

# WINNING IN A CHALLENGING ECONOMY

WIA Annual Report PY 2008



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





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

I am proud to present *Winning in a Challenging Economy*, Colorado's ninth annual report on the state of the Workforce Investment Act (WIA). This year's report is testimony to how Colorado's workforce system has successfully responded to current economic challenges and is utilizing funding from the American Recovery and Reinvestment Act (ARRA) to help unemployed Coloradoans learn new skills and return to work as quickly as possible. It also speaks to the Colorado Promise, which seeks to promote a vibrant economy for Colorado to grow and prosper in the 21st century, and to the New Energy Economy, which is creating new jobs in emerging industries that did not exist just a few years ago.

Colorado's ability to successfully recover from the current recession hinges on our efforts to reinvigorate regional economies through the development of cross-regional partnership strategies. Our workforce system's ability to link with economic development, education and industry to support these strategies has resulted in a lower unemployment rate than the national average. We have created workforce solutions that meet business needs for competent and work ready employees, and provide job seekers the opportunity to find meaningful employment both now, and in the future.

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

Colorado's workforce system served almost 475,000 citizens this past year, almost double the number from the previous year, and provided training for nearly 10,000 of them. A special summer job training program funded by the Recovery Act provided paid work experiences for almost 2,300 youth. The Recovery Act also funded a new program that provides reemployment services to workers who are receiving unemployment benefits, and identifies those who need retraining or a career change. In addition, the WIA system infused over \$40 million into regional economies to increase education, training, and employment opportunities. The system continues to expand its reach and stands ready to serve Colorado as it positions its workers for a human capital advantage. I encourage you to read this report to see the regional and State efforts to establish Colorado as a leader in workforce innovation and fulfill the Colorado Promise.

Sincerely,

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

Governor Bill Ritter



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

Winning in a Challenging Economy, the ninth annual report on the state of the Workforce Investment Act (WIA) in Colorado, illustrates the innovative workforce solutions and strategic partnerships the State's workforce system has created to help weather the recession and fulfill the "Colorado Promise" of a strong and vibrant economy. These efforts were manifested through increased assessment and training initiatives, and an infusion of over \$40 million to develop collaborative ventures designed to meet the labor demands of our high-growth industries, such as health care, and emerging industries such as renewable energy and energy efficiency.

In Program Year 2008, the workforce system partners focused their efforts on the State's critical skill shortages in targeted industry sectors and developed specific initiatives that benefited both industries and workers. In healthcare, worker shortages continued at significant levels. We worked with industry and education to increase the number of workers, the quality of these workers, and to reduce the time required to produce these workers. At the same time, these efforts provided new career opportunities for workers who had lost their jobs because of downsizing and company closures. To address the downturn in manufacturing jobs, we implemented layoff aversion programs to support educational and skill upgrades to keep workers employed, and keep businesses in Colorado. Other initiatives provided educational opportunities and employment for low-skilled individuals, those with limited English proficiency, individuals with disabilities, older workers, at-risk youth and ex-offenders.

The American Recovery and Reinvestment Act (ARRA) provided funding for new programs, such as the Summer Youth Program which provided paid work experiences for at risk youth and the Reemployment Services Program for workers receiving unemployment benefits. ARRA funds were also used to place more individuals into training programs and better equip them to change careers or find meaningful employment.

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

A handwritten signature in black ink, appearing to read 'D. J. Mares', written in a cursive style.

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



**Message from  
Roger W. Smith  
Chair, Colorado Workforce Development Council  
(Vice President, Human Resources, HCA-Hospital  
Corporation of America)**

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

Under the leadership of the Colorado Workforce Development Council and the Colorado Department of Labor and Employment, the system has responded with innovative and transformative projects. The successful results achieved through the commitment and dedication of the local Workforce Boards and their staffs has set the stage for businesses to win in this challenging environment. We provided more than \$2,000,000 in financial support for transformative and dynamic projects to improve talent development and alignment with educators and businesses.

The Governor's vision for the state as expressed in his Colorado Promise challenges the citizens and public servants to provide the fuel for the state's economic growth and development of its talented workforce. The framework laid by the Governor's vision has helped Colorado weather the recession and is leading the way to recovery. The intensive training services provided for more than 21,000 workers and assistance for nearly 98,000 customers with college degrees were delivered professionally and effectively this year. When added to the additional services and projects provided to over 470,000 other customers, we'll continue to move the effort toward fulfilling the Governor's Promise.

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

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

A handwritten signature in black ink, appearing to read 'RW Smith', written in a cursive style.

Roger W. Smith  
Chair  
Colorado Workforce Development Council



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# WINNING IN A CHALLENGING ECONOMY

## STATE SUMMARY





# Executive Summary

“Winning in a Challenging Economy” demonstrates how the State Workforce System’s evolution to a cross-regional, demand-driven system, reflecting a strong focus on sector-based workforce solutions and strategic alliances to support system transformation, has enabled Colorado to weather the current recession and effectively respond to the needs of workers and businesses impacted by the economic downturn.

"Winning in a Challenging Economy" demonstrates how the State Workforce System's evolution to a cross-regional, demand-driven system, reflecting a strong focus on sector-based workforce solutions and strategic alliances to support system transformation, has enabled Colorado to weather the current recession and effectively respond to the needs of workers and businesses impacted by the economic downturn.

As a State, we continued to meet or exceed the federally mandated performance standards in the face of shrinking employment opportunities and an increased demand for services, and strengthened the worker preparation pipeline to meet critical industry needs. These efforts were accomplished through Partnerships for Economic Recovery and collaborative efforts of business, economic development, and state and local partners who share the common vision of creating a competitive workforce for the 21st century.

This year the Colorado Workforce Development Council (CWDC), the Colorado Department of Labor and Employment (CDLE), and the local workforce boards engaged in creative alliances with industry, economic development, and education. These collaborative public and private ventures infused over \$ 40 million in formula and discretionary grants to support the enrollment, training, and placement of the unemployed, under-employed and incumbent workers into current jobs as well as

preparation for future employment in emerging industries such as renewable energy and energy efficiency. Additionally, the system effectively involved community organizations, community colleges and other providers of training and education in these business-led projects. Such partnerships reflect the critical importance of education, employment, and economic development in addressing the challenges of an economic downturn and positioning the State to retain its competitive edge.

Key accomplishments were:

- Completion of the third year of the **Work, Education and Lifelong Learning Simulation (WELLS)** Center, a jointly funded public/private Training Initiative targeting Colorado's healthcare worker shortage. This first of its kind facility integrates three-dimensional computerized anatomy tools with computer-controlled mannequins for clinical training and faculty development programs accessible by schools of nursing and hospitals statewide. During PY08 WELLS achieved 501C3 status as part of its strategic plan for long term sustainability.
- Colorado' participation in the **National Governor's Association State Sector Learning Network**, Accelerating State Adoption of Sector Strategies. In addition, Colorado conducted its first **statewide Sector Academy** and awarded sector planning grants to seven cross-regional industry, workforce, education and



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

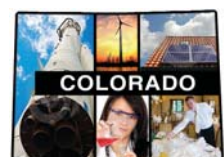
economic development coalitions focused on new energy, health care, and other growth industries

- Receipt of a second \$1 million grant from the USDOL Office of Faith and Community Based Grants for the highly successful **Stop the Revolving Door** program for Offenders; and the receipt of a new \$1 million grant from the Colo. Dept. of Human Services to increase the self-sufficiency of female offenders through employment, training, and supportive services, called **The Motherhood Project**
- Implementation of the **American Recovery and Reinvestment Act Summer Youth Employment Program** targeted to over 3000 hard-to-serve youth
- Creation of **regional projects**, focused on energy, manufacturing, health care, and other high-growth industries, which were spearheaded by local WIBs

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

- **Adams County Workforce and Business Center's** lead role in a WIRED Workforce Innovation Grant II: **"Renewable Energy: Building a Skilled Workforce for Solar Solutions,"** which addresses the talent needs of the rapidly expanding new energy industry across Colorado

- **Arapahoe/Douglas Works! Regional Targeted Industry Academy**, which received the National Workforce Association/Urban Workforce Development Agency award. This strategic public/private partnership, in its second year, developed customized training programs for the bioscience, healthcare, aerospace, aviation, homeland security and finance industries.
- **Workforce Boulder County's Summer Employment and Enterprise Development (SEED) initiative**, in its 5th year, which provides employer-donated work scholarships and internships, plus specialized work readiness training for at-risk youth and young adults, and is a model program for the leveraging of non-Federal resources to support WIA program activities



The Colorado

Workforce Development

Council (CWDC) and the

Colorado Department of

Labor and Employment

(CDLE) met the

economic challenges

head-on by providing

support and

resources to the local

Workforce Investment

Boards (WIBs) and

pursuing innovative

solutions to prepare for

the future economic

recovery and fulfill the

tenets embodied in the

Governor's "Colorado

Promise."

- **Denver Division of Workforce Development's Youth Civic Leadership Program and Entrepreneurial Education Project**, integral parts of their ARRA Summer Youth Employment Program, to prepare youth to lead their communities, and to provide resources to youth to support their economic productivity
- **Jefferson County Workforce Center's iCAST (International Center for Appropriate and Sustainable Technology)** partnership to create on-line resource guides and community presentations for job seekers wishing to pursue careers in green occupations, and staff seeking a better understand of new energy jobs skill requirements
- **Larimer County Workforce Center's** partnerships with Front Range Community College, Colorado State University and Poudre School District in support of their **Energy Boost, Regional Training Center, Research in Animal Technology, and Bioscience Career Academy** projects, funded as part of the WIRED initiative
- **Pikes Peak Workforce Center's union and non-union apprenticeships**, in partnership with the Joint Apprenticeship Training Committee (JATC), International Brotherhood of Electrical Workers #113 (IBEW), Plumbers/Pipefitters #58 and the Independent Electrical Contractors (IEC), which includes **training in photovoltaic installation techniques**
- **Colorado Rural Workforce Consortium**
- **Mesa County Workforce Center** has provided leadership and funding to create a **health care nursing career ladder** to meet regional industry needs. This long-term effort has resulted in the creation of a Certified Nurse Aide training program, a Licensed Practical Nurse program, and an Associates in Practical Nursing program.
- **Southeast and Pueblo sub-regions** are working with the Institute of Advanced Manufacturing Training at Pueblo Community College on a USDOL grant to provide **training in advanced manufacturing**, and to build training capacity through curriculum development and construction of three mobile learning labs to areas across the state.
- **Weld County** received an **ARRA Americorps expansion grant** to support the **Weld County Youth Conservation Corps**. This project harnesses the energy and idealism of youth to meet community needs through a variety of valuable community service projects such as building fences, removing trees, and beautifying open areas.

