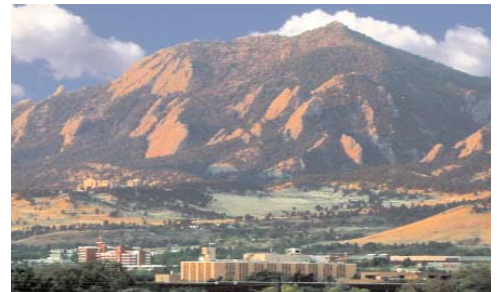


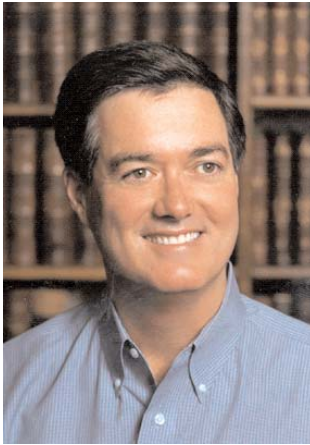
COLORADO



Formula For Success³



WIA Program Year 2004 Annual Report
Submitted jointly by the Colorado Workforce Development Council and
the Colorado Department of Labor & Employment



Bill Owens
Governor, State of Colorado

I am proud to present **Formula for Success³**, Colorado's fifth annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system successfully responded to the administration's call for innovative and collaborative workforce solutions geared to meet the state's critical labor shortage needs.

Colorado's ability to successfully compete for jobs in a fast moving global economy hinges on our efforts to continually improve economic conditions through the building of human capital. Our workforce systems agility to link with economic development, education and industry created workforce solutions that met employer needs for competent and work ready employees, and further assured job seekers the opportunity to find meaningful employment.

This year, more employers used the workforce systems services, and greater numbers of job seekers came into the workforce centers. The workforce development system was able to meet this increased demand through collaborative ventures with industry and education that employed innovative service strategies and new technologies to develop the worker preparation pipeline.

Colorado's workforce system served 300,000 citizens this past year and provided training for 11,000 of them. The WIA system infused over \$43 million into education, training, and employment opportunities. And for the fifth year in a row, the system exceeded its federally mandated performance standards. The system continues to expand its reach and stands ready to serve Colorado as it positions its workers for a human capital advantage.

I encourage you to read this report to see the State's efforts to keep the economy competitive in the world arena

A handwritten signature in blue ink that reads "Bill Owens." The signature is written in a cursive, slightly stylized font.

Governor Bill Owens



**Message from Mark Pingrey
Workforce Development Council Chair
(Executive Vice President, Heritage Banks)**

During this fifth year of WIA, I am gratified that the Colorado Workforce Development Council has sponsored Continuous Improvement, Business Outreach, and utilization of technology in enhancing workforce services in Colorado. The results of this approach have fueled the state's local workforce system and their business and community based partners to perform at high levels of achievement.

I am also pleased to report on the effectiveness of the reconstituted State Youth Council and its awarding of \$600,000 in grants to support innovation in local youth activities, and the strong and powerful partnership with businesses and education entities that have produced the E3 Career Fair and convinced the Governor to proclaim September as Workforce Development Month. Our Business Outreach subcommittee has developed and funded the statewide marketing taskforce that devised these concepts, and the Council will continue to support their efforts in the future.

This year Colorado's Workforce Investment Act (WIA) Annual Report details the dynamic strength of our workforce system, and chronicles the results generated by our local and state level partners during this challenging year of rebirth and recovery. I am encouraged by the ability of our staff and the strength of local alliances to forge strong and impressive initiatives that focus on issues that are critical to the economic health of our state, that drive the performance of our system and influence the competitiveness of our business partners. Through their commitment to the work of the Workforce Development Council and regional Workforce Investment Boards, employers throughout Colorado continue to contribute their leadership skills and guidance to State and local initiatives that strengthen the state and the workforce system.

Overall, I am confident the CWDC and its subcommittees will provide the support that the local WIBS and their workforce centers require to keep achieving excellence in all their endeavors. We shall supply the technical assistance and empowerment needed to function within the economic system in Colorado. The Council vision of "building a skilled, internationally competitive workforce for the 21st century" remains a guiding principle for the work in this state.

A handwritten signature in blue ink that reads "Mark Pingrey". The signature is written in a cursive, flowing style.

Mark Pingrey
Chair, Colorado Workforce Development Council



**Message from Rick Grice
Executive Director, Colorado
Department of Labor and Employment**

Formula for Success³, the fifth 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 created. As a state, we continued to make great strides in restoring prosperity despite the economic challenges facing our state and the nation. Colorado's workforce development "system" added support to our recovery through creative alliances with industry and education. These efforts were manifested through assessment, training, and life-long learning targeted to meet the labor demands of our high-growth industries. The system infused over \$10 million in collaborative public and private ventures that supported enrollment, education, and placement of unemployed, under-employed and incumbent workers into high-wage jobs. Empowered by these partnerships, the Colorado workforce system exceeded its federally mandated performance standards for the fifth year in a row. Having accomplished this, additional incentive funds have been awarded and will be reinvested in our state.

In 2004, the workforce development system focused its efforts on the state's critical labor shortages and addressed specific initiatives. In healthcare, worker shortages have reached critical levels and stand to impact the quality of life for all citizens. The "system" 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. In manufacturing, workers are being displaced as jobs are outsourced. To address this problem, the "system" 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, youths in foster care and/or ex-offenders.

The aforementioned projects are but a few examples of the many successes the workforce system accomplished during this program year. I invite you to read this report to further appreciate how the WIA programs expanded and strengthened the state's workforce.

A handwritten signature in cursive script that reads "Rick Grice". The ink is dark and the signature is fluid and legible.

Rick Grice
Executive Director, Department of Labor and Employment

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Formula For Success³



Partnership + Performance = Empowerment

STATE SUMMARY

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.

Executive Summary

Formula For Success³ marks the State Workforce System's evolution to a demand-driven system, and reflects the innovative workforce solutions and strategic alliances supporting this transition. As a State, we continued to exceed the federally mandated performance standards and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were accomplished through Partnerships, Performance and Empowerment, the tenets embodied in this year's report. We believe our success has been realized through the efforts of business, 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 and education. These collaborative public and private ventures infused over \$10 million to support the enrollment, education, and placement of the unemployed, underemployed and incumbent workers into high-wage jobs. Additionally, the system effectively involved community-based 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:

- Launching of Colorado's first annual "Workforce Development Month" E³ Career and Business Fair, coupled with local events

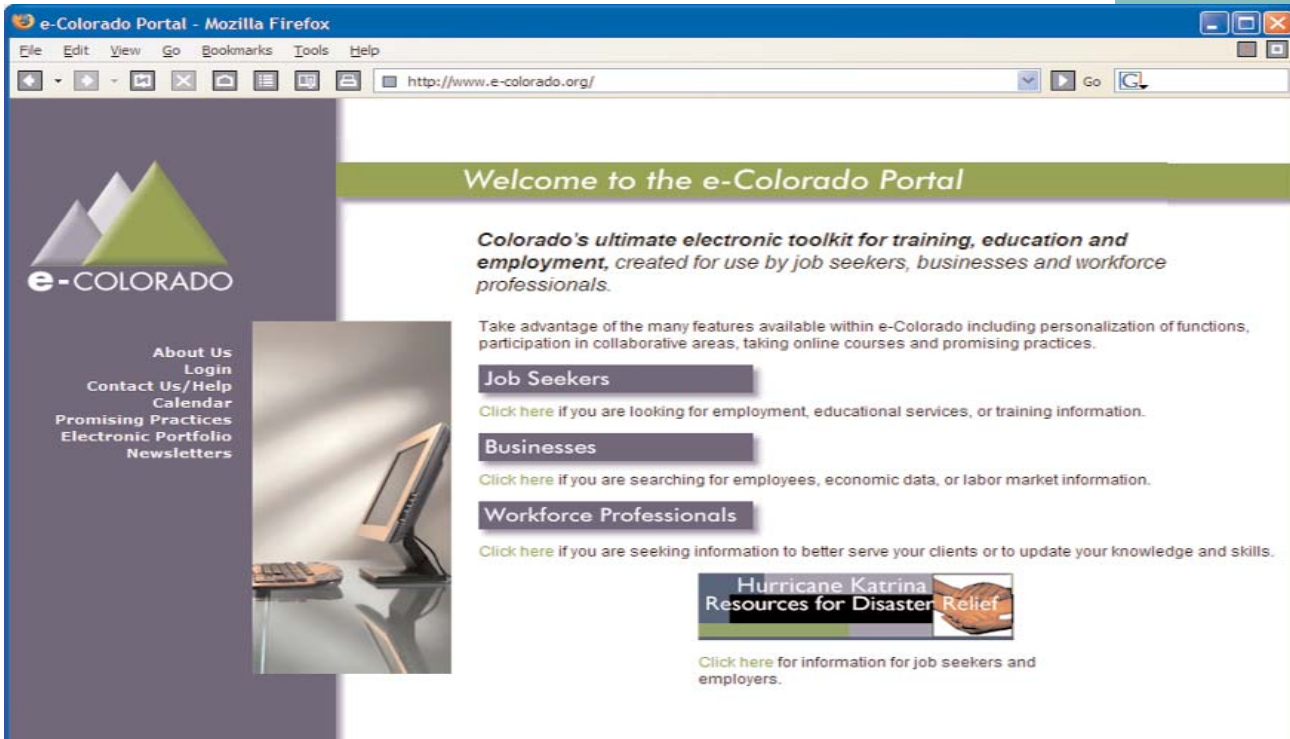
marketed to businesses and job seekers alike.

- Evolution and system wide support of the Continuous Improvement Management System (CIMS).
- Statewide training to market e-Colorado's Knowledge Management Portal, the nation's first comprehensive statewide Web-based workforce system for employers, job seekers, and workforce professionals.
- Continued expansion of the assistive technology and Consumer Navigator services within the Project TRAIN disability services project.
- Innovative collaborative projects, focused on health care and other demand-driven industries, that were spearheaded by local WIBs.

Colorado continued to be challenged by its flat economic recovery and the stagnant national economy. 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 One Stop Career Center's Bridges to the Future, providing intensive career and academic development plus college prep services for high-risk youth





- Arapahoe/Douglas Works! Industry Specific Assessment designed to predict student success in a Life Sciences Career.
- Colorado Rural Workforce Consortium's Western Slope Health Care Initiative and Pueblo County Health Care Education Collaboration to address the health care worker shortages in rural communities.
- Denver Division of Workforce Development's Kaiser Permanente Incumbent Worker Training Program.
- Larimer County Workforce Center's Workforce Development Liaison serving as the focal point for integration of workforce in local economic development efforts.
- Pikes Peak Workforce Center's Health Care Education Collaboration to train health care

faculty and establish a clinical simulation lab.

- Tri-County Workforce Center's Casino Management Certification Program.
- Weld County's Positive Transition for Incarcerated Youth to bridge the gap between confinement and reintegration into the community.
- Workforce Boulder County's Northern Health Care Consortium (in partnership with Adams and Larimer Counties) to create career ladder training of incumbent workers.

The lessons of PY04 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.

It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and training that is needed to produce workers with the skills in demand, enabling businesses to compete in the rapidly changing world market.

Formula for Success³

The challenges that are emerging for Colorado, its business partners and the state's workers demand that effective partnerships are forged with businesses in all sectors of the state's economy. It is essential to the health of the state's economy that local businesses have the skilled workforce needed to maintain a competitive edge in the growing global competition for the provision of goods and services. To achieve this, we recognize that the state must provide the high quality of education and training that is needed to produce workers with the skills in demand, enabling businesses to compete in the rapidly changing world market. The Formula for Success³ is a template to ensure that industries in this state can achieve a competitive position and the workforce and educational systems become the critical pipeline for the human capital that is needed for economic success. The establishment of effective, responsive and resilient partnerships to effect innovation and redesign of delivery systems for the education and training of skilled workers in the 21st century is vital to our efforts.

The workforce system's commitment to excellence and innovation 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, the Colorado Department of Labor and Employment and the Colorado Workforce Development Council promoted the achievement of a state-of-the-art, demand-driven infrastructure and created dynamic partnerships that produced another year of powerful performance and has created an environment in which local WIBs and workforce centers have the tools to achieve significant results throughout the system. The tenet of strong local partnership driven by effective use of

technology and alliances with industry has produced excellent performance, provided business buy-in within the local labor market areas and earned excellent results. This dynamic comprises the next chapter of our "formula for success" and is embodied in the following guiding principles:

PARTNERSHIPS

The creation of regional alliances of industry 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 Northern Colorado Consortium, the WELLS Simulation Center, a statewide resource mapping project to identify the sources of employment and training and education funds into the state and the gaps that exist. 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 and a task force that is formulating a revolutionary response to the healthcare occupation shortage facing the state in the next ten years.

PERFORMANCE

The Colorado Department of Labor and Employment and CWDC have both provided performance enhancing grants to increase the ability of Community Colleges to increase the use of technology to create innovative and employer-led solutions. 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 evolution of the Job Vacancy Survey into a valuable tool for research and business decision making. 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 Coloradans 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 Success³.

EMPOWERMENT FROM LESSONS LEARNED

Utilizing the guiding principles and building upon the accomplishments of preceding program years, Colorado has constructed 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 like the WELLS simulation center are possible due to collaboration with industry and education providers.
- Improved performance that is fact based and data driven improves the quality of decision making.
- Innovative use of technology is one of the keys to expanding the ability of the workforce to establish the knowledge 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.
- Projects and performance are enhanced by partnerships, benefiting the business community and providing specific results. Broad based partnerships in the development of solutions enables the workforce development system to successfully assist people with diverse needs.

STATE'S VISION

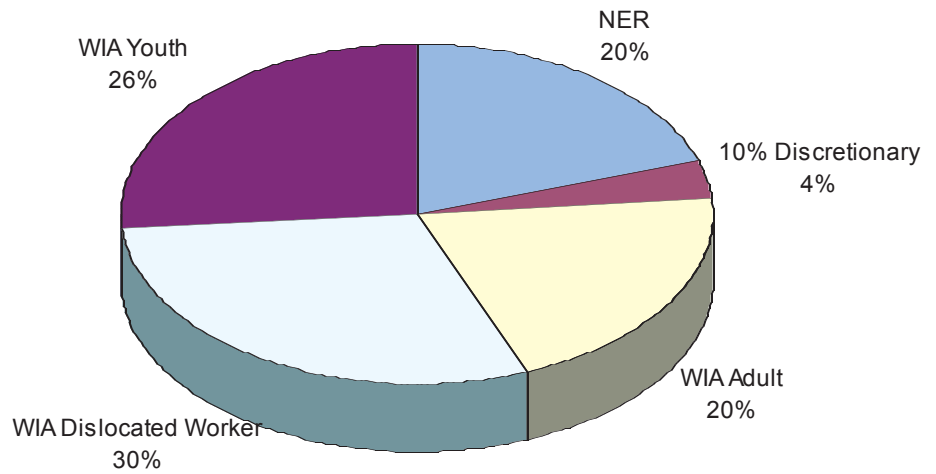
“Colorado's Workforce development system uses coordinated public-private partnerships to address the continually changing needs of Colorado's employers and working citizens to more effectively compete in the global marketplace.”

Utilizing the guiding principles and building upon the accomplishments of preceding program years, Colorado has constructed a demand-driven, responsive workforce development system geared to meet the needs of Colorado's employers and working citizens.

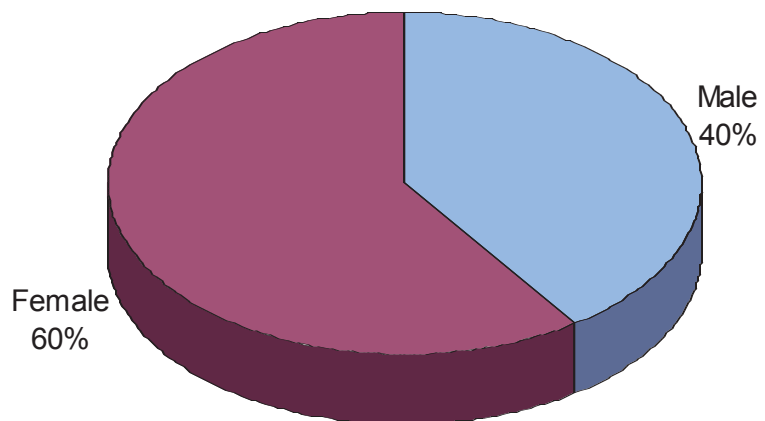


State Profile

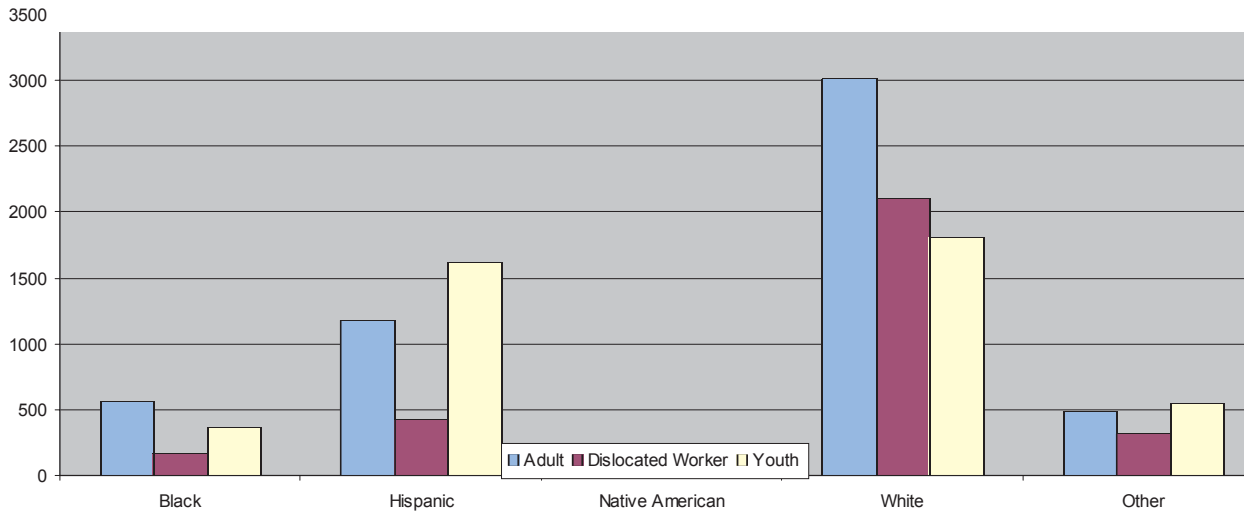
Statewide WIA Funding



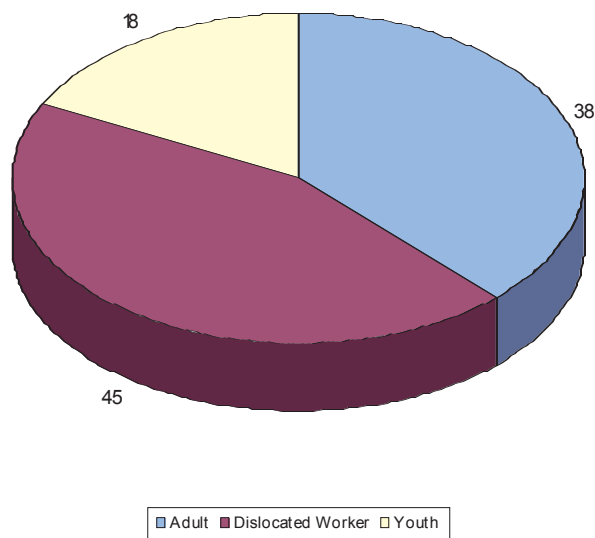
Statewide Gender



Statewide Ethnicity



Average Age Per Program - Statewide



By mid-2005, job growth appeared to be accelerating over the pace of 2004. From July 2004 to July 2005, payroll jobs increased by 45,900. The unemployment rate for Colorado fell slightly over the year, from 5.4 percent to 5.2 percent.

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 surveys provided by Colorado employers in concert with national data, LMI has provided the analysis and forecast of economic trends that appear below.

NATIONAL ECONOMIC CONDITIONS

Since posting a very weak annual growth rate of 0.8 percent in 2001, the rate of growth in Gross Domestic Product (GDP) has increased each year. In 2004, the growth rate in GDP was 4.2 percent, the best showing since 1999. Nearly two-thirds of GDP growth in 2004 derived from personal consumption expenditures. However, the domestic investment portion of GDP grew by 11.9 percent and accounted for 44 percent of GDP growth. Total government expenditures grew by 2.2 percent, but the national defense portion of federal spending grew by 7 percent. The international trade balance of the United States continued to worsen in 2004. Imports to the U.S. exceeded exports by \$601.3 billion.

Through the first half of 2005, GDP growth appears to be decelerating. The preliminary estimate of second quarter GDP growth was 3.3 percent (annual rate). This represented a small decline for the 3.8 percent growth rate posted in the first quarter of 2005. Analysts at the U.S. Commerce Department attributed slower second quarter growth to a decline in inventory investment. Given the dramatic increase in oil prices in August of 2005, it is reasonable to expect even slower GDP growth in the second half of 2005.

Total payroll jobs increased by 1,481,000 in 2004. This increase followed two straight years of declining jobs. About 95 percent of the job growth in 2004 occurred in the service-providing industries. Professional and Business Services led all industries in job growth, with a gain of 427,000, followed by Education and Health Services, which registered 366,000 new jobs.

COLORADO ECONOMIC CONDITIONS

Overall, payroll jobs increased by 27,900 in calendar year 2004. Although the gain was smaller than the ten-year average of 42,300, it ended two straight years of job losses. Service-providing industries dominated job growth in 2004, adding 26,700 jobs, compared with only 1,200 new jobs in good-producing sectors. Sectors with the largest job gains were Professional and Business Services (+11,600), Leisure and Hospitality (+5,900), and Education and Health Services (+5,600). Sectors with net job losses were Information (-3,600) and Manufacturing (-1,400).

By mid-2005, job growth appeared to be accelerating over the pace of 2004. From July 2004 to July 2005, payroll jobs increased by 45,900. The unemployment rate for Colorado fell slightly over the year, from 5.4 percent to 5.2 percent.

COLORADO'S HIGH DEMAND OCCUPATIONS

According to the Denver Metro Job Vacancy Survey for fall of 2004, there were 17,200 vacancies open for immediate hire. Thus vacancies were 5.5 percent higher than in the fall of 2003. About forty percent of the estimated vacancies occurred in two industry sectors: Retail Trade and Health Care and Social Assistance. Occupations with the highest number of vacancies (regardless of industry) were



Cashiers, Retail Salespersons, Registered Nurses, and Waiters and Waitresses.

Educational requirements for the vacant jobs tend to be concentrated at the low and high ends of the education spectrum. Thirty-five percent of the vacancies required a Bachelor's degree or higher. These vacancies included occupations such as Computer Software Engineers and Medical and Health Services Managers. Conversely, thirty-seven percent of vacancies required a high school diploma or less. Cashiers, Laborers, and Material Movers are included in this category.

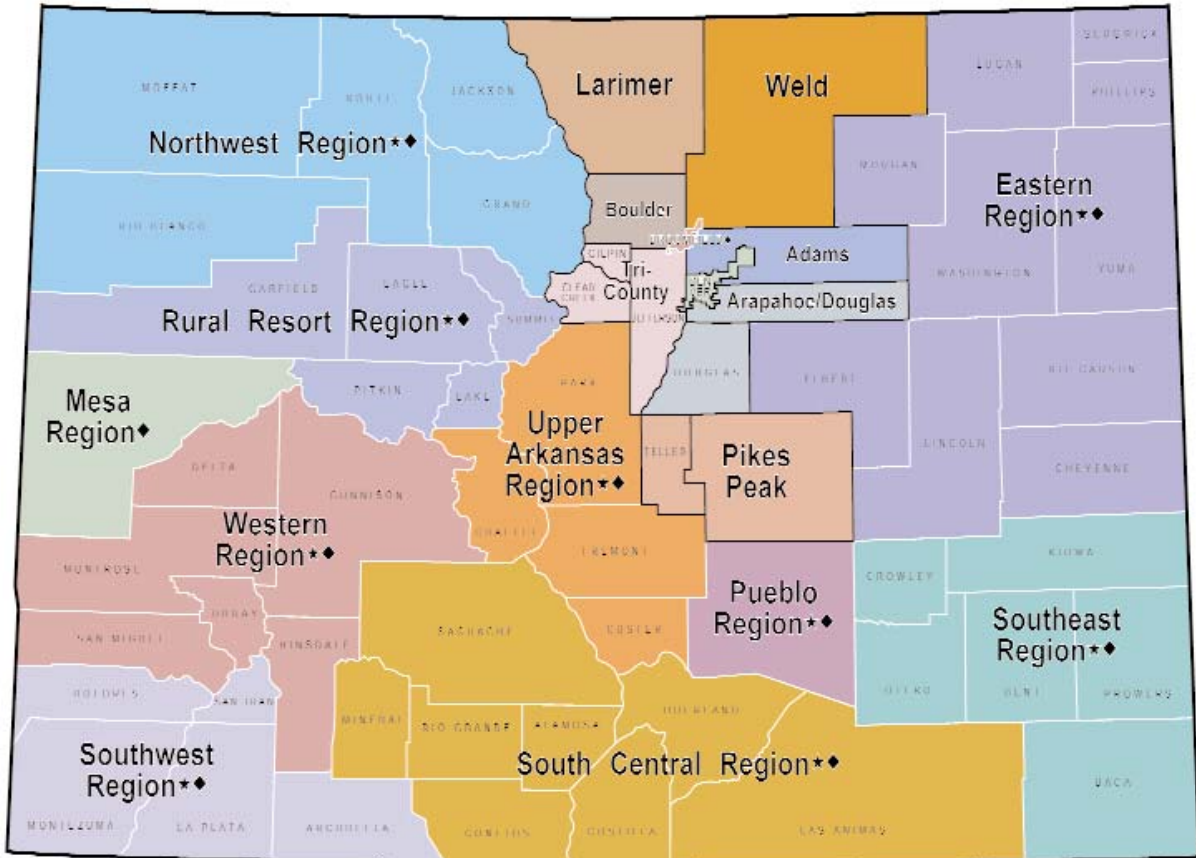
COLORADO EARNINGS

The average hourly wage offered for vacant jobs in the Denver Metro Job Vacancy Survey was \$13.15. Following a well-established pattern, average wages rise with educational requirements of the job. The average wage offered for vacancies requiring a high school diploma was \$11.10, while the average wage for jobs requiring a Bachelor's degree was \$21.80.

In 2004, the average annual wage for all employees covered by unemployment insurance was \$40,300, up 3.5 percent from the average annual wage in 2003.



Colorado Workforce Investment Areas

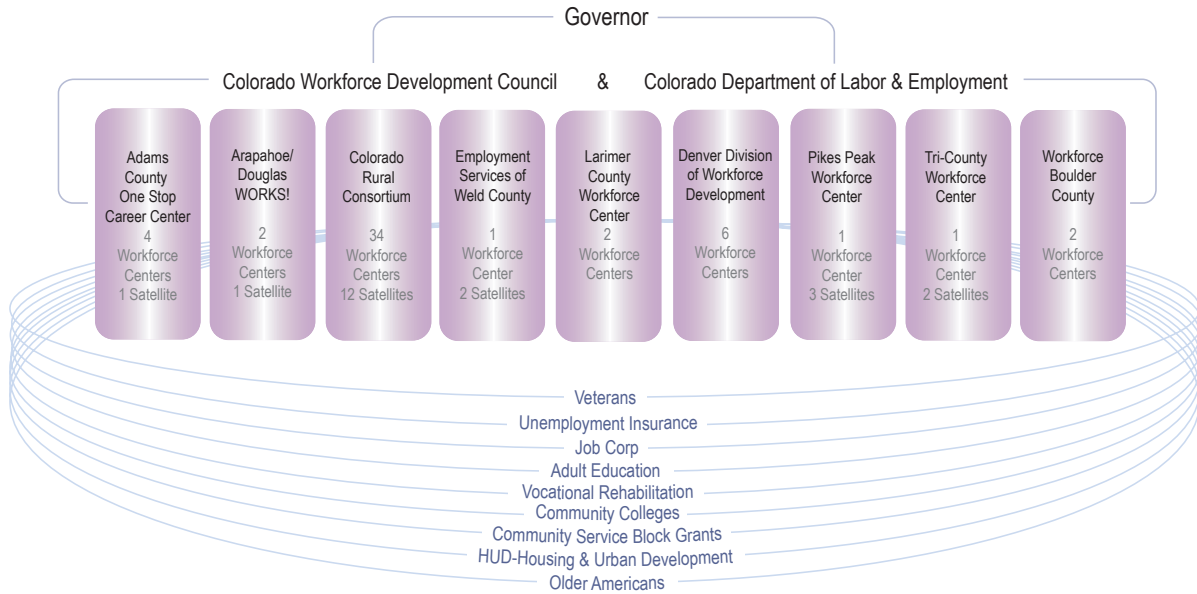


◆ Sub-region of the Rural Consortium Workforce Investment Area.
 ◆ Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 1/07



Governance of Colorado Workforce Investment Areas



Partnerships

A primary objective of the Disability Program Navigator is to assure full access for jobseekers with disabilities to program and services that enhance successful entry and reentry into the workforce; increase employment and self-sufficiency through direct links with employers and ensure the necessary skills and knowledge of disability-related issues are available in the workforce delivery system. Colorado currently has 20 Disability Program Navigators, covering every workforce region and sub region in the state.

CWDC BUSINESS OUTREACH AND MARKETING COMMITTEE

With a focus on jobs and the economy, the Colorado Workforce Development Council's Business Outreach and Marketing Committee (BOAM) worked with local workforce investment boards and staff to develop strategies that integrate education, workforce and economic development. This "E³" concept - employment, education and economic development - was a foundational principle in outreach activities to build strong community partnerships.

Initiative #1: Outreach Activities with Economic Development

Local Workforce Investment Boards have put an emphasis on developing outreach activities in partnership with local economic development entities. In addition, they have committed staff to participation in outreach teams that are hosting employer events, summits and symposiums; engaging in strategic planning with economic development partners; and developing special projects and initiatives that emphasize private sector involvement. In a unique move, the Denver Division of Workforce Development recently merged with the City Office of Economic Development, offering exceptional opportunities to encourage expansion of local businesses and leverage funding to provide great customer service to local businesses.

Initiative #2: Workforce Development Month

Outreach teams celebrated Workforce Development Month in September as a means to enhance community awareness about the public workforce investment system. Teams engaged in creating special employer events across the state and using the news

media as an ally to garner news coverage about the workforce system and its importance. A special "E3" event took place in the Denver metro area as part of Workforce Development Month. This career fair event showcased the E3 concept by providing attendees with access to major employers who were hiring in high growth industries, plus educational resources and information on training possibilities provided by the workforce centers. The E3 event was attended by over 3000 people, hosted nearly 100 employers and offered 35 booths with educational and nonprofit resources.

Initiative #3: Economic and Education Forums

Outreach teams conducted a series of community forums with the focus on creating a community plan of action for wealth and prosperity. Futurist Ed Barlow facilitated the events to help workforce development professionals, economic development agencies, and education unite to create a community plan of action around urgent workforce issues. The Forums will continue in 2005.

RAPID RESPONSE

The State Rapid Response Unit developed new partnerships over the last year that have increased opportunities to market and expand the program. In addition, the hiring of bilingual staff has provided the means to address the needs of the displaced Limited English Proficiency (LEP) workers. Together these enhancements have led to the following accomplishments:

Partnership with the Colorado Bar Association:

The State Rapid Response Unit has established a relationship with the



Colorado Bar Association, which in turn, has given us the opportunity to make presentations to small groups of employment and corporate attorneys. These attorneys have benefited by informing their clients, who are filing the WARN Act, about the advantages of the Rapid Response program. As a result, the Rapid Response Unit has received a number of referrals to employers we would not have otherwise been able to serve, allowing us to conduct workshops for additional workers impacted by layoffs.

Job Fair Company Partnerships:

We have also partnered with two companies that organize job fairs, expo.com and jobing.com, and established a Speakers Bureau to participate in the 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 five job fairs this year, giving us the opportunity to reach more dislocated workers and job seekers. Our booth at these fairs is staffed by Workforce Center and Rapid Response personnel.

Outplacement Company Partnerships:

Outplacement companies like Wright Management and Lee Hecht Harris have traditionally looked at us as competition; however, we have partnered with these two companies to participate in the services they provide to their contracted companies. This has given us the opportunity to design customized workshops to fit into their programs, with emphasis on the training services available at the Workforce Centers and information regarding Unemployment Insurance Benefits.

Metro Marketing Team:

Rapid Response has taken the lead, along with the Governor's Summer Job Hunt Program, in establishing a Denver Metro Marketing Team, consisting of CDLE and the metro Denver Workforce Centers, to create events that focus on programs for job seekers and employers alike. We have also brought in the number one television station, KUSA-TV 9 News, as a partner to the team. One major accomplishment of this group was the "Small Business Symposium," an employer-only event, which drew in over 200 small business employers. Its purpose was to increase employer awareness of workforce system services.

