silver certificate. Jobseekers seeking the Workforce Skills Certificate via the website accounted for 366 assessments. The following employers worked with PPWFC to assess their employees or potential employees:

<u>Company</u>	<u>Number of Tests</u>
Atmel	358
City - Clerical	308
City - Analyst	87
Elec Contractors	56
Plumbers/Pipes	34
School District 11	31
School District 2	7

Services to Employers

During the past 12 months, the Pikes Peak **Business Relations Group (BRG)** provided over 3,500 unique services to over 800 local businesses. These services ranged from hiring events to job postings to labor market information to specialized training for staff and employees. One of the primary strategic goals for PPWFC is to decrease dependency on federal funding by expanding **fee-for-service** options. In PY07, the Business Relations Group (BRG) contracted with leading transportation companies and major insurance and finance companies for customized hiring assistance and background checks. In addition to customized hiring activities, the BRG also provided employee training to locally-based health care providers, medium-sized manufacturing firms and leading hospitality companies. Local government and school districts

took advantage of employee assessments, WorkKeys® testing and job analysis services.

PPWFC hosted two job fairs during PY07. The Annual PPWFC Career Fair was attended by 70 employers who met with over 300 jobseekers. The Summer Youth Job Fair had 32 companies in attendance and they met with over 700 of our service areas youth. The Military Career Fair had 34 employers and over 400 Veteran jobseekers in attendance. A Reverse Job Fair was held for 19 students graduating from a six-week Lean/Six Sigma certification class. Employer representatives were invited to meet with these students as prospective employees.

Rapid Response

PPWFC provides Rapid Response Services for eligible employers in El Paso and Teller Counties. In PY07 Rapid Response Services were provided to 536 employees of 16

companies that were laying off or closing. The majority of employees were from high-tech companies.

Economic Development

PPWFC participates in the **Business Retention & Expansion Visitation (BREV)** Program which exists to meet the needs of primary employers in Colorado Springs. The purpose of this program is to build and foster positive relationships with local executives and those at corporate parent headquarters of businesses that have operations in Colorado Springs. BREV visitors call on existing companies to proactively and systematically identify and address company needs, with the end goal being new job creation and local investment.

Staff members are also involved with the Greater Colorado Springs Economic Development Corporation, the Colorado Springs

Manufacturing Taskforce and the Education Alliance Taskforce of the Colorado Springs Chamber of Commerce.

The PPWFC maintains a key role in the economic vitality of our local community. Studies show that employers consider a qualified workforce to be the primary consideration in choosing to relocate. In PY07 the PPWFC played an integral part in the community's efforts to attract new business. Companies that ultimately chose to relocate to Colorado Springs were impressed not only with the quality of the workforce, but also with PPWFC's expertise and determination to identify and resolve their respective workforce issues. The PPWFC is on the leading edge in providing workforce development solutions, which positively impact the economic vitality of the Pikes Peak region.

PIKES PEAK WORKFORCE CENTER

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Workforce Investment Board

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- Workforce Development Month**
- Next-Generation Southeast Colorado Cluster Work Sessions**
- NEW! Pikes Peak Region Business and Education Pipeline Report**
- Take our Tour of Services – Learn more about PPWFC through online videos!
- Request payment on an active Colorado UI claim.

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Colorado Rural Workforce Consortium

REGIONAL PROFILE

The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. Consortium staff performs administrative, policy direction, and quality assurance functions. The Consortium includes eleven distinct geographic and economic sub-regions, each governed by its own local Workforce Board, Local Elected Officials Board, and Youth Council. The Consortium's web site and local office links can be seen at <http://www.yourworkforcecenter.com>.

Job Vacancy Surveys conducted by the Colorado Department of Labor & Employment show that, on the whole, the economies of the rural sub-regions are comprised primarily of government, services and retail, construction, and agriculture industry sectors. Most of the sub-regions are dominated by small businesses with fewer than five employees and with wages low in comparison to the urban areas of the state. Construction industry presence in

the Western slope regions is a positive aspect. The Rural Resort and Upper Arkansas sub-regions show a high percentage of seasonal employment created by tourist industries. The Mesa, Rural Resort and Northwest Regions are also experiencing a growth in the energy industry that is creating a large need for a new kind of workforce.

Rural job seekers have more difficulty finding employment offering a living wage than urban job seekers. According to LMI data the average not seasonally unadjusted unemployment rate for the Rural Consortium is 3.7%. The unemployment rates within the Consortium go from a low of 2.1% in Rio Blanco County to a high of 7.2% in Costilla County. Employers who seek applicants with specific skills and experience have difficulty finding them in the rural areas of the state. There are relatively few rural population centers well supplied with skilled workers and vocational or higher education facilities. The Colorado Community College and Higher Education systems do their best to

Rural workforce regions are challenged by their geographic size, and they bring services to as many of their remote customers as they can by establishing satellite offices, partnering with community agencies, publishing newsletters and web sites, and offering on-line services.

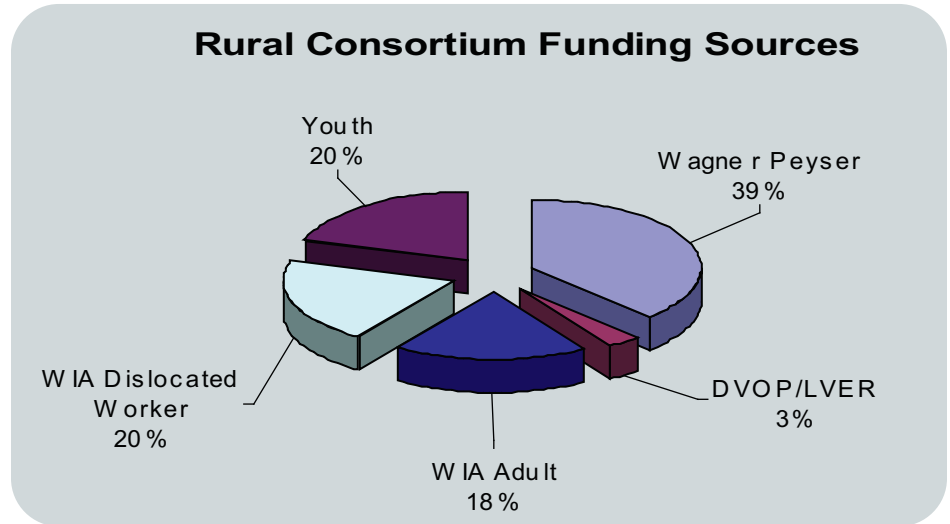
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train rural residents to suit employer needs, but their resources are thinly spread.

Each of the Rural Consortium sub-regions is managed locally. Rural Consortium staff administers and contracts out grants, formulates policy, monitors for quality and for compliance with regulation and policy, manages and operates state-run sub-regions, makes participant payments, and operates a Consortium-wide management information system. In about half of the sub-regions: Southeast, South Central, Upper Arkansas, Southwest, Mesa, and Broomfield, WIA funds are contracted with a local community based organization or county. In the rest: Eastern, Pueblo, Western, Northwest, and Rural Resort, state staff operate programs. All of these regions run one or more Workforce Centers and partner with other community programs to provide services for workers, students, and employers.

Rural workforce regions are challenged by their geographic size, and they bring services to as many of their remote customers as they can by establishing satellite offices, partnering with community agencies, publishing newsletters and web sites, and offering on-line services. The majority of rural Workforce Centers have co-located partners, with the Broomfield sub-region being the major exception. In addition to the co-located partners, the sub-regions work closely with their local Chambers, Economic Development organizations and other agencies and community based organizations in their respective areas. The Rural Consortium received almost 7.7 million in WIA dollars for PY07. These funds were received as Adult, Dislocated Worker, Youth and Discretionary



with the Rural Consortium serving a total of 2,815 individuals in these WIA programs during PY07.

PARTNERSHIPS FOR TALENT DEVELOPMENT

The CRWC Board acknowledges that its work must bring the highest value and most effective use of resources for customers and local communities within the sub-regions. The Board provides leadership in achieving the success of the overall workforce development system, for the benefit of all of Rural Colorado.

The Rural Consortium supports the economic success of individuals, businesses, and communities by improving opportunities for growth throughout its eleven sub-regions and workforce communities. As a whole, the Consortium's vision of workforce development is critical to the success of this effort. The emphasis for PY07 was to:

- Focus on business as the primary customer of workforce development
- Target resources on high-demand occupations and industries

- Use new technology to deliver services for less cost

Based on this vision, sub-region projects are highlighted below. More detailed information on each of these can be found in the sub-regional reports.

- Due to the sharp rise in the energy industry, **Mesa County** has begun looking outside the box to address the labor needs for their region. Through business partnerships the Mesa County Workforce Center and the local Chamber of Commerce have been able to perform out-of-state recruitment in Sacramento, CA and Las Vegas, NV with an emphasis on the Construction/Extraction sector, to address the local labor market crunch. Mesa County WFC's overall business marketing efforts have resulted in a 64.6% market share penetration of local businesses with over 167 new business customers added throughout PY07.



Broomfield WFC

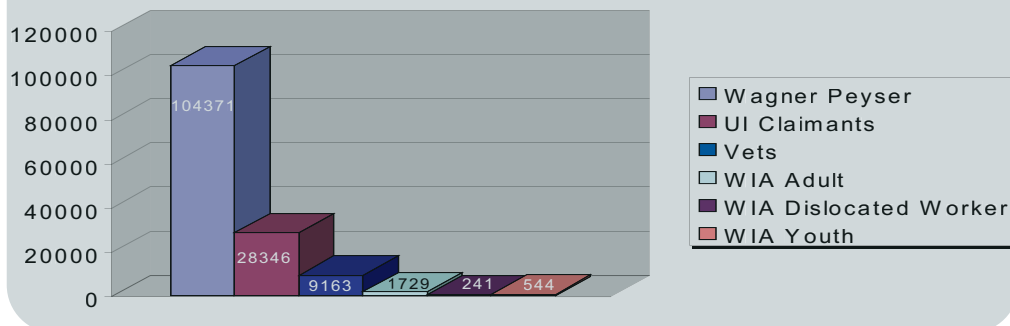
partnered with Broomfield Economic Development Corporation on their Business Retention and Expansion Project. The project will utilize a needs assessment survey of Broomfield businesses to gain a better understanding of the local Broomfield business environment and identify major workforce needs.

- The **Pueblo sub-region** developed a partnership with Pueblo Community College to identify employment and training issues and to create solutions to address these issues. The partnership has also taken on reviewing curriculum needs and modifying training to better address the needs of job seekers and business. As a result of the partnership, the region has successfully attained a U.S. Department of Labor Community Job Training Grant with Pueblo Community College as the grant recipient.
- On July 13, 2007, the **Canon City Workforce Center** hosted a unique hiring event with the objective of recruiting fifteen job applicants seeking to become a Detention Deputy. On September 7, 2007, sixteen trainees began their training journey utilizing WIA on-the-job training services, and on February 28, 2008, fifteen of the sixteen graduated from the OJT program, becoming full-time employees of Fremont County. The **Upper Arkansas Sub-Region** was awarded the Distinguished Accomplishment award by the Colorado Veterans

Program for achievements made throughout this project in working with the local veteran job seekers.

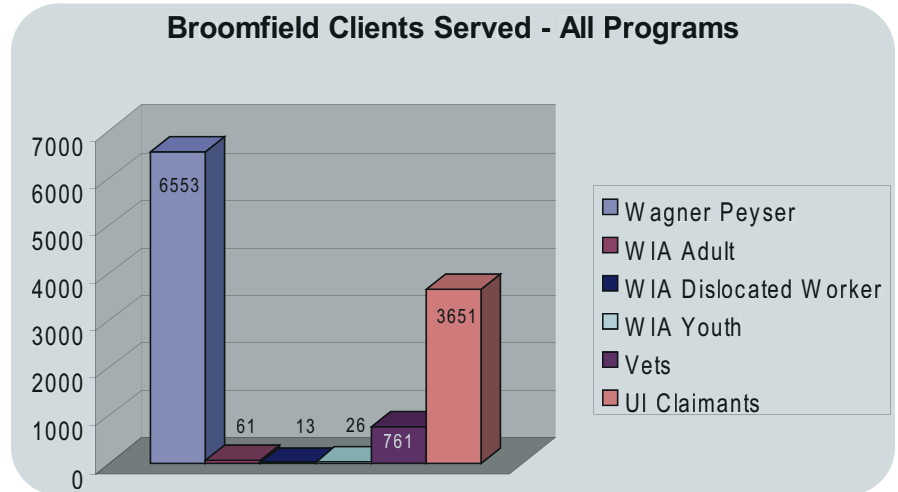
- The **South Central and Southeast Sub-Regions** received a **Turning Point Grant** to work with the ex-offender population. The program is designed to assist this targeted population as they re-enter the workforce. This is being accomplished by providing essential supportive services needed to stabilize offender's lives, and job search assistance.
- The two-cycle **Fire & Weed Mitigation Training in the Southwest Sub-region**, in partnership with the Southwest Conservation Corps, gave 12 young adults the skills needed by both the growing private mitigation sector and the public lands agencies (Bureau of Land Management and the U.S. Forest Service). Since the 2002 wild fires in the region, private companies have been established to meet the rising need for "defensible space" around homes for the many residents desiring to live in the forests. During the same time period, a growing invasion of noxious plant

Rural Consortium Clients Served-All Programs



species has placed a new emphasis on the need for trained employees with applicator licensure. This project contributed an otherwise unavailable training resource to the region for talent development in these occupations.

