



# Colorado

PY 2010 WIA Annual Report



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

JOHN HICKENLOOPER  
Governor

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Executive Director



## DEPARTMENT OF LABOR AND EMPLOYMENT

OFFICE OF THE EXECUTIVE DIRECTOR

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Denver, Colorado 80202-3629

Dear Stakeholders:

We are proud to present Colorado's 11<sup>th</sup> annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to the critical role that WIA plays in responding to the state's ongoing economic challenges. In Colorado, we strive to provide services in an efficient, effective and elegant manner to our citizens. The programs and initiatives outlined in this report reflect the innovation that is occurring across Colorado communities to connect businesses with a skilled workforce and help jobseekers find meaningful employment.

This year, Coloradans across the state identified educating and training the workforce of today and the future as one of six key state priorities. On Inauguration Day (Jan 11, 2011) Executive Order D 2011-003 "Implementing a Statewide Economic Development Strategy" was launched. After visiting with and listening to thousands of Coloradans, "The Colorado Blueprint: A bottom up approach to economic development" was released. The Blueprint reflects the priorities of Colorado's communities. The document identifies workforce as a key economic driver and priority for the state ([www.colorado.gov/coloradoblueprint](http://www.colorado.gov/coloradoblueprint)).

In order to develop and maintain a talented workforce, Coloradans identified the following strategic goals:

1. Align the efforts of education, workforce development, and economic development across local, regional, and state stakeholders to foster and assist in local economic development through collaboration and alignment of local, regional, and state resources.
2. Create a demand-driven workforce system matching Colorado's workforce assets to upcoming needs of business to ensure that a well-educated and well-trained workforce is available and prepared to meet the needs of Colorado companies now and in the future.

Undoubtedly, workforce development is a key strategy for our state's long-term economic vitality.

Many effective workforce system innovations highlighted in this report, such as sectors initiatives or industry-driven solutions to workforce preparedness, youth programs, and multi-agency collaborations, were created and funded with WIA state discretionary (state set-aside) funding. The work we have accomplished over the past year clearly identifies local business driven solutions to workforce needs as a priority in Colorado, and WIA state discretionary funding is a major part of ensuring the success of these efforts.

Sincerely,

John Hickenlooper  
Governor  
State of Colorado

Ellen Golombek  
Executive Director  
Colorado Department of Labor & Employment

John Hickenlooper  
Governor

Ellen Golombek  
Executive Director  
Department of Labor & Employment

Taryn Edwards, Chair

Stephanie Steffens, Director



**COLORADO WORKFORCE DEVELOPMENT COUNCIL**

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Dear Stakeholders:

We are pleased to present this report on behalf of the Colorado Workforce Development Council (CWDC). This report recognizes the work performed by the state workforce system in the 11th year of the Workforce Investment Act (WIA).

Program Year 2010 was a year of implementing strategic change for Colorado's workforce system. Using the work completed through the Governor's Jobs Cabinet in 2009 and 2010, we transitioned the Jobs Cabinet's initiatives to CWDC. The message of "Our Customer is Business. Our Products are Work-Ready Employees. Our Mission is Economically Vital Communities. Our Vision is Colorado Economic and Workforce Vitality" set the foundation to launch the revitalization of CWDC in partnership with Colorado's 19 local operational workforce regions (11 of which make up the Colorado Rural Workforce Consortium, one of the 9 federally recognized local regions).

The CWDC must be a conduit for effective collaboration between local partners, state and federal agencies, and policy makers. We strive to be a body that works on behalf of the local regions with greater purpose of leveraging partnerships among common initiatives, business, education, economic development, government and other key partners for the greater good of Colorado communities resulting in an effective and efficient system that provides elegant service to job seekers and businesses.

The CWDC has several roles, including business advocate, policy influencer, strategic leader, decision-maker, sector-based strategist and business growth champion. In 2011, we implemented an aggressive action-oriented strategic plan that will move Colorado forward. Through this work, we believe that CWDC will meet its vision: "Every Colorado business has access to a skilled workforce and that every Coloradan has access to meaningful employment, resulting in statewide economic vitality."

Sincerely,

Taryn Edwards  
Chair, CWDC  
President & CEO, The Infinity Group

Stephanie Steffens  
Director, CWDC

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# Executive Summary

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Colorado's Workforce Investment Act (WIA) Annual report demonstrates innovations occurring throughout the state to match employers and job seekers to meet industry demands, while continuing to meet or exceed federally mandated performance standards. This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and Colorado's 11 regions worked together to build a stronger workforce for Colorado that meets the needs of Colorado employers. The successes of Colorado's workforce system are highlighted throughout this report. For example, sector based partnerships drive workforce programs throughout Colorado's regions and at the state. A 10 year sector based health care partnership in Mesa County has now trained over 1,100 individuals in direct alignment with needs of local healthcare providers. Colorado is proud of stories such as these that are reflected throughout this report. This report illustrates how Colorado's workforce system results in meaningful employment for individuals and economic vitality for the state.