E3 Career and Resource Fair:

Colorado Governor Bill Owens, in a formal proclamation, declared September to be Workforce Development Month. To capitalize on the proclamation, the Metro Marketing Team, led by the Rapid Response Unit, hosted our biggest event ever on September 29, 2004, the E3 Career and Resource Fair. Much more than just a job fair, the E3 Career and Resource Fair focused on three critical elements of building a world-class economy: Employment, Education and Economic Growth. The E3 Career and Resource Fair, which was promoted during 9News broadcasts, drew approximately 2,800 workers to the Colorado Convention Center. Résumé critiquing was offered; numerous workshops were presented and, in perhaps the most unique aspect of the event, employers from emerging and growing industries participated in a wide range of panel discussions, explaining their businesses and the qualifications needed to get into the industry. Over ninety booths were set up, offering information and resources to attendees. Government and nonprofit organizations were on hand to offer assistance, and colleges and universities were at the fair to discuss educational opportunities to help individuals transition to new careers.



With a focus on jobs and the economy, the Colorado Workforce Development Council's Business Outreach and Marketing Committee (BOAM) worked with local workforce investment boards and staff to develop strategies that integrate education, workforce and economic development. This "E3" concept - employment, education and economic development - was a foundational principle in outreach activities to build strong community partnerships.

In addition, a wide variety of businesses with quality job opportunities made the job fair component one of the best ever offered in the Denver area, according to feedback from career and resource fair participants.

Layoff Transition Rapid Response Workshops:

These are consistent throughout the State. Through a joint effort with local Workforce Center Staff and State Staff, we have developed an outline that illustrates the format that is followed at all workshops. In efforts to promote this consistency, just this year, we conducted Rapid Response training for 18 new facilitators, representing 7 Workforce Centers. The "Transition Workshop Packets" are used in all the Rapid Response workshops, statewide, and are supplied by the State Rapid Response Unit. This year, we have made this packet available in Spanish and with new bilingual personnel, we are able to conduct Spanish workshops without interpreters. We are also in the process of producing our Unemployment Insurance videotape (an information video that presents Unemployment Benefits) in Spanish.

Employers and Workers Served:

During 2004 we served the following groups and provided the following services:

- 141 employers received layoff assistance services.
- Of the 141 employers, 66 were affected by business closures.
- Of the 141 employers, 85 laid off a portion of their employees.
- 10 companies were TAA certified.
- 43 companies provided WARN notification to the State Rapid Response Dislocated Worker Unit.
- In total, 11607 individuals were dislocated based on the highest number reported by each employer.

- There were 146 Layoff Transition Workshops provided throughout the state which resulted in a total of 3001 dislocated workers in attendance.

LOCAL EMPLOYMENT DYNAMICS - LMI WEB SITE

Colorado LMI entered into a partnership with the Census Bureau to jointly implement web-enabled Local Employment Dynamics data for Colorado. Called "web site skinning," the project allowed web developers in Colorado LMI to use database query modules developed by Census Bureau programmers. The query modules are "skinned" with the CDLE's own web site design, thus allowing users of this site to query demographic and economic workforce indicators, such as employee turnover by industry and county. The Colorado LMI web portal for this data is at:

<http://www.coworkforce.com/lmi/LED/LEDHome.asp>.

LOCAL EMPLOYMENT DYNAMICS - MAPPING PROJECT

In partnership with the US Census, Colorado is one of 14 pilot states in implementing the LED mapping project. Colorado is also a member of the National LED Steering Committee. Over last year the beta version of the mapping application was completed. Testing of the beta version began and will be completed in fall 2005. Data from this tool will provide quick and easy internet access to small area workforce maps showing travel patterns and worker characteristics. Information from this data can be applied to workforce planning, client services, labor market analysis and economic development.



JOB IN COLORADO - PROJECTIONS BROCHURES

LMI has expanded its brochures possibilities 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 offering On-the-Job Training. In addition, a brochure on Health Care jobs is available for the statewide employment data. Employment projections used for brochures can also be found on the department's website.

LMI POCKET RESUME

This tool for workforce centers is designed to help job seekers quickly access personal information to complete job applications while delivering sage advice on job seeking and interviewing tips. The Pocket Resume prominently displays web site URL's to help job seekers find and use labor market information.

DIRECT MARKETING TO EMPLOYERS FOR WORKFORCE CENTERS

Through Job Vacancy Surveys, Colorado LMI asks employers if their current vacancies are listed with the Workforce Centers, and if not, would they like the

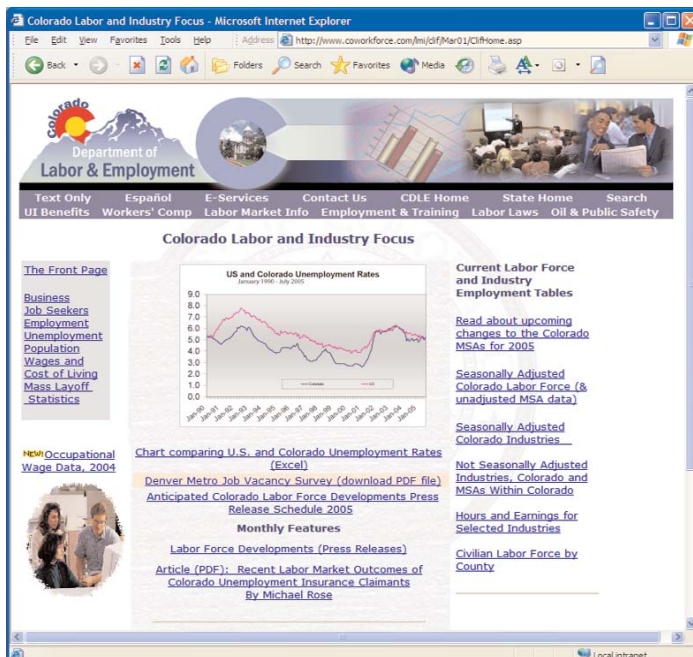
openings listed. If their response is positive, the employer contact person and the employer job listings are uploaded to the CSDC system for dissemination to the Workforce Center Directors.

PROJECT TRAIN

Project TRAIN (Training Resources And Incentive Networks) is a forceful initiative driven by a 100 member coalition including; state and federal agencies, Workforce Center directors and staff, community based organizations, advocacy agencies, employers and people with disabilities. The Colorado Office of Workforce Development (OWD) manages the statewide coalition, which has been in existence for over 3 years now and continues to be nationally recognized as a best practice in collaboration. The coalition once again

assisted OWD in successfully obtaining ongoing funding from the USDOL for the Disability Program Navigator (DPN) initiative as well as the State Alignment Grant "Improving Transition Outcomes for Youth with Disabilities through the use of Intermediaries."

A primary objective of the Disability Program Navigator is to assure full access for jobseekers with disabilities to



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program and services that enhance successful entry and reentry into the workforce; increase employment and self-sufficiency through direct links with employers and ensure the necessary skills and knowledge of disability-related issues are available in the workforce delivery system. Colorado currently has 20 Disability Program Navigators, covering every workforce region and sub region in the state.

The Office of Workforce Development, the Division of Vocational Rehabilitation and the Denver Workforce region continued their innovative strategy of partnership by jointly funding two Benefit Planners positions. Benefit Planners are individuals who assist those receiving or interested in applying for any type of Social Security administered benefit; as well as determine the potential impact of employment earnings on benefits (i.e. SSI/SSDI, Medicare, Medicaid, and other public assistance).

In addition to providing services to clients, Benefits Planners also work closely with the Disability Program Navigators, plus Workforce Center staff and their partners to educate and provide information about SSA, work incentives, PASS plans, Ticket to Work, Impairment-Related Work Expenses, Student Earned Income Exclusion and other benefits-related areas.

The Benefit Planners provide a much needed and valued service; SSA is now reviewing the successful Colorado model for potential replication nation wide.

FEDERAL BONDING PROGRAM

In October 2004, Colorado started a six month training/marketing campaign focused on educating workforce center (WFC) staff and other state agencies on the incentives the Federal Bonding Program can provide to both employers and job seekers. The core element to the campaign was the production of an interactive training video in which the program's national and state coordinators presented the details of the program to local WFC staff. In turn, WFC staff members were encouraged to raise questions or concerns on how to fully utilize the program and achieve maximum results. The entire production was filmed by a local public broadcasting TV station and is available to the public across the state through several forms of technology, including Colorado's e-portal at www.e-colorado.org.

Colorado has seen great success in the last year with the Federal Bonding Program. And, in addition to the program's success, the McLaughlin Company (US DOL's partnering company for the bonding program), has asked to use Colorado's innovative training/marketing technique as an example for their "Best Practices Guide."

Performance

CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

The Colorado workforce system has successfully developed and implemented its Continuous Improvement Management System during the last three years of the WIA era. The State Workforce Development Council (CWDC), through implementation of CIMS, rewards local efforts to respond to employers and workers. Success of Colorado's workforce is dependent upon these continuous improvement and performance excellence efforts. In recognition of local performance achievement, the CWDC awarded \$500,000 to workforce regions that provided superior service to businesses and citizens.

CIMS has been enhanced this program year to include the engagement of the Colorado Performance Excellence (CPEX) organization to prepare Colorado workforce regions to enter this rigorous Baldrige-based evaluation and management improvement process. The CPEX system is structured around three levels of participation, and the CWDC has supported the efforts of local WIBs and workforce centers to actively participate in the training and development of CPEX qualifying strategic plans. These practices have been incorporated into the state's performance rating and incentive system. The first year of this partnership saw two local workforce regions awarded acceptance at two levels of the CPEX system.

In addition, each workforce region completed evaluations of the baseline studies completed last year and their performance against the goals and

objectives outlined in those plans. These plans formed the basis of the local workforce centers entry into the CPEX process. The continued partnership and advances in technology will move their operations toward performance excellence. Continuous evaluation and implementation of performance excellence efforts are overseen by the CWDC to fill the continually changing needs of the state's employers and to stay competitive in the global market.

Partnerships such as the one with CPEX continue the principles embodied in our FORMULA FOR SUCCESS3 and are crucial to Colorado's Workforce Development System. The engagement and participation of the business community is essential to strengthen Colorado's competitive position and its drive to succeed in the changing economy. This year five businesses were recognized, as part of the CIMS business recognition portion of the CIMS system, for their contributions and coordination with local workforce efforts.

The State Council believes that continued effectiveness of the system will be enhanced by the dynamic partnership with CPEX. We will continue to encourage and support CIMS as an important vehicle to help local WIBS meet the challenges of the competitive and changing economy.

PERFORMANCE INCENTIVE GRANTS Academic-to-Career Continuum (ACC) Project-PY02 Performance Incentive Funds

The Academic-to-Career Continuum (ACC) Project was the second project to be funded with a WIA Performance Incentive award. Colorado was

The Colorado workforce

system has successfully developed and implemented its Continuous Improvement Management System. The State Workforce Development Council (CWDC), through implementation of CIMS, rewards local efforts to respond to employers and workers. CWDC awarded \$500,000 to workforce regions that provided superior service to businesses and citizens.



awarded \$750,000 for exceeding the 2002 performance standards. The goal of the ACC project was, and continued in PY04, to encourage Workforce Centers, Community Colleges, and Adult Basic Education/Family Literacy Centers to build regional collaborative programs that targeted and transitioned the hardest-to-serve into education, training, and/or employment.

The performance incentive award funding was allocated to the continual evolution and enhancement of e-Colorado and to supporting regional collaboratives. Furthering the development of assessment tools that can be accessed by job seeker with the help of workforce center representatives, augmenting e-Colorado's on-line training capabilities, enhancing cross agency staff development, boosting job readiness trainings and intensifying job search opportunities are just a few of the new services offered through e-Colorado.

The grants main focus centers on encouraging and supporting regional collaborations that move low-wage/low-skilled workers into high-wage/high demand industries. The statewide initiative to support the development of regional and multi-regional partnerships was met with great success. Funding was available through an Request for Proposal (RFP) process to regional collaboratives who brought forth new and innovative ways to help the unemployed and underemployed more from poverty to self-sufficiency through education, training and employment.

Eighteen proposals were submitted and considered for funding and four were funded. The regions and a synopsis are:

- Denver's DIA Jobs project on intercultural learning helps

incumbent immigrant workers learn the normative culture of employment, which leads to job retention.

- Boulder's Bridge Program for Education and Job Training for Ex-offenders creates a multi-agency program to assist ex-offenders in literacy and skill development, employability skills, and job placement so that they can become financially independent and self-sufficient.
- South Central. Move Up to a Competitive Career seeks to increase the educational, training and wage levels of the hardest to place employees through specialized assessment and training.
- Southwest Region Training Initiative develops integrated services to train participants in hospitality, gas and oil technologies/safety programs, and commercial truck driving industry- and design certificate programs so they will be employable in high-demand/high-wage industries.

All the projects were methodical and attainable, and integrate e-Colorado into their workplans. The TAC Performance Incentive funds for these projects promote innovation, collaboration and partnerships on a State, regional and local level.

Tri-Agency Collaborative (TAC) Project-PY01 Performance Incentive Funds

The Tri-Agency Collaborative (TAC) project was Colorado's first project funded through a WIA Performance Incentive award. Colorado earned \$1.3 million for exceeding the 2001 WIA Performance Standards set forth by USDOL. The projects funded under this grant all were and

continued to be innovative collaborations in PY04 that included multiple partner agencies that leveraged resources, shared data and created an interagency pathway to information.

e-Colorado Knowledge Portal (www.e-colorado.org): The force of the TAC centered on developing a comprehensive knowledge management portal (e-Colorado) that can be accessed by job seekers, employers and workforce professionals. The development of e-Colorado allows our multi-partner agencies to access information on-line regarding cross agency programs and services, exchange client and program information, develop tools as a collaboration and maintain a system-wide calendar. Using e-Colorado as Colorado's central access point:

- Increases awareness.
- Reduces duplication.
- Improves collaborations.
- Increases opportunities for job seekers and workforce professionals.
- Provides a greater depth and breadth of available service.
- Improves multiple agencies ability to manage and leverage resources.
- Increases information sharing.

Because of the design of e-Colorado, our portal offers on-line assessments, team rooms, electronic portfolios, resume building, job seeking, and a whole host of other opportunities to the workforce professional. We also offer services specifically designed to help the job seeker find employment and appropriately match the employer with the job seeker. The tools offered through the portal enhance opportunities for education, training and employment.

E-Colorado embraces the customer-focused provision of WIA by streamlining education and workforce services for job seekers as well as encourages training for incumbent worker across agencies. As a part of e-Colorado, Data Casting is used to promote effective and efficient training through e-Colorado. Data Casting is a way to broadcast trainings to multiple agencies statewide without the difficulties of streamlining. It is also a method to transfer information across the airwaves and onto an individual's computer without lag time, distortion or expense. Data casting trainings, seminars, conferences and information is the way of the future.

E-Colorado is host to another important project funded under this grant - the development of a Register Nurse specific assessment tool. This assessment tool provides insight, explanation and data for those who are considering a career in nursing. Too many times individuals enter the health care field only to find that employment was not congruent with the expectations. This new and innovative assessment tool works to alleviate the uncertainty and disappointment.

The evolution of e-Colorado has been a dynamic process and continues to be as additional enhancements are added. E-Colorado is Colorado's single access point to education, training, information and employment.

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 of our projects that was 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 for the workforce through education and training creates the reality of self-sufficiency.

DISCRETIONARY GRANTS **CWDC Grants in Aid to Local Regions**

The Colorado Workforce Development Council (CWDC) utilizes the WIA 10% Discretionary funds to encourage innovation and use of technology to resolve labor market issues in the workforce regions in Colorado. The Council dispenses the WIA Discretionary funds to ensure that continuous improvement and collaboration are thoroughly implanted within the Colorado workforce system mode of operation.

The practice of rewarding powerful non-traditional responses to labor market issues that engage industry partners in the local regions enables the local WIBS to be vital partners in

reaching solutions that solve industry recruitment and retention issues. 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. They then submit requests for funding to the CWDC in response to RFPs or as local needs dictate the development of a local initiative. The Colorado Department of Labor and Employment controls and dispenses a separate set of discretionary funds (WIA 25% and Wagner-Peyser 10%) that it targets to support creative new solutions to unmet labor market issues and to fill service gaps for areas that are hard hit by localized misfortune. These funds are awarded through a RFP process and the proposals are reviewed by business leaders, department experts and volunteers from the CWDC. All grants solicitations require the inclusion of strong and active partners from business and the public sector.

CWDC members and experts evaluate each request submitted to the Council and provide funding for adult projects that range from creation of the Northern Healthcare Consortium, a healthcare career website, Denver International Airport Customer Service Career Ladder Project, creating workforce liaison between the system and economic development in one region, and the establishment of a casino management career curriculum in another region. Several projects funded by the CWDC are now reported as Best Practices by local regions. They are sustained by local support after successful implementation through the CWDC award.

Annually, the CWDC awards funds to promote innovation and continues its support of the expanded Job Vacancy Survey project. CWDC has actively accepted its role in the creation and approval of the Colorado Labor market Information plan for the year. The LMI

Director and the Chair of the council have created a plan for enhanced collaboration and support for Labor information in future years.

Healthcare and Nursing Grants-\$750,000.00

The Council has awarded discretionary grants to support establishing a consortium of three local regions and their healthcare providers and educators to work to resolve a nursing shortage in those regions. It has also funded a tuition support project in the western slope in rural Colorado to impact their healthcare worker shortages.

Branding and Outreach-\$300,000.00

The Business outreach Committee of the State Council awarded funds to all 19 regions and sub regions to fund a brand awareness project and provide local WIBs with funds to increase contacts with local business and seek their participation in the workforce center activities. The Committee also created a statewide taskforce of outreach representatives from every workforce region to plan joint state wide and regional projects and events to attract employers to the centers and raise the citizens awareness of the workforce system services. The Business Outreach committee and its task force created a celebration of September as Workforce Development Month with a proclamation by the governor and special outreach activities in every workforce region in the state to promote the system and encourage usage by businesses and citizens. Events included career fairs, small business symposiums, open houses, workshop seminars for workers and businesses to work on organization and planning issues as well as resume writing and career planning.



Youth Oriented Projects-\$600,000.00

The CWDC set aside \$600,000 in discretionary funds for the State Youth Council (SYC) to support local Youth Council projects and events. The SYC supported a local workforce region's effort to assist youthful offenders in their reentry efforts. They also funded a youth healthcare education center in one rural region, a youth conversation corp project, and a workkeys based assessment project. In one rural region the SYC funded a forest management and fire fighting training project in the national forest located on Colorado's western slope. In addition they supported the creation of a SEED program to recruit and provide training in job skills and give businesses the opportunity to recruit and train youth

This state-of-the-art simulation learning center for training nurses will be located at the Fitzsimons Life Science Campus east of Denver and is a partnership with the hospital Industry, community colleges, four year institutions and Chief Nursing Officers from around the state . It also includes life care centers and other state agencies. This center is part of the "More, Better, Faster" health care training initiative described elsewhere in this annual report.

The Motherhood Project: Reconnecting Female Offenders with Work and Family-\$700,000

The Motherhood Project is a gender-specific, holistic, female ex-offender program that focuses on removing barriers to employment, and offers options for job training, employment, and education. This cutting-edge program is a collaborative effort between the CDLE and the Colorado Department of Corrections. The mission of this project is to empower female ex-offenders by providing them with the tools to become self-sufficient, productive, and responsible; also, to be accountable to themselves, their family, and the community.

Serious and Violent Offender Grant-\$1,200,000

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: A Non-Custodial Ex-Offender Program-\$750,000

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.

Dislocated Worker/Incumbent Worker Grants-\$1,510,765

Utilizing WIA 25% Rapid Response funds, CDLE awarded its second round of incumbent worker/layoff aversion grants to address the skill training needs of public and private sector employers. Eight pilot projects were initiated, which leveraged WIA



funding with monetary and in-kind contributions from partners, to achieve the following objectives:

- Design and deliver LPN, RN and clinical scholar training for incumbent workers in major health care systems located in 7 front range counties
- Partner with Limited English Proficiency specialists and the Community College of Denver to prepare foreign born nurses not currently working in the health care field for CAN, LPN or RN licensure
- Provide specialized services to older and disabled dislocated workers through community based organizations
- Establish an apprenticeship program for dislocated and incumbent workers seeking careers in the printing and publishing industries

COLORADO DISPLACED HOMEMAKER GRANT

The Colorado Displaced Homemaker Grant Program provides employment and training services to eligible displaced homemakers who, through divorce, separation, widowhood, or ineligibility for other public assistance have lost their source of economic support. Services provided include tuition scholarships, job training, career assessment, supportive services, personal and vocational counseling, and job development and placement.

In PY04-05, the State continued to serve eligible displaced homemakers through an innovative partnership with the Community College of Denver which was established in July 2003. 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 tuition scholarships and supportive services enable program participants to meet the cost of attendance at CCD. Benefits of this program are the preparation of displaced homemakers to reenter the workforce and achieve self-sufficiency.

The State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries (The Youth Transition Grant) is in the second year of existence. The State team, represented by the Colorado Office of Workforce Development, Division of Vocational Rehabilitation, WIN Partners, Colorado Community College System, and Department of Education has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities, coordinated through the workforce system. The \$2.5 million grant is a five-year initiative funded by the Office of Disability Employment Policy, under the U.S. Department of Labor.

Empowerment

NATIONAL POLICY DEVELOPMENT

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

Colorado Department of Labor and Employment's (CDLE's):

- Executive Director was the Treasurer and member of the National Association of State Workforce Agencies (NASWA) Executive Committee until February 1, 2005.
- Division Director for Employment and Training Programs was a member of NASWA.
- Director of Workforce Development Programs was a member of NASWA and on NASWA's Employment and Training Committee, and was a member of the National Governor's Association (NGA).
- Director of Workforce Development Program Operations was on the NGA State Liaisons Executive Committee, selected to serve as the Vice Chair, and was staff to the NGA State Workforce Board Chairs.
- Director of Workforce Development Programs Field Operations was a member of the NASWA Veterans Committee.
- Director of Labor Market Information (LMI) was a member of NASWA's LMI Committee.
- Director of Unemployment Insurance (UI) was a member of NASWA's UI Committee Workforce Council.

Colorado Workforce Development Council (CWDC):

- Chairman of the CWDC was an Executive Committee member of the NGA State Workforce Chairs Association and Chaired the NGA State Workforce Board Chairs Outreach Sub-Committee.
- Executive Director of CWDC served on the Council of State Governments Reentry Policy Committee, and was selected to be a member of the Steering Committee for the Information Technology Association of America's (ITAA's) Education and Workforce 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 was successful in achieving approval for a "local activity funds waiver," allowing local areas to set aside up to 10 percent of formula-allocated funds for adults, dislocated workers and youth to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request was 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.

Colorado also continued implementation of two waivers, which assisted the state in meeting the challenges of a slow economic recovery. These waivers are as follows:

- Waiver of the 20% transfer of funds requirement, allowing up to 40% of funds to be transferred between the WIA Adult and Dislocated Worker programs at the local level.
- Waiver of WIA requirements to procure three of the WIA Youth program elements.

Goals to be achieved by the waivers include greater accountability on the part of local boards and added flexibility to design and implement innovative programs targeted to high-demand industries and worker training in growth occupations.

AUTOMATION INITIATIVES

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

- Workforce Center Key Tags - Workforce Centers can now issue a bar coded "key tag" that fits on a keychain given to customers, which allows them to easily sign in and access various Workforce services. Customers can use the key tag to access self-service functions in the resource centers at the Workforce Centers, to sign in for classes and workshops offered, or as a sign in for any other Workforce Center function. Using the key tag automatically

enters the appropriate service for the class or other function in Job Link (our statewide client tracking and reporting system).

- Employers can now opt to have automatic e-mails generated and sent to them when new applicants are entered that meet their job's requirements. These e-mails are generated once a day for each job they have open in the system and direct the employer to the Connecting Colorado web site (Colorado's self-registration and job matching web site at www.connectingcolorado.com) to view the new applicants that fit their jobs.
- Applicants can now opt to have automatic e-mails generated and sent to them whenever new jobs are entered that meet their requirements and for which they meet the minimum qualifications. The e-mails are generated once a day and direct the applicant to the Connecting Colorado web site to view the new jobs that fit their criteria.
- Colorado has created a new internet-based interface for staff, contractor, and partner agency use of JobLink, Colorado's statewide client data base. This interface is user-friendly with Windows based graphics, and allows easy access to the Job Link system from any PC having an internet connection. It reduces the training requirements for all users and is ideal for Workforce Center partners that are only occasional users of Job Link
- A new JobLink report was created to correct errors that have occurred in caseload



Colorado implemented several new automation initiatives to better utilize available staff resources and promote greater staff efficiency.

Colorado also 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.

records or inform staff of any supplemental performance data that is needs to be entered. This "To-Do list" pops up automatically when the staff member logs in every morning. Example "errors" consist of things like sequence of service problems, expiring goals for young youth, and selective service requirements for youth turning 18. Addressing these errors in a timely manner assists Colorado in providing accurate reports to USDOL and and achieving positive performance outcomes.

STATE YOUTH COUNCIL

The Colorado Workforce Development Council (CWDC) provided the State Youth Council (SYC) with over \$570,000 to support innovative youth projects in Colorado's local workforce regions. The SYC funded programs focusing on improving academic skills, personal development, leadership skills, career exposure and exploration related to Colorado's emerging industries, alternatives for youth to obtain diplomas and GED's utilizing work readiness certificates, work experience utilizing a Conservation Corps program, and projects serving at-risk youth to ease their transitions back into the community. One project, in particular, was recognized as a best practice for creating partnerships between local businesses and the workforce center by focusing on internships and work experience subsidized by grant funds and contributions from employers that could not staff youth directly.

Another achievement of the SYC, the Department of Labor and Employment, and the Office of Workforce Development was the Think

Big Youth Forum, which was a two-day conference for workforce staff who operate youth programs in their local regions. SYC staff was able to record several of the dynamic workshops and presentations and will be distributing them on DVD. The SYC also has been providing financial support to the state-wide WIA youth operators by hosting their monthly conference calls.

The SYC will also be the primary intermediary that will coordinate the youth portion of Colorado's State Plan, as submitted to the U. S. Department of Labor.

YOUTH TRANSITION GRANT

The State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries (The Youth Transition Grant) is in the second year of existence. The State team, represented by the Colorado Office of Workforce Development, Division of Vocational Rehabilitation, WIN Partners, Colorado Community College System, and Department of Education has created a cross-system, multi-agency plan to improve State and local services to youth with disabilities, coordinated through the workforce system. The \$2.5 million grant is a five-year initiative funded by the Office of Disability Employment Policy, under the U.S. Department of Labor.

This project is now established in six local workforce regions. Boulder, Tri County, and the South Central (Alamosa) regions have created local plans and are in the process of implementing the plans. Three new sites, Arapahoe/Douglas Works!, Denver, and Weld County have begun their resource mapping and focus group activities.



Five goals identified by the State team are:

- Increase access to work-based experiences for youth with disabilities.
- Enhance the workforce development system's effectiveness in communicating and sharing information regarding youth transition.
- Educate all constituents about the topic of youth transition and the needs of youth with disabilities as they transition into adulthood.
- Develop and enhance partnerships among the workforce system and the stakeholders and partners that provide services to youth with disabilities.
- Develop information access systems to share information with: youth with disabilities and their families, employers, and stakeholders and partners that serve youth with disabilities.

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 240,000 young people, (ages 14-21) have found summer employment.

The Media sponsors of the GSJH are 9NEWS and Newspaper In Education -Denver Newspaper Agency. The

amount of donated coverage contributed from them equates to \$84,500 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.

Employers involvement with the GSJH program were 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 11,873 young people entering employment.

Best Practices winners for the GSJH were the following:

- The Eastern Sub-Region's key initiative was their Summer Youth Employee of the Week. The Sterling and Fort Morgan Workforce Centers recruited employers during the summer to nominate a special youth to be awarded a certificate and have an article and their picture in the local newspaper. The youths were also highlighted on the weekly radio spot in Fort Morgan. This media exposure was offered at no cost by the newspapers and radio stations, an excellent advertising tool for the region.
- Rather than having one person handle both internal administration and outside recruitment, the team in Mesa County adopted a new structure for the program. The team consisted of five members. Management provided supervision, guidance, and



Colorado was successful in achieving approval for a "local activity funds waiver," allowing local areas to set aside up to 10 percent of formula-allocated funds for adults, dislocated workers and youth to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request was 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.

experienced "know-how". Their GSJH coordinator provided internal administration, while a team of three School District 51, School to Career counselors handled outside employer recruitment. The team was able to split up the responsibilities, resulting in increasing entered employments from the goal of 350 to 780 youth finding employment.

- Governor's Summer Job Hunt funds were combined with Wagner-Peyser and youth grants to ensure job readiness services were available to all youth. This effort has been successful as demonstrated by the level of services provided. TRICO YouthWorks accounts for 25 percent of Workforce Center customers, 18 percent of job orders, and 26 percent of the reported entered employment. From February 1, 2004, through September 17, 2004, Tri-County provided services to over 5,000 youth. The TRICO YouthWorks team was able to place 1239 youth in jobs within the GSJH time period. The number of placements has continued to grow year by year and is a direct result of the customer service and thorough follow-up provided.

Engaging Employers

Of all the things that can happen in an economic cycle, two are certain: teen employees are the first to be laid off when the economy goes bad and the last to get rehired when the economy improves. Job growth during 2004 was slower than in past recoveries. When employers start hiring again, they have access to a large pool of older candidates, who end up taking jobs that have traditionally gone to teens. The GSJH program addresses this issue by

developing marketing events and activities directed to employers to entice them to work with young people.

GSJH Activities for Employers Around the State include:

- Youth Job Fairs'
- Employer mailings
- Employer Roundtables
- Employer presentations provided to fraternal organizations (i.e. Lions Clubs & Rotary Clubs)
- Employer letters, followed by telephone contact or personal contact'
- Employer Breakfasts
- Employer symposiums
- Radio Public Service Announcements
- Develop a database of previous employer placements through job development or employer service contacts.
- Mini Job Fairs

Business Development

The following is an example of one WFC building relationships with employers resulting in an increase of job postings.

Tri-County's Business Development plan focuses on two tiers of services. The first tier seeks continuous growth of their Job List, and the second tier focuses on relationship building through special projects. The first tier is done in collaboration with the Business and Employment Services Team. Tri-County has built a Business Services Team that involves Employment Services and Youth Services team members. Together the team works with businesses creating new job postings for Joblink, providing

job fairs throughout the year, and building relationships with businesses to enhance the availability of Career Exploration projects for their customers.

The second tier of Business Development is the Job List, an Access database, which continues to be a primary resource for youth seeking current information on job openings in the region. This system provides information on entry-level and higher level positions, job requirements, qualifications and policies for hiring offenders. Updated bi-weekly, the database has grown to approximately 100 companies reflecting more than 300 positions. Youth can access information on an average of 75-125 job openings online, by phone, or by visiting the center. This computerized system is available to all center staff and includes a tracking mechanism and a detailed referral form for customers.

In July, Tri-County Workforce Mountain Centers sponsored two mini job fairs. One event was held at the Clear Creek Metropolitan Recreation District headquarters in Idaho Springs. The other event was held at the Gilpin County Community Center. Both events provided job readiness workshops for youth and gave youth the opportunity to speak with a variety of businesses. These events were key factors in doubling the youth registrations from summer of 2003 to summer of 2004. Overall, TRICO YouthWorks has been able to expand and increase their Governor's Summer Job Hunt program, due to the efforts in making the program a year round effort.

Part of each region's Youth Coordinator duties includes seeking out potential employers in the community that would usually hire youth ages 16-21. Very few employers hire ages 14-15, due to the child labor laws. Employers were contacted via a walk-in basis or by phone. Employers were informed of the GSJH and its goal to create a partnership between local employers and youth, helping youth obtain employment. This

includes temporary/permanent, part-time or full-time employment. Many of the employers only needed the youth for the summer; however, there were employers who have retained the youth referred on a permanent basis. The majority of employers for the summer months were in the food industry. The Coordinator found that the average youth was unsure about applying for these positions; however, with encouragement they discovered that most "first jobs" are indeed in the food industry.

TRAINING FOR WORKFORCE PROFESSIONALS

LMI provided 14 trainings to different customer groups in PY 2004. These include Workforce Center staff, Business people, Workforce Boards, Colorado Rural Retention Network and High schools. Topics covered include labor market information for employers, Projection, LMI data sources, Local Employment Dynamics and Labor Market Information for Healthcare. Workforce professionals, job seekers and other customers were also taught how to use on-line Labor Market Information products to improve job seeking opportunities, and how to use the "Getting Ready", "Getting Real" and "Getting Out There" modules developed by LMI.

COMMON MEASURES TRAINING

The MIS section of CDLE's Workforce Development Programs developed and conducted training on Common Measures for both the WIA and Wagner-Peyser programs. A day-long session was held for Colorado's nine workforce regions, and, in addition, customized trainings were provided on-site in several of the workforce centers. These trainings addressed new strategies and best practices for achieving performance outcomes under the Common Measure system. They also covered the specific procedures for capturing performance data in Colorado's JobLink database.



