

COLORADO

2006

ANNUAL REPORT

Formula For Success⁵



WIA Program Year 2006 Annual Report
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**

On behalf of the people of Colorado, I am proud to present Formula for Success, Colorado's seventh annual report on the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system has successfully responded to the call for innovative and collaborative solutions geared to meet business demands for a skilled workforce.

Colorado's ability to successfully compete for jobs in the global economy hinges on its ability to reinvigorate regional economies and develop cross-regional partnership strategies. The state's ability to link economic development, education, and businesses has created workforce solutions that meet employer needs for competent and work-ready employees, and further provides job seekers with opportunities to find meaningful employment.

This year, more employers used the workforce system's services and a greater number of job seekers sought 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.

Colorado's workforce system served over 250,000 citizens in the 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. For the seventh 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 workers.

I encourage you to read this report to see the regional and state efforts to establish Colorado as a leader in workforce innovation.

Sincerely,

A handwritten signature in black ink that reads "Bill Ritter Jr." The signature is written in a cursive, slightly slanted style.

Governor Bill Ritter, Jr.



**Message from Roger Smith, PhD
Workforce Development Council Vice Chair
(Executive Vice President – Human Resources, HCA/HealthOne)**

During this seventh year of the Workforce Investment Act (WIA), I am gratified the Colorado Workforce Development Council (CWDC) has continued to sponsor Continuous Improvement, Business Outreach, and the utilization of technology to enhance workforce services in Colorado. The results of this approach have fueled the State's local workforce system and the business and community partners to perform at high levels of achievement and promote regional economic development.

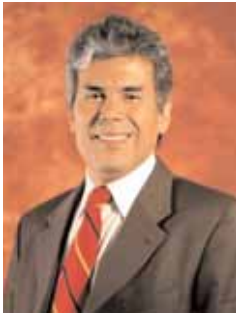
The Governor's vision for Colorado is a burgeoning economy that supports good paying jobs and offers an environment for businesses to expand and thrive. The vision is focused on six priorities in which he will lead and direct initiatives. Three of these areas of focus involve talent development and present a marvelous opportunity for the workforce system to fulfill its mission of providing an industry-driven system within a growth economy that promotes educational and life-long learning opportunities for its diversified workforce.

I am pleased to report on the effectiveness of the State Youth Council and its awarding of over \$200,000 in grants to support innovation in local youth activities and reward Best Practices. Our Business Outreach and Marketing (BOAM) Sub-Committee has worked to promote powerful partnerships with businesses and education entities that have produced the E³ Career Fair and the Governor's Proclamation of September as Workforce Development Month. The BOAM Committee continues to fund the Statewide Marketing Taskforce that has devised these concepts, and the CWDC will continue to support their efforts in the future.

The WIA Annual Report details the strength of our workforce system, and highlights the results generated by our local- and state-level partners during this dynamic year of political and economic change. It is encouraging to see the strength of local alliances to develop strong and impressive initiatives that drive the performance of our system and influence the competitiveness of our business partners. Through their commitment to the work of the CWDC and regional Workforce Investment Boards, employers throughout Colorado continue to contribute their leadership skills and guidance that strengthen the State and workforce system.

A handwritten signature in black ink, appearing to read "R. Smith". The signature is fluid and cursive, written over a white background.

Roger Smith, PhD
Vice Chair, Colorado Workforce Development Council



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

Formula for Success⁵, the seventh 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 \$10 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 2006, 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', written in a cursive style.

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

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Formula For Success⁵



Partnership + Talent Development
= Economic Transformation

STATE SUMMARY

Executive Summary

Formula For Success⁵ marks the State Workforce System's continued evolution to a cross-regional, demand-driven system, and reflects the innovative workforce solutions and strategic alliances supporting this transition. 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, Talent Development and Economic Transformation, the tenets embodied in this and last year's reports. 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 \$8 million to support the enrollment, training, and placement of the unemployed, underemployed 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:

- The Work, Education and Lifelong Learning Simulation (WELLS) Center, a jointly funded public, private Training Initiative targeting Colorado's healthcare worker shortage, has operated for a full year. 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.
- Implementation of the \$15 million USDOL WIRED grant, enabling a coalition of 8 workforce regions, businesses, economic development, and education partners to create long-term strategies for talent development to meet industry needs for high-skilled, high-wage workers
- Evolution and system wide participation in the State Workforce Development Council's Continuous Improvement Management System (CIMS)



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

- Cross-regional support for the Workforce Board of Metro Denver initiative to develop regional strategies for program effectiveness and innovation, plus sector-based projects focused on high-growth industries.
- Enhanced collaboration between the workforce system and LMI, increasing the use of data-driven decision making by workforce centers and their customers

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 partnership with the Adams County Education Consortium, (ACEC), a coalition of business, education, and social services agencies, which has developed a countywide initiative to enhance academic skills development, professional exploration and relevant work-readiness skills for all learner groups in Adams County



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 most in demand in high-growth industries

Workforce Boulder County's Summer Employment and Enterprise Development (SEED) initiative, which provides employer-funded work scholarships and internships, plus specialized work readiness training, for at-risk youth and young adults.

Denver Division of Workforce Development's Denver International Airport (DIA) Workforce and Business Centers, serving over 700 DIA businesses with recruitment services incumbent worker training, and ESL classes; plus their leadership and support of the WIRED and Metro Workforce Board Initiatives.

Larimer County Workforce Center's Economic Development Pilot Project, housed in the Workforce Center, to explore collaborative regional efforts that involve integrating workforce development efforts into economic development activities

Pikes Peak Workforce Center's efforts in the creation of the Southern Colorado E3 Partnership, a coalition of agencies and businesses in 12 counties of the southeast quadrant of Colorado, which will pursue leveraging of resources to address the economic and labor market needs of these interdependent economies

Colorado Rural Workforce Consortium's

- **Mesa County Sub-Region's** private sector partnerships to establish new high - growth high-demand training sites to address critical skill needs in the transportation, construction and health care industries

- **Upper Arkansas Sub-Region's** partnership with Economic Development, local Chambers of Commerce, County Commissioners, and Pueblo Community College to provide customer service training to local business throughout the four counties

Jefferson County Workforce Center's Process Technology Program, in collaboration with Red Rocks Community College and major employers within the energy and manufacturing industries, to increase training opportunities and fill critical worker shortages, plus increase the skills of incumbent workers in key industry partners

Weld County's Multi-disciplinary Youth Assessment Team (MYAT) involving County Social Services and Juvenile Probation, community and faith-based agencies, and educational partners to reduce the number of youth entering the child welfare and juvenile justice system

The lessons of PY06 have strengthened our resolve to promote dynamic and sustainable partnerships geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to compete in the global economy.

Formula for Success⁵

Colorado's response to the opportunities and challenges of the new century that have changed the labor and capital imperatives for economic vitality to a knowledge-driven global economy is a reflection of the concepts inherent in the **Formula for Success⁵: Partnership + Talent Development = Economic Transformation**. Our policy makers and service providers have acknowledged the need for effective partnerships, high quality education and the development of increased training opportunities to insure worker talent with the skills in demand, including STEM (science, technology, engineering and mathematics), which will enable businesses to compete in the rapidly changing world market. The Formula for Success⁵ is a template to ensure that industries in this state can maintain a competitive position and the workforce and educational systems become the critical pipeline for the human capital that is needed for economic success.

The workforce system's commitment to excellence and innovation in talent development has been an energizing force for the system's initiatives and accomplishments during the program year that just ended. The collaboration between State and local partners, CDLE and the Colorado Workforce Development Council, promoted the achievement of a state-of-the-art, demand-driven infrastructure and created dynamic initiatives that produced another year of excellent performance and fostered an environment in which local WIBs and

workforce centers have the tools to achieve significant results throughout the system. The principle of strong local collaborations, driven by effective use of technology and alliances with industry and economic development, has facilitated business buy-in within the local labor market areas and earned excellent results. This dynamic strengthens the next phase of our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry and economic development has produced partnerships that have addressed local labor market shortages and major issues facing employers and citizens in local areas. Dynamic partnerships have gathered information and provided many communities with network connections and funds to begin work on a variety of issues, from establishment of a multi-state energy industry coalition and the WELLS Simulation Center, to a statewide initiative to assess and identify worker skills necessary to compete for high paying jobs. Additionally, the Council and CDLE have formed task forces that have investigated the circumstances surrounding repeat offenders and their reentry into local communities and are drafting a solution to affect this population. They are also forming a task force that is formulating a revolutionary response to the healthcare occupation shortage facing the state in the next ten years.

Colorado's response to the opportunities and challenges of the new century that have changed the labor and capital imperatives for economic vitality to a knowledge-driven global economy is a reflection of the concepts inherent in the Formula for Success⁵:

**Partnership + Talent
Development =
Economic
Transformation**



Local WIBs and the State Board have both taken proactive steps to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs.

TALENT DEVELOPMENT

CDLE and CWDC have both provided performance enhancing grants to increase the ability of Community Colleges to utilize technology for the creation of innovative and employer-led solutions to meet training needs. In addition, they have improved the ability of the workforce system to reach performance goals and expanded the data-based and fact-based labor market information that is provided to businesses and economists. The support and leadership of the State LMI and State Council have led to the implementation of the Longitudinal Employment Dynamics project and the initiation of the LMI Gateway, LMI's new web presence, which will make the process of retrieving labor market data easier, faster, and more flexible than before. We have also seen the active involvement of local workforce Directors and their WIBs in the recruitment and retention efforts of economic development activities within the state as follows:

- The locals have partnered with local Economic developers to conduct retention and growth studies for their areas and have hosted briefings for industry leaders showcasing the results on an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.
- The locals have worked to create taskforces in their communities to explore job growth prospects and

uncover unheralded industry sectors in the state.

- Local WIBs and the State Board have both taken proactive steps to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs. Through local solutions, employers, local elected officials, regional workforce boards, and local economic development councils have provided the impetus to implement Colorado's strategic vision and produce the empowerment envisioned in the Formula for Success⁴.

ECONOMIC TRANSFORMATION

Utilizing the guiding principles 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 simulation 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.

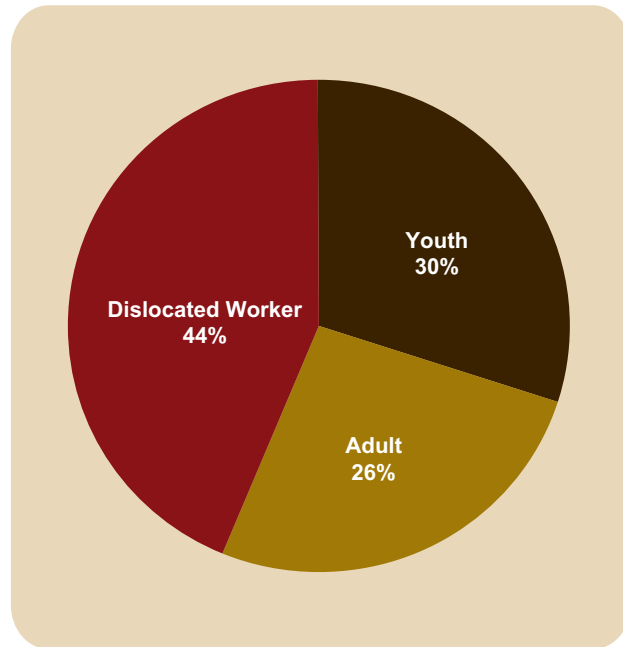
WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Entered Employment	100%
Employment/Credential	98%	Employment/Credential	97%
6 Month Retention	99%	6 Month Retention	97%
6 Month Earnings Change	121%	6 Month Earnings Change	105%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	97%	Diploma	100%
Employment/Credential	89%	Skill Attainment	98%
6 Month Retention	97%	6 Month Retention	103%
6 Month Earnings Change	106%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	93%		
Satisfaction - Job Seekers	101%		

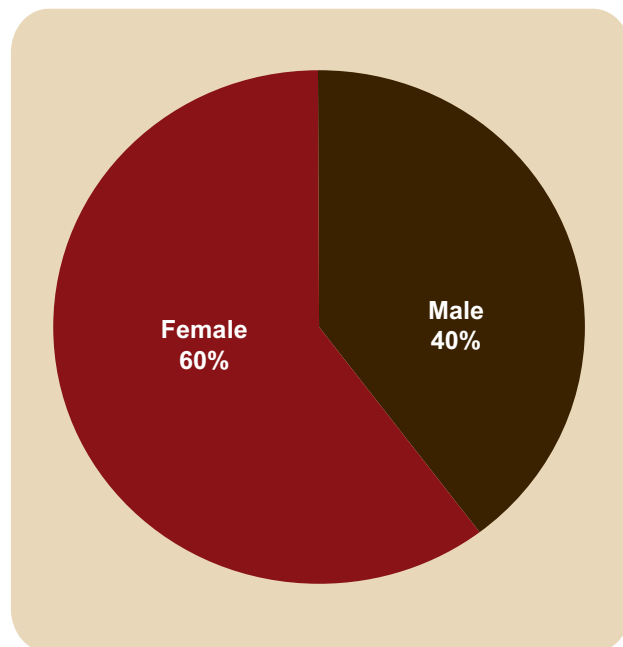


State Profile

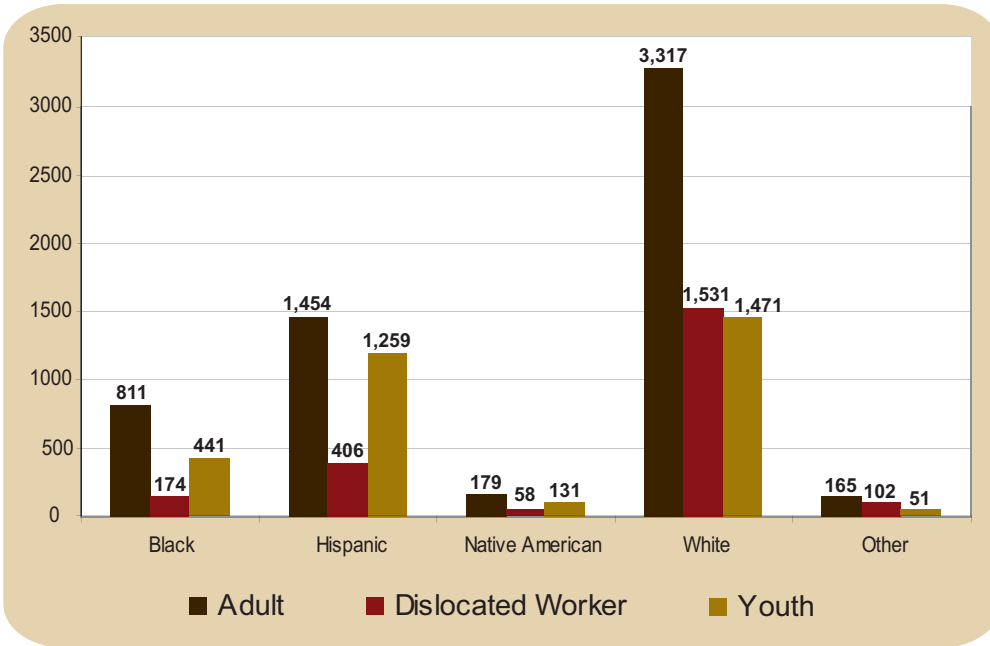
Total WIA Funding



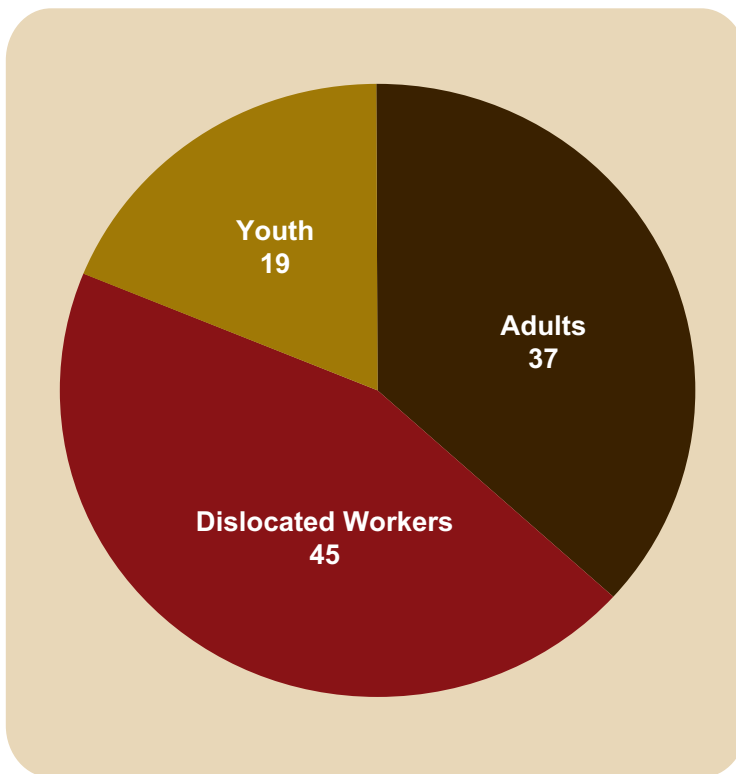
Statewide Gender



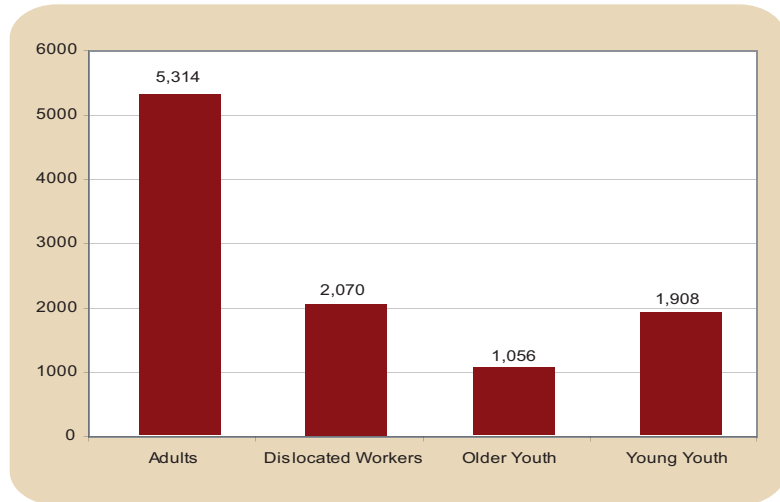
Statewide Ethnicity by Program



Average Age Per Program - Statewide



Total Participants Served by Program



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 2006, the growth rate of real GDP (Gross Domestic Product) was 3.3 percent, a very slight increase from the 2005 rate. Over two-thirds of GDP growth in 2006 derived from personal consumption expenditures (PCE). The domestic investment portion of GDP grew by 4.3 percent in 2006, down from a 5.4 percent growth rate in 2005. Total federal government expenditures grew by 2.1 percent, with the national defense portion of federal spending growing by 1.9 percent. Imports to the U.S. exceeded exports by \$618 billion, nearly the same trade deficit as in 2005. However, the U.S. remains a net exporter of services, with exports of

services outweighing imports by \$90.4 billion.

Through the first half of 2007, GDP growth appears to be decelerating. The final estimate of first quarter GDP growth was 0.7 percent. This represents a sharp decline from the 5.6 percent growth rate posted in the first quarter of 2006. Analysts at the BEA (Bureau of Economic Analysis) attributed slower first quarter growth to a decline in PCE for nondurable goods, a deceleration in exports coupled with an upturn in imports, and a downturn in federal spending.

Total non-farm payroll jobs increased by 2,471,000 in 2006. This is the third consecutive year showing a net increase, and the 1.8 percent growth rate in 2006 is up slightly from 1.7 percent the previous year. Approximately 85 percent of the job growth in 2006 occurred in the service-providing industries. Professional and business services led all industries in job growth, with a gain of 598,000, followed by education and health services, which registered 466,000 new jobs. Leisure and hospitality also enjoyed a strong expansion adding 327,000 positions.

COLORADO ECONOMIC CONDITIONS

Per capita personal income in Colorado was \$39,186 in 2006, increasing by 4.5 percent from 2005.

Colorado had the 8th highest per capita income among all States in 2006.

Overall, nonfarm payrolls increased by 52,800 or 2.4 percent in 2006. The gain compared favorably to the gain of 46,400 jobs or 2.1 percent growth in 2005. Service-providing industries continued to dominate job growth in 2006, adding 42,600 positions, compared with 10,200 new hires in goods-producing sectors. Sectors with the largest job gains were professional and business services (+14,800); construction (+7,700); leisure and hospitality (+7,200); education and health services (+6,300); trade, transportation, and utilities (+6,100); and government (+5,100). Natural resources and mining continued to show strong growth, adding 3,600 jobs for a 20.9 percent growth rate. Sectors with net job losses were information (-1,400) and manufacturing (-1,100).

Colorado's labor force conditions also improved in 2006. The annual average unemployment rate was 4.3 percent, down from 5.1 percent in 2005. It was the third consecutive year that the average unemployment rate declined. By June 2007, the State's unemployment rate had fallen to 3.5 percent.

We expect that the number of new jobs created in Colorado this year (2007) will be around 43,000 or about 1.9 percent growth while the unemployment rate will be about 3.9 percent.

COLORADO'S HIGH DEMAND OCCUPATIONS

According to the short-term occupation projections produced by analysts in Colorado Labor Market Information, the annual average growth rate for all occupations will be 2.0 percent from 2006 through 2008. Occupation groups that are expected to produce the most jobs are office and administrative support occupations (+11,392 new jobs); food preparation and serving related occupations (+10,127); education, training, and library occupations (+9,184); and healthcare practitioner and technical occupations (+8,410). Individual occupations expected to generate the most jobs are retail salesperson, registered nurses, combined food preparation and serving workers, and waiters and waitresses. 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.

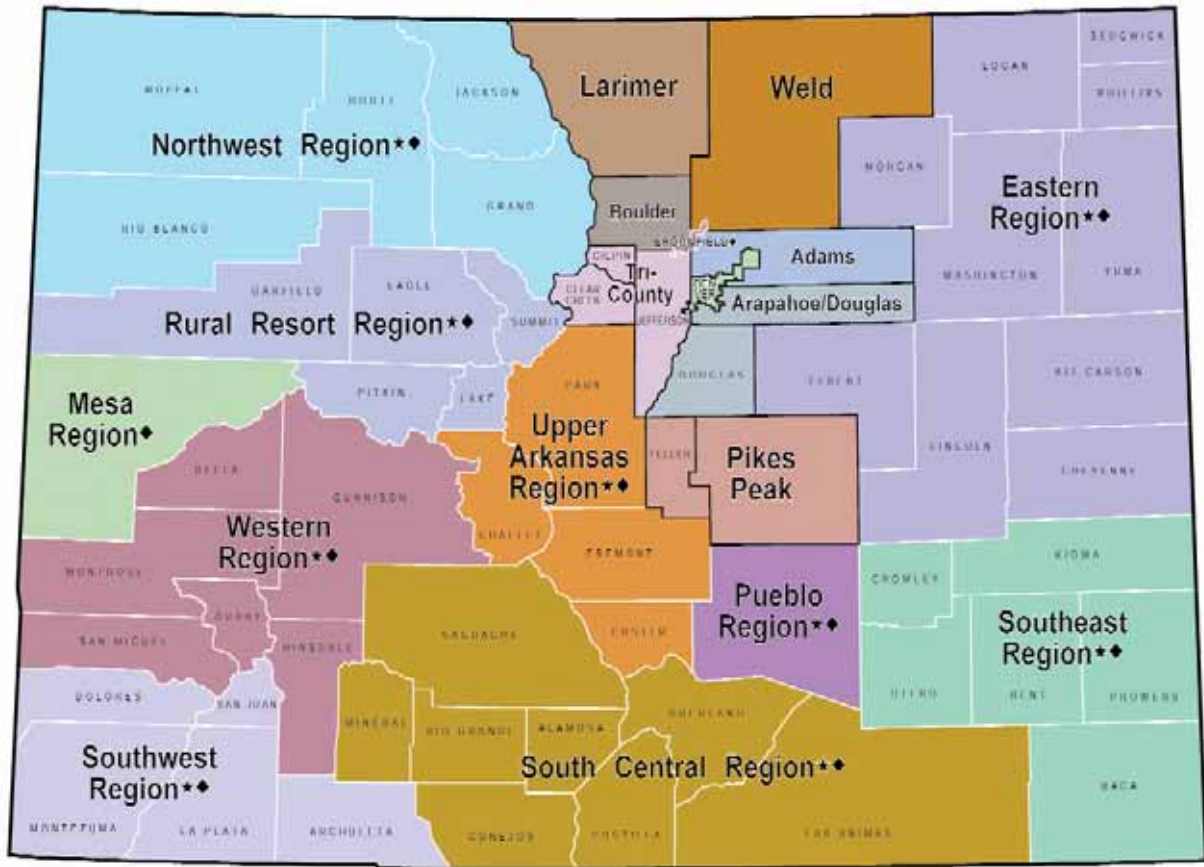
COLORADO EARNINGS

In 2006, the average weekly wage for all employees covered by unemployment insurance was \$837, up 4.6 percent from the average weekly wage in 2005. Counties with the highest average weekly wages were Broomfield (\$1,075), Denver (\$1,015), Arapahoe (\$999) and Boulder (\$980) while average weekly wages were lowest in San Juan (\$406) and Baca (\$411). According to the monthly survey of Colorado businesses, average weekly wages in 2006 were \$794.58 in construction and \$649.94 in manufacturing statewide; \$719.71 in manufacturing in the Denver-Aurora Metropolitan Statistical Area (MSA).

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COLORADO WORKFORCE INVESTMENT AREAS

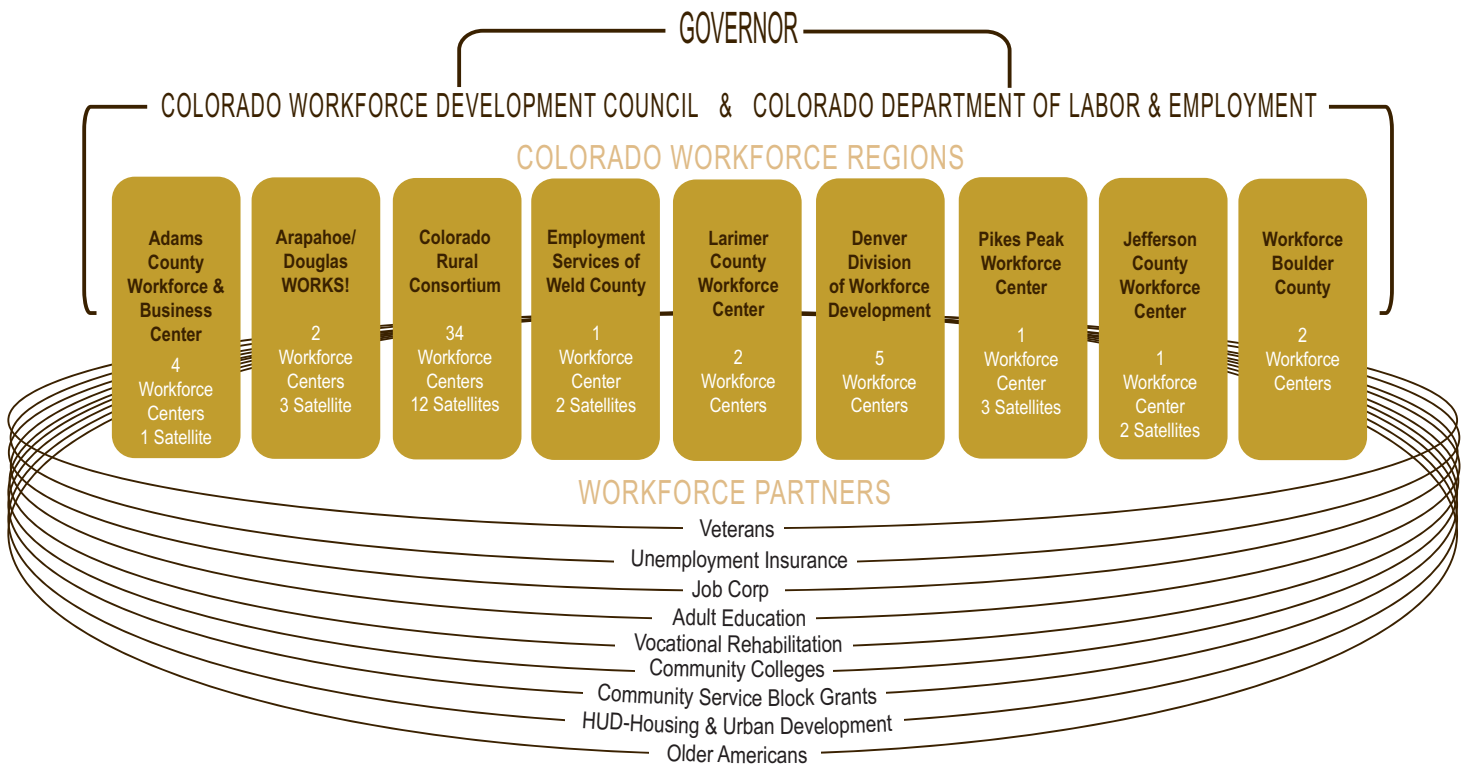


♦Sub-region of the Rural Consortium Workforce Investment Area.
 ♦Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 12/01



GOVERNANCE OF COLORADO'S WORKFORCE SYSTEM



Partnerships

CWDC BUSINESS OUTREACH AND MARKETING COMMITTEE

The US Department of Labor has been focused on shifting the workforce investment system to a major contributor of economic transformation, by meeting the needs of businesses and employers through talent development. The Business Outreach & Marketing (BOAM) Committee of the Colorado Workforce Development Council (CWDC) continues to execute an overall brand strategy to assist in bringing this vision to fruition by 1) improving public/private partnerships; 2) engaging businesses and industry as a customer; and 3) enhancing public opinion about Colorado's workforce investment system. Working hand-in-hand with the Marketing Taskforce, comprised of representatives from all of Colorado's workforce regions, the BOAM focuses on three key strategies to build capacity among the state's "brand ambassadors" and create a powerful identity that businesses recognize and value.

Strategy #1: Marketing Certification

Colorado's Workforce Development Council (WDC) implements a Continuous Improvement Management System (CIMS) to promote continuous improvement activities and performance excellence in workforce development. The goal of CIMS implementation is to provide incentives to Workforce Investment Boards and Workforce Centers to continually improve their operations and to raise the profile of Colorado's workforce system.

The BOAM Committee and national consulting firm Full Capacity Marketing, Inc. designed a marketing certification process as part of the CIMS to award and recognize Workforce Centers in achieving excellence in branding and marketing the system. The advanced certification requires that Workforce Centers develop strategies around five key areas including:

- Enhancing the marketing and communications capacity with Workforce Center customer contact staff [brand ambassadors]
- Conducting market research to gather objective data on high growth employers' workforce challenges and needs
- Utilizing the market research to shift and improve the operations of the business services teams throughout the regions
- Developing and deploying a specific outreach plan to more effectively garner market penetration among identified high growth sector employers; and
- Partnering strategically with economic development, education and business to leverage funding and develop workforce solutions for high growth employers.

Strategy #2: Third Annual Workforce Development Month

Colorado'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 third 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. A proclamation from Governor Owens proclaiming September 2006 as Workforce Development Month assisted teams in building momentum around their many public relations activities with job seekers, youth and businesses. Local regions hosted events, forums, and roundtables specific to their local industries and employer base, topped by Larimer County's 21st annual September Symposium, which attracts over 650 attendees. Larimer's approach is being replicated in other regions, due to its high impact in attracting businesses, employers and key sponsors for the event. 9News sponsored and covered the primary metro Denver Workforce Development Month event, the E3 Job fair, which attracted over 3,500 job seekers. Governor Ritter and his new cabinet have pledged support for the 2007 annual Workforce Development Month awareness campaign.

Strategy #3: Support and Monitor Regional Outreach Activities

The local workforce regions were provided with marketing funds from the BOAM Committee and the Colorado Department of Labor and Employment to develop local strategies for Workforce Development Month tactics, and year-long approaches for the workforce system's

targeted audiences. The tactical execution plans included placement of proactive news media stories, enhancements of Web sites and collateral materials; distribution of monthly or quarterly newsletters targeting labor statistics, success stories, and industry outlook new; job fairs and employer events; and developing sponsorships with strategic partners that brought in additional funding and/or in-kind donations to support efforts within the Centers.

STATE MARKETING TASK FORCE INITIATIVES

Building a statewide understanding of the public workforce investment system and Colorado's valuable network of employment and training solutions is a primary focus of the State Marketing Taskforce. Dedicated members continue to collaborate on strengthening the messages that exemplify the relevancy and urgency of workforce development, and share promising practices that leverage resources and build strategic partnerships. The following examples share insights into how the Colorado Workforce Center's brand identity was elevated throughout the state, through the power of partnerships.

Business Partnerships

An important ally and customer of the Workforce Centers are our businesses and employers, particularly those in high growth sectors that advance our state's economic well being.

Workforce regions in Colorado are focusing on research and outreach to better understand the needs of the business customer and develop workforce and talent solutions. Targeted high growth activities include:

Colorado'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 third 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.



An important ally and customer of the Workforce Centers are our businesses and employers, particularly those in high growth sectors that advance our state's economic well being. Workforce regions in Colorado are focusing on research and outreach to better understand the needs of the business customer and develop workforce and talent solutions.

Jefferson County: began conducting employer focus groups targeting the Bioscience, Manufacturing, and Energy Industries.

Weld County: created a Transportation Taskforce that developed a Professional Truck Driving Symposium.

Mesa County and the Northwest sub-regions: held Energy Industry job fairs and workshops.

Adams County and Arapahoe/Douglas Counties: hosted multiple, diverse industry-focused events and job fairs designed to meet specific employer needs in the respective regions.

Larimer and the Pike's Peak Region: have a year-long schedule of business-driven symposiums, workshops, and round table events.

Weld and the Pike's Peak Region: also hosted several workshops and round tables for employers focusing on human resources issues such as minimum wage laws and many other topics.

The State Youth Council and Arapahoe Douglas WORKS: sponsored the annual Construction Career Days event in Douglas County. Youth from all over the state were transported to the fairgrounds to participate in hands-on activities, including operation of heavy machinery, masonry, carpentry, and other skills-building experiences. The event is organized by a consortium of contractor and labor organizations, as well as the Colorado Department of Transportation. Over 1,500 youth attend the event annually.

All regions host employer recognition ceremonies that are linked to the Continuous Improvement Management System activities.

Economic Development Partnerships

The linkage to economic development is a critical factor in positioning the relevancy of workforce development. The number one inquiry by businesses looking to locate to a new region is the quality and quantity of available talent. The following examples highlight ways in which the Colorado Workforce Centers are connecting to the important work centered on economic development.

Larimer County: continues to administer four economic development enterprise zones at the Workforce Center, resulting in the distribution of tax incentives to businesses within these zones.

Weld County: was instrumental in demonstrating the value of the workforce system services to a Danish company called Vestals; as a result the company is relocating to Northern Colorado in the near future.

All regions: participate regularly in local chambers and economic development associations and assist in event planning and sponsorship.

Education Partnerships

To truly ensure economic vitality, educational partnerships must continue to be forged to innovate new ways of building workforce talent and skills, and promoting the benefits of lifelong learning. Our Workforce Centers align closely with educational partners to create solutions for Colorado's workforce.

Arapahoe/Douglas WORKS: partnered with Metro State, Community College of Denver, and Community College of Aurora to implement their hospitality careers project. Industry professionals from the Convention Center, local hotels and restaurants provided site tours and industry expectations to prospective job seekers that were interested in this industry.

Weld County: continues to work closely with Aims Community College, offering quarterly workshops, job fairs, and resource fairs to businesses, job seekers, and service providers.

News Media Partnerships

Colorado workforce regions understand the importance of conveying the message about their services to the business community and local communities. Many regions are developing successful relationships with local media outlets. In addition, regions are becoming more adept at utilizing press releases and public service announcements to outreach to the community. The following are examples of some of the great progress made in telling our story.

Pike's Peak: received over \$7,000.00 in free advertisements in the *Colorado Springs Business Journal*, providing the necessary funding for a full page ad of the Governor's Proclamation for 2006 Workforce Development Month. Additionally, they placed between 35-45 public service announcements quarterly through local talk-radio stations. Pike's Peak Broadcasting gave the workforce center \$4,000.99 in job fair advertising targeted towards young people who are listeners of "The Beat" radio program.

Larimer: received approximately \$7,500.00 of in-kind ads in the *Coloradoan*; the paper pledged to be an exclusive sponsor for the next three years.

Upper Arkansas sub-region: supplied local radio shows with workforce experts during talk shows to share valuable insights into employment and training solutions and talent development strategies.

Mesa County sub-region: maintains an aggressive print media pace, placing multiple ads weekly in local news papers.

Denver: attracted print news coverage from the *Rocky Mountain News* and local news affiliates when they hosted a ribbon cutting ceremony for their new training facility

Cross-Regional Partnerships

The Council on Competitiveness highlights five key factors to successful regional innovation and collaboration. These include 1) promotion of regionalism; 2) building and retaining talent; 3) transitioning to advanced manufacturing; 4) networking knowledge assets; and 5) energizing the entrepreneurial economy. Creating a thriving business climate, utilizing these five factors, takes collaboration among economic and workforce development leaders, chambers of commerce, education, businesses and government. Workforce Centers continue to contribute to these five factors forging regional partnerships and initiatives that support Colorado's economic growth.

The Broomfield Sub-Region continues to work closely with Boulder County and Adams County



The Colorado State Rapid Response Unit has expanded its marketing initiatives and developed new partnerships in an attempt to increase visibility of the program and its services. This proactive approach has resulted in a total of 175 employers receiving services compared with 144 last year, with 10,211 workers benefiting from the program.

regions, blending and braiding resources on shared events and outreach opportunities to businesses and industry, job seekers, and leaders in workforce and economic development.

Weld and Larimer partnered to share a booth at the Bixpo event, a large regional Business Industry Expo featuring high-profile keynote speakers.

Mesa County, on the Western Slope of Colorado, participated in events in Denver and Colorado Springs to attract returning veterans to their region for current job openings.

All metro Denver workforce regions again shared the planning and implementation duties to host the annual E3 Job Fair in downtown Denver. The 2006 E3 featured over 125 employers and resources, and over 3,500 people attended the event. The local workforce regions, as well as the Colorado Department of Labor and Employment, and the Office of Workforce Development, provided 70 volunteers for the event.

RAPID RESPONSE

The Colorado State Rapid Response Unit has expanded its marketing initiatives and developed new partnerships in an attempt to increase visibility of the program and its services. This proactive approach has resulted in a total of 175 employers receiving services compared with 144 last year, with 10,211 workers benefiting from the program. 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 seen major layoffs in the manufacturing sector, with a significant number of non-English speaking employees workers affected. In an effort to meet this need, the Rapid Response team focused on translating essential written materials into Spanish and other languages for use in our layoff assistance workshops.

Partnerships

Human Resources (HR)

Organizations: The Rapid Response Unit has taken this partnership to a new level. By increasing the number of presentations offered at HR events, we have raised the level of awareness regarding our services and the benefits of our workshops by reaching out to over 100 employers. The most prominent HR organizations that became Rapid Response partners this year were the Society of Hispanic Human Resource Professionals, the Colorado Human Resources Association (CHRA) and the Society for Human Resource Management (SHRM) Colorado State Council.

Colorado Bar Association: The Colorado Bar Association continues to be a successful partnership, which has allowed us to increase outreach to individual law firms representing the business sector. Through our presentations at Bar Association meetings, attorneys are informed about our valuable programs and services and in turn are able to relay the information to their clients. As a result, the State Rapid Response Unit continues to receive referrals from employment attorneys, allowing us to access companies experiencing a downsizing that otherwise would not have known about our services.

Job Fairs: As our partnerships with



expo.com and jobing.com continue to flourish, we continue to develop a Speakers bureau which allows us to participate in their job fairs. The Speakers Bureau is made up of people within CDLE and the Workforce Centers, who conduct workshops on everything from resume writing to labor market Information and job search strategies. The job fair organizers are allowed to select two speakers from our bureau, and in return, provide us a free booth at their functions (valued at \$1500). 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 Centers and our Rapid Response team.

Outplacement Companies: Our continued relationships with outplacement companies like Right Management and Lee Hecht Harrison and Associates have evolved, not as competitors, but as strong mutual partnerships. These partnerships have given us the opportunity to offer on-site workshops for employees of those clients that are nearing the completion of their outplacement contracts, and provide information about on-going

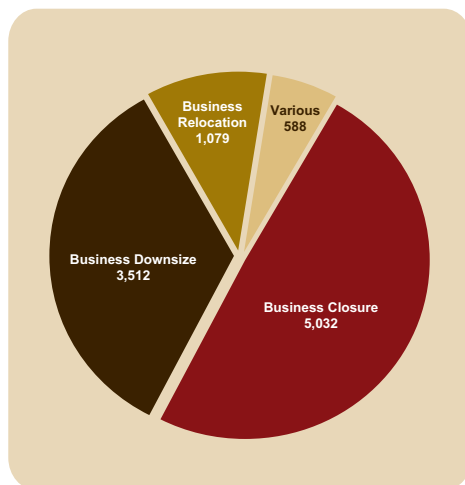
services and educational opportunities that are available through the Workforce Centers statewide.

Workforce Centers: The State Rapid Response Team initiated an onsite dialog with local Workforce Regions and the Rapid Response coordinators within each region to better collaborate and share program ideas statewide. In January 2007 the State Rapid Response Team presented at the Rural Consortium Director’s Meeting, and subsequently the team attended the all-staff meetings for Workforce Centers in Adams, Larimer, Denver, Broomfield, Arapahoe/Douglas, Boulder and Weld counties. In addition, Rapid Response initiated a quarterly conference call with the Rapid Response coordinators to provide ongoing technical assistance and sharing of best practices.

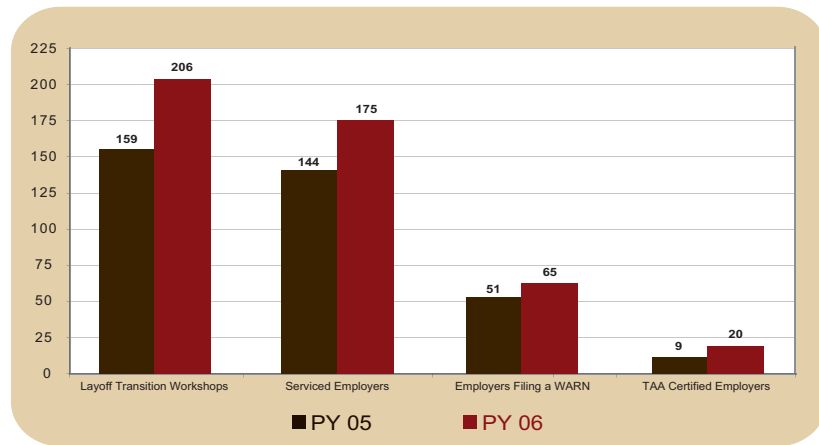
Layoff Services for Non-English Speaking Workers

Rapid Response has seen an increase in the number of non-English speaking employees being affected by layoffs. In response, the Dislocated Worker Program information sheet and the Helpful Facts About Unemployment Insurance information

Rapid Response Affected Job Seekers



Rapid Response Activity Overview



sheet, 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. Also, Rapid Response has been involved in the Colorado Workforce Speaks! Taskforce (formerly the Limited English Proficiency Taskforce) to explore and address issues related to non-English speaking dislocated workers.