- In October of 2007 the Morgan County Economic Development Corporation formed the **Morgan and Logan County Education Consortium** in partnership with the **Eastern Workforce Center** and Morgan Community College. The purpose of the Education Consortium is to provide a forum for economic development, education (public and higher education), businesses and workforce development programs to discuss and address the current and future education needs for a skilled workforce.
- The **Broomfield Workforce Center** partnered with Broomfield Economic Development Corporation on their **Business Retention and Expansion Project**. The project will utilize a needs assessment survey of Broomfield businesses to gain a better understanding of the local Broomfield business environment and identify major trends that can be capitalized upon.
- The **Rural Resort and Northwest Sub-regions** continue to address economic growth spurred by several new energy industry projects, as well as ongoing mining activity in the region. The



regional staff continues to work with the energy industry to identify workforce needs. A survey was conducted to over 500 employers requesting information on job descriptions, educational needs, license requirements, how many employees each one typically hires for etc. The information was compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

BROOMFIELD SUB-REGION

The City and County of Broomfield is located in the North Metro Denver area and is well known for being conveniently located between Denver and Boulder. Broomfield is 33.5 square miles and borders several metro Denver counties. The labor force in Broomfield is a highly skilled and educated workforce. The total civilian labor force in Broomfield County for June, 2008 was 26,896 of which 25,423 were employed and 1,473 were unemployed. The unemployment rate was 5.5 percent. In Program Year 2007, Broomfield Workforce Center (BWC) served 6,551 job seekers,

including 761 Veterans.

Broomfield's economy is diversified, with the largest major industry sectors falling into Retail Trade, Manufacturing, and Professional, Scientific & Technical Services. Some of the largest regional employers in the Broomfield area include Sun Microsystems, Ball Corporation, Level 3 Communications, Hunter Douglas, Corporate Express, Sandoz, WhiteWave Foods, and Vail Resort, Inc. Broomfield also has a large retail industry with its gorgeous 1,500,000 square-foot FlatIron Crossing Mall that offers over 200 stores and restaurants.

Arista continues to be developed as a major town center that, at build out, will feature a boutique hotel, retail stores and restaurants, office space and residential units. The anchor of Arista is the Broomfield Event Center that is host to concerts and sporting events. The Broomfield Event Center is home to the Central Hockey League's Rocky Mountain Rage and the NBA Development League's Colorado 14ers basketball team.



A

20-year-old

woman with 4 children

was having trouble

finding employment

without a high school

diploma. With WIA

funding, she attended

classes and passed

the GED on her first

try, completed a

Pharmacy Tech

program, and is now

employed at a locally

owned pharmacy. The

program has helped this

young woman to find

employment that is fulfilling

and started her on a path to

achieve a pharmacy degree.

BROOMFIELD PARTNERSHIPS FOR TALENT DEVELOPMENT

Business Initiatives

- In September of 2007 BWC partnered with Workforce Boulder County to hold its third annual Business Continental Breakfast for businesses in honor of Workforce Development Month. The event featured Richard Wobbekind, Ph.D. from the University of Colorado LEEDS School Of Business, who gave a current assessment of the state and local economy. The event drew over 125 people representing local business, local education and economic development.
- In October of 2007 BWC partnered with Ball Corporation to host a Business Forum with the Equal Opportunity Commission (EEOC) to present information on the Americans with Disabilities Act. The event was attended by 35 local employers.
- In PY07, BWC partnered with local and regional employers to host 100 on-site hiring events that have been attended by over 1000 job seekers. A metro-Denver employer, Aerotek, has utilized space at the Broomfield Workforce Center, on a monthly basis, to conduct interviews with job seekers. This partnership has resulted in Aerotek hiring more than 35 BWC customers.
- BWC partnered with Broomfield Economic Development Corporation on their Business Retention and Expansion Project. The project

will utilize a needs assessment survey of Broomfield businesses to gain a better understanding of the local Broomfield business environment and identify major trends that can be capitalized upon.

- In PY07 BWC continued to actively market services to the Broomfield business community and increase awareness of BWC services. In PY07 BWC posted over 13,000 job openings; a significant increase from PY03, in which, BWC posted 1,337 job openings.

In February 2008 BWC kicked off the Governor's Summer Job Hunt by hosting the 4th annual Broomfield Youth Job and Career Fair at the beautiful Paul Derda Recreation Center. The event was targeted to regional youth between the ages of 15 and 21. The event brought together 40 employers with several hundred employment seeking youth.

BWC is proud of its quality delivery of services it offers to both job seekers and businesses and is excited to continuously improve its scope of services. Some examples of PY07 BWC initiatives, strategies, and recognitions include:

- BWC Board and staff participation in the Workforce Board of Metro Denver.
- BWC participation in Metro Denver regional partnerships through the WIRED initiative.
- Broomfield Job Club – Weekly topical meeting for job seekers that focuses on networking and job seeking strategies.
- Partnership with local and regional employers to host on-site hiring events.

- Inclusion on Broomfield Economic Development's Business Retention and Expansion Project.
- Recognition by Colorado Performance Excellence (CPEX) for the submission of its High Plains application.

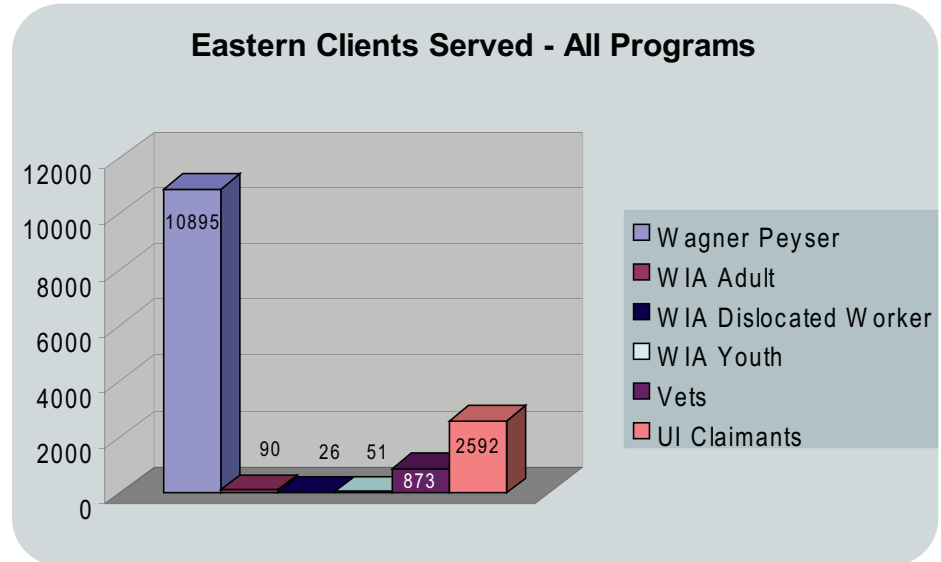
EASTERN SUB-REGION

The Eastern Workforce Region (EWR) encompasses 10 counties and covers over 17,000 square miles, one of the largest workforce regions in the State of Colorado. In Program Year 2007 the region served just under 11,000 job seekers and worked with over 800 employers across the 10 counties. The ten counties include Logan, Sedgwick, Phillips, Morgan, Washington, Yuma, Elbert, Lincoln, Kit Carson and Cheyenne. The six full-time offices within the region are located in Burlington, Elizabeth, Fort Morgan, Limon, Sterling and Yuma.

The population for the ten-county Eastern Region was 112,975 in calendar year 2007. At the same time, the civilian labor force averaged 62,743. Of those, 60,776 were employed and 1,967 were unemployed. The area's seasonally unadjusted unemployment rate for the year was 3.1%, below the statewide rate of 3.8% for the same period. The Eastern Workforce Region offers complete one-stop center services including Wagner-Peyser and Workforce Investment Act services in all of the six full-time offices.

EASTERN PARTNERSHIPS FOR TALENT DEVELOPMENT

During program year 2007 the region strengthened and



developed many ongoing and new partnerships throughout the 10 counties. Events that incorporated our partners during the year included:

- I-9 Requirements Roundtable, Sterling & Akron
- Burlington Open House honoring the City of Burlington for their partnership
- Small Business Development Seminar, Elizabeth
- Communication & Teambuilding presented by Richard Fagerlin of Peak Solutions USA in partnership with Morgan County Economic Development Council, Fort Morgan SBDC and the Brush Chamber of Commerce.
- Understanding Generational Difference in the Workplace presented by Richard Fagerlin of Peak Solutions USA in partnership with Morgan County Economic Development Council, Fort Morgan SBDC and the Brush Chamber of Commerce

- Consumer Fraud Roundtable, Elizabeth
- Sterling Job Fair
- Morgan County Job Fair
- Limon Career Fair for Youth

MCEDC Partnership

During Program Year 2007 Morgan County Economic Development Corporation (MCEDC) became a key partner with the Eastern Workforce Region. In October of 2007 the MCEDC formed the Morgan and Logan County Education Consortium in partnership with the Eastern Workforce Center and Morgan Community College. The purpose of the Education Consortium is to provide a forum for economic development, education (public and higher education), businesses and workforce development programs to discuss and address the current and future education needs for a skilled workforce.

Mesa County is the largest community between Denver and Salt Lake City and serves as the regional hub for health care, retail trade, services and transportation for western Colorado and eastern Utah.

Regular representatives at the Education Consortium meetings include local superintendents for K-12 schools, economic development from 3 counties, Morgan Community College, Northeastern Junior College, social services, Rural Solutions (10 county community organization), Eastern Workforce Region and four or five local businesses. Ultimately the Education Consortium will help lead the region in pursuing additional workforce, education and economic development activities throughout the region.

Summer Teen Paint Leadership Program

During 2007 Eastern partnered with Washington County Department of Human Services to offer the Summer Teen Paint Leadership Program. This year the project was offered in Akron and focused on painting and cleaning up the Washington County Fairgrounds and doing yard work for the elderly and disabled. The project, which introduces young people to the world of work and community service, added a new element to the program this year, focusing on leadership. Each week the youth that showed the best work ethics for the week was then selected team lead for the following week and received an extra monetary incentive for their leadership skills.

Across the region staff continue to work closely with the different economic development partners, chambers, community colleges, community agencies and town governments to address local and region wide workforce development needs. The staff within the Eastern Workforce Region truly makes the region the success that it is. The Eastern Workforce Region is committed to

providing quality, value driven employment and training services and programs throughout the 10 county region.



GE Wind Division at Sterling Job Fair

MESA COUNTY SUB-REGION

Mesa County is the largest community between Denver and Salt Lake City and serves as the regional hub for health care, retail trade, services and transportation for western Colorado and eastern Utah. Six of the top ten employers are government services and 12 of the top 24 employers are government services/non-profit organizations. However, most of the community is comprised of small businesses and predominantly retail and service related employment.

Mesa County is a single-county sub-region within the Colorado Rural Consortium with a rapidly growing population of 135,468, a labor force of 82,872 and an unemployment rate of 4.2%--a one percent increase since June of 2007. Mesa County's labor force grew by 3,902 since June of 2007 and has grown by 11,612 since June of 2005. The total number of registered job seekers is 11,986 of which 7,275 are web registrants. The primary growth industries are energy, health care, construction, and retail services, with very high growth in energy extraction and related occupations. The industry sectors

of Energy, Trade, Transportation and Utilities along with Leisure and Hospitality have the highest number of estimated job vacancies. Over the past two years Mesa County has seen record numbers in both the number of civilian labor force and labor force employed.