# Colorado Workforce Development Council

## **Vision:**

Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

## **Mission:**

The mission of the Colorado Workforce Development Council is to create a business-focused workforce system that effectively helps to prepare Coloradans for the jobs of today and tomorrow.



The Council accomplishes its mission by aligning the efforts of economic development, education/training, workforce development, government, and business stakeholders at the local, regional, and state levels.

We convene partners, leverage resources and work to remove communication and regulatory barriers in order to help businesses create jobs, retain jobs and access a highly competitive workforce.

For the CWDC, [2010 was a successful rebuilding year](#). By working with local regions, the CWDC selected a dynamic and diverse council. Business members represent every geographic area and primary industry in Colorado and range in size from small family businesses to the largest employers in the state. Entrepreneurs, small business owners, human resources managers, and top executives all serve on the Council. [Click here for a member list](#)

During PY 2010, the [CWDC Strategic Plan](#) was developed and fully coordinated with Governor Hickenlooper's statewide economic development initiative, the "Colorado Blueprint". Additionally, vital structure was put into place to allow CWDC members, both from business and state agencies, to actively engage in the work of the CWDC. The following goals are being met through the work of task groups and committees with staff support.

[Click here for the CWDC Strategic Plan](#)

[CWDC Website: www.colorado.gov/cdle/cwdc](http://www.colorado.gov/cdle/cwdc)

## **CWDC Working Committee Structure:**

**Executive Committee:** Seven members appointed by the CWDC membership, focusing on further development of the structure of the overall CWDC.

**State Youth Council:** Working to connect the local youth councils to the resources necessary to connect youth to meaningful employment and experience necessary to compete in Colorado's global economy.

**Sectors Steering Committee:** Guides and promotes sector-based strategies and initiatives in Colorado.

**Policy & Legislative Committee:** Advocate for sound workforce, economic development and education policy that will promote business and jobs in Colorado.

**Task Groups:** Formed to work on specific short-term action items as necessary.

## **CWDC Strategic Goals:**

**Goal #1:** Align the efforts of economic development, education and training, workforce development, government and business stakeholders at the local, regional and state levels.

**Goal #2:** Transform systems that impact Colorado's businesses by viewing workforce needs with a business focus.

**Goal #3:** Ensure the work of the Council's sub-committees continues to support the vision and mission of the Council, and remain current and valuable in improving Colorado's economic vitality.

CWDC helps create Innovative Solutions to Colorado's Economic and Workforce Challenges by utilizing the WIA 10% funds to leverage state and other grant resources for the greatest impact.

Key Accomplishments in 2010:

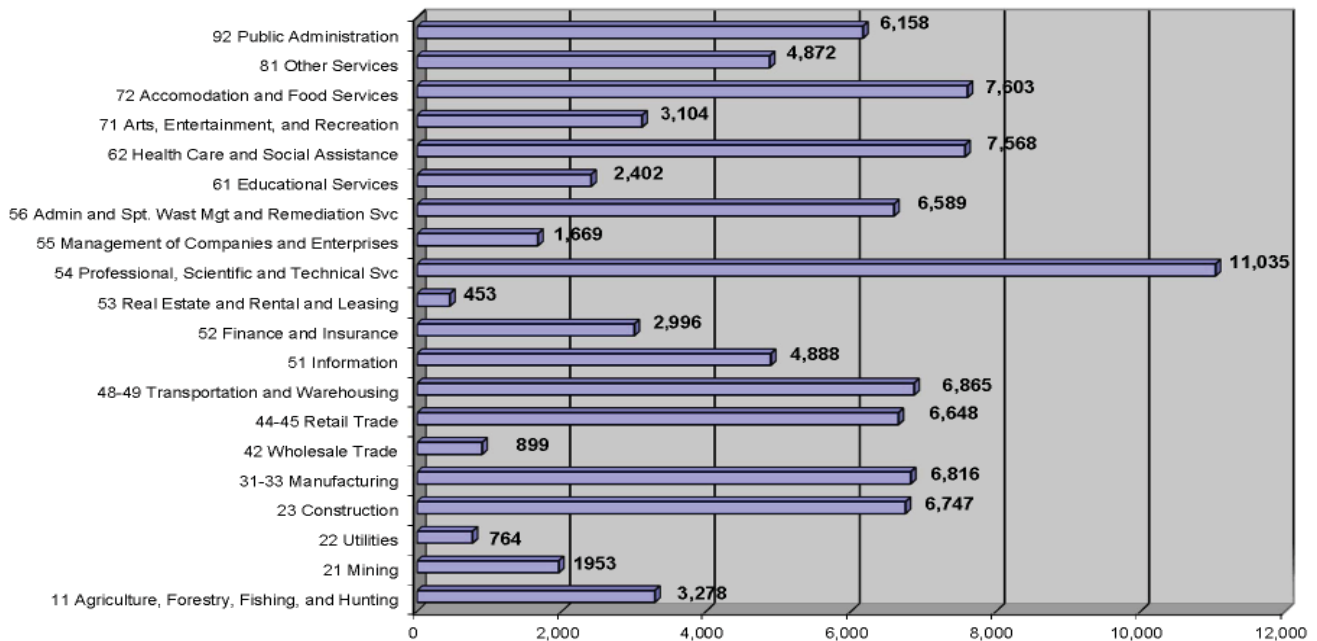
- Collaboration with key partners
- Innovative CIMS restructure
- Engagement of local workforce directors and workforce investment board (WIB) chairs
- Relationship building: local elected officials and other partners
- Support of youth engagement
- Best practices sharing
- Statewide return on investment (ROI) study
- Statewide business services standardization
- Management and support of statewide grant initiatives described in the following section