Broomfield Initiative: In December 2006, ninety-five production workers in Broomfield, Colorado were informed that they were being laid off due to a plant closure, the direct result of the manufacturing line being outsourced to Mexico. The company was Trade Act Adjustment (TAA) certified, and as the Rapid Response workshops were being carried out, it became apparent that the majority of the employees that were affected did not speak, read, or write English. Through a Rapid Response coordinated partnership between the Broomfield Workforce Center and the State TAA coordinator's office, interpreters were provided to the effected workers, and they received information and assistance to enroll in a customized ESL curriculum and certificate programs provided by Front

Range Community College. The certificate programs consisted of clerical, Certified Nursing Assistant (CNA), automotive maintenance and child development associate disciplines. Seventeen of the workers enrolled in the program, utilizing their TAA training benefits.

Businesses Outreach

As part of ongoing efforts to promote CDLE, the Colorado Workforce Centers and Rapid Response to the Colorado business community, the State Rapid Response Team, along with various Workforce Center Specialists, participated in two major events, allowing us to reach out to more than 100 employers statewide. The Rapid Response Team attended the 2007 Colorado Human Resources Association (CHRA) Human Resources Conference and also participated in the first of three Business-to-Business Networking events sponsored by the Denver Metro Chamber of Commerce. The second and third networking events will take place on July 19 and Oct. 19th, respectively.

5th Annual E3 Career and Resource Fair

Through the combined efforts of the State Rapid Response Team, the

Governor's Summer Job Hunt Program, the Metro Marketing Team, and the Colorado Workforce Centers, the fifth annual E3 Career and Resource took place on October 3, 2006, serving over 2800 job seekers. The E3 Career and Resource Fair focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth. Among the 150 booths, 120 of which are specifically for employers, the majority were dedicated to the high-growth energy industry and to other high-growth employers, the remaining booths were reserved for community resources and educational institutions.

The goal of the E3 Career and Resource fair was to provide a venue where jobseekers that were unemployed and/or underemployed could gain access to opportunities in the high growth industries. Additionally, Resume critiquing was provided by trained workforce center specialists, and a "Spanish-Language Job and Resource Area" was available for monolingual and bilingual Spanish-speaking seekers. The Spanish-Language booth was advertised publically with the help of 1150AM La Buena Onda radio talk show. Our media partnership with KUSA-TV 9 NEWS allowed for a broader and more extensive outreach in addition to providing the visibility necessary to promote this event as the premier job fair event in the Denver Metro area.

Layoff Transition Workshops

The State Rapid Response team continues to promote the consistency of workshop content statewide. Through the cooperative effort of local Workforce Center and State staff, we

have developed an outline that was followed at the over 200 workshops conducted in PY06. The "Layoff Transition Workshop Packets," which are used in all the Rapid Response workshops statewide, are published and distributed by the State Rapid Response Unit. All of the materials used for the workshops are updated frequently as a means to ensure the accuracy of information provided to employers and dislocated workers. Finally, the Rapid Response team is collaborating with Colorado Public Television – KBDI 12-PBS-Denver to create an updated version of the unemployment insurance video used during the 2-hour Rapid Response lay off transition workshop.

LABOR MARKET INFORMATION PRODUCTS AND SERVICES

Jobs In Colorado – On-Line Projections Brochures

LMI has expanded the scope of its brochures to include sub-state regions, each focusing on occupational projections for a segment of the marketplace. For the State, and for each MSA, brochures include all top jobs, top jobs requiring Higher Education, and top jobs requiring On-the-Job Training. All projections brochures are easily accessed on the LMI website or can be obtained in printed form.

Training and Outreach Unit

In 2006, LMI added the Training and Outreach unit (TAO) to analyze and meet specific customer needs. Focusing on customer requests, TAO helps translate LMI data into useable terms. One method for information delivery has been to conduct training

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sessions across the state. A popular session, LMI 101, teaches workforce system staff how to access LMI data via Gateway, what the numbers mean and how the statistics are collected. Other training sessions have been customized to meet customer needs. In fiscal year 2006-07, TAO conducted 30 training sessions and presentations to workforce centers, chambers of commerce, human resource groups, and economic development professionals. In addition, TAO has developed printed products, customized to meet specific customer needs. In 2006-07, TAO distributed more than 40,000 of these products.

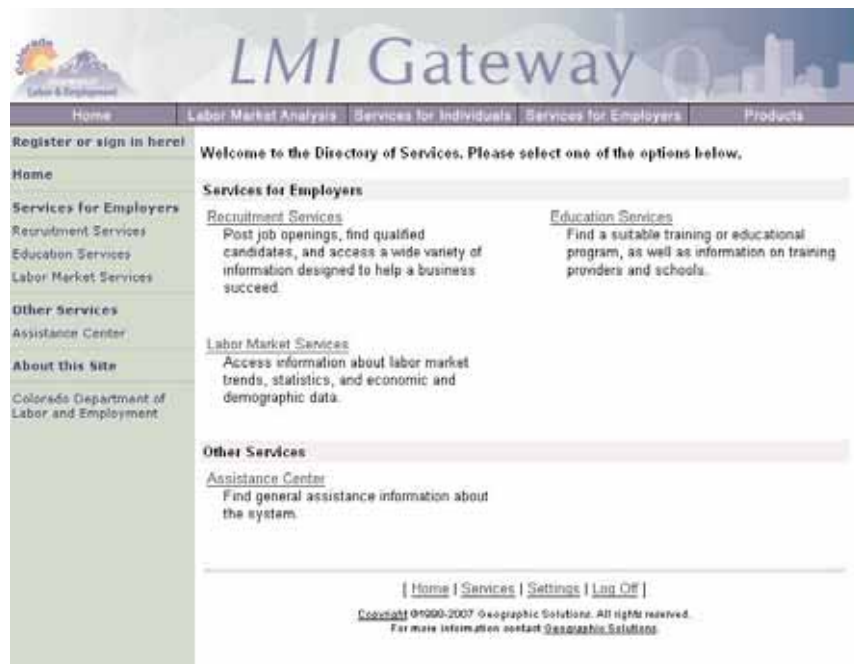
New Products

With the addition of TAO, LMI has expanded on its already extensive product series. The Labor Market Snapshot – which provides economic data at the state, MSA and, in development, county levels - was introduced in 2007 to fill the gap left

by the discontinuation of the Job Vacancy Surveys. Fourteen regional Local Employment Dynamics (LED) handouts were created as a step-by-step guide on how to use the three LED data tools – Quarterly Workforce Indicators, Industry Focus and On the Map. To help customers navigate the new LMI Gateway website, a “Click by Click” guide for the job seeker was created. Click by Click takes the job seeker through registration, career services and job seeker services. Additionally, an occupation wage poster comparing wages across different OES regions of the state was developed.

LMI Gateway

Gateway, LMI’s new website, officially debuted September 2006. The new web system makes the process of retrieving labor market data easier, faster and more flexible than before. Users are able to customize their data and information queries in ways not



previously available. LMI Gateway received over 100,000 hits in the last fiscal year.

PROJECT TRAIN

Project TRAIN (Training, Resources and Incentive Networks) is a statewide initiative of the Colorado Workforce Development Council. The primary goal of Project TRAIN is to enhance the capability and capacity of Colorado's Workforce Centers to provide employment services to people with disabilities.

The project was launched in 2002 and has grown to become an 80 member coalition made up of representatives from federal, state and local government agencies as well as community based organizations, employers and people with disabilities. Project TRAIN continues to be a nationally recognized role model for statewide public and private sector collaboration as well as being the leader in the implementation and development of the following Colorado initiatives:

DISABILITY PROGRAM NAVIGATOR (DPN)

Colorado completed its 4th year of participation in the USDOL/ETA funded DPN grant. There are currently 20 DPNs covering every workforce region and sub-region across the state. The DPN serves as an expert on workforce development issues and policies impacting individuals with disabilities who are seeking employment, skill development, job retention assistance or career advancement through the workforce centers. The DPN develops linkages and collaborates with employers, either individually or through their business relations team,

to facilitate job placement for individuals with disabilities.

Since the inception of the DPN grant, Colorado has seen a significant increase in the number of people with disabilities served in the workforce centers: from 2.6% in 2002 to 7% in 2006. Because of the proven benefits of the DPNs, Colorado was successful in sustaining the project with state funds: on July 1, 2007 the DPN initiative was officially taken over by the Department of Human Services/Division of Vocational Rehabilitation. The program was transferred over completely in tact with the DPNs continuing to be housed in the workforce centers and maintaining the same basic job duties.

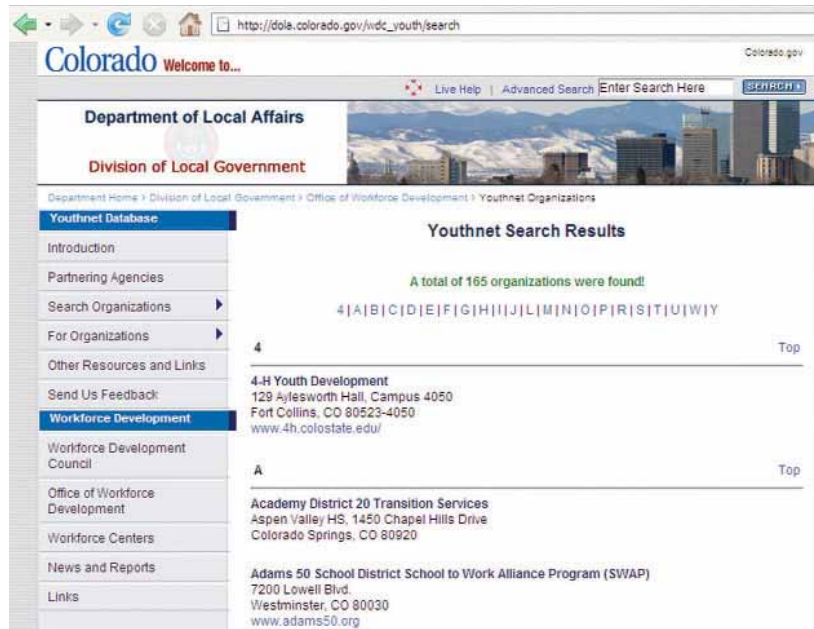
YOUTH TRANSITION GRANT

Through this grant from USDOL/ODEP, Colorado has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities within the workforce system. The primary objectives of the grant are: increase access to work-based experience for youth with disabilities; develop systems to share information with providers, employers, parents and youth with disabilities; as well as enhance communication and coordination among the stakeholders serving youth with disabilities within the workforce development system.

Six regions are participating in the grant, each of which has developed and implemented its own strategies to address the gaps and challenges identified in their local resource mapping. To date, over 350 youth have been involved and received some type of job readiness service. Based on the success of the local demonstration

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projects, several of the regions have determined ways to sustain the project after grant funds are no longer available. Another initiative that has risen from this grant was creation of a framework for recognizing promising practices (based on the “Youth Guidepost for Success”) that effectively address transitioning youth. This was the second year in which the State Youth Council and the Office of Workforce Development have acknowledged successful projects at the annual youth forum.

NATIONAL GOVERNOR’S ASSOCIATION POLICY ACADEMY: IMPROVING OUTCOMES FOR YOUTH WITH DISABILITIES

This was the second and final year of this project in which Colorado state leaders were given the opportunity to identify weaknesses in our current policies and practices and to develop/ implement realistic strategies for improving the outcomes for youth with disabilities. Colorado’s goals for the Policy Academy were to: enhance statewide policy, facilitate data sharing and build collaboration.

The core team for this project was made up of individuals in decision

making capacities from the following agencies: Office of Workforce Development, Department of Labor and Employment, Division of Vocational Rehabilitation, Department of Education, Colorado Community College System, UCHSC/WIN Partners, Department of Public Health and Environment, Governors Office of Policy and Initiatives, Easter Seals Colorado and Cerebral Palsy of Colorado.

Youthnet

One of the major accomplishments of the Policy Academy was the development of “Youthnet” (dola.colorado.gov/youthnet), a searchable database and website hosted at the Department of Local Affairs for the Office of Workforce Development. This site was created to provide information about services available to Colorado’s youth, especially youth with disabilities who are transitioning to adulthood. Youth, parents, and service providers can search for services based on needs, geographic location, the age of the youth, or by several other criteria. Currently over 170 organizations, state-wide, have submitted profiles.



Talent Development

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

For the fourth year a key stimulus for economic transformation, deployed by the Colorado Workforce Development Council, is the CIMS system of financial incentives for Local Workforce Boards to reach beyond defined labor market areas, and political jurisdictions to foster partnerships and talent development. The system utilizes Baldrige-based principles to promote continuous improvement and high performance. Measurements for success are clearly defined, and impartial Baldrige-trained examiners from the Colorado Performance Excellence (CPEX) organization rate and review the progress of local workforce centers toward the highest levels of performance excellence.

This exciting and effective program has helped equip the system to meet the challenges that Colorado's changing economy faces in today's global marketplace. In order to compete in this international marketplace, Colorado's workforce must improve its competencies and skills development. Therefore, as part of the CIMS, the workforce system is required to enhance its partnerships with educators and help fulfill the

Colorado Promise, as articulated by the state's new Governor, to ensure the state is a powerhouse in the new economy of the 21st century.

All workforce regions have completed the High Plains entry level application to CPEX and three have been selected

for the next level award that is designated Foothills and two others are applying for that classification. One region has prepared an application to be submitted in the next program year for the second stage designation as a Timberline recognized CPEX performer. In addition, through CIMS, Colorado recognizes and rewards WIBs for achievement in the following areas:

- **Performance Incentive (PIA):** rewards Workforce Center efforts towards meeting or exceeding WIA performance measures.
- **Innovation In Leadership and Service Delivery (ILSD):** acknowledges Workforce Center efforts towards meeting Colorado Performance Excellence criteria, strengthening operations and value for tax payer dollars.
- **Partnerships:** annual awards are given in recognition of outstanding business and agency partnerships

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. This year, the

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.

The Workforce Economic Information Coalition (WEIC) will compile a talent development index for the newly-initiated state-of-the-workforce report that will be presented to the Governor during Workforce Development Month.

Council will distribute over \$450,000 to the local regions in recognition of their efforts in the CIMS program and their performance during this program year.

WORKFORCE ECONOMIC INFORMATION COALITION

The Skills Development Committee of the CWDC has commissioned a Task Force of business leaders, educators, workforce development experts and economic development practitioners to review workforce and economic information. The task force, known as the Workforce Economic Information Coalition (WEIC) will compile a talent development index for the newly-initiated state-of-the-workforce report that will be presented to the Governor during Workforce Development Month. The task force is led by a business executive from CH2M Hill, the Director of labor Market Information for CDLE, and the Executive Director of the Colorado Nanotechnology Association.

The WEIC task force has also created an inventory of workforce and economic information and is compiling a compendium of essential information that will form the backbone of a database. This will be used for a state-of-the-workforce policy and practice discussion that will aid in achieving the Governor's Colorado Promise and dispelling the Colorado Paradox.

Additionally, the Skills Development Committee has instituted a regionally-based sector strategy that will frame the future Talent Development activities supported through Discretionary Grants by the workforce council.

PERFORMANCE INCENTIVE GRANTS

[e-Colorado Knowledge Management Portal \(www.e-colorado.org\)](http://www.e-colorado.org)

Building upon the prototype developed with WIA performance incentive funds, Colorado continued the expansion and enhancement of its e-Colorado Knowledge Management Portal. e-Colorado is an interactive on-line portal designed for agencies to increase and improve service to customers – job seekers and employers—and workforce professionals, as well as a tool for initiating communication between agencies. e-Colorado manages 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, educational and training institutions, community and faith-based organizations, and government.

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 to the workforce professional. It also offers services specifically designed to help the job seeker find employment and appropriately match the employer with the job seeker. Team Rooms comprise a significant use of e-Colorado by groups of people



who have reason to meet and/or share information, e.g. TAA Counselors, Nursing Scholars, the Workforce and Economic Information Coalition, and many others. Content specific to the work of each group can be entered into their Team Room. Through Chat, each e-Colorado Team Room offers a collaborative area for 'real-time' communication that can extend to participants statewide and can reduce the need for frequent meetings and travel. Currently e-Colorado has 99 active Team Rooms.

Six free tools have been added to e-Colorado during the past year to help job seekers and workforce professionals prepare for improved employment opportunities and better career and educational decisions. They include:

- WorkKeys assessments give employees, employers and

job seekers reliable and relevant information about workplace skill levels.

- KeyTrain provides an on-line, interactive learning system for common skills required by all jobs based on ACT's WorkKeys employment system.
- Tutorline is an online tutoring service that allows students to interact with a live tutor, submit written questions and receive written replies, and submit writing to an Online Writing Lab for review and critique.
- Success Profiler provides insight into the emotional intelligence a person needs to succeed in the workplace.



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.

- WSA Sphere is a career advising tool that provides on-line matches for skill sets, aptitudes and personal traits to occupational training programs in health care.
- Dynamic Works Institute provides self-paced, real-time, online learning opportunities and certification programs to professionals and partners in the workforce system.

Assessment tool awareness and training has been offered to staff of Colorado Workforce Centers, and a staff member has been added to support access and use of the tools and monitor statewide use. Some or all of the tools may become components of a statewide work readiness credential that is currently under discussion.

During the past year, increased use of e-Colorado has resulted in development of an enhanced portal design to advance the ease of navigation and provide each user with improved context for determining which content to pursue. The intent is to present a more intuitive clustering of information, resources, and functions. Although the design upgrade is not yet complete, the change in appearance can be viewed in the Executive Summary of this annual report.

Breaking Barriers and Building Bridges (B4) Project-PY03 Performance Incentive Funds

The Breaking Barriers and Building Bridges (B4) Project is the third project to be funded with a WIA Performance Incentive award. Colorado was awarded \$825,000 for exceeding the

2003 performance standards. This project is in its infancy; however the goals of this project are to help special populations achieve self-sufficiency through employment, training and education.

The B4 project's objectives are to:

- Foster a collaborative environment between Adult Education and Family Literacy funded programs, correctional educational programs, community colleges and workforce centers by actively coordinating joint projects and professional development opportunities.
- Identify the gaps between the Adult Basic Education taught in the prison and the classes taught by certified ABE instructors in our communities. Once the gaps are identified, the community ABE instructors will work with the facility instructors to ensure the levels of education taught are congruent.
- Provide ex-offenders with an employment and education navigator to help smooth the transition from correctional facilities into community college, workforce, or Adult Basic Education classes. Many times when ex-offenders are released, they are unable to navigate the educational or workforce system and end up back in prison. This position is designed to help ex-offenders

succeed in the quest to successfully transition into the community and find employment, which leads to self-sufficiency.

- Support a program that delivers English instruction to adult refugees in the Denver metropolitan and Colorado Springs areas with the goal of helping them attain self-sufficiency. The ABE instructors have found that non-English speaking workers are relegated to low-wage work. Teaching English to non-English speakers increases their chances of attaining and retaining employment that pays a livable wage.
- Sustain a successful and innovative project originally funded with 2002 Performance Incentive funds. One project awarded last year will be sustained through this grant. Many projects are innovative, but the one that is the most successful will be sustained.
- Support e-Colorado expansion. The e-Colorado is an ever-changing, ever-evolving project. Funds from this Performance Incentive grant will support continued enhancements to e-Colorado.

The B4 projects support our mission of education, training and employment as a vehicle for employment in the high-wage/high demand industries that pay a livable wage. Preparing the

workforce through education and training creates the reality of self-sufficiency.

Going the Distance: Achieving Innovation – PY04 Performance Incentive Grant

Going the Distance: Achieving Innovation is the fourth WIA Performance Incentive Award, which was granted to Colorado for exceeding 2004 performance standards. The purpose of this grant is to create an innovative data sharing environment and build relationships with multiple agencies in an effort to share data and information, and avoid duplication. A comprehensive data warehousing system will help Colorado design and develop more efficient programs that will enable us to collect more effective data and measure outcomes.

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 three-year, \$15 million WIRED grant. The initiative's goal is to expand the pipeline of highly skilled workers in the region's fasters 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



WIRED Grant

Goals:

- Increase the homegrown skilled workforce for aerospace, bioscience, energy, and information technology to ensure our regional companies can remain competitive in the global economy
- Create a regional system that seamlessly integrates workforce, education, and economic development programs to effectively meet the needs of workers and businesses

“Colorado Paradox.” Colorado supports 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 10 replicable, promising practice programs that demonstrate partnerships between workforce, education and economic development.
- To assist with the research and aid in the process of reviewing best practice programs, we’ve convened eight panels which represent the four high-demand and high-growth industry clusters, higher education, K-12 education, small business and entrepreneurship, and workforce development within the nine-county region.
- The WIRED Initiative completed an assessment of the workforce needs of the four industry clusters, higher education, and workforce development within the nine-county Metro Denver region.
- WIRED has also completed an asset map and business survey that provides us with a gap analysis that identifies skill and talent shortages, and potential solutions to these shortages.
- WIRED is working with education, entrepreneurship, and workforce panels to

asset-map existing education and training resources, to determine which regional programs are already in place and producing skilled workers for companies in the industry clusters.

COLORADO WORK READINESS CERTIFICATE

The State Workforce Credentialing Committee, a coalition of state and local partners, submitted a credentialing proposal to the Colorado Workforce Development Council in June, 2007. The Council approved the proposal and asked the Committee to develop an implementation plan and budget. The proposal recommended the initiation of a Colorado Work Readiness Certificate that would be approved by state authorities, and would verify a job-seeker's proficiency levels in Applied Math, Locating Information and Reading for Information. In addition to certification of basic educational proficiencies, the Credentialing Committee recommended that "soft skills" assessment and portfolio development activities be included with the credentialing initiative. A statewide Implementation Plan is under development.

DISCRETIONARY GRANTS

CWDC Grants in Aid to Local Regions

The Colorado Workforce Development Council (CWDC) utilizes the WIA 10% Discretionary Funds to encourage innovation, the use of technology, and partnerships to resolve labor market issues in the workforce regions in Colorado. The CWDC dispenses the WIA 10% Discretionary Funds to ensure that

continuous improvement and collaboration are thoroughly embedded within the Colorado workforce system mode of operation.

The CWDC tasks its sub-committees to be responsible for the approval and oversight of the 10% Discretionary Fund Grants that are awarded. The State Youth Council (SYC) works to support local youth projects and events. The Business Outreach and Marketing (BOAM) Committee's primary focus is to help communicate the benefits of the workforce system to the business sector and to job seekers. The Skills Development and Partnership Committee (SDPC) is charged with ensuring Colorado's business community enjoys easy access to a ready supply of skilled labor. Finally, the State Workforce Investment System (SWIS) Committee has the responsibility of ensuring that the CWDC satisfies the regulatory requirements of the WIA.

The awards are based on a clear set of criteria and local workforce boards are able to respond to identified critical labor market issues, by forming strong local and regional partnerships. Once a Request for Proposal (RFP) has been issued, each local region may submit requests for funding to the CWDC. In addition, requests may be submitted as local needs dictate the development of a local initiative.

CWDC members and technical advisors evaluate each request submitted to the CWDC and vote on its approval or rejection. Projects that have been provided funding range from a Process Technology Program designed to increase the number of workers in the energy field to a program focused on helping workers

The Colorado Workforce Development Council (CWDC) utilizes the WIA 10% Discretionary Funds to encourage innovation, the use of technology, and partnerships to resolve labor market issues in the workforce regions in Colorado.



A dams State

College and Trinidad State Junior College have teamed together with the San Luis Valley (SLV) Regional Medical Center and the SLV Area Health Educational Center to develop an RN-to-BSN program. This dynamic program, funded by the Colorado Department of Labor and Employment, is focused on collaborative, systemic change in the delivery of nursing education and has been developed to address the need for nurses across the State of Colorado.

50 and older. Several projects funded by the CWDC are now reported as Best Practices by the local regions.

After achieving success through their award from the CWDC, several have become self-sustaining with support from the local community.

Nursing Tuition Assistance Grant – \$66,000.00: The CWDC awarded a discretionary grant to support a program to provide tuition assistance to LPN and ADN candidates in the western part of Colorado.

Regional Targeted Industry Grant - \$96,000.00: This project taking place in Aurora represents new and innovative thinking by proactively targeting industry clusters, actively building long-term relationships with companies within the selected industries, and creating customized training to engineer relevant workforce talent development.

Youth Oriented Projects – \$485,020.00: The State Youth Council supported several local workforce regions' efforts. Among them are providing youth with exposure to careers in the hospitality industry; a teen thrift shop for ex-offenders to gain employment experience and learn positive ways to change their lives; a Summer project with enrichment activities to provide school credit through life and critical skills development; and increasing the number of youth receiving employment and training services.

Career Pathways – \$180,000.00: This program in the Jefferson County region seeks to implement a career pathways model to improve the economic situation of the citizens of Jefferson, Gilpin, and Clear Creek Counties by developing a sustainable workforce strategy, which addresses

the needs of job seekers and businesses.

Older Worker/Baby Boomer Project – \$50,000.00: This Mesa County project seeks to expand services to workers that are 50 and over, providing expanded opportunities to continue their employment needs.

Turning Point: Reentering the Workforce after Incarceration – \$313,213.00: This is a continuing project, which provides supportive services, training opportunities, and on-the-job work experiences to ex-offenders who are released in the ten-county area of the Eastern sub-region of Colorado. The project was also expanded into the South East and South Central sub-regions to meet the needs of the ex-offender populations in those areas.

Fire and Weed Management Training - \$87,459.00: This program in Southwest Colorado provides young men and women with structured, safe, and challenging work and educational opportunities through employment and training programs in fire management and conservation.

E³ Partnership – \$200,000.00: This program in the El Paso County region seeks to unify the Southeast corridor to better provide universal services and meet industry needs.

Serious and Violent Offender Grant
The Colorado Department of Labor and Employment (CDLE) is supporting the Colorado Department of Corrections (CDOC) on this project and is collaborating with CDOC, Colorado Department of Human Services, local Workforce Center, Substance Abuse, Mental Health

Agencies, Community- and Faith-based organizations, Community Corrections, Probation, and Parole to help build a successful re-entry program for serious and violent offenders exiting prison and transitioning into communities. Local Workforce Centers are providing job readiness classes, job training, and job placement to offenders who are ready to be placed into the workforce. Workforce has taken an active role in developing successful workforce strategies that help ex-offenders become self-sufficient.

Colorado's One-Stop for Ex-Offenders: An Ex-Offender Program

This effective re-entry program is a partnership between the CDLE and the Colorado Department of Corrections and workforce centers. This project provides offenders, who are non-custodial parents, a means to become self-sufficient by providing job reading, job training, supportive services, and employment opportunities, as well as the opportunity to become accountable to themselves and their families. The goals of this project are to help the ex-offender become self-sufficient, to reduce recidivism, to increase public safety, and to augment family integrity.

Adams State College Nursing Program

Adams State College and Trinidad State Junior College have teamed together with the San Luis Valley (SLV) Regional Medical Center and the SLV Area Health Educational Center to develop an RN-to-BSN program. This dynamic program, funded by the Colorado Department of Labor and Employment, is focused on collaborative, systemic change in

the delivery of nursing education and has been developed to address the need for nurses across the State of Colorado. Through this project, the ASC is designing, developing and managing an accredited Baccalaureate Nursing Program providing 1) expanded nursing faculty, 2) enhanced faculty development, 3) program accreditation, and 4) coordination with Clinical Preceptors. Project goals include increasing the number of BSN Nurses in the SLV, increasing employment opportunities for BSN Nurses, and increasing the number of minorities entering the nursing profession in the SLV from local nursing programs.

Mesa State College Nursing Program

Through this project funded by the Colorado Department of Labor and Employment, Mesa State College, in conjunction with the Mesa Workforce Region, is establishing a Licensed-Practical-Nurse-to-Associate-Degree-Nurse-program (LPN-to-ADN) as part of a career ladder to assist nurses who wish to pursue higher levels of nursing education and licensure. Mesa State has purchased several high-tech patient simulators for use in preparing LPN-to-ADN students for the clinicals required by the State Board of Nursing; Mesa State faculty is developing the clinical training scenarios that will utilize the patient simulators. In an effort to boost program enrollments for all programmatic levels of nursing, Mesa State has also produced a series of sophisticated brochures to articulate this LPN-to-ADN career ladder and its high-tech training opportunity.

Community College Nursing Grants

Through two Wagner-Peyser Special Projects Grants, CDLE has assisted the



Colorado Community College System to upgrade its nursing programs, invest in nursing student success, and achieve full accreditation of its programs by 2010 pursuant to the Colorado Nurse Practice Act. Both of these projects have taken major strides toward addressing the healthcare worker shortage in Colorado by improving the quality of education and training provided to Colorado's future healthcare workers.

The Student Nurse Achievement Program (SNAP) was successfully launched by the Colorado Community College System (CCCS) during Program Year 2005, enrolling 1367 community college nursing students statewide. The CCCS Nursing Program Directors incorporated the use of a comprehensive, on-line tutorial and testing system as part of an overall strategy to reduce student attrition and to increase the students' successful completion of the state's Registered Nurse (RN) licensing exam. The tutorial and testing system is self-paced, testing the students' academic knowledge and understanding of nursing practices, and providing feedback to the student about areas requiring improvement. Remedial study assistance and support services are also provided to assist each student in successfully completing the testing modules.

The SNAP contributes to the standardization of academic requirements among all the Colorado community college nursing programs and has been implemented in conjunction with CCCS' efforts to standardize its nursing program curriculum statewide, with the goal of reaching full accreditation of its

nursing programs by 2010. With support from the Nursing Program Accreditation Project, the CCCS Nursing Program Directors have redesigned the CCCS RN curriculum to provide consistent academic requirements for all of its community college nursing programs. New core courses have been designed, a uniform statewide policy and procedures manual has been developed, and a system wide admissions process has been initiated.



Community College of Denver, host of the Colorado Displaced Homemaker Program.

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, budgeting and money management, 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 PY06, the State continued to serve eligible displaced homemakers through an innovative partnership that was established in July 2003 with the Community College of Denver. 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 other direct educational expenses enable program participants to meet the cost of attendance at CCD.

In a typical year, funding is sufficient to award scholarships to all of the approximate 60 eligible applicants.

During PY06, however, the number of eligible applicants increased by about 35% and tuition increased 4%. In order to address the serious training needs of this population, CDLE identified other funds that could appropriately be used to supplement the State appropriation for PY06 and PY07. A supplemental request will be made in the CDLE state budget request that will make these increases permanent beginning in PY08. As a result of the additional funding for PY06, 86 eligible displaced homemakers received JumpStart Scholarships to support their educational plan for achieving self-sufficiency.

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. For PY06, 86 eligible displaced homemakers received JumpStart Scholarships to support their educational plan for achieving self-sufficiency.

Economic Transformation

The WELLS Center, a state-of-the-art collaborative learning center, is operated by the Colorado Center for Nursing Excellence under contract with CDLE in space provided by the University of Colorado Hospital and located on the Fitzsimons Campus of the University of Colorado at Denver and Health Sciences Center.

WELLS CENTER

The “Work, Education, and Lifelong Learning Simulation Center” (WELLS Center) is a jointly funded public, private High Growth Job Training Initiative that targets 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. The 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” seeks solutions to alleviate Colorado’s critical shortage of healthcare professionals and to build capacity for professional training using state of the art technology.

Operations costs are supplemented with over \$2 million in in-kind contributions from both the private and public sectors. Key initiating partners include CDLE, Office of Workforce Development, Colorado Workforce Development Council, Colorado Center for Nursing Excellence, University of Colorado Hospital, University of Colorado Denver and Health Sciences Center, Rocky Mountain PBS, Central Colorado Area Health Education Center, and Touch of Life Technologies, Inc.

This state-of-the-art collaborative learning center is operated by the Colorado Center for Nursing

Excellence under contract with CDLE in space provided by the University of Colorado Hospital and located on the Fitzsimons Campus of the University of Colorado at Denver and Health Sciences Center. The WELLS Center operates in a 5,000 square foot space on the Fitzsimons Campus, remodeled specifically for the WELLS high-tech applications and state-of-the-art equipment.

The WELLS Governance Board is comprised of leadership from the public, private and non-profit sectors in healthcare, education and government. The Board is co-chaired by the Executive Director of the Colorado Department of Labor and Employment and a private-sector member (still to be selected by the Board). The WELLS Governance Board provides leadership and promotes sustainability of the WELLS Center operation.

During this year of operation the Board participated in Strategic Planning and drafted a Business Planning document. The Business Planning document outlines a strategy for creating a sustainable, enduring organization with multiple funding sources. Through the Business Planning process, no fundamental market barriers have been identified that prevent this shift. WELLS operations, in the start up phase provided a variety of services to customers without charging a fee. In order to support sustainability, fee-for-service products need to be developed for delivery, refocusing staff time and efforts.

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 an Executive Committee member of the National Governors Association (NGA) State Workforce Chairs and Chaired the Workforce Board Chairs Outreach Sub-Committee for Metro Denver that was a partner in the recently awarded WIRED Grant
- 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 selected to be a member of the Steering Committee for the Information Technology Association of America's (ITAA's) Education and Workforce Committee.

Colorado Department of Labor and Employment (CDLE)

- Director was a member of the National Association of State Workforce Administrators (NASWA)
- Division Director for Employment and Training Programs was a member of

NASWA, Chair of the Information Technology Committee; and Vice Chair of the Information Technology Support Center (ITSC) Committee

- 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 Vice 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).

WAIVERS

Colorado has requested a two-year extension through PY08 of 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.

Colorado has also asked USDOL to extend 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.

As part of its PY07-PY08 State plan, the State has 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. The goals and programmatic outcomes to be achieved by the waiver would be:

- Provides for a more equitable distribution of funds to address local demand for services and maximize usage of resources for talent development and cross-regional strategies
- Provides for additional opportunities to make the system more demand-driven, governed by business-led workforce investment boards.
- Will encourage a higher expenditure rate of Adult and Youth funds, which will increase the impact of the

workforce system on local economies

the local regions for their client case files.

Should Colorado receive this waiver, it would be the first of its kind in the nation.

AUTOMATION INITIATIVES

Colorado implemented several new automation initiatives to better utilize available staff resources and promote greater staff efficiency across the statewide workforce system. Some of these new features are listed below:

- Colorado implemented the 1st stage of our document management system this year. This allows the WOTC, TAA, and TRA office staff to store and retrieve documents electronically. The next stage will offer similar capability to
- Enhanced Connecting Colorado, our on-line access to workforce services, with more a more appealing and user-friendly interface and the ability to search job openings before registration is required. However, job seekers will still have to register to be referred. This allows applicants to see what the site has to offer before going through the registration process.
- Added web access for workforce staff to all reports available through Job Link. This allows use of the reports through a more user-friendly



interface and easy access to reports from remote locations.

- Added a self-service interface to allow clients to apply for and get eligibility confirmation for TAA. This allows clients to apply for benefits at a rapid response workshop or other off site venue through a convenient process.

Trade Readjustment Assistance (TRA) Automation

TRA functions have been further integrated into Colorado's Job Link system, currently housing the Trade Adjustment Assistance (TAA) database, which allows cross edits and notifications to occur automatically between the programs. This allows a more expeditious response to situations where a client is having problems, whether the issue is noticed first in TRA or TAA.



COLORADO WORKFORCE SPEAKS! *Connecting Businesses with Today's Workforce*

Colorado Workforce Speaks! promotes Colorado's economic viability by enhancing employment and career development opportunities for limited English proficient individuals through collaboration with businesses, educational institutions, community/faith-based organizations, and Colorado's Workforce Development System.

The State task force, originally established in 2005 as the "Limited

English Proficiency Task Force," changed its name to Colorado Workforce Speaks! to establish a new, positive image to match its mission for Colorado's workforce development system. Having completed a statewide assessment of language assistance services for English language learners, the task force moved forward to provide resources and tools to workforce development staff to support their success in working with workforce customers who are English language learners.

During program year 2006, the Colorado Workforce Speaks! Task Force accomplished the following:

- January 2007 - Announced Colorado Workforce Speaks! new image and established a new marketing and work plan for the year. New members joined the task force providing fresh ideas and energy to move the group forward.
- April 2007 - The Colorado Workforce Speaks! team room on *e-Colorado.org* was reorganized and documents updated. A Language Assistance Staff Directory was published providing a list of workforce development staff statewide who speak a variety of languages and are willing to share their translation services with other workforce regions.
- April 2007 - The State issued a "Language Assistance Services" Program Guidance Letter requiring all workforce

regions to submit a formal Language Assistance Plan in conjunction with their Local Workforce Development Plans for the upcoming program year. The workforce regions took a step forward in formalizing their processes and determining resources for improving access to their federally funded workforce development programs.

- May 2007 - Laminated Language Identification cards showing "I Speak English" translated into thirty-eight (38) languages were distributed to all Colorado workforce centers to assist staff in customer service. This project was supported by the State Workforce Development Council and funded in part with WIA (10%) Statewide Activities Discretionary funds and Colorado Employment Support Funds.
- June 2007 - Formal linkages and communication were established with the "Colorado Refugee Navigator Program", operated through the Denver workforce region. Staff of the Refugee Navigator Program provided a formal presentation of their model program and best practices. This set the groundwork for connecting the Colorado Refugee Services Program with Colorado's Workforce Development system.

STATE YOUTH COUNCIL

The State Youth Council (SYC) subcommittee of the Colorado Workforce Development Council continues to align Colorado's youth workforce policies and activities with the demand driven/neediest youth approach of the US Department of Labor.

The Colorado Workforce Development Council provided the State Youth Council with \$497,000 in discretionary funds to support innovative youth projects in Colorado's local workforce regions during PY06. The SYC awarded projects that were well planned, had well-documented, 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 met the local demand driven industries identified by the local workforce boards. These projects focused on career exploration, work based experiences, community/service work, leadership development, independent living skills, and transition to adulthood.

The SYC continued to refine its membership strategy and bylaws to support the direction that the USDOL is pursuing with regard to The Youth Forum initiative, targeting representatives from foster care, corrections, health and mental health, and housing.

The SYC continued its efforts in the following goal categories: Local Strategies, Convener/Joint Ventures, Performance Management & Measurement, Marketing and Messaging.

Colorado Workforce Speaks! promotes Colorado's economic viability by enhancing employment and career development opportunities for limited English proficient individuals through collaboration with businesses, educational institutions, community/faith-based organizations, and Colorado's Workforce Development System.

Think Big Youth Forum

The SYC hosted the 3rd Annual Think Big Youth Forum in Breckenridge, CO in May 2007. Over 230 youth service providers attended, representing the workforce system, School to Work Alliance Program, youth offenders/corrections system, health, mental health, Vocational Rehabilitation, and many others. Thirty five presentations and workshops represented a wide range of topics in four tracks: Workforce Development, Colorado's Diverse Youth, Business Pipelines, and Partnership Pipelines. Several workshops were created or co-presented by youth. Also, a business-led panel was created to discuss the energy industry and opportunities in Colorado.

Once again, the SYC recognized promising youth practices utilizing a scoring system based on the NCWD/Probank criteria. Each of the winning practices was recognized and was able to present their program in a workshop. Five awards of \$1,000 each were provided to the following programs:

- Weld County – MYAT (Multi-Disciplinary Youth Assessment Team)
- Weld County – TIGHT Corps (Teamwork, Innovation, Growth, Hope, & Training)
- Jefferson County – Independent Living Skills
- Eastern Sub-Region – Second Chance Program

- Larimer County – Youth Career Puzzle

Two promising practices from 2005 continue to be reviewed by ODEP and their technical assistance providers for addition to the Probank site, and the five projects listed above will be reviewed.

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. It is a successful, well-established program with a network of service providers located in all of Colorado's Workforce Regions. Over the life of the program, more than 260,000 young people (ages 16-21) have found summer



employment. During PY06 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 20,770 young people entering employment.

The Media sponsors of the GSJH are 9NEWS and the Denver Job Guide, 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. Spanish speaking media such as Univision and KNRV La Buena Onda also provided public service announcements for the GSJH regarding the recruitment of youth and employers. The GSJH was also promoted throughout the state via onsite presentations, personal contacts, focus of the month displays, employer mailings and various network systems with community agencies and schools.

Best Practices

Larimer County Web Enhancements:

Larimer County saw an increase in youth registering for services online over PY05 (1031 versus 980 as of September 30th). Supporting this trend of youth accessing services online, they included extensive job search information on our website this summer to actively promote the Governor’s Summer Job Hunt (GSJH). A youth who was interested in looking for work could access the tools needed and browse job postings without registering in Job Link. Once they identified jobs of interest, they would then have to register to receive a referral.

Summer Biz” e-newsletter to Youth:

This year, GSJH staff sent a weekly e-newsletter to youth who signed up on the GSJH website. The first edition of the e-newsletter was sent to all youth who provided an email in our system, with the option of signing up to receive the e-newsletter for the rest of the summer. This communication allowed a constant flow of information going to youth in addition to being a



Colorado & Company is a magazine-style show that airs live on Channel 9, KUSA-TV from 10-11am on weekdays. Celia Harden from the Broomfield Workforce Center, along with a youth participant, were guests on the show talking about youth employment. From left to right: Brett Thompson (youth), Celia Hardin, Co&Co Hosts Denise Plante, and Mark McIntosh.

reminder that Workforce Centers are available to help them.

Teen Paint Program: This year the Sterling Workforce Center set up a Teen Paint program in Holyoke, which is fifty miles away from a full service center. To assist with recruitment of seven youth for the program, they turned to the area BOCES and Holyoke High School, who have been good partners over the years. Both of the agencies were vital to finding youth and a mentor for the program. The Phillips County Family Center allowed them to use their facility as a place to interview and test youth, plus provide skills building exercises. Over the course of the summer, the youth performed work for Phillips County (including clean up during the fair) and developed a strong relationship with county employees, the county administrator and the Sheriff, who spoke in appreciation of the youth participants at their awards banquet.

Over the life of the Governor’s Summer Job Hunt, more than 260,000 young people (ages 16-21) have found summer employment. During PY06 the dedication and commitment from the local Workforce Centers resulted in 20,770 young people entering employment.



This year for the GSJH was about giving youth the opportunity to explore future career options by listing high quality job orders. And it was about teaching youth the skills they need and help them to obtain the resources and materials that would help them achieve their goals.

Broomfield Initiatives: The GSJH Coordinator worked closely with Broomfield Workforce Business Services Consultant and together they posted over 100 job openings for youth 16 and older. Employer outreach was significant this year, especially with the retail/service industry around the Flatirons Mall. With the unemployment rate down in the Metro Denver area, businesses were more in need of employees this year that would work part time and flexible hours. Among the strategies that proved vital to meeting program goals were:

- Held youth job/career fair for all youth in and around Broomfield area.
- Initiated marketing efforts, specifically with local Channel 8. First 30-second public service announcement for youth done by Channel 8 staff to publicize youth job fair.
- Participated in Teen Jobline 9 events to help promote GSJH program for Metro Denver Workforce Centers.
- Engaged in end of year marketing effort, which included visiting all youth employers and inviting them to Workforce Development Month business outreach breakfast hosted by Broomfield and Boulder in September.

2006 GSJH Appreciation Ceremony

Recognition was given by the GSJH to businesses at the Governor's mansion on August 18, 2006. The award recipients were nominated by the Workforce Centers for doing outstanding work with young people in their community. Each award was inscribed with the following quote: "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." Eighteen employers across the state received awards for their service to youth: StarTek, Amy Peters, North Sterling Reservoir State Park, Rifle Creek Golf Course, Western Sizzler, Englewood Park and Recreation, Fort Morgan Dairy Queen, Six Flags Elitch Gardens, Food Brand, Burlington Coat Factory, Educational opportunity Center, Cultiva Growing Gardens, Linda Powers-Nunez, University Children's Center, Chik Fil A, and Janice Smith.