The lessons of PY08 have strengthened our resolve to promote dynamic and sustainable partnerships geared toward producing a skilled and competitive workforce, and empowering Colorado businesses to successfully compete during a major economic downturn.

# Winning in a Challenging Economy

This ninth year of the Workforce Investment Act has presented the workforce system a new set of challenges and opportunities. The economic conditions in the country began to have a devastating impact on citizens and businesses in Colorado and created a surge in layoffs and unemployed citizens searching for work. Workforce centers across the state faced service loads and staffing strains as they strove to meet the demands from almost double the number of job seekers seeking their services.

The Colorado Workforce Development Council (CWDC) and the Colorado Department of Labor and Employment (CDLE) met these economic challenges head-on by providing support and resources to the local Workforce Investment Boards (WIBs) and pursuing innovative solutions to prepare for the future economic recovery and fulfill the tenets embodied in the Governor's "Colorado Promise"

The state-sponsored Sector Strategy was fully implemented and the federal ARRA funds were rapidly deployed to the field to allay part of the stress. As he committed to do in the "Colorado Promise," the Governor convened a blue ribbon panel of leaders into a Jobs Cabinet that included the CWDC Chair and Executive Director of CDLE. The leaders of the system provided LWIBs a framework to ramp up their offices to immediately carry out the summer youth service mandate from the USDOL. As a result of the funding from ARRA, the state leadership re-crafted the state plan to reflect the injection of those funds.

The ability of the system to respond to the 40% increase in traffic into the workforce centers, a 3+ percentage increase in the state unemployment rate, and the influx of Stimulus dollars with a new set of reporting requirements, presented the state an opportunity to demonstrate the value and impact of the collaborations and the work of continuous improvement underway in Colorado. The state has met the challenge thus far and produced the following exceptional results:

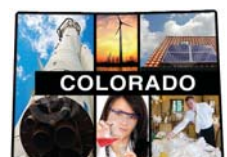
- A Sector Academy conducted for local areas and their partners which produced 7 successful regional partnerships that have moved to the planning stage for developing a sector strategy for their regions.
- The Workforce Economic Information Coalition task force of CWDC produced a Top Industry Analysis for the state and Five Industry Guidebooks to assist in the sector planning activities of the local regions.
- The opening of the Brighton Learning Resource Campus with support from the CWDC and the department.
- A new partnership with the University of Colorado Denver to support and operate the WELLS Center.
- The Distance Learning partnership with Penn State and Sloan Foundation will be hosted on e- Colorado, the CDLE web portal.
- The successful development of the Colorado Career Ready Certificate (CCRC) and the continued infusion of funds to support healthcare initiatives that now has reached a total of \$9,000,000 during the WIA years.

The system's ability to respond to the challenges that have arisen this year has been possible because of the accomplishments of the past eight years and a system that seeks to become demand driven and responsive to the needs of employers. Some lessons learned are:

- Technology when used effectively produces new collaborations and expands the system's capability as evidenced by the continued development of e-Colorado and the new parties and states joining that partnership.
- Businesses respond to collaborations that solve their problems as seen in the varied agencies supporting the development of the Critical Care simulation course at the WELLS Center
- The process of Continuous Improvement that is implemented through a formal structure leads to a stronger organization that can respond to new challenges.
- Regional partnerships enhance projects and performance that are beneficial to the state and communities and produce specific results.

## STATE'S VISION

"Colorado's Workforce Development System uses coordinated public/private partnerships to address the continually changing needs of Colorado's employers and working citizens to more effectively compete in the global marketplace."



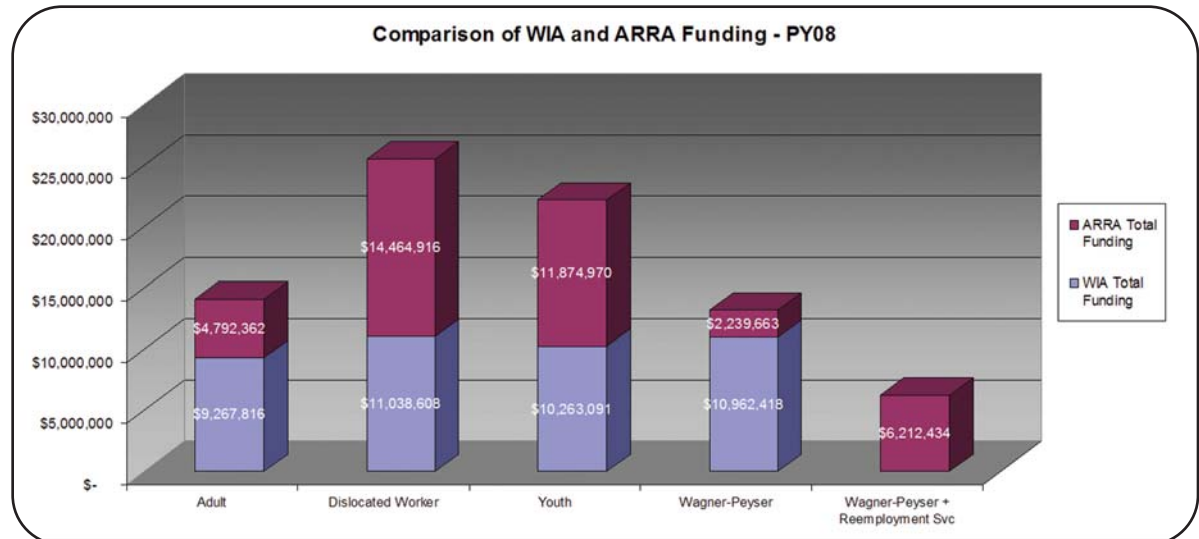


# State Profile

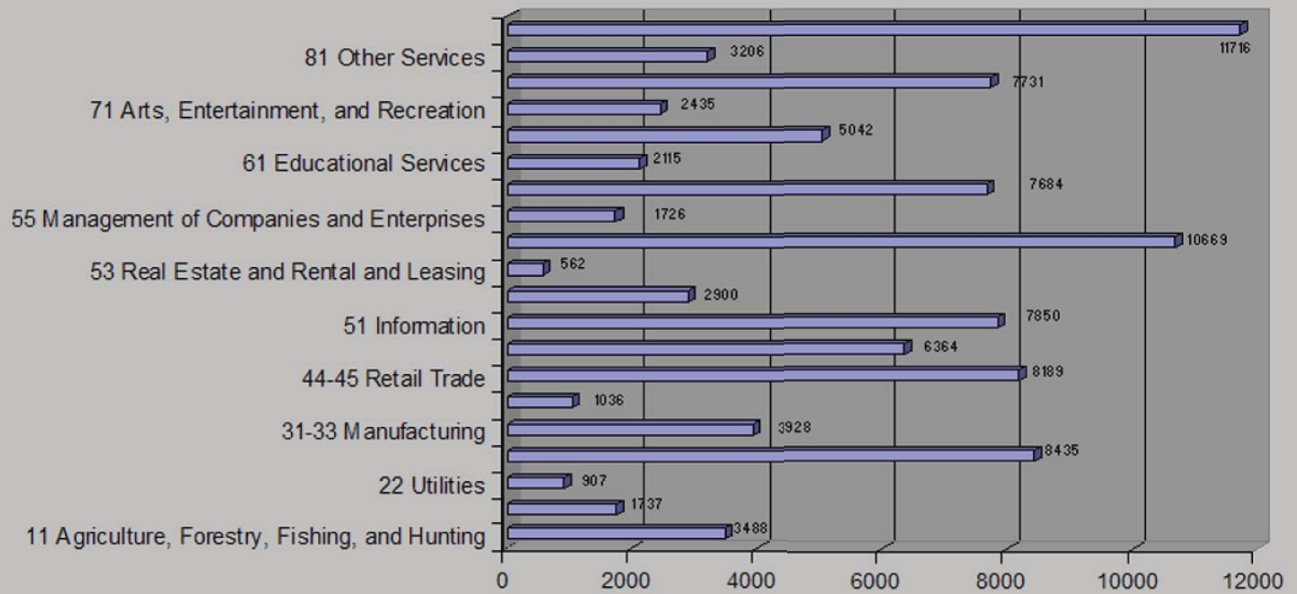
## PY08 Common Measures Performance

STATEWIDE			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	101%	Entered Employment	102%
Retention	103%	Retention	101%
Average Earnings	137%	Average Earnings	115%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	177%		
Placement	136%		
Degree/Certificate	171%		

## PY08 Funding

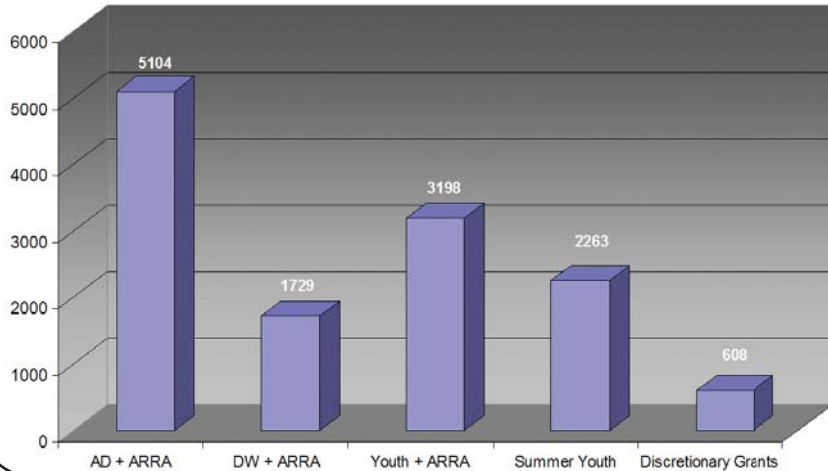


## PY08 Employers Served by Industry

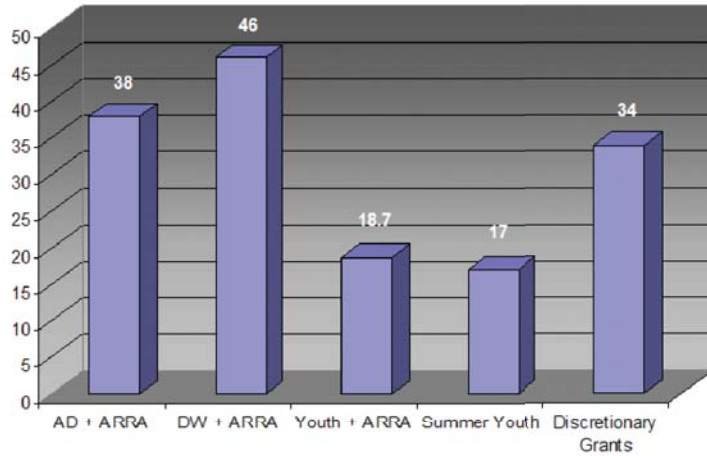


The private domestic investment portion of Gross Domestic Product increased steadily from 2003 to 2006, but contracted by 3.8 percent in 2007 and fell by 7.3 percent in 2008. These recent declines are attributable to an 18.5 percent drop in fixed residential investment in 2007, and a further 22.9 percent drop in 2008.