The Mesa County Workforce Center is a full service one-stop partnership with many community agencies/services and the State of Colorado. These community agencies include the Hilltop's Workforce Investment Act programs, Wagner-Peyser, Veterans services, TANF, Job Corps, Child Care Assistance, Hilltop's Domestic Violence assistance, Colorado West Mental Health, Rocky Mountain SER migrant services and Headstart, CP of Colorado, and Assistive Technology.

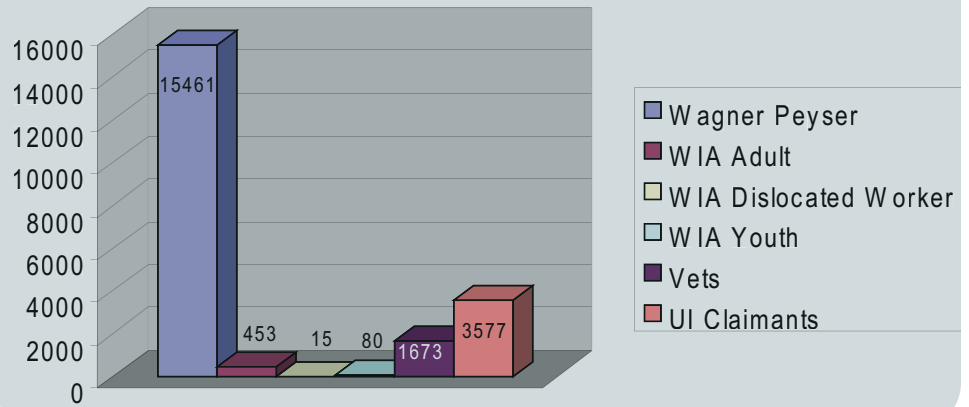
MESA COUNTY PARTNERSHIPS FOR TALENT DEVELOPMENT

Energy Industry Recruitment

Looking at the local economy and the sharp rise in the energy industry, the region has begun looking outside the box and addressing the labor need.

Through business partnerships the Mesa County Workforce Center and the local Chamber of Commerce have been able to perform out of state recruitment in Sacramento, CA and Las Vegas, NV with an emphasis on the Construction/Extraction sector, to address the local labor market crunch. As a result, job seekers out of state are interested in the area and local businesses believe this is a worthy effort through surveys conducted by the local Chamber of Commerce.

Mesa Clients Served - All Programs



Construction Days

Another benefit of the partnership between Mesa County and the Chamber of Commerce is the creation of Construction Days, an educational career expo for teenagers designed to create interest and expose students to construction-related occupations.

New Training Options

Another partnership that has yielded talent and economic development is the creation of a local CNA training site for interested WIA clients, along with new options for truck driving and heavy equipment operation training.

Business Services Initiatives

- Other actions the Mesa County Workforce Center has performed to jump start economic development is the **business consultative meetings** that we conduct and in-house recruitment events. Our consultative meetings resulted in an increase in starting wages for one of the top ten largest employers in Mesa County.
- Our **in-house recruitment events** allow businesses to

recruit from our lobby and have exposure to all clients who visit the workforce center, allowing them to interview on the spot and at times hire on the spot.

- The Mesa County Workforce Center also undertakes **two annual job fairs** and a **symposium** aside from about four other job fairs we participate in throughout the year. Jump Start 2007 had 40 employers from all business sectors ready to hire with over 1,200 job seekers who attended. Later in the year the Mesa County Workforce Center also carried out the "Boomer Job Fair" aimed at baby boomers that are looking for employment or are in transition. There were 25 employers and over 450 job seekers that attended. Our symposium titled, "Keeping it Legal When Hiring," had over 100 attendees from all business sectors. Feedback being favorable, we will continue to offer these beneficial events to our local businesses in 2008.



ith the

Northwest Sub-Region

as a key initiator, the

Rural Consortium was

awarded a USDOL

Community Based Job

Training grant and

established a

statewide energy

committee with

representatives from

all Colorado workforce

regions to address the

talent development

needs of the growing

energy industry.

WorkKeys Initiative

Several years ago Mesa County Workforce Center's Youth Council started an initiative to develop a WorkKeys assessment plan for the workforce; businesses and work bound high school youth. Since initiating the WorkKeys process, more than 6,336 youth and adults have taken at least one or more of the assessments. Of the 2,234 certificates awarded to youth, 79% have been assessed at the Silver or Gold level that shows our emerging work force has a high potential to meet the quickly changing needs of tomorrow's workforce demands. At the end of July 2008, the MCWFC had more than 144 businesses that recognized the WorkKeys Certificate. In addition, the Mesa County Valley School District #51 in collaboration with the MCWFC developed a performance-based diploma using KeyTrain as one of the primary academic components and WorkKeys scores as benchmarks for progress.

Ex-Offender Grant

An initiative that the Mesa County Workforce Center has undertaken recently is the Stop the Revolving Door Grant, which is a choice based employment and training program for ex-offenders. Designed to reduce recidivism, improve employment rates among ex-offenders, increase average earnings, and help offenders ages 18-29 years successfully transition from prison back into the community. The Professional Services Division of the workforce center also provides OSHA and First Aid/CPR training for Energy and Construction companies and talent development through

weekly computer classes covering a wide range of computer programs and assessments.

NORTHWEST SUB-REGION

The Northwest Region consists of five counties: Rio Blanco, Moffat, Routt, Jackson and Grand Counties. The Northwest Region covers 13,826 square miles and consists of five counties: Grand, Jackson, Moffat, Rio Blanco, and Routt. While the labor needs of this region continue to be closely tied to the tourism industry, the growth of the Oil and Gas Industry in western Colorado is creating a large need for a new kind of workforce.

The Colorado Department of Labor and Employment is the operator of the Workforce Center system in the Northwest Region. Full-service offices are located in Meeker, Rangely, Craig, Steamboat Springs and Granby. The offices are equipped with the newest technology to provide guidance to the Workforce Center clients. In addition we have a wide array of technical resources available to our clients. One such resource is Connecting Colorado which is our online registration system. We have started directing clients to take advantage of Connecting Colorado's multiple benefits. Clients have more control over their job search and staff members have more time to work one-on-one with clients needing more intensive services.

NORTHWEST PARTNERSHIPS FOR TALENT DEVELOPMENT

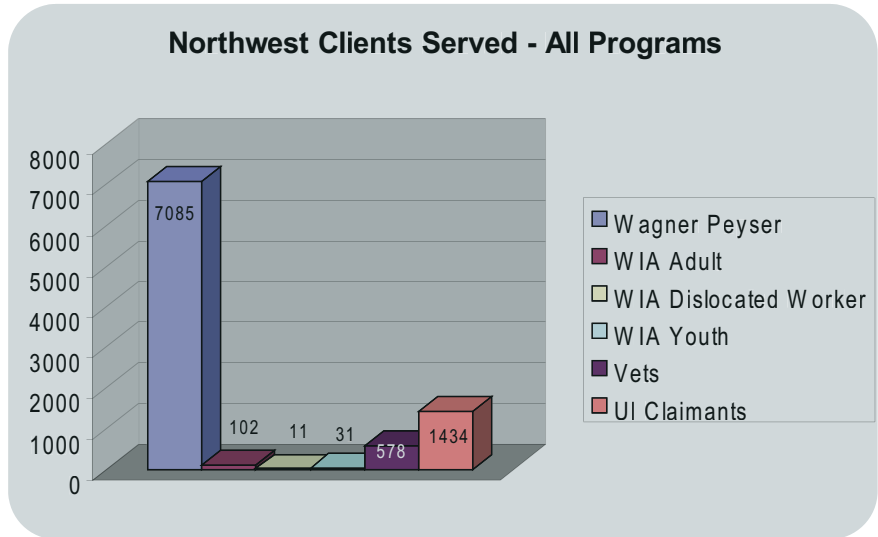
Local partnerships with Chambers of Commerce, Economic Development groups

and Local Community Colleges have enabled us to share resources to provide workshops, roundtables, and job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have vast resources for recruiting and training employees.

Energy Industry Initiatives

Business Survey - The Northwest Workforce Region continues to address economic growth spurred by several new energy industry projects, as well as ongoing mining activity in the region. The regional staff continues to work with the energy industry employers to obtain specific information on their workforce needs; a survey was conducted to over 500 employers requesting information on job descriptions, educational needs, license requirements, how many employees each one typically hires for etc. The information was compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

Energy Expo – The Northwest Region partnered with AGNC, CMC, CNCC and 20 Energy industry employers to provide a hands-on energy expo held in October at the Rifle Fairgrounds for 250 junior and seniors from Garfield, Mesa, and Rio Blanco Counties. Several scholarships were donated by the Community Colleges to students wanting to learn more about the energy industry. The energy expo was filmed and was used to put together a DVD along with lesson plans, posters, and flyers that will be distributed throughout the State to all school Superintends



and Colleges. The theme again this year was “Connecting today’s youth with the energy careers of tomorrow” which speaks to the on going need to educate youth on how they can be a part of this growing industry not only in Northwest but Statewide.

Statewide Energy Committee – With Northwest as a key contributor, the Rural Consortium was awarded a USDOL Community Based Job Training grant for the energy industry and worked with the State to form an energy committee with members from every Workforce Region in the State. The Northwest region staff is playing a vital role on the committee making recommendations to the MIS team for changes in Joblink coding to better identify energy employers in our system; working with the State Coordinator to design and implement the new energy WEB site and toolkit; and helping in the sponsorship of special projects throughout the State.

API Coalition - We are participating in the **American Petroleum Institute’s five-state**

coalition of industry, workforce professionals and both private and public educational entities to accomplish a broad scope of initiatives including: developing tools to better educate the public on careers in the energy industries; designing an interactive website which illustrates where jobs and training opportunities exist; and providing information to industry that details the services available through the workforce.

Power plants, mining, drilling for natural gas, oil shale extraction, and a myriad of businesses are supporting the effort to address the challenge of developing a skilled workforce for the energy industry. In addition, the Workforce Centers are working with Economic Development partners, community colleges, town governments and other community agencies to develop relationships and collaborative efforts, which will allow us to pursue additional resources through various grant opportunities and industry resources.



One of our star clients was an ace snowboarder and designer of snowboarding apparel. In 2006, he suffered an injury to his spinal cord and has not worked since. We partnered with the Division of Vocational Rehabilitation, and WIA is assisting with job search skills training and supportive services. Our client will complete his certification in apparel design in December, 08 and continues to keep a very positive outlook no matter the challenge.

PUEBLO SUB-REGION

Pueblo County is a single-county, single Workforce Center Region. The Pueblo Region had an average unemployment rate of 4.9 compared to the State average of 3.8%. Although unemployment rates are higher than the State average, the rate of unemployment in Pueblo dropped 1.24% in this program year.

The median household income average continues to be lower than the State average due to the highest number of job openings in retail sales, call industry and hospitality. These positions pay between minimum wage and max out close to \$9.00 hourly. Individuals with lower paying jobs often do not pursue training to develop new skills because they do not possess the financial resources and time to pursue training to develop new skills. New business in call center industries continues to locate to Pueblo and existing call centers are expanding, because of an availability of workers.

Tourism is an emerging industry sector, per the industry cluster study completed as part of the Southeast E3 Partnership. As employers who are seeking other resources available in Pueblo coupled with incentives from the city and economic development, the Pueblo Workforce Center projects that more jobs and increased wages will occur and this expanding new industry will change the economy of the community to the benefit of all who live in the community.

The Pueblo Workforce Center includes the Wagner Peyser programs, the Workforce

Investment Act (WIA) programs, Veterans, UI Hearings officer, Tax auditors, along with several programs for individuals with disabilities, Senior Employment Program, and financial assistance programs.

PUEBLO PARTNERSHIPS FOR TALENT DEVELOPMENT

Business Services Initiatives

- **Industry Focus** - The Pueblo Workforce Center has dedicated staff to meet the needs of employers and business through its Business Services Unit (BSU). The unit is configured by industry sector and operates using account management disciplines focused on developing effective partnerships to address workforce, business, and economic concerns. This provides for the single point of contact that employers requested and supports specialization and expertise by industry for staff.