Partnerships

One of our principle goals of the GSJH is to sustain and grow our business relationships as well as the new reputation we had developed with our youth clients. We found that in order to serve both sides we needed to keep the community relationships we had built from previous years strong. The following partnerships proved to be very valuable, and we will continue to support them.

Construction Days: Construction Career Days 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,



StarTek was nominated by the Employment Services of Weld County. CDLE Executive Director Rick Grice presents the award to Brenda Laughlin of Star Tek.

surveying, troubleshooting equipment, fastening drywall, and safety equipment offer students a 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. A Jobs/Exhibit area was also provided. 1500 students throughout the state participated. GSJH and Workforce Centers helped plan this event.

Energy Career Day: The purpose of Energy Career Day is to increase the number of young men and women entering into the energy field. This event gave students of western Colorado the opportunity to explore careers within the energy industry in a hands-on, dynamic, educationally challenging environment. This event was held at the Rifle Fairgrounds in Rifle Colorado, with 300 young people attending. The event was presented

by the Associated Governments of Northwest Colorado. The GSJH provided CD's for each attendee of the InDemand magazine article on "Careers in Energy, Connecting Today's Students with the Careers of Tomorrow."

Job Fairs: Hiring Events that are targeted to youth are held across the state each year. In particular, the Pagosa Springs Office felt that having a successful job fair targeted specifically towards youth employment and careers was valuable. Working closely with local employers and sponsors in the job fair proved that. Approximately 50 youth participated in the Pagosa Job and Career fair that was held in April. Local sponsors and staff made personal visits to each local business inviting them to participate in the job fair.

Think Big Youth Forum 2007

The State Youth Council, in partnership with the GSJH, the Office of Workforce Development, and local workforce centers, hosted the 3rd Annual Think Big Youth Forum in Breckenridge, CO in May 2007. Over 230 youth service providers attended, from a wide range of disciplines and backgrounds, including workforce development, juvenile justice, skilled trades, vocational rehabilitation, education, and more.

A highlight of the conference was the second annual promising practice recognition ceremony, which was developed in conjunction with the State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities. Five awards of \$1,000 each were given to local Workforce regions.

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 - \$13,372,131.67
- Cost per client served - \$2538

Youth Programs

- Expenditures - \$9,686,351.67
- Cost per client served - \$3259

Dislocated Worker Program

- Expenditures - \$7,478,223.35
- Cost per client served - \$3590

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 22% of our Adult clients and 42% of our youth clients in PY 2006 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 17 core indicators of performance for adults, dislocated

workers, and youth programs, as required by the Federal Workforce Investment Act (WIA), Section 136. We also track performance under the Common Measures 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.

The State'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.

Formula For Success⁵



Partnership + Talent Development
= Economic Transformation

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. The following table illustrates the demographic characteristics of Adams County:

A Comparison of Adams County and Colorado

Demographic Characteristic	Adams County	Colorado
Population	414,338	4,753,377
Population, Percent change 1990-2000	19.1%	10.5%
Persons per household	2.8	2.5
Median household income	\$50,229	\$50,105
Per capita income	\$19,944	\$24,049
Persons under 5 years old	8.6%	7.3%
Persons under 18 years old	29.0%	25.3%
Persons 65 years and older	7.2%	10.0%
White	89.8%	90.3%
Black or African American	3.2%	4.1%
Hispanic or Latino	35.0%	19.5%
Language other than English spoken in the home	21.6%	15.1%
High School Graduate	78.8%	86.9%
Bachelor's degree or higher	17.4%	32.7%

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 9002 Report, of the 30,956 estimated residents who utilized the services of the Workforce & Business Center in PY 2006, 10,579 (34.2%) were Hispanic, 804 (2.6%) were of Asian decent and 2,648 (8.6%) were of mixed ethnicity.

14,078 or 45.5% of the total visitors to the four Workforce & Business Centers were UI claimants, which was down slightly from 45.7% (14,565 of 31,898) in PY05. Services, provided to 24,924



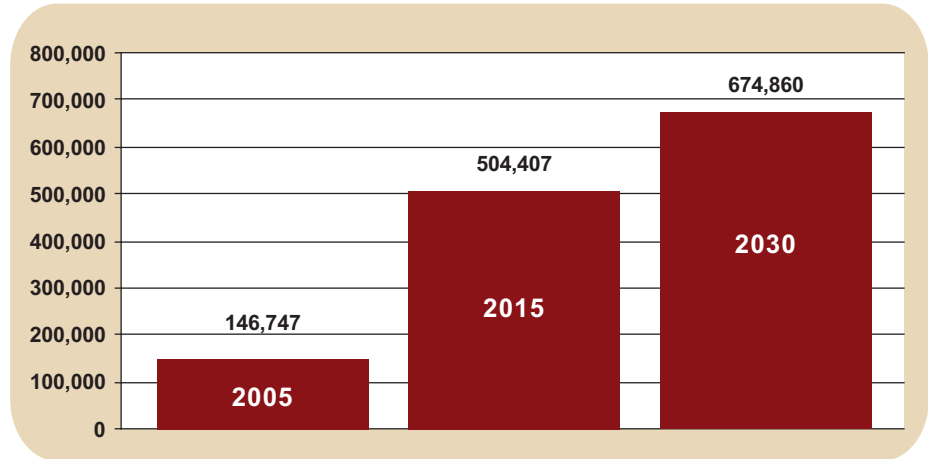
Mission:

The Adams County Workforce & Business Center creates opportunities for success by connecting businesses to a quality workforce.

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.

Household Projections for Adams County 2005 - 2030



customers, helped to facilitate 17,904 entered employments for the program year, according to JobLink's New Agent report.

The overall labor pool and unemployment rates went down more than 1% from 5.8% in PY 2005 to 4.58% during PY 2006. However, Adams County continues to have the second highest unemployment rate in the Denver Metro area. The number of customer visits to the Workforce Center declined by less than 1% and the unemployment registrations remained static.

Also, in PY06, a total of 572 customers were enrolled in the four main WIA programs: 238 customers in the Adult program, 132 in the Dislocated Worker program, 84 in Older Youth, and 118 in Younger Youth. Of those WIA enrolled customers, 440 training activities were sponsored through WIA funded scholarships.

The Veterans' program continued to be successful in PY06, with 2,972

veterans served and 1,594 entered employments during the year. The Veterans' referral ratio was at 82.34% for the year with the overall customer referral rate at 63.39%, which met, and exceeded, our mandate to provide our veteran customers with priority of service.

Service Delivery Strategies

The organizational restructuring in late PY05 to strengthen fiscal functions proved to be very successful; the Annual Fiscal Review/Audit by CDLE found no compliance issues and identified only one minor finding.

In PY 2006 the WBC implemented situational leadership and the utilization of the "Smart Goals" system for goal focused performance management. In addition to introducing goal focused performance management and the use of situational leadership, the WBC staff has been charged with developing a culture of wellness that includes six core values:



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

There were also some changes to the organizational flow to ensure programmatic, administrative and capacity building functions were most effectively streamlined. The three major areas of operations are now: Career and Education Services, Fiscal Operations and Business, and Training & Employment Services.

Technological Improvements

Adams County Workforce & Business Center has made several technological improvements in PY 06. Approximately 50% of all staff and Resource Room computers have been replaced with new state-of-the-art equipment. Additional technological improvements include point-to-point wireless WAN connections for the Thornton and Brighton WBC locations.

Operating Under a Demand-Driven System

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 2006 and the projects that have been developed from those partnerships including the Colorado Contractor's Project and the Denver Children's Hospital Project which are described below in the Talent Development section.

Logistics Job Fair

On January 30, 2007, Adams County Workforce & Business Center held its 1st annual industry specific job fair at the Adams County Regional Fairgrounds Exhibition Hall. Logistics is one of the key industries in Adams County. Jobs in this industry include



Job Seekers & Employers Network at the 1st Annual Logistics Job Fair

those in warehouse and distribution, CDL drivers, material handlers, inventory clerks and mechanics. 32 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 during the morning news. The successful turn out at the fair helped ensure that the Workforce & Business Center will make it an annual event.

Workforce Month 2006 - Employer Recognition Event

The second annual Workforce & Business Center Recognition Event was held on September 8, 2006 at the Westminster Doubletree Hotel. The Honorable Andrew Romanoff, Speaker of the Colorado House of Representatives was the Keynote speaker. The WBC Recognition Luncheon was held in conjunction



The ACEC Vision:

- Enable more students to earn post secondary level credit
- Develop Teacher Business partnerships
- Create academic infused learning centers (Academies)
- Develop ongoing professional development for educators
- Develop family learning and resource centers
- Prepare students to be productive citizens



Manny Herrera and Bill Christopher, RTD, receive an award from Judi Richendifer, Adams County Workforce & Business Center, at the 2006 Employer Recognition Event.

with the Governor’s proclamation of September as Workforce Development Month.

This year’s honorees were:

- WBC Customer: Lucia Arguella
- WBC Veteran: Robert O’Hair
- WBC Non-Profit Organization: Adams County Education Consortium
- WBC Employers: Metal West, RTD

PARTNERSHIPS

As in PY 2005, it was Adams County Workforce & Business Center’s commitment in PY 2006 to continue collaborative efforts on a regional scale. The following is a summary of new and existing collaborative initiatives in which the Adams County Workforce & Business Center has committed support on a local as well as on a regional and state level to

improve and enhance workforce development in Colorado.

Adams County Education Consortium

In June 2005 the Adams County Education Consortium, (ACEC) was formed through an agreement between business, education, social services and the Adams County Workforce & Business Center. Through the combined efforts of the member entities, the ACEC has developed a countywide partnership to enhance personalized academic skills development, professional exploration and relevant work-ready skills for all learner groups in Adams County.

Clinical Scholar Grant

In January 2006 the Adams County Workforce & Business Center was awarded a \$90,000 discretionary grant in partnership with the University of Colorado Hospital, the University of Colorado School of Nursing and Regis University to address the shortage of metro Denver’s shortage of nursing faculty. In 2003 more than 2170 applicants were denied admission into Colorado nursing schools due to the lack of qualified faculty staff. The Clinical Scholar grant is designed to allow fifteen BSN prepared nurses to attend graduate study while still working full-time in their current clinical positions. As of June 30, 2007, 1 participant has graduated and 11 remaining incumbent BSN’s are scheduled to receive their Masters Degrees in Nursing by September of 2008.

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

Adams County Workforce & Business



Center in partnership with the University of Colorado Hospital, the University of Colorado School of Nursing and Regis University was awarded a \$100,000 25% discretionary grant in October 2005 and \$148,000 10% discretionary grant in January 2006 for the BSN Worksite Option program. As a nation, the nursing shortage stands at 11%. Colorado's nursing deficit is twice the national average. By 2010, this shortage will expand to over thirty percent. This worksite program allows incumbent workers the opportunity to continue full time employment while obtaining their BSN degree, as well as increasing their earning potential. Thirty-eight incumbent workers have already successfully passed the NCLEX and are now practicing as Bachelor's prepared nurses at the University of Colorado Hospital. The goal is to prepare 60 worksite students with completion slated for December 31, 2007.

TALENT DEVELOPMENT

Innovative Projects

Colorado Contractor's Association

The ACWBC is utilizing WIA Adult Set-Aside funds to work in partnership with the Colorado Contractor's Association (CCA) and it's nearly 200 members. CCA deals in road (Horizontal) construction and heavy equipment operation. The project has established one exclusive ACWBC contact point for CCA members and any individuals seeking employment with a CCA employer. The ACWBC process will involve prescreening, testing and when appropriate, training for individuals seeking employment with CCA employers and/or incumbent worker training. The project is serving primarily the Denver metro regional and has been fully endorsed by the Metro Denver Workforce Board. The process, once

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	104%	Entered Employment	107%
Employment/Credential	104%	Employment/Credential	92%
6 Month Retention	103%	6 Month Retention	96%
6 Month Earnings Change	134%	6 Month Earnings Change	107%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	83%	Diploma	110%
Employment/Credential	62%	Skill Attainment	80%
6 Month Retention	91%	6 Month Retention	119%
6 Month Earnings Change	111%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	92%		
Satisfaction - Job Seekers	101%		



S

uccess

Story: In March Joseph came to the workforce center to receive assistance with his GED. He was 19-years-old and had dropped out in the eleventh grade because he was often bored with his school assignments. At the same time Joseph was faced with a life-altering event - his girlfriend became pregnant and he was going to be a teen parent. Joseph was determined to finish school and provide a good life for himself and his family. When asked how he could benefit from the WIA youth program, he stated, "It would build character, make me accept responsibility and I can build a foundation for my life."

(Continued next page)

fully streamlined, will be easily implemented statewide.

Denver Children's Hospital

The ACWBC and Denver Children's Hospital (DCH) partnership/pilot project focuses on doing all pre-hiring activities for the six most-hired positions (non-professional) at DCH. The six positions are Patient Service Coordinators, Unit Secretaries, Staff Assistants, Admissions Reps, Schedulers, and Sterile Processors. Evaluation and testing tools being utilized by ACWBC include: TABE, Medical Terminology Testing, Work Keys/Key Train, and "Select Assessment". Once the applicants successfully pass the required testing and assessments, ACWBC staff refers the top four candidates for each opening. Once perfected, the process will be implemented for all non-professional positions for DCH and will be transitioned to a "fee-for service" operation.

Ex-Offender Program

March of 2007, the Workforce & Business Center began a core services program designed to assist ex-offenders as they re-enter the workforce. The program allows ex-offenders to move forward by taking positive action and to re-establish the relationships necessary to gain and sustain employment. Program participants are provided access to computers, email and can receive assistance in getting a telephone, driver's license or State ID and Social Security card.

WIA programs can assist ex-offenders by providing eligible participants

access to the necessary funds to complete a degree program, obtain a license or certification, complete courses for a high school diploma or GED, or enroll in English as a Second Language (ESL) classes. In addition, referrals for supportive services and intensive job search support services will be available.

ECONOMIC TRANSFORMATION

The Adams County Workforce & Business Center is very proud of the work that the Youth council has promoted and accomplished during PY06. The following are some examples of projects that were supported by the Adams County Youth Council:

Adams County Workforce & Business Center Youth Job Fair

The Adams County Workforce & Business Center hosted its 7th annual Youth Job Fair on March 9, 2007, at the Adams County Fairgrounds. The fair was attended by over 1000 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



Youth Job Seeker poses with Colorado Crush mascot, Crusher, at the Youth Job Fair

to youth participants by 41 metro-area employers. Resource agencies also attended to provide information about services to youth and their families. Entertainment was provided by Westminster High School and Adams City High School music groups. The Colorado Crush participated by giving away free vouchers to an arena football game, and a special appearance was made by their mascot, Crusher.

Youth-Set-Aside

During the last six weeks of PY06 the ACWBC created a WIA Youth Set Aside project for the purposes of targeting hard-to-serve youth with multiple or severe barriers to employment including Foster Care youth, disabled youth and youth functioning at lower academic levels. The project was received readily and

heartily by schools districts, community organizations and Adams County Social Services. Most of the opportunities offered to these youth involved summer work experience assignments, a thirty-hour Youth Leadership Class resulting in a leadership certification, and a CPR class, which will also provided a certification for all youth successfully completing the class.

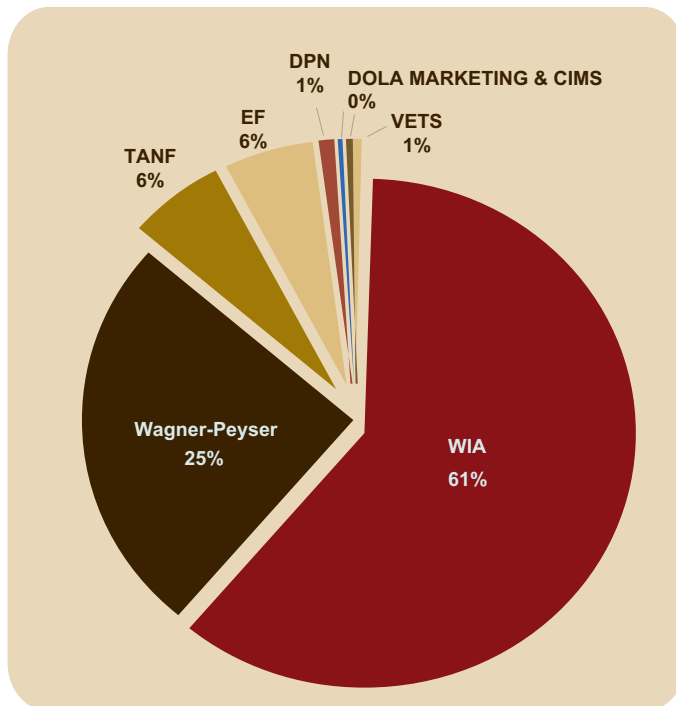
Skills Enhancement Lab at the Workforce and Business Center

This lab includes both individualized and self-paced learning, in addition to formal classes that target specific basic skills. The following are the four components that provide skills upgrade training for adults who are currently operating with a deficit in one or more basic skills:

(Success story continued)

At the time of enrollment he and his girlfriend were struggling to make ends meet. Coincidentally, the WBC was looking for help at the front desk. Although he was very quiet and reserved, Joseph applied and was chosen for the position. In the beginning he was very nervous, but as time went by he began to develop into a very professional worker and came out of his shell. Joseph is currently testing for his GED, and should complete it within a month. He and his girlfriend moved out into their own apartment, and have improved their financial situation. His customer service skills improve every day, and he has been a great addition to the workforce center.

**Workforce & Business Center PY06 and PY07
\$5,169,507.31 Funding Allocations**





**Youth Council
Public and
Private Business Stake
Holders:**

- Adams County Business Services
- Access Housing
- Colorado Department of Labor & Employment
- Friends First
- Adams County Housing Authority
- Echostar Communications
- SWAP
- Pipefitters Local #208
- Colorado Contractors Association, Inc.
- Goodwill of Denver-Youth Program
- Probation Department-17th Judicial District
- Division of Vocational Rehabilitation-Northglenn
- Brighton School District
- Pendulum Foundation
- PATHS Program
- Colorado Laborers
- Adams Twelve Five Star Schools
- District Attorney Diversion Program
- Job Corps
- Community College of Aurora
- Rite of Passage/Ridge View Youth Services Center

Race Demographics

Race Characteristics	1980	%	1990	%	2000	%
Total Population	245,944	100	265,038	100	363,857	100
American Indian, Eskimo, or Aleut	1,694	0.69%	2,396	0.91%	4,321	1.20%
Asian or Pacific Islander	3,120	1.30%	6,876	2.60%	12,096	3.20%
Black	6,307	2.60%	8,833	3.30%	10,818	2.00%
White	217,104	88.30%	229,808	86.70%	230,828	77.30%
Hispanic or Latino	38,470	15.60%	49,179	18.60%	93,101	28.20%

- **Basic Education Skills**

Basic education skills classes and individualized education plans will be designed for adults (16 years old and above) with low reading, writing and /or math skills. Customer needs will be assessed, individualized advancement plans will be developed, and classroom sessions and educational software will be utilized.

- **Basic Workplace Knowledge**

Basic workplace knowledge is often lacking in many unemployed customers. Mini workshops about the workplace will be offered as stand alone sessions, or they can be combined as part of an Adams County Workforce & Business Center Certification Program. Topics include: What Employers Want, Sexual Harassment, EEO/Diversity, Conflict Resolution, Violence at The Workplace, Workplace Communication, Time Management, etc.

- **Customer Service**

Customer service workshops for Workforce & Business Center customers are offered to provide a key skill set needed by business to achieve success. The customer service component includes defining customers, defining excellent service, dealing with difficult customers, phone etiquette, listening skills, etc. Much of the customer service curriculum will be delivered through role-playing. These workshops can be part of the Adams County Workforce & Business Center Certification Program.

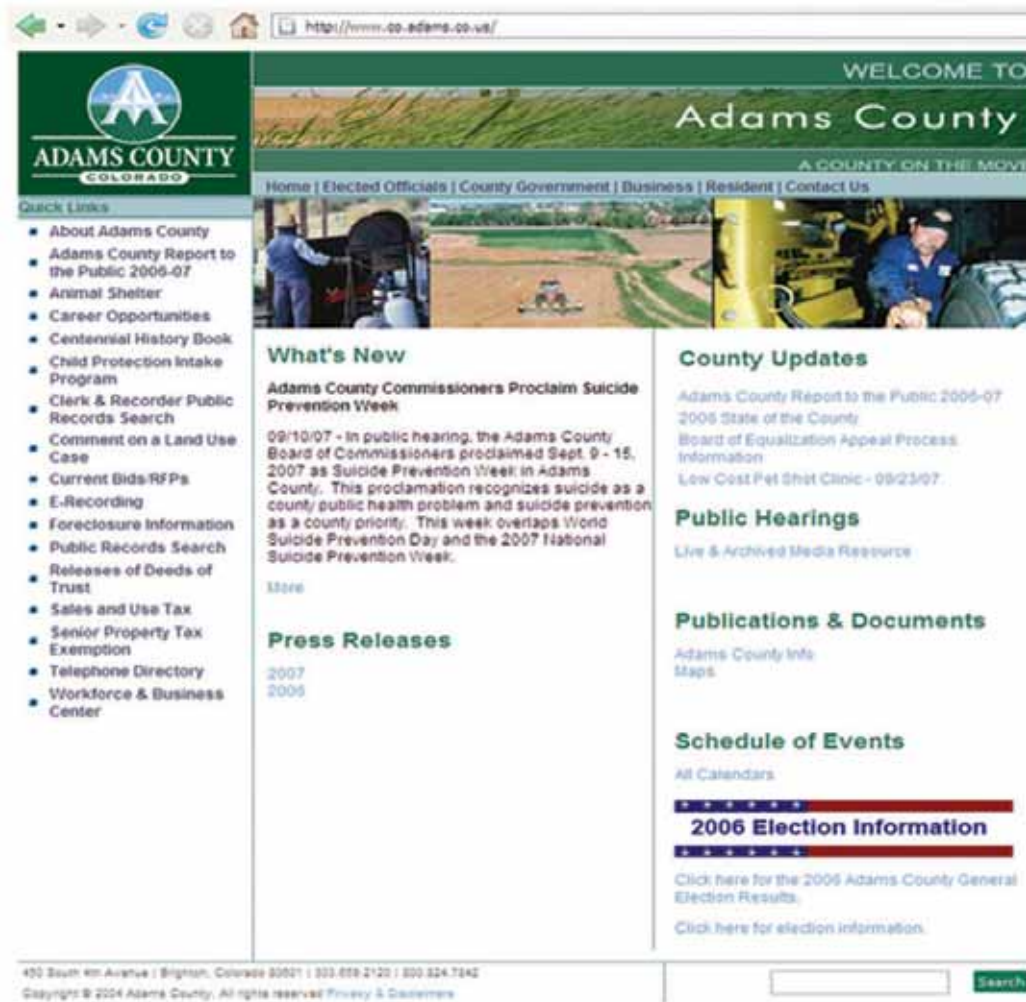
- **Career Development**

The computerized Career Edge System or the E Form of the Self Directed Search will be utilized to provide more career focus for lower performing customers. In addition, customers will develop competitive resumes, gain knowledge about how to conduct effective job searches and increase their ability to interview effectively.



The four components will be coordinated with each other but can also serve as stand-alone programs, dependent upon the assessed needs of the customers. Work Keys and Key

Train are also being utilized in this learning lab, as interest in these work based skill development tools increased during the 2006 program year.



A DW! is heavily invested in the regional economic outlook for the regional Denver area through initiatives such as the Metro-Denver workforce board and the W.I.R.E.D. Leadership Council.

REGIONAL PROFILE

In response to both local employer and job seeker demand, Arapahoe / Douglas Works! is proud to report the expansion of services at our Lone Tree office to include WIA Adult and Dislocated Worker services, as well as the opening of a fourth office in Castle Rock. Both locations boast the same access to both Labor Exchange and WIA services. Our primary Workforce Centers in Aurora and Littleton continue to serve customers residing throughout the Metro-Denver region. An additional satellite office located on the Community College of Aurora campus provides job placement assistance for students in anticipation of graduation. In addition to localized services, ADW! is heavily invested in the regional economic outlook for the regional Denver area through initiatives such as the Metro-Denver workforce board and the W.I.R.E.D. Leadership Council.

Labor Market and Economic Conditions

During PY06 the local labor market continued recovery in both the Arapahoe/Douglas and Denver-Aurora Regions. At the end of PY06, the unemployment rate stood at 3.9% in the Denver-Aurora MSA (down from 4.9% during June 2006); 3.9% in Arapahoe County (down from 4.8%); and 3.2% in Douglas County (slightly falling from 3.3%). The Denver-Aurora Metro Region added 26,400 jobs between July 2006 and June 2007.

The highest gains were in Government, Professional and Business Services, Education and Health Services and Leisure and Hospitality. Manufacturing lost 1,500 jobs, and Retail Trade lost 400 jobs. The Information Sector has shown a modest turnaround, adding 500 jobs after losing 1,300 jobs in the prior year. The Finance industry is sluggish because of speculative mortgage lending between 2001 and 2007. The 3.9% unemployment rate has decreased the available labor inventory to employers looking to hire by over 10,000 workers. High-growth industries requiring highly skilled workers are facing an increasingly acute labor shortage due to baby boomers beginning to leave the labor force and correspondingly lower unemployment rates.

Customer Demographics

There were 23,567 UI claims in the Arapahoe Region during PY06. 42,832 job seekers got help through Arapahoe/Douglas Works!, and



View of the Denver Tech Center located in Arapahoe County.

12,724 of these received workforce information services. 18,399 jobseekers were referred to job openings, 678 were referred to WIA programs for talent development and 15,272 people entered employment

through Arapahoe/Douglas Works! in PY06.

Of the job seekers who came to Arapahoe/Douglas Works! 9,147 (24.3%) had skills sets in Office and Administrative Support; 3313 (10.3%) were in Sales; 2,503 (9.4%) were in Management. Computer and Mathematical skill sets made up another 4.9% of the job seekers, and Business and Finance Operations another 6.7%. Only 177 or 0.6% of the applicants had skills in the Sciences.

In PY06, Arapahoe/Douglas Works! served 841 employers with 8070 openings. Of 841 employers, 2,356 (20.2%) openings were for Office and Administrative Support, and 1,622 (13.9%) were in Sales. Production had 1,234 (10.6%) of the openings, and Transportation and Material Moving had 10.3% (1,198) of the openings.

Approximately 161 hiring events were held at Arapahoe/Douglas Works! facilities. Metro-Denver area employers served included EchoStar, Fed Ex, Hertz, Kelly Services, Frontier, Loomis Fargo, Safeway, Sam's Club and TSA.

PARTNERSHIPS

WIRED

The biggest challenge facing the Denver-Aurora Metro Region today continues to be the pending shortage of skilled and qualified people for positions in mathematics, scientific, technical and professional positions. In 2006 the area had a thriving and diversified economy propelled by the growing technology sectors, and a workforce that had one of the highest average education levels in the nation.

However, a very low percentage of Colorado students are finding their way into the high-skill, high-wage jobs that are being created in the region.

Recognition of this issue prompted Arapahoe/Douglas Works! to enter into partnership with regional economic development, education, and workforce development centers in the Metro Denver Regional W.I.R.E.D. Partnership. This partnership is designed to put 'silo' thinking and local parochialism aside for the benefit of the region's citizens and businesses. Arapahoe/Douglas Works! is committed to doing its part to restructure relationships to a higher state of interdependence in the interest of transforming our system to achieve a better balance between market demand and labor supply.

On-Site and Community Partners

Arapahoe/Douglas Works! also continues to enhance its services via a number of partnerships with other grant funded programs. With help from CDLE, our partner for Wagner Peyser Employment Services, we increased employer outreach, and almost 16,000 people were placed in employment. In addition, the Consumer Navigator placed at Arapahoe/Douglas Works! by Cerebral Palsy of Colorado served 88 customers in PY06 with 64 customers completing the program and resulting in a 43% Entered Employment Rate, a 58% 6-month retention rate, and an average wage of \$4,471 at placement.

Job Corps recruiters successfully referred over 500 youth to Job Corps facilities, with 178 enrolling. The Adult Learning Source has to-date served 20 ongoing ESL students through a work-readiness English

Key Results:

- **100% Employment for those that want to work**
- **Exceed all performance measures**
- **100% Customer Service Satisfaction**
- **Become the preferred workforce center for employers and job seekers**

The Arapahoe / Douglas Works! Youth In the Works program continues to excel in both performance, program design, boosted by collaborative partnerships with community agencies and the business sector.

instruction format now offered at our Aurora office. Arapahoe/Douglas Works! also worked with the Arapahoe County Community Services Department to distribute food commodities to needy participants. The American Association of Retired Persons continued to be a beneficial partnership. AARP provided part-time workers funded by a WIA Discretionary Grant to help Arapahoe/Douglas Works! staff with increased workload.

In partnership with CDLE, Arapahoe / Douglas Works!, CDLE completed another successful performance year for its Unemployment Insurance Re-Employment Services Grant. This program is designed to provide enhanced core services to UI recipients through case management and other services. In PY06, CDLE personnel served 305 customers under this grant, a slight decrease from the prior year. Reemployment Grant customers had an 83.73% entered employment rate, up from 83.13% in PY05. The 6 month retention rate was 82.53%.

Ex-Offender Partnerships

Arapahoe/Douglas Works! partnered with the Arapahoe County Jail to help ex-offenders transition back into the workforce. One full time staff member saw 2,170 inmates in a workshop format, with 218 of those completing the series with a certificate. Contracts are currently being put in place to increase ADW! staff time at the jail as well as to provide technical training to staff at the Federal Department of Corrections. Additionally, ADW! is currently working with Colorado Department of Corrections, Arapahoe County 18th Judicial, Cheyenne Mountain, and community providers

to enhance the support and transition services available to male offenders being released into Arapahoe County from the Cheyenne Mountain center. The Arapahoe Project will provide a comprehensive hands-off system that incorporates the emphasis on returning and retaining work in conjunction with the terms of release.

TALENT DEVELOPMENT

In the WIA Programs, Arapahoe/Douglas Works! remains committed to developing talent pools that match local employer needs. In PY06, 158 (28%) WIA customers were in training for Healthcare and Biosciences occupations. 60 (11%) were training for Computer occupations. 38 (7%) trained for Healthcare Support. 18 (4%) WIA customers trained for Office and Administrative Support occupations. Overall ADW! provided 70% of its Adult and Dislocated Worker customers with training for demand occupations.

ARAPAHOE/DOUGLAS Youth in the Works!

Enhanced Youth Program

The Arapahoe/Douglas Works! Youth In the Works program continues to excel in both performance, program design, boosted by collaborative partnerships with community agencies and the business sector. Innovative programming and services are helping area youth address their barriers to employment, develop the soft skills they need to compete in today's employer-driven labor market, obtain GED or High School Diploma, and

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	100%	Entered Employment	102%
Employment/Credential	95%	Employment/Credential	89%
6 Month Retention	105%	6 Month Retention	101%
6 Month Earnings Change	120%	6 Month Earnings Change	117%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Diploma	114%
Employment/Credential	100%	Skill Attainment	108%
6 Month Retention	106%	6 Month Retention	136%
6 Month Earnings Change	167%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	94%		
Satisfaction - Job Seekers	98%		

enter training that meets regional employer needs.

The Youth in the Works program continues to enhance the service delivery system through activities based in areas of career pathways, leadership and independent living. These initiatives, driven by the local youth council, provide for programming to become strategically aligned with the WIRED approach. We are proud that all Youth-related performance measures were met for PY06.

348 Youth were served under WIA programs during PY06. Of the Older Youth, 109 were served, 66% were female. 54% were drop-outs and 79% were basic literacy deficient. 57% were minorities; 27% single parents and 23% were disabled. Of the Younger Youth, 239 were served, 15% were drop-outs. 60% were basic literacy deficient; 51% were minorities and 35% were disabled.

The Youth in the Works! program has expanded services to all youth through the Summer job hunt initiative. During the PY06 year,

youth participated in an all- county job fair, bringing in over 1,000 youth. The event was held at the Marriot Tech Center, with over 80 vendors and contributed to an increased number of referrals and businesses working with the Youth in the Works! program.

Leveraging Funds/Service Enhancements

Through a contract with Arapahoe County Human Services, the Colorado Works Rapid Attachment to Employment (RATE) program assisted customers to become gainfully employed. From October 1, 2006 through June 30, 2007 over 700 welfare recipients were placed in unsubsidized employment at an average wage of \$10.52 per hour.

Enhanced funding, generated through the Workforce component of Employment First, has steadily increased from \$18,804 during the first quarter of PY06, to \$28,721 in the third quarter. Fourth quarter data is still pending. Enhanced funding is extremely important as it allows a degree of flexibility not permitted through grant awarded funding.



The Regional Targeted Industry Academy is a replicable, sustainable business model for strategic talent development in the Denver Metro Area that is based on nationally recognized best practices in several states. By June 30, 2007, ADW! will have provided customized training to over 90 people through the academy.

Innovative Projects

New Management Team

In alignment with its Workforce Board, the new management team has set forth four key results for all employees:

- 100% employment for all who want to work
- Exceeding all performance measures
- Being the preferred Workforce Development Center for employers and job seekers
- 100% customer service/satisfaction

Talent Development

This initiative continues to be a priority. 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, 31 staff members have attended the GCDF training, and in PY07 the classes will be offered to employees of partner workforce centers and community partners.

National Business Learning Partnership

In collaboration with the NBLB, a Workforce Staff Development menu is being developed to further help line staff be more effective at achieving regional goals. This menu is planned to be a one-of-a-kind service offered to both internal and external workforce development professionals

and further tie the metro-Denver workforce staff into a regional mindset.

Youth Marketing Plan

The Arapahoe/Douglas Works! Youth in the Works team has developed a comprehensive marketing plan, which includes an innovative 'menu of services.' Literally a menu, this marketing tool provides the answer to the primary question we hear from youth – 'what's in it for me?' At a glance, potential youth enrollees can see what services and incentives are available as they progress through the WIA program. This facet of the program has been instrumental in obtaining the information necessary for on-time program performance management.

Expanded Veteran Service Officer Program

This program has been expanded to include a team of volunteer veterans who have been training in assisting Veterans and their families in applying for benefits through the Veterans Administration system.

CPEX Peak Award Application

Arapahoe/Douglas Works! submitted a CPEX Peak Award application in June, 2007 with a site visit planned for September 2007. With two staff certified as CPEX examiners, we are very much invested in the application and review process. This application boasts an extremely collaborative internal effort, with all levels of the agency involved in the submission process.

Discretionary Grants

Regional Targeted Industry Academy

As a result of its 2006-2007 WIB

strategic planning cycle, Arapahoe/Douglas Works! has 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 WIA discretionary grant is helping create the 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 most in demand in these high-growth industries. The Academy is a replicable, sustainable business model for strategic talent development in the Denver Metro Area that is based on nationally recognized best practices in several states. By June 30, 2007, ADW! will have provided customized training to over 90 people through the academy.

Hudson Gardens Project

In the Youth Transitions Project for disabled youth, Arapahoe/Douglas Works! staff and the youth council continue to design the transitions program with the following areas of emphasis: leadership, independent living and career pathways. The Hudson Gardens project completed its second year with great success; of the ten enrolled, 8 entered full time employment and 2 went on to post-secondary training. In tandem with the Hudson Gardens project, we also completed a transition-based work experience with Denver Health and Hospitals. 10 youth completed the twelve-week program with 4 being hired by the work site, and 6 continued in school. One youth was hired in a position that paid \$15.00 per hour. This project is in partnership

with the Division of Vocational Rehabilitation, the School-to-Work Alliance program, employers -



The Hudson Gardens Project has a graduation for its participants.

Hudson Gardens & Denver Health - and Arapahoe/Douglas Works!

Oz Principals of Accountability

CIMS – ADW!'s goal was to create and maintain a coherent, repeatable, measurable, continuous improvement plan, systematically deploy it through the organization, and re-create its organizational culture to drive excellence in customer service and business results. Through a partnership with Partners in Leadership, ADW! now subscribes to the Oz Principles of Accountability and functions with an emphasis on maintaining above- the- line behaviors. All internal decisions are made in a manner that compliments our four key results and our program-based 90-day plans.

50+ and Fabulous Program

This 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.

A /DW! is also very proud to report that, as a result of USDOL's recognition of programmatic excellence, we have provided ongoing technical assistance to both the State of New Mexico and the Central Oklahoma Workforce Investment Board.

The 50+ program initially exceeded all performance goals in the first 6 months of the 18 month project and continues into its third year as an extremely successful project, assisting almost 4,000 job seekers since its implementation.

Hospitality and Culinary Arts Institute

Through the Winning Talent Career and Leadership Development Program (a WIA 10% Youth grant) the Youth in the Works! team facilitated a week-long Hospitality and Culinary Arts Institute in June 2007. 35 youth participated, with 25 of those being disabled youth. All youth that participated successfully were given a chef's outfit to complete the experience.

Project Access

This project provided specialized services for job seekers who were either older workers (50+) or had limited English proficiency, and helped support the AD Works 50+ and Fabulous Older Worker Program. The grant sponsored monthly workshops on "10 Steps to Federal Employment" that had standing room only, and developed a Spanish-language ES registration form and a Spanish-language job search workshop.

ECONOMIC TRANSFORMATION

Workforce Investment Board/Youth Council

The Arapahoe/Douglas Workforce Board, in conjunction with the Arapahoe/Douglas Works! Pulse Team, has developed its PY06/PY07 plan of action which reflects its commitment to regional economic transformation. The Board has 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 Workforce Board has defined short-term, medium-term and long-term tactics around three strategic goals that address the economic health and growth of the region. The first is for Arapahoe/Douglas Works! to become the Preferred Colorado Workforce Center. The second is to provide Regional Alignment with Education, Economic Development and Workforce Development to meet the needs of regional Industries with High Growth Potential. The third is to provide Employer Demand/Driven Training.

The Arapahoe/Douglas Works! Youth Council has implemented a variety of new opportunities to enhance service delivery to youth, 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 provided youth with career pathways information in the emerging industries, as well as hands-on experiences. Youth within projects such as these also received leadership and independent living skills, which help to create self-sufficient youth.

Awards and Recognitions

Arapahoe/Douglas Works! was acknowledged by Sam's Club/Wal-Mart as an employer's image of an ideal Workforce Center. A film crew

visited the Aurora office in September 2006 to interview staff and tape operations for a national training video for their Human Resource specialists.

- Our youth program design was honored to have made it to the tier #5 part of the review process for nomination as a best practice for the Workforce Innovations conference.
- As a result of operating flexible time options for staff

and promoting an emphasis on work/life balance, ADW! was awarded the Alfred P. Sloane award for Workplace Flexibility from the National Association of Chambers.

- A/DW! is also very proud to report that, as a result of USDOL's recognition of programmatic excellence, we have provided ongoing technical assistance to both the State of New Mexico and the Central Oklahoma Workforce Investment Board.



Mission:

To provide comprehensive and effective employment, training and supportive services.

Vision:

As trusted stewards of the county's future we provide the best in public service.

Workforce
Boulder County



Workforce Boulder County

REGIONAL PROFILE

Description of Boulder County

Boulder County is the 6th most populated in the State, 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 296,144, with about 101,718 in the City of Boulder, another 82,798 in the City of Longmont, 24,319 in Lafayette, 19,187 in Louisville and the remainder dispersed throughout the smaller towns of Lyons, Nederland, Ward, Jamestown, Superior, and Erie and unincorporated areas, including the communities of Niwot, Gunbarrel, and Allenspark.

Boulder County is home to the state's largest university, the University of Colorado. The enrollment at CU in 2006 was 28,624. In addition, Front Range Community College has a Boulder County campus in Longmont. FRCC's Boulder County campus enrollment for 2006 was 6,832.

Boulder County Economic Conditions

Boulder County has a vibrant and diverse economy. The largest employers are technology and healthcare related. Other major industries are research development and testing, pharmaceutical manufacturing, natural and organic products, and several business services.

Boulder County has one of the nation's largest concentrations of research laboratories and high-tech industry. The Longmont-Boulder MSA leads the nation in the concentration of software related jobs, according to the Software and Information Industry Association (SIIA). According to the 1998 Colorado Office of Budgeting and Planning, Boulder County represents 20% of Colorado's advanced technology firms and 25% of its advanced technology workers. However, over the past two years, there has been significant change in the IT industry and, as a result, while Boulder County has had overall job growth, many IT-related jobs have been lost due to takeovers and downsizing. These are relatively high-paying jobs.

Retail makes up a large portion of Boulder County's total employment. And with the opening last fall of the new 29th Street Mall in the city of Boulder, the city gained 1500 new jobs at that location alone. The city has also begun implementing incentives to keep existing businesses from leaving and attract new businesses to the city. 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.

Boulder County Labor Market

The Boulder County labor force is around 177,225 workers. Of these, 171,211 are currently employed. According to the Colorado

Department of Labor, the Boulder County unemployment rate has decreased from 4.2% in June of 2006 to 3.4% for June of 2007, as compared to the statewide unemployment rate of 3.8% in June 2007 (down from 4.7% in the same period in 2006). As a result, 12,199 individuals from the Boulder region requested WfBC services between July 1, 2006 and June 31, 2007, a 6% decrease in requests from PY05.

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. 52.4% of the Boulder County workforce age 25 years or older have a bachelor's degree or higher. According to the Job Link database, Workforce Boulder County's applicant pool is highly educated: 58% have at least some college and 32% have a 4-year college degree or higher.

Services of Workforce Boulder County

- **Services to Job Seekers**
WfBC provides a comprehensive and integrated one-stop system at two convenient locations in Boulder County, our new office at 2520 55th Street, Suite 100 in Boulder and 1500 Kansas Avenue, Suite 4D in Longmont. Job seekers have access to resource centers, learning labs, job search assistance, case management and occupational training

assistance from the Employment Advisement Team. The team provides desk-level assessment, provides labor market information, offers referrals for community resources, does file searches for jobs through Job Link, and manages the resource center, which contains 22 pieces of assistive technology to accommodate the disabled.

- **Career Assessment Workshops**
CAWs are one- to three-hour facilitated workshops in career assessment, resume writing, and Internet job search. Workshops cover a variety of topics including career exploration, resume writing, networking, and interviewing skills. Currently, WfBC has 4 ongoing workshops titled *Career Exploration*, *Re-Zoom Your Resume*, *Not Working? Try Networking!*, and *What's Your Interview IQ?*
- **Self Directed Labs**
SDLs offer self-directed and self-paced Microsoft Word,



Job Seekers Utilizing Longmont's Self Directed Lab

V

alues:

- Value and respect diversity and build on the strength of individual employees
- Good stewardship of the environment and our stakeholders, provide opportunities for citizens
- Seek to continuously challenge and improve ourselves thru innovative creativity
- Provide excellent service
- Work hard and are proud of our accomplishments.

Excel, Power Point, and Access Database tutorials. Also available are self-paced preparation for GED / Workplace Literacy Certification.