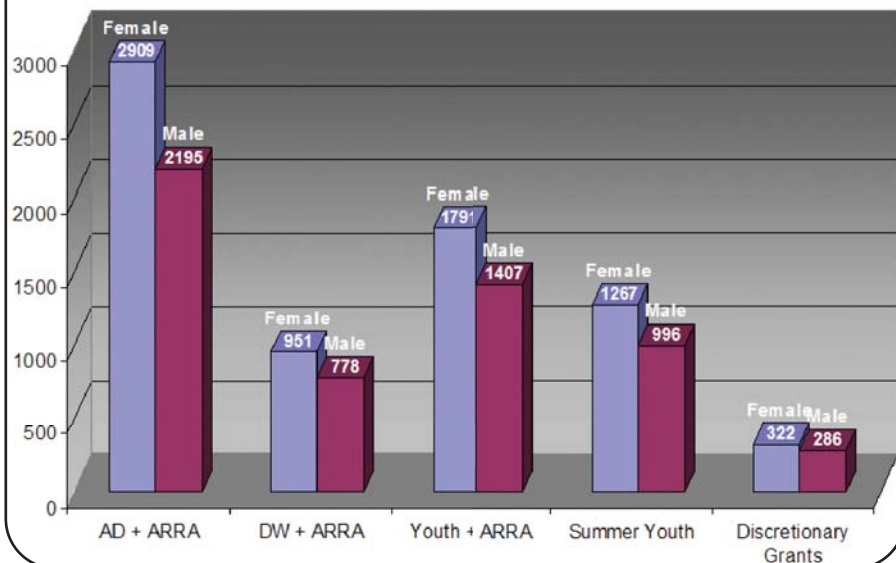
**PY08 WIA Participants Served**



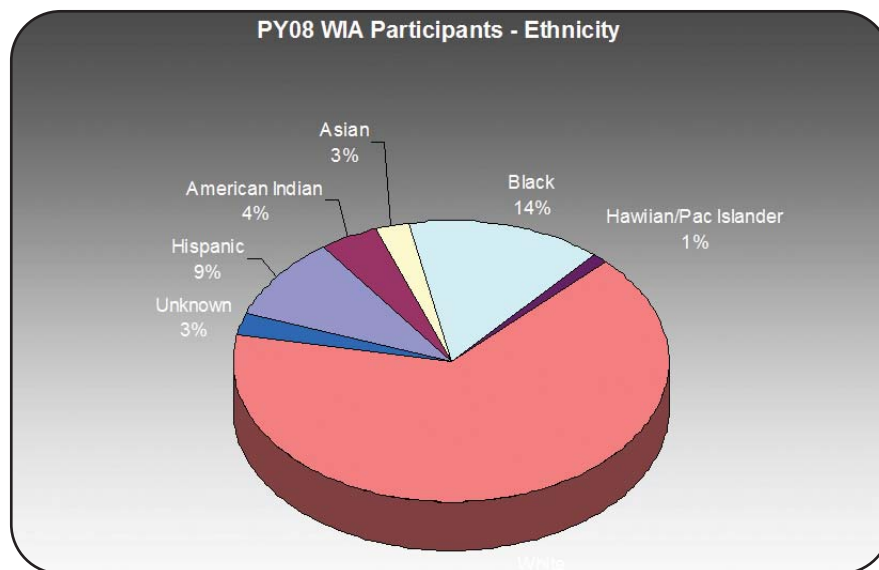
**PY08 WIA Participants - Average Age**



**PY08 WIA Participants - Gender Breakout**







## LABOR AND WORKFORCE CONDITIONS

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

## NATIONAL ECONOMIC CONDITIONS

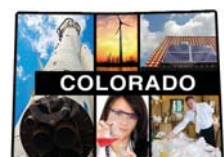
In 2008, the growth rate of real GDP (Gross Domestic Product) was 0.4 percent, down from 2.1 percent in 2007. The second quarter of 2008 was the only quarter with growth over the previous quarter as it posted a 1.5 percent annualized advance; a small decline occurred in the first quarter and the 2.7 percent annualized decline in the third

quarter doubled to 5.4 percent in the fourth. In 2008, PCE (personal consumption expenditures) accounted for nearly 70 percent of GDP. The private domestic investment portion of GDP increased steadily from 2003 to 2006, but contracted by 3.8 percent in 2007 and fell by 7.3 percent in 2008. These recent declines are attributable to an 18.5 percent drop in fixed residential investment in 2007, and a further 22.9 percent drop in 2008. Total federal government expenditures grew by 7.7 percent, while the national defense portion of federal spending grew by 7.8 percent. Imports to the U.S. exceeded exports by \$708 billion, a 0.8 percent decrease from 2007. However, the U.S. remains a net exporter of services, with exports of services outweighing imports by \$151.8 billion.

Through the first half of 2009, GDP contracted sharply in the first quarter; the contraction slowed considerably in the second

quarter. The revised estimate of first quarter GDP growth was negative 6.4 percent. The advanced preliminary estimate for the second quarter GDP growth of negative 1.0 percent is a marked improvement from the first quarter; however, it is in contrast to growth of 1.5 percent the same quarter of 2008. Analysts at the Bureau of Economic Analysis attributed second quarter decline to decreases in nonresidential fixed investment, PCE, residential investment, and a deceleration in exports. These decreases were partly offset by positive contributions at all three levels of government and a drop in imports.

Total nonfarm payroll employment decreased for the first time since 2003, falling by 532,000 in 2008. This 0.4 percent rate of contraction compares to a 1.1 percent advance in 2007.



# C

olorado's labor

force conditions

worsened in 2008, with

the average

unemployment rate

increasing for the first

time in 4 years. As of

July 2009, the State's

seasonally adjusted

unemployment rate

had risen to 7.8

percent. It is expected

that Colorado will lose

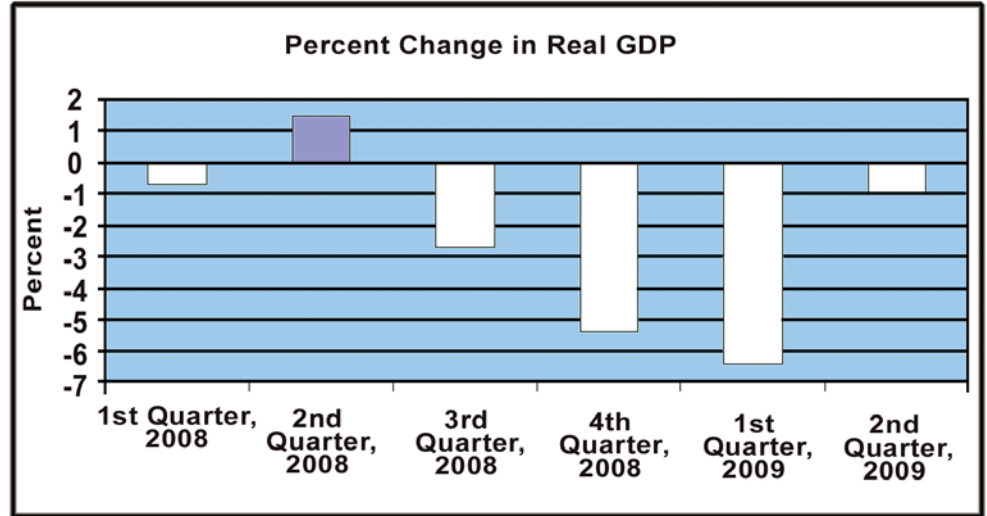
between 80,000 and

100,000 jobs in 2009 for

a contraction of more

than 3.0 percent in the

labor force.



The majority of job losses in 2008 occurred in the goods-producing industries as its three composite industries shed a combined 814,000 positions. Mining and logging added 50,000 positions, but the growth in this industry was offset by losses exceeding 400,000 in both manufacturing and construction. Education and health services led all industries in job growth, with a gain of 533,000, followed by government, which registered 282,000 new jobs. Leisure and hospitality, along with other services enjoyed small employment increases. Trade, transportation and utilities pared 245,000, with two-thirds of these losses occurring in retail; professional and business services shed 164,000; and financial activities lost 155,000. Sharp employment declines occurred over the last four months of 2008 and persisted during the first four months of 2009. Although the rate of decline lessened from May to July, nearly 3.6 million jobs have been lost over the first seven months of 2009. Non-farm payrolls are poised to decline by more than 2.0 percent in 2009,

marking the first time in more than 50 years that the rate of decline will eclipse 2.0 percent.

## COLORADO ECONOMIC CONDITIONS

Per capita personal income in Colorado was \$42,377 in 2008, an increase of 2.9 percent from 2007. Colorado had the 13th highest per capita income among all States in 2008.

Overall, nonfarm payrolls increased by 18,000 or 0.8 percent in 2008. This gain was about one-third of the increase of 52,200 jobs or 2.3 percent growth that occurred in 2007. Service-providing industries continued to drive job growth in 2008, adding 24,200 positions; this was partly offset by the loss of slightly more than 6,000 in goods-producing sectors. Sectors with the largest job gains were education and health services (+9,900); government (+9,500); leisure and hospitality (+3,100); mining and logging (+3,100); professional and business services (+2,200); other services

(+2,200); information (+700); and trade, transportation, and utilities (+600). Sectors with net job losses were construction (-6,600); financial activities (-3,900); and manufacturing (-2,700).