Pueblo WFC offers learning opportunities for businesses during one of their “Lunch and Learn” seminars

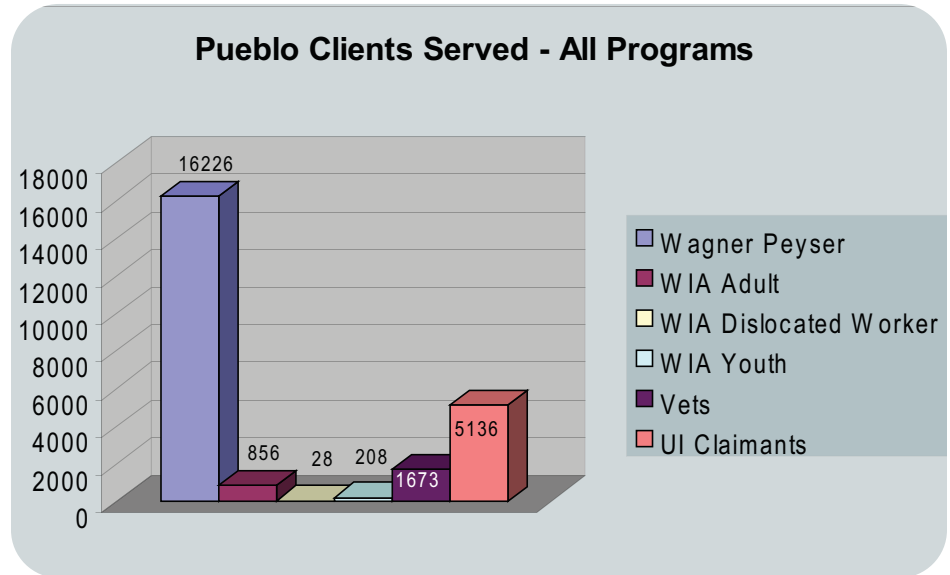
- **PREP** - The Pueblo Workforce Center in partnership with the Pueblo Community College and with support from city council and county commissioners founded

Pueblo Retention and Expansion Program (PREP) a county-wide business visitation program. The visitation program is a community wide (public/private sector) partnership with the goal of assisting business retention and overall economic development.

- Manufacturing Industry Group** - A local manufacturing user's group was co-founded by the BSU and the Pueblo Community College. The user group is comprised of representatives from local manufacturing employers, the local community college, and the workforce center representative for this industry sector. The charter of the user's group as defined by local manufacturing employers is to address global business concerns.
- ESSI** - The Energy Sectors Solution Initiative (ESSI) is a state-wide collaboration that focuses on innovative workforce solutions for this industry sector. Through this collaboration, Pueblo will sponsor a career expo in 2008 that will focus on Next Generation Agriculture and Renewable Energy and provide workforce data to assist in bringing employers in this sector to Pueblo.

Southeast Colo E3 Partnership

The Pueblo Workforce Center is a Southeast Colorado E3 Partner. SCE3P's partners represent a 22,000-square mile geographically contiguous area encompassing 12 counties (Baca, Bent, Crowley, El Paso, Fremont, Huerfano, Kiowa,



Las Animas, Otero, Pueblo, Prowers, and Teller) – nearly one-quarter of Colorado's land -- urban and rural, mountains and plains. Southeast Colorado E3 Partnership (SCE3P) is shaping an alliance that bridges the entire region with shared assets and a system of supply chains that build upon existing and emerging industries, the economic drivers for the entire region.

Community Job Training Grant

Pueblo WFC developed a partnership with Pueblo Community College to identify employment and training issues and to create solutions to address these issues. The partnership has also taken on reviewing curriculum needs and modifying training to better address the needs of job seekers and business. As a result of the partnership, the region has successfully attained a U.S. Department of Labor Community Job Training Grant with Pueblo Community College as the grant recipient.

WIA Youth Program: Best Practice

In October, 2007, the Pueblo Workforce Center's WIA Youth

program was honored with the "Best Practices Award" for its innovative career exposure solutions that were targeted towards WIA youth. The Pueblo WIA youth team identified areas for career exposure to inform youth about career information opportunities and opportunities to elevate their self esteem so that they could see themselves as being successful in various careers. The WIA youth team successfully designed a program to expose youth to career opportunities in the areas of technology, healthcare, electronics and broadcasting & production.

Similarly, there are a number of strategic alliances between the Pueblo Workforce Center staff and community partners that are dedicated to the perpetuation of programs for serving the needs of "at risk" youth: Pueblo Community College provides the educational support necessary to train the youths in viable occupational areas.



Rural Resort is

participating in the American Petroleum Institute's five-state coalition of industry, workforce professionals and education to develop an interactive website to educate the public on careers in the energy industries, and provide information to industry that details the services available through workforce.

Rocky Mountain SER provides the WIA Youths with non-summer work experience opportunities so they can "test-drive" occupations to determine if their chosen occupations are what they really want to pursue.

Additional efforts that are currently underway to help Pueblo youth succeed in a competitive economy involve the training and practical hands-on application of Pueblo area youth in the area of the construction trades. This exciting new program, once fully developed, will help expose Pueblo area youth to all facets of the construction industry to include electrical theory and application, framing, drywall application, roofing, concrete and masonry construction, plumbing, construction safety and hazardous material training, etc.

RURAL RESORT SUB-REGION

The Rural Resort Region consists of five counties: Lake, Summit, Eagle, Pitkin, and Garfield. The region's labor force focuses on tourism with the Leisure and Hospitality industry employing more people than any other industry. The region's economy is also dependent on services, retail trade, and construction. While the labor needs of this region continue to be closely tied to the tourism industry, the growth of the Oil and Gas Industry in western Colorado is creating a large need for a new kind of workforce. The majority of the labor pool in the Rural Resort Region continues to be commuters from other counties that are Spanish speaking.

The Colorado Department of Labor and Employment is the operator of the Workforce Center system in the Rural Resort Region. Full-service offices are located in Frisco, Leadville, Edwards, Glenwood and Rifle. Local partnerships with Chambers of Commerce, Economic Development groups and Local Community Colleges have enabled us to share resources to provide workshops, roundtables, and job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have vast resources for recruiting and training employees.



Staff Disability Awareness training in Frisco for Rural Resort and Northwest staff

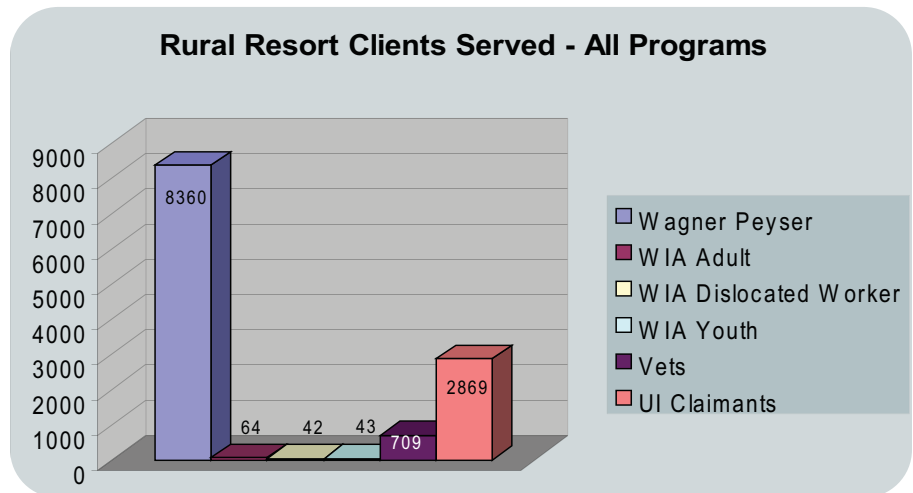
The offices are equipped with the newest technology and resources to provide tools to the Workforce Center clients. One such resource is Connecting Colorado, which is our online registration system. We have started directing clients to take advantage of Connecting Colorado's multiple benefits. Clients have more control over their job search; staff members have more time to work one-on-one with clients needing more intensive services.

RURAL RESORT PARTNERSHIPS FOR TALENT DEVELOPMENT

The DOOR Program - The Rural Resort Region received WIA discretionary funds for the start up of this innovative high school diploma program in Lake County. The program, focusing on drop-outs, is unlike traditional high school programs in that it is competency based and self-paced. Such a format allows for far more flexibility for working teens, teen moms and other high-risk students. The 3rd year of this program produced 10 graduates, almost 20% of all 2008 Graduates in Lake County.

The partnership between Mountain BOCES and Colorado Mountain College has remained strong to ensure the continuation and sustainability of the DOOR Program; the partnerships with local businesses have given DOOR students the opportunity to gain valuable employment skills; and the partnerships with Even Start, Lake County School District and the Workforce Center have provided the students with a more comprehensive and practical school program. These partnerships are the foundation of the DOOR Program.

Community Initiatives - Local partnerships with Chambers of Commerce, Economic Development groups and local Community Colleges have enabled us to share resources to provide workshops, roundtables, and job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have vast resources for recruiting and training employees.



Energy Industry Survey - The Rural Resort Sub-Region continues to address economic growth spurred by several new energy industry projects, as well as ongoing mining activity in the region. The regional staff continues to work with the energy industry employers to obtain specific information on their workforce needs; a survey was conducted to over 500 employers requesting information on job descriptions, educational needs, license requirements, how many employees each one typically hires for etc. The information was compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

Energy Expo - Workforce Centers in Rural Resort Region partnered with community colleges and 20 energy industry employers on a hands-on energy expo held at the Rifle Fairgrounds for 250 junior and seniors from Garfield, Mesa, and Rio Blanco Counties. The energy expo was filmed and incorporated into a DVD along with lesson plans, posters, and flyers that will be distributed statewide to all school districts and colleges. The theme again this year was “Connecting today’s youth with the energy careers of

tomorrow,” which speaks to the on-going need to educate the youth on what is happening in the energy industry and how they can be a part of this sector that is growing statewide.

API Coalition – The region is participating in the American Petroleum Institute’s five-state coalition of industry, workforce professionals and both private and public educational entities to accomplish a broad scope of initiatives including: developing tools to better educate the public on careers in the energy industries; designing an interactive website which illustrates where jobs and training opportunities exist; and providing information to industry that details the services available through workforce.

Power plants, mining, natural gas drillers, oil shale extractors, and other energy businesses are supporting the effort to address the challenge of developing a skilled workforce. In addition, the Workforce Centers are working with Economic Development partners, community colleges, town governments and other community agencies to develop relationships.

The economy in the South Central region is driven primarily by agriculture. The region's labor force focuses on the education and health services industries, which employ more people than any other industry.

SOUTH CENTRAL SUB-REGION

The South Central Region continues to provide services throughout its 14,558 square mile area encompassing eight counties: Alamosa, Conejos, Costilla, Huerfano, Las Animas, Mineral, Rio Grande and Saguache. The San Luis Valley Region is considered one of the largest high desert valleys in the world at an average elevation of over 7,500 feet.

The economy on the South Central region is driven primarily by agriculture. The region's labor force focuses on the education and health services industries, which employ more people than any other industry. Mining and coal production also contribute to the regional economy with the region producing roughly 45% of the state's coal. Mining is a major source of oil, gas, and coal production jobs, but government has higher employment overall.

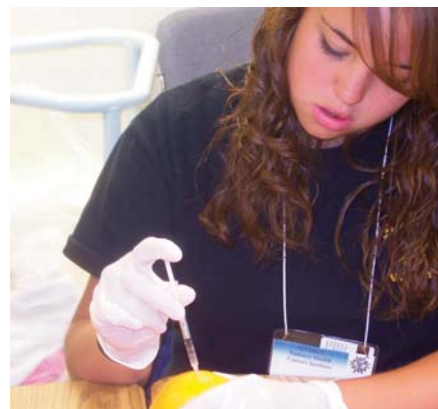
SOUTH CENTRAL PARTNERSHIPS FOR TALENT DEVELOPMENT

Southeast Colo E3 Partnership -

The South Central region is a partner in the E3 Southeastern Initiative with the Pikes Peak Workforce Center along with twelve additional Southeast Colorado counties. Most recently the South Central region has been involved with the WIRED initiative and has met with Economic Developers from across the Region including the South Central, Southeast, Pueblo and the Pikes Peak regions. The group is working with a consulting firm to work on identifying the current and emerging engines of the

regional economy and analyze how well they compete and create opportunities.

Adult Ed Partnership - The South Central region continues providing office space for the Adult Basic Education Services representatives from Southern Colorado Educational Opportunity Center and Trinidad State Junior College (TSJC) on a part time basis. This joint collaboration serves Workforce Center customers requiring a GED or educational enhancement by maximizing services at the local workforce centers.