• Services to Employers

WfBC's Business Services Team concentrates on the demand side of labor exchange, the employers. The team serves employers throughout Boulder County, taking job orders, doing file searches for potential applicants, and hosting job fairs. In addition, they have provided consulting services on the hiring, accommodation and retention of employees with disabilities. Team members focus on one of four sectors: technology, manufacturing, healthcare, and retail, and have increased job listings significantly on PY06. One of the primary reasons the team has been able to successfully serve businesses in the county, is through the ability of team members to build one-on-one relationships with members of the business community.

In PY06, WfBC co-sponsored business forums with other organizations, leveraging resources and increasing its visibility in the community. WfBC partners with the Broomfield Workforce Center to present "The State of the Economy" with Richard L. Wobbekind, from the LEEDS School of Business. This forum takes place during

Workforce Development Month and last year had over one hundred attendees. WfBC's ongoing partnership with Broomfield allows both Workforce centers to leverage resources for the business community.

WfBC Youth Programs

- **Youth WIA:**
Youth ages 14-21 are referred to Workforce Investment Act Program by parents, schools, social services and community based organizations. Program services are provided by Workforce Boulder County and through a network of youth service providers in Boulder County. Youth must be willing and capable to participate in the program.
- **Youth Internships:**
The purpose of the Youth Internship Program is to: Establish partnerships between WfBC Youth Programs and community employers
Provide work experiences and career opportunities that are rewarding and satisfying to both youth and employer
Assist youth in becoming independent adults and developing strong connections to caring adults

As part of this program, WfBC offers summer internships for youth ages 14 – 25 with special needs. These internships are 20 hours per week for eight weeks. Salary

and Workmen's Compensation are paid for by WfBC. The employers and youth are matched based on skills and interests. Job coaching and accommodations are provided as needed. WfBC gives bi-monthly workshops for youth to enhance soft job skills and checks in weekly with employers and interns.

- **Workforce Week – “You’ve got the Look: Preparing for Your Role in the Workplace”:**

“You’ve Got the Look” is a series of workshops that teach 14-21 year olds how to look for jobs, how to apply for jobs, how to interview, and how to succeed on the job. The workshops empower students by equipping them with job readiness skills to help them feel more confident and be more competitive in today’s job

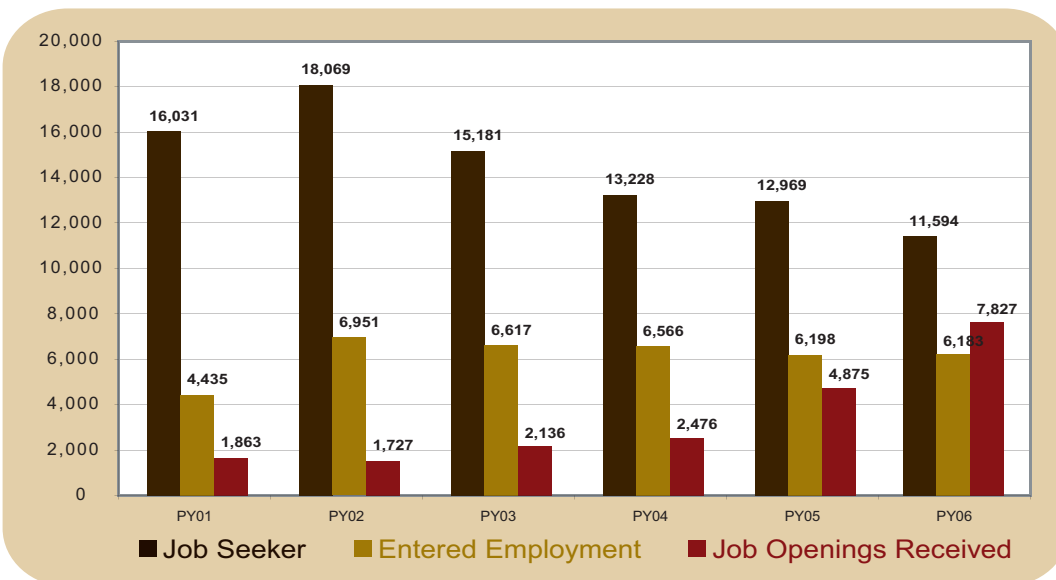
market. Each participant who completed the series received a certificate. Individuals age 16 and over became eligible for a S.E.E.D. internship. Students also received a binder with all the handouts and several fun giveaways. More than 150 youth participated in these workshops, which were presented at local schools, libraries, community agencies, and at the workforce center

- **Social Security**

- **Administration Grant:**

This is a five year research grant to assist youth with disabilities ages 14-25 who are currently receiving SSI, SSDI, or CDB to maximize their economic self sufficiency and career advancement. Participants are selected by the Social Security Administration. A three person I-Team

**WfBC - All Job Seekers
Program Year Service Comparison**



consisting of a Navigator, a Career Counselor, and a Benefits Planner provide client centered services designed to expose the selected youth to work experiences, enroll students in training or post secondary education, connect consumers with existing community resources, and place those who are job ready into the work force.

The I-TEAM has enrolled 47 (as of August 23, 2007) new participants into the full study which began recruitment November 1, 2006, and has continued to work successfully with the 6 pilot participants in the study. The team will continue to enroll participants until the target number of 90 individuals has been met. This goal is expected to be reached by summer of 2009.

There have already been a significant number of positive outcomes for youth enrolled in the study, including 18 in paid employment, 2 who completed paid internships, 4 in volunteer positions, and 3 in post-secondary education. More positive outcomes have been achieved in terms of resolving problems for participants with SSA benefits and Medicaid. Referrals to community resources have resulted in participants accessing housing, transportation, job coaching, and other supportive services.



View of the Boulder Flatirons

Disability Program Navigator (DPN)

The Disability Program Navigator (DPN) serves as a reference librarian, consultant and problem-solver to staff, partners, jobseekers, employers and community based organizations on issues surrounding barriers to employment and disability. Advocacy is provided, but the preferred goal is to model for the individual how to advocate effectively for one's self (and to provide peer support) in gaining access to services and/or employment. The DPN also works with job developers/job coaches from other community based organizations to increase awareness of WfBC services and access to those services for their clients.

The DPN has provided ongoing training to WfBC staff to increase their capacity to serve customers with a wide range of disabilities. Disability related topics have included the Americans with Disabilities Act (ADA) & the Workforce Center, Social Security Administration Benefits & Work Incentives, Brain Injury & Employment, Women with Disabilities & Domestic Violence. Additional training has included reasonable accommodations, disability-related tax provisions, disability disclosure and interviewing techniques for persons with disabilities and assistive technology to accommodate jobseekers and/or staff with specific challenges.

The DPN provides outreach and invites partners, community based organizations and employers in Boulder County to trainings/presentations on the ADA and other relevant topics. As a result educated employers are receptive to interview and hire applicants based on their qualifications and are willing to provide accommodations if/when necessary to ensure equal employment opportunities.

Monolingual and Bilingual Services

WfBC currently serves Spanish speakers in the Longmont and Boulder offices by providing Work Registrations, Resume Writing, and Unemployment Insurance information in their own language. WfBC also provides resource information for job seekers who need educational assistance such as ESL (English as a Second Language), or GED, which is provided within the community at St Vrain Adult School, Front Range Community College, and Intercambio.

Boulder is an active member of the statewide LEP (Limited English Proficiency Task Force, now called Colorado Workforce Speaks), which is assessing LEP client needs and how to assist them. In addition, Boulder's Language Assistance Plan was submitted in June, 2007. The components of the plan include: Assessment, Language Assistance Service, Staff Training, Outreach and Monitoring.

PARTNERSHIPS

Challenges in Providing Services

Challenges that were identified by WfBC and improved with the development of a variety of

partnerships and projects in PY06 were:

- **Need for regional partnerships with employers**
Through the Business Services Solutions Grant WfBC was able to provide funds for incumbent worker training and increase our partnerships with local businesses in the targeted fields of Healthcare, Renewable Energy, Technology, and Manufacturing. Workforce Boulder County is also participating in a Regional Business Services Consortium through Larimer County Workforce Center.
- **Increase in region for jobs in emerging markets, such as healthcare** - Boulder County, as is true in many other regions, has seen a chronic shortage of nurses and other healthcare workers. To address this, WfBC participated in the Northern Healthcare Consortium, provided Clinical Scholar training to help RNs mentor newly trained nurses, and provided certification training for employees at Exempla and Longmont United Hospital. In addition, training was provided, through the WIA Adult program, to recruit and provide CNA interns for Longmont United Hospital.
- **Increase in region of available jobs coupled with**

Through the Business Services Solutions Grant WfBC was able to provide funds for incumbent worker training and increase our partnerships with local businesses in the targeted fields of Healthcare, Renewable Energy, Technology, and Manufacturing.

“
The
Community
Corps gave me the
tools and all the
encouragement to
get my dream career
as an electrician;
they [saw] the
potential in me and
never let me settle
for anything else.
The program has
helped me in so
many ways and I will
never forget it.”

- Workforce
Community Corps
Youth Participant

a decrease in job seekers -
WfBC continued to provide incumbent worker training through the Business Services Solutions grant to expand the skill set and flexibility of the current workforce.

- **Need for a more prominent identity in the community -**
WfBC has increased its involvement in community events through sponsorships and co-sponsorships, and hosting job fairs; it has staff participating in the Statewide Marketing Task Force.
- **Lack of employment opportunities, especially career oriented opportunities, for youth of Boulder County -** WfBC continued the S.E.E.D. Program, Workforce Week: “You’ve Got the Look: Preparing for Your Role in the Workplace” workshop series, Youth Transition Grant Project, and Community Corps.

Project Work Together (PWT)

WfBC administers a volunteer mentorship program to assist Temporary Assistance for Needy Families (TANF) participants through the Work First Program. Through evening coaching sessions with dinner and child care provided, mentors assist families with the challenges of day-to-day living, providing encouragement, motivation, role modeling, and guidance for transition to self-sufficiency. The program also serves as an additional resource to remove employment barriers.

The number of volunteers involved in PWT has increased, as has the number of clients staying in their matches with mentors. This year there were 86 active volunteers who gave 1,714 hours to the program! Overall, this program has used the volunteer spirit & resources of 423 people to touch the lives of more than 500 clients. Currently, there are 32 active matches and 2 pending. Over half of those 32 have been together at least six months.

Boulder Bridge Program

The Boulder Bridge Program serves ex-offenders in literacy, skill development/training, and job placement creating financial independence and self-sufficiency. The Bridge ex-offender program has been funded through two sources (1) WIA Discretionary Incentive Grant, which includes vocational training, and Wagner Peyser 10% funds.

The positive working relationships we have developed include partnerships with Front Range Community College and Boulder Probation, as well as other community agencies. Together we have created an atmosphere of commitment, dedication and a sense of common purpose with all partners in this grant. We have learned to understand the procedures and outcomes that are common to all and have learned how to collaborate to assist the ex-offender rather than duplicate services.

The project has impacted and enhanced other related programs in several ways. It has provided “incentive” tools for Probation Officers as opposed to sanctions. There has been a “blending” and “braiding” of services among the partnering agencies and also with other

community services agencies. The project has promoted a collaborative service model and encouraged thinking “outside the box.” It has also increased awareness of employment barriers of ex-offenders.

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 \$1000 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 specialized work preparedness training to the young adults that apply for a S.E.E.D. internship.

The Boulder County SEED Program has also increased WfBC visibility among the business, education and economic development communities. The Longmont Area Economic Development Council has help to promote this program over the past three years which has led to business participation and sponsorship and also helped to recruit a business member to the Workforce Boulder County Workforce Development Board.

S.E.E.D. continues to build and increase partnerships with employers within Boulder County. This year WFBC partnered with 21 public and private sector organizations in Boulder

County creating 25 S.E.E.D internship opportunities. These included Ameriprise Financial, Naropa University, Roche Industries, Empire Warehouse, Ericsson Wireless Communications, HWI Inc., and St. Vrain Valley School District. The Stowe Family Foundation provided partial scholarships for three small business partners making it financially possible for them to participate in the S.E.E.D Internship Program, as well as, funding for a S.E.E.D Intern’s transportation cost. Seven of these organizations offered their interns permanent/part time employment after the internship period was completed.

Community Corps

The Workforce Community Corps is a work experience for young adults 18-21. The Work experience provides work projects for the community with the Boulder County Housing Authority and various Boulder County Agencies. In addition, workshops are integrated into the project to provide support and skills for career exploration, job search, conflict resolution, problem solving, interviewing, and resume writing. Giving back to the community projects provide opportunities for a positive interaction through helping people



Finished Community Corps Project

and community agencies, while leading to gainful employment.

In PY06, the Corps collaborated with the Boulder County Housing Authority on a project to renovate a four-unit, income-eligible apartment building. As a result of this project, local families gained safe, income-eligible housing; Boulder County saved hundreds of thousands of dollars worth of construction costs; a huge quantity of materials were kept out of the landfill by reconstructing, rather than demolishing the building; and young adults entering the workforce gained key job skills and, in the case of three participants, new careers and full-time employment.

Statewide Marketing Task Force

WfBC is participating on the Statewide Marketing Task Force, made up of representatives from Workforce Centers from all regions of the state. The group meets monthly to discuss the use of common resources, marketing tactics, events, and more.

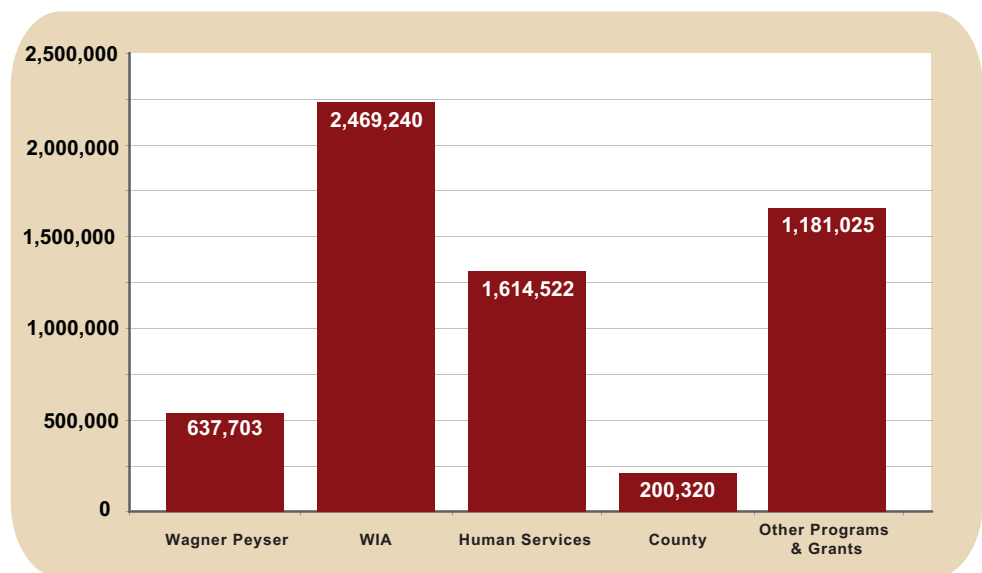
This group also focuses on learning and sharing information and resources, as well as generating strategies for marketing on a statewide, regional and local level.

TALENT DEVELOPMENT

Governor's Summer Job Hunt

The Governor's Summer Job Hunt (GSJH) is a program that serves youth ages 14-21, providing job referrals and building confidence by teaching job readiness skills and providing career coaching through workshops and computer based labs. Over 800 youth were served in the program this year. In PY06, the GSJH program completed a number successful projects, including several job fairs, 'tabling' at the University of Colorado-Boulder and Front Range Community College, and extensive outreach to the community at large. A major event accomplished through the Governor's Summer Job Hunt Program this year was a two-day job fair that took place

WfBC - Funding Breakout
PY 2006 Total Funding = \$6,102,810



in March 2007, with the first day held in Boulder and the second in Longmont. Over 600 youth and around 30 employers participated in each location, which included an application area and an interview practice area. This was a great success for the first ever GSJH job fair!

In PY06, GSJH representatives began a targeted business outreach program to generate job openings, including researching online job postings, exploring local retail outlets for “Help Wanted” signs, and calling past employer customers. These proved very effective in obtaining more positions for youth this year. At the same time the program was marketed to youth applicants through flyers posted throughout the county, newspaper advertising, and Public Service Announcements on local radio stations, resulting in increased exposure and awareness of the program.

WfBC chose to recognize the PY06 participants with an Appreciation Ceremony for the business community and the program youth. While this Appreciation Ceremony was designed to demonstrate our thanks, it evolved into an effective networking event for both the business community and the youth participants. WfBC understands the importance of developing partnerships with GSJH employers and youth friendly organizations so that the relationships developed this year would not need to be recreated next year. These partnerships will continue to be enriched and will be a strong focus for the PY07 GSJH.

Northern Healthcare Consortium

This grant was awarded to provide health care career awareness and

student success workshops, academic skills assessment and career interest inventory, career and academic advising, skills remediation, and health care instruction.

This incumbent worker project was intended to address the following needs: to fill healthcare openings that are facing critical shortages, to provide opportunities for employees in low-skilled positions to advance to higher-skilled positions within their organizations, to provide non-native speakers of English with opportunities for advancement within the health care field, and to increase access to education and training for low to moderate wage employees through employer-sponsored training.

This project represented a partnership between WfBC, Adams County One Stop Career Center, Northern Colorado Home Health Association, Longmont United Hospital, University Hospital, and Front Range Community College. Each health care facility created an individual career ladder and career plan for each employee enrolled in the program. WfBC directly monitored activities at Longmont United Hospital (LUH). LUH staff participated in Professionalism at Work classes, as well as training in ESL1, ESL2, Basic Skills, and medical certificate programs. The medical certificate courses have included CCHN, CNA, EMT, phlebotomy, etc.

50+ Workshops and Networking Events

The goal of this project is to increase employment opportunities for older workers (ages 50 and older) and provide individual and group counseling, to address the needs of

“**T**he

Community Corps project truly embodies social and economic sustainability by providing aid and opportunities that can lead to self sufficiency . . . Access to affordable housing not only helps families and individuals meet their basic needs, but it also opens up so many other doors to opportunity by freeing up money for daycare, education, etc. Meanwhile, Workforce Boulder County is helping residents get the training and skills they need to find viable employment.”

**- Frank Alexander
Director,
Boulder County**

“So far 11 out of 15 students have been promoted to LPNs within our 3 hospitals. This is phenomenal and has turned out to be a big success throughout all of our hospitals. If they would not have had this grant to help them financially, they would not have been able to succeed this quickly. They have all enrolled at different colleges to finish their Associate Degree as an RN.”

- Exempla Healthcare

this rapidly increasing population. Twenty-five percent of all WfBC clients are over 50 years old and have had the lowest rate of re-employment.

WFBC provides several services exclusively for 50+ workers including:

- **Networking Group**
Showcases 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**
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.
- **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.

In order to continue providing quality service to this population, WfBC

applied for and received a \$1500.00 grant from the Lynn and Helen Clark Fund from Centennial Bank of the West. It was used to see additional clients from the Longmont area, both for individual counseling and in the Rebound Group.

ECONOMIC TRANSFORMATION

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 has also provided key support to facilitate SEED interns.

Business Services Solutions Grant

The purpose of this grant was to provide training to increase the skills of incumbent workers of Boulder County businesses that represent the technology, manufacturing, health care, and renewable energy industries. Continuous training for workers improves efficiency by closing skill gaps, allows for upward mobility and retention, and increases the overall productivity and competitive position of the business.

Front Range Community College's Institute for Community and Professional Development and other trainers partnered with WfBC to provide curriculum and instructors for customized trainings. Trainings were completed at Tyco/Valley Lab, the Colorado Community Healthcare Network, Longmont United Hospital, Exempla Good Samaritan Medical Center, Lumin Innovative Products, Sirenza Microdevices, Sonora Medical Systems, a joint project between Exempla Good Samaritan Medical Center and Longmont United Hospital, and Mayne Pharma.

Workforce Board and Youth Council Achievements

Workforce Boulder County began and completed recruitment efforts to establish board memberships representing demand industry clusters, which could provide vital information regarding the needs of the those business sectors. New members included financial, technical and renewable energy businesses that

could enhance the board's ability to stay in tune with labor market needs specific to the Boulder County Community.

In PY06 the Workforce Investment Board developed two new initiatives. The Board joined and was involved with the Regional Workforce Board of Metro Denver. Part of the work of this board was to provide a Gap Analysis and develop workforce development panel recommendations for the WIRED project. They also participated in asset mapping of the nine-county northern Colorado region. The second initiative was a partnership with Larimer County's Regional Business Services Consortium.

The Board chairman is currently researching possible participation in two STEM projects: a collaboration between Front Range Community College and Amgen; and supporting a local high school's interest in becoming a STEM-focused magnet school. The Board is also looking at

Two hospitals, Longmont United and Exempla Good Samaritan collaborated on a training in Sterile Processing Certification for their OR technicians. Of the 27 participants, 24 received their certification. The other 3 have applied to take the test again. All participants received pay increases from 5 – 10 percent and their supervisors have said they can see a difference, not only in their work, but in their level of confidence as well.

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	114%	Entered Employment	107%
Employment/Credential	108%	Employment/Credential	107%
6 Month Retention	105%	6 Month Retention	101%
6 Month Earnings Change	142%	6 Month Earnings Change	127%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	113%	Diploma	110%
Employment/Credential	125%	Skill Attainment	110%
6 Month Retention	110%	6 Month Retention	156%
6 Month Earnings Change	121%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	92%
Satisfaction - Job Seekers	98%



opportunities in the next WIRED grant funding cycle.

The Youth Council also plans for expansion of membership and potential projects for PY06. Potential members may include the Boulder Valley YMCA, Teens, Inc., Project YES, Project Self-Sufficiency, The Longmont Youth Center, local libraries, Impact, I Have a Dream Foundation, Genesis, Community Action Programs, Center for People with Disabilities, City of Boulder Recreation Center, Boulder Area Human Resources Association, Attention Homes and Alternatives for Youth.

Leeds School of Business

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 Omni Hotel. Richard Wobbekind of the Leeds School of Business at the University of Colorado, spoke to more than 100 members of the business community, representing approximately 60 businesses, on the state of the Colorado economy and how it performed in relation to the national economy. Due to the success of this event, 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.





Denver Division of Workforce Development

REGIONAL PROFILE

Denver is both a city and a county, and is the nexus of the 7 county Denver metropolitan area. According to the Metro Denver Economic Development Corporation, Denver city/county's population increased 3.8% from 554,636 in 2000 to 575,927 in 2006 with a resident labor force of 305,104. The Census Bureau's American Community Survey estimates that the City's household population in 2005 was 545,198. The survey also indicated that Denver has a very educated workforce with 85% achieving a high school diploma and nearly 41 percent having a bachelor's degree. In addition, Denver's workforce has aged. From 2004-2007, Denver's population between "0 to 19" years old was estimated to increase by 2.4% per year while the "60 to 69" age group was expected to grow by 3.6% per year.

Denver County had the most vacancies in the Metro Denver Region (11,737) with the highest number occurring in retail trade (5,791), accommodation and food services (4,618) and health care and social assistance (3,598). In the latest survey, retail services moved from third to first and represented nearly 40% of the reported vacancies across the region. Vacancies were up in 2006 from 2005 in all but two sectors. In 2006, Metro Denver experienced the strongest annual employment growth in the Natural Resources, Mining & Construction (+4.6%), Transportation,

Warehousing & Utilities (+3.2%), and Professional & Business Services (+3.1%) sectors.

One-Stop System

In Program Year 2006 the City and County of Denver operated a decentralized workforce delivery system through five workforce centers (one-stops) and the Business Assistance Center. OED/DWD workforce centers provide a full menu of services to job seekers including, but not limited to, skills training and certification, individual training accounts, job search assistance, access to wage subsidy programs, and bonding for ex-offenders. The Business Development Representative (BDR) Team worked on identifying and meeting the workforce needs of new and existing business customers through numerous job fairs and customized recruitment events (70 separate events were held involving more than 70 different businesses). This activity led to more than 600 job orders and more than 3,000 open positions being posted in the JobLink system for Denver job seekers.

OED/DWD assisted thousands of job seekers in the last year. From July 1, 2006-June 30, 2007, over 1,200 businesses utilized OED/DWD's WFCs to post more than 17,000 job vacancies. During the same period, more than 49,000 jobseekers visited the workforce centers and obtained various services; and nearly 17,000 customers obtained employment through OED/DWD services.

OED/DWD assisted thousands of job seekers. From July 1, 2006-June 30, 2007, over 1,200 businesses utilized our workforce centers to post more than 17,000 job vacancies, more than 49,000 jobseekers visited the centers and obtained various services; and nearly 17,000 customers obtained employment through OED/DWD services.



The Business Assistance Center (BAC) was established to streamline the process of doing business with the city. Services for small businesses include providing information and assistance on federal, state, and local paperwork and licensing; federal, state, and local tax regulations; contracting with the City; financial assistance such as loans or Enterprise Zone Credits; planning and public work permits; zoning; real estate; and using the workforce center system to locate and recruit qualified employees. The BAC served 3,238 businesses in PY06.

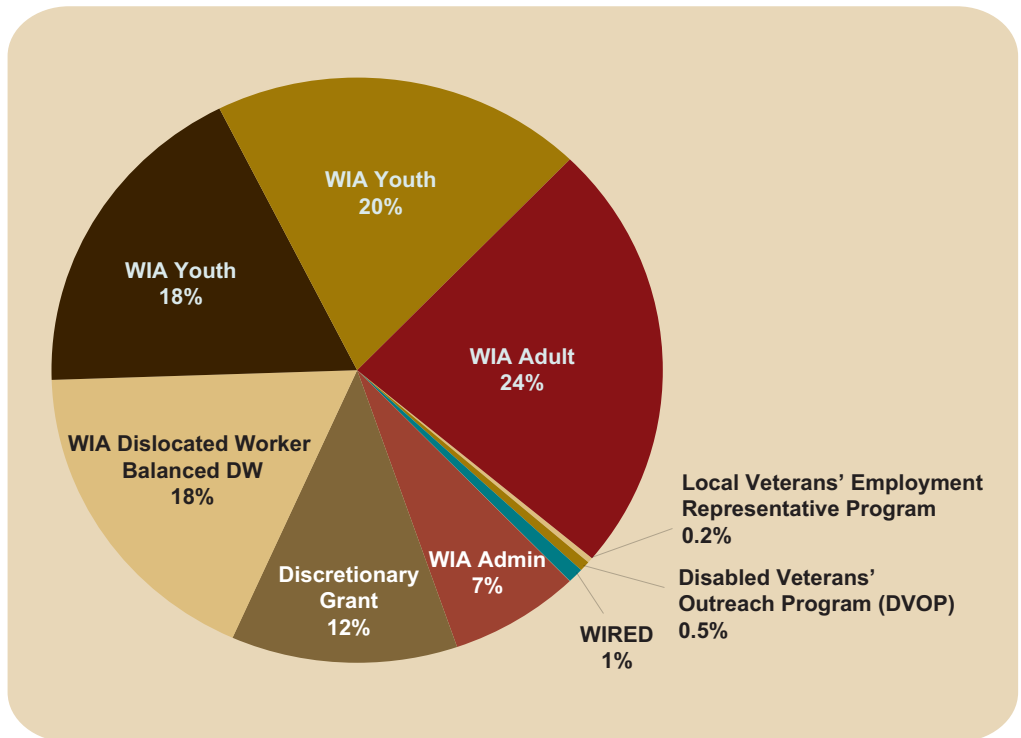
Speer Training Center Opened In March of 2007 the Training and Assessment Center at Speer opened to the public. Two state-of-the-art computer training rooms, two lab

areas with computers, and a regular classroom offer classes and assessments to the job seeking public. Six different computer classes in both Spanish and English were offered onsite as well as WorkKeys and Key Train assessments.. The average monthly numbers of users to the centers steadily increased from 230 in April 2006 to 300 in June 2006.

Service Delivery Strategies

OED/DWD is one of four divisions within the Office of Economic Development. This is a unique organizational structure focused on improving the development of businesses, individuals and neighborhoods. Three core concepts guide OED including asset development, growing our own and strategic investment. In particular,

**PY06 Denver Expenditure Report - CDLE Funds
\$9,211,131**



OED/DWD utilizes these concepts in designing strategies to serve the workforce needs of businesses and the training/employment needs of job seekers. Training and educational services are provided to job seekers that improve their capacity to become employed and self sufficient. Human resource services are provided to businesses that improve their ability to retain and grow within the region.

Alignment of Business and Job-Seeker Services

Over the last year, the Business Development Representative (BDR) team began working more closely with other staff in the OED Business Assistance Center to find skilled workers to meet business demand. The BDR team participated in multiple training sessions to develop the skills and knowledge necessary to understand and supply the skilled workers needed by businesses. The team's work shifted from simple job development toward partnership development as activities that included focus groups, industry panels, networking events, presentations and speaking engagements (Hospitality Networking, Mountain Region Black Economic Summit, Workforce Gap Analysis industry focus groups, etc.). Members of the BDR team worked with Business Development Assistants to educate businesses about the programs available through the workforce centers.

The BDR Team established and expanded collaborative relationships with regional partners. An Energy Industry Workgroup was established in cooperation with the Workforce Board of Metro Denver, WIRED, and

several metro area workforce regions. The BDR team also partnered with workforce/business services staff from across Colorado to create the Statewide Business Services Committee designed to share best practices, exchange information, and leverage resources to improve business services delivery. The BDR team also began working with Adams County on an initiative to meet the workforce needs of the Construction industry.

Individual Training Accounts

In July of 2006 the Individual Training Accounts (ITA) program was transitioned from an external contract provider to an internal operations unit within OED/DWD. Stationed at the Speer Workforce Center, the program flourished, as it increased overall training awards by 30% over PY05. In both Adult and Dislocated Worker programs combined OED/DWD's efforts nearly doubled the average assistance award. Additionally, the internalization of the program allowed for better coordination of resources throughout Denver. ITA-dedicated staff travels to all the workforce centers providing services to the customers in their neighborhoods, as opposed to a centralized location. The ITA program successfully faced enormous challenges in being re-stationed, including transitioning over 300 active cases in the process.

Youth Program Redesign

In the latter half of PY06 OED/DWD faced the challenge of designing a coordinated service delivery system for its youth customers, which would integrate case management functions and educational service delivery. Previously, these two functions had

Denver has been focused over the last four years on developing an organization and partnerships that support the needs of businesses for a skilled workforce and providing assessment and training services to job seekers that will improve their opportunities for employment in target industries.



been separated under case management partners and the Youth Employment Academy (YEA). The goal by September of 2007 was to integrate those two functions and expand the scope of the YEA program. An initial design was developed internally and was presented for review to the Youth Council. The Youth Council provided critical feedback and guidance that led to the development of a competitive RFP process. Youth Council members and partners contributed to program design and services improvements.

Meetings With Community Sub-Contractors

The Contracts Unit held a business and networking meeting with all OED-DWD contractors in February 2007 to acquaint them with new Contracts staff, provide an overview of how to manage a contract with the City, and answer contract-related questions. Evaluations and feedback from attendees were so positive that this forum will be repeated twice each program year. Contracts staff also participated in monthly meetings with Denver Employment Alliance, an organization composed of DWD contractors who come together to discuss customized services, gaps in service, services to youth and myriad other training and employment related



View of Denver from City Center Park

issues that concern the needs of both the job seeker and the service provider.

Meetings with Youth Services Providers

As piece of the continuous improvement effort within the Youth Services unit of OED/DWD, all the partner organizations that provided services to our WIA youth gathered once a month in a "Partner's Meeting" throughout PY06. Just a few among the many successful outcomes this meeting produced include: uniform, collectively developed, Individual Service Strategy tool, standardization enrollment processes of eligibility and intake, and common branding tools for outreach and recruitment of participants.

Rapid Response

OED/DWD's Speer Workforce Center works closely with the State Rapid Response Team and participates in planning meetings as well as workshops with the State for layoffs affecting 25 or more workers for Denver businesses. In cases where there are 25 or fewer workers affected by a layoff, Workforce Center staff meets with the affected business to set up workshops to assist workers.

PARTNERSHIPS

Safe City

In PY06 OED/DWD successfully incorporated the Denver's Safe City office youth summer employment program. Previously, Safe City received general funds from the City and County of Denver to provide employment programming in the summer to Denver's youth. Combining OED/DWD's and Safe City's programs created an opportunity to leverage expertise,

relationships with businesses, youth, and community. This resulted in a more accessible, effective and efficient program. Safe City provided points of contacts and letters of endorsement to all their education, neighborhood, and business relationships in the community. Additional funds from the general fund to OED/DWD increased services to 95 additional youth in the intensive, subsidized employment program. This program targeted youth that have previously faced employment barriers. Youth in the program received an eight week employment experience, case management support, job readiness training, interviewing experience, and educational remediation services.

CNA to LPN Grant

The primary goal of this project was to increase the number of Licensed Practical Nurses (LPN) in the Denver Metro Area by providing on-site classes at three Nursing Homes for Certified Nursing Assistants (CNA) staff employed at approximately 14 nursing homes. This training was conducted in collaboration with the one of the local community colleges and two long term care health provider organizations. Despite the problems associated with this project, much was learned about how to improve similar projects in the future. We determined that the partnership with all of the entities involved in similar projects should begin prior to submission of grants applications. This allows everyone to be part of developing role expectations and outcomes from the beginning. We also learned a great deal about the characteristics of participants and partner organizations that can be used to design and implement successful projects in the future. Over the life of

the project, 36 individuals have successfully completed the Basic Skills portion of the program.

Denver International Airport Training Program

The Denver International Airport Workforce Center worked with Spring Institute to develop and implement a workplace English Language training class, customer service workshop and a cash handling workshop. These



View of Denver International Airport

classes and workshops were tailored to the needs of the businesses at DIA and jobseekers with limited English skills. The target population included new job seekers and incumbent workers with limited English job skills who required assistance in understanding and leveraging job and career opportunities. Goals included assisting individuals to obtain entry-level positions at DIA, and then gain the skills required to take advantage of advanced career opportunities. The program served 26 individuals in the Customer Service and Cash Handling workshops exceeding the goal of 20. Spring Institute also incorporated the DIA Customer Service CD-ROM developed by DIA and Community College of Denver in PY05 into the seminars making it an interactive computer-based course.

OED/DWD increased services to 95 additional youth in the intensive, subsidized Safe City employment program. This program targeted youth that have previously faced employment barriers. Youth in the program received an eight week employment experience, case management support, job readiness training, interviewing experience, and educational remediation services.

TANF

Although Denver Human Services (DHS) had historically sub-contracted most of the employment focused services to OED/DWD, Denver County implemented a complete redesign of its TANF Program in July 2006. OED/DWD assumed primary responsibility for assessment, case management and all related services and contracts. DHS retained the eligibility determination and on-going financial supports including Medicaid and Food Stamps. The goals established include: a) Increase the work participation rate; b) Increase the percentage of customers involved in countable work activities; c) Increase the number of customers in unsubsidized jobs; d) Increase the earnings of customers; e) Increase job retention; f) Decrease Colorado Works returns.

At the point of transition from DHS to OED/DWD, the Federal Work Participation Rate (FWPR) was 23%. The goal of reaching 30% by July, 2007 was exceeded, with an actual FWPR of 34% for June. In PY06, 58% of TANF customers were involved in some level



Denver Councilwoman Jeanne Robb, OED Deputy Director Cec Ortiz, Denver Workforce Investment Board Member Melissa Camardo, & Manager of Training and Assessment Richard de Olivas y Cordova cut the ceremonial ribbon to celebrate the opening of OED's new flagship workforce training center.

of federally countable activities, up from 46% in PY05. In PY06, the percentage of TANF customers who returned to TANF was down from 23% to 16%.

King Trimble Center and Making Connections

The King Trimble Community Center in Northeast Denver is operated by OED/DWD. It houses the offices of Making Connections Denver, a neighborhood partnership. In PY06 this partnership once again provided space for Denver Asset Building Coalition (DABC) to offer free tax preparation to Denver's low-income residents in what has become Colorado's largest free tax preparation service. DABC also offered free financial responsibility and wealth management classes at this site throughout the year. The training team offered free computer classes, laboratory hours, and job readiness workshops to community residents as well. This project supports OED/DWD efforts to assist job seekers in asset building.

The Denver Commission to End Homelessness

The Director of the OED/DWD is a member of the Commission, the entity that has developed and overseen implementation of the Ten Year Plan to End Homelessness that was completed in 2005. OED/DWD has worked in collaboration with several homeless service organizations in achieving the goals of the plan by providing employment assistance. Approximately 700 individuals secured work during the first two years of the plan. Specific projects being undertaken to improve employment rates include; expanding an employment program within the

hospitality industry; increase the annual employment goal to 1,000, develop employment programs specifically for homeless youth and continue targeted employment outreach for adults who are homeless.

Construction Career Development Taskforce of the 21^s

In Spring 2007, OED/DWD was invited to participate in this taskforce convened by the Regional Transportation District (RTD) and Rocky Mountain Minority Supplier Development Council to identify methods of meeting the anticipated workforce needs of RTD's Fastracks project and the related Transit Oriented Development. The mission of this taskforce is to establish collaborations among several community and government organizations that will result in improved job opportunities for skilled laborers, and a pipeline of skilled workers for the construction industry. Participating organizations include the Associated Builders and Contractors, Rocky Mountain Chapter; the Associated General Contractors of Colorado; Hispanic Contractors of Colorado; Mi Casa Resource Center; Mile High United Way; the Piton Foundation and Zann & Associates.

OED/DWD has expanded its collaboration with construction industry employers, apprenticeship programs and training providers, to include Denver Joint Electrical Apprenticeship and Training and the Center for Transportation Safety. It has taken initial steps to increase the number of job-seeking customers and youth participating in these programs to further address the anticipated 50% increase in demand for a construction and skilled trade workforce by 2015.

First Source – In connection with Denver Urban Renewal Authority's (DURA) primary goal of undertaking urban renewal projects to revitalize the City and foster sound growth and development. DURA developed a program, in cooperation with OED/DWD to improve employment opportunities for Denver residents in projects funded by the City and County of Denver. Participating employers gave Denver residents (who were referred by OED/DWD) a five day advance hiring period before considering other applicants. OED/DWD also monitors and reports to DURA compliance with this requirement on a quarterly basis. The program placed 289 Denver residents in jobs between October 2006 and July 2007.

TALENT DEVELOPMENT

WIA Adult and Wagner-Peyser Accomplishments

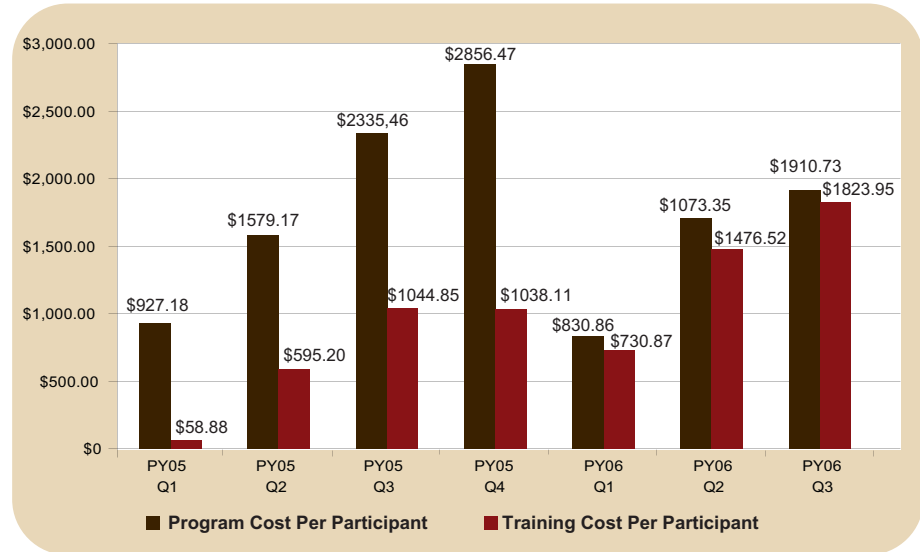
Group and On-line Services: During PY06 OED/DWD Workforce Centers continued to offer group activities services to its job seeking customers with classes ranging from Networking to Resume Tips to Salary Negotiations. Additionally, OED/DWD rolled out its very successful online orientation. This orientation is a self-paced, computer-based application that is automatically voice guided for the user. This feature allowed for on demand informational instruction to the customer about our services while increasing operational efficiency and staff utilization.

Core and Intensive Services: In PY06 OED/DWD, through its 5 workforce centers, provided core services to over 49,000 job seeking customers and in partnership with its community based

Denver has expanded its collaboration with construction industry employers, apprenticeship programs and training providers, to include Denver Joint Electrical Apprenticeship and Training and the Center for Transportation Safety.



Denver WIA Program Cost Per Participant vs. Training Cost Per Participant



partners (including Denver Housing Authority, MiCasa, Work Options for Women, Servicios de la Raza, and Urban Peak) served over 1,700 Adult, Dislocated Worker, and Youth customers with intensive services.

Customer Outcomes: In PY06 OED/DWD enrolled 1,758 customers into intensive WIA services—a 29% increase over PY05. The Adult Program increased participation and enrollment into training programs by 30%. The Dislocated Worker Programs increased enrollment by 59% and more than doubled the average training program awards to participants. The Youth Programs increased enrollment by 11% and increased training volume by more than 200%. For PY06, the average wage gains for participants in the Adult and Dislocated Worker programs were \$10,700 and \$15,120 respectively.

Industry-Specific Training: Over the course of PY06, OED/DWD provided 405 technical and 295 non-technical (soft skill) classes to adults in areas including but not limited to keyboarding, Microsoft Word, customer service, orientations, cash handling, and industry specific customized trainings.

Denver Employment Readiness Certification (DERC): The Career Readiness Certificate (CRC) replaced DERC (Denver Employment Readiness Certificate) during PY06. The CRC is nationally recognized and has a good reputation among employers. DERC required classroom instruction and the CRC is individualized, completely online, and comes with tech support, consequently it was marketable, more flexible, more consistent, and less expensive to offer. See further discussion of this in the “Training and Assessment” section below.



WIA Youth Accomplishments

Program Transition: In PY06 OED/DWD's Youth Services Unit successfully transitioned all of its case management and educational services to external partners. Youth Services' role shifted to that of technical advisor, quality management control, and business engagement operations programming. The results from the shift included: increased program enrollment, five (5) of eight (8) performance standards over 100% with the remaining three (3) over 80%, and work experience placements for over 500 youth over the program year.

Our shift in service delivery to specialization of services and outsourcing of case management and educational programming with our contracted partners has also increased the capacity and uniformity of service delivery. Our partner community based organizations were able to concentrate on comprehensive service delivery while, internally, the Youth Services Unit managed document control, eligibility verification, and guidance on performance mapping and outcomes to performance for youth. Through PY06 over 700 youth from varied funding streams received services through our partners and Youth Employment Academies and all youth were held to a common performance expectation.

In PY06, OED/DWD successfully implemented its technical assistance program to external case management service providers as follows:

- Held monthly partner meetings at the supervisor and case manager level to ensure consistency of service, continuous communication

and improvement opportunities, and collaborative program design;

- Developed a system of monthly performance measure analysis and communication among supervisors, as well as technical guidance to improved outcomes and remediate cases; and
- Improved all data tracking mechanism for Youth Services including but not limited to monitors of enrollments, outcomes, trainings, educational classes, demographics, employment placements, and employer relations.

YEA Model: In February 2007 OED/DWD's Youth Services Unit transitioned its Youth Employment Academy (YEA) to an existing case management partner, Denver Housing Authority (DHA). This move allowed the housing of case management and educational service delivery under one roof for the first time for improved efficiency and accountability towards outcomes. This model of delivery became our pilot for the duration of PY06. During that time, our existing career academies in growth industries increased in scope and participation. OED/DWD also increased the volume of education remediation services and workplace preparation classes we offered.