Cost Effectiveness Analysis

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. Increased wages for our clients fit into both of these categories since the increased wages obviously directly benefit our clients, but they also result in increased tax revenue through increased income tax payments, as well as probable increases in sales and property taxes. 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. At this point, we only have data to measure the gain in wages experienced by our clients. 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.

Adult Program

In the Adult program we are comparing the annualized wage gain the clients experienced to the total expended for the program year. Since we are looking at wage gains experienced by clients after their exit from the program, we are only showing the wage increase for those having completed the program, while the expenditures shown include funds spent on clients who have not yet exited the program. This should "even out" over time with clients served primarily with funds from last year carrying in to this year and others served primarily with this year's funds

carrying in to next year as long as enrollment rates remain fairly stable. The wage gain is calculated by subtracting the wages the 2nd and 3rd quarter prior to enrollment from the wages the 2nd and 3rd quarter post exit. We then annualize the wage increase by multiplying by two (moving 6 months to 12 months).

- 2004 annualized adult wage increase - \$9,718,900.
- Expenditures - \$9,287,244.
- Benefits - \$1.05 for each \$1.00 expended.
- Cost per client served-\$1977.00.

Youth Programs

The approach used in the adult program above of looking at the wage gain by the clients does not apply to the bulk of youth clients since the purposes of the training provided are significantly different. The youth served under the Young Youth program are not necessarily being aimed at immediate employment; many are returning to secondary school or going on to advanced training.

- Cost per client served - \$2281.00.

Dislocated Worker

With the adult program some assessment as to a return on investment or cost effectiveness can be made since the intent of these programs is to move the adult or youth from a current low-income status or from dependency on government assistance programs to greater income and less dependence. The dislocated worker program, however, is intended to prevent clients from slipping into a dependent or lower income status. This is the reason that the wage standard for the dislocated workers measures how much of their former

income was replaced after the program, where the other programs look at an expected gain in wages. Like most prevention programs it is difficult, if not impossible, to analyze cost effectiveness in any meaningful way since assumptions have to be made on where clients would have ended up if intervention had not occurred. Any cost effectiveness analysis attempted on this program would only measure our assumptions for where those clients were headed when we intervened.

- Cost per client served-\$2766.00.

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 33% of our Adult clients and 47% of our youth clients in PY 2004 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. Tools are provided allowing each region to track its performance on these measures in 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.



Formula For Success³



Partnership + Performance = Empowerment

LOCAL REGIONS



Adams County One Stop Career Center

REGIONAL PROFILE

Adams County is a diverse county of approximately 380,273 people, 78% of which hold a high school diploma or equivalent, 17.4 % hold a Bachelor's or Graduate degree, and 12.5% hold less than a high school diploma or equivalent. Almost 21.6% of the population speak a language other than English at home, and 16% of the population report themselves as having a disability.

Adams County hosts a wide range of contrasting industries that include: Photonics, Manufacturing, Air and Trucking, Transportation, Biotechnology, Nanotechnology, Logistics/Warehousing, Healthcare and Agriculture. Because of the large area of agricultural activity in Adams County, the Brighton One Stop Career Center has been designated by the state as a significant Migrant Seasonal Farm Worker (MSFW) office.

During PY04, the average Unemployment rate for the Adams County region was 6.9%, higher than

Colorado's average, which can partially be attributed to the continued layoffs at Rocky Flats and the high labor demand for nursing professionals. Additionally, the manufacturing sector began downsizing by the third quarter.

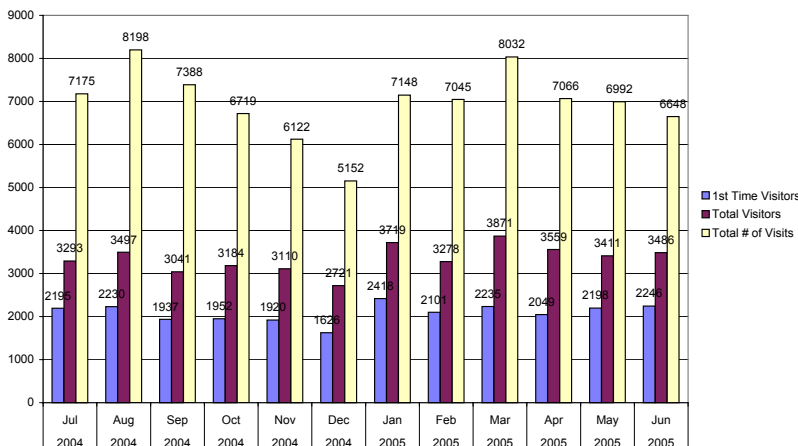
This year, the Adams County One Stop Career Center made several modifications to its offices and service capacity which greatly improved the delivery of services to its customers. The remodel and expansion of the Thornton One Stop included the addition of 1,300 square feet to enlarge the Career Resource Room. The Brighton One Stop was expanded and relocated to a more visible and customer accessible site. The new site is 2,700 square feet, which is three times the size of the previous office. The number of intake staff for the Workforce Investment Act (WIA) was increased in 2004 to better serve WIA participants and to assist the Case Managers with file maintenance, enrollments, and follow-up and program compliance.

Adams County

Mission: The Adams County One Stop Career Center (ACOSCC), through strategic partnerships will serve the diverse needs of all its customers through easily accessible, high quality, and comprehensive workforce development services.

Vision: To be a leader and a partner in delivering a workforce development system that generates and maximizes opportunities, promotes value through partnerships, and enhances the quality of life and the future of our community.

Adams County One Stop Career Center Traffic Flow Program Year 2004



X

Adams County One Stop Career Center has enhanced technology to all sites to accommodate an average of 1,300 customers per month using the Career Resource Rooms and Work Place Skills instruction in various computer applications.

PARTNERSHIPS

One of the goals in Program Year 2004 for the Adams County Workforce Investment Board was to build effective partnerships with key stakeholders in the county and to collaborate on a regional level with other Workforce Regions. The change in philosophy to "Manage Workforce Development through Regional Cooperation" (inspired by Ed Barlow, Creating the Future, Inc. Metro Denver Workforce Investment Board Seminar, April 28, 2005) strengthened the relationships with other Workforce Regions and allowed Adams County One Stop Career Center Systems to continue developing and executing innovative and successful grant initiatives.

Warehouse Training Program

This collaborative effort between Adams County One Stop Career Center, Caterpillar, Inc. and Front Range Community College was developed to train qualified job



seekers in Logistics and Distribution positions. In order to be eligible for this training, applicants needed to have a High School Diploma or GED, or be able to test at an eighth grade level for math and reading comprehension

Students are in class for five (5) days on site at the Caterpillar, Inc. location. The curriculum for this training consists of workplace ethics, OSHA vehicle safety, forklift operation and warehouse

functions. Upon completion, successful participants receive a certification in Warehouse Operations. Through June 30, 2005, 89 participants successfully completed the training.

Ongoing Partnerships

Adams County continued three important partnerships to address the nursing shortage in the region. As a nation, the nursing shortage stands at 11%, however, Colorado's nursing deficit is twice the national average. These following three partnerships have successfully implemented new training programs and created increased training capacity in the Denver Metro region:

Certified Nursing Assistant Training

Adams County partnered with Front Range Community College to train job seekers as certified nursing assistants. The training was coordinated with the University of Colorado Hospital, which participated in this project by placing newly certified nursing assistants in a work experience to provide them with practical experience. Forty-four participants trained and received their certification as nursing assistants.

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

Adams County One Stop Career Center, University of Colorado Hospital, Community College of Aurora and Regis University collaborated to implement the BSN Worksite Option, which allows incumbent workers the opportunity to continue full-time employment while obtaining their BSN degree and working toward improving their overall wage earnings.

In July 2003, Adams County One Stop Career Center was awarded a \$250,000.00 grant to develop this

program and have 33 new BSN students graduate by June 30, 2005. The success and popularity of this program improved employee retention at University Hospital and made this program self-sustaining. In the fall of 2005, the University of Colorado School of Nursing will join Regis University in providing the Worksite Option due to the increase in staff interest at University Hospital. The cohesion and continuity of the partnership has earned the BSN Worksite Option national recognition as a best practice.

Northern Healthcare Consortium

This project continued during PY2004 through the partnerships of Workforce Boulder County, Adams County One Stop Career Center, Larimer County Workforce Region, Northern Colorado Home Health Association, Longmont United Hospital, University of Colorado Hospital and Front Range Community College. The project has provided training and educational opportunities for limited English speakers and low-skilled employees to advance to higher skilled positions within their organizations and the healthcare field. Healthcare and Career awareness and student success workshops have been presented and training has been provided to include skills remediation, healthcare career instruction and exploration, and the implementation of academics skills assessments and career interest inventories. Healthcare instruction has included the specific medical fields of radiological technology, pharmacy, physical therapy, neurodiagnostic procedures, medical office administration, and professional nursing courses.

Lean World Class Manufacturing

This grant reflects the collaborative efforts of Workforce Boulder County, Adams County One Stop Career Center

and Front Range Community College. It provided incumbent worker training for employees in seven small to mid-size manufacturing based organizations within Boulder and Adams County. Lean World Class Methodology has a direct impact on cost savings to the participating manufacturers. Increases in process efficiency and effectiveness, reduced inventory, reduction in downtime, reduction of waste and repetitive work are improvements as a result of Lean Methodology. Estimates from one company alone will save over \$600,000.00 in operating expenses, which represents a 24 to 1 return on investment (ROI).

Bridge to the Future- Youth Initiative

Workforce Boulder County, Adams County One Stop Career Center System, Front Range Community College, Adams County Twelve Five Star Schools and St. Vrain Valley School District have coordinated services to provide intensive academic, career awareness, personal development and college preparatory services for 40 youth who face significant barriers to high school graduation and subsequent post-secondary enrollment. The project targets youth with Limited English proficiency, low socioeconomic status, and first generation college students and also provides education and referral services to the parents of participating youth.

The goals and objectives of this program are as follows:

- To improve students' academic achievement as measured by performance on standardized assessments such as, the LOEP and the Accuplacer
- To have 80% of students successfully complete the program and enroll in post-secondary education.

Lean World Class

Methodology incumbent worker training has had a direct impact on cost savings for participating manufacturers.... Estimates from one company alone show a savings of over \$600,000.00 in operating expenses, which represents a 24 to 1 return on investment (ROI).



“After years of referring businesses to the Adams County One Stop Career Center to post job openings, we finally had the chance to post a position ourselves. The candidates submitted for this opening by the One Stop and its Business Services Unit were extremely high caliber. Anyone not taking advantage of the One Stop Career Center services is making the hiring process more difficult than it needs to be.”
-Business Services
Testimonial

- To have 90% of the students show gains from pre/post test assessment on the Kouzes and Posner Leadership Practices Inventory.
- To have 90% of students show an increase in career awareness through the use of a pre/post career interest inventory.

Fourteen Skyline High School and 15 Thornton High School Juniors completed the first year of the program and received approximately 100 hours of instruction, career exploration workshops, and class presentation practice. The second year will build on skills and experience acquired in the first year of the grant.

Hmong American Association of Colorado Partnership

During PY2004 the partnership between Adams County One Stop Career Center and the Hmong American Association was strengthened to better serve the growing population of Hmong residents

who live in Adams County. A Memorandum of Understanding between the One Stop and the Hmong American Association was developed to implement the One Stop job referral services conducted at the Hmong Community Center. Joblink access was provided to a designated Hmong community staff person to assist in job referrals and tracking job applicant data.

PERFORMANCE

During PY04 Adams County served 35,138 customers from a wide variety of ethnic groups with nearly 30% of the customers Hispanic or Latino in origin, 10% Black or African American, 2.8% Asian, 2.5% American Indian or Alaska Native, 45.8% White (non-Hispanic/Latino), and 9.1% of other mixed ethnicities. The Adult Program enrolled 364 participants of which 256 individuals received training. 90% of Adult Program participants entered employment. The Dislocated Worker Program served 189 individuals with 136 receiving training. The Entered Employment Rate was 92%. The

WIA Performance PY04 2004

ADULT	
Standard	Percent of Goal
Entered Employment	121.7%
Employment/Credential	147.0%
6 Month Retention	116.4%
6 Month Earnings Change	108.9%

DISLOCATED WORKER	
Standard	Percent of Goal
Entered Employment	110.8%
Employment/Credential	117.3%
6 Month Retention	107.2%
6 Month Earnings Replacement	100.4%

OLDERS/YOUTH	
Standard	Percent of Goal
Entered Employment	127.0%
Employment/Credential	122.0%
6 Month Retention	119.0%
6 Month Earnings Change	298.2%

YOUNG YOUTH	
Standard	Percent of Goal
Diploma	104.6%
Skill Attainment	100.1%
6 Month Retention	101.5%

ADAMS CUSTOMER SATISFACTION	
Standard	Percent of Goal
Satisfaction - Job Seekers	111.8%
Satisfaction - Employers	96.0%



Youth Program enrolled 124 younger youth and 67 older youth participants with 12 older youth receiving training. 89% of older youth were placed in jobs after receiving services.

Adams County added a number of new assessment tools to its already sizeable assortment of testing materials. These new tests included: Test of Adult Basic Education (TABE), Self Directed Search (SDS), Career Decision Maker (CDM), WorkKeys®, Meyers Briggs, KeyTrain, and Personality Mosaic.

Employer Services was renamed to "Business Services" in an effort to focus more attention on the Adams County employer base. Improvements included more direct communication through quarterly newsletters that are sent to businesses in the county, hosting employer events such as the Employer Breakfast held in September 2004, and an Open House holiday event held at the Western Service Center in December 2004. The Job Order Alliance was incorporated into Business Services to improve overall service to the employers.

Annual Youth Job Fair

The Adams County One Stop Career Center hosted the fifth annual Youth Job Fair in March 2005 at the Adams County Fairgrounds in Brighton. In the last four years, the Youth event has grown not only in size, but in popularity among Adams County youth and the local school districts. This year, over 900 youth from the ages of 14-16 attended the new Career Exploration event and over 700 youth attended the job fair for a combined total of 1,600 youth participants. During the Job Fair, individuals had an opportunity to meet with 55 different employers to inquire about available

positions and apply for employment. The Job Fair also featured apprenticeship programs which offer youth training experiences in industrial occupations that require a wide and diverse range of skills and knowledge. Opportunities in the trades provide an alternative to a traditional four-year degree track and provide individuals with both on-the-job work experience and formal training in specific industrial occupations. This year the new Career Exploration component of the Job Fair was implemented. During this event, participants heard from several guest speakers about their professions and the kind of education or training that would be required should a student want to pursue a career in that field.



EMPOWERMENT

Workforce Investment Board

In 2004, the Adams County Workforce Investment Board (WIB) developed and implemented an aggressive strategic plan that addressed the following challenges impacting businesses and job seekers:

- Ongoing changes in industry trends and employer needs;
- Lack of necessary skills of job seekers to fill current and future jobs;
- Lack of awareness of "Adams County One Stop Career Center" and what services are

Youth Council
Public and
Private Business
Stakeholders

Adams County Business Services

Adams County Housing Authority

Adams County One Stop

Career Center

Access Housing

Adams Twelve Five Star Schools

Colorado Department of Labor & Employment

District Attorney Diversion Program

Division of Vocational Rehabilitation

Echostar Communications

Friends First

Front Range Community College

Goodwill of Denver

Job Corps

Journeyman

Laborers' International Union

Probation Department-17th Judicial

SWAP

Pipefitters Local #208



Success Story:

Ron had a number of barriers to his employment when he came to one of the Adams County One Stop's satellite locations. Ron also asked for assistance from the One Stop Staff member in completing an online application for Home Depot. He was called a few days later for an interview. With the assistance of the One Stop Career Center and its partner Vocational Rehabilitation, Ron is now working part time at Home Depot in the tools department.

provided to businesses and job seekers;

- The need to enhance partnerships with School Districts, Adams County Economic Development, and other private and public stakeholders.

To implement this strategic plan, task force groups were created consisting of WIB members and Adams County One Stop staff. Through their diligence, the WIB accomplished the following:

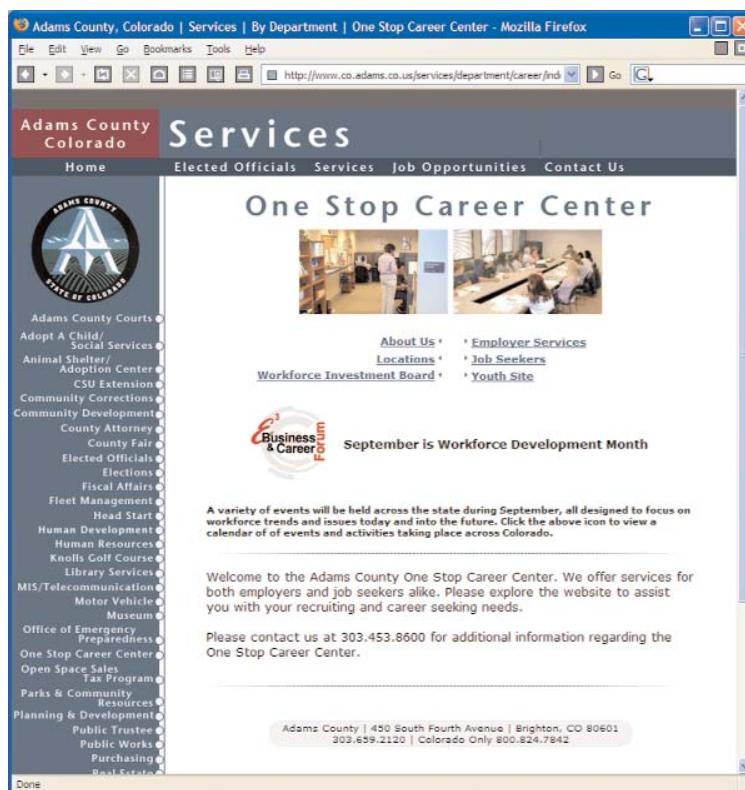
1. Increased the Business Services' new employer base by 100 new organizations.
2. Added new career exploration and skills assessment tools for use by job seekers.
3. Initiated appropriate redesigns and updates of the One Stop website.
4. Created new marketing materials

through a new marketing initiative.

5. In January 2005, the Quality Assurance unit conducted a 100% file audit on all WIA programs to focus on evaluating and improving internal One Stop operations and to ensure compliance in all programs administered through the One Stop.

Awards and Recognitions

The Adams County Youth Council received an award from Colorado Governor Bill Owens, honoring the achievements of Adams County in providing exemplary services and achieving above average job placements to Youth during the Governor's Summer Job Hunt of PY04. Pat Ferrington from the Division of Vocational Rehabilitation and Chair of the Adams County Youth Council received the award.



Arapahoe/Douglas Works!



REGIONAL PROFILE

Arapahoe/Douglas Works! operates two full-service One-Stop Workforce

Centers in Aurora and Littleton serving the Arapahoe County region. The Aurora office operates a large learning center. Two satellite offices, located in Lone Tree and Castle Rock, provide Labor Exchange services to Douglas County. In addition, a third satellite office opened in 2005 on the Community College of Aurora campus as a result of a new partnership with CCA to assist students with job placement following graduation.

The mission of Arapahoe/Douglas Works! is to advance a public workforce system committed to customer satisfaction, community partnerships and continuous improvement. This is accomplished through the leadership and strategic alliances of the members of the Arapahoe/Douglas Workforce Board. Arapahoe/Douglas Works! serves people in Arapahoe and Douglas counties and Denver's southeast suburbs, and is home to many of Colorado's technology companies. Douglas County continues to be one of America's fastest growing counties.

The Colorado Department of Labor and Employment reported that Colorado, as a whole, added over 27,400 new jobs between July 2004 and June 2005, up from 21,000 the prior year. The Denver Metro Job Vacancy Survey revealed the number of job vacancies increased to 17,200

in the Denver metro region, reflecting an increase of 900 jobs from the previous year. 23% percent of the job vacancies reported are considered 'hard to fill' by employers and 22% of the vacancies reported are considered 'very hard to fill'. 32% percent of job vacancies in the Denver require a Bachelor's Degree. These jobs pay higher wages and call for specialized skills that must often be developed by training offered through regional workforce centers.

The average wage for growth jobs in Colorado is \$2,665 below the average wage for declining jobs, possibly reflecting trends toward outsourcing. The average overall wage of job vacancies during PY04 was \$13.15 per hour. Manufacturing jobs, which pay the highest average wage, account for 9% of all job openings. The retail trade sector accounts for the highest number of vacancies, averaging \$7.30 per hour, down from \$9.69 per hour last year.

The Arapahoe/Douglas region has 12.5% of the market share of unemployed job seekers in the state, with the unemployment rate in Arapahoe County at 5.3% and in Douglas County at 3.9%, reflecting a .2% increase from June 2004. The region had 33,245 job seekers on its rolls, which reflects a decline of almost 17% from last year. The top five skill categories called for by employers listing jobs with the Arapahoe/Douglas region are:

- Office and Administrative Support (20%, average wage \$11 per hour),

Vision:

Arapahoe/Douglas Works! aspires to capitalize upon the diversity reflected within our local communities and to build a competitive workforce that fully enjoys the dignity and worth that comes from contributing to the economic well being of the thriving job market within the Arapahoe/Douglas Region.



To enhance the effectiveness of its community partnerships, Arapahoe/Douglas Works! provided a series of cross training sessions throughout the year to help concerned partner staff in developing the knowledge and referral techniques required to provide superior services to the region's customers.

- Sales and Related (16%, average wage \$26.47 per hour),
- Construction (10%, average wage \$14.30 per hour),
- Production (9%, average wage \$22 per hour), and
- Transportation (7%, average wage \$12.40 per hour).

Arapahoe/Douglas Works! continues to rely heavily on self-help technology to assist customers with their job search and to provide online registration. Group orientations are conducted to streamline newly registered participants and to enroll them in basic services. During PY04, Arapahoe/Douglas Works! WIA staff provided a Career Guidance workshop attended by 317 customers, and the Wagner-Peyser staff facilitated a variety of classes in Labor Market Information and Job Search skills. With increased emphasis on self-help services, these classes have helped Arapahoe/Douglas Works! customers access the full range of services available to them through the resource areas. Additionally, assistive technology is available in both of the full-service workforce centers for customers with disabilities.



Arapahoe/Douglas Works! also offers a variety of workshops from outside presenters on all aspects of job search, including a job club, which has boasted over 200 placements during PY04. In addition, Arapahoe/Douglas Works! began a Veteran's Job Club, providing over 50

Veterans with support during job search. Wagner-Peyser staff now facilitates this job club.

During PY04, the region received 4945 job orders and served a total of 33,245 active job seekers, which included 19,737 UI claimants. 59% of the total visitors were UI Claimants down from 95% of in PY03. Staff assisted services were given to 22,562 applicants, resulting in 19,145 entered employments, a 28% increase over PY03. A total of 437 Dislocated Workers, 329 Adults, and 164 Youth were served under WIA programs during PY04. 38% percent of dislocated workers, 59% of adults, 50% of older youth, and 80% of younger youth were minorities. Out of all the enrolled participants, 11% reported having a disability.

Under the Veterans Programs, the region served 2,048 veteran job seekers, a 122% drop from PY03, providing staff assisted services to 1821 vets. 691 veterans were referred to job openings; case management services were provided to 34 veterans. Arapahoe/Douglas Works! documented 2357 entered employments, a 21% increase from PY03.

New in PY04, Arapahoe/Douglas Works! implemented the Work Keys system and Key Train curriculum in its Learning Centers. The Key Train curriculum assists students in enhancing basic skills, earning high school credit, and preparing them for the GED exam. The curriculum is coordinated with the Work Keys System to improve testing scores. In addition, Arapahoe/Douglas Works! ultimately plans to use the Work Keys assessments to certify job seekers as



having certain skill levels so they can be marketed more effectively to employers.

PARTNERSHIPS

Arapahoe/Douglas Works! continued to enhance its services via a number of partnerships with other grant funded programs. With the help from CDLE, our partner for Wagner Peyser Employment Services, more employer outreach occurred and 19,000 people were placed in employment. The Consumer Navigator placed at Arapahoe/Douglas Works! by Cerebral Palsy of Colorado served 201 customers in PY04 with 110 customers completing the program and resulting in a 51% Entered Employment Rate and an 85% 6-month retention rate.

Job Corps recruiters successfully referred over 300 youth to Job Corps facilities, and the *Adult Learning Source* provided on-site academic assessments and referrals to ESL students at the Aurora facility. Arapahoe/Douglas Works! also worked with the *Arapahoe 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.

Arapahoe/Douglas Works! partnered with the Arapahoe County Jail to help ex-offenders transition back into the workforce. One full time staff member saw an average of five ex-offenders per day and served over 400 people. Additionally, workshops for jail inmates were provided to assist them in developing job search and work skills to enable them to secure full time employment when they are released.

Exemplary Health Care Projects

Arapahoe/Douglas Works! completed several discretionary grants that involved partnerships with both employers and the community college system. The iCAN Program allowed Arapahoe/Douglas Works! to help the Community College of Aurora increase its system capacity to train twenty additional Licensed Practical Nurses each year. The Registered Nurse Refresher program, involving Health One and Arapahoe Community College working in partnership with Arapahoe/Douglas Works!, has been highlighted as a best practice and was presented at the WIA Best Practice Symposium in August 2005. This program is now self-sustaining and has added over sixty Registered Nurses to the Colorado labor force.

The HCA project, involving a partnership between Arapahoe/Douglas Works!, Denver Division of Economic Development, Health One, Arapahoe Community College and Community College of Denver, created an accelerated RN associate degree program. Arapahoe/Douglas Works! participation in this program resulted in adding 32 new RN's to the Colorado Labor force. The project is now self-sustaining and is being continued at Arapahoe Community College.

Reemployment Services Initiative

In partnership with Arapahoe/Douglas Works!, the Colorado Department of Labor and Employment 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 PY04, CDLE personnel served 274 job seeker gaining a 71.64% Entered Employment Rate and a whopping 87.27% 6-month-retention rate.



One Stop
Partners:

Colorado Department of
Labor and Employment

United States Department
of Labor Job Corps

American Association of
Retired Persons

TH Pickens Technical
Center

Colorado Department of
Vocational Rehabilitation

The Learning Source for
Adults and Families

Aurora Housing Authority

Arapahoe County
Community Services
Department

CP of Colorado



Residents of the Arapahoe/Douglas region are relatively affluent and highly educated. According to 2000 Census Data, the median household income in 1999 was \$53,570 in Arapahoe County and \$82,929 in Douglas County, both among the highest in the state and well above the statewide median income of \$47,203.



PERFORMANCE

WIA Programs achieved strong performance measures in Py04.

Arapahoe/Douglas Works! met the Credential/Employment Rate performance outcome for Dislocated Workers at 75.14%. With an Entered Employment Rate of 98%, a 6 Month Retention rate of 95%, and a 6 Month Earnings Change/Replacement Rate of 85%. Data cited earlier in this report concerning average wages of declining jobs versus average wages of increasing jobs bear out the factual nature of the wage correction that the Denver Metro Area has had during the recent recession.

The demographics of the Adult population served indicate that Arapahoe/Douglas Works! reached out to the difficult-to-serve and achieved superior business results. Arapahoe/Douglas Works! exceeded every performance measure with this population. Interestingly,

Arapahoe/Douglas Works! spent an average of \$465 per participant in training, and yet the quality of services can be readily seen by the fact that we exceeded the 6 Month Earnings/Replacement benchmark by 134%. This is a gain of 36 percentage points over last year's already high achievement with this standard.

Arapahoe/Douglas Works! handily met every performance benchmark in the Older Youth Program during PY04. The quality of this program is reflected in the 6 Month Earnings/Replacement Rate which grew from \$1151 in PY03 to \$2893 in PY04, a 151% gain between program years. For Younger Youth, Arapahoe/Douglas Works! met the Skill Attainment Rate and 6 Month Retention Rate performance benchmarks as negotiated. In PY03, Arapahoe/Douglas Works! did not meet the earnings measure, but exceeded the standard in PY04, moving from 70% of the standard in PY03 to 114% in PY04.

Arapahoe/Douglas Works! is proud to have met or exceeded all three Younger Youth performance standards in PY04.

WIA Performance PY04

DISLOCATED WORKER

Standard	Percent of Goal
Entered Employment	122.7%
Employment/Credential	114.3%
3 6 ontMh etention	95.1%
3 6 ontMEarnin9c h eplaDement	134.2%

OLDER YOUTH

Standard	Percent of Goal
Entered Employment	108.1%
Employment/Credential	183.4%
3 6 ontMh etention	104.5%
3 6 ontMEarnin9c CMAn9e	122.2%

YOUNGER YOUTH

Standard	Percent of Goal
Siploma	120.9%
k Jill btainment	122.1%
3 6 ontMh etention	112.8%

CUSTOMER SATISFACTION

Standard	Percent of Goal
k aticADion 5f o- keeJerc	120.1%
k aticADion 5Employerc	144.7%

EMPOWERMENT



Workforce Board

Achievements:

The Arapahoe/Douglas Workforce Board completed a comprehensive

strategic planning effort during PY 2004 that included a work plan that defined its core values, revised its mission and vision, and laid out goals for the upcoming program year. The three working committees established as a result of this Strategic Planning were Marketing, Customized Services, and Advocacy. These committees continue to contribute to a continuously improving workforce system operation. In addition, in early 2005, the Board met and established four goals for 2005, and four groups were established to carry these goals forward in Marketing, Sector Interventions, Demographic and Diversity Shifts, and Advocacy.

The Arapahoe/Douglas Workforce Board was instrumental in creating the partnerships that initiated the Improved Outcomes project. In partnership with the Central Colorado Area Health Education Center (AHEC), Arapahoe/Douglas Works! participated in creating and testing an assessment instrument that will provide enhanced predictive success for participants seeking to enter training in life sciences. Focus groups were held with Arapahoe/Douglas Works! staff and healthcare/life sciences professionals concerning what exactly should be assessed. AHEC worked on developing the on-

line assessment tool which was field tested with some of Arapahoe/Douglas Works!'s WIA participants.

Arapahoe/Douglas Works! restructured its entire program management team which resulted in a dramatic increase in performance outcomes for the WIA program as demonstrated by the difference in outcomes as compared to PY2003. In PY2003, Arapahoe/Douglas Works! missed one out of fifteen performance standards by more than 20%. However, with the new management team, Arapahoe/Douglas Works! met or exceeded fourteen of the seventeen PY04 performance standards and came within 85% of the remaining three standards.

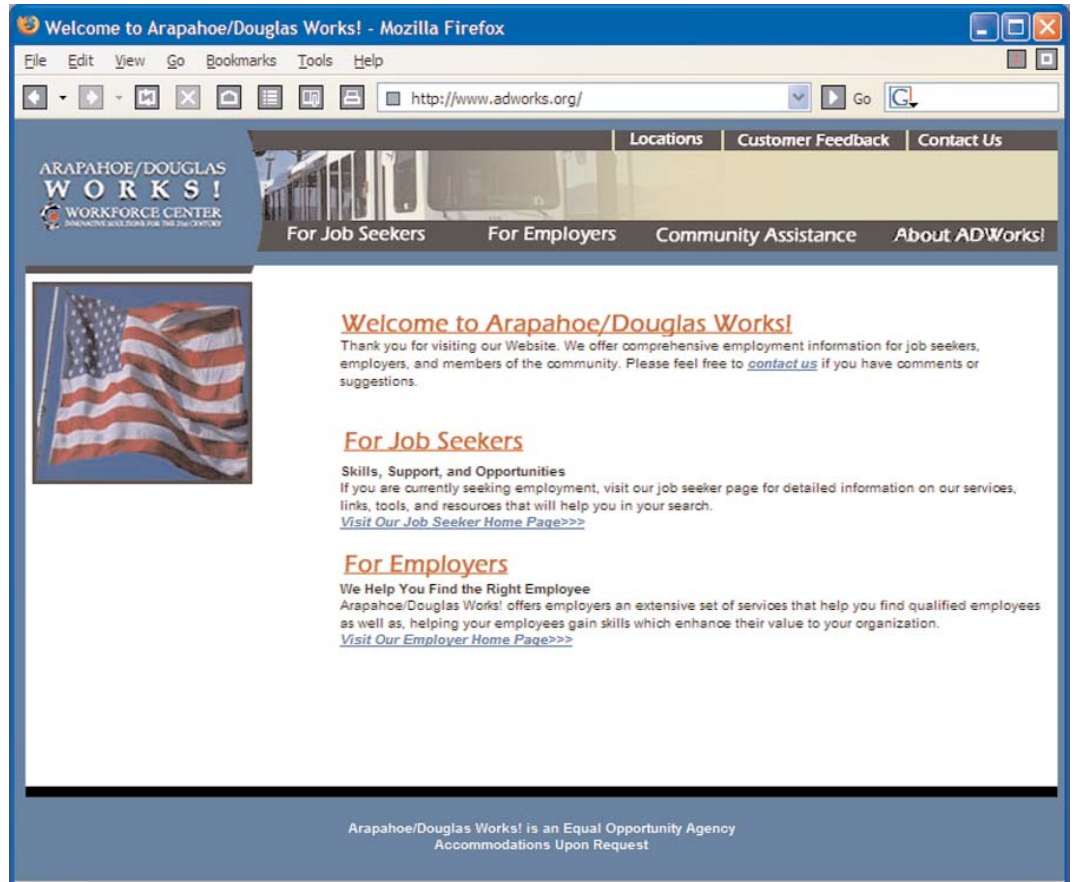
Awards

- Arapahoe/Douglas Works!' RN Refresher program was recognized as a best practice and was presented at the state-sponsored Best Practices Symposium held in August 2005.
- Arapahoe/Douglas Works! was awarded the Foothills Award from the Colorado Center for Performance Excellence. Arapahoe/Douglas Works! has implemented the recommendations and information gleaned from this process to further improve its processes and business results. Staff have pursued additional requirements to compete for the Timberline Award from CPEX in 2006.