Colorado's labor force conditions worsened in 2008. The annual average unemployment rate was 4.9 percent, up from 3.9 percent in 2007. This was the first increase after four consecutive years of declining rates. Unemployment will continue to rise in 2009 and is poised to remain at elevated levels into the next decade. As of July 2009, the State's seasonally adjusted unemployment rate had risen to 7.8 percent. It is expected that Colorado will lose between 80,000 and 100,000 jobs in 2009 for a contraction of more than 3.0 percent while the unemployment rate will rise above 7.5 percent.

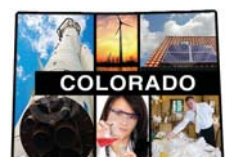
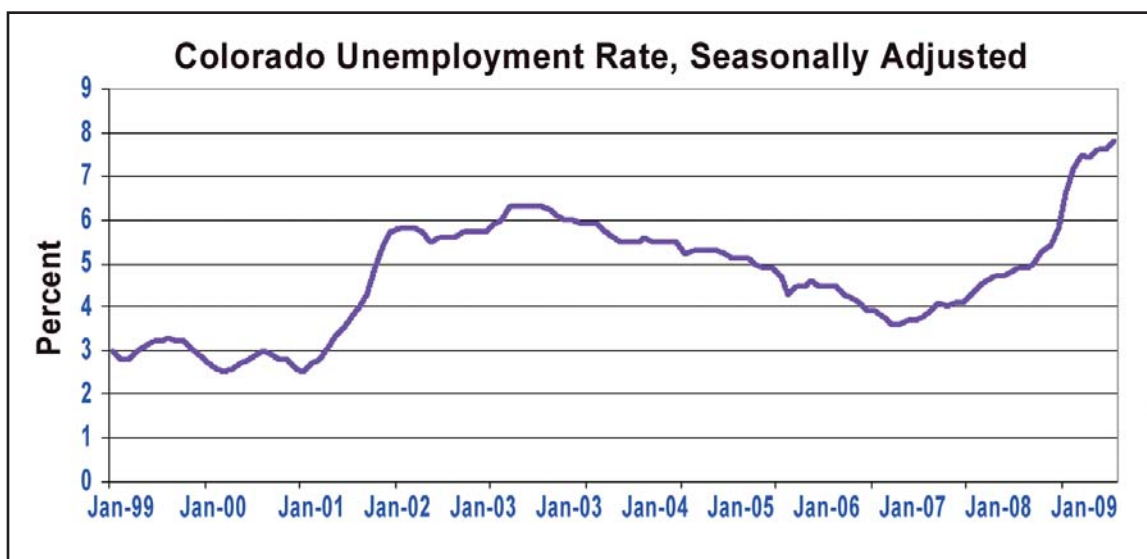
## COLORADO'S HIGH DEMAND OCCUPATIONS

According to the short-term occupational projections produced by LMI analysts, the annual average growth rate for all occupations will be negative 0.8 percent from 2009 through 2011. Occupational groups that are expected to experience the greatest job growth are healthcare practitioners and technical occupations (+3,540), particularly health diagnosing and treating practitioners (+2,507); education, training, and library occupations (+2,094); and health care support occupations (+1,929). Individual occupations expected to generate the most jobs are registered nurses; personal and home care aides; nursing aides; computer software engineers; and elementary school teachers. More detail can be found by going to the web site:

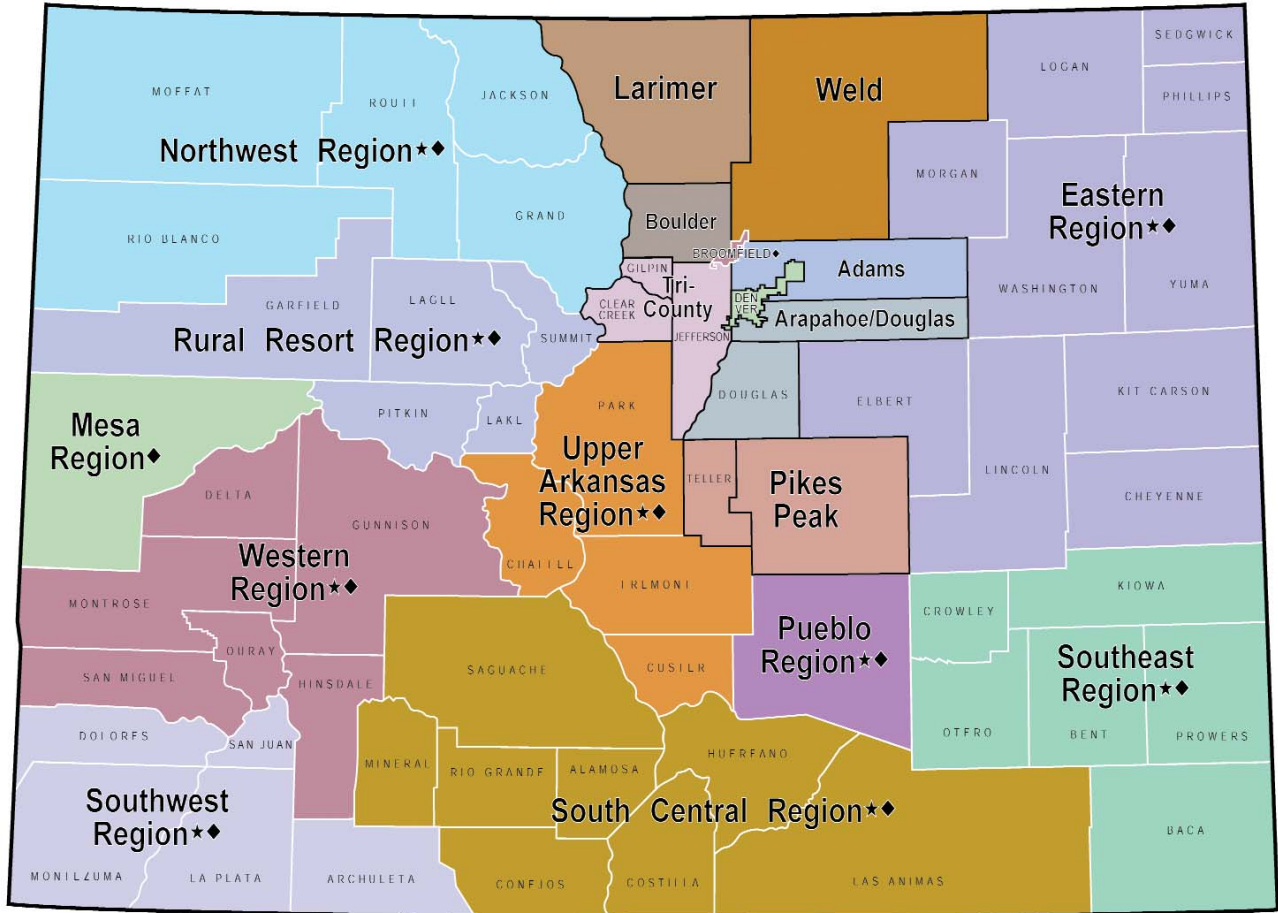
<http://coworkforce.com/lmigateway> and clicking the Occupation link under Analysts and Researchers on the home page.

## COLORADO EARNINGS

In 2008, the average weekly wage for all employees covered by unemployment insurance was \$896, up 2.6 percent from the average weekly wage in 2007. Counties with the highest average weekly wages were Broomfield (\$1,152); Denver (\$1,081); Rio Blanco (\$1,041); Boulder (\$1,028); and Arapahoe (\$1,024), while average weekly wages were lowest in Costilla (\$445); Mineral (\$460); Baca (\$463); and San Juan (\$469). According to the monthly survey of Colorado businesses, average weekly wages for production workers statewide in 2008 were \$805.14 in construction and \$795.16 in manufacturing.



# COLORADO WORKFORCE INVESTMENT AREAS

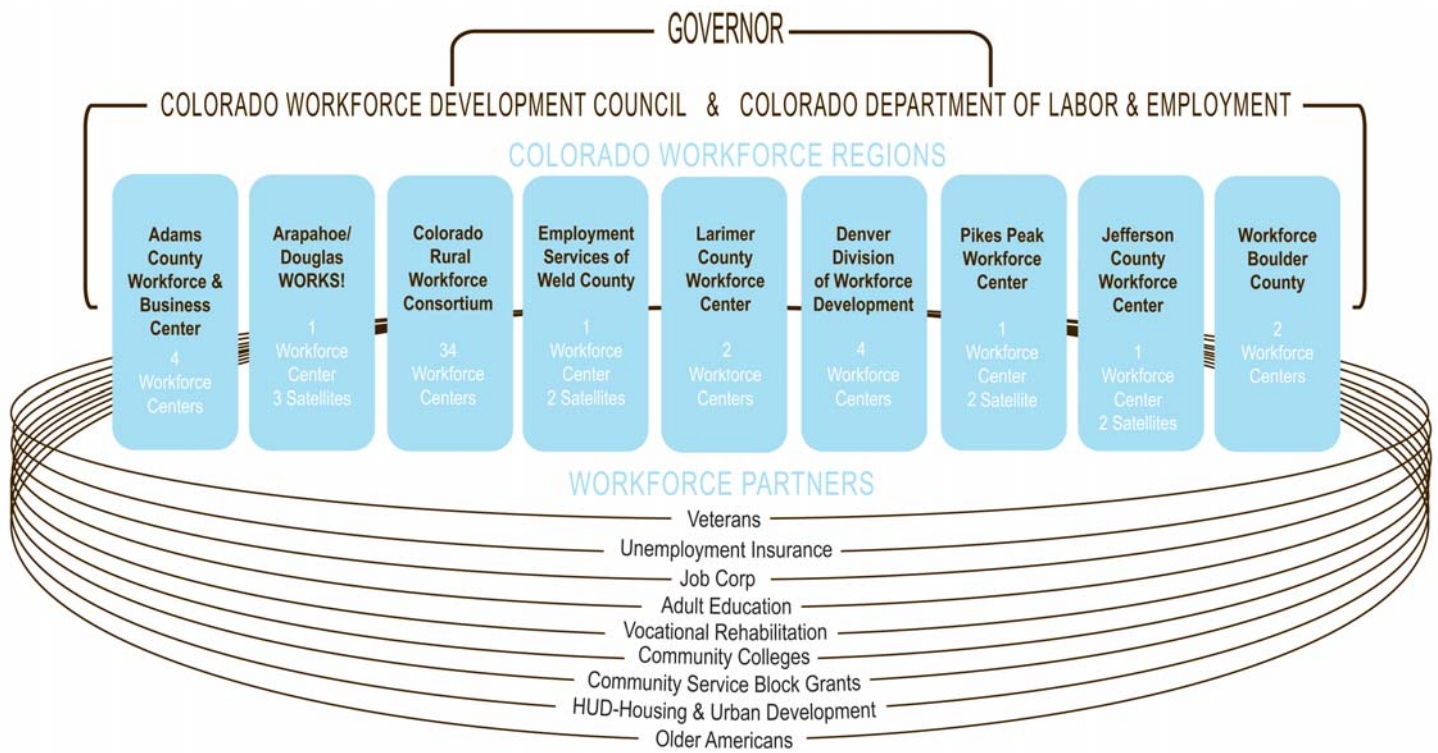


◆ Sub-region of the Rural Consortium Workforce Investment Area.  
 ★ Regions administered by the Colorado Department of Labor and Employment. All others administered locally.