# Colorado Sectors Initiatives

## Sectors Model: The Way of Doing Business in Colorado

Sector based partnerships drive workforce programs through Colorado's regions and at CDLE. This section reflects the importance that local regions place on sector partnerships and state initiatives implemented in the regions.

### Employers Served by Industry



## Statewide Sector Initiatives

In order to maximize Colorado's investment in serving the state's driving industries, partnerships and financial resources have been leveraged statewide across multiple partners to develop innovative programs that meet the needs of businesses and job seekers. This section describes statewide workforce initiatives funded in part or full through WIA.

These initiatives promote statewide adoption of sector-based partnerships as a framework for workforce and economic development. Sector initiative grants convene regional partnerships with 72 industry-specific employers and associations, educators, workforce professionals, and economic developers to address current workforce needs of employers in targeted industry sectors, such as aerospace, healthcare, renewable energy, and sustainable manufacturing. [Link for additional information: www.colorado.gov/cdle/sectors](http://www.colorado.gov/cdle/sectors)

# Colorado Sectors Initiatives

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**Green Jobs Colorado Advisory Council:** The Green Jobs Colorado Advisory Council awarded \$755,000 in grants in order to ensure Colorado's future competitive advantage and prepare our workforce to meet the oncoming demand for green job skills in the New Energy Economy. WIA discretionary funding was leveraged with funding from both the Governor's Energy Office and industry investment. [For additional information about the program and six grants awarded visit: www.colorado.gov/cdle/cwdc/grantopportunities.](#)

**State Energy Sector Partnership:** The State Energy Sector Partnership (SESP) grant increases awareness about renewable energy and energy efficiency industries, provides workforce training opportunities focused on industry-recognized certifications and degrees, and prepares Colorado's workforce for both renewable and energy efficiency industries. This year, the program experienced diverse accomplishments:

- [www.GreenCareersCO.com](http://www.GreenCareersCO.com) launched, providing Coloradans with information about education, credentials and skills required for jobs in the sector.
- The Entrepreneurial Pilot Project provided 30 scholarships in business development training.
- 488 individuals received credentials or certificates to enhance career opportunities.
- 4000 students and 5000 adults were trained and participated in energy conservation outreach activities to promote awareness, increase demand for green products, and develop jobs in the green economy

[Link for additional information: https://e-colorado.org/TeamRoom.aspx?ID=1693](https://e-colorado.org/TeamRoom.aspx?ID=1693)

**Smart Grid:** Colorado has invested additional WIA funds into the SESP Smart Grid project to create the first professional and technical level smart grid curriculum in the state. Community colleges, state universities, the workforce system and business partners, including several smart grid companies, renewable energy supply companies, manufacturers, and utilities, are collaborating to develop curriculum and train individuals to meet the industry's identified needs and fill gaps in available workforce training.

## **Regional Examples of SESP:**

**Larimer:** The Larimer County Workforce region continues to administer and offer State Energy Sector Partnership (SESP) incumbent worker training dollars to employers and workers who qualify within the energy sector. To date, the agency has expended \$54,831 of the total \$89,604 grant amount. Thus far, 39 individuals have been trained at an average \$1,406 cost per trainee. The City and County of Larimer anticipate expending the remaining grant dollars by December 2011.

**Denver:** Denver provided over 100 training vouchers for energy industry-recognized certifications in this joint partnership with industry, training providers and government to increase workforce skill levels in the energy sector. Associated General Contractors of Colorado, Lightly Treading, Solar City, Bret's Electric, Everblue, Energy Logic and other businesses and training providers have participated.