South Central WIA client learning to administer shots by practicing on an orange

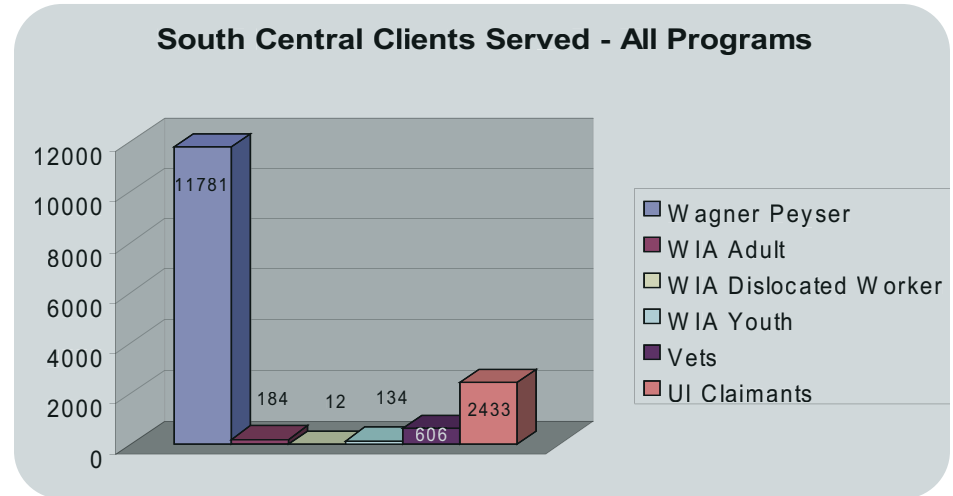
Move-Up Grant - The Trinidad and Alamosa WFCs and Trinidad State Junior College have collaborated in a program that is designed to identify, educate, train and employ those who are most in need through the Move-up Grant. This group may have been ignored because they are the hardest to serve and the least likely to be able to be counted as successes in the overall employment picture. The clients for this program come from three primary groups:

- Those who have not completed high school
- Those who have completed high school but do not have a basic skills level of at least 11th grade
- Individuals who have graduated from high school and are ready to go into training programs

In addition, the Colorado Department of Vocational Rehabilitation also has a representative at the Trinidad Workforce Center twice per week to provide much needed resources for job seekers with disabilities.

CDOT Partnership - Another unique partnership in South Central is between the Trinidad Workforce Center and Colorado Department of Transportation. This partnership was formed to recruit a large qualified workforce needed to complete the I-25 construction project in Trinidad. The workforce center provides a room for interviewing and hands out applications and schedules interviews.

SLV Prevention Coalition – The South Central Workforce Centers and Rocky Mountain SER have partnered with the San Luis Valley Prevention Coalition, whose mission is to address prevention of alcohol, tobacco and other drug abuse and promote healthy individuals, families and communities. Rocky Mountain SER is utilizing \$50,000 in WIA Youth funds for participant training and support. Thirty WIA-eligible younger youth were placed at a worksite for 200 hours each and worked in a variety of



different worksites throughout the San Luis Valley area. The youth enrolled into the program were considered high risk for substance abuse and had limited exposure to the world of work. The main purpose of the program was to allow these high risk youth the opportunity for a work experience to develop work ethic and skills and remain in school full-time.

Marketing Activities - During 2007, the region participated in the following marketing events and activities:

- Alamosa / Monte Vista Workforce Centers co-sponsored a Job Expo in Alamosa
- Trinidad Workforce Center sponsored several Employer Specific Job Fairs
- Santa Fe Trail Festival held in June
- Summer Youth Banquet held in August
- The Chamber of Commerce has an ambassador from the Trinidad WFC who attends ribbon cuttings for new businesses and participates in

local functions and who is a board member.

- Economic Development has a board member from the Trinidad WFC
- Movers and Shakers meet on a monthly basis in Trinidad. The group consists of business people from the community who share information about the respective agencies.
- Presentations were given to area high schools and colleges in the San Luis Valley

Turning Point Grant - The South Central and Southeast Regions received a grant to assist the ex-offender population to either re-enter or reintegrate into the local workforce. This will be accomplished by providing essential and supportive services needed to stabilize offender's lives and offering job search assistance. The South East/South Central region has enrolled 86 ex-offenders. Supportive services, OJT, work experience, and Rent Assistance through the Turning Point grant has allowed these participants to obtain and maintain employment opportunities.



The Southeast region is a partner in the E3 Southeastern Initiative with the Pikes Peak Workforce Center along with twelve additional Southeast Colorado counties. The partnerships working to identify the current and emerging engines of the regional economy and analyze how well they compete and create growth opportunities.

SOUTHEAST SUB-REGION

Southeast, a region with a large agricultural presence, borders New Mexico, Oklahoma and Kansas, and includes Baca, Bent, Crowley, Kiowa and Prowers Counties. Population is concentrated in two counties, Prowers and Otero. The economy of the Southeast region is driven primarily by agriculture and tourism. The region's labor force focuses on the education and health services industry employing more people than any other industry. Leisure and hospitality showed the highest number of vacancies followed by trade, transportation, utilities and other services which include construction and manufacturing.

SOUTHEAST PARTNERSHIPS FOR TALENT DEVELOPMENT

The Southeast Region provides office space for Colorado Department of Vocational Rehabilitation representative at the Rocky Ford Workforce Center four times per week to provide much needed resources to job seekers with disabilities.

Workforce Centers continue partnerships with the following agencies: WIA contractor - Rocky Mountain SER and BOCES. Local Workforce Centers administer the following programs: Migrant Seasonal Farm Worker services, Wagner Peyser, Veteran programs, Social Services in La Junta and Job Corps in all offices on an itinerant basis. All other Workforce Partners provide services at their own locations as specified in the Southeast Board's Memorandum of Understanding.

Partnership with Youth Probation - The Workforce Centers and Rocky Mountain SER initiated a great new partnership with the 16th Judicial Probation Department under their Senate Bill 94 program for youth. Youth participants referred from the local probation department participated in Job Skills Workshops provided by the Southeast Workforce Center staff in the La Junta office. After the participants completed these workshops and were prepared for the world of work, they were then placed by Rocky Mountain SER staff into Work Experience worksites in their local communities. These youth not only learned the value of work, but also earned a paycheck which enabled them to pay their fines and restitution from their court cases. This program will be expanded to the 15th Judicial Probation Department in the Lamar area next year.



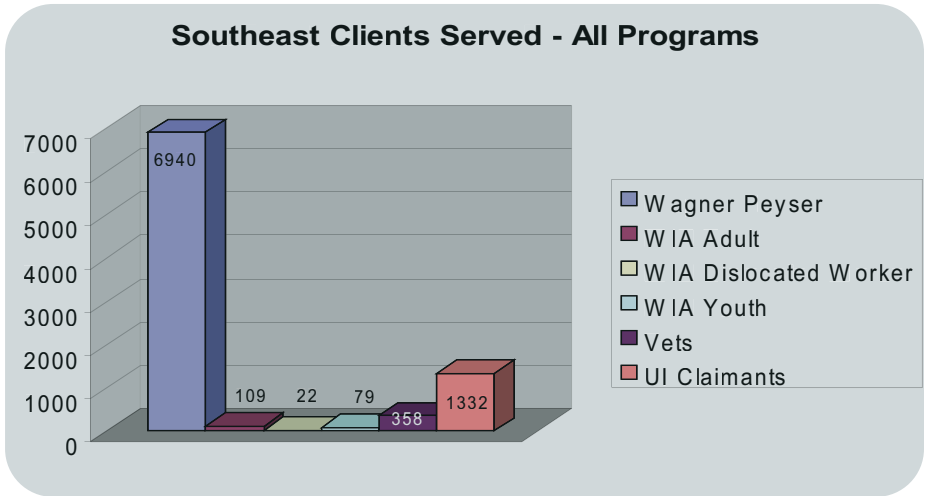
Southeast WIA client being tutored by Rocky Mt. SER staff

Marketing Initiatives - During PY 07, the region participated in the following marketing events and activities:

- Summer Youth Appreciation Banquet
- Arkansas Valley Fair Parade and Fair Booth

- La Junta Football Game “supporting youth”
- Early Settler’s Day Parade
- Migrant Seasonal Farm
- Worker Appreciation Picnic
- Rocky Ford Football Game
- “supporting Youth”
- Lamar Customer Appreciation
- Rocky Ford Customer Appreciation
- La Junta High School “Back to School” night
- Lamar Veteran’s Appreciation
- Rocky Ford Veteran’s Appreciation
- Lamar Community College Sponsored Job Fair
- Adult Job Skills Workshop in La Junta
- Presentations were given to area high schools and colleges in the Arkansas Valley
- Pre-employment Job Skills workshops given at private prison in Olney Springs

Turning Point Grant - The South Central and Southeast Regions received a grant to work with ex-offender population. The program is designed to assist a targeted population to either re-enter the workforce or re-integrate into the workforce. This will be accomplished by providing essential services needed to stabilize offender’s lives and with job search assistance. The South East/South Central region has enrolled 86 ex-offenders and provided supportive services, OJT, WE, Rent Assistance through the Turning Point grant that have allowed participants to obtain and attempt to maintain employment. A total of 972 reportable services have been provided including referrals to employers and to various community resources.



Southeast Colo E3 Partnership - The Southeast region is a partner in the E3 Southeastern Initiative with the Pikes Peak Workforce Center along with twelve additional Southeast Colorado counties. The Partnership has been met with Economic Developers from across the Region including the South Central, Southeast, Pueblo and the Pikes Peak regions. The group is also working with a consulting firm to identify the current and emerging engines of the regional economy and analyze how well they compete and create opportunities.

SOUTHWEST SUB-REGION

The Southwest Workforce Region is made up of 5 counties and 11 communities situated in the Four Corners area. It includes the Southern Ute and Ute Mountain Indian reservations, and all together makes up 6.3% of the land area in the state. Situated in the northeast quadrant of the Four Corners, the region boasts a wide range of geography, from mountains to canyon lands, as well as great expanses of public land, including Mesa Verde National Park.

The population is estimated for 2007 at over 91,000, with an annual growth rate of 2 – 2.5%. Much of this growth (87%) can be attributed to newcomers moving in to take advantage of the area’s unique natural beauty and quality of life. A quarter of these are 2nd homeowners who bring along their retirement and/or expendable incomes, which grows the economy, but also drives up the cost of housing and strains community infrastructures.

The total workforce in the region is just under 39,000, which is less than 2% of the state’s workforce. Eighty percent of that workforce is employed in La Plata County, the most populated of the five counties. Retail trade and accommodations/food service accounts for 28% of employment in the Southwest Region, reflecting the strong impact the tourism industry has on the area economy. Small businesses still make up over 90% of the local employers. Public administration and government employment in general is strong in the region (18% of employment).



The Southwest

Region, in collaboration with the Western Region and area vocational-technical schools, was awarded a 3-year energy grant by the U.S. Dept. of Labor to provide short term industry-identified training to job seekers and incumbent workers in energy-related occupations, primarily in oil & gas and mining.

Oil & gas extraction also continue to be strong industries, with the extractive industries among the highest paying. Both the Ute Mountain Ute Tribe (Montezuma County) and the Southern Ute Tribe (La Plata County) continue strong performance in their contribution to the regional economy via their own construction, oil and gas, agricultural and casino operations. The Southern Ute Tribe is currently building a large new casino and conference campus, which has added 400 - 600 construction jobs over the past year, and will add a similar number of permanent jobs in 2008-2009. The unemployment rate for the region was 3.3% in 2007, rising to 4.35% during the first half of 2008.

SOUTHWEST PARTNERSHIPS FOR TALENT DEVELOPMENT

Cross-Regional Training Initiatives - On-going partnerships for talent development exist between the workforce system and three training providers in the region, with a focus on the continued growth industries of health care/nursing, and oil & gas extraction and the support services that industry sector requires. Pueblo Community College in La Plata County, San Juan Basin Technical College in Montezuma County, and San Juan College in nearby San Juan County, NM have all worked to train job seekers in the SW Region in these industries' sustainable-wage occupations.

A consistent nursing and other health professional workforce has contributed to the conditions that

have allowed both an urgent care center and an orthopedic specialty hospital to open and grow in La Plata County, in addition to helping staff two large regional hospitals. Training in such areas as natural gas compression and transmission processes has helped provide the specialized staff needed to fill the field-based positions throughout La Plata County and northern NM, in what is known as the San Juan Basin. Some oil and coal bed methane companies join natural gas in the local energy development mix, all of which keep many businesses alive and growing, from water hauling (CDL training) to pipe fitting (welding training).