Revised 12/01



# GOVERNANCE OF COLORADO'S WORKFORCE SYSTEM





# PARTNERSHIPS FOR ECONOMIC RECOVERY

## CWDC OUTREACH AND COMMUNICATIONS

High unemployment rates, a tight credit market and a downturned economy are just a few of the challenges facing Colorado and the nation. Never has there been a more opportune time to educate the citizens and businesses of Colorado about the importance of workforce development. Through the development of its new Outreach and Communications Committee (OACC), the Colorado Workforce Development Council (CWDC) has implemented a broad communications strategy designed to meet one of the three key objectives of the Council:

*"establishing the Council as the voice of the Workforce System to maximize the engagement of key stakeholders."*

Specifically, these stakeholders include education, economic development, workforce professionals, business and industry. Their support and participation are critical in advancing the various strategies and initiatives of the Council that benefit Colorado's economic growth.

### EleVate Colorado

EleVate Colorado is a unique campaign designed by the Council that advances workforce talent in highly specific industry sectors. Colorado is one of over 24 states across the nation using sector strategies as a framework for workforce and economic development. These strategies take a multi-firm, regional approach to

working with employers within one or more related industries, to help identify and address labor market challenges.



EleVate Colorado convenes business and industry, economic development, education and workforce professionals to address three key priorities:

- **Career Pathways** - prepares the workforce with creative options for career exploration, preparation, and skill upgrades linked to academic credits and credentials, throughout middle school, secondary school, postsecondary institutions, adult education, and workplace education.
- **Workforce Readiness Training Strategies** - the CWDC works with business and industry to identify gaps in work readiness skills and develop solutions, such as the Career Readiness Certificate, to alleviate these challenges.
- **STEM Initiatives** - the CWDC builds linkages with the STEM Training Center to improve connections with the K-12 system that support gold and green collar jobs.

The Colorado Workforce Development Council (CWDC) implemented a broad communications strategy through the development of its new Outreach and Communications Committee (OACC). This strategy was designed to meet one of the three key objectives of the Council: "establishing the Council as the voice of the Workforce System to maximize the engagement of key stakeholders."



All of these strategies require tools and processes to maximize every conversation, every outreach effort and every briefing performed by the Council, staff and Workforce Regions. The OACC designed a Communications Toolkit to tell the challenges and successes in workforce development, and to influence key stakeholders. The Toolkit included items to advance the Council's mission including:

- Revised Mission/Vision
- Speaker's Bureau
- PowerPoint Presentations
- Elevator Speeches
- Fact Sheets
- Frequently Asked Questions

### **Strategic Local Investment**

There is no doubt that the strategies and vision of the CWDC can only be fully realized through the dedication and action of the local Workforce Regions. This year, the Council supported local areas in a number of ways to improve the visibility of the workforce system and garner community support.

**Regional Activities** - The OACC continued to support the local Workforce Regions in their creative and coordinated efforts to engage stakeholders at the local level, through an investment of \$250,000.00, distributed individually to the local regions. Locally, the Workforce Regions continued to effectively showcase their programs and services through strategic partnerships with industry, media, and community partners, and by improving communications through Website enhancements, industry and community events, and participation in local industry associations.

**Workforce Development Month 2008** - This multi-faceted initiative was again a resounding success, headlined by the annual Metro Denver E3 Job Fair. Governor Ritter endorsed the campaign with a proclamation, and 9News partnered by promoting the event through live media coverage, on-site interviews with job seekers and business participants, and through a series of "Jobline 9" live call-in sessions leading up to the event. This event was supported by the Colorado Department of Labor and Employment and the local metro Workforce Regions, strengthened by over 100 employers and resources in education and training, and attended by over 3,500 individuals seeking employment, a career change, or to enhance their education and skill sets.

**Marketing Certification** - Another key component of supporting the local regions is through the marketing certification process, created as part of the CPEX Malcolm Baldrige award, which encouraged Workforce Regions to achieve excellence in positioning their local systems in five key areas:

- Brand Ambassador Activities - to engage Center staff with strategic communications
- Market Research - to better understand the needs of business and industry
- Business Services and Outreach - improving services offered to businesses based on their needs of the system
- High Growth Business Outreach - creating targeted outreach strategies for high growth sectors and occupations



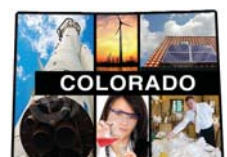
### **CWDC Communications Toolkit**

- Partnership Marketing & Leveraged Funding - using creative partnerships agreements to leverage funding with the news media and/or community-based organizations.

A bonus was available to those regions that completed all categories. Eleven Workforce Regions and sub-regions submitted reports for these incentives and earned an additional \$10,000.00, to support their outreach and communications efforts.

**Community Partners** - To build relationships locally with business and industry, the CWDC sponsored several events to showcase the workforce system. These included:

- Westex Rocky Mountain Regional Foodservice & Restaurant Exposition;
- CPEX Baldrige Regional Quest for Excellence Conference;
- College in Colorado Pre-Collegiate Conference;
- Colorado Health Professionals Workforce Summit; and
- Colorado Construction Career Days.



**F**or the sixth year the Colorado Workforce Development Council has championed the CIMS system of rewarding Local Workforce Boards for reaching beyond defined labor market areas and political jurisdictions to foster partnerships for talent development. The system utilizes criteria from the Baldrige Award to promote continuous improvement and exceptional performance.

## CONTINUOUS IMPROVEMENT MANAGEMENT SYSTEM (CIMS)

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

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

As part of the CPEX application process, workforce regions prepare for the three-tiered

application system examining and defining their operations in relation to the following criteria areas: Leadership, Strategic Planning, Measurement, Analysis and Knowledge Management, Customer and Market Focus, Workforce Focus, and Process Management. Feedback provided by the CPEX examiners offer workforce centers unbiased, objective data upon which ongoing continuous improvement efforts then designed.

In addition, through CIMS, Colorado recognizes and rewards WIBs for achievement in the following areas:

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



The focus of CIMS is on results, not procedures, tools, or organizational structure. Local WIBs are encouraged to develop and demonstrate creative, adaptive and flexible approaches to meeting the basic performance



requirements and to continuously improve their workforce investment area activities. Funding for CIMS awards is determined by the CWDC on an annual basis. During PY09, the Council will distribute over \$500,000 to the local regions in recognition of their efforts in the CIMS program last program year.

## SECTOR STRATEGY INITIATIVES

In PY08, Colorado has continued to pursue statewide implementation of sector-based initiatives as a framework to build and sustain a talent pool to meet industry needs. A cross-disciplinary state team, representing policymakers, government agencies, education, and industry, meets monthly to advance sector strategies and the goals of the state.

As part of the National Governor's Association State Sector Learning Network, Accelerating State Adoption of Sector Strategies, Colorado participated in a peer learning academy in November 2008 with eighteen states implementing sector strategies. In February 2009, Colorado hosted a statewide sector academy for to train 150 workforce professionals, industry, educators, and economic developers on how to plan and implement a sector initiative. The academy helped to build the capacity of the workforce regions to engage as a key partner in sector initiatives.

Following the academy, CDLE and the Colorado Workforce Development Council made WIA and Wagner-Peyser discretionary funds available to Workforce Regions through a competitive bid process to support sectoral

initiatives that require broad partnerships among the workforce system, industry, education, and other stakeholders based on local economic needs. On May 1, 2009, seven grants were awarded totaling nearly \$500,000. The grants were awarded to cross-regional partnerships of workforce, industry, education, and economic development to conduct the start-up efforts necessary to launch a regional sector initiative. Each regional partnership is receiving customized technical assistance to advance their sector planning and CDLE is developing evaluation criteria for state sector initiatives.

During PY09, Colorado will continue to advance sector initiatives statewide by making additional discretionary funding available to existing regional partnerships implementing sector initiatives. In October 2009, Colorado will host the next NGA peer learning academy with twenty-two states now implementing sector strategies.

## NATIONAL POLICY DEVELOPMENT

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

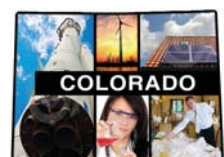
### Colorado Workforce Development Council (CWDC)

- Chairman of the CWDC was newly appointed by the Governor in 2009 and will serve as an active member of the National Governors Association (NGA) State Workforce Chairs and the Governor's Jobs Cabinet, which will set the strategic direction of Colorado's workforce and educational system
- Executive Director of CWDC was a member of the NGA Workforce Chairs, member of the National

Association of Workforce Boards (NAWB), a founding member of the Rocky Mountain Energy Association, and appointed to the advisory committee for the NAWB Board of Directors

### Colorado Department of Labor and Employment (CDLE)

- Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Deputy Executive Director was a member of the National Association of State Workforce Administrators (NASWA)
- Director of the Division of Employment and Training was a member of NASWA, and was on NASWA's Employment and Training Committee
- Director of Workforce Development Program Operations served as the Chair of the NGA State Liaisons, a member of the NGA State Liaisons Executive Committee, and staff to the NGA State Workforce Board Chairs
- Director of Workforce Development Programs Field Operations was a member of the NASWA and served on the Veterans Committee
- Director of Labor Market Information (LMI) was a member of NASWA, on the LMI Committee, Co-Chair of the P Projections Managing Partnership and worked with the Census Bureau on the Local Employment Dynamics Steering Committee.
- Budget Director was a member of NASWA and on the Administration and Finance committee.
- EO Administrator was a member of NASWA and e EEO Committee.