Our YEA model was designed to provide employment support: including job readiness training, job support, an eight week employment

Success Story:

Nigussie's story is one of many successes among those who have attended the Customer Service and Cash Handling seminars offered through our DIA office and Spring Institute. Nigussie then completed the DIA ESL 12-week class with marked improvement in his English skills. After taking the classes, he gained self confidence to secure a better position than his low paying job cleaning airplanes. He is now working as a customer service agent at a car rental agency at a much better pay rate. Nigussie is also applying to a community college in January to his get his GED, with future hopes of earning a degree in architectural design (AUTOCAD).

Success Story:

Yemane, an immigrant from Ethiopia, was working for Air Serv at DIA earning \$8.50 per hour as a baggage handler. He has a college degree from Ethiopia which is not recognized in the United States. Yemane received intensive one-on-one services and participated in several workshops including Computer Basics and Internet Email. He earned Bronze certificates in Reading, Math and Locating Information in WorkKeys. Based on his certificates, Ampco Parking Systems, hired him as an Assistant Lane Supervisor earning \$10.00 per hour. After one month as Assistant Lane Supervisor, Yemane was promoted to Supervisor and is now earning \$35,000.00 annually.

experience, year round case management/ job support, educational classes, basic skills development support, career exploration facilitation, exposure and participation in market driven academies with certifications, support to obtain high schools diplomas or GEDs, assistance with financial aid and post secondary education possibilities, leadership development and civic engagement classes. The success of YEA was the catalyst to move all our partners to a service delivery model that links case management and educational services. In all the success of this model will help OED/DWD and its partners to serve over 700 youth in a comprehensive manner.

RFP for Collaborative Youth

Development Strategy: OED/DWD's released a request for proposals (RFP), which allowed for a competitive forum in which community-based organizations could provide original and new concepts for youth program design involving the integration of case management and education. The results of the bidders' proposals allowed for several important strategic movements:

- Program recruitment and outreach will place even greater focus on all city neighborhoods
- Operation of a network of youth services throughout the City that increases youth access to developmental services
- Leveraging of resources from multiple partners to improve efficiencies and provide a

holistic approach to youth services

- Increasing participation from grassroots, neighborhood based organizations which in turn should allow for increased outreach and access for youth to program or service participation
- The increased application of the Youth Employment Academy (YEA) design will allow DWD to expand academies from two to five emerging industries

In September of 2007 OED/DWD will award three grants including one partnership formed with Denver Public Schools.

Homeless Initiative

OED/DWD entered the second year of collaboration in Denver's Road Home, the Mayor's plan to end homelessness, addressing the specific and special needs of Denver's job ready homeless population. The following was accomplished:

- One Business Development Representative was hired and contracted through the Hispanic Chamber of Commerce to expand and increase the number of jobs in new industries and employers committed to hiring homeless job seekers.
- Job placements obtained for 1,200 homeless individuals from July 1, 2006 – June 30, 2007 exceeding the goal of 580.

- Job fairs hosted and targeted to homeless jobseeker needs.
- Workforce services provided at Project Homeless Connect Events to connect homeless job seekers to employers hiring on-site.
- Liaison and service integration role provided with other community homeless services providers for improved service delivery.
- Identified a specific point of contact at each workforce center to receive, interview and assess homeless customers for WIA program

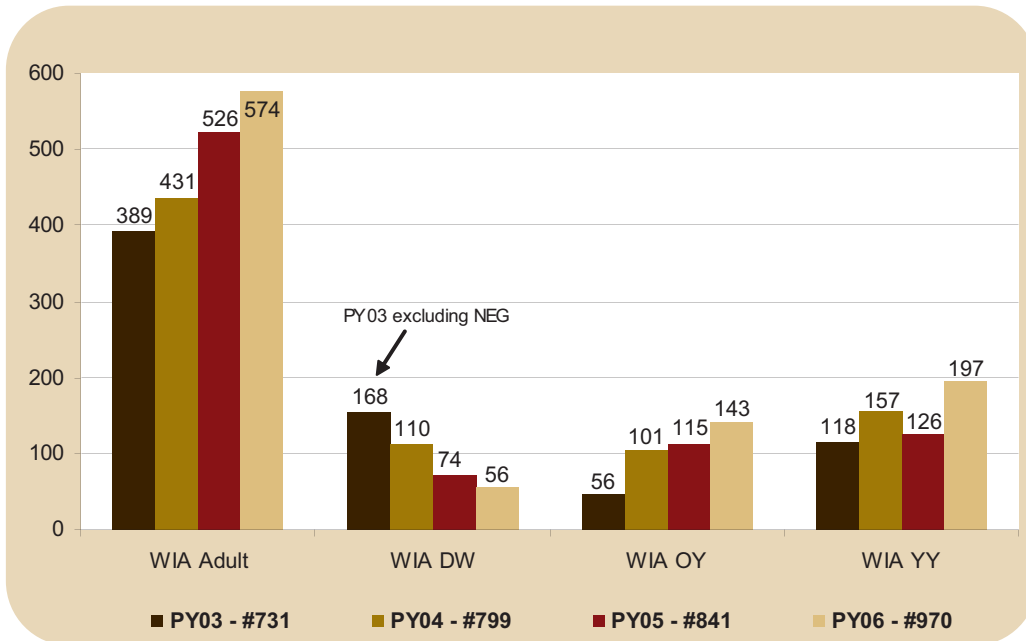
resulting in improved access to WIA services

- Supportive services negotiated and provided by various service agencies to assist homeless job seekers meet employment needs.

Youth Transitions Grant

The Youth Transition Grant (YTG) is a federally funded program, through the Office of Disability Employment Policy (ODEP), intended to improve transition outcomes for youth with disabilities. Through resource mapping OED/DWD assessed Denver’s youth service delivery infrastructure and then developed, implemented, and evaluated a cross-agency, multi-year plan to improve transition outcomes. Employment and

Denver - WIA - Total Trained (ITA) by Program



Success Story:

David was a participant of the Summer Youth Employment Program (SYEP). Initially he chose to work at ABM Janitorial because he was interested in Janitorial/Maintenance; however, on his first day of work he was tapped to perform clerical duties. Although David possessed no previous clerical experience and was apprehensive about the position; he accepted the challenge.

(Continued next page)

transition to post-secondary education for youth with disabilities was the targeted outcome.

Resource mapping results identified a lack of opportunities for industry specific work experience training that effectively prepares youth with disabilities in Denver for entry level positions and job placement assistance. To address this issue, the OED/DWD has worked to increase the employability of in-school youth (ISY) and out-of-school youth (OSY) with disabilities through supported work experience, short-term industry specific job training, and job placement services.

In the spring of 2006 OED/DWD teamed with Denver Public Schools to enroll nine DPS students from the Student Transition to Adult Resources (STAR) program into the Youth Employment Program (YEP) - an

intensive subsidized work experience program administered by OED/DWD. Each of the nine youth was matched with a WIA case manager and participated in an 8-week summer work experience. To improve communication between the WIA case manager and the DPS Work Study Coordinators, OED/DWD and DPS developed protocols and guidelines for joint case management, as well as provided cross training. Some initial measures of success for this project were:

- Increased the number of youth with disabilities enrolled into WIA from 9% to 12%.
- All nine Denver Public School youth with disabilities successfully completed their work experiences

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	100%	Entered Employment	100%
Employment/Credential	82%	Employment/Credential	95%
6 Month Retention	97%	6 Month Retention	94%
6 Month Earnings Change	133%	6 Month Earnings Change	111%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	95%	Diploma	123%
Employment/Credential	94%	Skill Attainment	106%
6 Month Retention	92%	6 Month Retention	123%
6 Month Earnings Change	106%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	90%		
Satisfaction - Job Seekers	96%		

- 25 DPS youth with disabilities were placed in employment
- 26 of 27 youth with disabilities successfully completed the 16-hour job readiness curriculum.

ECONOMIC TRANSFORMATION

Transitions To A Demand-Driven, Cross-Regional System

OED/DWD has been focused over the last four years on developing an organization and partnerships that support the needs of businesses for a skilled workforce and providing assessment and training services to job seekers that will improve their opportunities for employment in target industries. We are working with the other three divisions under OED to develop and implement strategies that will improve economic opportunities for businesses, neighborhoods and individuals.

Metro Board

The OED/DWD Director is a member of the Metro Denver Workforce Board (Metro Board), composed of members from 9 regional Workforce Investment Boards around Denver. The Metro Board is supported by a grant from the Colorado Department of Local Affairs and contributions from each of the member WIBs. The Metro Board acts as the workforce panel for the WIRED initiative and provides recommendations about regional workforce solutions to meet the skilled workforce needs of target industries including aerospace, bioscience, energy, and information technology/software. The Metro Board also develops and implements

regional strategies for meeting the short term training needs of job seekers. Over the upcoming year the Metro Board will identify specific strategies for leveraging their resources to provide training and job placements for businesses within target industries throughout the region.

Focus on Industry Sectors

The Office of Economic Development/Division of Workforce Development (OED/DWD) has also been involved in two major efforts to identify target industry sectors. First, a workforce gap analysis for Denver was completed for 2004-07, identifying the following industries: business services, energy, health care, and hospitality for the focus of training and collaborative strategies during the program year. In addition, the construction industry was added to the list to support the RTD FastTracks project that is currently the largest federally funded transportation project in the country. Next, 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 \$15 million WIRED initiative, which Denver was awarded, chose to focus on aerospace, bioscience, energy and information technology industry sectors.

WIRED

OED/DWD partnered with other Workforce Investment Boards across the region to apply for and receive a Department of Labor, Workforce Innovation in Regional Economic

(Success Story Continued)

ABM Janitorial was so impressed with David's ability to learn new skills, they offered him a permanent position with the company. Upon successful completion of the 2006 SYEP program, David accepted a Crew Leader position paying him \$9.00 per hour. This position provided David opportunity to utilize his newly learned clerical skills and also work in his desired occupation. He is a strong willed young man with a bright future.



In January 2007, funds were awarded through the WIRED JumpStart grant program. This funding supports collaborations among existing education, training, entrepreneurship, and other workforce or industry-specific career development partners that expand and/or replicate successful programs to serve the needs of the Metro Denver WIRED Initiative's target industries

Development (WIRED) grant in February 2006 for \$15 million. The Denver WIB members, OED/DWD Director and staff have been active participants in the WIRED initiative. OED/DWD is acting as the fiscal agent for the WIRED grant and staff are also providing oversight and monitoring on pilot projects being funded by WIRED.

Objectives:

- Address skills gaps among students and incumbent workers through proper education and training;
- Increase the number of incumbent workers enrolled in training;
- Increase the number of students taking advanced math and science;
- Increase the number of low-income students who go directly from high school to college; Increase the number of business start-ups in tech sectors;
- Create four Tech Industry Panels that will define the region's industrial base, identify key employers, products and services.

Accomplishments: The four WIRED targeted industry panels of Aerospace, Bioscience, Energy and IT/Software were formed in late 2006. Each industry panels is comprised of high ranking leaders from that industry and has assessed the workforce needs of its

industry. Each panel has completed a Jobs Matrix and Asset Map of its industry, which is a snapshot of the industry's needs at this point in time. The panels have produced extensive reports describing the current state of the industry.

In January 2007, funds were awarded through the WIRED JumpStart grant program. This funding supports collaborations among existing education, training, entrepreneurship, and other workforce or industry-specific career development partners that expand and/or replicate successful programs to serve the needs of the Metro Denver WIRED Initiative's target industries. Of the 25 applications received for this first round of funding, ten were funded for a total of \$3.7 million.

Workforce Investment Board Chair

Mark Pingrey, Chairman and CEO, FT Bancshares, was voted chair of the Denver Workforce Investment Board (WIB) on October 30, 2006. He has been a strong advocate on behalf of a regional workforce system, at the local, state or federal level. His contribution to and support of OED/DWD through this past year of changes has been invaluable, not only to Denver, but to the Metro Area. In addition to chairing the Denver WIB, Mr. Pingrey also serves as chair of the Workforce Board of Metro Denver, a consortium of workforce system directors and WIB chairs from Adams, Arapahoe / Douglas, Boulder, Broomfield, Denver, Jefferson, Larimer and Weld counties. As a strong proponent of a regional workforce system, his steadfast leadership has guided this group as it investigates expanding its regional collaboration. Mr. Pingrey also sits on

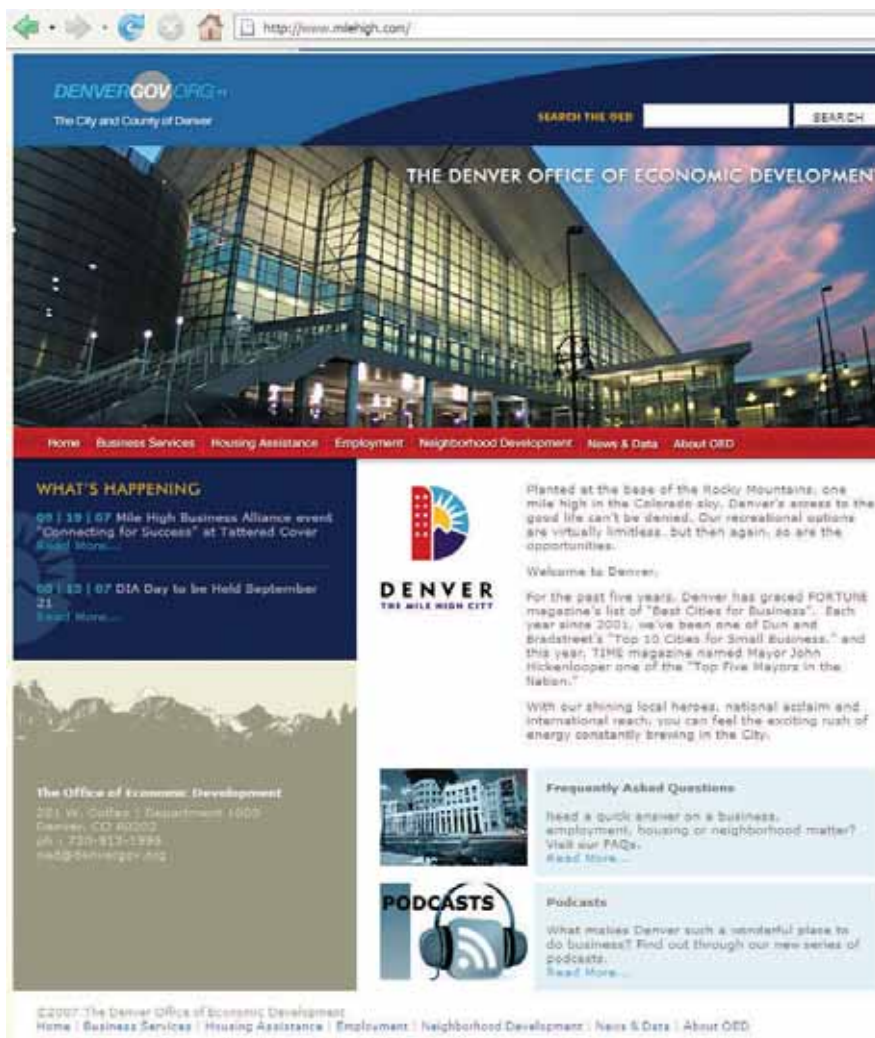


the Workforce Innovation Regional Economic Development (WIRED) Workforce Panel.

Colorado Performance Excellence (CPEX) - High Plains Certification

OED/DWD is committed to using the Malcolm Baldrige criteria to determine how current management practices measure up against the

seven criteria and to make adjustments as needed. The Agency applied for, and received the 2006 CPEX High Plains Certification. The DWD-focused CIT team led the effort to earn this certification.





Pikes Peak Workforce Center

Pikes Peak Workforce Center served 44,908 job seekers in PY06, and as one of its many services to employers, PPWFC posted nearly 10,750 jobs on behalf of over 1,100 employers.

REGIONAL PROFILE

Economic Conditions

The Pikes Peak region, including the city of Colorado Springs and El Paso and Teller counties, is home to over 317,000 civilian workers and a large military population located at Fort Carson, the Air Force Academy, Peterson and Schriever Air Force Bases. These military facilities include more than 30,000 active duty military personnel, and provide jobs for about 16,500 civilian employees. In 2006, the local economy continued to show strong improvement, benefiting from a statewide recovery in business services and also from the anticipated BRAC assignment of over 10,000 new troops to Fort Carson. 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.

Pikes Peak Workforce Center (PPWFC) served 44,908 job seekers in PY06 representing an 8% increase over PY05. Employed workers increasingly used our jobseeker services, up 8,871 from the previous year—perhaps indicative of a shift toward a jobseekers’ market as workers see an opportunity to improve their lot.

PPWFC met its mandate to give priority to Veterans, serving 9,959 or 22% of its client base. 8,172 jobseekers were Hispanic/Latino.

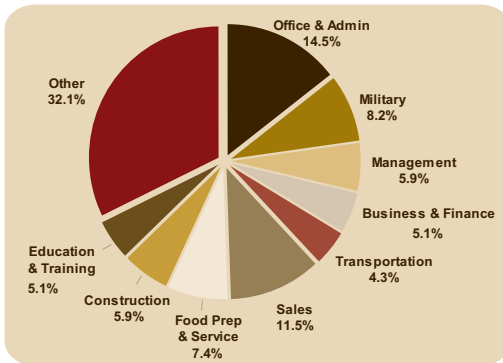
As one of its many services to employers, PPWFC posted 10,746 jobs on behalf of 1,173 employers. Professional, scientific and personal services jumped from 2,044 to 2,706, a 32% rise, and Public Administration more than doubled from 794 to 1,653. Mirroring the area’s overall decrease in manufacturing, PPWFC reported a 63% decline in posted manufacturing job openings, from 624 to 393. And although the construction industry builds for incoming military families, PPWFC posted 37% fewer construction jobs in PY06. Jobs posted in the information industry dropped from 581 to 392, a severe fall of 67%. Retail jobs remained steady from PY05 to PY06.

Demand industries in El Paso County targeted by PPWFC for WIA training funds in PY06 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.

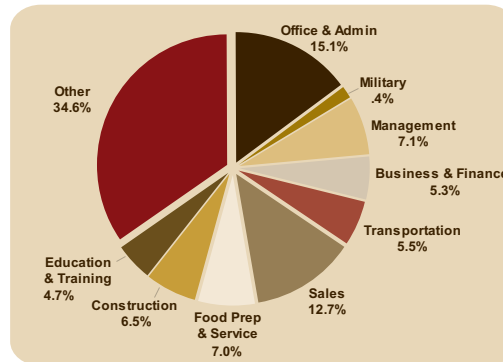
In addition, the Greater Colorado Springs Economic Development Corporation has identified six industries to target for growth in the

2006 Occupational Supersectors Pikes Peak/Teller Region vs. Colorado

Pikes Peak/Teller Region



Colorado



Pikes Peak region:

- Homeland Defense & Security
- Data Storage
- Life Sciences
- National Non-Profits
- National Sports Organizations
- Aerospace

- Experience and Tourism
- Finance, Insurance and Customer Service
- Information and Communication Solutions
- Professional Business and Social Services
- Renewable Energy and Value-added Agriculture

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

- Advanced Materials and Precision Manufacturing
- Aerospace, Microelectronics and Defense
- Biotechnology and Bio medical Devices

As this study progresses, PPWFC will focus its resources on the clusters and obtain input from the respective businesses, economic development and education partners to plan for a talent pipeline of education and training programs to meet the workforce needs of these industries.

One-Stop System

During PY 06, Pikes Peak Workforce Center maintained a large main office in central Colorado Springs, and three satellite offices: a Teller County office in Cripple Creek, an office near Fort Carson in Fountain and the Youth Work Zone office in downtown Colorado Springs. Because of

With the Monument area of the Pikes Peak region growing and changing at a fast pace, the PPWFC responded to an invitation from Tri-Lakes Cares to open a satellite resource room in a new community center built almost entirely with local volunteer labor!

population increases in northern El Paso County, PPWFC partnered with the non-profit Tri-Lakes Cares to open another satellite office in the town of Monument. Although the grand opening of this office will take place in early PY 07, the establishment of the office was completed in PY 06 with PPWFC providing installation of computers and training for volunteer staff.

PPWFC uses a swipe card system to track customer usage of its resource room at the main office. In PY06, 18,548 new keytags were issued; over 26,000 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

Southeast Colorado E³ Partnership (SCE³P)

Realizing the need to gain a regional perspective for economic growth in the southeast quadrant of Colorado, the Pikes Peak Workforce Center encouraged discussion among 12 counties: El Paso, Teller, Pueblo, Fremont, Otero, Kiowa, Prowers, Crowley, Baca, Bent, Las Animas, and

Huerfano. This region was initially identified for partnership around the idea of integration of resources - human and financial capital - within these interdependent economies into a thriving innovative economic ecosystem. SCE³P envisions an alliance that bridges the entire region with shared assets and a system of supply chains that build upon existing and emerging industries that are economic drivers for the entire region. Participants include PPWFC, Pueblo Workforce Center, SE/SC Workforce, Upper Arkansas Region Workforce, Pikes Peak Community College, Pueblo Community College, Otero Junior College, Trinidad State Junior College, Lamar Community College, Colorado State University-Pueblo, University of Colorado at Colorado Springs, economic development corporations, businesses, K-12 education, and chambers of commerce.

Health Care Initiatives

In response to the extremely high demand for nurses, PPWFC worked closely with the University of Colorado at Colorado Springs, Pikes Peak Community College, Colorado State University- Pueblo, and Pueblo Community College to support RN candidates from El Paso and Teller counties with training and licensure. The Business Relations Group also facilitated the Community Collaboration of Healthcare Providers and Educators (CCHPE) monthly meetings to work on capacity building for nurse training. With the support of that group, PPWFC used grant funding to purchase equipment that simulates actual conditions, enabling nurse training in remote or rural areas. Hospital staff and emergency personnel throughout the region are

also using the simulation equipment in their trainings.

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 PY06 we provided support to 76 first-year electrical apprentices and 7 plumber/pipefitters. In addition, PPWFC initiated a construction laborer apprenticeship program through the Colorado Laborers' and Contractors' Education Fund. However, because of seasonal labor issues and logistical problems supporting classes held in Pueblo, the program was discontinued. Despite this disappointment, success in our other apprenticeships has motivated one other region to implement a similar apprenticeship program based on our model, and we are considering expansion of these programs to target local demand for skilled trades such as machining, carpentry, law enforcement, and sheet metal workers.

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 developed 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.

Hurricane Katrina Evacuee Services

When Colorado Springs became a destination for many evacuees following Hurricane Katrina, PPWFC worked with the Pikes Peak Support Alliance, Lutheran Family Services, the United Way and others at the Colorado Springs Disaster Recovery Center from its opening until its close. As a result of these strong partnerships, Lutheran Family Services contracted with PPWFC to provide housing for a grant funded Katrina employment specialist, integrating her into the staff of PPWFC as part of its Career Advisor Group in PY06.



Pikes Peak Workforce Center in Colorado Springs, CO.

Low Income Populations

Services to low income populations were many and varied in PY 06. PPWFC provided information on its services to Department of Human Services' case managers for use with

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

TANF and Goodwill clients. PPWFC staff served on the Department of Human Services 60-month review board for TANF participants and participated in the development of the Colorado Springs job access transportation plan. Co-located with PPWFC's Fountain office in the Lorraine Community Center was the WIC program, Food Stamps / Medicaid, Pikes Peak Mental Health, Lorraine (Alternative) High School, Peak Vista Community Health Center, YMCA (Before/After Program, Child Watch, Child Find, Gym), Head Start, and D.A.R.E. Similarly, the PPWFC Teller County office in the Aspen 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.

Community Partnerships

At the main office in Colorado Springs,

we continued our partnerships and co-location with Adult Education, Vocational Rehabilitation, Senior Community Service Employment Program, Veterans Services and Lutheran Family Services.

TALENT DEVELOPMENT

WIA Adult Training and Dislocated Worker Retraining

In PY06, PPWFC assisted 730 residents with intensive and training services in the Adult program. PPWFC met its performance standards on two of the four Adult Program measures at the 80% level and exceeded the 100% level on the other two measures - Credential Rates and Average Wages. PPWFC assisted 349 dislocated workers with intensive and retraining services. Performance for the program was within the 80% level for all Dislocated Worker measures. An additional 261 adults received intensive services in the Career Foundations program, which, under the State Set Aside policy, were not

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	92%	Entered Employment	94%
Employment/Credential	106%	Employment/Credential	93%
6 Month Retention	98%	6 Month Retention	93%
6 Month Earnings Change	125%	6 Month Earnings Change	101%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	80%	Diploma	80%
Employment/Credential	82%	Skill Attainment	101%
6 Month Retention	92%	6 Month Retention	84%
6 Month Earnings Change	101%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	88%		
Satisfaction - Job Seekers	95%		



included in performance measures. As in the previous program year, a large percentage of WIA training concentrated on high demand healthcare related occupations. Between Dislocated Workers and Adults, 106 participants received training services for registered nurses (RN); 23 trained for the radiology technician field; 31 trained to become certified nursing assistants (CNA); 15 trained as dental assistants; 12 trained in the dental hygienist field; 15 trained for Medical Assisting; and 8 trained in medical records and health information technology.

Other high demand occupation training included: commercial truck driving (71 trainees); network and computer systems administrator (10 trainees); heating and air conditioning (10 trainees); architectural drafting (7 trainees); accounting (3 trainees); and computer security specialists (3 trainees). In addition, our customized apprenticeship training programs for electricians and plumber/pipefitters (described above) accounted for an additional 83 residents receiving training in preparation for high demand jobs in skilled trades.

In total, PPWFC provided intensive services to over 1300 adults and training services to 1075 adults during the course of the year.

WIA Youth

PPWFC ran a satellite office in downtown Colorado Springs called the Youth Work Zone. The center served 183 younger youth and 112 older youth in WIA, in addition to 220 younger youth and 83 older youth in the set aside discretionary program. The 10 elements required components of our successful program included:

- Tutoring, studying skills training and instruction leading to secondary school completion
- Alternative secondary school offerings
- Paid and unpaid work experience
- Summer employment opportunities
- Occupational skills training
- Leadership development
- Supportive Services
- Adult mentoring
- Follow up services
- Comprehensive guidance and counseling

The Youth Work Zone was within the required 80% of all performance goals. The Youth Work Zone Summer Work Program also served 3,880 young people as they registered for job matching services; 1,450 received individualized services in the form of resume and job application assistance, mock interviewing and job referrals.



Pikes Peak Youth Job Fair

A unique and popular offering to youth was the opportunity to attend a 3-day computer camp during which participants learned to set up, operate and troubleshoot a laptop computer. Three separate camps, two in El Paso County and one in Teller County, enabled 53 youth to cross the “digital divide” as they took possession of the laptop computer to help them continue to become computer literate, support their school work and to access the world-wide web.

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



Customers take advantage of services in the Pikes Peak Workforce Center's Resource Room

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 229 individuals in PY06 with services to get them back to work as soon as possible.

Veterans Services

PPWFC provided services to 350 disabled, economically and educationally disadvantaged veterans and those with other barriers to employment through its State veteran's staff. The Vets staff reached out to some of the hardest to serve, including the homeless and ex-offenders. An example of a veteran that was a success story is that of a homeless veteran named Don. Don had been unemployed since January 2006 and was dependant on public transportation because he did not have a driver's license. Veteran staff provided job search, resume preparation, labor market information, vocational guidance and counseling. Don became employed as a floor technician earning \$11.50 per hour, moved into transitional housing and now has a valid driver's license.

Business and Education Talent Readiness Project (BETR)

The primary goal of BETR is to significantly reduce the leaks in the education pipeline and strengthen the output of skillful workers in the region, joining together the input, resources and guidance of business, education, government, and families. Originally planned as a forum for business and education to begin dialogue regarding workforce and skill set needs, this project will eventually initiate strategies that better prepare students for the transition from secondary and post-secondary education to career.

Industry Cluster Study

Initiated as a project on behalf of the Southeast Colorado E³ Partnership (SCE³P), the cluster study began analyzing regional and sub-regional

data with the goal for the 12 southeast counties to collaboratively work toward tightening the economic prosperity of their region. This will become a business plan for the southeast economy and sustainable



The Air Force Academy is located in north Colorado Springs, CO. economic growth.

Continuing into PY07, this project will provide a better understanding of regional supply chains as well as a platform from which to identify common skills sets for the workforce and to see how they transfer to the industries. In the process of the study, partnerships with education and businesses will help develop pipelines to make sure our students are well-prepared for the workforce needs.

Military Spouse Program

The military spouse program began in 2003 with National Emergency Grant funds to assist spouses of enlisted military personnel with the education and training they need to help support their families and contribute to the local economy. In its fourth year, 382 participants were assisted with career exploration, vocational training, support services and job search as

needed to obtain a job. As might be expected, 93% of program participants were female. Earnings increased for successful completers exceeded goals; participants were earning between \$7 and \$20/hr, for an average of nearly \$13/hr in high growth/high demand industries such as healthcare, retail sales, computer technology, government and education. A large number of spouses needed to upgrade business skills prior to seeking employment in our area. In response to this need, Pikes Peak Community College (PPCC) created an online, non-degree program for program participants. The program includes Basic Business, Business Writing and Business Etiquette courses. 125 military spouses were enrolled by the end of the grant period June 30, 2007.

Limited English Proficiency

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 offer a program to serve a special needs group— English Language Learners. Using a proven job readiness workshop format called “Work Styles”, a job-readiness workshop developed last year through a 10% WIA grant was offered this year as part of the 25% Set Aside grant called “Career Foundations.” Four sessions were held from September to June with 23 students in attendance from 16 countries. The participants came from all over the world with educational levels ranging from basic literacy deficient to college graduates, and this program helped them take the next steps in their journey toward employment. PPWFC also used

An Air Force spouse with three small children needed assistance to pursue college education and training for a job as a sign language interpreter. In the meantime her husband was also working towards an engineering degree. The Military Spouse Program was able to help her with daycare, certification courses, testing and books. With this support she was able to successfully complete online training from the University of Colorado, achieving a teacher’s certificate that allowed her to enter the interpreting field.

Career Edge, a computer based assessment program geared toward those with language barriers, to help participants explore careers and assess their abilities and interests. At the completion of the classes, at least 12 were hired, and others began ESL and GED classes, computer-based training, and/or coursework at Pikes Peak Community College.

Serving the Disabled

Disability Program Navigator PPWFC also houses the Disability Program Navigator (DPN), funded by state of Colorado. In PY06, the role of the DPN changed from individualized services within a case management model to 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 of the benefits of employing individuals with disabilities. Additionally, the DPN has held optional beginning sign language courses for all interested PPWFC employees.

Disabled Youth Waivers

Funded through the Social Security Administration, PPWFC is one of four Colorado sites to study the impact of team intervention and social security waivers to assist disabled youth. A team of four caseworkers implemented this project under exacting conditions to meet project research specifications. Begun as a pilot program, this is now in full implementation.

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. At least 2,089 individuals took advantage of Job Shop, On-line Job Search, 10 Steps to Federal Jobs, Resume "Righting", Mock Interviewing, networking groups and, other offerings at PPWFC. 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



WorkKeys Class at the Pikes Peak Workforce Center

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 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 encourages all case managers to become certified as National Workforce Professionals.

ECONOMIC TRANSFORMATION

Pikes Peak Workforce Investment Board

As a service to employers throughout the region, the Pikes Peak Workforce Investment Board 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. 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.

In PY06, PPWFC delivered WorkKeys certificate testing to 1700 individuals: 627 received the Gold certificate and 681 received the Silver certificate. Of those, 9 employers worked with PPWFC to assess 1,130 employees or potential employees. Jobseekers seeking the Workforce Skills Certificate via the website accounted for 556 assessments.

Services to Employers

One of the primary strategic goals for PPWFC is to decrease dependency on federal funding by expanding fee-for-service options. In PY06, the Business

Relations Group (BRG) contracted for the second year 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.

Employers increasingly turned to PPWFC for company specific hiring events. Each month in PY06 saw an average of 5 hiring events for a total of 60 hiring events over the course of the year. At least eleven hundred jobseekers had the opportunity to meet and interview with employers that were actively hiring in almost every industry.

PPWFC hosted 4 job fairs during PY06. The Annual PPWFC Career Fair was attended by 52 employers who met with over 600 jobseekers. Our Summer Youth Job Fair had 40 companies in attendance and they met with over 600 of our service areas youth. The Military Career Fair had 32 employers and over 400 Veteran jobseekers in attendance. Our First Annual Mature Workers job fair was attended by 13 companies and over 200 job seekers. The Southern Colorado Career Expo hosted 31 employers and over 250 job seekers.

Rapid Response

PPWFC provides Rapid Response Services for eligible employers in El Paso and Teller Counties. In PY06 Rapid Response Services were

In PY05, PPWFC delivered WorkKeys certificate testing to 1700 individuals. 627 received the Gold certificate and 681 received the Silver certificate. PPWFC also has a trained WorkKeys job profiler on staff to address special employer requests for customized hiring and training.



In PY06, demand for Business Relations Group consulting services increased a dramatic 23-fold over PY05. New and expanded services included employee training, job profiling, background checks and customized hiring.

provided to 1,461 employees of companies that were laying off or closing. The majority of companies served were semi-conductor manufacturers, construction, and retail stores.

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 PY06 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.





Larimer County Workforce Center

REGIONAL PROFILE

Although the combination of a Front Range location along with the proximity to the Denver metropolitan area provides many influences to the Larimer County economy, 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 at 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 grow at a similar pace through 2030, making it the fastest growing region in the state. It was predicted that sometime in late 2006, the region would have more than 500,000 people living in the area. National publications continue to rank communities in northern Colorado highly with regard to various "livability" measures. The most recent example was Money magazine's designation that Fort Collins was the "Best Place to Live" in the United States.

The general economic perspective from last year has remained unchanged, with very low unemployment, a significant commuter based employment, technical employment impacts from Boulder County and construction employment from Weld County.

Manufacturing activity related to computer and electronic equipment continues to remain flat when examined over the Boulder/Larimer County area and represents an increase of less than 1/2 of 1% per year.

The number of employees carried on the employment roles of manufacturers continues to decrease, resulting in an estimated loss of 3000 jobs since 2004 with over 750 job losses last year (second Quarter 2005 to 2nd Quarter 2006). However, the increase in related jobs in Services has grown roughly 1.2% of the sector. This indicates a dramatic decrease of about 500 jobs - about 2.5% of all the jobs in these related sectors. This may create a significant surplus and a related drop in incomes.

However, we believe this has been absorbed by a significant increase in the commuting patterns of our labor force. The Boulder County demand across these three industries has increased 3.4% (2nd Quarter 2005 to 2nd Quarter 2006). In addition, the number of individuals in the labor market has increased by 7200, about 4%, while local private employment has increased by about 1800 or less than 2%. (This is April-to-April comparisons because of the need to get the university students' summer employment out of the equation.)

We continue to see growth in Retail (approximately 5%). The healthcare activity has tracked as anticipated, now representing 95% of our

Larimer County Workforce Center Mission:

To Provide the quality of life for individuals, families, and communities through employment and workforce development activities.



National publications continue to rank communities in northern Colorado highly with regard to various “livability” measures. The most recent example was Money magazine’s designation that Fort Collins was the “Best Place to Live” in the United States.

proportionate employment. However, a few surprises have emerged. The Natural Resources, Mining, and Construction Supersector have posted the biggest growth in terms of projected headcount in our area, with an additional 7.3% (or 700) jobs added from April 2005 to April 2006 in the Fort Collins-Loveland MSA. While there has been growth in these sectors in Colorado, the enormous growth in construction in Larimer County has ended and the types of expansion in Natural Resources are not consistent with the types of employment hired in Larimer County.

The increase in wages from 709 to 741 is only 5% and the Weld County increase from 700 to 731 is even less. Overall, average weekly wages of less than the State average still indicates a significantly lower wage than would be anticipated from the demand as indicated by the growth in the recent past. Employment in Construction in Larimer and Weld has increased 12.5% since 2004, but the wages have increased only 3-4.5%. While this is consistent with the State of Colorado (12.5% employment growth and 3.1% wage growth), it indicates factors other than increased demand influencing upward wages in the industry. In the industry, it appears that a specialized source of supply is affecting the reduced increase in wages (perhaps undocumented workers).

One-Stop System

The Workforce Investment Act (WIA) is designed to provide workforce investment activities that increase the employment, retention, earnings, and occupational skill attainment of participants, which will improve the quality of the workforce, reduce welfare dependency, and enhance the

productivity and competitiveness of the nation’s economy. To maximize and complement the goals of the WIA, the Larimer County Workforce Center (LCWC) is a fully operational one-stop system, which supports three Centers as follows:

The WIA Center:

- WIA Adult, Youth, and Dislocated Worker
- Trade Adjustment Assistance (TAA)
- Larimer County Youth Conservation Corps (LCYCC)
- Colorado Youth WINS Program
- WIA Discretionary Grant (Summer Count\$ Program)

The Employment Center:

- Wagner-Peyser (Job Seeker and Business Services)
- Veterans Services
- Employment First
- Disability Program Navigator (DPN)
- Governor’s Summer Job Hunt (GSJH)
- WIA Discretionary Grant (Regional Business Services Consortium)
- CDLE Unemployment Insurance Auditors / Hearing Officer

The Works Center:

- Larimer County Works (TANF)
- Larimer Center for Mental Health – an on-site partnership providing mental health services to participants throughout agency programs

The LCWC offered two offices for the 15,039 customers served within Larimer County during program year 2006, which provide the full-array of services to customers. The Fort Collins office houses approximately 63 team members and the Loveland office houses an additional 19 team members. In all, the LCWC has 82 team members and on-site partners to meet the employment-related needs of Larimer County.

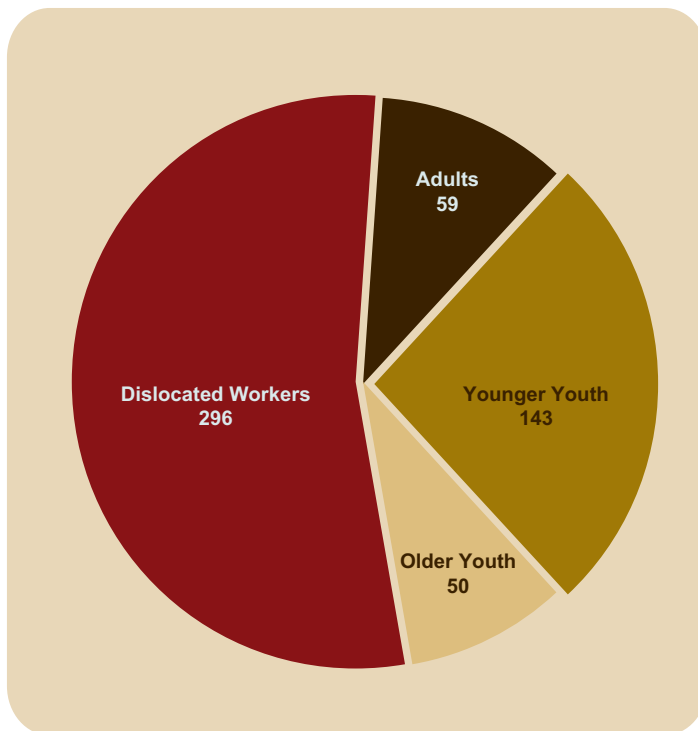
Service Levels

Approximately 13,787 job seeking customers accessed the Employment Center labor exchange services during Program Year 2006. Approximately 38% of the Employment Center labor exchange customers were receiving Unemployment Insurance (UI). Sixty-nine percent (69%) of the customers

took advantage of the internet-based self-registration system introduced in Colorado in August 2002. Typically, about two-thirds of all Employment Center services are provided through the Fort Collins office; the Loveland Center provides approximately the remaining one-third of all Employment Center services. Our Workforce Investment Act (WIA) programs served 548 participants during this program year: 296 dislocated workers, 59 adults, 143 younger youth, and 50 older youth.

The Loveland and Fort Collins offices maintain generally an equal number of participants receiving services through the Works Center. Approximately 550 families receive services each month through the Temporary Aid to Needy Families

**WIA Programs
Populations Served - 548 Individuals Total**



The Career Transition

Team is an integrated team that provides services to WIA Adult, WIA Dislocated Worker, and Trade Adjustment Assistance (TAA) customers. The CTT realigned its service delivery model, staffing pattern, program access structure, and program services to serve the high-volume of participants expected to seek services as a result of local layoffs/business closures.

(TANF) Program, resulting in approximately 1200 families receiving services throughout the year. The Works Center continues to receive a consistent number of families who receive TANF assistance.

Loveland Center Expansion

The Loveland office was significantly overcrowded, lacked space to provide proper staffing patterns and negatively impacted customer service. The new landlord remodeled back office space to meet County standards. Once the remodeling was completed, the Loveland Center realigned its staffing pattern to better meet the customer and program needs and expectations. Although the immediate space needs were met, the Larimer County Workforce Center continues to search for adequate space in the Loveland (southern Larimer County) area in order to meet the growing demand for additional services.

Technological Improvements

In this program year, we committed considerable time and resources to improve our website and make it informative and useful to both employers and job seekers. For each customer group, we created a "tool box" with resources, printed materials, and links that can be printed and/or downloaded. In addition, we created a calendar of events on which workshops, regional job fairs, hiring events, and special events are posted, and have a feedback system on the website for questions and comments.

Newsletters are posted on the website as is other current information on labor market, wages, and trends in employment. Our goal is to have the website become the central information source for all things

employment related. This is not to take away from the quality, quantity, or value of our one-on-one contacts. Rather, this is a way to convey information in a fast, consistent manner and allows staff time to have meaningful interactions with customers.

Career Transition Team (CTT)

The CTT is an integrated team that provides services to WIA Adult, WIA Dislocated Worker, and Trade Adjustment Assistance (TAA) customers. The CTT realigned its service delivery model, staffing pattern, program access structure, and program services to serve the high-volume of participants expected to seek services as a result of local layoffs/business closures.

The CTT continues to deliver services by fusing a variety of program services and systems that were previously separate, including WIA orientations, file management and reporting, form consistency, training and supportive service authorization, and internal meeting structure. The goal of this merger has been to streamline all adult training services into one team, providing better consistency among assessments and information sharing, and a seamless approach for customers to access training programs. This change in service delivery supports a talented team to be able to better respond to the needs of these customers as they enter the system.

PARTNERSHIPS

Economic Development Partners

The Larimer County Workforce Center continues to build and strengthen partnerships with the Northern Colorado Economic Development

Partner Agencies Contributing to WIA Adult and Dislocated Worker Training

Partner Agency	Financial Contribution
Trade Adjustment Assistance	\$1,363,803
Pell Grants	\$65,000
Other Education Grants	\$13,000
Scholarships	\$10,000
Work Study	\$18,000
Unsubsidized/Subsidized Student Loans	\$30,500
College Opportunity Fund	\$390,000
Division of Vocational Rehabilitation	\$5,000
Total Partner Agency Contribution	\$1,895,303

Corporation and other economic development entities in our community to identify industry clusters critical to our local economy and its growth. Larimer County Commissioners funded an 18-month Economic Development Pilot Project to develop recommendations to maintain the rural landscape, diversify the local economy, develop and maintain a viable workforce, encourage compatible entrepreneurial activities, and coordinate with other regional economic development activities and programs.