GW came to Arapahoe/Douglas Works! after being laid off in October of 2004 as a Product Marketing Manager, earning approximately \$107,000.00 per year. He was advised that his salary replacement rate might be no higher than 90%, but he was undaunted. While waiting to begin training, he had a promising interview. When he got called for the second interview he was able to tell them that he was enrolled in a Project Management Professional Certification workshop. That made the difference and he was hired at 7% above his layoff wage.

The Arapahoe
/Douglas
Workforce Board prides
itself on four core values:

- Stewardship that embraces visionary leadership and diversity.
- Service excellence grounded in professionalism and respect.
- Innovation that fosters productivity.





Workforce Boulder County

REGIONAL PROFILE

Boulder County is the sixth most populated county in the State of Colorado with a population of approximately 290,588, with 94,673 in the City of Boulder, 81,169 in the City of Longmont, 23,197 in Lafayette, 19,937 in Louisville and the remainder dispersed throughout the smaller towns of Lyons, Nederland, Ward, Jamestown, Superior, Erie and the unincorporated areas of Niwot, Gunbarrel, and Allenspark. Boulder County is home to the University of Colorado serving 29,151 students and Front Range Community College-Longmont serving 4,289 students.

Boulder County has a vibrant and diverse economy made up of 11,914 employers with one of the nation's largest concentrations of research laboratories and high-tech industries. Boulder County represents approximately 20% of Colorado's advanced technology firms and 25% of its advanced technology workers.

While traditional industries, such as, agriculture, food processing, and mining are declining in Boulder County due to the development of office parks and new neighborhoods on the plains surrounding the City of Boulder, the Boulder County region shows specific areas of growth in manufacturing, photonics, computer storage and software, retail, and health care. Boulder County has an especially strong manufacturing industry, despite state and national trends that show a decline in employment. Research conducted at federal labs and the University should continue to drive growth in a variety of

industries such as: biotechnology, photonics, aerospace, nanotechnology, and telecommunications.

Retail takes up a large portion of Boulder County's total employment. According to the Denver Metro Region Job Vacancy Survey (CDLE, Fall 2004) retail and wholesale trade added almost 300 vacancies in Boulder, with the new 29th Street Mall projected to contribute to more growth in the retail sector.

According to the Longmont Area Economic Council 2004 Existing Industry Report, Longmont's industrial base is comprised of 235 primary employers that provide more than 13,000 jobs, with 169 (72%) of the companies located in Boulder County, and 68 (28%) located in Weld County. Survey results indicate the potential for 1,358 new jobs, with 56% of companies survey planning for further growth in the next 5 years.

The Boulder County work force is around 169,497 workers with a 4.7% unemployment rate in June 2005. Boulder County has a highly educated work force and according to the CDLE's Job Link database, 61% have at least some college and 35% have a 4-year college degree or higher. The average years experience in a chosen occupation is almost seven. For engineering and computer occupations, the years of experience is nine or more. Over 13,228 individuals from the Boulder region requested WfBC services between July 1, 2004 and June 31, 2005, a 13% decrease in requests from PY03.

The Workforce Development Board of

Workforce Boulder County

strives to provide quality services through its programs to both job seekers and employers, and, as stewards of the county's future, aspires to provide the best in public service.



Workforce Boulder County's applicant pool is highly educated: 61% have at least some college and 35% have a 4-year college degree or higher. The average years experience in a chosen occupation is almost seven. For engineering and computer occupations, the years of experience is nine or more.

Workforce Boulder County (WfBC) provides a comprehensive and integrated one-stop system at two convenient locations in Boulder and Longmont. During PY04, the Boulder office was renovated to expand the conference room and the Longmont office was renovated to create additional office space and to install an E-Stop station to the resource area allowing for self-service client check-in. A new more efficient telephone system was implemented along with computer equipment to better serve WfBC's customers. Job seekers have access to resource centers, learning labs, job search assistance, case management, and occupational training assistance from the Employment Advisement Team. Twenty-two pieces of assistive technology software or assistive devices are available for clients with disabilities ranging from mobility impairment, blind / low vision, deaf & hard of hearing, and learning disabilities. Employers Services have been expanded to provide more effective linkages to the needs of the business community.

ENHANCING CUSTOMER SERVICES



WIA Training Manual

During PY04 the Adult and Dislocated worker programs experienced a high level of staff turnover which posed a challenge for training new employees, maintaining standard practices and

having consistency in program management. The need for a comprehensive training tool that could be used in times of change, as well as, provide an on-going resource for case managers, was identified and the WIA Adult and Dislocated Worker Program Training Manual was created.

The WIA Adult and Dislocated Worker Program Training Manual describes the adult, youth, and dislocated worker programs and how to practice as a case manager. The goal of WfBC is to have all WIA Specialists use the tool to maintain a clear understanding of the requirements of all programs. The Training Manual was presented at the CDLE Best Practices Symposium in August 2005.

Monolingual And Bilingual Services

Because of the large Hispanic population in Boulder County, there is a high need to connect employers with the region's Spanish speaking monolingual and bilingual job seekers. WfBC has partnered with the Latino Task Force to address the needs of Longmont businesses and to promote the hiring of these job seekers. The Task Force has been working with the Longmont Chamber of Commerce to address the immediate and future needs regarding services and education for businesses and employees. WfBC is continuing to meet with agencies in the community to let them know about our services. WfBC is also working with Boulder County Adult Literacy and Language Coalition to assist monolingual and bilingual job seekers.

During PY04, WfBC took additional steps to provide outreach to these job seekers by providing resume writing classes to students of Intercambio de Comunidades, a Boulder-based non-



profit providing free English as a second language classes and one-on-one tutoring. The workshops were held at Centaurus High School in Lafayette, Boulder High School, and the Senior Center in Longmont. 15-45 students with varying levels of ESL Skills attended each session.

Disability Program Navigator Enhanced Services

WfBC experienced an 11% increase in individuals with disabilities during PY04. The Disability Program Navigator (DPN) and Benefits Planners, continued to expand the services and supports provided at WfBC to assist these job seekers. WfBC increased its outreach with disability agencies to make them aware of the employment and training services available at WfBC. The program has created important linkages and partnerships with the local community and has trained WfBC staff on using the Assistive Technology equipment so that staff can provide necessary support to clients. A users' manual was developed as a reference tool for staff on how to use the 22 assistive technology devices and tools available. The DPN has assisted WfBC in establishing new partnerships with other community services, such as, the Independent Living Center Job Club, the Chinook Clubhouse providing mental health services, and the Boulder Vocational Rehabilitation offices. WfBC was handpicked as one of four urban sites nationally to be evaluated for Disability Program Navigator best practices.

Ex-Offenders: Boulder Bridge Project

Although the total number of job seekers registering for services at WfBC has decreased from PY03 to PY04, 10% more ex-offenders registered for services. WfBC saw the need for specialized services for this population and took the steps to develop a new grant initiative called "The Boulder Bridge Program". WfBC completed the program design during PY04 and has received a discretionary grant for full implementation of the program in PY05. The program will assist in identifying the educational and employment needs of each ex-offender selected for the program. It will involve a case management approach, emphasizing intensive educational and employability skill development and coordination of services in partnership with Front Range Community College, Family Literacy Programs, and Boulder County Probation.

PARTNERSHIPS

Business Services Team

WfBC established a Business Services Team to concentrate on the demand side of labor exchange. Representatives from the Business Services team participate in events and meetings with the Boulder,



The Boulder Workforce Development

Board values the diversity and strength of individual employees, good stewardship of the environment and our stakeholders, providing opportunities for citizens, the continuous challenge and improvement of its services thru innovative creativity, excellent service, and hard work.

“I really appreciate this service. I have been unemployed for quite some time and without this resource center, I really do not know what I would have done. Thank you for this resource center and its accessibility!”
-Anonymous, Job Seeker

Lafayette, Longmont, and Louisville Chambers, as well as the Longmont Area Economic Council. The team serves employers throughout Boulder County, taking job orders, doing file searches for potential applicants, and hosting job fairs. The Team developed a plan to enhance services and develop marketing strategies for Boulder County employers in the technology, manufacturing, healthcare and retail industries. During PY04, the Business Services Team hosted 12 job fairs, participated in the E3 Fair held at the Denver Convention Center in September 2004, and participated in the Boulder Chamber Trade Show in November 2004.

WIA Education Fair

In partnership with the Daily Camera newspaper, Channel 9 News, Adams County One Stop Career Center, and the Tri-County Workforce Center, WfBC hosted an Education Fair at the Omni Interlocken Hotel in Broomfield in February, 2005. The Daily Camera provided all of the marketing, and Channel 9 News served as an information resource for the fair. Training providers participating in the Education Fair were specifically focused to demand occupations such as health care, truck driving, retail, computer technology, warehousing, bio-technology, court reporting, and more.

The WIA Adult Program staff were on-site at the fair to answer questions, distribute information about WfBC services and to sign individuals up for "Ready to Train Sessions" at the WfBC offices. The fair successfully addressed the enrollment needs for the Adult and Dislocated Worker Programs in a highly efficient and effective manner. 156 Boulder County residents participated in the Education Fair with 86 individuals attending the

"Ready to Train Sessions. Of the 60 individuals who were scheduled for appointments with WfBC's WIA Specialists, 23 individuals became WIA clients and were enrolled in a variety of training programs.

Bridges to the Future

Workforce Boulder County, Adams County One Stop Career System, St. Vrain School District, Adams County Twelve Star School District, and Front Range Community College received a Youth Discretionary grant to provide intensive academic, career awareness, personal development, leadership activities, and college preparatory classes to non-native speakers of English, first generation college students, or low socio-economic status young adults.

This project addresses the low high school graduation rates and subsequent post-secondary enrollment of second language learners. A report released in June 2004 by the Colorado Commission of Higher Education highlighted the low graduation rates of Hispanic youth in Colorado. The report states that Hispanics made up more than 25% of all public high school students in Colorado, yet accounted for only 15% of all high school graduates. In addition to significant personal consequences, this lack of academic success has a direct impact on the local workforce by reducing the availability of individuals who have the necessary academic and personal skills necessary to contribute to the economic vitality of the region. Bridges to the Future helps to address these issues by focusing on providing education and personal development services to the region's non-native speakers of English.



Students were involved in cohort activities focusing on building their academic skills, exploring college and career opportunities, developing leadership and team work skills, and going on business site visits. During the summer, students participated in an intensive summer academic enrichment program at Front Range Community College.

Skyline High School had 15 students who have successfully completed the first year of this project.

"You've Got the Look: Preparing for Your Role in the Workplace"

"You've Got the Look" is a four part 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. In partnership with the Boulder Valley YMCA and the Longmont Youth Center, these workshops were provided at fifteen locations throughout Boulder County, providing more local outreach and replacing WfBC's annual Governor's Summer Job Hunt job fair. Over 300 youth

participated in these workshops, 170 received a certificate for completing the entire series.



PERFORMANCE

Summer Employment and Enterprise Development (S.E.E.D.)

The S.E.E.D. project was developed to focus on creating employment opportunities and job preparedness training for youth. This was accomplished by building partnerships with businesses in emerging industry sectors and through the delivery of specialized work preparedness training to the youth. The SEED program provides Boulder County employers with highly motivated, pre-

“This program was a success for us. We were able to hire interns who brought valuable skills to our workplace at a cost-effective wage. Next year we'll hire more.”
-HR Director, Melco Embroidery Systems

WIA Performance PY04

ADI SL	
CUt aHra	dr rPrt UWdWeHf
Entered Employment	102.1%
Employment/Credential	125.1%
6 Month Retention	105.0%
6 Month Earnings Change	312.1%

D@SATALEDW AKYEK	
CUt aHra	dr rPrt UWdWeHf
Entered Employment	109.1%
Employment/Credential	110.4%
6 Month Retention	100.3%
6 Month Earnings Replacement	100.2%

ASDEK@AI LI	
CUt aHra	dr rPrt UWdWeHf
Entered Employment	107.1%
Employment/Credential	162.6%
6 Month Retention	142.9%
6 Month Earnings Change	299.1%

GAI No@AI LI	
CUt aHra	dr rPrt UWdWeHf
Diploma	174.3%
Skill Attainment	103.0%
6 Month Retention	123.0%

TI CLAMEK@FATL@N	
CUt aHra	dr rPrt UWdWeHf
Satisfaction - Job Seekers	111.7%
Satisfaction - Employers	96.0%



While Sergio was working for the Community Corps, he received a warrant for his arrest. The Community Corps prevented Sergio from going to jail because he had been very responsible and demonstrated the positive attributes of a valuable employee. The Community Corps Coordinator spoke to the Judge about Sergio's positive performance and suggested that Sergio be placed into the work-release program for ex-offenders. The Judge agreed and Sergio was able to pay restitution and move forward toward gainful permanent employment and positive citizenship.

screened and trained Boulder County youth, ages 16-21, who are hired for paid summer internships of 4-6 weeks.

When a sponsor invests \$1000 in a Gift or Work Scholarship, WfBC can place a youth at the sponsor's place of employment or at a local non-profit or business that can provide work experience but cannot afford the scholarship. Workforce Boulder County recruits and screens applicants to select those who have demonstrated a real desire to work and have been completed job-readiness training. WfBC also provides follow-along support for the employer and the intern, as well as mentoring for the youth.

During PY2004, 35 youth were placed in internships and four organizations hired the interns for permanent employment after their internship was completed



Workforce Community Corps

The Workforce Community Corps is a work experience for young adults 18-21 provided through twenty-one community partners from various county, city, profit and nonprofit employers to create projects that improve the community and environment in Boulder County. The work experience includes workshops in career exploration, job search, conflict



resolution, problem solving, interviewing, and resume writing, and Basic skills building studies to increase math and reading scores for continued educational success. These young adults also participate in community projects, encouraging positive interactions through helping people and community agencies working for a better future.

During PY04 20 WIA Youth clients participated with 8 clients obtaining employment at the end of the work experience.

Northern Front Range Health Care Consortium

This project represents a partnership between Workforce Boulder County, Adams County One Stop Career Center, Northern Colorado Home Health Association, Longmont United Hospital, University Hospital, and Front Range Community College.

The Northern Front Range Health Care Consortium project was developed to address:

- the need to fill healthcare openings that are facing critical shortages



- the need for organizations to provide opportunities for employees in low-skilled positions to advance to higher-skilled positions within their organizations
- the need to provide non-native speakers of English and other low-skilled employees with opportunities for advancement within the healthcare field
- the need to increase access to education and training for low to moderate wage employees through employer-sponsored training

During the first year of the grant, the following services have been provided:

- Larimer County Healthcare Facilities implemented a Licensed Psychiatric Technician Program to provide long term care facilities with technicians who can administer drugs to patients.
- Professionalism at Work classes at both Longmont and the University of Colorado Hospitals offered employees who are low skilled and low to moderate wage-earners the opportunity to build their skills and move up the career ladder.
- Longmont United Hospital had four staff complete level One ESL classes and six staff complete level Two ESL classes. Three staff members completed the Basic Skills English class.
- The University of Colorado Hospital had eleven students involved in the Dietary Managers

Course. Upon completion, students will test for the national certification exam. In the second year of the grant, CU Hospital has plans to implement a Surgical Tech study group for students wishing to take the national exam.

The partners continue to improve the project and are planning to expand the availability of courses in the areas of Medical Lab Technician, CAN, Emergency Medical Technician, Phlebotomy, and Medical Office Certification.

Solaris Program



WfBC, in cooperation with Front Range Community College (FRCC), University of Colorado, Northrop Grumman, and Sun Microsystems, provided a comprehensive training program in Solaris systems administration to 15 participants. Solaris is Sun Microsystems' computer operating system used widely in industry, education, healthcare and government. Sun's Academic Initiative has developed real-world technical skills for job-seeking clients and expanded the labor pool for prospective employees of Sun and its customers. The Solaris curriculum includes job club meetings, workshops in resume writing, interviewing skills, and personal networking skills.

“I’ve now been at Bank of Choice since March 7, 2005 and am thoroughly enjoying my job. I appreciate all that WfBC has done for me, not only in the technical area, but the soft skills-job resources, interviewing, etc. they provided me while I was attending the (Solaris) training in Longmont. Your support staff and instructors are GREAT! Especially for a 64 year old male that was unemployed, and hoping to work another 10+ years...”

-Lowell, Adult WIA / Solaris Client

Students then complete two 3- month internships at the University of Colorado and Northrop Grumman.

The following identifies the key components and contributions to the program:

- Sun Microsystems - provided \$124,000 in equipment, instructor training, and training course materials
- Northrop Grumman - provided structured 3 month internships, resume review, technical interview, 4 interns hired from each class
- University of Colorado - provided project related 3 month internships, resume review, project interviews, hired 4 students into full-time jobs.
- Front Range Community College - provided student registration services and 9 hours of college credit. FRCC course credits are transferable to other college programs.
- Job Club Meetings - the job club brings hiring managers and HR staff to class to talk about hiring practices of local businesses. Past presenters represented organizations including: University of Colorado, Northrop Grumman, Highland Management, Three Value Logic, Ball Aerospace, Boulder Area Human Resource Association, and Seagate.

EMPOWERMENT

Awards

- WfBC received the Heart of the System Award at the Rocky Mountain Development Association Conference.
- WfBC co-sponsored the Longmont Area Economic Council's annual Cornerstone Awards Luncheon. The luncheon honors the success of primary employers who have expanded their operations in the Longmont area.
- As a result of WfBC's partnership on the Solaris Training Program, the Northrop Grumman Corporation received the annual Colorado Workforce Development Council's Business Partnership Award for its efforts to promote employment in the region.
- WfBC received awards for the S.E.E.D. and the Workforce Community Corps Firefighter Programs in recognition of the innovative services that the projects provided to Boulder County Youth. These projects were presented at Colorado's Best Practices Symposium in August 2005.



Disability Program Navigator Recognition

- Hosted national evaluators from University of Iowa's Law, Health Policy, and Disability Center in June 2005. The results of the evaluation will be published and best practices will be emulated during the continuing nationwide roll-out of the program.
- Developed and presented training on "Outreach and Marketing Strategies" at the U.S. Department of Labor and Social Security Administration's, "National Disability Program Navigator Training" in Chicago, IL on November 15, 2004.
- Developed and presented training on "Systems Coordination" for national audio-conference hosted by University of Iowa's Law, Health Policy and Disability Center on December 2, 2004.



“It taught me so much... now I have the skills to feel confident when applying for a job.”

"This is a very good program and should be shown at all schools because so many kids have no job experience."

"I would definitely recommend this workshop. It provided such insight into the real world."

"It opened my mind to new things. Now I won't freak out about getting a job."

-Comments from Student Workshop Evaluation Forms



Denver Division of Workforce Development

REGIONAL PROFILE

Since its formal integration with the newly created Denver Office of Economic Development in August 2004, the former Denver Division of Workforce Development is now called the Division of Workforce Development (DWD). DWD administers workforce investment programs for the City and County of Denver, a region with a 2003 population of approximately 545,000. While Denver's population comprises slightly over 20% of the total metro area population, the 429,000 jobs in Denver represent about one-third of the 1.35 million metro area jobs. And, of the 291,500 Denver residents holding jobs, about 105,000 (36%) work outside the City boundaries. In June 2005 there were about 18,500 unemployed Denver residents, corresponding to an unemployment rate of about 6.0% of the current total labor force. These figures underscore the interdependent, regional nature of the Denver metro area economy.

The Denver Metro Region has a fairly diverse economy with no single sector dominating economic activity. The region has strong employment in Retail Trade; Professional, Scientific & Technical Services; Manufacturing; HealthCare & Social Assistance; Government; and Accommodation and Food Services. Employment is lowest in the Mining and Agricultural, Forestry, and Fishing & Hunting sectors.

The Denver Division of Workforce Development commissioned the Denver Metro Workforce Gap Analysis,

a landmark study that was released in December 2004. The study projects 90,600 employees will be added to the workforce by 2007, with the largest number (36%) of new employees coming from the Health Care (13.3%), Retail Trade (10.8%), and Construction (11.8%) industries.

Employment in the Office & Administrative Support, Sales, Construction and Extraction, Education and Food Preparation occupations are projected to show the highest absolute growth in the next three years. These five occupations comprise 50% of the total absolute growth projected from 2004 to 2007. The highest numbers of job vacancies in the Denver metro area in late 2004 were in the Healthcare Practitioner & Technical; Management, Office & Administrative Support; Sales; Transportation & Material Moving; and Computer & Mathematical occupations.

The Denver Division of Workforce Development commissioned the Denver Metro Workforce Gap Analysis, a landmark study that was released in December 2004. The study projects 90,600 employees will be added to the workforce by 2007, with the largest number (36%) of new employees coming from the Health Care (13.3%), Retail Trade (10.8%), and Construction (11.8%) industries. The Gap Analysis report found that while ten occupational categories exhibited an under-supply of labor in 2004, only five will see growth of 1% or more by 2007. Those occupations with large gaps between the supply and demand of the labor force are: Healthcare



Practitioners; Office & Administrative Support; Protective Services; Transportation; and Food Preparation & Serving occupations.

Job growth in Denver, and in the metro area, has slowly trended upward during PY04. The ratio of jobs in Denver has remained at about one-third of total metro area jobs. For the employed population 16 years and older, the leading industries in 2003 were Educational, Health and Social Services (18%), and Professional and Business Services (16%).

The number of job vacancies in the metro area has increased about 5.5% in the past year, from 16,300 in fall 2003 to 17,200 in fall 2004. Denver's

job vacancy rate of 1.5% is the highest in the region. Unemployment rates during PY04 have been as much as 1% (or more in a few cases) lower than the corresponding month in PY03. The rates have trended slowly downward, moving from the mid-6% to around the 6% level. According to the Colorado Department of Labor and Employment, the Denver unemployment rate for PY04 peaked at 6.5% in July 2004 and again in March 2005 and reached its lowest point in May 2005 at 5.7%. The total labor force has fluctuated throughout the year from a low of 300,704 to a high of 311,509, and ended the year with a growth of 1,588 (0.5%). From year-beginning to year-end, the

Denver Unemployment Rates, Unemployed, Employed and Total Labor Force by Month in PY04

Month	Unemployment Rate	#Unemployed	#Employed	Total Labor Force
July 2004	6.5	19,978	288,486	308,464
August 2004	6.3	19,331	289,908	309,239
September 2004	6.1	18,952	290,054	309,006
October 2004	6.0	18,817	292,692	311,509
November 2004	6.1	18,974	292,232	311,206
December 2004	6.3	19,434	290,819	310,253
January 2005	6.4	19,462	286,267	305,729
February 2005	6.4	19,287	281,417	300,704
March 2005	6.5	19,925	285,123	305,048
April 2005	6.0	18,418	288,143	306,561
May 2005	5.7	17,522	291,320	308,842
June 2005	6.0	18,549	291,503	310,052

Colorado Department of Labor and Employment, Colorado Areas Labor Force Data (2004 Final; 2005 Revised)

number of unemployed persons in Denver has dropped by 1,429 (7.2%), and the number of employed persons has increased by 3,017 (1.05%).

Because of the gradually improving regional economy, the number of visits in PY04 to Denver's workforce centers decreased slightly (1.7%) from PY03. However, usage of the centers has remained near historical highs. Before September 11, 2001, Denver

workforce centers had 5,000 to 6,000 customer visits per month. Shortly after September 11, average traffic at the workforce centers almost doubled to 10,000 to 12,000 visits per month. For most of PY04, the average has been 12,000 to 13,000 visits per month. DWD provided 105,591 job seeker services in PY01; 131,041 in PY02; 155,118 in PY03; and 152,522 in PY04.



In August 2004, Mayor Hickenlooper created the Office of Economic Development (OED), consolidating the economic development, workforce development, small business development, and housing and neighborhood development divisions.

The Denver Workforce Region operates a decentralized workforce system with integrated service delivery provided through its six workforce centers located in strategic geographical sections of the City and County of Denver. All centers provide comprehensive workforce development services.

Workforce and Economic Development Integration

In August 2004, Mayor John Hickenlooper created the Office of Economic Development (OED), consolidating the economic development, workforce development, small business development, and housing and neighborhood development divisions. Staff from each of the four divisions are on the OED Integration Team, but it is primarily staffed by the Workforce and Economic Development divisions. This team has described the Business Development Representatives (Economic Development) and Account Representatives (Workforce Development) functions, which will become the Single Point of Contact for business. With DWD's integration into the newly-created Office of Economic Development (OED), the Finance, MIS, IT, Human Resources and Administrative Support functions were combined with similar functions from OED's three other divisions and moved to a central location.

D3 & Demand-Driven Deployment

DWD's transition to a demand-driven business system began with staff discussions in late summer 2004, guided by Sandi Hastings (Greg Newton & Associates). A series of

planning and implementation exercises-and eventually training programs-supported the dramatic change in business model. Most other regions in the state were involved in discussions about implementing demand-driven systems state-wide and coordinating efforts between the regions. DWD's new system is business-focused, data-driven and focuses on business as the primary customer, with services developed and provided based upon workforce/economic data and demand-driven strategies instead of the previous supply-side strategies. Individual Training Accounts (ITAs) are strategically focused on education that matches or responds to the needs of target industries or sectors, and are provided through a contract with the Community College of Denver (CCD). More detail about the transition is in the Empowerment section of this report.

Satellite Offices Increased

For PY04 Denver reached out to partners to offer services at satellite locations outside the workforce centers, including PS-1 Charter School and Servicios de La Raza for eligibility and initial assessment services for WIA youth programs. DWD staff provided on-site workforce development, employment and training services at the Cross Community Coalition and Rocky Mountain Mutual Housing Association.

DIA Jobs Opened

In January 2005, DWD opened its newest workforce center - DIA Jobs - at Denver International Airport (DIA). In its first six months, it served an



average of 800 job seekers per month, and placed over 350 people in employment. This center services over 700 employers operating inside or adjacent to the airport and is an example of Denver's commitment to a demand-driven system.



Stapleton Plaza Workforce Center Expanded/Remodeled

After much planning, the Stapleton Plaza workforce center office began major remodeling and expansion in the last part of PY05. A ribbon cutting ceremony with the Mayor, City Council representatives, WIB members, area businesses, community groups, job seekers and staff occurred on August 31, 2005, and marked the opening of the expanded center. The expansion more than doubled the space available at the workforce center, which now boasts three on-site training rooms/facilities, 55 new/additional computers for job seeker use, and more meeting rooms and conference space.



Job Seeker Services Redesigned

Services to job seekers continue to improve with DWD's integrated service delivery system. Workforce centers include well-equipped Resource Rooms, and are staffed by facilitators who assist self-directed job seekers. More emphasis is being placed on self-directed and group services. Job seekers have access to daily newspapers, state-of-the-art personal computers, internet bookmarks to web-based job listing services, free personal email accounts, phones, fax, copier services, and computer disks. In PY04 more assistive technology, disability-friendly/trained staff and other aids were placed in workforce centers. Business is viewed as DWD's primary customer, and business needs drive services delivered to job seekers, but DWD's Workforce Advisors are available to assist job seekers who need more assistance than is available through the Resource Rooms.

Workforce Advisor Training

Denver's integrated service delivery structure allows workforce center staff to function as generalists rather than program specialists, and most Workforce Advisors now hold the nationally-recognized Career Development Facilitators (CDF) certification. A DWD staff member is being trained as a CDF trainer, which will enhance our on-going in-house training and staff development, and will be the basis of "OED University" - an enhanced professional development and training service that was started in spring 2005.

The transition to a demand-driven business system began with a series of planning, implementation, and training exercises that supported the dramatic change in business model. DWD's new system is business-focused, data-driven and focuses on business as the primary customer, with services developed and provided based upon workforce / economic data and demand-driven strategies.



Denver's integrated service delivery structure allows workforce center staff to function as generalists, and most Workforce Advisors now hold the Career Development Facilitators (CDF) certification. "OED University" will provide enhanced professional development and training.

Disability Services

DWD continues to improve services for people with disabilities with the Disability Program Navigator, two Social Security Benefits Planners, Project PINE, and other services funded primarily through Project TRAIN, a state grant administered by OED/DWD. DWD received a five-year Colorado Family Support 360 Grant to vices, to create a one-stop approach for TANF families with significantly disabled children

3-1-1 Customer Care Project

In early 2005, OED became an "early implementer" of this initiative to improve the City's overall customer service satisfaction rating, one of Mayor Hickenlooper's five major goals. The project will establish a call center to efficiently answer citizen questions, and complements DWD's transition to a demand-driven business model.

PARTNERSHIPS

Services to Individuals with Limited English Proficiency

DWD provides services to a large and increasing immigrant population. In 2005, DWD partnered with Spring Institute to assist limited English speakers in entry level positions at DIA Jobs, and also partnered with Rocky Mountain SER to expand services to persons with limited English proficiency. Through the TAG program, DWD partners with organizations to serve refugees and immigrants with limited English skills.

Serving the Hardest to Serve

DWD's partnership with Denver Human Services (DHS) helps serve the hardest-to-serve, including TANF recipients, ex-offenders, persons with disabilities and homeless persons. Funding provided by DHS supports the

infrastructure of the workforce system, and DWD's expertise and employer contacts help support movement of TANF participants, working poor families and others into high-demand occupations.

Counseling Services

DWD's partnership with the Community College of Denver (CCD) QuickStart program helps Denver provide professional career counseling services to individuals seeking training. Additionally, DWD contracts with Homebase Treatment to provide TANF customers with individual and group counseling services that support successful employment and training outcomes.

Entrepreneurship Training

In partnership with the SBA, Mi Casa Resource Center for Women, and the Small Business Development Center, entrepreneurial classes were offered to 51 dislocated workers who were interested in starting their own businesses.

Healthcare Workforce Programs

DWD partnered with 22 businesses, educational institutions and community based agencies to provide recruitment for hospitals and programs that support the health care industry. Pre-employment programs include Certified Nursing Assistant (CNA) training, Essential Skills Medical Training, CNA Practicum, Foreign Nurse Recertification, WIA-funded training in health care occupations, and the HCA Accelerated Nursing Program. For incumbent health care workers, Denver offered following career ladder programs: Training for Food Service, Housekeeping and other entry-level hospital workers; IV Certification for Licensed Practical Nurses (LPN); and CNA / Medical Assistant (MA)-to-LPN training.



Persons with Disabilities

Through a WIA Discretionary Grant, DWD built a Collaborative Stakeholders Council of 39 individuals representing 13 agencies with a primary goal of providing supported employment to persons with disabilities who meet the WIA Dislocated Worker requirements. Services may include assessment; training; and support, job development and retention services.

Faith Works!

Denver was awarded a \$500,000 US Department of Labor faith-based initiative grant to fund FaithWorks! in September 2004, and established contract agreements with two intermediary agencies: Metro Denver Black Church Initiative and Denver Inner City Parish. In February 2005, 35 grassroots faith-based and community organization (FBCO) sites were selected to provide job coaching, training and employment services, and referrals for housing, substance abuse, cultural assimilation, child care, and support services. Additionally, DWD provided technical assistance to five Faith Works! FBCOs in writing proposals for federal and private grants. Networking relationships among the partners will continue the work of this project. DWD designated Workforce Advisors worked individually with referred FaithWorks! job seekers, and in the first six months, 43 of the 165 participants were placed in jobs with average hourly wages between \$10.00 and \$13.00.

DIA Partnership

DWD and Denver International Airport (DIA) negotiated an agreement during PY05 that enabled DWD to open a workforce center at DIA in January 2005. Through this partnership

expenses are shared to support services to businesses located at DIA as well as job seekers looking for work or improving their skills. The office assisted an average of about 800 job seekers per month; over 350 people have been placed in employment.

Youth Initiatives

DWD's Youth Services unit has focused its energies this last year on examining its relationship with the educational and business communities and in formulating plans on ways to strengthen its relationship with both. Part of this examination has also involved reviewing its own internal structure. Current efforts are focusing on increasing the role of Denver Public Schools' Student Board of Education and the connections between the Youth Council and the Workforce Board's Youth Committee.

Business Assistance Center Opened

A major addition to DWD services this year was the establishment of the Denver Business Assistance Center (BAC) in the atrium of the Webb Municipal Building. This business-friendly service is provided through a partnership with Denver OED, Colorado Secretary of State, US Small Business Administration, Colorado Department of Revenue and the Downtown Denver Partnership. It is a dedicated one-stop center to assist small business owners and entrepreneurs navigate licensing, permitting, and regulatory processes and offers research tools and community resources to help them successfully start, manage and run a small business.