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

## WELLS CENTER

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

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

Effective July 1, 2009, WIN

Partners will serve as the WELLS Operator in a space jointly funded by the University of Colorado Hospital and CDLE. Housed in the Bioscience East building at the Colorado Science and Technology Park at Fitzsimons, the WELLS Center operates in a 5,000 square foot space, modeled specifically for the WELLS high-tech simulation applications and state-of-the-art equipment. Ongoing operational costs are supplemented with over \$2.5 million in in-kind contributions from both the private and public sectors.

During this program year, the structure of the WELLS governing board was transitioned to a smaller body, the WELLS Board of Directors, to better reflect their leadership and sustainability function relative to the Center and to improve efficiencies. The Board continues to be comprised of CEO-level leadership from the public, private and non-profit sectors in healthcare, education and government, and is chaired by the Executive Director of CDLE. The WELLS Board of Directors has also established the WELLS Advisory Board, a larger body, also comprised of CEO-level leadership. Functional sub-committees of the Advisory Board will act in an advisory capacity to the Board of Directors to assist in moving the WELLS Center forward. During this year of operation the WELLS Board of Directors continued its strategic planning focus on sustainability of the WELLS Center. The Board was awarded full 501(c)3 status in January 2009.

During this program year, CDLE authorized Rocky Mountain PBS to develop two professional quality videos that describe WELLS and that will be used for promotion of WELLS products

and services. The 7-minute videos were aired on RMPBS over 40 times in spring 2009.

Additionally, a 30-second Public Service Announcement (PSA) featuring Don Mares, CDLE Executive Director and WELLS Board Chair, was aired during National Nurses Week in May 2009, to thank Colorado nurses and to further feature the WELLS Center. The videos and the PSA may be viewed at the WELLS website,

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

WELLS also successfully developed and delivered the Critical Care Course, an 80-hour specialty course for which partial funding was provided through an agreement with HealthOne. Based on requests from Denver Health, the Marquez Foundation, and the hospital community, WELLS developed an 80-hour specialty course for Peri-Operative (operating room) which will be delivered in September 2009. The Marquez Foundation provided funds to cover the cost of the Subject Matter Expert (SME) for the Peri-Operative Course.

WELLS successfully developed and delivered the Patient Safety Project under the 5 Million Lives Campaign grant award provided by the Colorado Trust. The campaign included the integration of quality improvement organizations, communication, and hospital partners in addition to the high fidelity simulation implemented at hospitals across Colorado. Four base scenarios were developed around the campaign foci of pressure ulcer prevention, rapid response team implementation (RRT), high alert medications (HAM), and MRSA infection prevention. These scenarios were implemented at 15 Colorado hospitals, resulting in 30

implementation days of simulation. A formal program evaluation of this project was conducted by the University of Colorado Denver, which will be available in August 2009. WELLS will continue to market and deliver these well-received scenarios on a fee-for-service basis in the coming year.

**IT Occupations**

- Computer & Information Scientists
- Management Analysts
- Marketing Managers
- Database Administrators
- Computer Software Engineers, Systems Software
- Multimedia Artists & Animators
- Business Operations Specialists
- Sales Engineers
- Network Systems & Data Communications Analysts
- Graphic Designers
- Film & Video Editors
- Electrical & Electronic Engineering Technicians
- Computer Support Specialists
- Sound Engineering Technicians
- Desktop Publishers
- Audio & Video Equipment Technicians
- Surveying & Mapping Technicians

**Information Technology** provides cutting-edge jobs for those looking for a high-tech career in an exciting field. A job in IT, and the skills and education related to IT, creates opportunities and opens doors to many industries and occupations. If you are interested in doing something different every day, thinking outside the box and working with the latest technology, an IT job might be the career path for you. Technology is evolving everyday – come, define what's hot going.

**Start Exploring IT Careers**

**Step 1: Identify your interests**  
Compare your interests, skills and work values with IT occupations using Labor Market Information's Career Explorer.  
Visit [www.coloforces.com/employment](http://www.coloforces.com/employment)  
• Click on "Services for Individuals"  
• Choose "Career Services"

**Step 2: Explore the IT industry & careers**  
Learn about high growth, in demand careers and what they pay on the LMI Career website: [www.coloforces.com/employment](http://www.coloforces.com/employment)  
For more information on a career in IT, check our website [www.informationtechnologyinitiatives.com](http://www.informationtechnologyinitiatives.com)

**Step 3: Find education, training & financial aid options**  
Discover the best education or training institutions for your career goals and how to get money for school at [www.collegematch.com](http://www.collegematch.com)

**Step 4: Find available job openings**  
[www.coloforces.com](http://www.coloforces.com)

**Did you know?** IT is an industry in itself, but IT jobs are also found in every other industry. Careers in IT are open to anyone with the proper skills and education.

### LMI Industry Brochure

## LABOR MARKET INFORMATION (LMI) INITIATIVES

The Colorado Department of Labor's LMI section has undertaken multiple projects to enhance and market LMI products to users across the State. These initiatives have brought LMI to a new level of user responsiveness to meet the labor market data needs of workforce professionals, educators, businesses, economists, and the general job seeking public. Below are highlights of LMI's PY08 initiatives.

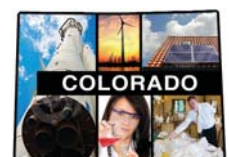
**New Products** - LMI partnered with Metro Denver WIRED to create industry brochures for high school juniors and seniors. The brochures focused on the

Information Technology, Energy, Aerospace and Bioscience industries. They provided students with occupational data, web resources, local education programs and A Day in the Life of . . . section, profiling professionals within the industry. More than 85,000 copies of each industry brochure were printed for distribution among high schools, workforce centers and industry organizations. Additionally:

- Industry brochures aimed at an adult audience were developed and printed for the Bioscience and Energy industries;
- Local Employment Dynamics (LED) brochures were updated and customized for sub-state regions; and
- Customized products were developed using Labor Market Information for sub-state regions.

**Employee Benefits Survey** - The Colorado Employee Benefits Survey became available in 2008. The Survey asked employers about medical benefits, paid time off, life insurance, retirement plans and other forms of workplace benefits. The 10-page reports are designed to help employers and workers see how benefits vary by industry and company size. Copies of the Employee Benefits Surveys are available on-line and in print.

**Employer Lists** - Last year LMI started distributing Employer Lists to workforce centers to help them increase outreach efforts to businesses. These lists include employers by industry and zip code and are derived from InfoUSA. This year the reach of this product was expanded, providing them to a dozen workforce centers.



e-Colorado enables our

multi-partner agencies to access information on-line

regarding cross agency

programs and services,

exchange client and

program information,

collaboratively

develop tools, and

maintain a system-

wide calendar.

Available on e-

Colorado are on-line

assessments, team

rooms, electronic

portfolios, resume

building, job seeking,

and a whole host of

other opportunities for the

workforce professional.

**Hot Jobs in Colorado** - LMI distributed more than 131,000 Hot Jobs brochures throughout the state during the program year. The brochures include statewide and sub-state regions and focus on occupational projections. Jobs are sorted out by education and training requirements as well as growth levels.

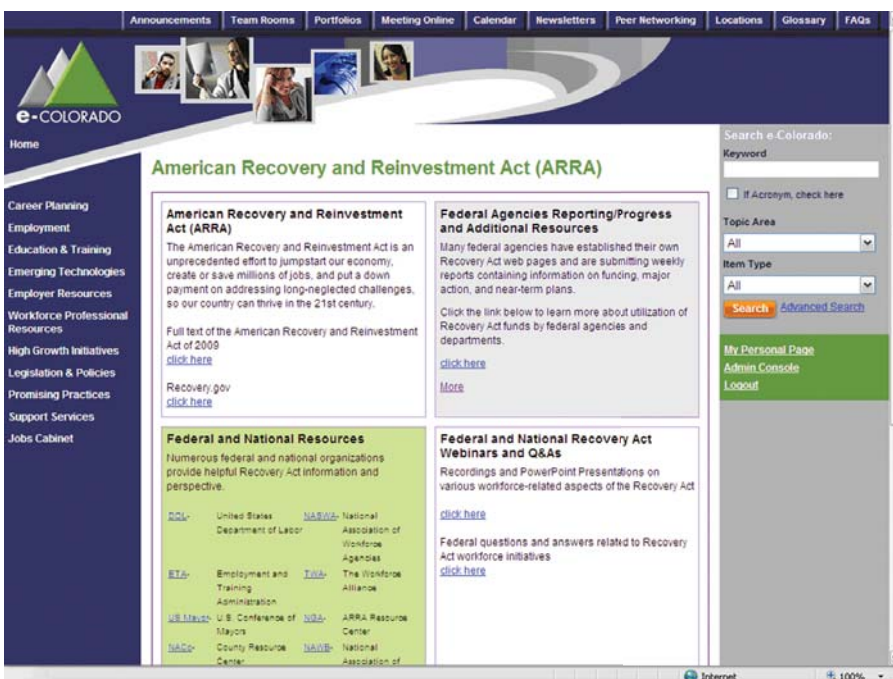
All projections brochures are easily accessible on the LMI website or can be ordered in print.

**LMI Gateway Enhancements** - Staffing patterns, which break out occupations within industries, have been added to Gateway to help customers better understand industry and occupations. An LMI Glossary of terms and a How-to guide to the site have also been added, making LMI data and Gateway even more user-friendly. LMI Gateway can be accessed through [ww.coworkforce.com/lmigateway](http://ww.coworkforce.com/lmigateway)

**Training and Outreach** - The Training and Outreach Unit continued their efforts to translate LMI data into user-friendly terms. Training sessions, presentations, printed products and interactive tools were all created with the aim of showing how to access LMI data, what the numbers mean, and how customers can best use the data available. In fiscal year 2008-09, LMI provided 28 cost effective training sessions and presentations to workforce centers, chambers of commerce, educators, human resource groups and economic development professionals. In addition, more than 216,000 printed products were distributed over that same time period.