The Workforce Development Liaison position, supported by project funding, is housed in the Workforce Center and the steering committee for this Project consists of the Director and Assistant Director of the Workforce Center, the Larimer County Planning Department Division Director, and the County Manager. The main elements of Workforce Development Liaison position include:

Public Outreach and Focus Groups:
The program has defined and implemented four approaches for the

outreach effort: the Rural Residents of Larimer County, Larimer County Departments, Larimer County Businesses, and Partners in Business and Enterprise support. The outreach effort began in June.

Rural Residents:

The Workforce Center partnered with the Planning Department and co-hosted a group event in Waverly, Colorado. The purpose of the outreach and focus group was to educate residents and solicit feedback. Additional rural events will take place in late fall.

County Departments:

The Workforce Development Liaison has performed five internal county surveys to date (Planning, Building, Solid Waste, Clerk and Recorder, and Financial Services). The resulting surveys highlighted areas to share information, cross link websites, develop better education materials for businesses, and better assist businesses in navigating the various county departments.



Aims

Community College created an alternative, self-paced high school diploma program, based on achieved competency as the determining criteria for completion versus credit hours, which is now state certified.

Larimer County Businesses and Partners:

The Workforce Development Liaison attends events specifically for business owners to educate the groups on the work being completed through the Project and how the Workforce Center supports businesses. The Workforce Development Liaison also meets with partners to discuss new and innovative ways for public and private sector to work together for successful economic development activities.

The website, www.LCBE.org, is in development and will go live for public access in mid-October.

LCBE.org provides a forum for sharing materials for businesses (Regional Business Resource Guide, How to Do Business in Larimer County), provides a much needed Business Community Calendar for county agencies to post events, and supports entrepreneurs.

The Entrepreneur workshop is in development with our partners, the Small Business Development Center and the Loveland Center for Business Development, to assure our training will compliment the workshops they currently offer. Additionally, a Business Services Event will be hosted, in conjunction with the September Symposium in 2007.

Aims Alternative Diploma Program

The Larimer County Workforce Center's WIA YouthLINK Program continues to build partnerships with alternative education opportunities. The Aims Alternative Diploma Program is one alternative option that eight (8) WIA youth successfully completed during Program Year 2006.

Aims Community College created an alternative, self-paced high school

diploma program based on achieved competency as the determining criteria for completion versus credit hours.

Their program was presented to Centennial Board of Cooperative Educational Services (BOCES) for accreditation and became state certified. They collaborated with both Weld County Schools and the Thompson R-2J School District to create opportunities for youth to gain their diplomas, and for the schools to receive credit for their graduation rates. The school districts and Aims share the per-pupil funding in administering the program.

Poudre School District has not yet developed the collaboration with Aims, so the same opportunity was not available for youth in Fort Collins. While that collaboration is still being pursued, it was the hope of Larimer County Workforce youth staff that the services would be offered sooner; however, this did not occur. Instead, the Director of the Aims Alternative Diploma Program worked with WIA staff to offer the program to Poudre School District youth on a fee-for-service basis.

The diploma requires students to pass specific levels of the WorkKeys tests developed by ACT. It also requires the completion of seven portfolio projects and a final evaluation interview.

Participants in Fort Collins utilize the Workforce Center's learning lab, "Potential Central," as a key resource for completing the diploma program. A software program is utilized for the initial placement tests to determine whether a participant is ready to test, or requires additional preparation. The same software provides tutoring on all the subject areas, as well as practice post-tests.

Internet access is used to research most subject areas for the portfolios. Microsoft PowerPoint and Word programs are used in the creation of many projects. Instructors in the Loveland and Greeley sites are available by phone or in-person to assist the youth, evaluate portfolios, administer the official tests and/or supervise the lab work. Once completed, the youth are eligible to attend a graduation ceremony, either at Aims Community College or with the Workforce Center.

Upcoming changes to the administration of the Aims Alternative Diploma Program may affect future partnerships with the WIA YouthLINK in Program Year 2007. However, the WIA YouthLINK staff remains optimistic that this service will continue to be available to future WIA YouthLINK participants.

Rapid Response Services

The Career Transition Team (CTT) continues to partner with the Colorado Department of Labor and Employment's (CDLE) Rapid Response Team by providing partner-driven rapid response service to existing employees who are facing imminent layoffs. Half-day workshops are provided in conjunction with CDLE staff to inform and educate community members on services provided: Unemployment information, overview of dislocated worker and TAA training services, overall Workforce Center services, along with a variety of other services the employee may need as future employment and career directions are determined. Rapid Response (RR) services were offered to 16 employers during the Program Year 2006 representing a cross-section of

business sectors including retail, manufacturing and high tech. Approximately 676 affected employees were invited to participate in Rapid Response activities.

Larimer County Youth Conservation Corps (LCYCC)

As the one of two revenue-generating/self-sustaining programs within the LCWC, the Larimer County Youth Conservation Corps (LCYCC) functions as a ten-week summer youth employment program which empowers youth, ages 16-19, from diverse backgrounds to become engaged citizens by completing service projects for the environment and community while promoting skill development for personal and professional growth.

As a fully functioning "Fee-For-Service" program, the LCYCC was able to hire 32 corpsmembers and four (4) youth mentor assistants for Summer 2007. This was the third summer operating completely as a Fee-For-Service entity, and with much success. These successes were made possible through public/private funding partnerships including government, businesses, and private foundations. The LCYCC received full-accreditation for the seventh consecutive year, sponsored by the



LCYCC Crew Leader and Corpsmembers stack slash at Bobcat Ridge.

Success Story:

Back in May of this year, I made an appointment to talk to a TAA counselor and met with Christa for the first time to investigate if I could get on any of the Agilent Technologies TAA petitions. I had been an HP/Agilent employee for 35 years and a single father of two, and on July 31, 2006, my job went to Malaysia.

Christa investigated the Agilent TAA petitions and also provided me information on WIA as an alternative. Armed with all this knowledge, I was miraculously able to convince Agilent to file a new petition on my behalf, and less than a week later the DOL certified me under a new petition.

(Continued on next page)

Colorado Youth Corps Association. The number of corpsmembers was set at no more than eight (8) per crew. Fourteen (14) corpsmembers received a \$1000 AmeriCorps Education Award.

Trade Adjustment Assistance (TAA) Partnership

During Program Year 2006, TAA services continued to increase in Larimer County and northern Colorado. Companies including Agilent Technologies, Benchmark, LSI, Longs Drug, and WaterPik, have driven a significant increase in TAA services in Larimer County due to carry-in customers and new customers accessing services. Since PY02, enrollments have increased from 38 to a high of 479 in PY05. The Career Transition Team (CTT) works directly with the local TAA customers, providing counseling services while navigating participants through a myriad of services offered through their certification. The CTT has given valuable front-line input on a new TAA vocational plan that was piloted in Program Year 2006.

TALENT DEVELOPMENT

Summer Count\$

Summer Count\$ was supported through a WIA Youth Discretionary Grant from the Colorado Office of Workforce Development. It provided an opportunity for 142 Larimer County youth between the ages of 14 and 17 to increase their employability through job search workshops and certificate trainings such as CPR, Babysitting, and Food Handlers. The costs associated with certificate training were paid for through Summer Count\$ funding, and the youth received a \$25 incentive for each

workshop or certificate training they attended. Many of the youth earned the maximum \$200 incentive for attending eight (8) workshops.

Youth also attended the Dare to be Different (DTBD) event at Front Range Community College on June 22, 2007. This event educated youth on the advantages of considering non-traditional occupations. The DTBD event hosted 25 Summer Count\$ and three (3) WIA YouthLINK participants. Additionally, Summer Count\$ youth were able to participate in a Health Camp offered through Aims



Summer Count\$ Youth attended the Summer Count\$ Celebration.

Community College from June 19-21. The three-day event was attended by four (4) Summer Count\$ participants and created a hands-on awareness of occupations within the medical field. The Summer Count\$ Celebration was held on August 10, 2007, and attended by 250-300 youth and family members. During this celebration LCWC staff received very positive feedback on the program from the attendees.

Colorado Youth WINS Program

In partnership with Colorado WIN Partners of the University of Colorado Health Sciences Center, the Larimer County Workforce Center was selected

as one of three initial statewide sites to participate in a random-selection research project that is designed to provide benefit planning, disability program navigation, and career exploration services to youth receiving SSA benefits (SSI or SSDI). The project has been designed to test four SSA waivers and the role of an Independence Team ("I" Team), operating in a workforce center's environment, with regards to their effectiveness in providing employment-related interventions to assist youth with disabilities in order to maximize their independence. Through September 30, 2008, the Colorado Youth WINS Project in Larimer County will serve 90 youth with disabilities who receive SSA benefits. Youth are referred through random assignment, conducted by a national evaluator, who then refers the youth to the program in Larimer County.

At the conclusion of Program Year 2006, 38 youth had been enrolled into the Colorado Youth WINS program in Larimer County. Full implementation of the program continues and the Colorado Youth WINS program has successfully recruited 73% of the youth who were referred by the national evaluator. Further integration within the Workforce Center continues to evolve and solidify. Two-thirds of the youth participating in the Colorado Youth WINS program are working within the community.

Older Adult Job Fair

The LCWC continues to take a lead partnership role in organizing and implementing the annual Older Adult Job Fair for customers 50 years of age and older. The continued partnership

with the City of Fort Collins, City of Loveland, and the Senior Advisory Committee ensure a countywide event that brings employers and job seekers together in a professionally formatted job fair.

The Program Year 2006 Job Fair was held at the Loveland Chilson Center and had over 800 attendees (a 47% increase in attendance) and approximately 26 employers. Over 77% of job seekers evaluated stated the job fair was "very worthwhile" or "worthwhile." Sixty-one percent (61%) of those surveyed left the Older Adult Job Fair with "employment prospects" and 18 out of 19 employers (those who returned surveys) stated that they would be interested in attending the Fair next year. Additionally, 13 out of 19 employers stated that the Job Fair was at the "same" or "better" quality as other job fairs they have participated in.



An employer and job seeker chat about employment possibilities at the Older Adult Job Fair held in April 2007.

GED/Basic Skills Remediation Improvements

The WIA Youth Program continues to serve youth who meet the eligibility criteria for the out-of-school youth category. Partnerships to increase basic literacy and numeracy skills

(Success Story continued)

Christa then worked diligently with the state to get my Training Plan approved. I now have full benefits, including TRA which extends my unemployment while I go to school to become a nurse.

I can not believe my good fortune to have Christa as my TAA counselor. Her knowledge, her willingness to help me, and her attention to detail are incredible. I guess I did not expect a person so dedicated to helping me get through the bureaucracy we often have in our system. Christa was there to make it so incredibly painless.

**- Dave Herder
TAA Customer**



continue to improve in our local youth program in preparation for Common Performance Measures. The WIA Youth program has recruited additional paid tutors for youth who learn best in a one-on-one setting and is presently exploring the possibility of contracting with a vendor to provide remediation services on location. In addition, the WIA Youth program offers individualized computerized remediation in the Potential Central Skills Lab and through outside classroom partnerships including The Center for Adult Learning (CAL), The Tutor Center, and The Mind Center. During Program Year 2006, 31 youth accessed individualized tutoring services, and 132 youth accessed services related to improving their basic skills needs.

GED/Alternative Diploma Completion Ceremonies

LCWC continues to celebrate secondary school completion through a fall and spring graduation ceremony at the City Hall in Fort Collins. Local

employers, youth council members, education providers, youth families, LCWC staff, and friends celebrate this event. Former WIA graduates present keynote speeches describing their success while encouraging current graduates to continue their momentum toward additional education and employment gains.

October 26, 2006, marked the fall ceremony where 12 youth were eligible to attend the ceremony. Graduation speakers included a WIA youth graduate. The spring ceremony, held on May 18, 2007, had five youth attend the ceremony. Graduation speakers also included a WIA youth graduate.

Business Services

The Larimer County Workforce Center's Business Services team spent PY06 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,

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	95%	Entered Employment	98%
Employment/Credential	93%	Employment/Credential	89%
6 Month Retention	95%	6 Month Retention	94%
6 Month Earnings Change	116%	6 Month Earnings Change	130%
OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	95%	Diploma	99%
Employment/Credential	83%	Skill Attainment	85%
6 Month Retention	109%	6 Month Retention	86%
6 Month Earnings Change	95%		
CUSTOMER SATISFACTION			
Standard	Percent of Goal		
Satisfaction - Employers	94%		
Satisfaction - Job Seekers	99%		



and Southern Wyoming Workforce Services. In PY06 we posted 6,379 job openings, a 41% increase over PY05. This increase in job orders is attributed to several factors, including new marketing programs and materials, an enhanced website, increasing Business Services staff, and expanding our vision from employer to business services.

During the year, we implemented new marketing programs and materials. In August and September 2006, we sent a series of direct mail postcards promoting the Business Services team. Approximately 117 employers responded to the postcards and registered in Job Link. This was a 10% increase in employer registrations. The new marketing brochure for Business Services has been developed and we were able to distribute it at Bixpo, regional trade show for businesses. We also devoted considerable resources to improving the 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, find answers to employment and business related questions. We continue to send a monthly e-newsletter to employers and subscriptions have increased from 560 employers in PY05 to 1160 in PY06. The Business Services team also hosted numerous job fairs for employers who were new to the area or expanding their current workforce.

Job Seeker Services

In an effort to position Employment Center functions and staffing to be responsive to changing financial resources, the LCWC implemented a new service delivery system for core

Job Seeker Services with the following changes in paradigm:

- Movement toward customer-assisted, self-directed services including staff-assisted services in the computer lab and utilization of on-line self registration
- Movement to an appointment-based system for individualized service
- Enhanced workshops/action labs for job search and employment related services including the Resume and Video Interview Action Labs
- Further Development of the website as a primary resource for job seekers
- Commitment to developing “follow-up” services to job seekers through the job seeker blog, job seeker newsletter

In the past year, the LCWC registered 13,787 job seekers. Approximately 1,200 customers access the public computer labs and resource centers in the Fort Collins and Loveland offices on a monthly basis. While web-registrations have increased dramatically, the level of staff delivered services has not dropped significantly, indicating that job seekers are continuing to seek guidance and support from staff on specific aspects of their job search.

Veterans Services

This past year, the highlight of area veteran services was the Northern

The WIA Youth program offers individualized computerized remediation in the Potential Central Skills Lab and through outside classroom partnerships including The Center for Adult Learning (CAL), The Tutor Center, and The Mind Center.



The Governor's Summer Job Hunt also participated in developing and implementing a series of "Open House" events for youth which provided a venue for youth to learn about the menu of youth-related services available through the Workforce Center.

Colorado Veterans and Family Job Fair and Benefits Seminar on October 5, 2006. Two hundred-fifty veterans and/or their dependants attended the event. Twenty-five employers and eight service providers were there to discuss employment and benefits.

The LCWC veteran staff continues to be a vital part of our agency. Our area LVER is one of the facilitators of "How to Apply for a Federal Job," a popular offering on our workshop menu. One of the DVOP's works in our Loveland office each Monday and has become a welcome part of that team. Veterans staff also takes part in Operation Collaboration.

Employment First

In PY06, Larimer County's Employment First program received three awards from the State for our growth in enhanced funding and employment. Among similarly sized counties, Larimer posted the highest percentage of post-CBMS enhanced funding compared to pre-CBMS amounts. Larimer County also had the highest number of participants gain employment among counties our size, and staff member, Katrina Daniel was the staff member with the highest employment rate for her caseload. In fact, Katrina had the highest number of participants finding employment in the state of Colorado.

These awards are a direct result of our close work with the Larimer County Department of Human Services to refine the sanction process and to find the appropriate means of increasing our enhanced funding allotment for the program. Since the introduction of CBMS, Colorado has seen a significant decrease in enhanced funding from the federal government. This decrease can

have a severe effect on the program and we have been working with DHS to find the trouble spots in our processes. By having staff work to understand each other's processes, we were able to find the missing links on each side and correct the problem.

Governor's Summer Job Hunt (GSJH)

To address a decrease in youth registrations we opened access to most of our services through our website. Youth could register, check the workshop schedule, review job openings, prepare for interviews, link to other youth friendly websites, and exchange e-mail with staff.

In addition, staff sent "e-blasts" to young job seekers to inform them of upcoming events, keep them informed on job seeking skills and available jobs. In addition, staff personally contacted all county high school career counselors and presentations were made in all high schools. Staff also compiled an email list, which was utilized to send out e-newsletters, updates, workshop reminders, etc. GSJH staff also responded to requests to make presentations to agencies in the community. Those included a youth detention center and a group for youthful ex-offenders through the Department of Human Services. Youth were also referred to the Workforce Center individually by social workers and others in the community who heard of the Governor's Summer Job Hunt program.

The GSJH also participated in developing and implementing a series of "Open House" events for youth which provided a venue for youth to learn about the menu of youth-related services available through the Workforce Center. An estimated 80

youth and their families attended the Loveland event, and approximately 200 youth and their families attended the Fort Collins event. Youth who attended were given access to the computer lab and, with the assistance of workforce staff, registered in Connecting Colorado. Each of the following programs had an information booth – Governor’s Summer Job Hunt, Summer Count\$, Larimer County Youth Conservation Corps, and WIA YouthLINK. During the course of both events, approximately 100 youth registered in Connecting Colorado.

Disability Program Navigator (DPN)

Disability Program Navigators guide Workforce Center staff assist people with disabilities to access and navigate the complex provisions of various programs that impact their ability to gain/retain employment. The Navigators also work directly with job seekers to support them in their search for employment. In the past year, the DPN has provided training on assistive technology and has developed a series of on-site presentations by community service providers who support those with disabilities.

The DPN continues a close relationship with the local office of the Division of Vocational Rehabilitation (DVR), and the two agencies use a universal referral form that streamlines the process for customers and staff. The DPN insures that customers referred from DVR are able to maximize the services offered through the LCWC by guiding / directing them to the services that best meet their needs. The creation of this central point of contact (i.e., the DPN) allows both systems to identify areas

of training needed by staff in both agencies and to assess the benefits/appropriateness of the services presently offered through the LCWC as they relate to job seekers with disabilities.

Education and Life Training Center (ELTC)

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 through a Wagner-Peyser 10% grant. The ELTC works with individuals who have limited to no computer skills, teaching them how to effectively use computers to job search. Through this grant, ELTC and LCWC are able to bring employment opportunities closer for those most in need.

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. In this program we enrolled 159 job seekers, 117% above our target goal of 136. Sixty-seven individuals have gained employment - this is 223% above our goal of 30 participants finding employment. Because of the success of this grant, LCWC has committed to continuing to offer two classes each month for the remainder of the program year.

ECONOMIC TRANSFORMATION

Economic Development

Several new economic development efforts in the area that were launched last year are continuing. Larimer County began an Economic

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 through a Wagner-Peyser 10% grant.



Since 1994, the LCWC has administered the Larimer County Enterprise Zone which promotes economic development in qualifying areas around the state through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones.

Development Pilot Project that is housed in the Workforce Center. This pilot has been exploring collaborative regional efforts in which to participate or lead, and integrating workforce development efforts into economic development activities, while exploring barriers to suitable economic development.

Another notable effort was the launch of the Clean Energy Cluster. This cluster recognizes the value of Colorado State University and the potential for technology transfer in our area. The cluster is supported by the Colorado Office of Economic Development and International Trade, the Governor's Office of Energy Management and Conversation, Larimer County, the City of Fort Collins, the Northern Colorado Economic Development Corporation, the Fort Collins Chamber of Commerce, and many private companies.

WY-CO Regional Business Services Consortium

Larimer County Workforce Center received funding for this initiative in February 2007. The goals of the grant are to:

- Strategically develop a Regional Business Services Consortium among Business Services Teams within Workforce Boulder County, Employment Services of Weld County, Wyoming Department of Workforce Services (Cheyenne Office) and the Larimer County Workforce Center.

- Systemically analyze the characteristics of job seekers registering for Workforce Center services in Larimer County and develop Business Services' action plans to target and build relationships with employers, including small businesses, who may want/need the skills of these job seekers;
- Build a communication system within the Larimer County Workforce Center to provide current labor market information to frontline staff who serve job seekers.

To address the first goal of a Regional Business Services Consortium, the LCWC held a meeting of agency directors and staff to solicit buy-in and set some direction. Business Services staff from all four regions have been meeting monthly to work on joint activities and educate each other about their respective regions. In the coming year, the group will be developing some joint marketing and hosting some regional events, such as job fairs, a Bixpo booth, and employer education events.

Employers' Roundtables

Each year, since 1982, the Larimer County Workforce Center has presented monthly (October-May) informational seminars designed for small business, called Employers' Roundtables. The organization also presents an annual September Symposium, a half-day series of workshops that includes a keynote speaker. Thanks to sponsorships from the public and private sectors, Employers' Roundtables and the



September Symposium are presented free of charge. Attendance at the monthly Employers' Roundtables averages 50 to 200 people. In addition to small business, Roundtable attendees represent large business, private non-profit, and government agencies.

September Symposium

The 21st Annual September Symposium (September 2006) attracted approximately 600 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. An Enterprise Zone marketing grant from the Colorado Office of Economic Development, and grants from the Colorado Workforce Development Council and the Colorado Department of Labor and Employment were also used to underwrite some of the Symposium expenses.

Enterprise Zone

Since 1994, the LCWC has administered the Larimer County Enterprise Zone which promotes economic development in qualifying areas around the state through tax incentives to businesses that invest in the zones and to businesses or individuals who contribute to projects in the zones. 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.

Continuous Improvement Management System (CIMS)

Regions must complete an

Implementation Plan to be eligible for CIMS Innovation in Leadership and Service Delivery (ILSD) discretionary dollars. The Implementation Plan for Larimer County was submitted to the Office of Workforce Development in July '07. A year-end report outlining goals achieved, successes, challenges, and lessons learned was also submitted in July. In addition, LCWC has decided to follow the 24 month track to the Foothills award.

State Youth Council Voting Member

The LCWC has been fortunate to have WIA Center Manager Mark Johnston participate on the State of Colorado Youth Council. As a voting member, Mark represents the Larimer County Workforce Center and the interests and ideas from his colleagues who participate on the WIA State Operators Committee. Bringing this network of information to our local Workforce Center has been a benefit for our youth programs.



Employment First (EF) Awards

This quarter, the Larimer County Employment First team received three awards at the state wide conference in May. The Best Enhanced Funding Award (Large County) is the result of a dedicated partnership between DHS and the Workforce Center. Enhanced funding goes hand in hand with the second award, Highest Number of EF Customers Obtaining Employment (Large County). The third award received was Staff Person with the



Highest Number of EF Customers Obtaining Employment (Large County) for Katrina Daniel who had the highest number of EF customers obtaining employment in the state.

THINK BIG Award – Your Career Puzzle Workshop & WIA Youth Comprehensive Assessment

The Larimer County Workforce Center's YouthLINK team presented the comprehensive assessment service, Your Career Puzzle, which invites youth to ask "what if...?" as a powerful approach to problem solving and career possibility. The approach was awarded for building a comprehensive assessment that could lead to better

rapport with youth, greater retention, a better understanding of their future, and ultimately more successful enrollments.

Colorado Youth WINS

Adam Crowe, Career Counselor, and Josh DeWitt, Disability Program Navigator, for the Colorado Youth WINS I-Team presented at the Social Security Administration (SSA) National Conference in Colorado. Josh presented information on successful techniques for recruiting youth and Adam presented on building effective and beneficial relationships with employers.





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 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.

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, make 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 as a result, 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.

Rural job seekers have more difficulty finding employment offering a living wage than urban job seekers. According to LMI data seasonally unadjusted jobless rates fell in 49 counties, rose in 3, and were

Rural workforce regions are challenged by their geographic size, and as a result, 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.



C

**onsortium
Vision:**

- Focus on business as the primary customer of workforce development
- Expand local control
- Target resources on high-demand occupations and industries
- Use new technology to deliver services for less

unchanged in 1. Rates varied between 8.2 percent in Costilla County and 2.6 percent in Rio Blanco County.

Ironically, employers who seek applicants with specific skills and experience have difficulty finding them. 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 train rural residents to suit employer needs, but their resources are thinly spread.

PARTNERSHIPS

The majority of rural Workforce Centers have co-located partners. The Broomfield sub-region does not have co-located partners in their Workforce Center. 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 area. Each individual regional report goes into further detail regarding these partnerships.

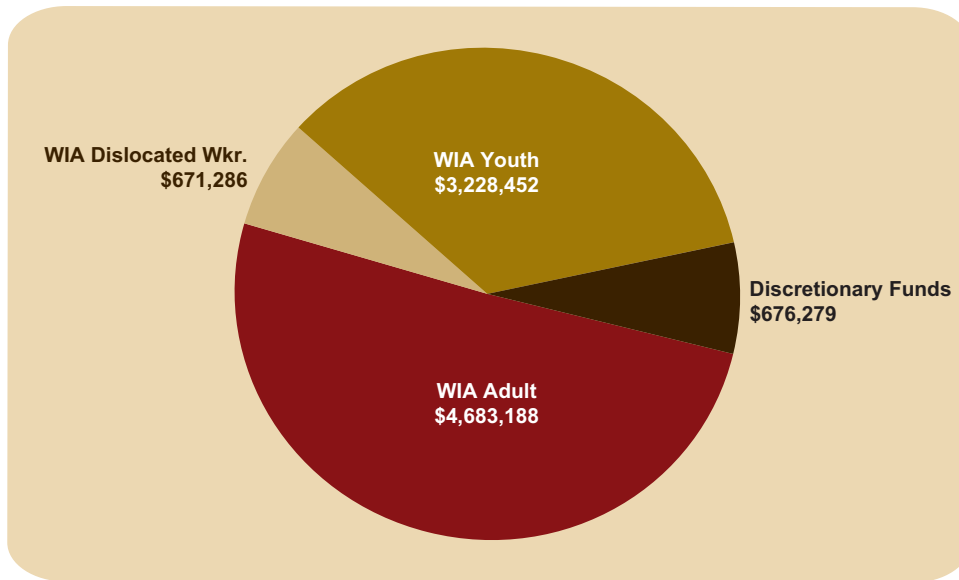
Rural Consortium Partners

Partners	EA	NW	Pueblo	RR	SC / SE	SW	UA	West	Mesa
Colorado Department of Labor and Employment (CDLE)	X	X	X	X	X	X	X	X	X
Rocky Mountain SER			X		X			X	X
DOC Adult Parole	X								
The Training Advantage						X		X	
Upper Arkansas Area Council Of Governments (UAACOG)							X		
Resource Consultants, Inc.			X			X			X
Division of Vocational Rehabilitation	X	X	X	X	X	X		X	
Pueblo County Division of Social Services									
Moffat County School District (SWAP)		X							
Montrose School District (SWAP)								X	
Southern Colorado Educational Opportunity Center			X		X				
Mesa County Department of Human Resources									X
Hilltop Community Resources									X
Grand Junction Housing Authority (GJHA)									X
Cerebral Palsy of Colorado						X			
San Juan Board of Cooperative Education (SWAP)						X			
South Central Board of Cooperative Education (SWAP)			X						

In addition to the collocated partners, the sub-regions work closely with their local Chambers, Economic Development organizations and other agencies and community based organizations in their area. Each individual regional report goes into further detail.



Consortium WIA Funding Breakout



TALENT DEVELOPMENT

The Rural Consortium received over \$9.5 million in WIA dollars for PY06. These funds were received as Adult, Dislocated Worker, Youth and Discretionary funding of several types. The Rural Consortium served a total of 3,019 individuals in the WIA Adult, Dislocated Worker and Youth programs during PY06.

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 PY06 was to:

- Focus on business as the primary customer of workforce development
- Expand local control

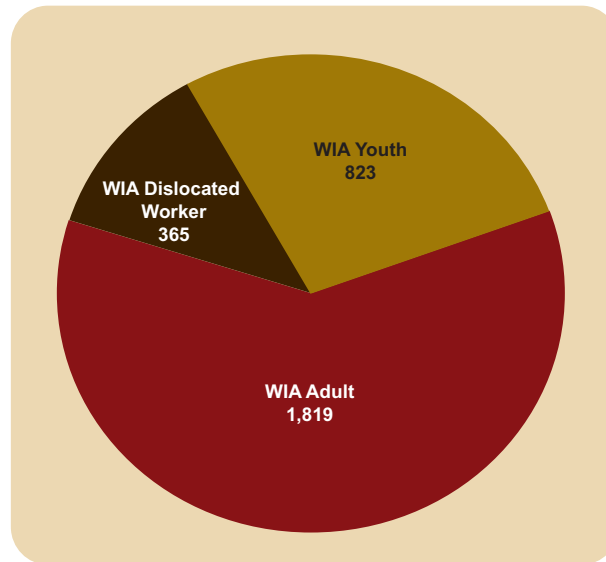
- Target resources on high-demand occupations and industries
- Use new technology to deliver services for less

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

- The Mesa County Workforce Center (MCWFC) is working closely with employers in their booming economy to address the critical shortage of skilled and unskilled workers. Through the efforts of the MCWFC, in part, new high-growth high-demand training sites have been added. In the past year, the MCWFC has assisted one new truck-driving company in their start up, a heavy equipment training school, and one new Certified Nurse Aide training site.

To meet the needs of a shortage of electricians, the Pueblo WFC's WIA program, in partnership with the Joint Apprenticeship Training Committee (JATC), established a customized training program to assist with retention of apprentices in the first year of their apprenticeship program.

Consortium Client Breakout



Throughout the past year, the Mesa County Workforce Center played a key leadership role in partnering with public agencies and energy companies in the development of western slope regional safety training site scheduled for development in the fall/spring of 2007/2008.

- The Rural Resort and Northwest Regions partnered with Associated Governments of Northern Colorado (AGNC), Colorado Mountain College (CMC), and Colorado Northwestern Community College (CNCC) to produce a hands-on energy expo held in September at the Rifle Fairgrounds for juniors and seniors from Garfield, Mesa, and Rio Blanco and Moffat Counties. Twenty-five energy employers and 275 students attended, hard hats and lunch was provided along with several scholarships donated

by the Community Colleges to students wanting to enter the energy industry field. The theme, "Connecting today's youth with the energy careers of tomorrow," will ensure workers for the industries into the future. The need for this skilled workforce is growing and our role is vital to meeting the workforce demand.

- To meet the needs of a shortage of electricians, the Pueblo WFC's WIA program, in partnership with the Joint Apprenticeship Training Committee (JATC), established a customized training program to assist with retention of apprentices in the first year of their apprenticeship program. Through this partnership, WIA was able to assist thirteen eligible participants by providing tuition assistance and textbooks.

Other support included tools, work clothing and transportation subsidies to those individuals who demonstrated a financial need to continue the on-the-job training assignments that are integral to their five-year commitment to the apprenticeship program. For many trainees, the collaboration assured that they would be able to pursue their occupational goals. Twelve of the thirteen participants successfully completed the first year of their apprenticeship program. Upon finishing the apprenticeship program and achieving Journeyman status, electricians can expect to earn wages that lead to self-sufficiency in a career path with growing labor market vacancies.

- The Upper Arkansas Region partnered with Economic Development, local Chambers of Commerce, County Commissioners, and

Pueblo Community College to provide customer service training to local business throughout the four counties. Forty-six participants took part in a multi-faceted training that covered all aspects of how to treat a customer. The project was entitled, “Priority One – Making the Customers First So They Will Last”.

ECONOMIC TRANSFORMATION

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 following are some examples of local workforce board initiatives and achievements:

- As a result of Mesa County WFC’s business marketing effort, job order listings have increased dramatically.

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	102%	Entered Employment	101%
Employment/Credential	100%	Employment/Credential	109%
6 Month Retention	98%	6 Month Retention	99%
6 Month Earnings Change	114%	6 Month Earnings Change	86%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	102%	Diploma	90%
Employment/Credential	86%	Skill Attainment	92%
6 Month Retention	97%	6 Month Retention	94%
6 Month Earnings Change	99%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	96%
Satisfaction - Job Seekers	103%



Businesses registered with the Mesa County Workforce Center have grown from 38% in 2004 to a 64.6% penetration share of the local market in June of 2007 due in large part to the marketing plan, efforts put forth by the Workforce Center staff and the quality of customer service given to employers and job seekers. The Workforce Center added 167 new business customers to their base in the months of January through June of 2007.

- The Broomfield Region implemented the Work Academy (WA). The WA is an in-house 5 week program for Temporary Assistance to Needy Families (TANF) and WIA Youth. The Work Academy promotes employment and self-sufficiency by using techniques and strategies developed by the Workforce System
- The Pueblo Workforce Center's involvement in the Southeast E3 Partnership is planned to result in an economic transformation for the Region. Across the globe, regional business leaders, their suppliers, and key economic input providers are getting together to make their industries (clusters) more competitive and their surrounding regions a stronger platform for growth. Southeast Colorado partner organizations have realized the need to do the same as

competitors—to learn how to use existing resources in new ways to enhance each of the key industries and to reach agreement on strategic improvements for the overall region.

- The Rural Resort and Northwest Workforce 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 has been working 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, etc. The information is being compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

BROOMFIELD SUB-REGION

Sub-Regional Profile

The City & 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 and includes approximately 24,986 people. The total civilian labor force in Broomfield County for July, 2007 was 25,976 of

which 24,963 were employed and 1,013 were unemployed. The unemployment rate was 3.9 percent.

In Program Year 2006, Broomfield Workforce Center (BWC) served 6,059 job seekers, including 777 Veterans. BWC's current Entered Employment rate is 70.71% and the Employment Retention Rate for Broomfield is 87.76%.

Some of the largest regional employers in the Broomfield area include Ball Corporation, Level 3 Communications, Hunter Douglas, Sill Ter-Har Motors, Exempla Good Samaritan Medical Center and Sandoz Inc. Broomfield also has a large retail industry with its beautiful 1,500,000 square foot FlatIron Crossing Mall that offers over 200 stores and restaurants.

New development in Broomfield includes the highly anticipated and much talked about Broomfield Event Center, which opened in November of 2006. The center is an 80,000 square foot, \$45 million dollar state-of the art entertainment facility and hosts up to 130 events per year including the Rocky Mountain Rage Hockey team and the Colorado 14ers Basketball team. Arista Place is a new development under construction surrounds the Broomfield Event Center and will be a 200 acre site with up to 800,000 square feet of retail space, 400,000 square feet of office space and approximately 1,200 residential units.

Partnerships

In September of 2006 BWC partnered with Workforce Boulder County to hold its second Business Continental Breakfast for businesses in honor of Workforce Development Month. The

**Broomfield Sub-Region
Clients Served**

Program	Number Served
Wagner-Peyser	6,060
Veterans Program	777
UI Claimants	3,421
WIA Adult	51
WIA Dislocated Worker	16
WIA Youth	22

event was held at the Omni Interlocken Hotel and featured Richard Wobbekind, Ph.D. from the University Of Colorado LEEDS School Of Business. Dr. Wobbekind gave a current assessment of the state of the economy with a local viewpoint. Over 120 people from the Boulder/ Broomfield area attended the event including business owners and representatives from educational, economic development, and other partner agencies. The BWC in PY 06 also hosted 56 hiring events for the business sector.

In May of 2006 BWC also partnered with Hunter Douglas and the law Firm of Cooley Godward Kronish LLP to hold a Breakfast Business Forum at Hunter Douglas. Amy Hartman, an employment attorney from Cooley Godward Kronish LLP, presented on "Top Ten Employer Mistakes under the Family Medical Leave Act. 60 HR representatives from the business sector attended.

In June a Set-Aside Incumbent Training Grant was completed. BWC, Sandoz (a bioscience company in Broomfield) and Front Range Community College partnered to provide to 20 employees recently promoted to positions of supervision, supervisory training.

Broomfield partnered with Workforce Boulder County to hold its second Business Continental Breakfast in honor of Workforce Development Month. The event featured Richard Wobbekind, Ph.D. from the University Of Colorado LEEDS School Of Business, speaking on the state of the economy.



On February 21, 2006

BWC kicked off its Governor's Summer Job Hunt Program by hosting its second region-wide youth fair at the new Broomfield Event Center. Over 800 youth attended the fair and registered for Broomfield's GSJH Program.

In PY06 BWC participated in the newly formed Workforce Board of Metro Denver (or Metro WIB) with 8 other metro workforce regions designed to explore Workforce Development on a regional scale. From this partnership evolved the award of the Workforce Innovation in Regional Economic Development (WIRED) grant that will help to produce a long term plan to train Coloradans for high tech jobs. The WIRED grant is a 3 year, \$15 million dollar grant that will focus on providing a pipeline of educated works in four high tech industries including Aerospace, Bioscience, Energy and IT/Software.

Talent Development

In PY06 BWC once again focused on marketing Business Services to employers. Marketing efforts continue to increase. In PY03, BWC posted 1,337 job openings. In PY04, BWC more than doubled that number by posting 3,133 job openings. In PY05 the number continued to grow for a total of 4,801 job openings posted. In PY06 the openings totaled 9,828. Broomfield's WIA Youth program continues to be successfully integrated with Broomfield Health and Human Services. The WIA Youth program staff person also administers the Chafee Foster Care Independence Program (youth 16 to 18 who are expected to emancipate from foster care system.) This position, demonstrating collaboration between Workforce and Human Services was highlighted in Tampa Florida, at the National Workforce Association Conference in December of 2006.

On February 21, 2006 BWC kicked off its Governor's Summer Job Hunt

Program by hosting its second region-wide youth fair at the new Broomfield Event Center. The job fair was open to youth in and around the Broomfield area between the ages of 15 to 21. Over 800 youth attended the fair and registered for Broomfield's GSJH Program. Employers such as Dave & Busters, Hunter Douglas, AMC Theaters, Colorado BioScience association and Chipotle were represented at the event.

Economic Transformation

BWC is proud of the delivery of services it offers to both job seekers and businesses and is excited to continuously improve its scope of services. Some examples over Program Year 2006 of BWC initiatives, strategies, practices and economic growth include:

- BWC Board and Staff participation in Workforce Board of Metro Denver
- BWC Board and Staff participation in Metro Denver Regional Partnership WIRED Initiative
- Implementation of the Work Academy (WA). The WA is an in-house 5 week program for Temporary Assistance to Needy Families (TANF) and WIA Youth. The Work Academy promotes employment and self-sufficiency by using techniques and strategies developed by the Workforce System.
- Job Club –Weekly Job Club focuses on networking and a

variety of job search techniques and issues

For Program Year 2007 Broomfield Workforce will continue to focus on improving performance measurements and building business partnerships and community relationships.

EASTERN SUB-REGION

Sub-Regional Profile

The Eastern Workforce Region encompasses 10 counties and covers over 17,000 square miles, one of the largest regions in the State of Colorado. In Program Year 2006 the region served 11,390 job seekers and worked with over 800 employers across the 10 counties. There are six full-time offices within the region including Burlington, Elizabeth, Fort Morgan, Limon, Sterling and Yuma. Part-time offices are located in Akron, Holyoke, Julesburg and Wray.

The US Census Bureau shows a 2006 population of 108,551 for the Eastern Region, which indicates a 10.3% increase over the last ten years. The labor force in the region includes approximately 61,000 people with the average unemployment rate towards the end of the program year just above 3%. As a whole, the unemployment rate for each of the ten counties is consistently under the state average.

The Eastern Workforce Region offers complete one-stop center services including Wagner-Peyser and Workforce Investment Act services in all of the six full-service offices.

Partnerships

The region held three job fairs during the past program year. The fairs were

Eastern Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	11,390
Veterans Program	805
UI Claimants	2,444
WIA Adult	131
WIA Dislocated Worker	43
WIA Youth	74

held in Elizabeth, Fort Morgan and Sterling. The theme chosen for the fairs was "Oceans of Opportunity." Employer turnout for the fairs was impressive as over 150 employers attended the three fairs combined.

Partners for these job fairs were many and included Morgan Community College, Northeastern Junior College, Fort Morgan High school, Frontier High School in Elizabeth, Morgan County Economic Development Corporation, Logan County Economic Development Corporation, Elizabeth Chamber of Commerce and the Logan County Chamber of Commerce. The Sterling Journal Advocate, Fort Morgan Times, KFTM Radio and KPMX in Sterling donated advertising for the job fairs.

For area business owners Eastern worked in conjunction with partners in Sterling and the Wray/Yuma area to bring nationally recognized marketing speaker Adriene Zoble to the region. Adriene made a presentation in Sterling at Northeastern Junior College and one in Eckley at the community center. Partners in the presentations included Yuma Economic Development Corporation, Wray and Yuma Chambers, Morgan Community College, Rural Resources Center,



Teen Paint in Yuma this year had several businesses and partners within the community contribute to the program by donating supplies to help the program achieve success.

Northeastern Junior College and Logan County Chamber. Over 100 people attended the event and business owners agreed it was a particularly interesting and useful presentation.

The Limon Workforce Center in conjunction with several business and community partners held a Youth Career Fair in October of 2006 at Limon High School. Over 300 students from twelve area schools attended the event that included approximately 48 presenters, 16 sessions, and several volunteers that helped with the fair.

Talent Development

The Eastern Region currently has three innovative discretionary grants to serve special populations in the Fort Morgan and Sterling areas. One of these grants includes the **Second Chance Thrift Store**, which held its grand opening on June 29, 2007 with a ribbon cutting celebration with the Fort Morgan Chamber of Commerce. The thrift store is a unique idea to promote work and entrepreneurial skills in teen parents and at-risk youth and provide them with a valuable work experience. The thrift store is operated by the Women's Clinic of the Plains and all profits from the store go to the Baby Foundation. The Baby Foundation is a non-profit organization that helps families in need of financial help when their children face various medical challenges.

The Turning Point Program, another discretionary grant, assists offenders when they are released from prison or jail and guides them towards education and/or employment and offers them an opportunity for a more stable work and life environment.

This project is an excellent example of integrated services and partnerships both internally and externally, as these relationships with partner agencies including Social Services, Probation and Parole, are what help make the program the success that it is. In fact this program has been so successful; a similar grant was awarded in the Southeast Sub-Region to assist offenders in that area in making the transition from prison to the outside world.

The third discretionary project is the **Second Chance Animal Shelter** that pairs youth offenders with animals and provides work experiences for the youth in the Fort Morgan and Sterling animal shelters.

Another successful program that the Eastern Workforce rotates within the region every summer is the **Teen Paint Program**. This year the Yuma Workforce Center hosted the program that strives to instill valuable work skills and work ethics in teens while also providing a much needed service to the community. Teens, along with the guidance of a youth mentor, paint homes for low income, elderly and disabled households within the



Completed Teen Paint Program home.

county. The program promotes youth leadership, teamwork and priceless work lessons for youth that are in the program. Teen Paint in Yuma this year had several businesses and partners within the community contribute to the program by donating supplies to help the program achieve success.

Economic Transformation

Across the Eastern Region staff continues 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. To be spread across 10 counties and serve such a large area is a unique challenge. The Eastern Workforce Region is committed to a high quality of customer service across the region and to have workforce center services an important and integral piece of each county and community.

MESA COUNTY SUB-REGION

Sub-Regional Profile

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. Consequently, 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 134,189, a labor force of 78,745 and an unemployment rate of 3.2%. Mesa County's labor force grew by over 4% and the unemployment rate dropped from 4.2% to 3.2% over the past year. The total number of registered job seekers is 12,108 of which 7,162 registered via the web. The primary growth industries are health care, construction, retail services, and very high growth in the energy extraction and related occupations. The industry sectors of Trade, Transportation and Utilities along with Leisure and Hospitality have the highest number of estimated job vacancies.