**WELLS Center:** The Sectors model was first adopted in Colorado through the Work, Education and Lifelong Learning Simulation (WELLS) Center, a public/private partnership established in 2005 to provide state-of-the-art simulation training in healthcare. The WELLS Scholarship Program provided \$20,000 of tuition awards to eligible participants referred by local workforce centers. CDLE provided \$140,000 under a contract with University of Colorado Hospital to develop and deliver healthcare simulation training courses, complete a marketing analysis, and implement a scholarship program for eligible participants. This additional financial support allowed UCH to work towards developing and implementing a sustainable business plan for the WELLS Center. [Link for additional information: http://wellssimulationcenter.org/](http://wellssimulationcenter.org/)



# Statewide Initiatives

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Colorado Department of Labor and Employment (CDLE) Workforce Development Programs (WDP) is the grant recipient for USDOL Wagner-Peyser and Workforce Investment Act programs. In this capacity, WDP has responsibility for:

- Disseminating funds to workforce regions and other sub-recipients
- Overseeing the statewide one-stop delivery system
- Developing policies and providing training and technical assistance
- Monitoring regions and sub-recipients for program and fiscal integrity
- Maintaining systems to allow reporting of activities and performance outcomes
- Fostering continuous improvement by developing virtual technologies and other innovative service delivery strategies
- Pursuing supplemental funding sources and administering discretionary grants

In addition, WDP operates statewide programs including those outlined in this section of the report.

## **Statewide Programs that Leverage WIA Funds for Success:**

### **Business and Education Talent Readiness Project (BETR)**

The Business and Education Talent Readiness Project aligns business, education, youth, and workforce development by promoting careers and industry awareness to educators and youth, informing educators and youth about business needs and expectations, and showing the relevance between classroom learning and the work world. In PY10, over 100 teachers participated in 278 tours offered by 78 businesses. [Link for additional information: http://www.colorado.gov/cs/Satellite/CDLE-EmployTrain/CDLE/1251568014440](http://www.colorado.gov/cs/Satellite/CDLE-EmployTrain/CDLE/1251568014440)

#### **Regional Examples of BETR:**

Boulder County Workforce Center participated in the creation of a Science, Technology, Engineering, and Math (STEM) education coalition to target youth populations that are under-represented in these careers ([www.boulderareastem.org](http://www.boulderareastem.org)). Larimer County provided four career awareness workshops and six targeted industry tours to 30 youth during PY10.

### **CareerReady Colorado (CRC) Certificate**

The CareerReady Colorado (CRC) Certificate, an employer supported work-readiness credentialing system, launched in 2009. The CRC assessments measure workers' skills and are reliable predictors of workplace success. All workforce centers in the state utilize the program to help employers feel more confident about hiring and promoting employees and to provide job seekers with an edge when competing for jobs. In 2010, over 10,000 workers across Colorado were certified as having the essential, core employability skills that employers are seeking.

[Link for additional information: www.careerreadycolorado.org](http://www.careerreadycolorado.org)

#### **Regional examples of CRC:**

**Denver:** Denver issues the greatest number of CareerReady Colorado Certificates of the state's job-ready certification system, saving businesses screening, training and retention costs. In PY10 Denver issued 1,475 certificates. [www.denvergov.org/crc](http://www.denvergov.org/crc)

**Weld:** During PY10, 1,091 customers were referred to the CRC, over 800 were tested, and 710 earned certificates in demonstrated levels of reading, math, and locating information attesting to their skill levels.

**Adams:** The workforce and business center is in partnership with Bollman Tech High School, providing access to the CRC. In PY10, 216 students were awarded this certificate.

# Statewide Initiatives

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## **CDLE Knowledge Management Portal: e-Colorado**

The CDLE Knowledge Management Portal, e-Colorado, is designed to manage resources through a single, comprehensive, electronic interface for stakeholders of the workforce development system. A new addition to e-Colorado is an e-Portfolio by the Colorado Community College Online's Early Childhood Education (ECE) Program, allowing students to create customized electronic portfolios facilitating the collection, organization, and sharing of education and career-related information with employers, counselors, and educators. 40,879 visitors accessed e-Colorado during PY10, up from 30,103 visitors in PY09.

[Link for additional information: www.e-Colorado.org](http://www.e-Colorado.org)

## **Colorado Displaced Homemaker (DH) Program**

The Displaced Homemaker (DH) Program provides employment and training services to eligible displaced homemakers who have lost their source of economic support. The program prepares displaced homemakers for the workforce so that they may secure jobs and become self-sufficient. With supplemental WIA 25% Discretionary funds, the DH Program met a high demand for services and exceeded performance projections at 124% (enrollment goal was 70 and 87 enrollments completed). In PY10, 51% of recipients enrolled in allied health programs (primarily nursing) and 18% enrolled in business services programs.

## **Colorado Enhanced Approved Training Program (CEATP)**

Colorado Senate Bill 09-247 allocated \$15 million from the Unemployment Insurance (UI) Trust Fund to provide enhanced UI payments to claimants pursuing training in high-demand occupations, leading to long-term employment. The CEATP program efficiently approved additional UI benefits to 2,136 claimants (totaling \$4.78 million in payments) pursuing training in high-demand occupations that will result in long term employability. Workforce Development Programs collaborated with the Unemployment Insurance Program and workforce centers statewide to design and implement a highly beneficial program for their shared UI claimant customers.