### E-COLORADO KNOWLEDGE MANAGEMENT PORTAL ([www.e-Colorado.org](http://www.e-Colorado.org))

With the passage of the American Reinvestment and Recovery Act (ARRA), a new page was quickly



The American Reinvestment and Recovery Act page on e-Colorado offers an electronic location for accessing Federal and Colorado information and resources.

developed for e-Colorado to enable users to electronically access vast quantities of Federal and Colorado information in relation to workforce development, renewable energy, green jobs, and more:

(<http://www.e-colorado.org/file.aspx?ID=47009>).

The page is updated as new webinars, reports, and information becomes available to support winning in a challenging economy with timeliness and accuracy.

Initially developed with WIA performance incentive funds, the **e-Colorado** Knowledge Management Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, student, educational and training institutions, community and faith-based organizations, and government. Courseware, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location. In this way, **e-Colorado** is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge.

**Team Rooms** - Numerous new team rooms were added to e-Colorado during the past year for improved communication and information sharing. Known in some domains as social

networking, each team room offers its own personal page for rapid access of information and links to the team room calendar and announcements. A discussion board and chat capability exist for extended communication beyond email. Several team rooms have been established for sharing and reviewing numerous ARRA documents with opportunities for peer networking. Currently, e-Colorado has more than 200 active team rooms.

**Personal Page** - Each registered e-Colorado user has a Personal Page that can be the individual's home page on their browser if desired. The Personal Page allows the user to customize **e-Colorado** to view information identified by them as important. Each individual may choose the order in which modules are arrayed, and can edit their profile from the Personal Page.

**Adobe Connect** - On behalf of workforce professionals, **e-Colorado** offers Adobe Connect software for online meetings and training to reduce the need for frequent meetings and travel. Information is provided to assist those who are hosting, presenting or participating in a meeting, as well, as a process for scheduling a meeting. During the past year Unemployment Insurance staff provided, via Adobe Connect, UI Claimant Assistance training, statewide, for workforce staff so they could provide timely assistance to the vast numbers of unemployed citizens. The training sessions were recorded and then made available for staff via a team room link if review is needed.

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

## AUTOMATION INITIATIVES

**Enhancement to Connecting Colorado** - During PY08 Colorado moved Wagner-Peyser functions from Joblink to our Connecting Colorado web-based user interface. WIA, TAA, Wagner-Peyser, WOTC, and financial tracking all are processed on the same underlying database, which supports both the Joblink and Connecting Colorado systems. This allows close integration of all of all One-Stop functions. Having Wagner-Peyser on a web-based interface allows for easy access from any PC with an internet connection and provides more intuitive data entry processes for new employees. WIA and TAA functions are scheduled for movement to the new interface in PY09.

**WOTC Electronic Power of Attorney** - All WOTC power of attorney documents are now scanned in and available from any location with a PC and internet connection. This enhancement has facilitated WOTC staff being able to participate in the Governor's Flexplace initiative. This program is directed at allowing state staff to work from home two days per week, allowing for energy savings and reductions in traffic going into downtown Denver.



**T**hus far the

WIRED initiative has

funded 35 replicable,

promising practice

programs that

demonstrate

partnerships among

workforce, education

and economic

development.

## **WORKFORCE INNOVATION IN REGIONAL ECONOMIC DEVELOPMENT GRANT (WIRED)**

In early 2006, the US Department of Labor awarded the State of Colorado and nine-county regions (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Larimer, and Weld Counties) a four-year, \$15 million WIRED grant. The initiative's goal is to expand the pipeline of highly skilled workers in the region's fastest growing industries: aerospace, bioscience, energy, and IT/Software, and to implement a "transformational" approach to regional workforce development, focusing on the role of talent development in driving economic competitiveness and increased job growth.

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

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

companies are deciding to relocate or expand because our workforce has the best STEM skills.

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

### **Accomplishments To Date**

Thus far the WIRED initiative has funded over 35 replicable, promising practice programs that demonstrate partnerships among workforce, education and economic development. To summarize, WIRED has awarded:

- \$8.4 million for JumpStart and Workforce Innovation grants
- \$340,000 for WIRED Individual Training Accounts
- \$300,000 for Career Academy projects
- \$300,000 for SECTOR Strategy Initiatives
- \$90,000 for the Business and Education Talent Readiness project
- \$100,000 for Career Industry Brochures
- Completed research and analysis phase: Asset Mapping, Job Matrices, a Workforce Study, a Gaps and Issues Analysis, a Career Pathways report, a Workforce Competencies Analysis
- Partnered with Governor's Office on NGA STEM grant

### **WIRED Program Highlights**

**MIST** - Employment Services of Weld County and its partners are

providing a Multi-Industries Systems Technician (MIST) training and entry-level/mid-level employment program for youth and adults in partnership with Aims Community College. The project has provided innovative job training designed to remediate and develop skills needed for employment in the energy industry to over 160 customers.

**Energy Boost** - The Front Range Community College's Energy Boost: Basic Training for the Energy Industry provides training in Basic Math Skills, Understanding Basic Statistics and Measurements, Metrology, Reading Blueprints, Introduction to Process Technology, Working in Teams and Communication Skills in the Workplace. Curriculum design includes industry input from major energy companies such as Vestas, a manufacturer of wind turbines and towers.



**Bioscience Boost** - The Broomfield Workforce Center has partnered with Front Range Community College to help launch its Bioscience Boost program. This new bioscience program was recently launched September 2009 as a result of Broomfield's workforce customers participating in WIRED's Individual Training Account program. The program will cover an industry overview of industry guidelines and regulatory standards. Participants will also review the roles and responsibilities of quality assurance and quality control positions.

**Expert Technician Academy** - Arapahoe/Douglas Works! in



collaboration with the Arapahoe Community College, Douglas County School District, and the Douglas County Educational Foundation has created the Expert Technician Academy. The Academy is an industry/workforce/education partnership to address hard-to-fill skilled employment needs in Aerospace, Energy, IT and Bioscience industries. This collaborative effort was created to teach both adult and youth learners the technical skills required by the industry partners and to ensure real-world experience are an integral part of the trainings, resulting in academic credit and/or certifications.

**iCAST Training** - The International Center for Appropriate and Sustainable Technology (iCAST) has provided Energy Efficiency and Solar Panel Installation training for over 300 unemployed, underemployed and incumbent workers referred by workforce centers in the WIRED region. iCAST will develop and offer two new training programs covering Wind Technology and Maintenance and Commercial Energy Efficiency Audit. Additionally, iCAST has trained over 1,000 students through its WIRED training programs available online at <http://www.icastusa.org/>.

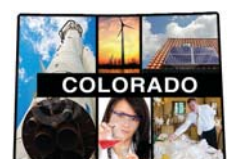
**LMI Brochures** - Colorado's Labor Market Information department created industry brochures for the targeted WIRED industries of aerospace, bioscience, energy, and information technology. The brochures will be used to encourage high school youth exploration of careers within these industries and to provide

information regarding post-secondary educational opportunities. The audiences for the brochures include high school juniors and seniors, their parents and school counselors located within the nine-county WIRED region. The brochures are available in English and Spanish.

## CAREER-READY COLORADO CERTIFICATE

During the past year, Colorado moved forward with career readiness certification pilots, and is in position to offer certification across the state. The CareerReady Colorado certificate (CRC) provides objective standards for employment readiness and demonstrates a job seeker's mastery of the work-applied skills employers are seeking. The program offers training as well as certification to job seekers who need to improve foundational skills.

CareerReady Colorado pilot site implementation activities began in November 2008 in eight participating regions and sub-regions and ended successfully in June 2009. Prior to the start of the pilot sites, Executive Director Don Mares obtained commitment from the Governor's office to endorse the initiative and place the Governor's signature on the certificates. Using implementation funds provided by the Colorado Workforce Development Council, initiatives were piloted in metro Denver (involving Denver OED, Jefferson County Workforce Center and Arapahoe/Douglas Works!); in the south eastern regions (involving Pueblo, Southeast and South Central); in Colorado Springs at the Pikes Peak Workforce Center; and in the Upper Arkansas sub-region.



**S**top the Revolving Door Program has shortened the timeframe from release to employment by connecting early with inmates inside prison, targeting those with imminent release dates, and providing work readiness, assessment services and vocational training.

The goal of the pilot sites was to develop the infrastructure needed to transition from local initiatives to statewide career readiness certification by the end of the pilot site period. Marketing tools and strategies were developed for statewide use. Partners such as Employers, Adult Education, High Schools and Career and Technical Education were included in training and certification activities at the state and local levels. A strategy for printing and issuing certificates was developed which would allow for local customization. CRC web pages were created and added to the CDLE website ([www.CareerReadyColorado.org](http://www.CareerReadyColorado.org)). Funds were allocated to all regions in the state for the purchase of KeyTrain and WorkKeys tools for continuation. In short, the infrastructure was established to expand statewide career readiness certification in Colorado during the upcoming year.

### OFFENDER EMPLOYMENT PROGRAMS

CDLE administers several of employment and training programs that are helping offenders succeed in the current economic downturn. As demonstrated in general statistics nationwide, offenders without employment, training, and supportive services often have a difficult time finding and keeping employment and often return to prison within one year of release. Offenders have traditionally needed more support to find and retain employment because of multiple barriers including the



barrier imposed by their criminal background. Most offenders also require a broad range of supportive services and ongoing mentoring to adjust to a new lifestyle outside prison and to "code switch" from the attitudes and behaviors of the criminal mind, to those that are attractive to an employer.

While the economy has had a major negative impact on offenders generally, those participating in CDLE's Stop the Revolving Door and Motherhood programs show more positive outcomes. Intensive services provided around employment, training, and life skills are the most likely contributors to success. The Stop the Revolving Door program, for example, is demonstrating recidivism rates less than half the national average and Entered Employment Rates above those not participating in an offender employment and training program.