Business Assistance Center was established in early 2005 and has provided 1,752 visitors with small

F aithWorks!
was established through a \$500,000 US Department of Labor faith-based grant. Job coaching, training and employment services are provided at 35 grassroots faith-based and community organization sites. DWD provides grant-writing assistance to help its partners continue the work of this project.



Denver's new Business Assistance Center is a business-friendly partnership with the Colorado Secretary of State and Department of Revenue, US Small Business Administration and the Downtown Denver Partnership that helps small business owners and entrepreneurs navigate licensing, permitting, and regulatory processes.

business development services through June 2005. This includes 105 Spanish-speaking visitors and 548 minority and 643 women business enterprises (MBE/WBE) visitors.



Customer Service, ESL, Coaching and Mentoring Classes at DIA

DWD partnered with Community College of Denver's Corporate Training Division and the Spring Institute for Intellectual Learning to provide the training to offer English as a Second Language and Customer Service classes to 192 individuals working at

DIA. Coaching, mentoring and cultural diversity classes for managers were also offered.

Community Reintegration for Ex-Offenders

DWD partnered with Turnabout, Inc., a community based organization, to provide a continuum of comprehensive and specialized employment and training re-entry services to address barriers faced by ex-offenders in making a successful transition from correctional facilities to the community. Mile High TASC, a community corrections monitoring and treatment center is now also partnering with DWD and Turnabout.

PERFORMANCE

Performance Standards

As of September 1, 2005, Denver had met or exceeded all 17 Workforce Investment Act (WIA) performance standards for PY04. Fourteen (14) standards were met or exceeded, and three standards were within the US Department of Labor allowed 80-100% range.

WIA Performance PY04

DI SLO

AUT aHra	dr rPr t Ue c b eHf
Entered Employment	112.7%
Employment & redent CI	1a4.7%
6 Month Retent on	17a.3%
6 Month Ei m@s9 / hi nse	1gc.g%

ALI WKAGT SQI

AUT aHra	dr rPr t Ue c b eHf
Entered Employment	1a1.1%
Employment & redent CI	111.1%
6 Month Retent on	112.2%
6 Month Ei m@s9 / hi nse	113.4%

ES AOT MWKADQAFDE OT N

AUT aHra	dr rPr t Ue c b eHf
ki t@fi D on - Job keeAer9	170.3%
ki t@fi D on - Employer9	2c.g%

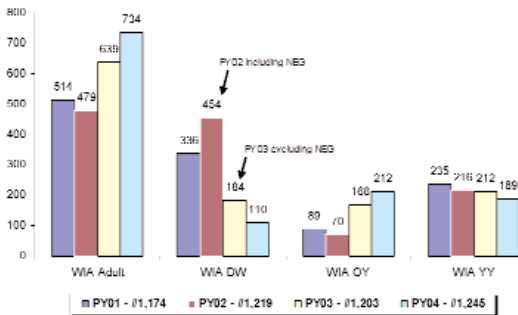
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AUT aHra	dr rPr t Ue c b eHf
Entered Employment	117.0%
Employment & redent CI	137.3%
6 Month Retent on	173.g%
6 Month Ei m@s9 Repli Dement	g1.6%

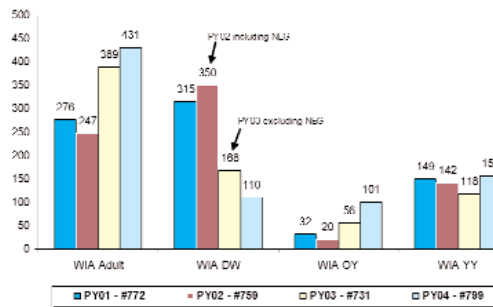
AGT S No AGT SQI

AUT aHra	dr rPr t Ue c b eHf
S@lomi	11g.2%
kA@ 5tti @ment	173.7%
6 Month Retent on	22.7%

Denver - WIA - Total Served (ITA) by Program



Denver - WIA - Total Trained (ITA) by Program



National Emergency Grant (NEG)

This \$1.2 million multi-year grant was awarded in response to the decline of local industries following the terrorist attacks of September 11, 2001, and the subsequent economic downturn along the Colorado Front Range. The grant provided occupational skills training, job search activities and support services to dislocated workers in local industries such as hotels / hospitality, airlines / travel and tourism. A total of 255 persons received services, including 203 who received occupational skills training.

Workforce Strategy for the Homeless

In June 2005, DWD was charged by Mayor Hickenlooper's Commission to End Homelessness with planning and implementing a strategy to develop 580 employment opportunities annually for homeless people as part of the City's 10-year plan to end homelessness. A task force with leaders from community and faith-based organizations, city agencies, and DWD staff will develop a strategy that will help homeless people become job-ready and place them in jobs that match their skills with employers' needs.

Workforce Investment Board

DWD's Workforce Investment Board (WIB) strengthened its relationship with area businesses through employer focus groups as part of its strategic planning process in summer 2004. The WIB participated in state-wide workforce development month activities and the E3 Business and Career Forum. The Board established committees on Employer Engagement and Regionalism Promotion, and convened a series of meetings with other metro Denver WIB members and directors to address workforce development issues of significance to the labor market area.

EMPOWERMENT

Workforce Investment Board Strategic Plan

The Denver WIB adopted a strategic plan for the next four years, focusing on four key strategic goals:

- Promoting regionalism
- Engaging the business community
- Integrating economic and workforce development locally
- Marketing the workforce development system

DWD has been charged with planning and implementing a strategy to develop employment opportunities for homeless individuals as part of the City's 10-year plan to eradicate homelessness.



Individual Client Success Stories

Jean Miller, Career Specialist at the CCD / DWD QuickStart Careers Program, sends the following story about one of her customers:

One of my most successful client cases was an Adult WIA client. Terry had recently been released from prison after 12 years of incarceration. At our initial assessment meeting, he was living in a halfway house, awaiting his ISP in order to move out into independent housing. While in the halfway house, he worked in construction but was unable to obtain a driver's license. After overcoming many obstacles, he found a truck driving training school that was willing to take a chance on him, despite his criminal history. He obtained his regular driver's license, which was required for enrollment. He was awarded \$2500 in tuition assistance from WIA, as well as transportation assistance (bus vouchers), and work clothes for job interviews. He successfully completed CDL training, and within one week he was hired as a truck driver with a local company and has moved into his own apartment.

Committees have been established for each of the goals. A fifth committee focuses on youth issues, separate from the Youth Council.

Creation of a Regional Workforce Partnership

In spring of 2005, Board members and workforce center directors from Denver and the five surrounding metro area workforce regions came together in a series of metro-wide meetings to discuss and explore workforce issues that affect all the metro Denver area as one labor market. This series of meetings has led to the development of a joint funding proposal to the State Workforce Council. If funded, the proposal would facilitate a regional workforce partnership designed to bring additional, targeted federal training resources to the region and would provide greater alignment with economic development.

Demand-Driven Deployment

Cec Ortiz, Director of DWD, has been the driving force behind the conversion to a demand-driven system in Denver. Cec's leadership and compassion for DWD's customers and staff have been very positive. The process of planning, implementation and training was moved forward with assistance from Sandi Hastings (of Greg Newton and Associates), a nationally-recognized consultant. Cec assigned a Demand-Driven Deployment (D3) Project Manager to guide internal changes. Staff were kept fully informed of progress, and supported through the changes via the Debrief, a weekly update. As the transition neared completion, Cec took a PowerPoint presentation on the road to workforce centers to talk directly with front line staff.



Awards and Recognitions

- Best Practice Award - DIA Jobs Workforce Center was awarded the Best Practice Award in the category of "Career Advancement for the Working Poor" at U.S. Conference of Mayors, summer 2005.
- Honorable Mention Award in the e3 Partnerships Category of the US Department of Labor 2005 Recognition of Excellence (ROE) honored the Community College of Denver for its CNA-to-LPN Program, funded through a WIA discretionary grant from the Colorado Department of Labor Division of Workforce Development. This category recognizes projects that demonstrate sustained partnership among employers, educators, and economic developers.
- Colorado Veterans' Distinguished Accomplishments Award to Joel Levitt, Veterans Employment Specialist for planning and implementation of the Incarcerated Veterans' Transition Program (IVTP). The award included a \$1000 check, and was presented at the Disabled Veteran Opportunity Program (DVOP) Front Range meeting, March 2005.

- **Colorado Veterans' Spot Awards** to Sandra Campbell for work with the Homeless Veterans Reintegration Program, Cynthia Littrell for her efforts on the Homeless Stand Down Program, and Kathy Vanest for support of DVOP administrative functions.
- **Best Practice Award** to the Denver Division of Workforce Development for its CNA-to-LPN Program at Colorado's 2005 Best Practices Symposium, August 2005.
- **Best Practice Award** to Arapahoe/Douglas Works and the Denver Division of

Workforce Development for its RN Refresher and Foreign RN Refresher programs at Colorado's 2005 Best Practices Symposium, August 2005.

- **Coming Up Taller Award**, a national award from the President's Committee on Arts and Humanities, to DWD's Arts Street program in November 2004.
- **First Place Award** to Arts Street in the area of Photography in the National US Department of Labor's Youth Skills Challenge Contest in August 2004.



REGIONAL PROFILE

The Pikes Peak region, including El Paso and Teller counties, was home to over 572,000 in 2004. The local economy improved slightly in PY04. Job vacancies increased by 1,353, from 2003 to 3,226 in 2004 (up 139%).

Employment in summer 2003 was 278,585 and increased by 10% to 287,898 for the same period in 2004. Conversely, the number of unemployed individuals decreased by 10% from 18,086 to 17,057 in the same periods of time.

Pike's Peak Employment Status

Employment Status		
	PY03	PY04
PPWFC Applicants		
Unemployed	27,062	26,451
Employed	4,453	4,982
% employed at time of service	13.1%	15.8%

The chart above demonstrates that the jobless economic recovery in the Pikes Peak Region mirrors that being seen across the nation. A greater percentage of applicants in El Paso and Teller counties are employed at the time that they seek services from the workforce center. Having been laid off from a higher wage position, many of these customers have one or more lower-wage jobs but are seeking a

better job with more livable wages.

Based on ES-9002 reports, numbers within identified customer groups decreased from PY03 to PY04. PPWFC is seeing a .98% decrease in the numbers of older workers seeking employment, but a 5% increase in veteran applicants, and a very slight increase in youth.

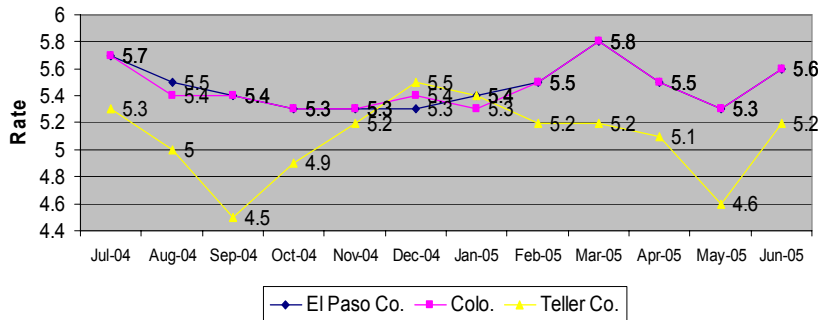
Job Orders

Comparison of Job Orders by Industry PY03 and PY04	# Jobs PY03	# Jobs PY04	% Change
Industry			
Manufacturing	598	547	-8%
Retail Trade	355	409	15%
Healthcare – Social Asst.	178	434	144%
Accommodation – Food Svcs	699	1036	48%
Transportation and Warehousing	205	124	-40%
Construction	278	1423	412%
Information	455	561	23%
Finance and Insurance	220	223	1%
Professional, Scientific and Personal Svcs	1613	1683	4%
Other Services	354	370	5%
Public Administration	428	1955	357%
Administration	587	1480	152%

While the percentage change in the number of job orders reported between PY02 and PY03 was double digit, the percentage change between

PY03 and PY04 in some instances has magnified to triple digit, or has decreased to single digit, depending on the industry.

Unemployment Rate



Source: Colorado Department of Labor and Employment, Colorado Labor Market Information, "CO Areas Labor Force Data"

Applicants

PPWFC Applicants	PY04	PY03
Total Applicants Registered	31,433	31,515
Received Staff-assisted Services	16,805	18,565
Total Openings Received	10,939	6,256

Source: ETA 9002 A Quarterly Report, "Service to Job Seekers", 07/01/04 - 06/30/05

Service Delivery Enhancements

Services were provided from the main Colorado Springs location, the downtown Youth Work Zone office, and satellite offices in Fountain and Cripple Creek. PY04 also saw service delivery expanded via the internet. Several of the main developments in service delivery continued in PY04 continue are as follows:

- PPWFC met its goals of serving 650 Adults and 550 Dislocated Workers (DWs). Enrollments and services in these programs were enhanced during the year by a structural change within the case manager cadre and a new method for recruiting and enrolling individuals in WIA.

- In September 2004, case managers restructured into two groups, Career Advisors (CAs) and Career Advancement Specialists (CAS). Collectively, they were referred to as the Career Advisor Group. CA's focused on WIA customers from enrollment through completion of intensive or training services. CAS' then worked with customers on job search, employment advancement, and follow up. This structure allowed for more intensive focus on individual customer needs as they moved through different WIA programs.
- Accompanying this development, the Career Advisor Group (CAG) initiated a system in which two Eligibility Specialists (ESs) performed most of the recruitment and evaluation of WIA applicants. ESs assumed responsibility for providing information and applications to WIA candidates in group

The Career Advisor Group

(CAG) initiated a system in which two Eligibility Specialists (ESs) performed most of the recruitment and evaluation of WIA applicants. This move resulted in an almost instantaneous increase in enrollments of eligible candidates into WIA programs, and provided consistency in eligibility standards.

The

PPWFC released a Spanish version of the Job Seeker newsletter and another newsletter developed specifically for veterans.

meeting formats that included DWs from UI profiling and Adults from a schedule of twice-monthly information sessions. ESs also conducted initial assessments and enrolled people into the programs before assigning the new customer files to CAs. This move resulted in an almost instantaneous increase in enrollments of eligible and suitable candidates into WIA programs, and provided consistency in eligibility standards such as "unlikely to return" for DWs.

Veterans Services

Disabled Veterans Outreach Program (DVOP) specialists and Local Veterans Employment Representatives (LVER) initiated networking services for veterans in PY04. These groups met on a weekly basis for two hours, with attendance averaging 40 to 50 vets per session. The groups' purpose is to support veterans in their search for employment or in their needs to gain understanding of labor market dynamics in order to upgrade or change their careers. The meetings are theme-based, i.e., one meeting may focus on apprenticeship programs, while the next may zero in on an industry, and the next may center on interviewing. Vets are notified of the meetings by calls through the Interactive Voice Response (IVR) system.

Newsletters

The PPWFC Newsletter program was expanded in PY 04. Although newsletters were initiated in PY03, in the past year PPWFC released a Spanish version of the Job Seeker newsletter, and another newsletter was developed specifically for veterans. The newsletters are emailed to currently active customers. Circulation

of the Spanish newsletter 40 per issue, 700 for veterans, 650 job seekers, and 388 employers received these monthly updates on job search and business issues.

Educational Services/Technology Upgrades

- In PY04, PPWFC doubled its capacity to deliver educational services to the Teller County region by introducing new career exploration and skills building software licenses to the expanded Resource Room in the Aspen Community Center. CareerScope® was made available to provide interest and aptitude assessment capabilities to job seeking customers and WIA youth working with the Cripple Creek-Victor Junior-Senior High School. Additionally, Success Profiler® software was installed. As mentioned above, this software offers a research-based, assessment system able to build customer soft skills in the areas of emotional intelligence as it relates to change adaptation, leadership development, diversity and sensitivity, teamwork, and violent behavior prevention. Furthermore, a new and enhanced Colorado Career Information System (ECOSIC®), an electronic, information system which provides Career Advisors with more detailed descriptors, educational resources, and guidance for over 2,200 occupational titles was installed during PY04.
- In response to business needs to identify trained and skilled job seekers, PPWFC installed SkillCheck® software, a comprehensive battery of skills



tests and behavioral assessments that measure job knowledge, skills and abilities in Microsoft Office, clerical, computer literacy, and other knowledge based areas. The validated and criterion-referenced assessments meet Equal Employment Opportunity Commission (EEOC) requirements and improve PPWFC's ability to identify job ready customers. By introducing pre-employment assessments, the PPWFC will continue to better prepare job seekers and improve upon the quality of referrals and response to business demands.

- The PPWFC Orientation Lab and Resource Room received new and advanced computer systems. These 60 computers provide more computing power, greater speed, crisper picture, and best of a smaller footprint. The systems utilize laptop computer technology installed in a desktop configuration. These new systems resulted in a noticeable temperature change in each room. The smaller computer design calls for less power consumption and reduced heat dissipation; both of which lowered PPWFC's utility costs.
- The Job Search web portal for PPWFC was also upgraded utilizing the latest version of VOS Jobs supplied by Geographic Solutions, Inc. This upgrade provides user enhancements for both customers and staff with the most noticeable change being ease of navigation. Bottom line, this will save our job seeker customers time and our business customers' money.

Job seekers just need to visit one website to find open vacancies and businesses will no longer have to post their jobs on multiple websites.

- PPWFC also implemented the use of video surveillance, placing 16 digital cameras in strategic locations within the main workforce center office. The cameras are monitored via a secure website that allows PPWFC management and security to view all activities anywhere the internet is accessible.

PARTNERSHIPS

Demand-Driven Strategies **Marketing**

In PY04 the local labor market showed continuing signs of recovery with the addition of significant numbers of new jobs. Many of these new jobs were in services within various industries such as customer service centers, construction, retail services, and hospitality. This increased activity in the labor market was welcomed by workforce and economic development professionals and brought about several initiatives.

The Pikes Peak Workforce Center was granted \$25,000 in discretionary funds for a two-year period, starting in 2003, and \$15,000 of the funding was spent in PY04. The purpose of this grant was to increase brand awareness and market saturation among local businesses. Outreach to local businesses to raise awareness of the Workforce Center and showing how PPWFC can help businesses succeed was paramount.

In PY04, PPWFC doubled its capacity to deliver educational services to the Teller County region by introducing new career exploration and skills building software to the expanded Resource Room in the Aspen Community Center



As the need for workers began to rebound, PPWFC created a Work Experience/OJT coordinator position that was instrumental in increasing enrollments in these activities for WIA Adults and Dislocated Workers.

PPWFC employed several tactics to reach out to local businesses, including:

- Mailed 6,500 invitations to businesses regarding Workforce Development Month
- Hosted the first ever Workforce Development Month (WDM) Open house
- Conducted workshops for businesses including OSHA, Unemployment Insurance, Family Medical Leave Act, Wage & Hour Law, and Labor Market Information
- Ran a business outreach piece in the Colorado Springs Business Journal
- Initiated two outreach pieces in the Chamber's Visitor Map & Guide
- Participated in the Chamber Business to Business Expo

Work Experience/OJT

For several years, largely due to the relative over-supply of workers, PPWFC's programs for Work Experience, On the Job Training, and Customized Training received little interest from businesses. As the need for workers began to rebound, however, PPWFC created a Work Experience/OJT coordinator position that was instrumental in increasing enrollments and activities in Work Experience for WIA Adults and Dislocated Workers. The position also provided a number of OJT opportunities to assist in creating a start-up workforce for Xanthus, a newly re-located financial service company and was responsible for the advance planning behind a customized training program to facilitate participation in regional programs targeting electrician and plumber/pipe-fitter apprenticeships. Primary Partners Involved: PPWFC, Joint Apprenticeship and Training Committee (J.A.T.C.), International Brotherhood of Electrical Workers #113, Plumbers/Pipe-fitters #58.

Health Care

Registered Nurses: As PY04 began, the Pikes Peak region experienced a significant back-log of students seeking to enter the nursing fields. PPWFC initiated a discretionary grant-funded healthcare effort in PY04 to upgrade Registered Nurses to the Masters Degree level in order to increase the numbers of nursing practitioners qualified to teach at local institutions. Primary Partners Involved: PPWFC, Pikes Peak Community College, Beth-el School of Nursing at University of Colorado at Colorado Springs, University of Phoenix, Memorial and Penrose- St. Francis hospitals.



Community Collaboration of Healthcare Providers and Educators (CCHPE)

works to meet the workforce challenges facing healthcare staffing and education. The focus group is comprised of healthcare providers, employers, educators and workforce specialists who meet on a monthly basis to identify problems and develop solutions related to recruitment and retention of workers at every medium within the healthcare industry. The members include: Advanced Healthcare, Beth-El School of Nursing, Falcon School District # 49, UCCS, University of Phoenix, Penrose Hospital, PPCC and Memorial Hospital, to mention a few.

Military Spouses Grant

The Military Grant Program consists of a partnership between PPWFC and five local military installations in the region. The program's goal is assisting military spouses and Department of Defense (DOD) civilian personnel who have been dislocated from their jobs to find employment in high demand occupations at competitive wages. Although customers may seek employment in any growth industry, the grant places particular emphasis on careers in the medical and homeland security fields.

During PY04, we enrolled 199 new program participants while serving an additional 298 customers carried in from the previous year. Of the 248 customers that were exited from the program, 183, or approximately 74 percent were placed in paid positions. The average hourly wage for these workers was \$13.17 and the variety of positions they obtained ranged from automobile mechanic to licensed practical nurse. Over the same period of time, we spent approximately

\$1,085,700 providing services to grant customers and obligated an additional \$347,423 for on-going employment and training activities

Military Grant Program Statistics

Enrollments	199
Carry-ins	298
Exits	248
Placements	183
Average Wage	\$13.17
Expenditures	\$1,085,700
Obligations	\$347,423

One of the more unique and successful aspects of the military spouses program was the paid work experience component in the private sector. If an employer agreed to participate, we would pay the "trainee" the entry-level wage for that position through the grant. After only a few months, the work experience component became our most reliable method of employee placements. Some of the other benefits of private sector work experience were the following:

JobSeekers:

- Received practical work experience to complement their formal training and increase their marketability.
- Were paid an entry-level wage during the work experience period.
- Had the opportunity to become full-time employees if they successfully completed their work experience.

Employers:

- Received the services of highly skilled trainees at not cost to them.



PWFC initiated a discretionary grant-funded healthcare effort in PY04 to upgrade Registered Nurses to the Masters Degree level in order to increase the numbers of nursing practitioners qualified to teach at local institutions.



P PWFC began fee-for-service using profits from job fairs, which were placed into a non-federal account with El Paso County. As the fund grew, a Business Consultant-Profiler, certified in occupational job profiling by ACT, was hired with the non-government fee-for-service funds.

- Were given a "try-out" period to assess the performance of potential employees before making a hiring decision.
- Were given the option to permanently hire a trainee that successfully completed their work experience.

Workforce Investment Board/Youth Council Partnerships

Finance and Insurance Group

Members of our Workforce Investment Board (WIB) helped alleviate the critical shortage of skilled workers in the Financial Services industry through the establishment of a "pipeline" of trained workers between key businesses in the industry and educational institutions, with support from the Pikes Peak Workforce Center. Members of the WIB met with Chief Operating Officers, Chief Financial Officers, Presidents and Vice Presidents of local financial services businesses to identify their most critical needs. Follow up to this first meeting included the formation of a Financial Services Task Force to carry out the original vision. Members of this group now include T. Rowe Price, USAA Insurance, California State Automobile Association, Progressive Insurance, and California Casualty. The group's goals are:

- 1) to form a speaker's bureau that will help to market occupations in the financial services industry and promote the good wages, benefits, and opportunities for advancement; and
- 2) to market for all businesses in the industry rather than for one individual company.

Community Participation

During the PY04, members made presentations and participated at careers fairs, TAPs, Job Fairs, workshops and information sessions. The presentations focused on students at UCCS, PPCC, area high schools, military bases and to PPWFC staff. Job seekers attending the presentations benefited from receiving information about career choices and training available, while PPWFC staff learned what skills were required by the industry for them to assist in their recruitment efforts. One outcome of the group's work is that Pikes Peak Community College has reestablished both a one-year certification and two-year associate degree programs in Finance and Insurance. This curriculum was discarded in the mid-1990's due to reduced demand. Businesses are working to determine how they will communicate the value of the certification or degree for workers.

PERFORMANCE

Fee for Service

Fee for Service programs related to regional workforce development allow an increased focus on customer needs and customer satisfaction. They support the "reinvention of government." Fee for service projects decrease reliance on declining public funds but allow for increased numbers of customers to be served.

While PPWFC has implemented a variety of fee for service activities; they are part of a larger business plan to finance initiatives to meet regional workforce needs, for which funding is not available. Among these services are: Job Profiling, employer training (HR and other areas), customized screening of applicants, creation of job



WIA Performance PY04

ADI SL

CUt aHra	drrPrt UWdWeHf
Entered Employment	107.7%
Employment/Credential	121.2%
6 Month Retention	114.7%
6 Month Earnings Change	106.2%

ASDEKWA LI

CUt aHra	drrPrt UWdWeHf
Entered Employment	101.2%
Employment/Credential	146.3%
6 Month Retention	127.8%
6 Month Earnings Change	103.8%

TI CLAMEKWA LFATLON

CUt aHra	drrPrt UWdWeHf
Satisfaction - Job Seekers	103.2%
Satisfaction - Employers	94.9%

DOSATALEDW AKYEK

CUt aHra	drrPrt UWdWeHf
Entered Employment	103.0%
Employment/Credential	119.1%
6 Month Retention	104.7%
6 Month Earnings Replacement	100.3%

GAJ No WA LI

CUt aHra	drrPrt UWdWeHf
Diploma	107.1%
Skill Attainment	100.3%
6 Month Retention	101.1%

descriptions, skills testing, turnover studies, assistance to draft personnel manuals and policies/procedures, interviewing services, drug testing and criminal background checks.

The first step in the development of a successful Fee for Service program is to assess the needs of business and target services that meet the needs. Next is to examine the strengths, weaknesses and expertise of the staff within your organization; match internal expertise to local business needs based on market analyses; research who the potential competitors are for the services to be provided and their pricing structure; weigh the legal and financial requirements; staff the venture appropriately for success; and finally, align the venture or offering with the organization's mission.

The Pikes Peak Workforce Center (PPWFC) began fee-for-service using profit from job fairs, which was placed into a non-federal account with El Paso County. When PPWFC obtained grants from the Economic Development Corporation and a large

local employer, these funds were moved to the Pikes Peak Community Foundation, a 501(c)(3), allowing even greater flexibility. As the fund grew, a Business Consultant-Profiler, certified in occupational job profiling by ACT, was hired with the non-government, fee for service funds. The Occupational Job Profile provides an assessment of what skills and skill levels are needed in the position for which the business needs workers. Then applicants are assessed using ACT WorkKeys® assessments that match the needed job skills.

The Occupational Job Profile also identifies areas for human resource offerings. The combination of Job Profiling and Human Resource offerings provides for the following potential employer benefits:

- Improve employee selection process.
- Reduce hiring time and costs.
- Fewer legal challenges over selection issues.

The first business to utilize

PPWFC fee-for-service program reported a decrease in employee turnover from 74% to 20%. This company attributed its success to the systems and procedures that were implemented with PPWFC's help at the start up of their business in Colorado Springs.



Jaqueline was an unemployed, single parent with food, clothing, education, daycare and transportation problems that limited her ability to find and retain employment. A PPWFC Career Advancement Specialist (CAS) assisted her in finding the resources to mitigate each barrier to employment. A work experience opportunity turned into fulltime employment at the Centro La Familia, a Colorado Springs nonprofit which provides services to the Hispanic community.

- Increase employee productivity.
- Hiring and training the right staff.
- Identify employee training needs.
- Job description development.

Another major component in the development of Fee for Service was the Business Services Plan training that was conducted by Sandra Hastings of Greg Newton & Associates. The purpose of developing a Business Services Plan was to build a business outreach/marketing plan built on a single point of contact model that defined each partner's roles and responsibilities as well as a menu of services to be delivered and a model for the delivery of these services. This training was key in providing a module to use in the development of Human Resource services.

EMPOWERMENT

Swipe Card System

PPWFC was selected to be a pilot site for implementation of a swipe card system in PY04. Swipe cards encode a customer's record via a Universal Product Code allowing the customer to sign in for services at multiple locations, including remote and off-site, without having to type, write, or verbally reveal an identifier such as a social security number. The system eases and speeds access to services in the resource room, at workshops, job fairs, hiring events, and benefits customers with disabilities. It also minimizes staff data-entry time, freeing them to provide direct attention to customers.

PPWFC is pilot site for implementation of Colorado's swipe card system. Swipe cards encode a customer's

record, speeding access to services in the workforce center, plus off-site workshops, job fairs, and hiring events. It also minimizes staff data-entry time, freeing them to provide direct attention to customers.

The system is currently in place at PPWFC. Customers merely swipe their card in front of scanners located at the resource room, in workshops, and throughout facilities to document services used by each individual customer. Customers no longer have to provide personal information in a crowded room or to log in to E-stop, ensuring confidentiality and decreasing wait times at reception or check-in. Customers already enjoy using this new system because it is extremely easy to learn and fast to use.

We are anticipating that a scanning entry point will be placed on our website that will capture use of our job search portal. New customers are issued cards when they attend group orientation. Returning customers who have not yet been issued a card will be asked to visit with our Resource Room Technicians to be issued one. PPWFC believes that the majority of customers will be using the card system by August 2005.

Awards and Recognitions

Performance Excellence

The PPWFC and several staff members were recognized for efforts to achieve organizational excellence and their support of internal and external customers. Among them were: The Colorado Performance Excellence (CPEX) High Plains award, which documents completion of the Organizational Profile portion of the Baldrige Criteria for Performance Excellence.

Veterans Services Awards

PPWFC received the Certificate of Appreciation from Army Community Service (ACS), Fort Carson, for partnership and collaboration to implement the Military Spouses Grant.



Caption: Jeanne Cotter (left), Public Information Officer/Community Relations and Paula Ferguson (right), Work Experience Coordinator, display the Distinguished Accomplishment Awards

PPWFC received the Distinguished Accomplishment Awards received from the Colorado State Veterans Program and signed by Executive Director CLDE. The award recognized their work to help increase outreach to

veterans through establishment of an electronic veterans newsletter. The initial enrollment for the Veteran's Newsletter was 213 out of 2500+ subscription invitations emailed to Veterans and supporting organizations. By the end of the program year, thanks in large part to being able to subscribe to the newsletter online, the enrollment was 720.

PPWFC received the American Legion Award for "Large Employment Office of the Year" from the Colorado State American Legion. PPWFC provides excellent employment and training services to the largest Veteran population in the State of Colorado. During calendar year 2004, PPWFC served over 7,187 registered Veterans, making it second to none in comparison to any region in Colorado. The Pikes Peak Workforce Center has the largest Transition Assistance Program (TAP) in the State, and perhaps one of the largest in the United States.



Larimer County Workforce Center



15.7% of workers who live in Larimer County work outside the county, with 37% of those residents working in Boulder County.

REGIONAL PROFILE

Although the combination of a Front Range location along with the proximity to the Denver metropolitan area provides many influences to its 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.

Larimer County's population and that of neighboring communities continue to grow at a rapid pace. Colorado's State Demographer estimates that the northern Front Range's population will grow at 3.9% over the next two years (500,000 by 2006), and grow at a similar pace through 2030, making it the fastest growing region in Colorado. National publications continue to rank communities in Northern Colorado highly in regards to various "livability" measures.

The economic base in the Larimer county region has undergone several notable shifts in industry and occupation trends, as well as mobility of the workforce. This dynamic is noteworthy due to the larger labor pool for employers to draw from, and increased competition between firms looking for qualified job seekers. Bordering areas all draw workers from Larimer County and many residents continue to drive to the Denver metro area. 10.3% of the Larimer County workforce lives outside the county and

77% of Larimer's total employment is spread among five industries:

1. Services (22%)
2. Government (18%)
3. Retail Trade (13%)
4. Manufacturing (12%)
5. Accommodations/
Food/Entertainment (12%)

Anheuser Busch operates a large facility in Fort Collins and has been largely unaffected by the economic downturn. Brewing in the area is regarded by the Colorado Office of Economic Development and International Trade as the number one industry (based upon total value (in US dollars) of exports) followed closely by electronic computers.

Colorado State University is the number one employer in Larimer County and continues to attract other employers to the area because of its academic and research programs. These employers are primarily in biotechnology, natural resource research and management, and agricultural research. Increased Homeland Security spending on biotechnology by the federal government has led to a dramatic investment in the Centers for Disease Control (CDC) laboratory in Fort Collins. Several large Department of the Interior buildings have been built and opened during the past three



Larimer County maintains its own unique character and employment base, blending the traditions of an agricultural society with the qualities of modern urban life.

years in Fort Collins as well.