## **Earn-to-Learn Project**

The grant provides training opportunities to dislocated workers in response to widespread recession-related layoffs in Colorado. Seven workforce regions are participating in the grant providing additional assistance to dislocated workers, who have exhausted their unemployment insurance benefits or who are on extended benefits, in order to increase job opportunities in high-demand occupations.

### **Regional Examples of Earn to Learn:**

Larimer: The Larimer County Workforce Center is partnering with the Colorado Department of Labor and Employment (CDLE) to implement the Earn-to-Learn on-the-job training initiative. Focused on emerging sectors in Larimer County, this partnership co-enrolls eligible Dislocated Workers into WIA services to leverage funding for the employee and employer (supportive services, access to individualized career counseling). The Earn-to-Learn program has also provided an opportunity to develop on-the-job certification of eligible job seekers who self-market the on-the-job training opportunity to employers.

## **Governor's Summer Job Hunt**

The Governor's Summer Job Hunt (GSJH) assists youth in making the transition from school to work by matching their skills and interests with summer employment opportunities. The GSJH program works directly with workforce centers to provide tools for youth to obtain summer jobs. In PY10, the Craig Workforce Center completed outreach to high school students about employment opportunities in the public sector, resulting in over 100 youth gaining summer employment with the City of Craig. Larimer County Workforce Center expanded youth entrepreneurship and leadership opportunities by implementing the "Build Your Own Business" series providing training and one-on-one business consultation for youth. All together, workforce center efforts to reduce the 26.1% unemployment rate for young adults (ages 16-19) and to improve employment rates for minority youth resulted in 12,421 youth entering summer employment.

[Link for additional information: http://www.colorado.gov/cs/Satellite/CDLE-EmployTrain/CDLE/1251568014440](http://www.colorado.gov/cs/Satellite/CDLE-EmployTrain/CDLE/1251568014440)

# Statewide Initiatives

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## **Migrant & Seasonal Farm Worker Program (MSFW)**

As Colorado is designated as a significant Migrant and Seasonal Farm Worker (MSFW) state, the program provides bilingual (English/Spanish) outreach to aid Colorado's farm workers with education, training, and employment services. In PY10, 70% of the MSFWs served received a job referral, 42.69% were placed in a job, 34.67% were placed in a job \$0.50 above minimum wage, and 3.62% were placed in non-agricultural jobs lasting at least 150 days.

## **Rapid Response**

CDLE's Workforce Programs and Unemployment Insurance Programs, and local workforce centers collaborate through the Rapid Response Program to provide cost-effective and timely layoff assistance services to employers and employees. In PY10, 83 layoff transition workshops were completed, increasing awareness among 1,353 affected employees about available state and workforce center resources. Strategically, the program is focused on improving the cohesiveness and consistency of business services provided statewide by the workforce development system. 76% of the businesses (118 of 154) that received layoff transition services did so for the first time. This year, the Rapid Response program collaborated with Jobing.com to produce an award-winning video, "Basic Facts about Unemployment Insurance," highlighting the new [www.colorado.gov/MyUIClaimant](http://www.colorado.gov/MyUIClaimant) self-service website. The video is available on [www.e-colorado.org](http://www.e-colorado.org).  
[Link for additional information: www.colorado.gov/cdle/layoffassistance](http://www.colorado.gov/cdle/layoffassistance)

## **Stop the Revolving Door (SRD)**

Stop the Revolving Door assists releasing offenders in developing work and life skills, receiving job readiness training, and obtaining and retaining employment to achieve self-sufficiency while reducing recidivism. In PY10, the program served 839 participants and achieved a 71% placement rate at an average wage of \$10.72 per hour. Colorado dramatically reduced its recidivism rate to well below 10%, less than half the national average of 42%. With annual incarceration costs running \$30,000 per offender, the \$4.5 million cost savings to the State is significant. The program has improved releasing offenders' successful reintegration into their communities and enhanced the quality of their lives through employment.

## **Think Big 2011 Youth Forum**

The Think Big 2011 Youth Forum that was held in Colorado Springs provided professional development training, partner awareness development, and networking opportunities for professionals within workforce, economic development, education, and employer communities. Industry tours were offered for exploration of career pathways in four high-growth industries for the 325 attendees. The program was selected as a promising practice by the 2011 National Association of Workforce Development Professionals conference.  
[Link for additional information: www.thinkbigcolorado.org](http://www.thinkbigcolorado.org)

## **Veterans Employment and Training Programs**

Veterans Employment and Training Programs provide intensive services to veterans who have employment barriers and are economically and/or educationally disadvantaged. Intensive services are provided through Colorado Workforce Centers to eligible participants by a Disabled Veteran Outreach Program specialist who works closely with the Local Veteran Employment Representative to obtain gainful employment for the veterans. During PY10, 22,638 veterans were referred to employment opportunities and 8,701 were given one-on-one assistance. The overall employment retention rate for those assisted by the veteran employment staff was 77.84% with an average wage of \$17.91/hr.