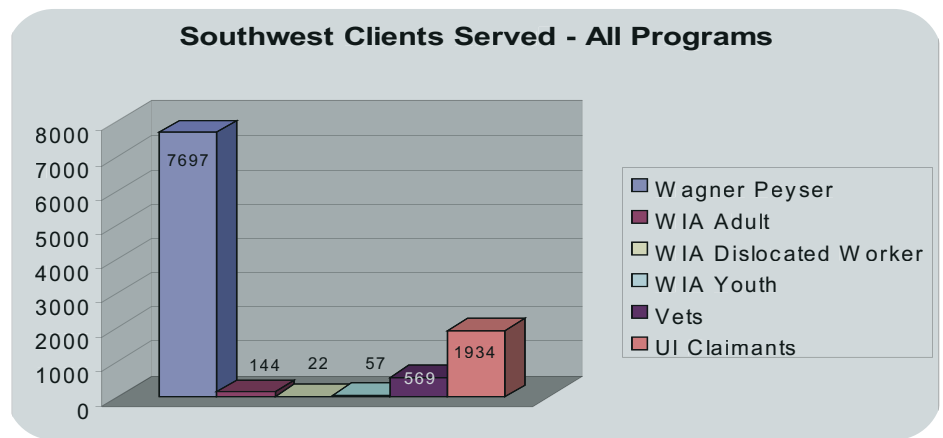


SW Conservation Corp. Crew Fire and Weed Mitigation Training – During PY07 the Fire & Weed Mitigation Training in the Southwest Sub-region, in partnership with the Southwest Conservation Corps, gave 12 young adults the skills needed by both the growing private mitigation sector and the public lands agencies (Bureau of Land Management and the U.S. Forest Service). Since the 2002 wild fires in the region, private companies have been established to meet the rising need for “defensible space” around homes

for the many residents desiring to live in the forests. During the same time period, a growing invasion of noxious plant species has placed a new emphasis on the need for trained employees with applicator licensure. This project contributed an otherwise unavailable training resource to the region for talent development in these occupations.

Energy Initiative – A second and much larger project, the Energy Training Initiative begun April 1, 2008 is seeking to train 840 job seekers and 1680 incumbent workers over a three-year period to contribute to new talent development and keep existing employers and new energy related businesses growing and remaining competitive. This collaborative effort is both cross-regional and multiple-partnered, involving the Southwest and Western workforce regions, San Juan Basin Technical College, Delta/Montrose Technical College and the CDLE Energy Office.

Discretionary Grants - The region has successfully completed two discretionary projects during the past year, including the Fire & Weed Mitigation Training program for young adults and the Youth Leadership & Employment League (YELL) for out-of-school, WIA-eligible youth. In addition, the Southwest Region, in collaboration with the Western Region and area vocational-technical schools, was awarded and began implementation of a 3-year energy grant through the U.S. Dept. of Labor to provide short term industry-identified training to job seekers and incumbent workers in the broad field of energy-related occupations, primarily in oil & gas and in mining.



UPPER ARKANSAS SUB-REGION

The Upper Arkansas Region encompasses Chaffee, Fremont, Park and Custer counties. This area is unique to Colorado in that we provide an excellent alternative to busy urban living with easy access to front-range metropolitan areas. Those engaged with this sub-region work to foster a diverse and vibrant economy that complements the unique rural character and enhances community prosperity. The civilian labor force for the Upper Arkansas Region was 40,275 for 2007, with an unemployment rate averaging 4.3% for the year. The largest major industry sector was Public Administration, followed by Health Care and Social Assistance and Retail Trade.

The Workforce Center system is operated by the Colorado Department of Labor and Employment, with the Upper Arkansas Area Council of Governments (UAACOG) as the subcontractor for the Workforce Investment Act service delivery. The Canon City Workforce Center and the Salida Workforce Center are full service offices, with satellite offices operational in Buena Vista and Fairplay. During

PY07, the Canon City Workforce Center received the Colorado Public Employment Service Award from the Veterans of Foreign Wars.

Technology is utilized in the Canon City and Salida offices to enhance and create 24/7 access to the services available to employers and job seekers in this sub-region. The website: www.ConnectingColorado.com is one of many on-line tools provided to customers, which allow job seekers to find employment throughout the State and employers to post and update their job orders from any internet-accessible location. This provides a unique connection between job seekers and employers, along with a strong sense of self-empowerment.

UPPER ARKANSAS PARTNERSHIPS FOR TALENT DEVELOPMENT

Fremont County Jail Project - On July 13, 2007, the Canon City Workforce Center hosted a unique hiring event with the objective of recruiting fifteen job applicants seeking to become a Detention Deputy.



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Arkansas Sub-Region

was awarded the

Distinguished

Accomplishment

award by the Colorado

Veterans Program for

achievements made

in working with the

local veteran job

seekers.

On September 7, 2007, sixteen trainees began their training journey utilizing WIA on-the-job training services, and on February 28, 2008, fifteen of the sixteen graduated from the OJT program, becoming fulltime employees of Fremont County. The Upper Arkansas Sub-Region was awarded the Distinguished Accomplishment award by the Colorado Veterans Program for achievements made throughout this project in working with the local veteran job seekers.

Job Seeker Services

- The Salida Workforce Center participated in the Monarch Ski Job Fair on November 2, 2007. The event was coordinated to attract new and returning employees interested in working seasonally at the ski area. The event was a great success, recruiting over 80 interested job seekers.
- The Canon City Workforce Center hosted a first-time Career Fair. There were 200 individuals that attended the Career Fair, along with 65 career presenters. All six career paths were represented and expressed that the event was very informative and a fun way to find out about various career options.
- The Annual Upper Arkansas Job Fairs were held in April, 2008. Combined, there were 500 job seekers in attendance and 62 employers in attendance. Throughout the year multiple hiring events were hosted by both the Canon City and Salida Workforce Center for individual employers

including Auto Zone, SOS Staffing, Center for Transportation Safety and Southern Peaks Regional Center.

Business Services - The Upper Arkansas Region took the lead in offering an employer roundtable entitled, Business Pandemic Preparedness, in partnership with the Colorado Department of Public Health & Environment. Preparing for a pandemic influenza outbreak involves everybody. The Workforce Centers delivered a series of roundtables on this topic throughout the Upper Arkansas Region to equip local business with information with hopes that the knowledge will reduce the impact of pandemic flu on individual business. Additional roundtables were offered throughout the region during 2007 covering the topics, Worker Compensation, Family Medical Leave Act, and Labor Laws.



Graduates of Upper Arkansas sponsored OJT

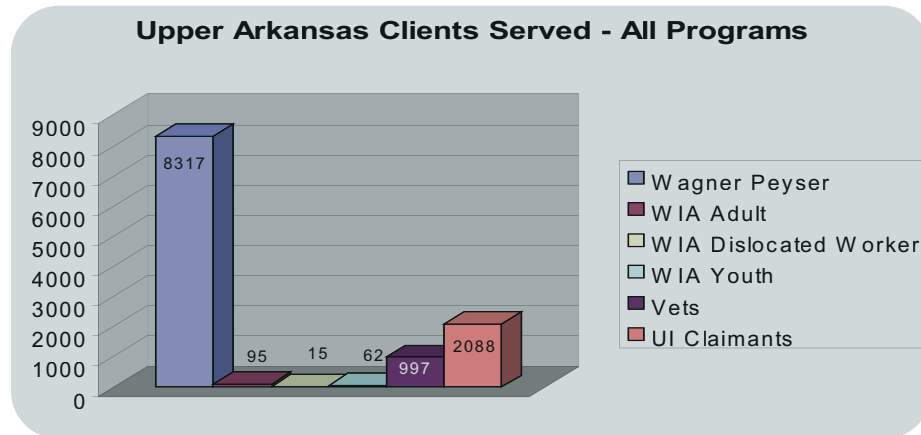
Success Story: Amber registered for WIA as a weary, eighteen year old living with her grandparents. Unemployed and lacking self confidence, she faced numerous obstacles including an unstable financial situation and medical issues. Prior to WIA, she had

often stopped by the office seeking employment, emotional support, financial advice and labor market information. After intensive assessment and weekly counseling sessions, her case manager supported her training goal of becoming a Certified Nurse Aide. Amber successfully completed the training program and subsequently obtained her statewide certification and licensure. Amber's participation in WIA resulted in fulltime employment, resources to purchase a vehicle, independent living and soaring self confidence.

WESTERN SUB-REGION

The Western Region is made up of distinctive geographic and economic areas that contribute to its beauty and high quality of life. The region consists of Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel counties with the largest city in the region being Montrose, followed by Delta, then Gunnison. The 2007 population of the Western Region was estimated to be 98,727, which represents a 19% increase from 1997. The regional economy is dominated by tourism with the resort communities of Crested Butte and Telluride providing a large portion of local jobs and tourism dollars. The Black Canyon of the Gunnison National Park and Currecanti National Recreation Area also draw visitors to the area.

The Western Region continues to be a source of oil, gas, and coal production, producing approximately 45% of the entire state's coal production in 2003. The mining industry continues to play an important role in the region and is expected to



contribute strongly to the regional economy in the future. Agriculture production and agribusiness provide roughly 20% of the region's jobs with construction related employment recently slowing in the region.

The total civilian labor force in the Western for July, 2008 was 60,872 of which 58,281 were employed and 2,591 were unemployed, with an unemployment rate of 4.3%. The total number of employees located in Western in 2006 was 39,240. The largest major industry sector was Accommodation and Food Services, with 13 percent of the employment, followed by Retail Trade with 13 percent and Construction with 11 percent. The regional labor force grew at a 3% annual growth rate between January 2006 and January 2007.

One-Stop System - The Western Workforce system consists of 3 full service centers located in Montrose, Delta, and Gunnison. Each Workforce Center offers a full array of employment and training services geared to meet the needs of employers and job-seekers. Workforce Center services can be accessed through the web, by phone, or in person. Customers may register online, conduct their own job search, and

obtain employment referral information anytime day or night utilizing our website. All Western Region Workforce Centers work in collaboration with partnering agencies to provide comprehensive employment and training services to adults, young people, and employers.

WESTERN PARTNERSHIPS FOR TALENT DEVELOPMENT

Regional Partnerships - Partner agencies play a significant role in providing services in each workforce center either directly or through itinerant services. These include The Training Advantage (TTA), Montrose and Delta School District "School to Work Alliance Program" (SWAP), Colorado Vocational Rehabilitation, Rocky Mountain SER Jobs for Progress Inc., and Job Corp. Additionally the region works cooperatively with the Colorado Vocational Rehabilitation to offer program services for individuals with disabilities through the Disability Program Navigator Project.

The Western Workforce Centers continue to offer WorkKeys assessments for employers and job-seekers.



Melina, a single mother of two children, received the support of WFC staff to achieve her goal of working for the probation department. WIA work experience and job training enabled her to obtain permanent employment and changed her life. Melina states that "I am no longer afraid to go for what I want...Thank you for believing in me and giving me the courage to pursue a dream."

The Montrose Workforce Center working in collaboration with both local schools and employers to offer WorkKeys assessment and interpretation to students and job-seekers.

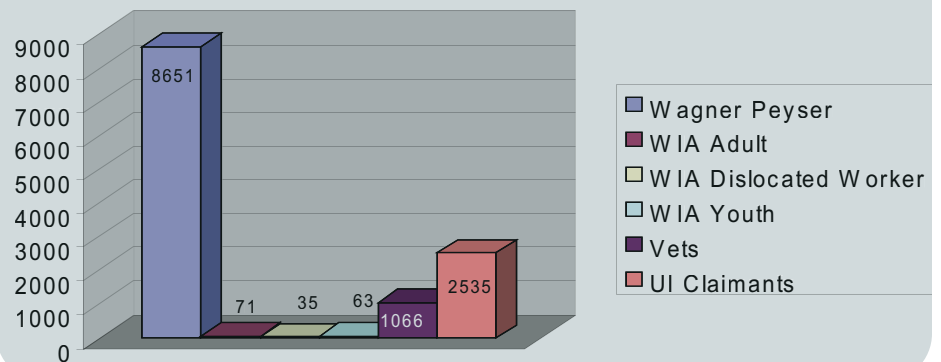
Community Job Training Grant - The Western and Southwest Workforce Regions working with the mining and energy industry in Southwest Colorado submitted and were awarded a Federal Department of Labor, Community Job Training Grant to address experience skilled workforce shortages in the mining and energy industry. The two million dollar grant will train over 2,000 workers over the next three years. Local mining and energy employers, the Colorado Workforce system, and post secondary education will collaboratively and creatively combine efforts to meet the skilled workforce needs of the mining and energy industry in Southwest Colorado.