According to the Larimer/Weld Fall 2004 Job Vacancy Survey released by the Colorado Department of Labor, healthcare practitioners accounted for not only the most vacancies, but also the highest average wages among all occupational groups. When "personal care" and "healthcare support" jobs

are included in the analysis, approximately 25% of all openings in the county are represented.

The demographics of Larimer County are as follows:

The following chart identifies the demographics of the Workforce Investment Act (WIA) and Wagner-

Demographics

Age	Total	Male		Female	
Under 15	50,323	25,828	51%	24,495	49%
15 - 19	22,948	11,584	50%	11,364	50%
20 - 24	23,708	12,228	52%	11,480	48%
25 - 49	101,215	51,444	51%	49,771	49%
50 - 64	44,648	22,134	50%	22,514	50%
Over 64	25,180	10,845	43%	14,335	57%

Demographics

Race	Total	Percentage
Hispanic	20,811	8.2%
Asian/Pacific Islander	3,992	1.6%
American Indian/Alaskan Native	1,171	0.5%
Black/African American	1,511	0.6%
White	220,159	86.9%
Other	234	0.1%
Multiple Races	5,515	2.2%
Total	253,393	100.00%

Larimer County
Workforce
Center Mission:

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



Peyser (WP) customers served by the Larimer County Workforce Center (LCWC) during PY04:

Description of the Larimer County Workforce Center

LCWC is a fully operating one-stop

Demographics

	Total	Wagner-Peyser Labor Exchange	Workforce Investment Act
Total	16,441	14,973	513
Unemployment Insurance Claimants	7,056	6,365	244
Veterans	2,078	1,778	30
Male	9,397	8,435	224
Female	7,044	6,538	289
Youth Age 14 to 21	3,048	2,914	159
Adults Age 22 to 49	10,301	9,368	241
Adults Age 50 and over	3,021	2,621	107
Employed at entry	2,252	2,042	34
Unemployed at entry	14,189	12,931	479
Hispanic	2,465	2,158	77
American Indian/Alaskan Native	397	356	12
Asian	219	202	13
Black or African American	319	285	12
Hawaiian Native/Pacific Islander	53	43	1
White	13,057	11,920	427
Multiple Races	822	694	30
Unknown Race	883	827	2
Dropouts	1,526	1,384	83
In-School	999	970	58
High School Graduates	5,797	5,305	131
Post High School	4,625	4,188	132
College Degree	3,494	3,126	109
Persons with a Disability	860	752	46
Ex-Offenders	864	790	33
Food Stamps	1,142	1,013	45
Welfare	306	267	8

*Columns do not add to total due to other discretionary grants not listed

system supported through the operation of the following centers:

The WIA Center supports the following programs:

- WIA Dislocated Worker
- WIA Adult
- WIA Youth
- Trade Adjustment Assistance (TAA)

- Larimer County Youth Conservation Corps (LCYCC)
- Social Security Administration Youth Transition Program (SSA YTD)
- School to Work Alliance Program (SWAP) - an on-site partnership with the Poudre R-1 School District.

The Employment Center supports the following functions and



programs:

- WP (Job Seeker and Employer Services)
- Veterans Services
- Employment First
- Disability Program Navigator (DPN)
- Rocky Mountain SER - an on-site partnership providing employment-related services to older workers.
- Unemployment Insurance Auditors/Hearing Officer - an on-site partnership with CDLE.

The Works Center supports the following functions and programs:

- Larimer County Works (TANF)
- Operation Occupation Summer Youth Program (OO) - an intra-agency partnership among the Works Center and the WIA Center (primarily the WIA Youth Team).
- Larimer Center for Mental Health - an on-site partnership providing mental health services to participants in the Works Center, the WIA Center, and as otherwise necessary throughout the agency.

LCWC has two offices for the 16,441 customers served in Program Year 04. Both offices offer the full-array of services and access to various on-site partners. The Fort Collins office has 64 team members and the Loveland office 18. Almost 15,000 jobseekers used LCWC labor exchange services during PY04, 47% of whom were

receiving unemployment and 39% of whom took advantage of the internet-based self-registration system. 67% of services are provided in Fort Collins and 33% in Loveland. There were 513 WIA participants (253 Dislocated Workers (DW), 90 Adults, 127 younger youth, and 43 older youth).

Service Delivery Strategies

LCWC has worked to increase the number of employment-related documents written in Spanish and continues to seek interested and qualified staff that is also bilingually (currently 16%) and biculturally competent.

Technological Improvements

The Fort Collins office recently added five (5) and the Loveland office recently added two (2) additional computers to their respective public job seeking resource lab.

Partner Integration

Several partners continue to be housed on-site at LCWC. Three (3) mental health therapists employed through the Larimer Center for Mental Health, an Unemployment Insurance Hearing Officer, two (2) Unemployment Insurance Auditors, three (3) School to Work Alliance Program (SWAP) employees employed through the Poudre School District, and the local representative for Rocky Mountain SER, are all permanently located within LCWC. The Larimer County Veterans Services office is also housed within LCWC. Job Corps is housed at LCWC two days per month and the statewide Benefits Planner (BP) is housed at LCWC on a monthly basis. Numerous employers reserve space at LCWC to

LCWC has two offices for the 16,441 customers served in PY04. Both offices offer the full-array of services and access to various on-site partners.



The Aims Alternative Diploma Program is one alternative option that nine WIA youth successfully completed during PY04.

conduct interviews and/or host job fairs. Other community based partners and County departments conduct their business at LCWC as necessary.

Transitions to a Demand-Driven System

LCWC participated in seminars conducted by Ed Barlow, President of Creating the Future, Inc. Participants at the second seminar were Workforce Investment Board members from Larimer and Weld Counties and board members and staff from the Wyoming Department of Workforce Services. Ed Barlow spoke about the workforce of tomorrow, regional collaboration and about moving Workforce Centers to a demand-driven system.

After the information was disseminated and discussed at the Ed Barlow events, the Larimer County Workforce Investment Board asked an ad hoc committee to meet to discuss what the WIB's role would be in moving to a demand-driven system. This committee will have met three times for this discussion with their recommendations going to the full WIB in early September 2005. These recommendations will contain the pros and cons of a demand-driven system and short term (one year), as well as longer term goals, for the WIB to adopt so that movement to a demand-driven system can be measured.

PARTNERSHIPS



Larimer County Youth Conservation Corps (LCYCC) Corps members, Summer 2005

Alternative Education Partnerships

The Larimer County Workforce Center's WIA Youth Program continues to build partnerships with alternative education opportunities. The Aims Alternative Diploma Program is one alternative option that nine WIA youth successfully completed during PY04. 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.

Job Corps Partnership

Job Corps currently sits on our local Youth Council and has been provided office space located in LCWC on a bi-weekly basis to visit with potential Job Corps candidates and their families. In addition, Job Corps has attempted to match a local Job Corps graduate with the Youth Council to offer a youth perspective on the opportunities associated with the Job Corps experience.

Dislocated Worker and Adult Enrollment Increase:

Enrollments in the WIA DW and WIA Adult programs continued to increase and were managed without additional staff. The following charts show the increase:

WIA Adult Program

WIA Adult Program	Enrollments	% of Increase
PY 03	71	
PY 04	89	21%

WIA DW Program

WIA Dislocated Worker Program	Enrollments	% of Increase
PY 03	217	
PY 04	253	15%

Older Adult Job Fair

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, Rocky Mountain SER, and the Senior Advisory Committee ensure a countywide event that brings employers and job seekers together in a professionally formatted job fair.

The PY04 fair had over 300 attendees and over 20 employers. Over 80% of job seekers evaluated stated the job fair was "very worthwhile" or "worthwhile." In addition, WIA dislocated workers and adult participants over the age of 50 were sent personal invitations for the event, encouraging their participation.

Northern Colorado Health Care Consortium

LCWC, in partnership with Boulder and Adams County, began implementing the Northern Colorado Health Care Consortium discretionary grant through CDLE. The Larimer

County consortium chose to focus their portion of the grant on offering training opportunities for lower skilled, incumbent workers associated with local health care employers including Columbine Health Systems, Good Samaritan Village, and the Berthoud Living Center. Licensed Psychiatric Technician (LPT) and Certified Nursing Assistant (CNA) training was provided by Front Range Community College to prepare these workers with the necessary skill upgrade to transition into higher paying employment positions while meeting the hiring needs of these employers. Nineteen (19) incumbent workers have successfully completed or are currently completing the LPT or CNA training while another 4 incumbent workers will begin CNA training in the fall of 2005. This grant partnership has also opened new opportunities for WIA participants to access employment opportunities in the health and medical professions.

Employer Services

The Employer Services team has been incorporating changes in Job Link into employer outreach. All employers, existing and new have been informed of the on-line services and the number of employers using the Connecting Colorado on-line job order continues to grow. Automation of the system allows staff the additional time to conduct outreach to new employers and focus on service improvement.

The Employer Services team hosted numerous job fairs for employers who were new to the area or expanding their current workforce. These employers included: Norwegian Cruise Lines, the US Army, Johnson Storage and Moving, Staffing Solutions of Loveland, King Soopers, Sears,

“
The Aims/
 Larimer
 County High School
 Diploma Program
 worked for me because I
 needed to help out my
 family, and the schedule
 was really flexible. I was
 struggling with
 mainstream schools this
 was something different.”
 -WIA Youth Client



Client Success:
"The Aims/ Larimer
County High School
Diploma Program
worked for me because I
needed to help out my
family, and the schedule
was really flexible. I was
struggling with
mainstream schools this
was something different.
My favorite part was the
hands-on technology lab.
I really liked that this
was a high school
diploma and not just the
GED as it gave me more
of a sense of
accomplishment.
Thanks for making it
available to me!" Sarah
Gregory-Dominguez.
Age 16 at enrollment.

Connex Transit, SOS Staffing of Loveland, and Yellowstone National Park. Approximately 1,000 job seekers attended the various job fairs. The Employer Services team assisted with coordinating the Youth Job and assisted in recruiting employers for the Larimer County Older Worker Job Fair.

Job Seeker Services

LCWC registered 6,177 new job seekers. More and more of our job seekers are taking advantage of the on-line registration services: 3,647 (59%) of all new registrations were on-line. Employers also conducted 979 self-initiated referrals using the on-line system.

Approximately 1,200 customers access the public computer labs and resource centers in the Fort Collins and Loveland offices on a monthly basis. Staff is seeing an increase in the number of "hard to serve" job seekers, those with serious barriers to employment. LCWC is enhancing internal staff training to better identify the issues faced by these customers and connect them to the community services needed to be successful.

This past year, the Employment Center staff took part in two Colorado State University Career Fairs, the Consumer Credit Counseling Financial Wellness Fair, the Larimer County Older Worker Fair and the Youth Job Fair. All of the fairs offer the opportunity to connect with large numbers of job seekers and provide information about the services available to them at LCWC.

Disability Program Navigator (DPN)

In order to improve the employment opportunities for DPN customers, the DPN has become a member of LCWC Employer Services team. This connection with employers allows them



A LCWC Employment Specialist provides employment counseling services to a job seeker

to educate employers on the advantages of hiring an employee with a disability, how to implement needed workplace accommodations, and the tax credits that may be available to the employer. The DPN can also engage in direct job development as needed and keep customers aware of job openings that match their skills. The DPN has formed a close relationship with the local office of the Division of Vocational Rehabilitation (DVR) and the two agencies developed a universal referral form that streamlines the process for customers and staff.

Larimer County Community Corrections (Lccc) Partnership

LCWC is proud to have partnered with the Larimer County Community Corrections (LCCC) to improve job search resources available at the corrections facility. LCWC used WP 10% grant funds to purchase two computers that are located at the facility, equipped with resume writing templates, loaded with a typing tutorial, and that have a direct link to www.cdle.org.

Education And Life Training Center (Eltc) Partnership

LCWC worked with the Education and Life Training Center (ELTC), the Adult Basic Education/Family Literacy Center to provide basic computer



education to job seekers through a WP 10% grant. ELTC works with individuals who have limited to no computer skills, teaching them how to effectively use computers to job search. The program was expanded to include Rocky Mountain SER Senior Employment Program participants.

Workforce Development Liaison Position

The Workforce Development Liaison position, funded through a WIA Adult Discretionary grant illustrates the power of the E-3 methodology by working closely with employers, educators, training providers, job seekers and local community organizations to identify workforce development needs. During PY04 the Workforce Development Liaison has:

- Created a customized and thorough analysis of the labor market for a very significant prospective employer brought to the area by the Northern Colorado Economic Development Corporation (NCEDC). The NCEDC regarded the anonymous

company as the best lead it had pursued in the past few years. The Liaison spent considerable time researching the industry (optoelectronics), specific occupations, and ways to work with higher education to attract this high-paying company. The analysis was quantitative and qualitative, and was well received.

- Served on the "Workforce Issues" panel at the annual "Health Care Summit" attended by over 200 local private and public sector leaders. In order to prepare, the Liaison compiled significant data regarding trends, current issues, and potential collaborative solutions facing the workforce needs of health care.
- Responded to more than two dozen requests for specific labor or economic data significant enough to merit research and documentation. These requests came from economic developers, educators, municipal government officials, the media, employers, private citizens, and staff.

More and more of our job seekers are taking advantage of the on-line registration services: 3,647 (59%) of all new registrations were on-line. Employers also conducted 979 self-initiated referrals using the on-line system. Approximately 1,200 customers access the public computer labs and resource centers in the Fort Collins and Loveland offices on a monthly basis.



PERFORMANCE

Trade Adjustment Assistance (TAA) Services:

The following chart represents the increasing number of TAA customers who have been provided services by the Larimer County Workforce Center over the last four (4) years. Workers

whose employment is adversely affected by increased imports may apply for TAA. Staff provides core and intensive services to clients including career guidance and assessment, labor market information, job search assistance, and assistance with training requests.

WIA Performance PY04

DI SLO	
AU t a Hra	dr rPr t Ue c b e Hf
Entered Employment	112.7%
Employment/Credential	140.4%
2 3 ont6 Metention	10h.1%
2 3 ont6 EarninRg C6anRe	12h.s%

I ALT EDOW AR T KYWK	
AU t a Hra	dr rPr t Ue c b e Hf
Entered Employment	108.1%
Employment/Credential	140.2%
2 3 ont6 Metention	100.2%
2 3 ont6 EarninRg Mepla9ement	c8.2%

A LI WKGT SQ	
AU t a Hra	dr rPr t Ue c b e Hf
Entered Employment	104.0%
Employment/Credential	144.0%
2 3 ont6 Metention	118.0%
2 3 ont6 EarninRg C6anRe	1c5.0%

GT S No GT SQ	
AU t a Hra	dr rPr t Ue c b e Hf
Diploma	8c.0%
Skill Attainment	101.2%
2 3 ont6 Metention	107.s%

E SAOT MWKADOC AF DE OCT N	
AU t a Hra	dr rPr t Ue c b e Hf
Satigfa9tion - Job Seekerg	108.2%
Satigfa9tion - Employerg	104.0%



Workshops

LCWC offers a variety of employment-related workshops to customers of the Workforce Center. Over the past program year, LCWC saw a 25% increase in workshop attendance.

LCWC offers a comprehensive Career Inventory Workshop (CIW) for program

participants who are interested in gaining introductory information regarding personal and professional self-awareness and career exploration using reliable and valid tools. Participants leave the workshop with valuable information about themselves so that they can make confident career decisions.

Workshop Attendance Comparison Program Years 2003-2004 and 2004-2005

Workshop Name	Attended		Percent Change
	2003/2004	2004/2005	
Career Inventory	143	196	37%
Cover Letters	129	175	36%
Creating Career Options	45	126	180%
Creative Job Searching	94	62	-34%
CTT Services Orientation	161	374	132%
First Things First	26	46	77%
Interviewing	191	201	5%
Living on Less	48	44	-8%
Myers Briggs Type Indicator	143	163	14%
Resume	216	249	15%
Surfing Your Way to a New Job	65	40	-38%
Totals	1261	1676	25%

During the workshop, participants are provided the ten (10) assessments during sixteen (16) hour workshop. The following 10 assessments are offered to the CIW participants:

- Learning Styles
- Oral Directions
- CAPS - Career Ability Placement Survey
- Work Preferences and Interest Inventory
- Motivated Skills Matrix
- O*NET Work Importance Locator
- O*NET Interest Profiler
- Soft Skills Survival
- Career Exploration / COCIS
- Myers-Briggs Type Indicator (MBTI)

The CIW is most frequently attended by program participants in the Larimer County Works and WIA Youth programs; however, a growing number of TAA, WIA Dislocated Worker, and WIA Adult customers attended during the past program year.

LCWC also offers a three-day, eighteen (18) hour workshop for those customers who have work history and

LCWC offers a variety of job search related workshops including, but not limited to: Interviewing, Resume Writing, Cover Letters, Creative Job Searching, and Living on Less. These workshops are available to all customers.



are interested in reflecting on their current skills and exploring where those skills may interface with the current labor market. Creating Career Options (CCO) offers customers the opportunity to investigate emerging careers, explore their dream job and identify what they want to do in the future, clarify what skills they have and want to use in future employment, what skills they would need to acquire to make their dream job a reality, and develop an action plan to make it become real. WIA Dislocated Worker, TAA, WIA Adult, and WP customers can access the CCO workshop.

CCO provides the following assessments as part of the workshop:

- Myers-Briggs Type Indicator (MBTI)
- O*NET Interest Profiler
- O*NET Work Importance Locator
- Career Value Card Sort
- COCIS
- Labor Market Information (a variety of sources)

LCWC offers a variety of job search related workshops including, but not limited to: Interviewing, Resume Writing, Cover Letters, Creative Job Searching, and Living on Less. These workshops are available to all customers.

Continuous Improvement Management System (CIMS)

LCWC has made several gains in CIMS. LCWC gained a realistic picture on the employer usage and perception of quality of services offered, increased activity focused on driving higher levels of awareness and

positive community perception of LCWC on a local and statewide level, and improved our capability to increase ties to our client base and to economic development, which strengthens our overall supplier/partner capabilities.

EMPOWERMENT

Client Success Stories

Camelia (WIA Youth Participant)

Camelia's story of success is anything but typical, which makes it all the more compelling. As a 19 year-old mother of four children, Camelia has faced many challenges in obtaining housing, transportation, childcare, and employment. All of those challenges have been obstacles to her plan to complete her high school diploma, define her career path, begin occupational training, and become employed in a permanent career position.

Her first experience with our program included a work experience with the Larimer County Youth Conservation Corps (LCYCC), after completing the work readiness workshop. She found transportation any way she could, including walking several miles at times. Her work performance was stellar and set the bar for other team members to follow. The following summer she was asked to return to the summer AmeriCorps team, where she again excelled.

She enrolled in the Larimer County Diploma program through our collaboration with Aims Community College. She has persisted with her diploma efforts throughout her final pregnancy, in between work and juggling three (3) child care locations. Her efforts qualified her to receive a donated car, which made the "juggling"



feasible. The most amazing part of her success is that she maintains her calm in the midst of her family's chaos, and has the most positive demeanor through it all.

She has now completed her high school diploma. Her next steps include seasonal employment with the City of Fort Collins parks crew, while we complete the steps for her to begin an electrician apprenticeship program this fall. She continues to maintain her own residence and transportation, and is excited about her future self-sufficiency.

Owen (WIA Youth Participant)

A young man of seventeen found himself homeless, expecting his first child, and a high school dropout. This young man, Owen, had a mentor, with whom he occasionally connected, that referred him to the WIA Youth Program. Owen learned about the benefits of the program and jumped full force in the program, hoping to better his life for himself and his upcoming family.

Owen quickly pursued his GED and within a few weeks of his enrollment, successfully completed his GED. Owen then set his sights on work. Shortly after enrolling in the WIA Youth Program, Owen was offered a job with the Larimer County Youth Conservation Corps (LCYCC). This



Owen at his GED Graduation Ceremony

young man rode his bicycle everyday to his new jobsite, which was about thirteen miles one way. He was excited to have the opportunity for working with the LCYCC and he was not going to let a few miles get in his way.

After Owen completed the Corps, he wanted to find a personally and financially rewarding career. He spoke to members of the community in informational interviews, completed a successful work experience, and decided on a career in the construction field. He is currently working for a local metal company that will certify him as a crane operator.

Vince (WIA Dislocated Worker Participant)

Vince was laid off from Agilent Technologies after working there for seven years. He has an AAS degree in electrical engineering technology from Pennsylvania State University and another AAS in passive solar design from Red Rock Community College. Vince has a strong background in maintenance and repair and over 15 solid years of experience. Prior to his career in equipment maintenance, he owned his own business working with his hands doing residential carpentry and remodeling.

Vince conducted a job search before coming in for TAA and WIA services. Vince was frustrated with his job search and had not had any interviews in four months. After meeting with Vince, the career counselor and Vince developed a plan to update his resume and to review his transferable skills. They worked continuously on his resume and reworked his chronological resume into a combination resume to highlight his transferable skills. This also helped to down play his age, which he saw it as a major concern to employers.

A young man of seventeen found himself homeless, expecting his first child, and a high school dropout. Shortly after enrolling in the WIA Youth Program, Owen was offered a job with the Larimer County Youth Conservation Corps (LCYCC). This young man rode his bicycle everyday to his new jobsite, which was about thirteen miles one way. He is currently working for a local metal company that will certify him as a crane operator.



Vince developed two resume formats and continued his job search while starting to do career exploration. He attended our Career Inventory Workshop (CIW) which assisted him to look at his work values, interests, learning style, natural abilities, and personality type. From this workshop, Vince identified a list of careers for more exploration and informational interviewing. His assessments indicated that he was highly skilled in Technical and Scientific occupations.

Through his research and exploration, Vince was able to find an online program at Indiana University. The career counselor and Vince contacted the program and the program was able to craft an AAS degree for Vince in Biomedical Equipment Repair, including a practicum and internship which Vince would have to find locally. Vince went back to his informational interviews to contact employers about the possibility of an internship.

At this time, Vince and the career counselor spoke about a possible OJT, dependent on Specific Vocational Preparation Level (SVP) criteria and an employer's receptiveness. Vince contacted Hospital Shared Services out of Denver. Immediately, the company's VP asked for Vince's resume and Vince suggested an OJT training experience. After negotiations, it was also discovered Vince would need to take two at Indiana University as part of the OJT requirements. Looking at the costs and participant needs, the career counselor was able to balance and split costs between the TAA and WIA programs.

Hospital Shared Services has been very supportive and a strong advocate

of Vince's hands-on learning. Vince started his OJT experience on 8/22/05 and his progress will be monitored over the next year until 8/22/06.

Geraldine (Operation Occupation Participant)

Geraldine is a mature 16 year-old who chose to work at a daycare center, University Children's Center. She assisted the teachers with meal/snack preparation, nap time, reading stories to the kids, monitoring outdoor play, and assisting with field trips. This particular site has had several WIA youth participants placed there through our summer program and year round program. The director of the center and Geraldine's teacher both stated that Geraldine was the best placement of a youth they have had with our program. They would take her back in a heart beat and encouraged her to apply for the program again next year and to request their site.

Gene (Operation Occupation Participant)


Gene is a shy young man who chose to work as a score keeper at the Northside Aztlan Community Center. Gene's supervisor was initially worried about Gene's shy nature and his ability to deal with a potentially rowdy crowd at work. A score keeper is often yelled at by the crowd when they are not pleased with a call. Once Gene picked up the fundamentals of scoring and using the equipment, he jumped into his tasks with much success. Gene's supervisor was very pleased and surprised at how quickly Gene dealt with the pressures of his job and Gene's ability to adjust to a new environment.



Larimer County Workforce Center - Mozilla Firefox


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Larimer County Workforce Center

Where Larimer County Comes to Work



Home For Job Seekers For Employers Youth Veterans Services Links Contact Us

> Home

Welcome to the Larimer County Workforce Center. The Workforce Center provides easy access to a wide array of employment and training services. Following the trend initiated by the US Department of Labor, Colorado has consolidated the many components of Job Service and Employment and Training services to maximize its ability to serve job seekers as well as area employers.

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

We also provide referral services to a wide array of partner agencies and other community-based organizations who offer health and human services.

Hire Expectations - An e-newsletter for employers in Larimer County

Upcoming Events

This Week's Workshops

- September 20 - Creating Career Options
- September 20 - Living On Less
- September 22 - Resume Workshop
- September 22 - Cover Letters
- September 26 - Resume Workshop
- September 26 - Cover Letters

What's New?




Photo courtesy [Michael Fiveson](#), Larimer County Workforce Center Staff Specialist

Done





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 are located at <http://www.yourworkforcecenter.com>.

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

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

Job Vacancy Surveys conducted by the Colorado Department of Labor & Employment (CDLE) show that, on the whole, the rural sub-regions rely on government, services, retail, construction, and agriculture industries. Most of the sub-regions are dominated by small businesses with fewer than five employees and with wages low in comparison to the state's urban areas.

Rural job seekers have more difficulty finding employment with a living wage than urban job seekers (wages in rural Colorado are generally lower than those for similar occupations in metro areas). However, employers who seek applicants with specific skills and experience have difficulty finding them as 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.

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 are located at <http://www.yourworkforcecenter.com>.



PARTNERSHIPS

The matrix below indicates the co-located partners in the Workforce Centers in the Rural Consortium. The Broomfield and Eastern regions do not have co-located partners in their Workforce Centers.

In addition to the collocated partners, the 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.

Partnerships

Partners	NW	Pueblo	RR	SC / SE	SW	UA	Western	Mesa
CDLE	X	X	X	X	X	X	X	
Rocky Mountain SER		X		X			X	X
The Training Advantage					X		X	
Upper Arkansas Area Council Of Governments (UAACOG)						X		
Resource Consultants, Inc.		X			X			
Division of Vocational Rehabilitation	X	X	X					X
Pueblo County Division of Social Services		X						
Moffat County School District (SWAP)	X							
Mountain BOCES (SWAP)	X							
Montrose School District (SWAP)							X	
Southern Colo Educational Opportunity Ctr		X						
Mesa County Dept of Human Resources								X
Hilltop Community Resources								X
Resource Consultants, Inc.								X
Tilman M. Bishop Unified Technical Education Campus (UTEC)								X
Grand Junction Housing Authority (GJHA)								X
Green Thumb, Inc.								X

WIA Performance PY04

ADISLO	
Actual	Target
Entered Employment	12.71%
Employment Retention	147%
6 Month Retention	127%
6 Month Employment/ Hire	107%

ALTEDOWARTKYK	
Actual	Target
Entered Employment	1207%
Employment Retention	1147%
6 Month Retention	1217%
6 Month Employment/ Hire	117%

ALIKATSI	
Actual	Target
Entered Employment	112%
Employment Retention	147%
6 Month Retention	1167%
6 Month Employment/ Hire	197%

AGTSNOAGTSI	
Actual	Target
Stipend	17%
Contractment	37%
6 Month Retention	1237%

ESAOI MWKADQAFDEOTN	
Actual	Target
Client - Jobkeeper	1207%
Client - Employer	1217%

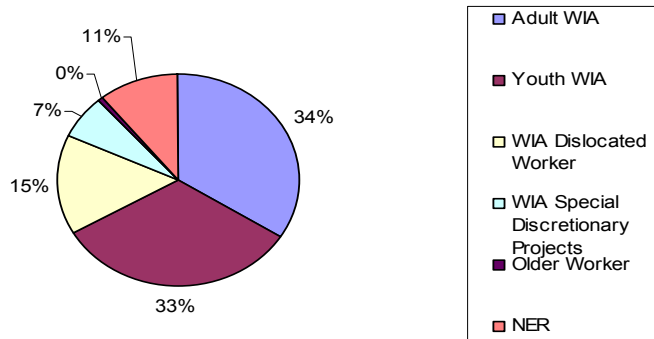


EMPOWERMENT

The Rural Consortium received over \$12 million in WIA funds for PY04 for

Adult, Dislocated Worker, Youth, Discretionary, NER and Older Worker programs as depicted in this chart:

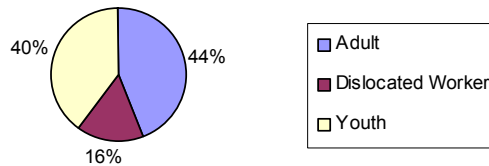
Rural Consortium WIA Funding



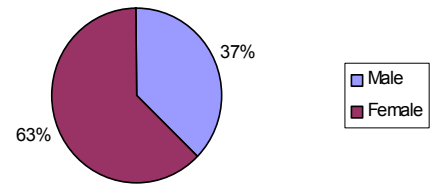
The Rural Consortium served a total of 4,156 individuals in the WIA Adult, Dislocated Worker and Youth programs during PY04, broken down as follows: Broomfield 113, Eastern 264, Mesa 747, Northwest 194, Pueblo

890, Rural Resort 264, South Central 657, Southeast 261, Southwest 210, Upper Arkansas 250, and Western 306. The charts below show the characteristics of these individuals and the breakout between programs.

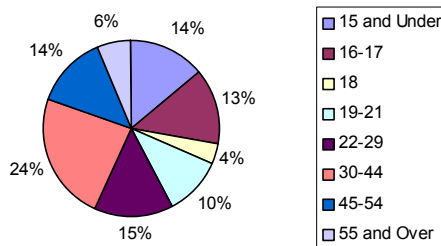
PY04 WIA Program Breakout for the Rural Consortium



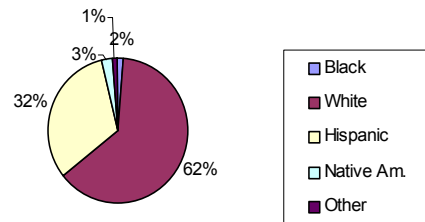
Gender Breakout for All Rural WIA Programs



Age Breakout for All Rural WIA Programs



Ethnicity Breakout for all Rural WIA Programs



BROOMFIELD COUNTY REGION

Region Profile

The City & County of Broomfield is located in the north Metro Denver area, midway between Denver and Boulder, and its population is currently around 46,000. The highly skilled and educated workforce labor force consists of approximately 24,335 with an unemployment rate of 4.8% as of June 2005.

Sun Microsystems (computer network systems), Level 3 Communications and Hunter Douglas, (window covering manufacturer) remain some of the largest employers in Broomfield. New employers include Exempla Good Samaritan Medical Center, Flatirons Wal-Mart, Super Target and Splitz Bowling Center. BWC held job fairs for Wal-Mart, Super Target and Splitz and a representative from Exempla Good Samaritan joined the BWC Workforce Development Board.

In August 2004 the Broomfield Workforce Center (BWC) expanded and now has 11 public computers and 3 additional cubicles for staff.

Partnerships

In October of 2004 BWC partnered with the Broomfield Chamber of Commerce and held a Business Symposium for local employers and partners to bring businesses and local community agencies together to explore the resources BWC offers. Nearby restaurants donated an array of wonderful food, and several businesses contributed door prizes for the event. Nearly 100 people attended the event including business representatives from Sun Microsystems, Sill-Terhar Motors and Hunter Douglas. Partners that attended included several

representatives from Front Range Community College, Job Corps and Broomfield Economic Development Corporation.

Performance

BWC began its WIA Youth program January 2004 and proudly celebrated its first class of GED graduates. In February 2005 BWC kicked off its Governor's Summer Job Hunt (GSJH) by hosting a county wide youth fair open to youth in and around the Broomfield area between the ages of 15 to 21. Over 1,000 youth attended the fair and registered for GSJH. Employers such as Lakeshore Athletic Club, Target, Wal-mart, Omni Interlocken Resort and Water World were represented at the event.

Empowerment

Three years after opening its doors in April of 2002, BWC is now a full service one-stop center with a staff of 10 plus volunteers. BWC is proud of it's delivery of services offered to both job seekers and businesses and is excited to continuously improve it's scope of services. Broomfield will focus this next program year on continuing to improve performance measurements and building community and business partnerships.

EASTERN COLORADO REGION

Regional Profile

Geography is the greatest customer service challenge facing the 10-county Eastern Workforce Region. The region covers over 17,000 square miles and has 105,000 residents or 6.2 people per square mile-Colorado's largest region. Eastern has six full-time offices and four part-time offices. State government employees run the Eastern workforce centers. They are responsible for both the employment services program and the Workforce Investment Act training programs.



After the Summer Teen Paint Program ended, two of the teens came into the Fort Morgan Workforce Center to visit their case manager and to show her the five \$100 bills they had just received for a housepainting job they had completed on their own. They were very proud and said thank you for giving them the opportunity to learn how to estimate a job and complete a painting project in a professional manner.

Partnerships

Eastern partnered with Northeastern Junior College (NJC) and Morgan Community College (MCC) in the coordination of the Youth Career Fairs/Adult Job Fairs. Over 500 youth, 400 adult job seekers, and 140 employers attended while 32 workshop presentations were provided. Numerous service agencies, such as the Division of Vocational Rehabilitation and Social Services, also participated in the fairs. Eastern also partnered with Northeastern Junior College and Morgan Community College to expand the number of training slots available for nursing students, utilizing a discretionary grant.

Performance

During the summer of 2004, Eastern hired a temporary marketing intern to devise a marketing program for the upcoming program year. A customer satisfaction survey was created to obtain input from employers, job seekers, and those that received resume assistance. Three customer focus groups were conducted to gather additional information about how workforce centers are used and how they can be improved.