[Link for additional information: www.colorado.gov/cdle/veterans](http://www.colorado.gov/cdle/veterans)

# Regional Profiles

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## Adams County Workforce and Business Center

The Adams County Workforce and Business Center's mission is to create opportunities for success by connecting businesses to a quality workforce. This success will be achieved by being the leader in workforce development that maximizes opportunities and partnerships to promote the economic growth of the community and enhance the quality of life in Adams County.

Adams County is home to 441,000 people, 9,200 businesses and has more land available for development than any other area in the seven-county metro region (including 34 major business parks ranging from 75-6,300 acres). [Link for additional information: www.adamscountywbc.org](http://www.adamscountywbc.org)

## Arapahoe/Douglas Works!

Arapahoe/Douglas Works! serves Arapahoe and Douglas counties which make up the southeastern part of the Metro Denver area. Its vision is to be a best-in-class workforce development organization responsive to the dynamic needs of job seekers and business/industry. Its mission is to strategically invest in human capital to contribute to regional economic vitality. The region's labor force is over 260,000; current unemployment is 8.1% with slightly over 38,000 jobless. The center serves around 250 walk-in customers per day. During PY10, it served 840 businesses who listed over 10,000 job openings. [Link for additional information: www.adworks.org](http://www.adworks.org)

## Boulder County

Workforce Boulder County provides quality services through its programs to both job seekers and businesses. Its mission is to provide comprehensive and effective employment, training and supportive services to Boulder County residents. Boulder County is one of 65 counties in the state, encompassing 741 widely diverse square miles. It boasts a highly educated population, with approximately 57% of the population having a bachelor's degree or higher thanks to local institutions such as the University of Colorado and Front Range Community College. [Link for additional information: www.wfbc.org/](http://www.wfbc.org/)

## Colorado Rural Workforce Consortium

The Colorado Rural Workforce Consortium (CRWC) is one of the nine federally designated workforce regions in the state of Colorado. The region serves 52 rural counties and is made up of the 11 regions whose vision is that every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

The regions include Pueblo, Broomfield, Upper Arkansas, Rural Resort, Mesa, Northwest, Western, Eastern, Southeast, Southwest, and South Central. The CRWC's mission is to foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow. Services are provided through 35 workforce centers. [Link for additional information: www.yourworkforcecenter.com/](http://www.yourworkforcecenter.com/)

## Denver Workforce

The City and County of Denver is the economic anchor and cultural hub of the Colorado Front Range Urban Corridor, centered between the Rocky Mountains to the west and the high plains to the east. Denver is the most populous city and county in Colorado and is the 26th most populous city in the U.S.. The "Mile High City" covers 155 square miles and was home to 600,158 people in 2010.

Denver Workforce's mission is to provide talent development services to businesses and job seekers to improve their ability to compete in the local, regional and global marketplaces. Businesses receive services to assist in recruiting and retaining skilled talent. Job seekers receive assessment, career exploration, training and job placement assistance for employment in critical occupations and industries.

[Link for additional information: www.denvergov.org/oed](http://www.denvergov.org/oed)

# Regional Profiles

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## Jefferson County

Situated on the western edge of metropolitan Denver, Jefferson County Workforce Center (JCWC) serves a diverse workforce, ranging from urban and rural municipalities to thriving mountain communities. JCWC's main office is in Golden with satellite offices in Idaho Springs and Black Hawk (Clear Creek County and Gilpin County respectively). Providing business and employment solutions to residents and employers of the region is evidenced by our vision and mission. The vision is to ensure a well-trained, career-ready workforce for current and future industry needs. The mission is that Jefferson County Workforce Center will ensure a well-trained, engaged staff in an effective business environment to proactively meet the ever-changing needs of our customers.

In the last year, JCWC organized 37 business-driven customized hiring events, assisting 3,270 customers, 219 veterans and resulting in 809 potential hires.

[www.jeffcoworkforce.org](http://www.jeffcoworkforce.org)

[www.jeffcoyouthworks.org](http://www.jeffcoyouthworks.org)

## Larimer County

The mission of the Larimer County Workforce Center (LCWC) is to improve the quality of life for individuals, families, and communities through employment and workforce development services. For the next year, the LCWC and the Board of County Commissioners will determine the County's role in economic development, support an engaged Workforce Investment Board (WIB) through the creation of a revised strategic plan, continue to administer the Enterprise Zone program, pursue the implementation of a social enterprise plan, and engage in the development and implementation of alternative service delivery strategies to provide employer and job search services in new and innovative ways.

Larimer County's recently restructured Workforce Investment Board has successfully completed most of the actions contained in the PY 2010-2011 Strategic Plan. This includes: identification of industry sectors, formation of sector-based committees to further understand workforce and economic data, creation of marketing and website materials, and a user forum to assist the board and committees with communication between meetings.