The grant will support employers and employees in the high-growth industries of mining and oil & gas extraction. The two

regions are rich in natural resources and employment opportunities. Colorado Workforce is implementing a regional approach to fulfilling the need for skilled workers through utilization of the area's two technical colleges: San Juan Basin and the Delta Montrose Technical Colleges. Together with industry partners, the colleges will develop and deliver new customized courses focused on short-term, skill-specific trainings requested by industries. The Delta-Montrose Technical College will focus its training courses more on coal mining while San Juan Basin Technical College will focus on more opportunities for oil and gas support services.

These trainings will result in job skills enhancement for incumbent workers, skill acquisition and job placement for career-entry trainees, and opportunities for trainees to grow their careers through continued education while increasing the labor pool for industry employers. The enhanced capacity of the technical colleges to increase enrollment, develop new programs that are

Western Clients Served - All Programs



needed by industry, and improved expanded facilities and equipment will be critical to the success of the grant and the economic health of the individual communities and the western slope region as a whole.

Success Story - Melina, a single mother of two children, was not sure of her career goals before coming into the workforce center. She was nervous about seeking help and struggled in knowing

what direction to go in finding a job and deciding on a career. Together with Workforce Center staff, she explored possible career options and decided on a career that she had always wanted. Melina completed computer and occupational training that enabled her to work for the probation department. The combination of work experience and job training allowed her to obtain permanent employment, but more importantly, the support she

received from Workforce Center staff has changed her life. She states that she has learned a lot about the judicial system, but most importantly, Melina says, "I have gained self-confidence and I am no longer afraid to go for what I want. I actually wake up everyday and not dread going to work. Thank you for believing in me and giving me the courage to pursue a dream."



- Job Seeker Info
- Employer Info
- Unemployment Info
- Training/Education
- Register for Work
- Post a Job
- Generic Job Application
- Colorado Dept of Labor
- US Dept of Labor



[Take a virtual tour of a Colorado Workforce Center](#)

[Unemployment Insurance Information](#)



The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. The region serves 52 rural counties by providing a wide array of employment and training services at no charge. These services are provided to both job seekers and employers throughout 11 sub regions and 35 offices. Oversight of the Consortium activities and policies is provided through the Rural Consortium Board and the Board of Local Elected Officials.

We're pleased to present this website to you and continue to provide current and useful information about the Workforce Boards, Workforce Centers and Staff.



EMPLOYERS

Let us know how we can better serve you. Give a [click!](#)



Questions or comments about the web site should be sent to: deanna.schneider@state.co.us

Select the Rural Workforce Center of your Choice for Local Information & Job Postings

- [Alamosa](#) [Burlington](#) [Broomfield](#)
- [Canon City](#) [Cortez](#) [Craig](#)
- [Delta](#) [Durango](#) [Edwards](#)
- [Elizabeth](#) [Fort Morgan](#) [Frisco](#)
- [Glenwood Springs](#) [Granby](#)
- [Gunnison](#) [Grand Junction](#)
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- [Limon](#) [Meeker](#) [Monte Vista](#)





Employment Services of Weld County

W

eld County

continues to be a leading producer and seller of cattle, grains, sugar beets and other agricultural products in the state, and in the top 10 largest producing counties nationally. Weld County also ranks as the second leading producer of oil and gas in the state.

REGIONAL PROFILE

Located in the north-central portion of Colorado, Weld County encompasses 3,999 square miles, making it the third largest county in the state, and in 2007 had an estimated population of 243,750. The county has continued to see a steady growth in its population and in the period from 1996 to 2007 Weld County experienced a 56.1% increase. The county's economy continues to be a diverse mix of agriculture, advanced technology, manufacturing and service firms. Weld County continues to be a leading producer of cattle, grains and sugar beets in the state, the leading agricultural products seller in the state, and in the top 10 largest producing counties nationally. Weld County also ranks as the second leading producer of oil and gas in the state.

The county's economy continued to perform well in 2007 and we anticipate that we will continue to experience growth in 2008 and 2009, although it is unclear to what extent that growth will be. Unemployment in the county

experienced a 4.2% rate in June 2007 with varying fluctuations throughout the year and ending with a 5.7% rate in June 2008. The number of individuals employed in the county continued to increase and showed a 1.7% increase from June 2007 to June 2008. Anticipated job growth for 2008-2009 is unclear at this time due to the fluctuating economic conditions nationally.

A review of data captured for the period from July 1, 2007 through June 30, 2008, shows there was a 2.15% decrease in the total number of active job seekers compared to the similar period last year. On average, the percentage of decrease in individuals was seen across all segments of customers served.

One-Stop System

The Weld County Board of Commissioners administers all employment and training programs through the Weld County Division of Human Services. These programs are then delivered through Employment Services of Weld County, a division of the Weld County Department of Human

PY07 Common Measures Performance

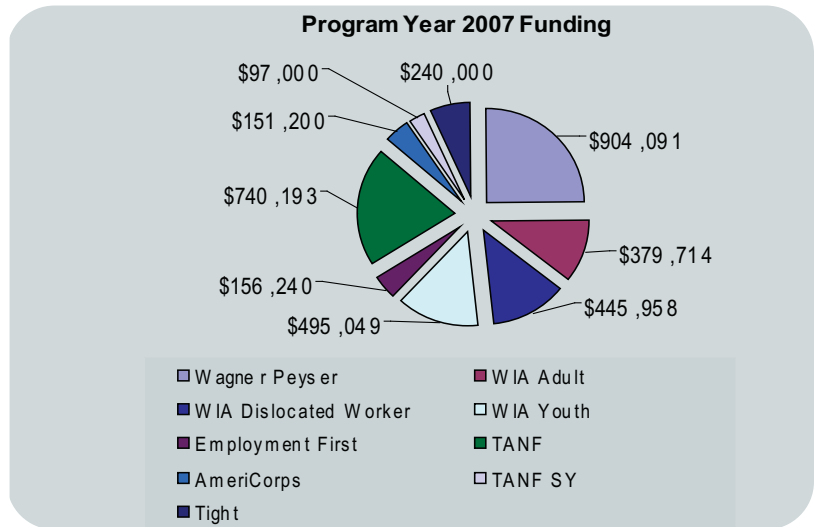
ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Entered Employment	105%
Retention	104%	Retention	107%
Average Earnings	112%	Average Earnings	97%
YOUTH			
Standard	Percent of Goal		
Literacy/Numeracy	108%		
Placement	142%		
Degree/Certificate	179%		

Services. The Weld County Workforce Development Board (WFB) shares oversight and planning responsibilities for the delivery of all services through Employment Services. In this capacity, the Weld County WFB joins with the Board of Weld County Commissioners in the development of the goals and objectives, system design, monitoring and evaluation of program activities.

Employment Services continues to operate an integrated system offering the widest variety of employment and training programs and services to meet the needs of our customers. The major integrated programs administered under the Workforce Center for PY 2007 were WIA, Wagner-Peyser, Employment First, TANF, WIRED Innovations Grant, and a variety of youth initiatives described below.

Employment Services is a customer-focused system providing customers' choice and a place where they are able to decide how and where to get the information, assessments, education, and training that best meet their needs. Through the operation of the basic labor exchange, job seekers and employers are able to obtain information regarding regional and statewide job placement services. Customers are also able to access national job placement and labor market information through the use of internet access available either at the Workforce center or at remote locations that have the necessary technology.

The chart on this page identifies the various funding levels of the



programs operated by Employment Services of Weld County in 2007.

The continued population growth in Weld County and specifically the southern part of the county requires additional emphasis and resources devoted to serving the population's needs. As a result, Employment Services has increased its presence in the Ft. Lupton office and this has increased the access to services for customers in this area. Staff presence was increased in the Ft. Lupton area to better serve the TANF population.

Marketing Initiatives -

Employment Services continued to aggressively market services through a variety of Job Fairs and sector expositions during PY 07. Funds provided by the Office of Workforce Development assisted in sponsoring events, increasing the public's awareness of our services through our participation in job fairs, and the purchase of marketing giveaways to "get our name out in the community", advertising, as well as other marketing efforts. Marketing efforts in PY2008 will focus on

job/career fairs, appreciation and community events, marketing items, advertisements, continued training of staff in marketing efforts, and research.

Continuous Improvement -

Employment Services submitted a Foothills Recognition application to CPEX in June of 2007 and were recognized for attaining that level at the CPEX conference in November 2007. A Continuous Improvement Plan was submitted for PY 08, and in addition to continuing to work towards the Colorado Performance Excellence (CPEX) recognition for the Timberline level, we will also continue to work on the areas remaining for us to obtain the CIMS Advanced Marketing Certificate.

[Workforce Investment Board](#)

Private sector involvement has been, and continues to be a major emphasis in determining the design and delivery of employment and training services available through Employment Services of Weld County.



Supporting small

businesses continues to be a priority for Weld County. Employment Services of Weld County continues to coordinate with Upstate Colorado Economic Development to provide labor market information and other services as small businesses identify a workforce need.

The Workforce Development Board through its various planning committees, and Employment Services, continues to emphasize quality in our employment and training activities and programs.

The goal of the Weld County Workforce Development Board and Employment Services is to deliver quality services that assist individuals in gaining the skills necessary to obtain and maintain a job which will lead them to economic self-sufficiency. Areas designed to meet this goal include: the structure of Employment Services, our linkages and coordination efforts with other agencies and community resources, and the ongoing design, development and delivery of innovative service models.

During the past program year, the Weld County Workforce Development Board focused on meeting the identified needs of employers and as well as to identify areas for improvement in our workforce system. To aid in this endeavor, Employment Services has continued to work on the areas identified in the Workforce Boards Continuous Improvement Plan.

PARTNERSHIPS FOR TALENT DEVELOPMENT

Regional Partnerships

The Weld County Workforce Development Board has been promoting and encouraging discussions around regional workforce collaboration. The development of new training for emerging technologies was identified as a high priority to address workforce needs.

Employment Services continues to be an active partner in the Workforce Board of Metro Denver, and this partnership has provided the opportunity to increase training opportunities in demand occupations. The president of Upstate Colorado Economic Development and the director of Employment Services of Weld County are members of the Workforce Board of Metro Denver, and this will help provide the necessary linkage to connect the economic development and workforce issues in Weld County.

WIRED Grant – MIST Program

Employment Services is also actively involved in the development and implementation of the goals and objectives established through the WIRED grant and participates in the various panels convened. Based on local labor market information and the high growth potential in the energy sector, Employment Services collaborated with a variety of partners including energy sector employers, Aims Community College, and other workforce centers to develop a regional approach to meeting the workforce needs of the energy sector. Employment Services submitted for and was awarded a WIRED Innovations grant to develop and implement the Multi Industry Systems Technician (MIST) Program.

The MIST Program, to be implemented in PY08, is employer validated, flexible in its delivery, academic credit bearing, PELL Grant eligible with short term elements that are open entry-open exit and not dependent upon future external funding. The MIST program and

its Prep Academy were developed by Employment Services of Weld County in collaboration with Aims Community College and is being offered through a cooperative effort with our workforce partners in Adams, Boulder, and Larimer Counties to address the hiring needs of energy and manufacturing employers.

Transportation Initiatives

To address the increasing transportation needs of multiple sector employers, the recruitment of individuals to be trained in truck driving has continued to be a priority for the Weld County Workforce Development Board and Employment Services. The Transportation Taskforce developed by the Weld County Workforce Development Board continued to identify and implement additional strategies to meet the needs of employers. The Employment Services web site includes a link for the third annual Professional Driver Opportunity Expo scheduled for September 20, 2008 and is also used to provide occupation and resource information for future truck drivers. The Expo is actively marketed to encourage professional drivers to apply for positions with listing employers and to encourage individuals to look into truck driving as a viable career and then link them to training providers. Additionally, current drivers will have the opportunity to interview with employers. Employers needing truck drivers have been, and will continue to be, invited to participate in our job fairs to promote employment in this occupational area.

Demographic Characteristics	Total Job Seekers	Employed	Unemployed	UI Eligible Claimant	Hispanic	Non Hispanic
Total Active Job Seekers	18,923	3,909	15,014	5,971	8,343	10,580
Veterans & Eligible Persons	1,420	331	1,089	661	270	1,150
Male	10,322	2,140	8,182	3,230	4,552	5,770
Female	8,601	1,769	6,832	2,741	3,791	4,810
Youth	1,004	50	954	6	608	396
Adult 18 & Over	17,919	3,859	14,060	5,965	7,735	10,184
18-44	12,844	2,819	10,025	3,527	6,208	6,636
45-54	3,391	710	2,681	1,582	1,078	2,313
55 and Over	1,684	330	1,354	856	449	1,235
Received Staff Assisted Services	18,923	3,909	15,014	5,971	8,343	10,580

Rockies Workforce Energy Coalition

Employment Services continues to partner with the Rockies Workforce Energy Coalition which represents key energy employers like Shell, Halliburton, Encana, Key Energy, and Suncor, as well as education and workforce development officials representing Colorado, Wyoming, Montana, North Dakota, and Utah. Through the efforts of this coalition, an Energy Employer Service Guide for the five state region was updated to assist employers in using the workforce system to meet their employment needs. Addressing the energy workforce shortages through this five-state regional collaboration effort has resulted in increased training and employment opportunities for job seekers, and has increased access to the labor force for employers.