There is a critical shortage of nursing personnel on the eastern plains. In an effort to keep trained nurses, a grant was funded to "Grow your Own" to increase chances that current residents will stay. Eastern will sponsor two nursing instructors to expand the nursing programs at MCC and at NJC.

Empowerment

Five Business Round Table luncheon presentations were organized on behalf of Eastern Colorado employers. Topics ranged from explaining the new federal overtime rules, to complying with Colorado labor laws, and

information on how to file a worker compensation claim. In addition, the Eastern Region held nine open houses for our customers to thank them for their business.

Teen Paint Program

This WIA Youth program hires at-risk teens to paint the homes of low income elderly. Paint materials are donated by the business community. In 2004, 19 teens participated and, in 2005, 31 teens were enrolled. A Fort Morgan newspaper editorial gave the program accolades saying, "They (the teens), their parents and those that run the program for the Workforce Center deserve accolades for putting together and telling a story about teens making a positive impact in the community."



Pictured from left to right: Julio Chaves, age 14, Crystal Tweeten, Case Manager, and Juan Rodriguez, age 19.

MESA COUNTY REGION

Regional Profile

Mesa County is a single-county sub region with a population of 127,475, including 70,051 workers, and a 4.9% unemployment rate. The primary growth industries are health care, construction, energy extraction and transportation, and retail services. The Mesa County Workforce Center is a full service one-stop partnership co-located with many community



agencies (Veterans, TANF, Child Care Assistance, domestic violence assistance, mental health evaluations, migrant services, and programs for the disabled) and the State of Colorado. Buzz Moore from Mesa County was elected Chair to the Colorado Rural Consortium's Workforce Investment Act Board in the spring of 2005.

Partnerships

With discretionary funds and in collaboration with Western Colorado Area Health and Education Center, western slope educational institutions, health care providers and western slope workforce centers, several new training opportunities and capacity building efforts came together. These include preceptor training, medical terminology, medical coding, Spanish interpreter training, and RN Refresher classes.

Mesa partially funded a "Listening to Business" pilot project focused on implementing a unified economic development strategy in Mesa County using the E-Synchronist software package. A representative sample of 100 local businesses reported that finding qualified people for open positions was a growing concern. Workforce issues were dominated by a perceived lack of work ethic, though all employers interviewed rate their specific workforce as very productive. Employers indicated difficulty in finding good employees, but once one has been found, retention rates were strong.

Performance

Mesa organized a health care coalition several years ago to address the critical shortage of health care workers by developing a career ladder for CNAs, LPNs, ADNs, and BSNs. Since this effort began, the number of training slots and projected graduates

in health care has doubled on the western slope.

Staff and MIS-staff developed an electronic queue system that automated the process of posting open positions, customers' ability to request more information on selected positions, and the sign-in queue for staff to see customers. It assures veterans priority of service and provides a number of management reports. It creates numerous efficiencies for customers and staff by automating several clerical tasks.

Empowerment

The Veterans of Foreign Wars (VFW) Public Employment Service Award for Year 2004-2005 was awarded to Mesa County "For Extraordinary Performance in Advancement of Meaningful Employment for Veterans".

NORTHWEST REGION

Regional Profile

The Northwest Region consists of five counties and covers 13,826 square miles. Its economy is driven by agriculture, energy production, recreation, tourism, construction and natural resource extraction. The region's labor force is unique in that it is tourism and recreation driven in Grand and Routt counties while agriculture, mining and oil and gas exploration abound in Jackson, Moffat and Rio Blanco counties. Grand and Routt counties both have experienced a construction boom which has resulted in almost year round employment in this field, which previously was seasonal. Jackson County continues to offer unlimited opportunity for fishing, hunting and recreational enjoyment by all. Moffat and Rio Blanco counties have seen a large oil and methane gas activity

Ross was a young father of a 1 month old and a high school drop out, desperately needing to get his life on-track. Working diligently, Ross obtained his GED in March 2005. Ross also entered into a Work Experience with Western Colorado Conservation Corps, filling one of the Discretionary Grant positions. While in training with the Conservation Corps, Ross obtained several firefighting credentials. In July 2005 Ross accepted a position with the Bureau of Land Management.



Laura came to the Craig Workforce Center after being laid off from an electronics assembly plant for TAA assistance. The staff at the Workforce center enrolled Laura in the WIA program after ensuring that she could receive TRA/TAA benefits while attending classes at Colorado Northwestern Community College.

increase during the last year while mining and agriculture continue to comprise a large portion of the employment sector.

Description of the One-Stop System

CDLE operates the workforce centers in Northwest. Full-service Workforce Centers are located in Granby, Steamboat Springs, Craig, Meeker, and Rangely. Because all five Workforce Centers within the Northwest Region are full-service offices, customers have one point of contact for all employment and training needs. Job seekers can register for work and employers can list their jobs on line. Resource Centers have been improved by the addition of keyboarding, ten-key, skills assessment tests, and resume preparation software. WorkKeys is the newest addition to our assessment library which includes Choices, Quiz and TABE.

Adding a new Employer Relations position will enhance the identification of high growth industries, which will be targeted for initial employer visits and follow-up. Identification of skills needed by these new industries will enable the Workforce Centers to work with local partners to provide specialized training.

Partnerships

Northwest continues to partner with the SWAP (School to Work Alliance Program) and ACE (Alternative Cooperative Education Program) programs to provide employment and training opportunities for high school age youth. The involvement continues at the college level as working relationships are maintained with both Colorado Mountain College and Colorado Northwestern Community College.

Northwest provides local employers and jobseekers throughout the region with access to translation services provided by the Cultural Diversity Program and has partnered with Corrective Alternative Placements (CAPS) to insure that recently paroled convicts secure suitable employment.

Northwest maintains a close working relationship with local Chambers of Commerce. New businesses in the area are identified and invited to visit the Workforce Center. Job Fairs, Employer Roundtables and Workshops continue to bring employer, jobseeker and the Workforce Center together.

Performance

Northwest received several discretionary grants in PY04. Two of the grants were to continue the Cultural Diversity Program, the primary focus of which is to identify, assess, and evaluate the needs of the employer, worker and community at large in reference to the foreign, immigrant worker influx.

PUEBLO REGION

Regional Profile

Pueblo is a single-county, single Workforce Center (named Pueblo Work Link) region. Pueblo houses a multitude of partners including state staff who run WIA and Wagner Peyser programs. Pueblo is continuing with the development and implementation of a local demand-driven workforce investment system.

While planning for the overall adoption of a business focused system continues, a number of actual demand-driven services and programs have already been instituted. Pueblo's Business Services Unit has been reorganized to deliver enhanced



services focused on specific industry groups; improved assessment tools have been acquired to better assess the training needs of job seekers.

Partnerships

Occupational skill training for the Pueblo WIA youth was facilitated through special initiatives in the Customer Service/ Work Readiness Academy at Pueblo Community College. In this program, WIA youth participants learned the value of providing excellent customer service in myriad environments. Technology Awareness Project at PCC exposed the WIA youth participants to occupations such as welding, auto repair, electronics, etc. The

Business Etiquette Project was another special initiative that provided the WIA youth participants with training in acceptable behavior in the workplace. Additionally, it was with great satisfaction that the Pueblo Youth WIA Team sponsored many youth clients in the G.E.D. program and joined in the celebration of their graduation. WIA youth that obtain their GED receive a "Soaring to Greater Heights" shirt along with other partner gifts and information packets.



Youth learning automotive repair in the Pueblo Community College Technology Awareness Project, a Pueblo Region Special Initiative.

Performance/Empowerment

A shortage of health care workers resulted in new initiatives to increase awareness of the benefits of working in the health care field and to train individual participants in those careers. The Workforce Center training programs assisted with training workers in the health care field. Nearly three-dozen nursing students



WIA clients participating in the Healthcare Awareness Project, a Pueblo Special Initiative.

have been enrolled into Workforce Investment Act (WIA) programs. The WIA program provided financial support for completion of their degree programs and support to secure required licensing. Additionally over 126 participants were provided assistance to secure training in additional health care fields such as occupational therapy, radiological technology, medical office assistant, dental assistants, emergency medical technicians and Certified Nurses Assistants (CNA).

Success Story:

Ramee, a young single women working as a waitress, was having trouble paying her bills as the restaurant work slowed down during the off season. Ramee came into the Frisco Workforce Center looking for employment that did not fluctuate seasonally and could help her maintain her lifestyle in Summit County.

Ramee chose to pursue training to become a truck driver. She completed the training and passed all the necessary tests receiving her CDLA certificate. Ramee brought in her certification and received two truck driving job referrals and accepted one.

RURAL RESORT REGION

Regional Profile

The Rural Resort region consists of five counties. The region's labor force focuses on tourism with the Leisure and Hospitality industry employing more people than any other industry. The region's economy is more dependent on services, retail trade, and construction than the rest of the state. CDLE operates the Workforce Center system and full-service offices are located in Leadville, Frisco, Eagle, Glenwood Springs and Rifle.

The transition to a demand-driven system is top priority for Rural Resort. With the creation of the new employer relations and economic development position, high-growth industries have already been identified and will be targeted by the employer relations program for initial employer visits and follow-up.

Partnerships

The most critical workforce challenge in the region is finding workers with the required skills willing to take the available positions. With the shortage of H2B Visas, the hospitality industries may not have the required number of employees to fill vacancies. Rural Resort is meeting this challenge with the Cultural Diversity program providing translation services for clients and employers, computer workshops, and job placement services.

Local partnerships with Chambers of Commerce, Economic Development, High Country Human Resources and Colorado Mountain College will keep Workforce Centers in contact with new businesses in the area. Staff in all

offices identify the presence of new businesses and makes contact accordingly. Special projects such as job fairs, employer roundtables, open houses and symposiums will continue to be a valuable resource in keeping in contact with and providing a valuable service to the local employers. WIA training is tailored to provide necessary training.

Empowerment

Rural Resort received several veterans awards in PY04:

- the LVER in the region received the American Legion LVER of the year award
- the director received the Outstanding Service to the Veteran Program award, and
- the Frisco Workforce Center received the Small Office award.

An innovate project was the Career Journey held for high school juniors them an idea of what different careers involve and what it takes to get into them. It consisted of seven weeks of presentations including business and marketing, health care, science and technology, the arts and creative careers, human services, automotive and the trades, and environmental science and natural resources.



Automotive presentation at the Junior Career Journey

Rural Resort, in partnership with Lake County High School's Special Ed Department, has received a grant to create an Applied Math and English course, where at risk youth can strengthen their math and reading skills. A focus of the Youth Council has been to identify strategies to increase youth enrollment in the WIA Program. Because of this focus, the region has doubled youth receiving WIA services.

SOUTH CENTRAL REGION

Regional Profile

The South Central region provides services throughout its 14,558 square mile area encompassing eight counties. The economy is primarily agricultural and the unemployment rate is 5%. State staff handles WP programs and co-located Rocky Mountain SER staff handles WIA. The Trinidad Workforce Center moved to a new location in PY04 after being housed at their prior location for over 40 years.

Partnerships

South Central provides office space for the Adult Basic Education Services representatives from Southern Colorado Educational Opportunity Center and Trinidad State Junior College (TSJC) on a part time basis. This joint collaboration serves customers requiring a GED or educational enhancement by maximizing services at the workforce centers.

Empowerment

Success Story: Heather is a single mother of two children who sought career guidance. With WIA assistance she is now a Certified CNA and is enrolled at Trinidad State Junior College RN program. She states, "I

would like to thank Rocky Mountain SER for helping me go after my dream. The program has benefited me immensely."

SOUTHEAST REGION

Regional Profile

Southeast, a region with a large agricultural presence, borders New Mexico, Oklahoma and Kansas, and includes four counties (population concentrated in Prowers and Otero). The economy is driven primarily by agriculture and tourism. The region's labor force focuses on the education and health services industries which employ more people than any other industries. Despite experiencing several significant layoffs and downsizing, the region's 2004 unemployment rate was 4.5%.

State staff handles WP programs and co-located Rocky Mountain SER staff handles WIA. Southeast operates two full one-stop centers in Lamar and Rocky Ford and a full-service Satellite Center in La Junta as well. Four other satellite offices are located in Ordway, Las Animas, Eads and Springfield. Southeast residents can utilize the internet to self register, search for job opportunities. Online services are also available to employers to enable them to list their job listings.

Performance

In September 2004 the La Junta & Rocky Ford Workforce Centers held Customer Appreciation Open Houses to celebrate the 1st Annual Workforce Development Month. Events were held at the local workforce center locations inviting employers and customers into the offices to learn about services and provide an opportunity to connect with local workforce center staff.



Empowerment

Success Story

Floyd contacted RMSER when he was on the edge of dropping out of the CNA program at Otero Junior College. He was having a very difficult time and had lost his home and one of his vehicles. Floyd states, "This is a great program and without the assistance I received I would have had to drop out of school instead of completing my training and getting a job. Now I'm back on my feet again."

SOUTHWEST REGION

Regional Profile

The Southwest region is made up of five counties and 11 communities, two of which are on the Southern Ute and Ute Mountain reservations. The region's population (83,909) continues to increase. Much of this is attributed to "amenity migration", i.e. newcomers relocating to take advantage of the area's unique natural beauty & quality of life. Many are retirees or second homeowners with retirement incomes, which affects the local economy as it is spent on new homes, goods and services.

The region's historic major industries, mining, agriculture and forestry, now provide only 3% of employment earnings (although remaining critical to Dolores and Montezuma counties), having been replaced by tourism and retail, especially in Archuleta, La Plata & San Juan counties.

Due to proximity to the other Four Corners states, especially New Mexico (including the Navajo Nation), the state "border" is porous to some extent for both clients and services.

Partnerships

The primary challenge faced in the region continues to be living wage employment. Southwest has partnered with San Juan Technical College to provide health care and CDL training to WIA clients, resulting in skilled and higher paying employment. A partnership with the Regional Energy Training Center in Farmington, NM (50 miles away) has allowed WIA clients to train in a number of skills related to the high-paying local oil and gas industries. This training occurs at a relatively low cost, as the RETC has leveraged other resources to provide room and board for participants traveling from other points in the region. San Juan College in Farmington, NM is another health care training partner with WIA.

The workforce center, through the WIA sub-contractor (The Training Advantage), has developed a partnership over the past year with Southwest Youth Corps. With the support of a PY04 discretionary grant, a Fire Careers Training Program has been initiated, which prepares young adults for careers in the wild land fire mitigation and recovery fields.

Performance

The Fire Careers Training Program mentioned above had a 100% job placement rate at the end of its first two training cycles. Southwest re-instituted its Youth Council in PY04, with a goal of securing more resources for employment-related youth services. Two youth populations were identified as needing attention: youth offenders needing opportunities to earn funds to pay restitution, and 14 and 15 year olds needing work opportunities.



Empowerment

With the support of a PY04 discretionary grant, a Fire Careers Training Program has been initiated, which prepares young adults for careers in the wild land fire mitigation and recovery fields. This project was selected as a best practice and will be profiled at the statewide Best Practices Symposium in August of 2005.



Southwest Region Fire Careers Training Participants

UPPER ARKANSAS REGION

Regional Profile

The Upper Arkansas region covers the counties of Fremont, Chaffee, Custer and Park. 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 job referrals.

Upper Arkansas relies on tourism in all four counties. In PY04 continued economic recovery from the drought and wild fires that affected tourism in previous years has stabilized many small businesses affected by the tourism, industry including the construction industry.

The Workforce Center system for the Upper Arkansas Sub-Region is operated by CDLE. The Upper Arkansas Area Council of Governments (UAACOG) is the subcontractor for WIA.

UAACOG secured funding for a new building for its umbrella of agencies. The Workforce Center has outgrown their current space and will move into the new building late in 2005.

Partnerships

In addition to job training programs, UAACOG also administers many human service and economic development programs in this region. Many of these programs such as WIC, Head Start, Housing Rehabilitation, Section 8 Housing, Mutual Self Help Housing, Area Agency on Aging, Enterprise Zone, and Revolving Small Business Loan Fund complement and enhance the services provided through the Workforce Center.

Upper Arkansas sponsored summits in Canon City and Buena Vista bringing non profit organizations and organizations together to help them prepare for Rural Philanthropy Days, which was attended by approximately 260 people over the three day event.

Performance

The WIA program during 2004 placed an emphasis on enhancement of job retention assistance. A myriad of workshops were delivered to clients who had entered employment. There were provided in partnership with Pueblo Community College.

Historically, all WIA assessments have been completed in workforce centers. During 2004, we piloted a new assessment tool utilizing an internet accessible assessment mechanism.

With the support of a PY04 discretionary grant, a Fire Careers Training Program has been initiated, which prepares young adults for careers in the wild land fire mitigation and recovery fields. This project was selected as a best practice and will be profiled at the statewide Best Practices Symposium in August of 2005.

Melina, a single mother of two children received career counseling. Together with staff, she explored options and decided on a career, completed computer and occupational training and found work with the probation department. The support she received from Workforce Center staff has changed her life. She said, "I've learned a lot about the judicial system, but most importantly, I have gained self-confidence and I am no longer afraid to go for what I want. I actually wake up everyday and don't dread going to work. Thank you for believing in me and giving me the courage to pursue a dream."

The Upper Arkansas WIA program provided intensive and training services to 250 registered participants.

A regional goal is to improve employer relations program, by supporting E3 relationships focusing on reducing the skill gaps within the region. New development of an Employer Information Survey for data collection, followed by a monitoring plan will increase overall effectiveness. We foresee this survey serving to identify skill gaps in the current work force, aiding our ability to forecast employment trends and training needs. Staff is supported by updated materials, training, team employer visits, and a regional employer database developed to improve effectiveness of time spent on employer relations.

A new series of Job Seeker Workshops were created with the collaborative efforts of the staff. The three Workshops, "Getting your foot in the door", "The Art of Interviewing" and "What do I do now?" are offered to our customers twice a month.

WESTERN REGION

Regional Profile

The Western region is composed of six counties made up of diverse geographic and economic areas that contribute to its beauty and high quality of life. The region is comprised of historic resort communities, world-recognized ski areas, and high producing mining and agricultural areas.

The regional economy is dominated by tourism. The Black Canyon of the Gunnison National Park and Curecanti

National Recreation area helps draw visitors to the area. The ski areas of Crested Butte and Telluride provide a good portion of local jobs and attract tourism dollars. Agriculture production and agribusiness provide close to 20% of the region's jobs. Montrose and Delta Counties are diversified with light manufacturing. Construction continues to be strong in the region. Western Region is a source of oil, gas, and coal production and 45% of the state's coal production occurs in the region. While mining continues to play an important role in the region, it is not expected to drive the economic growth in the future.

The Workforce system consists of three full service centers located in Montrose, Delta, and Gunnison, with satellite offices in both Ridgway and Telluride. Each Workforce Center offers comprehensive employment and training services to serve the needs of employers, adults, and youth. Services can be accessed electronically, either by phone, or by coming into the workforce centers.

Partnerships

All Western Workforce Centers work in collaboration with partnering agencies to provide a full array of employment and training services to both employers and job-seekers. Partnering agencies which deliver services in the Workforce Centers either directly or through itinerant services include The Training Advantage (TTA), Montrose School District School to Work Alliance Program (SWAP), Colorado Vocational Rehabilitation, Health and Human Services, Rocky Mountain SER Jobs for Progress Inc., and Job Corp.



Empowerment

The Western Workforce Center in Montrose is working with the Montrose RE-1J School District's School to Career Program, the WorkKeys Forum, the Colorado Workforce Center, Montrose Economic Development, and Montrose

Employers to offer WorkKeys assessment and interpretation to employers and job seekers. The Centers offer the WorkKey assessment and provide KeyTrain interactive computer instruction to customers wanting to improve their skills.

RURAL COLORADO WORKFORCE

Job Seeker Info | Employer Info | Unemployment Info | Training/Education

Register For Work | Register A Job | Generic Application

Take a virtual tour of a Colorado Workforce Center
[Unemployment Insurance Information](#)

The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. The region serves 52 rural counties by providing a wide array of employment and training services at *no charge*. These services are provided to both job seekers and employers throughout 11 sub regions and 35 offices. Oversight of the Consortium activities and policies is provided through the Rural Consortium Board and the Board of Local Elected Officials.

We're pleased to present this website to you and continue to provide current and useful information about the Workforce Boards, Workforce Centers and Staff.

Questions or comments about the web site should be sent to: emickey@cwfc.net

Colorado Department of Labor & Employment

EMPLOYERS
 Let us know how we can better serve you.
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Do you have questions about employment laws? If you need answers, you'll find them in the... [Resource Guide](#)

This document contains information about employment law, created by Labor Standards Division.

Select the Rural Workforce Center of your Choice for Local Information & Job Postings

Alamosa	Limon
Burlington	Monte Vista
Broomfield	Monte Vista
Canon City	Montrose
Cortez	Pagosa Springs
Delta	Pueblo
Durango	Rangely
Edwards	Ridgway
Elizabeth	Rifle
Fort Morgan	Rocky Ford
Frisco	Salida
Glenwood Springs	Siltcoats Springs
Granby	Sterling
Gunnison	Telluride
Grand Junction	Trinidad
La Junta	Walsenburg
Lamar	Yuma
Leadville	



Tri-County Workforce Center

Fourteen employees from Tri-County completed training to become certified Global Career Development Facilitators.

REGIONAL PROFILE

The diverse and dynamic nature (ranging in geography and culture from mountain rural to suburban) of the three counties in the Tri-County Workforce Region presents challenges and unique opportunities for workforce development. Jefferson County (Jeffco), the largest of the three counties, with a population of 526,351, has experienced some exciting growth in industry during the past year. The Gaming Industry with supporting businesses continues to grow in Gilpin County although the population is fairly stable at 4,883. Clear Creek County is also experiencing business development with some growth in population to 9,322, while the labor force has remained steady from last year.

Jefferson County

Ball Metal Container Corporation is expanding its Jeffco operation to include the construction of a 38,000 square foot addition and \$26 million in new capital investment, helping to retain 300 jobs. Lockheed Martin and Boeing have announced plans to combine their rocket divisions in a joint venture to be headquartered in Lockheed Martin's Waterton Canyon facility. Lockheed has been a mainstay to the economic vitality to Jeffco for five decades. Tri-County participated in a Boeing Employee Fair in Huntington Beach, California to



provide information to employee families who may be relocating to

Colorado.

Clear Creek County

The Henderson Mine, North America's largest Molybdenum Mine located west of Empire, was selected as one of two finalists for a deep, dark underground physics laboratory to research particle neutrinos. With this selection, the Arapaho Project receives \$500,000 to prepare a final proposal for the National Science Foundation and compete for North America's first project of this type. If selected, the Henderson Mine would become a hub for national and international academic and scientific study over a thirty-year period.

Clear Creek County's economy was also bolstered this year by nearly \$200,000,000 in potential development projects. These projects include a new terrain park on top of Mount Evans, a Greenway traversing through the county, housing, offices, commercial development, an RV park, and state of the art wind turbines that combine renewable energy with historic communities.

Gilpin County

The Central City Parkway opened with much fanfare. Central City's adjusted gross proceeds (total amount gambled by customers minus the casinos' payouts) increased by close to 50 percent from January 2005 to June 2005. This growth in revenue is attributed largely to the opening of the Central City Parkway.

The technology overhaul for both



Mountain Workforce Centers, begun during PY03, was completed in PY04, including wireless high speed internet connection and a career resource center work station specializing in assistive technology.

Fourteen Tri-County employees completed training to become certified Global Career Development Facilitators Offered internationally, the GCDF training covers twelve areas of competency for career coaches and workforce professionals. Topics covered in the 12-week training include career planning processes, specific population needs, ethical and scope-of-practice issues, facilitation skills, career development models and theories, and more. Each week the group spent eight hours in class and completed an additional five to eight hours of homework.

To qualify for certification, candidates must complete the training and capstone projects, agree to comply with the GCDF ethics code and meet other educational and professional experience standards. Capstone projects for Tri-County include the development of a 10-minute orientation video about the Center; creation of a centralized resource library through which customers can check out research and training materials; and, an integrated workshop series for all customers. Tri-County now has a total of seventeen certified Career Development Facilitators and one certified instructor.

PARTNERSHIPS

Business and Employment Services Team (BES)

For 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. One goal of the Tri-County Workforce Board has been to expand the existing partnership with JEC and two new projects were initiated during between the organizations to foster a stronger alliance.

Tri-County, Jefferson Economic Council, Red Rocks Community College, along with chambers of commerce, and other entities, created the Jeffco Business Consortium (JCBC) to ensure that local businesses receive appropriate services while maximizing the value added by each of the service providers. JCBC provides information on products and services to the business community to help them make informed targeted business decisions. JEC agreed to assume the leadership role for this group. Tri-County used marketing funds from the Colorado Office of Workforce Development to purchase the E-Synchronist system, a software product that assists economic development agencies in identifying worker recruitment problems, expansion barriers, forecasting future investment and employment, and determining market share. Next JCBC members mailed a business needs assessment to 800+ primary businesses in unincorporated Jeffco and another 500 for the cities of Golden and Wheat Ridge. The survey data was entered into the E-Synchronist system, summarized, and reports analyzed. Red Rocks Community College, JEC, and the economic development offices in



“**T**ri-County has been a driving force in assuring the success of ELMC's Clinical Scholar program, which is designed to increase the educational level of nurses to BSN or MSN thereby addressing the immediate need of building nursing faculty capacity.”
 -Carol Salzmann,
 Community Development Director,
 Exempla Lutheran Medical Center

Wheat Ridge and Golden are using the E-Synchronist survey and database to forge greater partnerships in supporting the economic vitality of the region.

WIA Adult Partnerships

Tri-County WIA Adult Programs saw the beginning of three discretionary grants and the completion of two others. Each grant strengthened existing partnerships and created new ones and, in its own way, applied the E³ concept of employment, education and economic growth.

Exempla Health Care Projects

Three grants built upon the existing partnership between Exempla Lutheran Medical Center and Tri-County. The Exempla grants to assist incumbent workers at Exempla to become more skilled, to participate in the career ladders available at Exempla, and to spend more time in direct patient care. Another grant provided the funding to help Exempla construct an online version of the required annual paper and pencil competency validation, thereby allowing staff to complete the tests



quickly on schedules that reduced time away from patient care. Another grant provided funding for 19 of Exempla's entry level workers to upgrade their skills in order to advance to higher paying positions.

Another grant provides recruitment, screening, vocational assessment, employability counseling, skill training, workshops, job search assistance, and limited support services to achieve general job placement goals for 30 older workers. Funding limitations necessitated coordination to make efficient use of limited dollars. An important link in serving this group been developed between Jeffco and the Seniors' Resource Center (SRC) main and mountain offices to provide services to a wide spectrum of the eligible population

Gaming Industry Initiative

Since its creation, the Tri-County Workforce Board has been very responsive to the needs of the Colorado gaming industry in Black Hawk and Central City. Tri-County obtained a grant to help Red Rocks Community College (RRCC) expand its casino management training curriculum to provide workers interested in a casino career relevant education and training.

Red Rocks Community College (RRCC) has had the course designed as an online course to facilitate ease of access from any computer with internet access. RRCC provides classroom space and student assistance by RRCC staff as needed. The casinos select employees who they feel are up to the challenge and who will likely stay with their organization. The casinos also select an equal number of mentors to guide the selected employees in implementing their newly acquired knowledge within the unique framework of the nominating casino. The tuition costs are covered by the casinos (one-third) and by the grant (two-thirds).



Disabilities Initiatives

Tri-County implemented a comprehensive plan to ensure services are available to adult customers with disabilities, with guidance by the Disability Program Navigator and the Disability Awareness Committee. Additional adaptive technology is being purchased for both the Golden and Mountain Center locations and training sessions on the equipment are offered quarterly to staff. Business development and customer services are coordinated closely with onsite partners, Project Pine and School to Work Alliance Program (SWAP), and external partners such as Division of Vocational Rehabilitation, Jeffco Schools, Cerebral Palsy of Colorado (Benefits Planner) and The ROAD Youth Drop-In Center. In addition, Tri-County will use WIA set-aside funds to provide intensive job readiness assistance, business development services and remediation for customers with learning disabilities and/or low literacy levels.

Youth Partnerships

Jeffco Schools

"The work with Tri-County YouthWorks over the past year has created a collaborative partnership that has been beneficial to Jeffco students and teachers. This partnership allowed us to create career camps and distribute the Get a Job Toolkit to staff working on employment with students. The benefits to students and our future workforce may not be fully realized for years to come." Kathryn Gaasvig, Career Development Coordinator Jeffco Public Schools

Building Career Pathways with Secondary Education

Tri-County collaborates closely with

the three regional school districts in support of the mutual goals of student achievement, education completion, and preparing youth for the future. The focus this last year was on building staff capacity, increasing awareness and accessibility of workforce services, and expanding career awareness and preparatory opportunities. As a result, the number of individual referrals, school workshops, and site visits has increased. Also, the WIA Younger Youth Program exceeded enrollment, skill attainment and diploma attainment goals.

Tri-County and the Youth Council are targeting several initiatives to access and develop alternative education opportunities using WIA and discretionary grant funds. TRICO YouthWorks is working with McLain Community High School, three local workforce regions and Division of Youth Corrections educational programs to improve workplace competency skills and ACT test (college) readiness using the KeyTrain system. The plan is to incorporate this system into existing curriculum, develop industry-specific credential programs and prepare youth for training programs. Additionally, Tri-County and Jefferson Hills Residential Treatment Center are implementing a pilot project to strengthen their assessment, secondary education/remediation and the transition process. Thirdly, Tri-County was one of the investors supporting efforts by the One Room School House, Clear Creek's alternative school, to develop a technical education class. 25 students participated in the Small Engine/Motorcycle Repair program in the first semester.

Exempla Lutheran Medical Center (ELMC), Jefferson County's only acute care hospital, is committed to clinical excellence and professional leadership in nursing. Our longstanding partnership with Tri-County allows us to work together to create funding opportunities to address the critical nursing shortage in Colorado.



The Pathways Program clearly promotes the stated purpose, "of ending the dependence of needy families on government benefits by promoting job preparation, work, and marriage."

TCF Banks agreed to conduct a workshop designed to teach cash handling. One hundred youth employees of Pirate's Cove Aquatic



Park were given customized training during orientation on customer service, cash handling and CPR/First Aid. Youth and community partners continue to access these trainings through the workforce centers.

Youth with Disabilities

As a demonstration site for the Youth Transition Grant, Tri-County developed a local plan to improve the workforce system for youth with disabilities. This plan, incorporated into the Youth Council's strategic plan, is based on customer input, resource mapping and evidence based principles established by the State and the Office of Disability Employment Policy. This project utilizes partnerships and blended funding to coordinate planning efforts, increase availability and accessibility of services and formalize a tracking system to measure and evaluate these efforts. The primary partners are The Road, Family Support Network, SWAP, and the High School/High Tech program.

Mountain Centers Partnerships

A dynamic partnership has been forged in Gilpin and Clear Creek counties in response to the Youth Council's charge to create a work group in Tri-County's mountain region.

The Mountain Youth Work Group began in December 2004 and has continued to meet monthly since, functioning as a subcommittee of the Youth Council. The members represent an array of community organizations. The Mountain Youth Work Group members have participated in learning the Youth Council's process, format, goals and paperwork. The One Room School was the first to utilize grant funds, and plans are underway for support of



lifeguard classes, a Challenger course (introduction to space aeronautics combined with leadership training) and access to a CACGS (Computer-Assisted Career Guidance System) for mountain youth.

Pathways Program

The Pathways Program is collaboration between Tri-County and Red Rocks Community College (RRCC) incorporating instruction and school related employment opportunities to develop the skills and attitudes needed to be successful at work and move up the employment ladder. RRCC provides specialized community based educational programs, instructors and classroom space. Tri-County provides students, funding and some educators. The Pathways Program consists of three distinct components: Steps for Success, Bridges, basic skills/college placement module and a certificate program.

The Steps for Success curriculum fosters personal empowerment and

family wellness. Personal empowerment focuses on enhancing self esteem through recognition of accomplishments, building personal support systems, and improving problem solving skills to help students face future difficulties with confidence. Family wellness concentrates on effective parenting, good nutrition, healthy finances, drug and alcohol education, time management and stress reduction. Results for this year are: 94 participants and 76 completed Steps and enrolled in another Pathways Program.

The Bridges students study to master the necessary competencies to pass the GED tests in math, reading, writing, social studies and science. Bridges participation was as follows: 53 students enrolled and 35 have earned their GED.

Students enrolled in the Pathways Certificate Program earn college credits for classes and a certificate from RRCC. Certificate offerings have expanded to cover a broad range of student interests. There are 25 students currently enrolled in Pathways and studying for certificates in: Administrative Assistant, Medical Office, Medical Assisting, Computer Support Technician, Early Childhood Education Director, Small Business Management, and Certified Nursing Assistant. In December 2004, Pathways graduated two students who received certificates. Pathway module student participation from was: 28 Students completed the Pathways Program and 26 Students enrolled in certificate programs.