[www.larimerworkforce.org/wib](http://www.larimerworkforce.org/wib)

<http://www.larimerworkforce.org/>

## Pikes Peak Workforce

The Pikes Peak Workforce Center connects vital businesses with work-ready job seekers and employer driven services. Our two-county region maintains a current population of 641,252, reflecting an increase of 8,072 from PY09. The region is home to four major active duty military installations. The region's top industry sectors include Government, Retail Trade, Professional, Scientific and Technical Services, Health Care and Social Services, Accommodation and Food Services, and Finance and Insurance. The highest paying industries include Utilities, Mining, IT, Management of Companies/Enterprises, and Government.

[Link for additional information: www.ppwfc.org/](http://www.ppwfc.org/)

## Weld County

Situated in the north central part of the Colorado, Weld County is the third largest county in the state with a diverse economy consisting of agriculture, manufacturing, advanced technology, and service sectors, with an estimated population of 254,759.

Weld County Workforce Development Board's mission is: "To keep the workforce system responsive to employers, employees, and job seekers".

Weld County operates and believes in an innovative adaptive and customer-driven workforce system that is: understandable to its customers and easy to use; focused on outcomes and performance; flexible and proactive in changing resources to meet customer needs; and administered locally.

[Link for additional information: www.eswc.org](http://www.eswc.org)

# Cost Effectiveness, Evaluation and Waivers

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Colorado works to ensure that all its resources are expended in the most effective and cost-efficient way possible through continually examining the outcomes and cost effectiveness of all of our programs. In this analysis, we consider both benefits for our clients and cost savings/increased revenue for government entities. Currently, Colorado measures cost effectiveness by analyzing the average cost per participant combined with performance measure results:

## **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. However, 16% of our Adult clients and 46% of our Youth clients in PY 2010 were receiving public assistance when they received services. 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 impact at this time.

In many cases, 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 are recognized, however Colorado does not have the systems in place for analyzing these benefits at this time. Studying the increases in taxes paid and decrease in reliance on public assistance requires coordination with several other agencies with privacy rules that make this sort of study extremely difficult, if not impossible at this time.

Despite the difficulties calculating the cost effectiveness, CWDC and CDLE formed a Working Group focused on calculating return on public investment for workforce development programs in the state. Individuals representing workforce centers from across the state, CDLE's Labor Market Information group and CWDC are involved in the group to develop a simple, valid and replicable model for statewide use by workforce regions. The Working Group is in the final stages of reporting actual return on investment for PY09 and subsequent years, but the data is not available at the time of publishing this report.

## **STATE EVALUATION ACTIVITIES**

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

CDLE's comprehensive monitoring guide, recognized as a model by the U.S. Department of Labor (USDOL), resulted from an on-going monitoring and technical assistance process that built a strong working relationship between the State and the local workforce regions. Quarterly, state monitors from CDLE meet with the regions they oversee to review client service levels, program expenditure rates, and performance outcome results. Through these reviews, CDLE monitors identify areas requiring additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

## **Cost per Participant**

### **Adult Program**

- Expenditures - \$8,010,059
- Cost per client served - \$2,079

### **Youth Programs**

- Expenditures - \$8,394,469
- Cost per client served - \$2,875

### **Dislocated Worker Program**

- Expenditures - \$9,200,197
- Cost per client served - \$3,969

# Cost Effectiveness, Evaluation and Waivers

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## WAIVERS

Common Measures – During PY10, Colorado continued to implement the waiver to replace the WIA performance measures at WIA Section 136(b) with the common measures. To build on training provided in the common measures baseline year and in subsequent years, CDLE continued to provide technical assistance to workforce center staff to ensure a full understanding of the programmatic and reporting impacts of the measures. Policies were issued to guide staff in the development of effective methods to address the new definition of certificates for WIA youth participants.

Local Activity Funds - Colorado requested and received an extension through PY10 for its “local activity funds waiver,” which is now targeted to layoff aversion activities. Under this waiver, local areas will be allowed to use up to 20% of their Dislocated Worker formula funds for incumbent worker training that is part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. Local areas are required to meet performance outcomes for any individuals served by a local activity under the waiver.

Transfer of Funds - Colorado has also been granted an extension of its waiver of the 20% transfer of funds between the WIA Adult and Dislocated Worker programs at the local level. Regions may transfer up to 50% of their formula funds provided that they have sufficient resources to continue operating their formula programs and meet WIA performance outcomes. Several of the local regions have opted to move funds from the Dislocated Worker program to the Adult program as local economies have improved and layoffs decreased. The opposite has happened as economies have weakened.

Youth Element Procurement – Colorado was granted an extension through PY10 for its waiver of the requirement to competitively select providers for three of the ten youth program elements. These elements are Paid and Unpaid Work Experiences, Supportive Services, and Follow-up. By including these elements in the design framework of the WIA Youth Program, local workforce centers have provided greater continuity of service for youth and enhanced their case management process.