Health Care

Employment Services has continued to work with Aims Community College to address health care shortages and Aims shares our commitment in this area. Their dedication is demonstrated by expanding their capacity for training by building a new Allied Health Care building at the Greeley campus.

Economic Development

Employment Services of Weld County continued to maintain a very solid and strong relationship with Upstate Colorado Economic Development. Our ongoing regional collaboration efforts between Employment Services of Weld County, Larimer County Workforce Center, and the State of Wyoming Workforce Development Services continue to provide direction for current and future strategic planning opportunities.

A variety of initiatives with economic development allowed us to move forward and respond to opportunities during PY 2007:

- Employment Services was in partnership with a variety of agencies to identify areas of under-employment in the Northern Colorado area. This partnership included Upstate Colorado Economic Development, Northern Colorado Economic Development, the cities of Ft Collins, Loveland, and Greeley, and the Colorado Office of Workforce Development.



The Weld

County Youth

Conservation Corps

harnesses the energy

and idealism of young

people to meet the

needs of the Weld

County community.

Rain or shine, team

members work

together to complete

various service

projects that meet the

needs of communities.

The intent of the project was to identify areas of under-employment, labor skill sets that are under utilized, and the underlying factors that influence under-employment. In addition to contacting residents for their input concerning the under-employment status, the project also contacted primary sector and institutional employers to obtain their input concerning the under-supply and under utilized skill sets as well as to obtain their perception concerning the Northern Colorado labor pool.

- A partnership with the Greeley Chamber of Commerce to co-host seminars that could benefit small businesses was continued. Seminars conducted under this partnership included “Soft Skills Matching for Employers and Job Seekers” and a training titled “Who Can You Fire and how do You Know?”

Transportation Task Forces

The Transportation task force was formed to address the issues of shortages of qualified truck drivers in relation to the growing number of job openings. Taskforce members in this initiative include Aims Community College, Leed Energy Services, Meadow Gold, Norfolk Iron & Metal, Plastic Arts, Rocky Mountain Recruiting, United States Trucking, and Calfrac Well Services Corp. A Professional Driving Opportunity Expo was scheduled for September 20, 2007, and included prospective employers as well as training providers. Marketing for this event included radio PSA's, press

releases, and video interviews with local employers which are aired on Aims Community College's cable channel.

Support of Small Businesses

Supporting small businesses continues to be a priority for Weld County. Employment Services of Weld County continues to coordinate with Upstate Colorado Economic Development to provide labor market information and other services as businesses identify a workforce need.



WCYCC/AmeriCorps members take a break and pose for a photo while working on a project for St Vrain State Park

In addition to the collaborative partnerships with agencies providing services to small businesses, we have continued marketing efforts specifically designed to reach the small business owner. This includes a newsletter that addresses workforce information that may be of interest to the employers and is made available to the business owners through the various Chambers of Commerce throughout the county. Strategic linkages with the City of Greeley Economic Development office as well as the Greeley Area Chamber of Commerce have continued to be strengthened.

Employment Services is in the process of revising our business services plan which will outline our services and outreach to businesses as well as identify our workforce development partners and their roles. Employment Services and Upstate Colorado Economic Development are members of the Metro WIB and part of the WIRED grant and will incorporate appropriate strategies from this collaboration for the small business sector as they are identified.

[Human Services Partnerships](#)

The Weld County Department of Human Services, which Employment Services was part of, and the Weld County Department of Social Services were merged into one Department in May 2008. The new agency was named the Weld County Department of Human Services and now includes the Divisions of: Employment Services of Weld County; Weld County Social Services; Weld County Area Agency on Aging; and the Family Educational Network of Weld County (Head Start). Over the past 30 years, Employment Services had developed a close collaborative relationship with Weld County Social Services which enabled us to operate the TANF work component and Employment First programs. We have also collaborated on a variety of very innovative and successful projects and programs to provide services to youth. These include the Multidisciplinary Youth Assessment Team (MYAT) Program, the Teamwork, Innovation, Growth, Hope, and Training (TIGHT) Youth Corps, the TANF Summer Youth Program, and the Pillars for Successful Independence (PSI)

Program. Two of these programs, MYAT and TIGHT, were previously recognized as Promising Practices at the Think Big Youth Forum, sponsored by CDLE and the State Youth Council.

[Weld County Youth Conservation Corps/AmeriCorps Program](#)

Employment Services submitted for and was awarded a continuation grant for our AmeriCorps Program. Workforce Investment Act (WIA) Youth, Weld County Youth Conservation Corps (WCYCC) Junior Corps youth, and other community youth, have the opportunity to participate in the WCYCC AmeriCorps Program to learn a variety of skills and earn money for college.

The mission of the Weld County Youth Conservation Corps is to perform valuable community service projects that meet both environmental and human needs for the urban and rural communities of Weld County that would otherwise not be provided, and to utilize service as a method for strengthening the bonds that bind communities together. The WCYCC harnesses the energy and idealism of young people to meet the needs of the Weld County community. Rain or shine, team members work together to complete various service projects that meet the needs of communities.

[Pillar for Successful Independence Program \(PSI\)](#)

Through collaboration with, and funded through, the Weld County Department of Social Services, Employment Services developed the PSI Program to serve 14 and 15 year old youth who are in foster care. The first two years of

this program focus on increasing the developmental assets of the youth and includes such things as refusal skills training, sexual abstinence training, increasing social skills, increasing their skills in reading and math, basic career exploration, initial work experiences, etc. As youth progress and turn sixteen, they will be involved with the CHAFEE program through the Division of Social Services and will also be considered for participation in WIA youth programs and its associated activities.



[Gee Whiz Health Camp participants learn about suturing by practicing on chicken wings](#)

[Gee Whiz Health Camp](#)

For PY 2007, Employment Services of Weld County and Aims Community College continued to offer the Gee Whiz Health Camps which are designed to introduce youth to various health occupations. In 2007, Employment Services of Weld County and Aims Community College collaborated with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), and Ft. Lupton Fire District to deliver the Gee Whiz Health Camp program.

The MYAT

program strives to reduce the number of youth entering the child welfare and juvenile justice system. Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, polysubstance abuse and unemployment.

Through the operation of a variety of camps, the program continues to familiarize youth ages 14-15 and older youth ages 16-21 with health care occupations and the types of working environments utilizing a “see, touch, experience and share” format. Each camp is operated for four days and offers a variety of experiences related to the medical field.

Funding for the project is from Temporary Assistance for Needy Families (TANF), Aims Community College, and Workforce Investment Act funds. Each entity covers various costs of the camps.

[Multi-disciplinary Youth Assessment Team](#)

MYAT is a collaborative effort involving Employment Services, the Weld County Division of Social Services, Weld County Public Health, North Range Behavioral Health, Weld County School District 6, Life Bridge Christian Church, St. Vrain School District RE 1J, and Weld County Probation.

The MYAT program strives to reduce the number of youth entering the child welfare and juvenile justice system. Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, polysubstance abuse and unemployment. A primary focus is the safety of the child and family in both the home and community environments. Pertinent data includes:

[TANF Summer Youth Employment](#)

The TANF Summer Youth Employment Program targets economically disadvantaged

youth, 14-15 years of age, from Temporary Assistance for Needy Family participants, families on Medicaid, families receiving food stamps, and foster children. The program allows younger youth to participate in positive activities throughout the summer to gain work and life skills, earn money, and receive remedial or academic enrichment while encouraging them to remain in, or return to school. An Individual Service Strategy is developed for each youth participant to determine individual training in



TANF Summer Youth Corps work on a water conservation focused landscaping project for Weld County Government

employment and education as well as the support needed in setting and reaching goals. Youth work 4 to 8 hours per day, 3 to 5 days per week, for a total of 20 hours per week for 8 weeks depending on individual circumstances and preferences. The Employment Services Learning Lab and CCC Destinations Learning System are used for youth in need of remediation/academic enrichment activities. Coordination also occurs with local school districts for those in need of remedial education in math and reading.

During the summer of 2008, 62 youth were placed at employment sites throughout the county. Of the total participants in employment, 50 youth participated in remedial or enrichment activities and eight attended summer school. Achievement results included grade level gain and school credit through School District 6. Bonus monies were awarded to youth who participated in life skills enhancement workshops each week. Six life skills workshops were offered and included topics such as Money Management, three Abstinence Training/Pregnancy Prevention workshops, STD Awareness, and a Sexual Assault Survivors workshop. There was a total of 43 youth who attended at least one workshop.

Youth Transitions

The goal of Youth Transitions grant is to improve the transition outcomes for youth with disabilities ages 14-25 through the use of intermediaries and improve transition services through the workforce development system. Prior to the development of the local plan, a resource mapping was completed with partner agencies, school districts, the Board of Cooperative Educational Services (BOCES), Aims Community College, and the University of Northern Colorado. Additionally, youth with disabilities, and their parents, participated in focus groups and provided input regarding improving the access to the workforce development system to reduce the barriers for the youth. Information gathered from focus groups illustrated there were opportunities to better align services.

During the past year we have continued to develop and deliver cross training opportunities throughout the various agencies, develop uniform interagency and community practices, improve collaboration with school's programs, and provide staff development programs/activities for all transition programs.



Aftermath of the Windsor tornado of 2008

TIGHT Youth Corps

The Teamwork, Innovation, Growth, Hope, and Training (TIGHT) Youth Corps Program is designed to engage youth who are involved in out-of-home placement situations through the Department of Social Services Youth in Conflict program. This includes youth who have been remanded to detention with subsequent release to a Residential Treatment Center for drug rehabilitation services. Youth are engaged in a variety of positive activities for approximately 8 hours a day, five days a week, which include: community service activities; educational components; life skill development activities; and in home mental health counseling.

The goal of the TIGHT Program is to delay/eliminate the need for out-of-home placement by exposing participating youth to a variety of worthwhile projects within their communities. Additionally, by being engaged in activities that promote growth in self esteem and sense of community, corps members realize that there are positive alternatives available to them. They learn that when they make positive choices, the service they perform has value and that they can and do make a difference in their communities. TIGHT Corps members worked on disaster relief efforts for victims of the Windsor, Colorado, tornado that caused wide spread damage in Weld County in the spring of 2008.

Disability Program Navigator

The Colorado Disability Program Navigator position is designed as a referral resource for customers of the workforce system who have a disability to ensure universal access to all programs and services. Additionally, the Disability Program Navigator evaluates the accessibility of the workforce center and system services. Services provided by the Navigator include: working directly with individuals with disabilities to assist them in obtaining needed services; advocacy on their behalf regarding workforce needs; case management; client centered counseling; and being a resource for employers and workforce center staff. A wide variety of partnerships have been developed under this initiative.

[WIA Adult Set Aside Project](#)

The WIA Adult Set Aside during PY 2007 allowed the workforce center to provide enhanced core services to offenders and non-English speaking customers seeking assistance through Employment Services of Weld County. It also provided for bilingual staff to devote more intensive one-on-one time to these target populations to address the specific needs of the individual and to enable participants to fully understand and utilize the core and intensive services offered by Wagner-Peyser as well as gain access to partner programs as needed. The target groups

served experience many forms of employment barriers that make job search difficult to organize and structure.

To address these barriers, the participants received a wide range of services which included comprehensive assessments, counseling, file searches, job development, labor market information, referrals to supportive services, and referrals to WIA Training.

[Incumbent Worker Project](#)

During PY 2007, Employment Services continued to utilize a Dislocated Worker Set Aside to deliver services to enhance the skills of incumbent workers at a local manufacturer. The

purpose of this discretionary project was to assist a local company in upgrading the skills of their current employees through the use of KeyTrain and WorkKeys assessments. Increasing the skills of their current workforce allowed the company to upgrade their resources and equipment to work with new manufacturing processes and technology to maintain a competitive edge in the global arena. Additionally, this project was designed to assist the employer in establishing a screening process for future hires by assessing applicants' skills utilizing WorkKeys.

Employment Services of Weld County

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