PERFORMANCE

BESTeam

A new name and a renewed focus on business services occurred in 2004 for the former Employment Services unit, now called the Business and Employment Services Team (BESTeam). The name change was in response to goals of: 1) Expanding and improving the relationship between the Tri-County Workforce Development system and the business community, and 2) Expanding the existing partnership with JEC.

The BESTeam initiated an E³ strategy and sought the collaboration of economic development, education, and workforce development partners to provide expansion, retention, recruitment and training services that match the needs of key businesses, especially in the targeted area of retail, gaming, aerospace, government, and energy. New projects and programs are a result of these endeavors and they include among others the Jeffco Business Consortium, E-Synchronist,

HireTactics

A TOOLKIT FOR EMPLOYERS

a demand driven business services plan, and the availability of WorkKeys and KeyTrain as assessment and training tools for business. Other business products, including the e-newsletter HireResults and the HireTactics Toolkit for small business owners, continue to supply business customers with helpful and timely information in the areas of recruitment, retention, and expansion.



Connex would not have been able to hire the quality and quantity of employees we have on board without The Workforce Center's



assistance.

The BESTeam will continue to target a universal population of job seekers including veterans, both short and long-term unemployed workers, those who are under-employed, and job seekers with disabilities. In addition, more emphasis will be placed on enhancing the level of services to customers with criminal backgrounds. For customers in career transition, the BESTeam continues to streamline the job referral process and was aided in this by the Colorado Department of Labor and Employment's (CDLE) www.connectingcolorado.com website that offers job seekers a 24/7 availability to customize their job search.

Customer satisfaction is at the core of the services provided by the BESTeam. To meet the growing need for consultation and facilitation on career development strategies sought by job seekers, BESTeam members devised a new operations plan that made staff accessible in the Career Center for eight hours each day to answer questions regarding resumes and cover letters, on-line job applications, training opportunities through Workforce Investment Act, and other job coaching activities.

Career Building Workshops

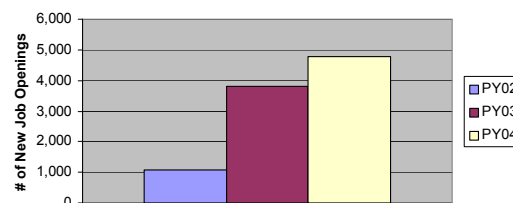
The Career Building Nuts 'N Bolts workshop series continues to expand its array of topical presentations of importance to job seekers, including information on apprenticeship programs, personal finances, and career interest inventories. Donald Strankowski, founder and president of Ascend Career and Life Strategies, was a presenter for two well attended new workshops. The workshop focuses on teaching job seekers to develop new strategies on landing the

ideal job, including creating effective cover letter and resume combinations, preparing for an interview, and negotiating a top salary. Beginning computer classes, including internet job search application, also are available for customers with limited computer skills.

Job Order Unit

The number of active job seekers rose from 24,277 in 2003 to 24,439 in 2004 and more than 50% of those applicants found employment. The number of new applicants however, declined from 12,833 to 10,520 during the same period indicating an upswing in the local economy. The number of job openings posted by businesses rose from 3,814 in PY2003 to 4,790 in PY2004, an increase of 26%. To

New Job Openings



accommodate this rise in job orders, two additional employees were added to the job order unit of the BESTeam.

Hiring Events

Last year, twenty companies, representing both small and large organizations, held small job fairs at the Center as a means of recruiting qualified people for jobs with their companies. One staffing agency, One Source, was able to hire 10 people from a field of 30 in less than two hours to fill open positions.

Here's what one employer has to say:

"The Workforce Centers of Colorado are tops! We are a new transportation company in Colorado and have had to



hire a large work force. The task seemed insurmountable; however, they made it manageable. They happily scheduled hiring events, contacted and pre-screened candidates, and offer wonderful interviewing facilities.

Unemployment Insurance Re-employment Grant

The purpose of this grant is to provide individualized and small group assistance to a targeted group of UI claimants that may be facing a more difficult time in finding re-employment. The targeted group includes mid to upper level professionals born before 1966. These individuals are often perceived as over qualified, too expensive in terms of salary, costly in terms of health benefits and "too old".

The job club has become the driving force of the grant. Tri-County H.I.R.E. Job Club is a networking group that provides support, job leads, speakers and job search guidance to UI claimants who attend weekly meetings. Each member is provided a job club notebook that includes contact recording sheets for job and network contacts and a place to keep articles shared in job club for future reference. Monthly speakers that are invited to present at the meetings

address a variety of topics and issues unique to the job club participants. These speakers include Nate Carsen, Lockheed Martin, Hiring Manager; Diane Sanders, The Boomers Group; Kim Baird, Jobing.com and others. When there is not a speaker at the meeting the focus is on resume writing, interviewing, networking, the hidden job market and overall group support. Each week the members introduce themselves practicing their two- minute drill, sharing a positive and negative job search activity, and providing three networking contacts from the previous week.

Services to Veterans

The BESTeam served 2,295 veterans, with at least 1,352 finding employment, and met or exceeded 18 of the 23 federal veteran performance standards. Among workforce centers across the state, Tri-County refers the highest number of veterans to jobs.

WIA Adult Performance

Tri-County's WIA Team met or exceeded the 2004 performance standards, providing 2,038 services for 742 customers. The team also contributed to the integration of services within the workforce center, participated in continuous improvement activities and assisted in

The job club provides us with the proper knowledge to network, negotiate and present oneself in today's job market. (End of Sidebar)

WIA Performance PY04

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The Rocky Mountain Asphalt Education Center and the Asphalt Construction industry have benefited from our relationships with Tri-



the development of a Business Services Plan for the workforce center.

Youth Performance

TRICO YouthWorks continues to be vital and successful. It accounts for 31% of workforce center customers (a 6% increase from PY03). Youth account for 26% customers reporting entered employment and their entered employment rate was 59%, much higher than the national average. WIA enrollment and performance goals were exceeded with 207 youth enrolled, a 36% increase over 2003. 70% of applicants and 61% of enrollees were out-of-school youth.

Career Pathway Opportunities

TRICO YouthWorks, with guidance from the Youth Council, has built a strong network of educators, partners and businesses to provide career opportunities to youth (including high-risk youth). To address business needs, TRICO YouthWorks staff, as members of the Jeffco Business Development Consortium, were involved in the development of employer specific training and implementation of the account management and employer development aspects of the Business Services Development Plan. WIA funds were combined with in-kind contributions and \$379,100.00 in discretionary funds to support these efforts.

TRICO YouthWorks secured a grant for CareerStart, a system-wide approach to provide extensive labor market training, identify and promote career pathway information, design employer-specific training programs and provide experiential and training opportunities in targeted industries. Thus far, 10 career pathway and six new leadership/transition opportunities were offered including three career

camp. Ten First Aid/CPR training classes were provided to 64 youth and 10 volunteer instructors were trained.

RMAEC Initiative

Rocky Mountain Asphalt Education Center (RMAEC) is the training and certification arm of the Colorado Asphalt Paving Association (CAPA), a nonprofit trade association representing the hot mix asphalt industry. With a membership of nearly 200 organizations, CAPA has grown to include both producer and user organizations and represents nearly 50 cities, towns and counties. This industry offers many permanent positions ranging from a Field Technician (\$11.00/hour) to management (\$60,000.00/year). Although the industry offers many financial and educational benefits, businesses were struggling with meeting their workforce needs.

In 2004, RMAEC approached Tri-County with a proposal to respond to these needs in the metro area as well as other areas within the state. RMAEC's vision was to collaborate with a workforce center to recruit and train high-risk youth, including offenders, to initiate in this career pathway. Meanwhile, Tri-County was looking for an opportunity to develop a customized training program with short-term industry specific training and work experience. As a result, Tri-County and RMAEC developed a customized Asphalt Technician Program that would prepare youth for entry-level certified positions in less than four months and address the immediate hiring needs of the business partners.

To date, 75% of the youths were hired directly by their internship site at an average wage of \$11.00 an hour



resulting in high customer satisfaction. Tri-County plans to replicate this model with other industries. This workforce project was highlighted at the Rocky Mountain Asphalt Conference and Equipment Show and formally recognized at the "2004 Best in Colorado" awards banquet.

Fostering Opportunities For Youth

TRICO YouthWorks also secured grant to bridge the gap of services between child welfare, education and workforce programs resulting in an improved workforce system for youth in foster care. Fostering Opportunities, a demonstration project, was designed to be implemented in tandem with CareerStart, to improve the infrastructure and increase participation in career pathway opportunities, including transition skills training.

Tri-County conducted extensive focus groups and outreach to staff, group homes, residential facilities and foster families resulting in a large increase in enrollments. Additionally, because of their common goals, Tri-County is coordinating with Jeffco's System of Care (SOC) project for activities such as building staff capacity, resulting in heightened efficiency. Tri-County also partnered with The ROAD and the Chaffee program on a 10-week independent living class, with a Chaffee participant and an Americorps member serving as Junior Leaders. A Youth Support Group was implemented to design marketing brochures, in partnership with Human Services Resource Team, to provide leadership and connecting opportunities while gaining graphic design skills. Another large endeavor is the pilot project with Jefferson Hills Residential Treatment Center to provide accessibility to career pathway

opportunities and enhanced job readiness and transition skills training for their residents.

A new tool to connect Human Services and Tri-County was joint participation, in the Americorps program. Sharing two Americorps members and their efforts aided in accomplishing the project's goals. They provided job readiness services, mentoring, independent living/cooking classes, leadership skills training and developed the Cases for Kids program to obtain suitcases for youth in foster care.

Electronic Job Readiness System TRICO YouthWorks combines an online job matching system with The Job List, an Access database of job listings, to help ensure related services are available to all youth. The youth web site, www.tricoyouthworks.org, is an effective and popular tool for youth seeking employment. It allows youth to go online and receive many of the same services that are available to them when they come into a workforce center. It features online registration, job matching system and the Get a Job Toolkit curriculum. Web enhancements included a calendar of events, pages translated into Russian, updated resource list and online applications for the career camps. In PYO4 the web site generated an average of 42,576 hits a month, contributing to the growing number of online registrations and referrals. The web site averaged 95 monthly registrations and 207 email referrals. In its first five months of operation, 271 customers joined an e-mail list to receive information on youth related workforce activities.

The Job List records labor market information for nearly 500 employers thereby improving services to job



“I thought this was run very professionally. All staff was friendly and helpful. Comments I heard from other employers were also very positive.”

-Patti Meredith,
Jeffco Human Resources

seekers and employers. This list was updated bi-weekly and includes information on job requirements, qualifications, and policy for hiring offenders. Customers access current summary information online and the full database is available to staff. A more extensive list of job openings was provided by easily referencing Job Link, The Job List and other web job posting sites. The database provided 4,300 job referrals to youth job seekers.

Youth Job Fair

The Annual Youth Job Fair brought 1,400+ youth looking jobs. 80+ employers, college recruiters, and not-for-profit agencies attended the event.

Mountain Centers Performance

For the second year in a row, the most dramatic change in performance for Tri-County Workforce/Mountain Center



and Tri-County Workforce/Gilpin County is in increase of job orders. There were 343 job orders in PY03 and 896 in PY04. Also significant in performance measures are the 85% and 90% Employment Retention Rates for all job seekers and veterans, respectively.

EMPOWERMENT

Awards

For their commitment to serving veterans, the BESTeam was awarded Colorado Distinguished Accomplishment Award, signed by Governor Bill Owens. CDLE Regional Director, Don Schofield, stated: "The BESTeam members continually strive to improve veteran services by implementing innovative approaches to helping veterans find employment. Veterans are always given priority services."

WIA Adult Empowerment

"When Suzanne came to me, she had been laid off from a permanent position at Denver Career College. She has a master's degree in education and work experience, but was missing skills that would help her securing a position in a college placement or career center. New Horizons Computer Learning Center offered the computer classes she required. After attending class, she located a position at RRCC as an internship coordinator. She is very pleased with the position and her supervisor said she is a perfect fit." Sue Elder, Workforce Specialist.

"Having resigned a position because of company relocation, I went to the Tri-County WFC. Over the next year they completely changed my life! I returned to college to earn a Certificate of Management and Supervision. This was only possible because of the free tuition and ability to draw unemployment while attending college. My counselor was there every step of the way to support and encourage me. Being over 50, it was a complete surprise when I completed 33 credit hours in 2 semesters with one B and all the rest A's. With new skills and the

confidence I had gained, Tri-County WFC walked me through the job-hunting process. I now work for a company that supplies medical, security and protection equipment for the medical industry and schools.

One of our customers told me that she wanted me to know how much she appreciates the Career Center and all it offers. Apparently she had an interview and then was in and saw the "Thank You Letter" in the kiosk and followed the instructions. She faxed a "Thank You" and was invited to a second interview and the person she sent the letter to rave to the others on the interview panel about the thank you letter. Our customer said she has taken one of everything from the kiosk and is so grateful to us for having such help available, i.e., things she never knew about." Melissa Ridgway, Career Center Coordinator.

Youth Empowerment

Josh, a 20-year old youth with developmental disabilities and difficulty keeping a job, wanted to build on his work experience gained during his participation with the School-to-Work Alliance Program and Division of Vocational Rehabilitation. He worked with the youth program and attended individual and group TRICO YouthWorks Get A Job Toolkit workshops and worked with the Consumer Navigator for referrals to community-based organizations for disability related services. Upon completion of job readiness training, Josh started on a subsidized Work Training Experience (WTE) at an ARC retail store. While Josh gained this valuable on-the-job training, he also attended and evaluated a customer service training provided by Avenues Community Resource Center, a faith-based community partner. The combination of the customer service training and WTE built his confidence and work history. After Josh successfully

completed his WTE, he connected with The ROAD Youth Drop In Center for independent living skills training, ongoing support and activities. He is now a leader on their Youth Advisory Board. Josh has successfully retained employment for more than a year and utilizes the Benefits Planner at Tri-County WFC to balance work and SSI benefits. He is now a successful, self -confident and increasingly independent youth that has made presentations on several occasions to youth and counselors at the Tri-County WFC, The ROAD and other community programs.

Mountain Centers Empowerment

Donna loves working with children and is a certified Daycare Director. She was working on obtaining a license for a daycare center and with WIA assistance she obtained it. The licensure also opened the door for Donna to register with the Clear Creek County Department of Human Services as a daycare provider. This not only increased her center's enrollment, it provided a greatly needed service to this rural county.

Colorado Works Family & Career Services Empowerment



The Colorado Works Family and Career Services team received recognition and a "Purpose and Practice Award" for the Pathways Program from the Colorado Department of Health and Human Services.

As a free event,
I was very

impressed with
everything provided.
EVERYONE was very
friendly and helpful.

Thank you."

-Chuck Ritter,
Dish Network

"This was the best and
most organized job fair
that I have ever attended.


You guys are great!"

-SSG Shannon Northup,
Colorado Army National
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Reach for Hire Results

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Employers are looking for great employees.





Job Seekers are looking for great jobs.

Employers and Job Seekers use the Tri-County Workforce Center!



We are an innovative and comprehensive statewide business and career development network serving Jefferson, Clear Creek, and Gilpin Counties in Colorado.

Let our Workforce Development Consultants assess your employment needs and guide you toward "Hire Results." Please call 303-271-4700 for assistance.

Please take a moment to fill out our [customer satisfaction survey](#)

Tri-County Workforce Center is an equal opportunity program and auxiliary services are available upon request to individuals with disabilities.

[Register with your local Workforce Center / Search for Jobs](#)

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Main location:
730 Simms Street, Suite 300,
Golden, Colorado 80401
Phone number: 303-271-4700
TTY/IDD number:
800-659-3656
Job order fax: 303-271-4622
Main fax: 303-271-4708

http://www.trico1stop.org/



Employment Services of Weld County

REGIONAL PROFILE

Weld County is located in the north-central portion of Colorado, encompasses 3,999 square miles (making it the third largest county in the state), and has an estimated population of 217,652. The economy is a diverse mix of agriculture, advanced technology, manufacturing and service firms. Weld County is the leading producer of cattle, grains and sugar beets in the state, is the leading agricultural products seller in the state, and is the fifth largest producing county nationally. Weld County also ranks as the second leading producer of oil and gas in the state.

The Weld County economy performed well in 2004 and it is expected that this performance sets the stage for anticipated growth throughout 2005 and 2006. Unemployment in the County decreased from 6.7% in 2003 to 6.13 in 2004 and as of the March 2005 preliminary data, has continued to decline to a projected 5.7%.

Employment numbers in the county increased 2.08% from 2003, and continued job growth is anticipated for 2005 as the Owens-Illinois glass manufacturing plant becomes fully operational, Lock Line and Accutele begin operation, new retail shops open, and the major expansions are completed at Northern Colorado Medical Center, RR Donnelley Norwest, and Eastman Kodak. The level of capital investment in Weld County for new facilities and facility expansions bodes well as an indicator of business confidence in the region and should create an environment conducive to continued infrastructure development.

The following chart identifies the demographics of the customers served in the workforce centers during PY04. A review of this data shows that there has been an increase in the total number of active job seekers compared to the previous 12-month period, and an increase in the number of job seekers that received staff

The Greeley Metropolitan Statistical Area (MSA), which includes Weld County, was identified as the fastest growing metro area in the country between 2000-2003 according to a recent report by the US Census Bureau.

Demographics

Category	Total	Employed	Unemployed	UIC	Hispanic	Non-Hispanic
Active Job Seekers	15,787	2,591	13,196	5,866	6,737	9,050
Veterans & Eligible	1,424	279	1,145	742	223	1,201
Male	8,549	1,407	7,142	3,227	3,623	4,926
Female	7,238	1,184	6,054	2,639	3,114	4,124
Youth	1,759	186	1,573	33	841	918
Adults 19 and over	14,028	2,405	11,623	5,833	5,896	8,132
19-44	10,135	1,813	8,322	3,659	4,752	5,383
45-54	2,671	431	2,240	1,460	846	1,825
55 and over	1,222	161	1,061	714	298	924
People Staff Assisted	15,373	2,513	12,860	5,673	6,636	8,737



The major goal of the Weld County Workforce Development Board and Employment Services of Weld County is to deliver high quality services which will assist individuals in gaining the skills needed to obtain and maintain a job leading to economic self-sufficiency.

assisted services. On average, more employed workers are utilizing the system.

The Weld County Board of Commissioners administers all employment and training programs through the Weld County Division of Human Services. Employment and training programs are 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 goals and objectives, system design, and the monitoring and evaluation of program activities.

Employment Services is an integrated system offering as many employment and training programs and services as feasible to meet the

Major Integrated Programs

- Basic labor exchange services under the Wagner-Peyser Act
- Workforce Investment Act (WIA) programs for adults and dislocated workers
- Workforce Investment Act (WIA) programs for in-school and out-of-school youth
- Weld County Youth Conservation Corps/AmeriCorps
- Colorado Works in Weld County Program (Temporary Assistance for Needy Families - TANF)
- Employment First Food Stamp Job Search Program
- Triage Targeted Populations Program
- National Emergency Grant Program
- Disability Program Navigator
- Governor's Summer Job Hunt Program
- TANF Summer Youth Program
- Return Unemployment Insurance to Employment Program
- TIGHT Youth Corps (2)
- Tony Gramscas Youth Services Program
- Positive Transitions for Incarcerated Youth Program
- CNA Expansion Program
- Youth Transition Grant – Resource Mapping

needs of our customers. The major integrated programs administered for PY 2004 were:

Employment Services continues to be a customer-focused system which provides customer choice and is viewed as a place where customers choose how and where to get information, assessments, education, and training that best meet their needs. Through the operation of the basic labor exchange, job seekers and employers are able to obtain information regarding regional and statewide job placement services.

Customers are also able to access national job placement and labor market information through the use of the internet access available at the Workforce Centers or remote locations of the customers choosing that provide the necessary technology.

Private sector involvement has, and continues to be, a major emphasis in the design and delivery of the 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.

The major goal of the Weld County Workforce Development Board and Employment Services is to deliver quality services which will assist individuals in gaining the skills necessary to obtain and maintain a job which will lead to economic self-sufficiency. Areas designed to meet this goal include; the structure of Employment Services, linkages and coordination efforts with other agencies and community resources, and the design, development and delivery of innovative service models.

PARTNERSHIPS

During the past program year, the Weld County Workforce Development Board addressed and met numerous challenges. Identifying areas for improvement has been, and continues to be, a focus for the Weld County Workforce Development Board. To aid in this endeavor, Employment Services continued to work on the areas identified in the Workforce Boards Continuous Improvement Plan.

The Board and Employment Services utilize the Malcom Baldrige Criteria for Performance Excellence in addition to working with the Colorado Performance Excellence (CPEX) model for continuous improvement. In 2004, the Board worked on areas identified in the Boards Continuous Improvement Plan, and in 2005 the Board submitted an application for consideration for the High Plains Award level under CPEX. Submitting the High Plains application provided an opportunity for a solid self-assessment and snapshot of our

organization including our key influences and challenges. The application was favorably considered and Employment Services will be recognized at the CPEX Qwest for Excellence Conference. The next goal for the Weld County Workforce Development Board and Employment Services of Weld County is to apply for the Foothills level of achievement under CPEX.

Through the Committee structure of the Board, members continued to develop strategies to address the challenges of health career shortages, meeting the increased demand for services, the need of employers to address the growing population of non English speaking employees, and meeting the varying needs of the youth in Weld County.

Addressing the Needs of Primary Employers in Weld County

In 2004, Board members and staff assisted the Greeley/Weld Economic Development Action Partnership in interviewing employers throughout Weld County through the Synchronist program. This effort provided hands-on experience for Board Members in identifying and discussing workforce issues with a variety of employers. In 2005, the information obtained from this project assisted the Board in analyzing employer training needs and future workforce trends. Information obtained from this effort has proven valuable in addressing employer workforce needs.

In April 2005, The Weld County Workforce Development Board co-sponsored a symposium titled "Taking the Workforce Development System to the Next Level: The Importance of Regional Collaboration". Board Members and region representatives



from Weld County, Larimer County and the State of Wyoming participated in this symposium lead by futurist Ed Barlow, President of Creating the Future Inc. The discussion provided board members with insight into the growing advantages of regional collaboration among workforce boards, and proposed ideas for moving in a direction that would provide local benefit while leveraging resources to advance regional economic development activities. One of the outcomes from this session was the identification of specific elements that can promote regional initiatives, identify improvement areas, and identify future strategic challenges.

Also in the spring of 2005, a panel of employers comprised of representatives from Swift & Company, State Farm Insurance, Kelly Services, Greeley Medical Clinic, Star Tek, and the City of Greeley participated in an open forum to answer audience questions about "What are you looking for in an applicant". Employers answered questions posed by the audience regarding issues such as, what do employers look for in the areas of applications, resumes, interviews, etc.

To address the issues identified by employers, the Weld County Workforce Board developed new initiatives in addition to providing continuing support for others undertaken previously.

CNA Expansion Program

The Weld County Workforce Board continued to address the regional health care shortages by applying for a discretionary grant to fund a Nurses Aide Program Expansion project at Aims Community College. Nurse Aide is the first step for many individuals

who then go on to obtain a practical nursing certificate or a nursing degree. As of June 2005 this program has met and exceeded all goals. As a result of this expansion project, four new clinical sites have been developed and there have been over 200 enrollments into the Nurse Aid Program.

Partners in this project include: Employment Services of Weld County, Aims Community College, Brighton Care Center, Life Care Center, Poplar Grove Care Center, and Rose Terrace Care Center.

Return Unemployment Insurance to Employment (RUIE)

This project continues 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 rapid 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.

Consumer Navigator Program /Disability Program Navigator

The Colorado Disability Program Navigator position is designed as a referral resource for customers of the workforce system who have a disability to ensure universal access to all programs and services. Additionally, the Disability Program Navigator



evaluates the accessibility of the workforce center and system services. Services provided by the Consumer 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 as a resource for employers and workforce center staff.



A wide variety of partnerships have been developed under this initiative.

Meeting the Needs of Youth Gee Whiz Health Camp

In 2005 Employment Services of Weld County and Aims Community College operated the third Gee Whiz Health Camp. This camp continued to introduce younger youth to various health occupations. Employment Services of Weld County and Aims Community College collaborated with North Colorado Medical Center (NCCMC), the University of Northern Colorado (UNC), Bonell Good Samaritan Center and Medline to continue partnering in the Gee Whiz Health Camp program. Through the operation of two separate 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. The camp was operated for four days and offered a variety of experiences related to the medical field.

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

Multi-disciplinary Youth Assessment Team

The Multi-disciplinary Youth Assessment Team (MYAT) is a project which supports children ages 10 to 17 and consists of professionals from mental health services, substance abuse services, health, and Employment Services. It strives to build on the strengths of youth, families and the community by increasing protective factors and reduce problematic behaviors, thereby promoting a safer community. Treatment planning, individualized to the needs of each youth and their family, is staffed by the MYAT Team to collaborate services and expertise. Focus is on short term intervention utilizing the family's strengths and existing resources. It is anticipated that this collaboration will empower youth and their family, fostering independent and self-sufficient community members.

Partners in this project include: Employment Services of Weld County; Weld County Department of Social Services; Island Grove Regional Treatment Center; North Range Behavioral Health; Weld County Health Department; Life Bridge Inc.;

The Gee Whiz Health Camp introduces younger youth to various health occupations through a "see, touch, experience and share" format. It offers a variety of experiences related to the medical field to encourage youth to pursue health care careers.



School District 6; St. Vrain School District; Centennial Board of Cooperative Educational Services (BOCES); and the Probation Department, 19th Judicial District.



TANF Summer Youth Employment

The TANF Summer Youth Employment Program targets economically disadvantaged youth 14-15 years of age of Temporary Assistance for Needy Family participants, Families and Children on Medicaid and other eligible youth under the 185% poverty level. It allows younger youth to participate in positive activities throughout the summer to gain work skills, 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.

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.

Positive Transitions for Incarcerated Youth

The primary goal for this pilot project is to assist youth in making a positive transition from confinement back into their community. Employment Services believes that one of the more proactive ways to address the challenges that these youth will face is to provide them with positive options for their education and employment and training needs, in addition to the provision of opportunities designed to assist them in achieving positive outcomes in their lives.

The project provides structured education, employment and training options, as well as other services designed to reattach the youth to their communities by: providing youth skills which have educational value, including the provision for leadership and decision making opportunities; attaching the youth to the workforce through placements in Limited Internships or OJT's; providing youth with the supportive services necessary for them to participate in activities; and provide youth with opportunities to be members of the Weld County Youth

Conservation Corps/AmeriCorps Program and to projects that have lasting value to the Weld County community.

Partners in this project include: Employment Services of Weld County, Platte Valley Youth Services Center, North Range Behavioral Health, and Rights of Passage.

Improving Transition Outcomes for Youth with Disabilities

A planning grant as obtained to complete a resource mapping and gaps analysis as well as a cross agency plan to improve the transition to employment outcomes for youth with disabilities through the blending of state, federal and local resources and the involvement of local intermediary organizations. The resource mapping was completed with partner agencies, school districts, BOCES, aims Community College, and UNC. Youth with disabilities, and their parents, participated in focus groups and provided their input regarding improving the system.

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 at Platte Valley Youth Services 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 includes: 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.

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; Youth Emancipation Services; and Nelson, Wolf Associates.

For those vulnerable

youth transitioning into their communities out of public systems like juvenile justice and foster care, the reintegration challenges they face add an additional layer of complexity to their lives just as they are trying also to make the expected transitions out of adolescence to adulthood.



PERFORMANCE

During PY04, Employment Services of Weld County continued to increase its performance for the Adult, Dislocated Worker, and Youth measures.

Changes that were instituted in 2001 continued to prove beneficial in improving wage performance in 2004. The following charts summarize the results for participants.

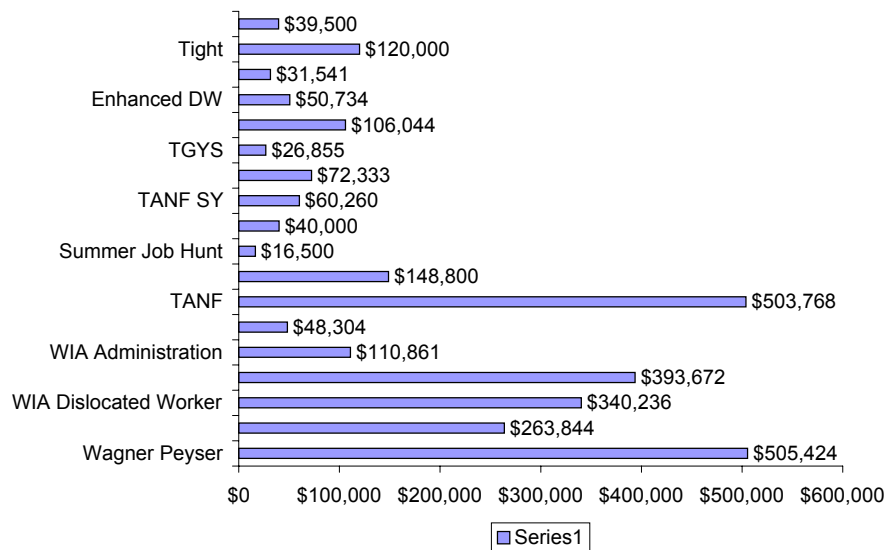
WIA Performance PY04

A DUL TSL OUC		A DUL TL ISUWRSCDL TA WKt DK	
Sandr nP	ecPocdař Ğ f nY	Sandr nP	ecPocdař Ğ f nY
Entered Employment	112.7%	Entered Employment	102.2%
Employmentř redentĈI	1a4.3%	Employmentř redentĈI	137.2%
7 6 ontMh etentĈn	11a.7%	7 6 ontMh etentĈn	10a.0%
7 6 ontMEi mĈRg / M nRe	12s.4%	7 6 ontMEi mĈRg h epli 9ement	24.3%

A DUL TTUL DKTHWOCN		A DUL THWOMI THWOCN	
Sandr nP	ecPocdař Ğ f nY	Sandr nP	ecPocdař Ğ f nY
Entered Employment	117.2%	c Ćlomi	101.D%
Employmentř redentĈI	140.1%	SkĈ Atti Ćment	11D.s%
7 6 ontMh etentĈn	1aa.2%	7 6 ontMh etentĈn	115.7%
7 6 ontMEi mĈRg / M nRe	24.7%		

A DUL TROSCW- DKTSĈSĈFSRĈEM	
Sandr nP	ecPocdař Ğ f nY
Si tĈfi 9tĈn - Job Seekerg	104.a%
Si tĈfi 9tĈn - Employerg	10a.0%

2004 Fiscal Year



During the past year the Weld County Workforce Board also accomplished the following:

- Hosted a GED celebration for 74 graduates
- Provided 4 separate mailings of Workforce Newsletters to over 3000 Greeley businesses and 11 Chambers of Commerce
- Continued to review and respond to employer satisfaction surveys
- Co-hosted 2 teen and 4 job seeker employment fairs
- Provided a variety of training seminars to employers including
- Applied for and received recognition for the High Plains award through CPEX
- Developed a Youth Corps Model to provide alternatives to out of home placements

EMPOWERMENT

Employment Services of Weld County has a very solid and strong relationship with the Greeley/Weld Economic Development Action Partnership.

As stated earlier in this report, in 2004, Board members and staff assisted the Greeley/Weld Economic Development Action Partnership (EDAP) in interviewing employers throughout Weld County through the Synchronist program. This effort provided hands on experience for Board Members in identifying and discussing workforce issues with a variety of employers. In 2005, the information obtained from this project assisted the Board in

analyzing employer training needs and future workforce trends. Information obtained from this effort has proven valuable in addressing employer workforce needs.

The Executive Director of EDAP has always been an active member of the Workforce Board and has always included representatives from Employment Services of Weld County in site visits by prospective new employers. EDAP's existing business/expansion relocation program utilizes Employment Service for expanding or relocating business when retention services are necessary. Joint employer visits as well as company tours provide both agencies with in-depth knowledge of employers' needs as well as each others services.


The Weld County Workforce Development Board and Employment Services utilize the Malcom Baldrige Criteria for Performance Excellence in addition to working with the Colorado Performance Excellence (CPEX) model for continuous improvement. In 2004, the Board worked on areas identified in the Boards Continuous Improvement Plan, and in 2005 the Board submitted an application for consideration for the High Plains Award level under CPEX. Submitting the High Plains application provided an opportunity for a solid self-assessment and snapshot of our organization including our key influences and challenges. The application was favorably considered and Employment Services will be recognized at the CPEX Qwest for Excellence Conference.



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Employment Services of Weld County

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A Colorado Workforce Center

Address:
1551 N. 17th Avenue
P.O. Box 1805
Greeley, CO 80632


Phone:
(970) 353-3800
TDD Accessible
Fax: (970) 356-3975

Office Hours:
8:00 am - 5:00 pm

Labor Market Information

[Click Here for State Labor Market Information](#)

[Click Here for Larimer/Weld Labor Market Information](#)



What's New: [Apply for Owens-Illinois](#)

[Work Shops](#)

[Employer's Guide to Language Based Needs*](#)

Transferring data from www.eswc.org...



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