OJT and Customized Training – Through these waivers local areas in Colorado have gained major incentives for employers to engage in the workforce system as they weather the current economic downturn. The OJT waiver allows regions to increase their employer reimbursement for on-the-job training through a sliding scale based on the size of the employer. Under the waiver, reimbursements will be permitted:

- Up to 90% for employers with 50 or fewer employees
- Up to 75% for employers with 51-250 employees
- Up to 50% for employers with over 250 employees

The customized training waiver allows a sliding scale for the employer contribution toward the costs of the customized training. The employer match that is permitted is as follows:

- 10% or greater for employers with 50 or fewer employees
- 25% or greater for employers with 51-250 employees
- 50% or greater for employers with over 250 employees

Individual Training Accounts for Youth – Local regions may now offer the use of Individual Training Accounts (ITAs) for out-of-school and older youth program participants. This provides the youth customer with a choice regarding the selection of schools on the Eligible Training Provider List and allows local regions the ability to consistently apply their local ITA policies to all WIA customers, with the exception of in-school and younger youth.

# Cost Effectiveness, Evaluation and Waiver

## WAIVERS Continued

Eligibility for Training Providers – Training providers offering coursework to WIA customers are now allowed up to two years on the State’s Eligible Training Provider List before they must provide subsequent performance data to maintain their eligibility. This waiver promotes increased participation on the part of providers launching new training programs (particularly e-learning), and encourages co-enrollment of customers between WIA and discretionary grants, such as Colorado’s e-learning grant.

Incumbent Worker Training Using Rapid Response Funds – This waiver, new for PY10, allows the state to use up to 20% of its 25% Dislocated Worker Rapid Response funds for the training of incumbent workers as part of a layoff aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. The state and local areas are required to meet performance outcomes for any individuals served with these funds under the waiver.

## PY10 Statewide Performance Chart

WIA - ADULTS	Adams	Arapahoe	Boulder	Denver	El Paso	Larimer	Rural	Tri-County	Weld	Statewide
Entered Employment Actual	87.5	87.79	78.18	87.59	93.62	65.52	83.46	61.49	84.15	79.23
Entered Employment Standard	76	76	76	76	76	76	76	76	76	76
Entered Employment: % of Goal	115%	116%	103%	89%	123%	86%	110%	81%	111%	104%
Retention Actual	93.87	88.21	91.94	85.71	88.38	72.22	83.55	88.41	90.2	86.72
Retention Standard	81	81	81	81	81	81	81	81	81	81
Retention: % of Goal	116%	109%	114%	106%	109%	89%	103%	109%	111%	107%
Average Earnings Actual	17939.33	17132.32	19152.94	15882.25	18804.83	13028.71	14374.88	16436.98	11097.41	16097.91
Average Earnings Standard	12700	12700	12700	12700	12700	12700	12700	12700	12700	12700
Average Earnings: % of Goal	141%	135%	151%	125%	148%	103%	113%	129%	87%	127%

WIA - DISLOCATED WORKERS	AD	AR	BO	DE	ET	LR	RJ	TR	WL	Statewide
EE Actual	86.67	89.08	80	77.14	87.72	73.77	90.77	87.5	71.43	84.38
EE Standard	86	86	86	86	86	86	86	86	86	86
EE % Goal	101%	104%	93%	90%	102%	86%	106%	102%	83%	98%
Ret Actual	97.96	89.26	96.67	79.49	84.75	91.18	86.6	94.29	90.32	89.41
Ret Standard	86	86	86	86	86	86	86	86	86	86
Ret % Goal	114%	104%	112%	92%	99%	106%	101%	110%	105%	104%
Avg \$ Actual	22024.65	24270.11	16696.67	16638.06	19160.28	21815.32	16481.66	20804.13	15007.46	20273.63
Avg \$ Standard	15000	15000	15000	15000	15000	15000	15000	15000	15000	15000
Avg \$ % Goal	147%	162%	111%	111%	128%	145%	110%	139%	100%	135%

WIA - YOUTH	AD	AR	BO	DE	ET	LR	RJ	TR	WL	Statewide
L/N Actual	61.11	54.29	84.62	45.24	84.21	42.86	45.39	52.94	35.34	48.85
L/N Standard	35	35	35	35	35	35	35	35	35	35
L/N % Goal	175%	155%	242%	129%	241%	122%	130%	151%	101%	140%
Placement Actual	78.33	68.79	81.25	63.56	80	63.75	73.9	44.54	56.49	66.84
Placement Standard	60	60	60	60	60	60	60	60	60	60
Placement % Goal	131%	115%	135%	106%	133%	106%	123%	74%	94%	111%
Attainment \$ Actual	73.91	67.4	79.41	67.31	72.94	57.69	76.41	57.04	57.39	68.27
Attainment \$ Standard	58	58	58	58	58	58	58	58	58	58
Attainment \$ % Goal	127%	116%	137%	116%	126%	99%	132%	98%	99%	118%