The Mesa County Workforce Center (MCWFC) 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, 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.

Partnerships

Over the past several years the Mesa County Workforce Center has worked closely with the health care community to develop a career ladder in Mesa County that allowed a Certified Nurse Aid to continue their education, if desired, to become an LPN, ADN, or BSN. In the past year our goal of establishing this career

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.



Throughout the past year, the Mesa County Workforce Center played a key leadership role in partnering with public agencies and energy companies in the development of western slope regional safety training site scheduled to open in the spring of 2008.

ladder in the health care field has been realized with graduates at all levels.

Mesa County's **WIA Youth satellite office** located at the Transitional Opportunity Center is a key partner in the development of a one-stop-shop for at-risk youth. The Transitional Opportunity Center houses an alternative school, which in addition to providing traditional and non-traditional curriculum, utilizes WorkKeys and KeyTrain to provide the option of obtaining a "Key Performance Diploma" (competency based high school diploma) to students. Co-located in partnership at the satellite office are the Mesa County Valley School District, Mesa County Department of Human Services, 21st Judicial Probation, Division of Youth Corrections, Western Colorado Parole Operations, Senate Bill 94, Colorado West Mental Health, SWAP and Mesa County Partners. This facility provides a full range of intervention (triage) assessments, client staffing, wrap around services, drug and alcohol counseling, mental health counseling, education services (Middle School, High School and GED Preparation), career counseling, pre-employment training, occupational skills training, and job search assistance tailored to the youth's abilities, restrictions, and goals.

The WIA Youth Program has played a key role in generating and growing collaborative relationships between youth service providers within the community. Ongoing relationships, which have resulted from collaborative efforts originating with the Youth Council include: extensive collaborative training with The Western Colorado Conservation Corps, co-enrollment services with

Mesa County Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	14,728
Veterans Program	1,774
UI Claimants	3,641
WIA Adult	399
WIA Dislocated Worker	39
WIA Youth	79

SWAP and the division of Vocational Rehabilitation, the development of a full service Youth Shelter, the refinement of training and employment services for a highly transient population of Homeless Youth and their families, and the implementation of the "Key Performance" Diploma Program.

Talent Development

The MCWFC is working closely with employers in our booming economy to address the critical shortage of skilled and unskilled workers. Through the efforts of the MCWFC in part, new high-growth high-demand training sites have been added. In the past year, the MCWFC has assisted one new truck-driving company in their start up, a heavy equipment training school, and one new Certified Nurse Aide training site. Throughout the past year, the Mesa County Workforce Center played a key leadership role in partnering with public agencies and energy companies in the development of western slope regional safety training site scheduled to open in the spring of 2008.

Three years ago Mesa County developed a developed a unique "Queue" system that alerts staff when an applicant has completed



registration or needs assistance for a selected a job referral. In addition, the MCWFC created a room for client self registration and promoted on-line registration which substantially reduced staff computer input and now allows staff greater quality time with job seekers. This new system also allows staff the time to devote extra attention to the increased volume of job orders, marketing, and business services. The success of the "Queue" system has reduced the waiting time for applicants to less than four minutes and increased the amount of time staff can devote to business services, higher quality of customer service, and ensures veterans of priority of service.

Economic Transformation

In PY04/PY05, Mesa County Workforce Center (WFC) developed a comprehensive marketing strategy that has served us well into 2007. Prior to the planning and implementation of the strategy, Workforce Center staff conducted, summarized, and interpreted an internal survey of all employees, followed by the employer outreach study completed with over one hundred local businesses in Mesa County. The results of the surveys, as well as previously collected research data, allowed staff members to focus the strategy on the priorities of promoting recruiting, assessments, testing, training, and quality assurance services to the business community and job seekers. A business services team was formed, and a marketing pacing schedule was developed. A list of targeted employers was created. This list ranked local employers based on their levels of recruiting activities coordinated through the Workforce Center, and their specific needs.

The marketing strategy was based on three major components: Consultative meetings with individual employers, a marketing communications-pacing schedule, and a special events schedule. Workforce Center publicity now appears in selected articles in all print media and in the local electronic media on a regular basis as a result of networking efforts. Business Services Team members also host job fairs, seminars, symposiums, and facilitate workshops at employer sites.

In January of 2007, the Mesa County Workforce Center started its first annual job fair called "Jump Start 2007" for over 40 employers that were actively recruiting. Jump Start 2007 was very successful with over 1,100 job seekers attending. In June of 2007, the Mesa County Workforce Center sponsored a best hiring practice for well over 100 employers. Topics of the seminar ranged from legal issues in the application and interview process to the new Colorado law regarding hiring illegal aliens.

As a result of our business marketing effort, job order listings have increased dramatically. Businesses registered with the Mesa County Workforce Center have grown from 38% in 2004 to a 64.6% penetration share of the local market in June of 2007 due in large part to the marketing plan, efforts put forth by the Workforce Center staff and the quality of customer service given to employers and job seekers. The Workforce Center added 167 new business customers to our base in the months of January through June of 2007.

Several years ago Mesa County Workforce Center's Youth Council started an initiative to develop a

As a result of our business marketing effort, job order listings have increased dramatically. **Businesses registered with the Mesa County Workforce Center have grown from 38% in 2004 to a 64.6% penetration share of the local market in June of 2007.**



W

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Centers

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September at the
Rifle Fairgrounds for
high school junior
and seniors from
Garfield, Mesa, and
Rio Blanco and
Moffat Counties.**

WorkKeys assessment plan for the workforce; businesses and work bound high school youth. Since initiating the WorkKeys process, 4,654 youth and adults have taken at least one or more of the assessments. Of the 1,615 certificates awarded to youth, 70% 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 2007, the MCWFC has 133 businesses that recognize the WorkKeys Certificate. In addition, the Mesa County Valley School District #51 in collaboration with the MCWFC has developed a performance-based diploma using KeyTrain as one of the primary academic components and WorkKeys scores as benchmarks for progress.

NORTHWEST SUB-REGION

Sub-Regional Profile

The Northwest Region covers 13,826 square miles and consists of five counties: Grand, Jackson, Moffat, Rio Blanco, and Routt. The Colorado Department of Labor and Employment is the operator of the Workforce Center system in the Northwest Region. Full-service Workforce Centers are located in Granby, Steamboat Springs, Craig, Meeker and Rangely. While the labor

Northwest Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	6,095
Veterans Program	517
UI Claimants	1,277
WIA Adult	64
WIA Dislocated Worker	16
WIA Youth	24

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.

Partnerships

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. This year's events included workshops on hiring people with disabilities, Customer Service, and Generational differences in the work place. Roundtables were conducted throughout the region such as Labor Laws and EEO, Unemployment Insurance and Worker Compensation. Additionally a hands-on energy expo in Rifle was the collaborative effort between Associated Government of Northwest Colorado (AGNC) and the Workforce Centers in the Northwest and Rural Resort Regions.

The Northwest Regional office in Craig is co-located with the Division of Vocational Rehabilitation and a new DVR Counselor was hired in Steamboat; the Disability Program Navigator (DPN) program is now funded and operated by DVR in collaboration with the Workforce system through the region; this has allowed us to share resources and to better serve people with disabilities.

Talent Development

Northwest Regions continue to address economic growth in this region spurred by several new energy

industry projects, as well as ongoing mining activity in the region. The regional staff has been working 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, etc. The information is being compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

Additionally the Workforce Centers partnered with AGNC, Colorado Mountain College (CMC), and Colorado Northwestern Community College (CNCC) to produce a hands on energy expo held in September at the Rifle Fairgrounds for junior and seniors from Garfield, Mesa, and Rio Blanco and Moffat Counties; 25 energy employers and 275 students attended, hard hats and lunch was provided along with several scholarships donated by the Community Colleges to students wanting to enter the energy industry field. The theme “Connecting Today’s Youth with the Energy Careers of Tomorrow” will ensure workers for the industries into the future. The need for this skilled workforce is growing and our role is vital to meeting the workforce demand.

Economic Transformation

Power plants, mining, drillers for natural gas, oil shale extraction, and a myriad of businesses are supporting the effort to address the challenge of developing a skilled workforce. In addition, the Workforce Center is 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. 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.



PUEBLO SUB-REGION

Sub-Regional Profile

Pueblo is a single-county, single Workforce Center Region. The Pueblo Region has an average unemployment rate of 5.6% compared to the State average of 4.3%. Although the unemployment rate is higher than the State average, it has dropped 1.30% in this program year. The median household income average continues to be lower than the State average due to a high number of job openings in retail sales 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

The Northwest sub-region is participating in the American Petroleum Institute’s five-state coalition of industry, workforce, and education to accomplish a broad scope of initiatives to educate the public on careers in the energy field.



The Pueblo Workforce

Center has continued to develop and implement a local demand-driven Workforce Investment System, which emphasizes the formation of strategic partnerships with business, education and other community organizations to better prepare and train the workforce for the jobs of the future, develop solutions for business, and ultimately foster economic development for the community.

not possess the financial resources and time to pursue training. New business in call center industries continues to locate to Pueblo, because of an availability of workers. 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 planned new industry will change the economy of the community to the benefit of all who live there.

The Pueblo Workforce Center includes the Wagner Peyser programs, the Workforce Investment Act (WIA) programs, Veterans, UI referee and Tax auditors, along with several programs for individuals with disabilities, the Senior Employment Program, and financial assistance programs. In July, 2006, the Pueblo Workforce Center moved into new permanent office space at 212 West Third Street. Employment-related operations such as the Business Services Unit, the Employment Services Unit, the Resource Center, the Mature Workers Unit, and the Disabilities Program Navigator moved into street-level offices in this downtown Pueblo building to better serve business and the job-seeking public.

Self-registration as well as guided registrations in group settings for employment services has been developed to enhance registration quality and reduce waiting time. There have been over 119 sessions conducted to date. Additionally, a new dedicated skills assessment center was established to evaluate the selected skill sets of job-seeking

customers as well as existing employees of local businesses who are seeking skills upgrades or are candidates for promotion.

The Workforce Investment Act (WIA) training programs at the Pueblo Workforce Center developed a survey tool to move applicants from the Wagner Peyser labor exchange program to Workforce Investment Act training.

Partnerships

Demand-Driven System:

The Pueblo Workforce Center has continued to develop and implement a local demand-driven Workforce Investment System. This system places the emphasis on the formation of strategic partnerships with business, education and other community organizations to better prepare and train the workforce for the jobs of the future, develop solutions for business, and ultimately foster economic development for the community. We have started a series of E3 Business Forums that provide opportunities for employers to hear from subject matter experts available through the State of Colorado about EEOC, Wage and Hour Law, and among other topics, legislative changes that effect human resource management policies.

As part of the new business model, the Business Services Unit (BSU) was reorganized to deliver enhanced services focused on specific industry groups. The unique needs of employers have been met by providing customized job fairs, customized training and collaborating with training providers to design specialized curriculum. The Pueblo Workforce Center also identified the



need for a large-scale job fair. A fair held resulted in greater than 50 employers participating; all who were actively seeking to fill open positions. The event was a huge success with greater than 1500 job seekers in attendance. The Pueblo Workforce Center received great press coverage in addition to the accolades given by employers who participated and the Pueblo Convention Center who stated it was "one of the biggest events held at their facility with great success".

In partnership with the Pueblo Community College and employers, the Business / Office Automation / Technology / Data Entry AAS degree program was streamlined to make certificate programs available. The revised program offers an Office Professional certificate program that could be completed within two semesters (24 credit hours), similar to Fast-track programs at technical private schools without the higher costs and contractual obligations. This program provides options to job seekers who are interested in working in an office environment but do not have the financial resources or time to pursue an AAS degree.

Southeast E3 Partnership:
Another challenge was how to compete for State and Federal grants with a Regional Perspective. With this need in mind Pueblo participated in several meetings with South Central/Southeast, Upper Arkansas and Pikes Peak Workforce Centers to discuss forming a partnership. As a result of this combined effort a partnership called Southeast E3 was formed. One accomplishment is that the Region applied for and received a discretionary grant to conduct industry cluster analysis. This study

Pueblo Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	14,818
Veterans Program	1,640
UI Claimants	5,064
WIA Adult	518
WIA Dislocated Worker	37
WIA Youth	210

will focus on potential growth in Advanced Manufacturing and fabricated materials, Aerospace Microelectronics and Defense, Experience and Tourism, Finance, Insurance and Customer Service Next Generation Agriculture and Renewable Energy and Professional Business and Social Services.

Data Sharing Initiative:
The Pueblo Workforce Center initiated a New Job Listing System to provide relevant information about new Workforce Center job listings to partners and the community. The Pueblo Business Services Unit sends out job listing information to over ninety individuals and agencies. Additionally Job openings are publicized at no cost on the community access cable station and reaches over 28,000 Comcast cable subscribers in the Pueblo and surrounding Pueblo county areas. Job opportunities are televised providing pertinent information about position requirements and methods for applying for these jobs positions. In addition, announcements of scheduled events taking place at the Workforce Center are highlighted.

Work-Readiness Assessment and Remediation:
Another major initiative undertaken



by the Pueblo Workforce Board and the Pueblo Workforce Center is in the area of work readiness. Employers identified that more interventions were needed to address a lack of work readiness by many job seekers. A cross-functional committee of workforce professionals and management was formed to identify the work readiness of the job-seeking clientele and to identify and deliver appropriate interventions. An exciting new assessment tool recently integrated at the Pueblo Workforce Center measures work readiness in job-seeking customers in order to identify those customers lacking skills in job seeking, job retention, self-efficacy, or problem solving. Remediation strategies are then utilized to assist with overcoming work readiness barriers and empowering the job seeker by ensuring they have the necessary skills to find and keep employment.

Talent Development

The Pueblo Workforce Region registered 11,240 individuals in employment programs. Over 1,648 job orders were written and filled for employers. The job orders resulted in over 4,405 job openings filled by the workforce center. Over 37,220 staff assisted employment services were provided to job seekers through the Pueblo Workforce Center. The Workforce Investment Act programs assisted over 772 Individuals.

Recruitment Strategies:

A continued shortage of health care workers both locally and nationally resulted in an ongoing recruitment effort of students in health sciences with the Pueblo Community College and the Colorado State University of Pueblo. 142 participants that were

enrolled in the WIA program completed their training and are now licensed healthcare professionals. The Pueblo Workforce Center staff is proud to be part of this very important effort to ensure that community healthcare needs are a priority focus.

In addition to the ongoing shortage of healthcare professionals, the job market has changed such that a higher



Pueblo Youth Participants receives hands-on experience with electronics. skilled workforce in the areas of construction, trades, and manufacturing has created new challenges in meeting the hiring needs of employers. To address this, job openings are publicized at no cost on the community access cable station and reach over 28,000 Comcast cable subscribers in the Pueblo and surrounding Pueblo county areas. Job opportunities are televised providing pertinent information about position requirements and methods for applying for these jobs positions.

Customized Training for Electricians: To address the shortage of electricians the WIA program, in partnership with

the Joint Apprenticeship Training Committee (JATC), established a customized training program to assist with retention of apprentices in the first year of their apprenticeship program. Through this partnership, WIA was able to assist thirteen eligible participants by providing tuition assistance, textbooks, and supportive services subsidies to those individuals who demonstrated a financial need. For many trainees, the collaboration assured that they would be able to pursue their occupational goals. Twelve of the thirteen participants successfully completed the first year of their apprenticeship program. Upon finishing the apprenticeship program and achieving Journeyman status, electricians can expect to earn wages that lead to self-sufficiency in a career path with growing labor market vacancies.

Youth Self-Esteem Project:

A second successful project was aimed at WIA youth, who do not have career goals and lack the opportunity to have mentors or family members that help them develop a vision of being successful. The Pueblo WIA youth team identified areas for career exposure to inform youth about career information opportunities and chances to elevate their self-esteem. The WIA youth team designed a program to expose youth to career opportunities in the areas of technology, healthcare, electronics and broadcasting & production. Youth interest was assessed and then the youth were placed into a “hands on” experience in one of the career areas. Additionally educational opportunities were designed and implemented to develop their educational skills. The youth were exposed to many community resources in order to raise their

awareness of educational and job skill requirements and to have them connect with an adult who could help them experience what it would be like to be successfully employed in their field of interest.

There is an established alliance between the Pueblo Workforce Center staff and the Pueblo Community College staff that remains dedicated to the perpetuation of programs for serving the needs of “at risk” youth. Both agencies actively communicate to share resources, and partner to leverage financial capital. There is also a partnership with the school districts in Pueblo to refer students to the programs as well as award high school credit for attending and participation in the program.

Economic Transformation

Pueblo Retention and Expansion Program (PREP):

This project was initiated by the Pueblo Workforce Center and Pueblo Community College as a result of outreach to employers. Business identified needs that we could not address. Community models were explored with agencies, government, Economic Development, educational leaders and utilities to assess if a Business Retention and Expansion project were needed. Consensus was reached that the PREP program would be initiated to develop a unified approach for determining primary employer needs and a system for addressing them.

Career Center Project:

The Pueblo Youth Council undertook a project to create a Career Center at the Keating Alternative High School. Through the Youth Council meetings it was determined that the youth that

To address the shortage of electricians, the Pueblo WIA program, in partnership with the Joint Apprenticeship Training Committee (JATC), established a customized training program to assist with retention of apprentices in the first year of their apprenticeship program. With tuition and supportive service assistance, 12 of 13 participants successfully completed the first year of their 5-year program leading to journeyman status.



While the labor needs of the Rural Resort Sub-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.

attended the alternative high school program were struggling with career development. Staff from several youth agencies and the WIA youth team joined forces to identify resources to equip the Career Center. Several workshops have been conducted that ranged from skills needed to find employment; retain employment; and training resources available to pursue occupational skills training.

CIMS:

The Pueblo Workforce Center continues its efforts towards a Continuous Improvement Management System (CIMS). A financial award was provided by the Office of Workforce to the Center to initiate this effort. The Pueblo Workforce Center has formulated a writing team to explore creating a submission for the Foothills award through Malcolm Baldrige award system.

Southeast E3 Partnership:

The Pueblo Workforce Center’s involvement in the Southeast E3 Partnership is planned to result in an economic transformation for the Region. Across the globe, regional business leaders, their suppliers, and key economic input providers are getting together to make their industries (clusters) more competitive and their surrounding regions a stronger platform for growth. Here in Southeast Colorado, partner organizations have realized that we need to do the same as our competitors—we need to learn how to use our existing resources in new ways to enhance each of our industries and to reach agreement on strategic improvements for the overall region.

RURAL RESORT SUB-REGION

Sub-Regional Profile

The Rural Resort Region consists of five counties: Lake, Summit, Eagle, Pitkin, and Garfield. 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 Leadville, Frisco, Edwards, Glenwood Springs and Rifle. 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. Our staff is our greatest resource. Equipped with the newest technology and years of professional experience, they provide guidance to the Workforce Center clients. In addition to our highly skilled staff, 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; staff members have more time to work one-on-one with clients needing more intensive services.

Rural Resort Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	6,741
Veterans Program	586
UI Claimants	2,579
WIA Adult	51
WIA Dislocated Worker	59
WIA Youth	78



Partnerships

Local partnerships with Chambers of Commerce, Economic Development groups and Colorado Mountain College 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. This year's events included workshops on hiring people with disabilities, Customer Service, and generational differences in the work place. Roundtables were conducted throughout the region such as Labor Laws and EEO, UI and Workers Compensation. Additionally a hands-on energy expo in Rifle was the collaborative effort between Associated Government of Northwest Colorado (AGNC) and the Workforce Centers in the Rural Resort and Northwest Regions.

The Rural Resort Region offices in Glenwood Springs, Frisco and Edwards are now co-located with Vocational Rehabilitation; this has allowed us to share resources throughout the region and to better serve people with disabilities.

Talent Development

The DOOR Program: The Rural Resort Region received a discretionary grant two years ago to fund the start-up of an innovative high school diploma program in Lake County. The program focuses on students who have dropped out of school, but still want the opportunity to earn a high school diploma. The program 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 program enrolled fourteen youth in its first year and proved very successful for these students. During the second year, the DOOR program enrolled twenty students and graduated its first youth. By December of 2007, another four students, who most likely would not have attended or completed a traditional high school program, will earn their diplomas. The success of this project can be attributed to the youth and the joint effort of key organizations including Mountain BOCES, Colorado Mountain College, local businesses, Even Start, and the Lake County School District. These partnerships are the foundation of the DOOR Program. They have, and will continue to benefit the students, local organizations, and employers, as well as the community at large.

Economic Transformation

The Rural Resort Region continues to address economic growth in this region spurred by several new energy industry projects, as well as ongoing mining activity in the region. The regional staff has been working 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, etc. The information is being

The success of the Door Program, an alternative high school diploma curriculum, can be attributed to the youth and the joint efforts of key business and community organizations. These partnerships are the foundation of the DOOR Program. They have, and will continue to benefit the students, the partners, and the community at large.

compiled and will be used to put together a tool kit for staff as well as a WEB link for clients.

Additionally the Workforce Center partnered with AGNC, Colorado Mountain College (CMC), and Colorado Northwestern Community College (CNCC) to produce a hands-on energy expo held in September at the Rifle Fairgrounds for juniors and seniors from Garfield, Mesa, and Rio Blanco Counties. Hard hats and lunch were provided along with several scholarships donated by the Community Colleges to students wanting to enter the energy industry field. The theme, "Connecting Today's Youth with the Energy Careers of Tomorrow," will ensure workers for the industries into the future. The need for this skilled workforce is growing, and the role of the workforce system is vital to meeting the workforce demand.

SOUTH CENTRAL SUB-REGION

Sub-Regional Profile

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 of the South Central region is driven primarily by agriculture. The region's labor force focuses on the education and health services industry employing more people than any other industry. Mining, oil and gas, and coal

South Central Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	11,184
Veterans Program	577
UI Claimants	2,322
WIA Adult	228
WIA Dislocated Worker	28
WIA Youth	131

production contribute to the regional economy. The region produces roughly 45% of the state's coal. Government, however, has the highest level of employment.

Partnerships

E3 Southeastern Initiative:

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 South Central, Southeast, Pueblo and the Pikes Peak Region. The group is working with a consulting firm to work on identifying the current and emerging industries of the regional economy and analyze how well they compete and create opportunities.

ABES Partnership:

The South Central region continues providing office space for the Adult Basic Education Services (ABES) 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.

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 a grant called 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 will come from three primary groups:

- Individuals who have not completed high school,
- Individuals 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 job seekers with disabilities.

Another unique partnership in South Central is between the Trinidad Workforce Center and 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, distributed applications and scheduled interviews.

Talent Development

During 2006, 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 makes use of 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

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 a grant called the Move-up Grant.



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 for job seekers with disabilities.

The South Central and Southeast Region received a grant to work with ex-offender population. The program is designed to assist this targeted population to either re-enter or reintegrate into the local workforce. The grant allows for providing supportive services assistance as needed.

Economic Transformation

The Trinidad Workforce center, in conjunction with the Governor’s Summer Job Hunt, and WIA, in partnership with the Trinidad Chronicle News, recognized local youth nominated by employers as outstanding employees. The Chronicle News in Trinidad published feature articles about the youth. The season culminated in August with an awards banquet honoring both employers and youth.

SOUTHEAST SUB-REGION

Sub-Regional Profile

Southeast, a region with a large agricultural presence, borders New Mexico, Oklahoma and Kansas, and includes Baca, Bent, Crowley, Otero and Prowers Counties. Population is concentrated in two counties, Prowers and Otero.

The economy on 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.

Partnerships

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 for job seekers with disabilities.

Southeast Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	7,464
Veterans Program	377
UI Claimants	1,619
WIA Adult	89
WIA Dislocated Worker	35
WIA Youth	55

The Southeast 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 Southeast region has been involved with the WIRED initiative and has met with Economic Developers from across the Region including South Central, Southeast, Pueblo and the Pikes Peak Region. 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.

Workforce Centers continue partnerships with the following agencies WIA, 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.

Talent Development

During 2006, 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

The Southeast and South Central 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.

Economic Transformation

The Rocky Ford Workforce center in conjunction with the Governor's Summer Job Hunt and WIA in partnership with the La Junta Tribune Democrat recognized local youth nominated by employers as outstanding employees. The season culminated in August with an awards banquet honoring both employers and youth.

SOUTHWEST SUB-REGION

Sub-Regional Profile

The Southwest Workforce Region in made up of 5 counties and 11 communities situated in the Four Corners. It includes the Southern Ute and Ute Mountain Ute reservations, and altogether makes up 6.3% of the land area in the state. The population continues to grow and is estimated at over 86,000. Much of this growth can be attributed to what is being termed amenity migration, i.e. newcomers are



moving in to take advantage of the area's unique natural beauty and quality of life. Many of these newcomers are retirees or 2nd homeowners who bring along their retirement incomes, which affects the local economy as it is spent on new homes, goods and services. The region boasts a wide range of geographical vistas typical of the Four Corners area, as well as Mesa Verde, an international tourist destination.

The percent of the total labor market in the Southwest Region has changed little in the past year when comparing job sectors. Construction and oil & gas extraction continue to be strong growth industries (14% and 2% respectively) with the highest sectors comprising retail trade (23%) and services, the latter of which includes leisure/hospitality (21%) and reflects the primary "industry", tourism. The extractive industries are among the highest paying in aggregate, representing over 300% of the region-wide average wage. While not a significant percentage of the total regional economy, the fire mitigation industry rose in the area following the 2002 fires in La Plata County, and continues to thrive. Both the Ute Mountain Ute Tribe (Montezuma County) and the Southern Ute Tribe (La Plata County) continue a strong



Downtown Durango, CO

Southwest Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	7,898
Veterans Program	611
UI Claimants	1,831
WIA Adult	116
WIA Dislocated Worker	35
WIA Youth	39

contribution to the regional economy and job market via their own construction, oil and gas, agricultural and casino operations. The Southern Utes are currently building a very large new casino and conference campus, which is not only adding 400 - 600 construction jobs at present but will add a similar number of permanent jobs upon completion. While the Tribes utilize Native American preference in hiring, non-natives hold many jobs with both entities.

The education/health sector continues to be strong (13% of job market) and government maintains a noticeable presence in the region, largely due to Fort Lewis College, BLM and the U.S. Forest Service. Small businesses still make up over 90% of the local employers, with the majority found in the service sector and tied to the tourist industry. The trend of stagnant wages and rising housing costs has not changed noticeably in the past year.

The labor pool has grown only slightly (2%) in the past year across the region, with variations across counties. This slow growth in the labor pool may in part reflect in-migration of retirees. Unemployment is low so far in 2007, at



4.22% region-wide. The difference across counties is notable, with La Plata lowest at 2.5% and San Juan highest at 6.3% (as of April 2007, not seasonally adjusted).

There are no marked changes in the demographics of the labor pool. All counties are addressing issues related to desired diversification of the economy, and all are interested in more technical industry and an appropriately trained workforce for new industry. Due to the proximity of Montezuma and La Plata Counties to the other Four Corners states, especially New Mexico (including the Navajo Nation), the state "border" is porous for both labor and business.

The primary challenge faced in the region continues to be living wage employment for job seekers, made worse by the high cost of housing, especially in LaPlata and Archuleta Counties. The only mitigation of this issue has been a slight softening of the housing market. Businesses continue to resist paying living wages, especially in the employee-intense service sectors related to tourism throughout the region.

Partnerships

Service delivery has undergone a significant transformation during PY05 and PY06, with change in the region's leadership and a renewed commitment to seamless service delivery in each of the three workforce centers in the region. More collaboration between the Wegner-Peyser (state-run) and WIA (The Training Advantage) programs continues to improve customer service. The local Workforce Investment Board is very actively involved in staying current on local

workforce development issues, as is the Youth Council.

Youth Recruitment:

Recruitment of participants for the Youth program continues to be difficult, primarily due to the low income criteria required by WIA. In an attempt to address this issue, the SW region's Youth Council developed a project model that was funded through a Youth discretionary grant. The Council, made up of workforce center staff and representatives from



The Southwest Community Corps gives youth an opportunity to participate in conservation projects such as this one.

Southwest Conservation Corps, SWAP, the local regular and alternative high schools, and the SW Board of Cooperative Services, identified youth cultural competency and social/emotional learning as components to integrate to help make WIA Youth services more appealing and more relevant to youth. Those elements, in addition to engaging youth themselves in helping develop new recruitment strategies by using their own social networks, will be evaluated for effectiveness during PY07.

Service delivery has undergone a significant transformation in the Southwest Sub-region during PY05 and PY06, with change in the region's leadership and a renewed commitment to seamless service delivery in each of the three workforce centers.

New projects awarded in PY06 included the Fire & Weed Mitigation Training program and the Youth Leadership & Employment League (YELL) for out-of-school, WIA-eligible youth. The fire and weed mitigation training is an enhanced version of the Fire Careers Training conducted in PY04 and PY05, which was given a "Best Practice" award by CDLE.

Training Initiatives:

WIA programs continue to partner with the San Juan Technical College in Montezuma County, to provide training in nursing and mechanics. A partnership with the Regional Energy Training Center makes training available in the oil and gas industries, so prevalent in La Plata County and northern New Mexico, as well as supplying CDL training to meet the high local demand across industry sectors. Pueblo Community College - SW campus is another nursing training partner.

Community Partnerships:

Partnerships with the Region 9 Economic Development District and the Southwest Colorado Small Business Administration have been productive in preserving and "growing" jobs in the region, specifically through the SmallBizWorks project described



Southwest Subregion: Cortez Workforce Center Staff.

below. Coordinated efforts with the Cortez Unlimited Learning Center have improved relations with the local courts system and have allowed some individuals who have struggled with their education to improve their academic skill level and build their self-esteem.

Job Corps, Vocational Rehabilitation

and Parole utilize our offices on a regular basis to meet with their customers and share resources to increase job possibilities for these individuals. Department of Local Affairs has housed the Disability Program Navigator in the WFC as a resource for disability related questions/topics/concerns and to help individuals with disabilities who are seeking employment find the different supports and services in the area to help them obtain and/or maintain employment.

Talent Development

The region has successfully implemented 4 discretionary projects that reflect a direct response to employer and job seeker needs.

- The "SmallBizWorks" project was completed during PY06, and met the needs of 30 small businesses that were struggling, helping them to stabilize and preserve their employee base.
- The WorkKeys/Qwiz initiative has introduced testing and assessment products to assist employers in evaluating candidates for open positions and to give job seekers additional tools with which to demonstrate their skills and skill levels.
- The Community Corps project has given 14 and 15 year-old youth the opportunity to get work experience and participate in leadership activities through conservation service projects in their communities.

- The **Independent Learning Project** provides pre-GED instruction and workplace ethics training. GED lessons and instruction is provided to adult offenders utilizing PDA's.

New projects awarded in PY06 include the Fire & Weed Mitigation Training program and the Youth Leadership & Employment League (YELL) for out-of-school, WIA-eligible youth. An enhanced version of the Fire Careers Training conducted in PY04 and PY05, which was given a "Best Practice" award by CDLE.

The region's regular services continue to guide job seekers toward employment and training in the high demand industries of the region, such as oil and gas extraction, health care and hospitality, along with high demand auxiliary services such as truck driving.

Economic Transformation

The Southwest Region's workforce staff, WIB and Youth Council continued strong and collaborative efforts in PY06, identifying areas of need and working together to access



Southwest Subregion: Pagosa Springs Workforce Center Staff.



Southwest Subregion: Durango Workforce Center Staff.

resources to address those needs.

Workforce Investment Board:

- Conducted Board orientations/discussions in each community housing a workforce center
- Implemented industry reports at Board meetings to keep abreast of changes across the region's diverse economic sectors
- Continued active involvement with resource development through its Proposal Review Committee for discretionary spending
- Provided support in marketing and use of the WorkKeys/QWIZ project assessments

Youth Council:

- Continued advisory status for implementation of the Community Corps project to address the work experience needs of 14 and 15 year olds
- Developed and implemented



The Upper Arkansas Region partnered with Economic Development, local Chambers of Commerce, County Commissioners, and Pueblo Community College to provide customer service training to local business throughout the four counties. Forty-six participants took part in a multi-faceted training that covered all aspects of how to treat a customer.

the Youth Employment & Leadership League (YELL) project to address the on-going difficulties recruiting eligible youth for the Youth program.

Recognition:

In PY06, the Rocky Mountain Workforce Development Association recognized Cortez Employment Service Staff for their commitment to serving clients in the SW Region. The Public Employment Service Award for 2006 & 2007 was awarded to the Sub-region for extraordinary performance in Advancement of Meaningful Employment for Veterans.

UPPER ARKANSAS SUB-REGION

Sub-Regional Profile

The Upper Arkansas Region covers the counties of Fremont, Chaffee, Custer and Park. The Workforce Center system for the Upper Arkansas Region is operated by the Colorado Department of Labor and Employment. The Upper Arkansas Area Council of Governments (UAACOG) is the subcontractor for WIA training services. The Canon City and Salida offices are full service offices with full time hours. Satellite offices have been established in Buena Vista and Fairplay. Staff coverage is provided on a weekly basis to the Buena Vista office. The Fairplay office has a Resource Center with PC access to the internet for self registrations and referrals. While the Upper Arkansas Region continues to rely on tourism throughout all four counties, the region is realizing a more stable year round economy. The region continues to grow with more chains stores such as Office Depot and Hampton Inn

Hotels and Suites. We have also seen growth in the mining industry with coal and gypsum. We continue to have strong manufacturing, retail and the possibilities of growth from the expansion of soldiers at Fort Carson Mountain Post.

Partnerships

The Canon City office is relocated in a new facility built by the Upper Arkansas Area Council of Governments, the WIA subcontractor for this region. The collocation makes a variety of services more readily available to clients served by both organizations.

The Workforce Centers sponsor a series of Employer Roundtables through out the year. The topics for the roundtable presentations are driven by employer requests and informed presenters from various agencies provide the presentations.

The Upper Arkansas Workforce Sub-Region continues to be involved in community events such as local chamber meetings, business after hours, Fremont Economic Development Corp and various community organizations and events encompassing Fremont, Custer, Chaffee and Park Counties.



Upper Arkansas Workforce Center Staff



Upper Arkansas Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	7,992
Veterans Program	922
UI Claimants	1,950
WIA Adult	110
WIA Dislocated Worker	30
WIA Youth	44

Additionally, the Canon City Workforce Center partnered with Pueblo Community College to host a spring job fair in their community, held at PCC Fremont Campus, serving 440 job seekers and 35 employers. The Salida Workforce Center hosted the Chaffee County Job Fair at the Masonic Hall on Saturday, April 21, 2007 in Salida, a great location in the center of the county. There were 26 employers and 100 job seekers. The Salida Workforce Center received many favorable comments about the location, employers represented and the employers were very satisfied with the job seeker attendance.

Talent Development

The Upper Arkansas Region partnered with Economic Development, local Chambers of Commerce, County Commissioners, and Pueblo Community College to provide customer service training to local business throughout the four counties. Forty-six participants took part in a multi-faceted training that covered all aspects of how to treat a customer. The project was entitled, "Priority One – Making the Customers First So They Will Last".

The staff of the Upper Arkansas Region received the Colorado

Veterans' Program Distinguished Accomplishment Award, for the outstanding service they provided to the veteran job seekers in the Upper Arkansas Region.

Economic Transformation

Our Employer Relations Program focuses on providing services to targeted employers in our regions, and allows our staff to advance their knowledge in matters relating to the economic health of our region. Leadership is provided by the Employer Relations Program Manager who supports staff in achieving their Employer Relations production goals, improving effectiveness of time spent and aiding with the identification of local skill gaps and the forecasting of regional employment trends.

The Workforce Centers are a valuable resource to the community and play a key role in the economic health and growth of the region. In order to reach clients, we continually market our services through the Chamber of Commerce and Public Service Announcements.

WESTERN SUB-REGION

Sub-Regional Profile

The region is comprised of historic resort communities, world-recognized ski areas, and high producing mining and agricultural areas, and is made up of the six counties of Delta, Gunnison, Hinsdale, Montrose, San Miguel and Ouray. This region encompasses 9,569 square miles in the southwest part of Colorado and has an estimated population of 93,440 people. The Western Region population increased 1.8 % in 2004 which was higher than the statewide average of 1.4%. Montrose County, the largest



county in the region, accounted for 39.5% of the total region's population. Montrose County was the fastest growing area in 2003 with a population growth of 1.9 %. The Delta County population increased 1.6%, while Gunnison and Hinsdale Counties lost population from 2002 to 2003. The population of Ouray County increased 1.3% while San Miguel grew at a .5% rate.

Tourism, agriculture, and coal production are among the most important driving forces in the overall economy. According to the Colorado Department of Labor and Employment's Winter 2004 Job Vacancy Survey, the labor force in the Western and Southwest region grew at an average rate of 2% from 1998 to 2004, but the unemployment rate dropped from 6.9% to 5.7% for the same period. The seasonal nature of the Western Regional economy is evidenced by the increase in employment levels and labor force which historically peaks in the middle of the summer and declines before bottoming out in early winter.

Western Sub-Region Clients Served

Program	Number Served
Wagner-Peyser	8,167
Veterans Program	888
UI Claimants	2,304
WIA Adult	63
WIA Dislocated Worker	28
WIA Youth	70

The Western Region Workforce system consists of 3 full service centers located in Montrose, Delta, and Gunnison with a satellite office in Telluride. Offering comprehensive employment and

training services to both employers and job-seekers. The workforce centers work in collaboration with community and partnering agencies to serve the needs of employers, adults, and young people. Western Workforce Centers offer universal access to "core" services and intensive and training services to those individuals who need additional help finding a job or to upgrade skills for better employment.

Partnerships

The Western Colorado Workforce Centers continue to work on establishing relationships with local partnering agencies. Colorado Department of Labor and Employment is the operator and administrating agency for the Western Region and partners with The Training Advantage and Rocky Mountain SER to deliver Workforce Investment Act (WIA) Youth and Migrant Worker Job Training programs. These agencies are community based and are co-located in the Montrose and Delta Workforce Centers. The relationship between agencies has been very beneficial and has resulted in improved services for customers. Additional partners co-located in the workforce centers include Colorado Vocational Rehabilitation and Montrose School District's SWAP Program.

Service delivery in the region is focused on meeting the employment and training needs of both job-seekers and employers. The Western Region Workforce Centers experienced a significant increase in the number of job orders during the last program year. While there have been more jobs listed at the centers, the number of job-seekers has declined in each center primarily due to the availability of employment in the region. Employers



are starting to experience difficulty in filling their job openings. The Western Region Workforce Centers have started working with area employers to recruit and screen applicants utilizing web-based resources and in-house assessments like QWIZ and WorkKeys.

Talent Development

The Western Region’s Discretionary Grant project for Teen Mothers and Dads targeted ‘at risk’ populations in two of the local charter schools. The purpose of the grant was to assist students in achieving educational and employment success through a discovery process including:

- Career exploration and Key Train remediation
- Work Keys skills levels specific to career focus

- Work Readiness skills training
- 80 hr. internship in an occupational field of their interest
- Journaling and presentation at end of learning

Through the program 79% of all who participated in the Career Quest class completed their coursework successfully.

Economic Transformation

The Western Sub- Region was awarded the Colorado Performance Excellence (CPEX) High Plains Award for Continuous Improvement. The CPEX is a statewide non-profit dedicated to creating a culture of excellence through continuous improvement utilizing the Baldrige program principles.



The Western Region’s Discretionary Grant project for Teen Mothers and Dads targeted ‘at risk’ populations in two of the local charter schools. The purpose of the grant was to assist students in achieving educational and employment success through Career Quest, a curriculum including KeyTrain, an 80-hour internship, and leadership activities. 79% of participants completed their coursework successfully.



Jefferson County Workforce Center

The Jefferson County Workforce Center (JCWC), formerly Tri-County Workforce Center, serves a diverse and unique workforce ranging from urban and rural municipalities to thriving mountain communities.

REGIONAL PROFILE

Jefferson County is one of Colorado's most populous counties, located just minutes from downtown Denver. It is where the Great Plains meets the Rocky Mountains with some of the most magnificent scenery in the country. Situated on the western edge of metropolitan Denver, the Jefferson County Workforce Center (JCWC), formerly Tri-County Workforce Center, serves a diverse and unique workforce ranging from urban and rural municipalities to thriving mountain communities. Jefferson County is the largest of the three counties in the Tri-County Region, with a population of 535,837. Gilpin County supports a thriving gaming industry and has a population of 5,042. Clear Creek County, with a population of 9,130, is located only 40 minutes from downtown Denver and is a historical and recreational area.

Jefferson County

Jefferson County is one of the primary population centers in the State giving businesses the advantage of a large and highly skilled workforce. The county is home to a number of prominent industries, including bioscience, aerospace, and energy. Colorado ranks third in the nation for aerospace companies and Jefferson County is home to Lockheed Martin, the County's third largest employer. In December 2006, Lockheed Martin and the Boeing Company of Chicago established the United Launch Alliance of Denver, Colorado, that

combined the Delta and Atlas rocket programs each company. The alliance provides world-class space-launch services for the U.S. government at a lower cost by combining the two companies' assets, including mission management and support, engineering, vehicle production, test and launch operations, and the expertise of the alliance's 4,000 employees.



In addition, Lockheed Martin won a bid for the Crew Exploration Vehicle (CEV) project with NASA that is bringing 600 new engineering jobs to Jefferson County. To meet the aggressive timeline for building the CEV, Lockheed Martin is using discretionary funds provided from the Colorado Department of Labor and Employment through the Workforce Center to train up to 90 employees in various software applications. The training is expected to be complete by December 2007.

Jefferson County has also experienced an explosion in energy employment in the last five years, making it home to one-third of the energy-related workforce in the Denver metro area. The Jefferson Board of County Commissioners and the Jefferson Economic Council created the Energizing Tomorrow Task Force comprised of numerous locally based

renewable energy companies, traditional energy company representatives, and business and political leaders. The task force's goal is to foster economic growth in the energy sector.

Clear Creek County

For more than one year, the Henderson Mine in Empire (Clear Creek County) had been one of two finalists to be the site of the Deep Underground Science and Engineering Laboratory to be funded by the National Science Foundation. In July 2007, the project was awarded to the Homestake Mine in Lead, South Dakota. Most jobs in Clear Creek County are with the tourism sector and the towns of Georgetown and Silver Plume combine to form a National Historic Landmark District, the highest classification bestowed on a historic community.

Gilpin County

By early 2008, the Ameristar Casino will have one of the largest hotels in Colorado, a 33-story, 536-room facility in Black Hawk. This hotel is expected to bring more tourists to the area and was the impetus for the adjacent towns of Black Hawk and Central City, once fierce rivals for gaming businesses, to pool their economic development funds to create more tourism interest.

Moving in a New Direction

On July 1, 2006, the workforce region underwent a name change to better reflect the populations served. Tri-County Workforce Center became the Jefferson County Workforce Center (JCWC) serving the Tri-County Region. The mountain center names changed to Gilpin County Workforce Center and Clear Creek County

Workforce Center, respectively. Following the name change was the debut of a new website, www.jeffcoworkforce.org, which provides more tools and information to better serve job seekers and employers alike. JCWC also adopted a theme of "Moving in a New Direction" which showcases not only that the Center's services are being moved to a new location, but also to demonstrate the innovative techniques used to drive the workforce system in a new direction.



Jefferson County Workforce Center located at the base of the Rocky Mountains in Golden, Colorado

In mid August, the Jefferson County Workforce Center relocated to the new Laramie Building in Golden on the Jefferson County campus, an 85,000 square foot structure that also houses Colorado Works Career and Family Services, Vocational Rehabilitation, Long Term Care, Justice Services, Child Support Enforcement, and Human Resources, allowing customers to access a wide variety of services in one convenient location. The new facility includes three training rooms and an assessment lab that is used for computer literacy training, incumbent worker training, customized training, ABE, GED, tutorials, as well as assessments for career decision making. The assessment lab hosts twelve computers, complete with WorkKeys, KeyTrain, QWIZ, Choices and other training or assessment programs.

To meet the aggressive timeline for building the CEV, Lockheed Martin is using discretionary funds provided from the Colorado Department of Labor & Employment through the Workforce Center to train up to 90 employees in various software applications.

The new Golden facility includes three training rooms and an assessment lab that is used for computer literacy training, incumbent worker training, customized training, ABE, GED, tutorials, as well as assessments for career decision making.

Career Pathways Model

The one-stop career system in the Tri-County Region has largely depended upon job seekers being self-directed in their job search efforts. In 2007, Jefferson County Workforce Center initiated a demonstration project to develop and implement a sustainable model ensuring all citizens have access to career pathways activities. The project's three components, worker and partner career development credentialing, performance measurement and continuous improvement, and an enhanced level of services, are being delivered through the Region's three workforce centers, a network of community-based organizations specializing in services to special populations, and four Community Learning Centers provided by Red Rocks Community College.



Customers are able to access the web-based, community based and on-site workplace literacy and remediation systems. In addition, the Region increased the number and range of on-site classes focused on computer proficiency, literacy and numeracy skills for targeted industries. Another innovation of this project is the establishment of an internal certification program that combines the Global Career Development Facilitation (GCDF) certification and National Association of Workforce Development Professionals (NAWDP) certification. The Workforce Center Training Administrator is a certified GCDF trainer, thus enabling the region to provide consistent, high quality

training to staff and partners at all levels resulting in greater efficiency and economy. In 2007, twenty designated workforce center staff and 4 community partners received GCDF training.

PARTNERSHIPS

The Tri-County Workforce Region has as its vision to be the leader in developing and promoting strategic partnerships so as to contribute to a model workforce and a vital community. Jefferson County Workforce Center staff work diligently to strengthen the economic development of the community through expanded partnerships with other organizations, major employers, and educational institutions. The ultimate benefit of these efforts is to keep the community economically competitive with any place in the world.

Exemplary Initiative: Process Technology

Now in its third year, the Process Technology Program at Red Rocks Community College (RRCC) is training students to monitor and control mechanical, physical, and/or chemical changes through many processes to produce a final product made from raw materials. The Workforce Center designated a staff person to work directly with RRCC instructors to target customers for referral into the Process Tech program. The staff visited participating high schools' process tech programs to distribute information to seniors and to encourage high school graduation. Four high schools are now offering Process Technology courses and 238 students enrolled for the spring 2007 semester.



WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	101%	Entered Employment	102%
Employment/Credential	86%	Employment/Credential	88%
6 Month Retention	103%	6 Month Retention	96%
6 Month Earnings Change	123%	6 Month Earnings Change	119%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	95%	Diploma	109%
Employment/Credential	83%	Skill Attainment	102%
6 Month Retention	104%	6 Month Retention	103%
6 Month Earnings Change	93%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	89%
Satisfaction - Job Seekers	99%

Red Rocks Community College successfully raised \$150,000, of which \$10,000 was provided by Jefferson County Workforce Center, to purchase a mobile recruitment center that is outfitted with equipment replicas from industry and to display streaming video describing process technology careers in oil and gas, power, water treatment and food and beverage. The mobile recruitment center will be used at career fairs, high schools and workforce centers to promote career options. In addition, Red Rocks Community College was among 10 organizations/agencies that received JumpStart funds in January 2007 from the Denver Metro Workforce Innovations for Economic Development (WIRED) grant for the purpose of assisting industry and education partners in building and sustaining a pipeline of job-ready process and maintenance technicians for the energy sector. The Workforce Center is one of the many partners supporting the College in meeting the goals of the grant.

Coors Brewing Company - Incumbent Worker Training

In 2006, WIA 25% Enhanced Dislocated Worker funds and WIA 10% Adult funds were leveraged to support a partnership with Coors Brewing Company and RRCC in the creation of several process technology courses. The Multi-Craft Technician course provides technicians with the ability to identify and resolve both mechanical and electrical problems. With the success of this pilot project, Coors wants to replicate this endeavor at its Shenandoah plant in Virginia.

Independent Living Skills for Youth

The Jefferson County Workforce Center's YouthWorks program, Jefferson County Human Services Division of Children, Youth, and Families, and The ROAD Youth Drop-In Center collaborated to conduct formal life skills assessments and teach independent living classes for youth, train facilitators, and create an instructional Toolkit. Jeffco's Independent Living Skills project received the 2007 Promising Workforce Development Practice for Youth award from the State Youth Council.

Jeffco's Independent Living Skills project received the 2007 Promising Workforce Development Practice for Youth award from the State Youth Council at the 2007 Statewide Think Big Youth Forum.



Jefferson County Workforce Center's new building located in Golden, Colorado.

Job Safari

Jeffco YouthWorks, Jeffco Schools, Youth Council members, and the Explorers "Learning For Life" program collaborated to host the "Job Safari" career summer camp. This eight-week summer camp provides opportunities for youth with disabilities to learn about, explore and experience first hand seven targeted career industries through interactive site visits and company tours. Based on the success of this first year, this camp is now an annual event.

Literacy Project

For more than two years, Jefferson County Workforce Center has been collaborating with the Literacy Coalition of Jefferson County on developing a comprehensive strategy to help low-skill, low-literacy, and low-wage workers transition into education, training, or employment through assessments and intensive job search assistance. With universal access as a goal, several initiatives or activities emerged from the Literacy Project and have evolved into sustainable programs within Jefferson County Workforce Center or its partner agencies.

The Literacy Project provided funding for a part-time employee at Red Rocks Community College assigned to coordinate literacy initiatives with the First Judicial District and the Jefferson

County Detention Facility. This person was also responsible for developing the curriculum and project plan. This initiative, called Gateway, is a seven-week series of courses designed to reduce recidivism and provide positive outcomes for individuals involved with the criminal justice system in Jefferson County. This program addresses professional, educational and social goals in an innovative and structured academic environment. This self-sustaining program is now serving customers from throughout the metro area.

Literacy Project dollars provided tuition assistance for 32 teaching professionals to receive the required certification to meet the No Child Left Behind legislation mandate. Instructors who received the ABE/GED certification were able to refer their students to career services and training services available at the Workforce Center. Many of these same teachers are providing GED preparation services to students at various sites, including McLain Community High School and Jefferson Hills Residential Treatment Center.

TALENT DEVELOPMENT

Jefferson County Workforce Center continues to target a universal population of job seekers as well as serve the needs of special populations including veterans, both short and long-term unemployed workers, those who are under-employed, job seekers with criminal backgrounds, and job seekers with disabilities. The Region served nearly 28,000 job seekers in the last year, a decrease from 2005 that can be attributed to the growing economy and a decrease in the unemployment

rate from 4.4% to 3.8%. Additionally, the Center helped nearly 12,000 job seekers find employment and referred more than 3,200 veterans to employment opportunities within the past year.

50+ Program

Jefferson County was one of three partners of the 50+ and Fabulous grant awarded by the Colorado Office of Workforce Development. The other two partners were Adams Workforce Center and Arapahoe Douglas Works! The primary objectives of this grant were to assist mature workers in the Denver metro area in obtaining gainful employment by identifying age-related barriers, develop strategies to address those issues, provide training opportunities for skills currently needed by employers, and provide access to a wider range of existing resources to assist in meeting their needs.

Funds from the grant were used for a variety of activities, including three individual hiring events hosted by each partner. Jefferson County Workforce Center's 50+ and Fabulous Job Fair, held March 14, 2007, was the last and largest of the fairs with more than 90 employers participating and approximately 2,200 mature job seekers in attendance. Employers conducted on-site interviews and job seekers could choose to attend any of the four employment workshops.

To further support the mature job seeker, Jefferson County Workforce Center established a special orientation program and designated a resource area and computer in the Career Center for this population. As a result, more than 200 people aged 50 and over were enrolled in the



Jeffco's 50+ and Fabulous Job Fair

Workforce Investment Act program, and 68 of these received skills upgrade training to enhance their employability.

Job Club/UI Reemployment Services

For more than three years, Jefferson County Workforce Center utilized an Unemployment Insurance (UI) Re-employment grant to provide individualized and small group assistance to targeted unemployment insurance claimants that were facing a more difficult time in finding re-employment. The major activity for this grant was the formation of a Job Club that served as a networking group to provide emotional support, job leads, speakers, and job search guidance at weekly meetings. Of the people participating in the program, seventy percent had found employment before the grant ended in June 2007.

Services to Ex-Offenders

When ex-offenders are employed, they are 66% less likely to return to prison. With that fact in mind, JCWC staff conducted numerous outreach activities to more than 300 inmates to provide an overview of workforce center services and intensive services for ex-offenders. Information

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materials created specifically for the ex-offender include a brochure outlining vital records and resources, an orientation video, website pages, and two different workshops, “Get a Job” and “Overcoming Employment Barriers” that are delivered at the Jefferson County Jail, through the Gateway program, and at the Workforce Center. Other outreach sites are probation centers, a federal prison, and the John Enman Center. Workforce center staff received training regarding the special needs of ex-offenders and coaching was provided to case managers and counselors.

WorkKeys Certification

Jefferson County Workforce Center has taken strides to create a skilled workforce to meet current and future business needs. The Workforce Center established a WorkKeys certificate program that certifies for job seekers their level of competency in three of the nine skills areas. These gold, silver, and bronze certificates aid business in identifying those recruits who most match the skill level needed for a particular job.

Among those benefiting from the Workkeys program were participants in the Life Skills class for the Colorado Works enrollees. The class offered instruction and assistance with job readiness, career assessment and literacy skills, including KeyTrain and WorkKeys. Participants were awarded WorkKeys certificates for job seeker certification for the successful completion of the program.

Clear Creek And Gilpin County

Workforce Centers

The Mountain Centers leveraged two

funding initiatives, the Career Start grant and the Literacy Project, to provide services for Gilpin and Clear Creek counties related to career exploration, GED preparation and experiential learning. Funds from the Career Start grant were used to purchase computers at the Gilpin County Cooperative Extension Office to increase accessibility to the CHOICES program and other career development resources. The local high school now offers a set of career courses for 9th through 11th grade students and is taught by the director for the Extension Office. The Literacy Project provided funding for the purchase of two laptop computers and various software programs to enable the Gilpin County Library to offer GED preparation. A career resource center is now fully operational at the library and designated staff has been trained on the educational resources. In response to local need, Career Start funds sponsored lifeguard and swim instructor training for recreation centers in both counties.

Jeffco YouthWorks and the Youth Council

Jefferson County Workforce Center’s youth program, Jeffco YouthWorks, along with the Youth Council, has created a performance-driven system that meets the demands of high-risk youth and the universal population. Their strategy is to increase accessibility to workforce development services and to improve coordination between organizations serving the target population.

Jeffco YouthWorks and the Youth Council focused on transition planning related to helping youth successfully transition to independent living, post-





Kevin Ashcraft, Career Center Coordinator, provides job seekers with assistance in the Jefferson County Resource Center.

secondary education and career pathways. In addition, the region is developing sustainable approaches to address the unique needs of youth transitioning from the foster care system, Jefferson Hills Residential Treatment Center, Rite of Passage and Collbran Job Corps Center. Similar efforts are being established with Lookout Mountain Youth Services Center, Jeffco Transition Services, and Division of Vocational Rehabilitation. Strategies include staff certification training, on-site services, and activities supported with leveraged funding.

Youth Job Fair

More than 1200 youth, 67 employers, and 36 community partners and educational agencies participated in the annual Jefferson County Youth Job Fair held March 7, 2007. The event is one of the largest youth fairs in the State and attracts several television news affiliates that conduct interviews and live shots in their morning and afternoon broadcasts. The Career Expo, held in conjunction with the job fair, featured several apprenticeship programs, employers and educational partners including the United States Geological Survey (USGS), Process Technology (Red Rocks Community

College), Exempla Lutheran Medical Center, City of Golden Fire and Rescue, Rocky Mountain Asphalt Education Center and National Renewable Energy Laboratory (NREL). Standley Lake High School DECA initiated a partnership with Jeffco YouthWorks to plan, organize, implement and evaluate the annual Youth Job Fair for Jefferson County youth and young adults. With funding from the Governor’s Summer Job Hunt program, Workforce Center staff collaborated with Youth Council members, Colorado Department of Labor & Employment, First Judicial District Juvenile Probation, Jefferson School District and six youth to help plan, organize, recruit, and work the event.

Youth Budgeting Class

In conjunction with the Young Americans Center for Financial Education and Jeffco Transition Services, the Jefferson County Workforce Center sponsored and piloted a “Budgeting 101” class for students with moderate to severe developmental disabilities. Twelve students successfully completed the class. This curriculum was developed in response to community need and will continue to be offered.

Venturing Program

The Youth Council and Boy Scouts of America have implemented a Venturing Program for Chafee and other interested youth. A local Kiwanis Club and The ROAD Youth Drop In Center were instrumental in the development of this pilot project and Jeffco YouthWorks participated. Thirteen youth engaged in challenging team-building activities that teach communication and responsibility. One youth was recruited by the Boy

More than 1200 youth, 67 employers, and 36 community partners and educational agencies participated in the annual Jefferson County Youth Job Fair held March 7, 2007.



HMSHost at Colorado Mills held a customized hiring event at their location. Amanda Miller, a payroll specialist for HMSHost said, "Jeffco Workforce Center provided us with several good candidates for our food and beverage openings. The ladies who came out to assist with the fair were very friendly, helpful, and provided us with the pre-screening that we needed to avoid becoming overwhelmed with candidates who would not qualify for our open positions. This service was greatly appreciated

Scouts to return in 2007 as an instructor.

Electrician Workshops

Workforce funds were used to develop curriculum for a short-term intensive electrician workshop conducted at Marvin Foote Youth Services Center (MFYSC), operated by the Colorado Division of Youth Corrections (DYC). Developing safety procedures for using tools and electrical hardware in a correctional facility was a major focus of this effort. The training materials, curriculum and safety procedures are easily portable so the workshop can be conducted at other DYC facilities. The project was a collaborative effort between Red Rocks Community College, Jefferson County Workforce Center and DYC.

ECONOMIC TRANSFORMATION

Dedication To A Demand-Driven System

Over the past year, the Business Services team worked with nearly 700 businesses in the Jefferson County area. Among those are LaFarge, Coors, Coors-Tek, Exempla Lutheran Medical Center, Jefferson County, Sundyne, Aggregate Industries, Ameristar Casino, Isle of Capri Casino, Xcel Energy, Black Hills Corporation, First Bank, City of Arvada, City of Golden. New and existing business customers in many industries have increased the numbers of job orders, and the search for talent has become more aggressive. More than 6100 job openings were listed with Jefferson County Workforce Center.

The Business Services team responded to this need by developing a more consultative service model to include a

business needs assessment and delivery of various recruitment tools and other human resource services as the need is identified. This model requires revenue, and businesses have readily responded with more than twelve customized hiring events, including Exempla Lutheran Medical Center, Aggregate Industries, Home Depot, and King Soopers.

Relationships with businesses within the Tri-County Region's four targeted industries (Bio-Science, Manufacturing, Hospitality and Energy) are steadily growing and expanding in scope. Focus groups with representatives from each of the industries were conducted in December 2006 and January 2007. The goals of the meetings were to learn more about each industry, uncover any gaps and needs, and understand how Jefferson County Workforce Center can better serve business customers. Many of the industry representatives have agreed to serve on advisory groups to further guide the work of the Business Services team.

Nine of the largest casinos in Gilpin County agreed to participate in the second annual Casino Job Fair in May 2007 with more than 350 job seekers attending. On the morning of the event, 9News, a NBC affiliate, conducted a live interview with the Workforce Center director regarding available careers in the gaming industry. Various ads and news articles were published in local and regional newspapers as well.

To further support business services, negotiations took place with staffing agencies about seamless delivery of



services to career transitioners and businesses. To date, Memorandums of Understanding have been signed with AeroTek, which is currently on site two days per week, and with Manpower which plans to be onsite fall 2007. With other agencies interested in this collaborative model, the program is likely to expand in the next year.

Testimonials

Alison Bodor, Human Resources Generalist for Aggregate Industries, has this to say about Jefferson County Workforce Center's business services: "We recently partnered with the Jeffco Workforce center to fill several key positions. We found the center to be responsive, creative and timely with their approach to helping us. Not only did we fill multiple key roles through the interview day at the workforce center, those candidates have proved to be quality employees interested in growing with our company. We look forward to partnering with the workforce center on staffing initiatives in the future."

Another employer had this to say about the services provided to their company. "Jefferson County Workforce has contributed to the TWG Innovative Solutions' recruitment efforts with unparalleled results. The business services coordinator, Larry Brown and his team in February 2007 helped us organize a job fair. This job fair helped the company to fill many of the openings in our Home Warranty department. Jefferson County Workforce is one of the first organizations we call when we need help with recruitment. We know that they will do whatever it takes to get the most qualified candidates for the

positions that we offer. Thanks." Michel Jenning, Recruiting Coordinator, The Warranty Group

Partnership with Jefferson Economic Council

Committed to the economic vitality of Jefferson County, the Business Services team formed numerous alliances with community economic development organizations. For more than fifty years Jefferson Economic Council (JEC) has concentrated on creating, expanding, and retaining high-paying primary jobs that fuel the economic health and vitality of the community. The Workforce Center has partnered with JEC on a number of outreach efforts including the publication of the Workforce Development Resource Guide, participation in the Energizing Tomorrow Task Force, and sponsorships of several JEC business events, including the Economic Forecast Breakfast, the Industry Appreciation Awards, and the Broker Real Estate Crawl.



Small Business Development

The Jefferson County Business Resource Center (JCBRC), now in its second year of operation, provides access to resources and comprehensive services at no cost or low cost for start-up businesses and established businesses in the county. As one of the founding partner organizations, the Workforce Center continues to support JCBRC through sponsorship of their education luncheon series.

The Workforce Center has partnered with JEC on a number of outreach efforts including the publication of the Workforce Development Resource Guide, participation in the Energizing Tomorrow Task Force, and sponsorships of several JEC business events, including the Economic Forecast Breakfast, the Industry Appreciation Awards, and the Broker Real Estate Crawl.

Workforce Development Month

Jefferson County Workforce Center participated in Workforce Development Month through a series of events in September 2006. These events included an open house celebration at their new location; sponsorship of two chamber of

commerce luncheons; and co-hosting a small business forum with the Jefferson County Business Resource Center. In addition, Jeffco helped staff the annual Colorado Department of Labor and Employment E3 Job Fair held October 3.

The screenshot shows the Jefferson County Workforce Center website. The header includes the logo and the tagline "Moving Today's Workforce in a New Direction...". Navigation tabs are labeled: Home, Business Services, For Job Seekers, What's New, Additional Resources, and About Us. The main content area is divided into several sections:

- Business Services:** A section with a star icon and text: "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." It includes links for "Hire your next employee >>" and "Get assistance, hire or assist staff >>".
- Job Seekers Over 21:** A section with text: "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." It includes a link for "Under 21?".
- Hot Jobs:** A list of job openings with details such as job ID, title, location, and salary. Examples include: "CO5230988 Administrative Specialist Arvada \$2485-3562/Mo", "CO5240006 Human Resources Assistant Golden \$12-13/Hr", "CO5240051 Help Desk/Call Center Littlewood \$14/gotable", and "CO5240528 Concrete Formsetters/Finishers Golden \$14+/Hr". A link "Learn more about these jobs >>" is provided.
- Upcoming Events for Businesses:** A section listing events like "Bio-Science Industry Forum | Tuesday, September 25 7:30am - 10:00am" and "Manufacturing Industry Forum | Friday, September 29 7:30am - 11:30am". A link "Click here to see all events" is included.
- Businesses Seeking:** A section with contact information: "Main location: Lawrence Building, 3705 Diverse Street, Golden, CO 80401, TEL: 303-477-5700, Fax: 303-477-1100".



Employment Services of Weld County

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 2006 it had an estimated population of 236,857. The county has continued to see a steady growth in its population and in the ten year period from 1996 to 2006 Weld County experienced a 51.7% increase. The county's economy continues to be a diverse mix of agriculture, advanced technology, manufacturing and service firms. Weld County continues to be the leading producer of cattle, grains and sugar beets in the state, the leading agricultural products seller in the state, and the fifth largest producing county 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 2006 and it is anticipated that we will continue to

experience growth throughout 2007 and 2008. The unemployment rate in the county experienced a high of 5.5% in January 2006 with varying fluctuations throughout the year ending in a 4.1% rate in June 2007. The number of individuals employed in the county continued to improve and showed a 4.1% increase from December 2005 to June 2007, and job growth is anticipated to continue to be steady.

The following chart identifies the demographics of the customers served in the workforce center during the period of July 1, 2006 – June 30, 2007. A review of data captured for this twelve month period shows there has been a 4.8% increase in the total number of active job seekers compared to the similar period last year. On average, the percentage of increase in individuals was seen across all segments of customers served.

Demographics of Clients Served

Total Job Seekers	Total Job Seekers	Employed	Unemployed	UI Eligible Claimant	Hispanic	Non-Hispanic
Total Active Job Seekers	19,339	3,834	15,505	5,856	9,096	10,243
Veterans & Eligible Persons	1,316	290	1,026	653	232	1,084
Male	10,639	2,155	8,484	3,191	5,000	5,639
Female	8,700	1,679	7,021	2,665	4,096	4,604
Youth	1,560	91	1,469	7	834	726
Adult 18 and over	17,779	3,743	14,036	5,849	8,262	9,517
18-44	13,004	2,826	10,178	3,522	6,742	6,262
45-54	3,278	643	2,635	1,528	1,109	2,169
55 and over	1,497	274	1,223	799	411	1086
Received Staff Assisted Services	19,339	3,834	15,505	5,856	9,096	10,243



Employment Services

continues to be a customer-focused system providing customer choice and a place where customers are able to choose how and where to get the information, assessments, education, and training to best meet their needs.

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 department of the Weld County Division of Human 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 is 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 2006 were:

- WIA/Wagner Peysner programs and discretionary grants
- Weld County Youth Conservation Corps/AmeriCorps
- Colorado Works (TANF)
- Employment First
- Disability Program Navigator
- Governor's Summer Job Hunt Program

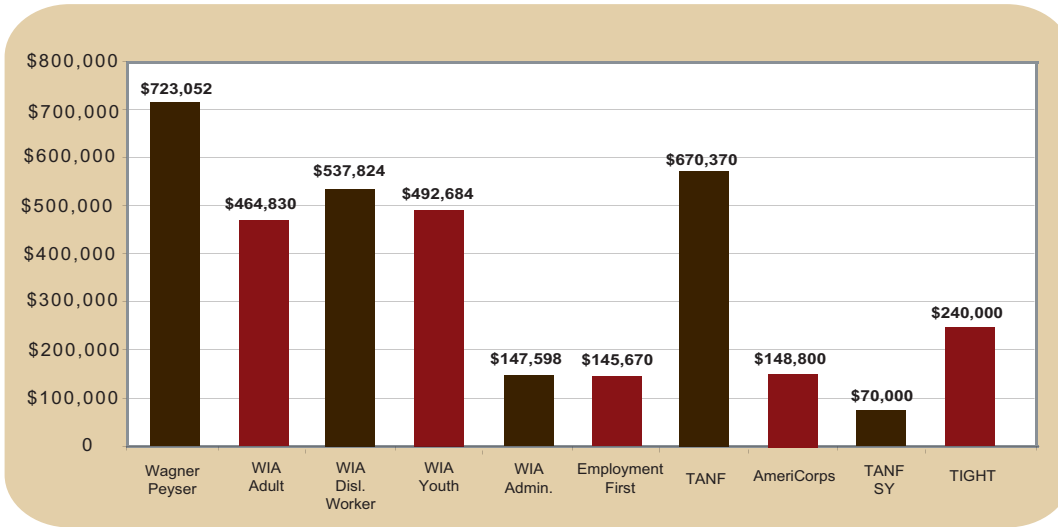
- TANF Summer Youth Program
- Return Unemployment Insurance to Employment Program
- TIGHT Youth Corps
- Youth Transitions Grant
- Pillars for Successful Independence Program

Employment Services continues to be a customer-focused system providing customer choice and a place where customers are able to choose how and where to get the information, assessments, education, and training to 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 population growth in the southern part of Weld County requires additional emphasis and resources devoted to serving this population needs. Employment Services moved into a new building in Ft. Lupton in the fall of 2006 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.

Private sector involvement continues to be a major emphasis in the design

Program Year 2006 Funding



and delivery of employment and training services available through Employment Services of Weld County. The Workforce Development Board, through its various planning committees, and Employment Services, continues to emphasize quality in employment and training activities and programs.

A goal of the Weld County Workforce Development Board and Employment Services is to deliver quality services, which assist individuals in gaining the skills necessary to obtain and maintain a job that 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.

PARTNERSHIPS

Human Services Collaborations

Employment Services of Weld County has developed a close collaborative relationship with the Weld County

Department of Social Services. In addition to operating the TANF work component and Employment First programs for Social Service, 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 recognized as Promising Practices at the PY 2006 Think Big Youth Conference and received monetary awards.

Transportation Initiatives

To address transportation needs, the recruitment for individuals to be trained in truck driving has continued to be a priority, and the task-force developed by the Weld County Workforce Development Board has continued to meet to discuss means to identify additional strategies to meet the needs of employers. The Weld County Workforce Development

The population growth in the southern part of Weld County requires additional emphasis and resources devoted to serving this population needs. Employment Services moved into a new building in Ft. Lupton in the fall of 2006 and this has increased the access to services for customers in this area.

Supporting small businesses continues to be a priority for Weld County. Employment Services continues to coordinate with Upstate Colorado Economic Development to provide labor market information and other services as businesses identify a workforce need.

WIA Performance PY06

ADULT		DISLOCATED WORKER	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	99%	Entered Employment	102%
Employment/Credential	104%	Employment/Credential	101%
6 Month Retention	101%	6 Month Retention	100%
6 Month Earnings Change	107%	6 Month Earnings Change	88%

OLDER YOUTH		YOUNGER YOUTH	
Standard	Percent of Goal	Standard	Percent of Goal
Entered Employment	119%	Diploma	105%
Employment/Credential	105%	Skill Attainment	106%
6 Month Retention	100%	6 Month Retention	112%
6 Month Earnings Change	178%		

CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Employers	93%
Satisfaction - Job Seekers	102%

Board's Transportation Taskforce initiative continues to meet to develop and implement strategies for 2007-2008. A link for Professional Drivers has been added to the Employment Services web site and will be actively marketed in the upcoming year to encourage professional drivers to apply for positions with listing employers. This site will also be used to provide occupation and resource information for future truck drivers.

Training for limited English speakers to become CDL certified was developed over two years ago and continues to be offered as an alternative for employers. The second Professional Drivers Expo is planned for September 2007 to provide a venue 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.

Rockies Workforce Energy Coalition

Employment Services continues to

partner with the Rockies Workforce Energy Coalition. This coalition 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 will result in increased training and employment opportunities for job seekers, as well as increase 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.



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.

In addition to the collaborative partnerships with agencies providing services to small businesses, we have developed marketing efforts specifically designed to reach the small business owner. This includes a quarterly newsletter made available to business owners through the various Chambers of Commerce throughout the county. This newsletter addresses workforce information that may be of interest to the employers. Strategic linkages were formed with the City of Greeley Economic Development office as well as the Greeley Area Chamber of Commerce.

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.

TALENT DEVELOPMENT

The following outlines a few of Employment Services of Weld County's innovative projects designed to increase the training opportunities

for customers and to develop the talent needed by local employers.

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 will focus on increasing the developmental assets of the youth, which includes such things as refusal skills training, sexual abstinence, increasing social skills, increasing 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 Department of Social Services and will also be considered for participation in WIA youth programs and associated activities.

Gee Whiz Health Camp

For PY 2006, Employment Services of Weld County and Aims Community College, in collaboration with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), Bonell Good Samaritan Center and Medline continue to offer the Gee Whiz Health Camps. These camps introduce younger youth to various



Gee Whiz Health Camp youth participants.

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Services

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Gee Whiz Health
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youth ages 16-21
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occupations and the
types of working
environments
utilizing a “see,
touch, experience
and share” format.
The Gee Whiz Health
Camp was
recognized as a
Promising Practice
at the 2006 Think Big
Youth Conference.

health occupations. Through the operation of a variety of camps, the program is designed 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. Camp opportunities were expanded and are now offered in the Greeley and Ft Lupton areas. The Gee Whiz Health Camp was recognized as a Promising Practice at the 2006 Think Big Youth Conference.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services; Aims Community College; North Colorado Medical Center; University of Northern Colorado; Bonell Good Samaritan Center; and Medline. Funding for the project came from Temporary Assistance for Needy Families (TANF) and Aims Community College funds. Each entity covered various costs of the Camp.

Multi-disciplinary Youth Assessment Team (MYAT)

MYAT is a collaborative effort involving Weld County Department of Social Services, Island Grove Regional Treatment Center, North Range Behavioral Health, Weld County Employment Services, Weld County Health Department, Weld County Juvenile Probation, Greeley/Evans School District 6, Centennial BOCES, St. Vrain School District and Life Bridge Church.

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 outcomes include:

- MYAT exceeded its service goal of 940 by providing referrals, support and follow-up services to 968 families
- 98% of youth receiving case management services have continued to reside at home or in kinship care, exceeding the target goal of 91%
- 8% of cases were terminated due to youth penetrating the juvenile justice system by the end of the 2006-2007 fiscal year, lower than the anticipated number of 14%
- 76% of families who successfully completed the program and responded to follow-up data collection efforts report they continue to utilize recommended community services

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.

TANF Summer Youth Employment

The TANF Summer Youth Employment Program targets economically disadvantaged youth, 14-15 years of age, from Temporary



TANF Summer Youth Employment Program participants.

Assistance for Needy Family participants, families on Medicaid, families receiving food stamps, and foster children. It 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 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 2006, 58 youth were placed at employment sites throughout the county. Of the total participants in Summer Youth Employment, 47 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. One hundred percent (100%) of the youth maintained their functioning grade level and 74% (40) increased their functioning grade level in reading or math by a grade level or more. Bonus monies were awarded to youth who participated in life skills enhancement workshops each week. Eight life skills workshops were offered and included topics such as Money Management, Rethink Anger Management/Conflict Resolution, Abstinence Training/Pregnancy Prevention, Dropout Prevention, Drug & Alcohol Prevention, and STD Awareness. There was a total of 36 youth who attended at least one workshop.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services (TANF); the Weld County Health Department; and numerous public locations throughout the County.

Improving Transition Outcomes for Youth with Disabilities

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

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. MYAT exceeded its service goal of 940 by providing referrals, support and follow-up services to 968 families

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.

plan, a resource mapping was completed with partner agencies, school districts, BOCES, Aims Community College, and UNC. 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.

The information gathered illustrated that there were opportunities that could be explored to better align services. These included the need for developing cross training opportunities throughout the various agencies, developing uniform interagency and community practices, improving collaboration with other school's programs, and providing for staff development programs/activities for all transition programs.

E-Colorado is being used as a tool to help in this area as a means to identify, maintain and distribute information regarding the various transition components and their related goals. We are continuing to explore the potential for all parties involved with youth in transition services to register, communicate on-line, and update information through this portal. Additionally, establishing a link for definitions, youth portfolios, and program/service newsletters is being considered.

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. Successful outcomes include:



TIGHT Youth Corp Rafting Trip.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services Youth in Conflict Program; Probation, 19th Judicial District; Island Grove Regional Treatment Center; and

TIGHT Corps Highlights

70% successfully completed/graduated from the TIGHT Program and did not require entry into a TRCCF out of the home placement at time of graduation.

30% of the youth did not successfully complete/graduate from the TIGHT Program and required more restrictive placements, however, as a result of their involvement with the TIGHT Program placement was delayed by an average of approximately 3 months and therefore saved the County approximately \$180,000.

79% of those completing the program and not eligible to obtain their GED or diploma, either returned to school, were continuing their expulsion status, or continued with their probation and did not require more restrictive placement at time of their completion/graduation of the TIGHT program.

100% of the youth involved in the program demonstrated significant grade level improvement and participated in community projects, allowing them to make reparations to the community and allowing them to develop pro-social relationships

24% of youth successfully terminated probation.

84% of the youth have not had their probation revoked. (a 10% decrease in revocations when compared to the general population of Weld County youth who are on probation and who have been revoked.)

Individual and Group Therapy Services (IGTS).

Return Unemployment Insurance to Employment (RUITE)

This project continued to be geared towards providing focused labor exchange and intensive marketing skills services to Unemployment Insurance claimants. Unemployment Insurance (UI) participants/recipients seeking assistance through Weld County Employment Services are provided job readiness services to accelerate their return to the labor force. Additional time and resources are made available to staff assisting UI claimants who are not enrolled in WIA, or other subsidized programs, to ensure they receive core and intensive services offered through typical subsidized programs. Partners in this project include: Employment Services of Weld County; the Workforce Investment Act; and Weld community based agencies.

In its 3rd year of implementation, RUITE served a total of 244

participants. Recruitment, Intake, Services and Follow-up were the 4 stages of design that made up the program's delivery system. A variety of recruitment practices allowed staff to identify potential customers for enrollment. The program identified goals for a variety of services. The program met and exceeded the goals for providing customers with marketing skills classes, file search services, follow-up services as well as other staff assisted services.

Placements were tracked through various means which included: phone contact, mail correspondence, wage screen verification, and automated reporting through wage records. This year staff exceeded planned placement goals for the program; 49.8% of the participants that terminated found employment within the first quarter after exiting.

Disability Program Navigator

The Colorado Disability Program Navigator position is designed as a referral resource for customers of the



Employment Services is in partnership with Upstate Colorado Economic Development, Northern Colorado Economic Development, the cities of Ft Collins, Loveland, and Greeley, the Colorado Office of Workforce Development, and Wyoming's Laramie County Workforce Center. The intent of the project is to identify areas of under-employment, labor skill sets that are under utilized, and the underlying factors that influence under-employment.

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.

During 2006, the Disability Program Navigator Project accomplished the following:

- Continued to work with the Employment Services' Employer Relations unit to provide disability information to employers.
- Continued and refined the new employee disability awareness training policy.
- Provided training to local disability agencies regarding programs and services available at the workforce center.
- Worked with the City of Greeley's Commission on Disability to conduct a job fair for individuals with disabilities in October of 2006. Sixteen employers and approximately 150 job seekers participated in the event.
- Began planning the 2nd annual Job Fair for people with disabilities.
- Continued working with the Community Transition Team, a committee of community disability agency representatives, to define necessary projects to provide more integrated services for youth with disabilities,
- Worked on a committee through the Community Transition Team to design and begin implementation of an addition to IEPs beginning in 8th grade. The addition will assist teachers, students, and family members in making sure a student has the necessary documentation, experience, and information to achieve their post high school goals.
- Participated on a committee working to design and implement a local job developers network.
- Assisted with implementation of a plan determined by outcomes of the resource mapping, focus groups, and planning for the Youth Transitions Grant awarded to the workforce center through the Colorado Workforce Development Council and the Office of Workforce Development.
- Continued working with disability agencies and local

programs to increase knowledge of and referrals to the workforce center.

- Continued working with Workforce Investment Act, School to Work Alliance Program, and Department of Vocational Rehabilitation staff to increase the collaboration and support between the programs

Triage Targeted Populations (TTP) Program

The Triage Targeted Populations program was funded through a WIA Adult Set Aside during PY 2006 and allowed Employment Services to continue to provide enhanced Wagner Peyser services to selected target populations. The program design provides enhanced and focused labor market services to offenders and non-English speaking customers seeking assistance through Employment Services of Weld County. It also provides 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

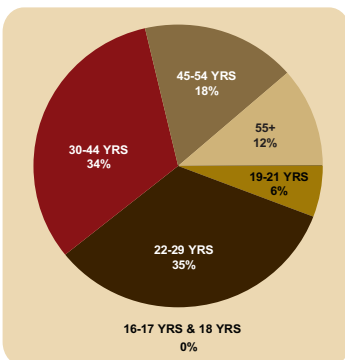
enable participants to fully understand and utilize the core and intensive services that are offered by Wagner-Peyser as well as gain access to partner programs as needed. The target groups served experience many forms of employment barriers that make job search difficult to organize and structure. The following chart identifies the barriers/obstacles this customer group faces.

A total of 77 participants were served during the program year. The most significant barriers encountered with the participants were lack of high school diploma/GED and low income. Nevertheless, Weld County’s TTP program achieved a 78.9% entered employment rate based on the 25% of the caseload that has terminated the program. Much of the program’s success is attributed to staff’s commitment to identifying client need and providing quality services.

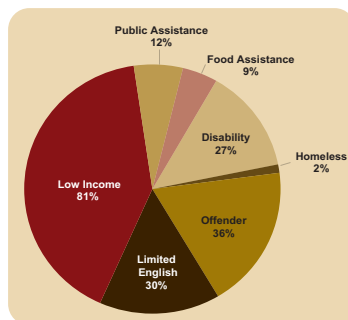
The participants received a number of services which included comprehensive assessments, counseling, file searches, job development, labor market information, referrals to supportive

TTP Program Statistics

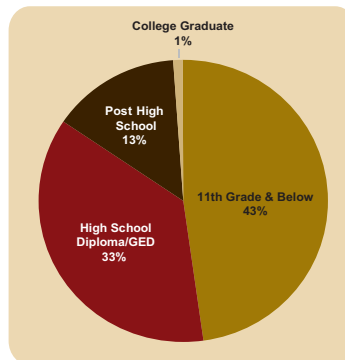
Age Characteristics



Barriers



Education



The president of Upstate Colorado Economic Development and the director of Employment Services of Weld County are members of the Metro Workforce Development Board. This will help provide the necessary linkage to address the economic development and workforce issues in Weld County.

services and referrals to WIA Training. Overall, 100% of the individuals received core services and 72% received intensive services as a result of participating in the program.

Incumbent Worker Project

During PY 2006, Employment Services utilized a Dislocated Worker Set Aside to develop a project to serve incumbent workers. The purpose of this local discretionary project is to provide services to assist a local company in upgrading the skills of their current employees using the WorkKeys assessments. Increasing the skills of their current workforce will allow 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. According to the company general manager, "if we do not upgrade the current manufacturing facility, including the upgrade of equipment and employee skills, they will not remain competitive and the Weld County workforce could potentially suffer a loss of 70 area jobs".

Additionally, this project was designed to assist the employer in establishing a screening process for future hires by assessing applicants' skills utilizing WorkKeys.

ECONOMIC TRANSFORMATION

Employment Services of Weld County has a very solid and strong relationship with Upstate Colorado Economic Development. Regional collaboration efforts between Employment Services of Weld County, Larimer County Workforce Center, and the State of Wyoming Workforce Development Services have helped provide direction for current as well as

future strategic planning opportunities.

Economic Development

A variety of initiatives with economic development allowed us to move forward and respond to the following opportunities during PY 2006. Among them is a workforce mapping project initiated in collaboration with the City of Greeley Economic Development who is taking the lead in the project. The University of Northern Colorado is working with the City of Greeley to complete this study.

Employment Services is in partnership with a variety of agencies to identify areas of under-employment in the Northern Colorado area. This partnership includes Upstate Colorado Economic Development, Northern Colorado Economic Development, the cities of Ft Collins, Loveland, and Greeley, the Colorado Office of Workforce Development, and Wyoming's Laramie County Workforce Center. The intent of the project is 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 intends to contact thirty-six to forty-eight primary sector and institutional employers to obtain their input concerning the under-supply and under utilized skill sets as well as their perception concerning the Northern Colorado labor pool.

A partnership was formed with the Greeley Chamber of Commerce to co-host seminars that could benefit small businesses. The first two seminars conducted under this partnership

included Labor Market Information and Wage and Hiring Practices.

Transportation Task Forces

A task force was formed to address the issues of a shortage 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 is scheduled for September 30, 2006, and includes prospective employers as well as training providers. Marketing for this event has included radio PSA's, press releases, and video interviews with local employers which are aired on Aims Community College's cable channel.

A second task force was formed to identify transportation alternatives for low-income individuals and Temporary Assistance for Needy Families recipients. This taskforce explored a variety of transportation options including: connecting with local school districts to identify the potential for using school buses to provide transportation to individuals in rural areas; identifying mentors to provide transportation assistance; creating a car donation program; and creating a partnership with local auto dealers to facilitate the purchase of used automobiles at a greatly reduced price.

Regional WIB/WIRED Grant

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 Metro Workforce Development Board (WIB) and it is expected this partnership will provide the opportunity to increase training opportunities in demand occupations.

As a member of the Metro WIB we will also be an active partner in the strategies developed through the WIRED grant. The president of Upstate Colorado Economic Development and the director of Employment Services of Weld County are members of the Metro WIB and this will help provide the necessary linkage to connect the economic development and workforce issues in Weld County.

As a member of the Metro Workforce Investment Board (WIB) and a partner in the WIRED grant, Employment Services will be actively involved in the development and implementation of the goals and objectives established through the grant and will participate in the various panels convened. Planning was the primary activity that took place in 2006, and for 2007 as information becomes available, we will share the information obtained from the higher education panel of the grant with the thirteen K-12 school districts in Weld County as well as with Aims Community College and the University of Northern Colorado. As potential programs and initiatives are explored, the Weld County Workforce Board will convene the appropriate partners to determine next steps.

Marketing Initiatives

An aggressive marketing initiative

was completed in PY 06. The Office of Workforce Development provided funds to assist in sponsoring events, increase awareness at job fairs which includes marketing giveaways to “get our name out in the community”, advertising, as well as other marketing efforts.

In addition, a marketing plan for 2008 was completed. The region will focus on job/career fairs, appreciation and community events, marketing items, advertisements, training staff in marketing efforts, and research.

Continuous Improvement

A Continuous Improvement Plan was submitted for PY 07, and in addition to towards the Colorado Performance Excellence (CPEX) recognition levels of Foothills and Timberline, we will also work towards the CIMS Advanced Marketing Certificate. We submitted a Foothills Recognition application to CPEX in June of 2007 and are awaiting results of our site visit.



Employment Services of Weld County



A Colorado Workforce Center

Address:
155 N. 17th Avenue
P.O. Box 1805
Greeley, CO 80632

Phone:
(970) 353-3800
TDD Accessible
Fax: (970) 356-3975

Office Hours:
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Colorado Workforce Development Council

Roger Smith, PhD, Council Vice Chair
Booker Graves, Executive Director
Office of Workforce Development
1313 Sherman, Room 521
Denver, CO 80203
Phone 303.866.4937
Fax 303.866.2551
www.state.co.us/owd

Colorado Department of Labor and Employment

Division of Employment and Training Programs
Donald J. Mares, Executive Director
Gary Estenson, Deputy Executive Director
Don Peitersen, Division Director
Tom Looft, Director, Workforce Development Programs
Elise Lowe-Vaughn, Operations Director,
Workforce Development Programs
Nina Holland, Workforce Systems Supervisor
Workforce Development Programs

633 17th Street, Suite 700
Denver, CO 80202
Phone 303.318.8800
Fax 303.318.8831
www.coworkforce.com/emp