CDLE uses a four-point, best practice strategy to ensure success in its offender programs. These include:

- Focusing on typically felon-friendly, construction jobs in high-growth, high-pay industries such as energy and Information Technology with a focus on weatherization and energy auditing where the criminal background has less of an impact on employment.
- Developing close relationships and partnerships with contractors and training providers with deep connections in the employer community, and leveraging services and employer connections at local workforce centers.

**Reese Robertson from CDLE and Kris Dafni from Turnabout practice their mentoring skills at training offered by CDLE to faith and community based organizations participating in the Stop the Revolving Door project.**



- Shortening the timeframe from prison to employment by assessing, training, providing professional certifications, and work experiences for offenders while they are in prison and releasing them as qualified applicants, who are more likely to get a job and command a higher wage because of credentialing and work experience.
- Leveraging funds from other grants including WIRED for energy training and employment services, and online training through discretionary funds for Information Technology and other jobs.

### Stop the Revolving Door

CDLE was awarded a second round of \$1 million from the United States Department of Labor and the Office of Faith and Community Based initiative during PY08. The goal of the grant was to reduce recidivism to half the national average by providing employment and training opportunities to offenders. CDLE continues to meet or exceed its goals on every outcome measure. Currently there are 459 enrollments in the program (goal was 450). Participants had an entered employment rate (EER) this program year of 65%. (Goal 65%) Offenders, on average, worked 38 hours per week (goal 35 hours) at an average hourly wage of \$12.02 (goal \$9.22), well above minimum wage for the State of Colorado. For skilled workers and those receiving vocational training, the average wage is even higher at \$14.00/per hour. The recidivism rate of participants in the Stop the Revolving Door program is less than half of the national average.

In February a delegation from the United Kingdom visited Denver to learn more about the Stop the Revolving Door and other

offender programs as well as training programs administered by CDLE. After reviewing the Stop the Revolving Door program, strategy and implementation, they plan to implement a similar model in the UK, and invited the Stop the Revolving Door team to the UK to provide technical assistance in launching their program.



**The United Kingdom Delegation with an Environmental Safety Instructor demonstrating the proper use of safety equipment in asbestos removal.**

In June of this year, two of our faith based service providers delivering Stop the Revolving Door employment and training services implemented mentoring programs to help offenders in the program resist old behavior patterns associated with criminal behavior and replace those with attitudes and behaviors employers are seeking. Repeat offenders in the program are showing positive changes by receiving support from both their reformed peers and volunteer professionals.

Based on a request from the employers in the energy sector, we invested in training for high growth energy weatherization using a key training partner, Environmental Safety, Inc., and together developed a new insulation installation program. The company subsequently submitted a proposal to Arapahoe County to perform weatherization work and was awarded the contract. The training, along with the contract award, will ensure a steady flow of jobs for offenders enrolled in both our offender

programs. In addition to occupational training, offender participants will receive on the job feedback to improve skills, team work, problem solving, and will learn to take initiative without being insubordinate.

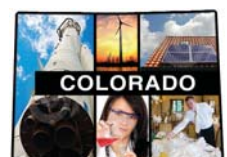
### The Motherhood Project

CDLE was recently awarded \$1million from the Colorado Department of Human Services to increase the self-sufficiency of female offenders through employment, training, and supportive services. Women participating in the program must make under \$75,000 year and have a child under the age of 18 to be eligible.

The program began on July 1st of 2009 and the goal is to serve 200 women, in the Metro Denver, Pueblo and Colorado Springs area. The program provides employment and training services, therapeutic and supportive services such as childcare assistance, transportation assistance and more. CDLE is partnering with the Pueblo Workforce Center and Empowerment, a community based organization, with a successful track record delivering gender specific employment and other programming to low income and indigent female offenders.

### Internet Based-Collaboration

**via Team Room** - Building the infrastructure for offering the service was a major focus earlier this year. We developed an Internet accessible team room based in the e-Colorado Internet portal was created to more efficiently manage the project across agencies and service areas. Brochures, slide decks, a quarterly report template, process and procedures, as well as MIS System tips were also developed.





continuously shows an increase in the number of individuals with disabilities accessing the workforce centers: this year's national average for exiters with disabilities was 4.8%, and Colorado far exceeded that number with 6.7% of its exiters reporting disabilities.

**Outcomes Tracking System** - We acquired the BCMIS system from USDOL to use for performance outcomes tracking and reporting. This robust system provides sophisticated employment and training outcomes tracking and reporting capability, not only for the Motherhood Program, but also for another offender program, Stop the Revolving Door. By using the same system, and populating the same demographic, criminal history, medical and social services history, we are ensuring the consistency of data collected, making it easier to conduct research and analyses between programs. This system is currently being installed by our Information Technology support staff.

**In-Prison Training, Certification, and Work Experiences**

To shorten the timeframe from release to employment, CDLE partnered with the Colorado Department of Corrections and a local training provider to deliver asbestos abatement training inside prisons. We targeted two facilities, Ft. Lyon, a men's correctional facility, and LaVista, a women's correctional facility. Leveraging performance funds from other grants, we trained 40 inmates (20 in each facility).. We expect that this will make a more attractive job applicant upon release and help the offender rise above the competition, which will enable him/her to command a higher, livable wage and better work habits.

**PROJECT TRAIN**

Project TRAIN (Training, Resources and Incentive Networks) is a dynamic initiative driven by a 75 member statewide coalition including representatives from federal, state and local government agencies as well as community based organizations, employers and people with disabilities. The

Colorado Workforce Development Council manages this nationally recognized coalition, which was instrumental in once again obtain federal grants targeted to special populations.

**DISABILITY PROGRAM NAVIGATOR (DPN)**

This was Colorado's 6th year of participation in the USDOL/ETA grant. There are currently 20 DPN's across the state who assure that people with disabilities have full access to programs and services that enhance successful entry/reentry into employment. Their success has been evident as CDLE continuously shows an increase in the number of individuals with disabilities accessing the workforce centers: this year's national average for exiters with disabilities was 4.8%, and Colorado far exceeded that number with 6.7% of its exiters being individuals with disabilities.

**BENEFIT PLANNERS**

Another valuable Project TRAIN initiative that has been in place for several years is the Benefit Planners project. In Colorado we have 2 positions that are jointly funded by the Colorado Workforce Development Council and the Division of Vocational Rehabilitation. These positions are in place to assist workforce center and DVR customers with issues and questions they have around Social Security Benefits and working. The Benefits Planners provide services to customers within the Front Range metro workforce regions.

Services include assistance with:

- The eligibility criteria for Social Security Disability Benefits (SSI and SSDI)
- What the application process for SSI and SSDI benefits look like
- How going to work, going to school, or experiencing other lifechanges effects SSI / SSDI

- benefits, as well as Medicare and Medicaid
- What programs are available for recipients of SSI and SSDI benefits to use to when returning to work
  - General Social Security Disability and Retirement questions
  - 90 Day, 180 Day, 1 Year, and 2 Year Follow Up for customers that are current beneficiaries of SSA.

On average, a benefit planner has 265 opened cases per year with an additional 246 customers served via inquiry (answering a simple question without needing an open case).

In addition to working with clients, the Benefit Planners also provided TA and training to 139 Workforce Center Staff regarding issues involving Social Security Benefits.

### WIRED FROM A DISABILITY PERSPECTIVE

In November 2007, the Colorado Workforce Development Council (CWDC), the recipient of Colorado's Disability Program Navigator (DPN) grant, received additional funding from the US Department of Labor (DOL) to ensure that Colorado's WIRED Initiative incorporates the disability perspective in all of its goals and activities. As the Colorado WIRED Project planners move forward, jobseekers with disabilities are included in the homegrown workforce and viewed as helping Colorado meet their goals.

Colorado WIN Partners at the University of Colorado Denver has taken the lead on this initiative and works in collaboration with the CWDC and Colorado's DPN Initiative. One of the completed goals of this project was to publish the Demographic Snapshot of Metro Denver



From the USDOL-ODEP website, a resource for the disability initiatives

WIRED Region: Status of Individuals with Disabilities and the WIRED From a Disability Perspective. This report outlines the status of individuals with disabilities within the Denver Metro WIRED region, particularly concentrating on the education/employment "pipeline" in this region through demographic information. The cultural environment for individuals with disabilities within the Region is also explored, including resources for people with disabilities and coalitions across organizations.

A second project within this grant was to work with the Business and Education Talent Readiness (BETR) Project to conduct tours of businesses for teachers, parents and staff members and produce virtual tour videos. These videos are utilized by educators, students and parents to convey needed skills and opportunities in the workforce, and produce Positive Role-Model Education Videos (PREP). These videos provide insights into the accomplishments of real people sharing their own stories of eventual success after dealing with personal challenges. The materials and videos created will be specifically targeted at, and marketed to, an audience of post-secondary students and educators, adult job seekers, and parents, with specific attention

paid towards individuals with disabilities, their families and teachers. All videos have been digitally archived and are accessible on the BETR Project website, which is promoted to schools and workforce centers. The videos may be accessed at:

<http://www.betrproject.org/prep-video-map> and  
<http://www.betrproject.org/reelbiz-overview>.

### ONLINE DISABILITY AWARENESS TRAINING

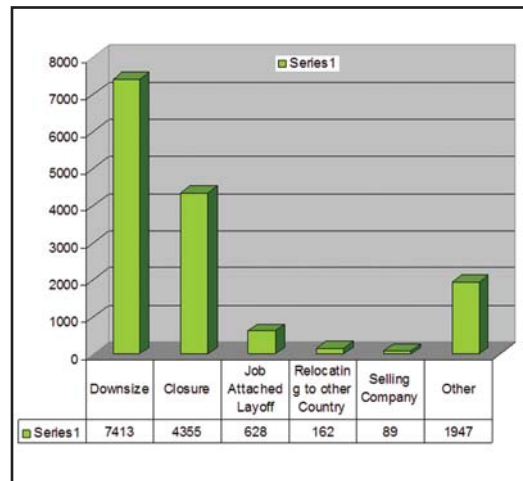
Colorado WIN Partners at the University of Colorado Denver was also responsible for launching this online course, which is designed for workforce center professionals and other individuals who would like to more effectively serve individuals with disabilities. The course consists of five core units (Universal Access, Assistive Technology, Overview of the Disability Program Navigator Initiative, Integrated Resource Teams and Serving Customers with Disabilities in the Workforce Center) and five elective units (The ADA and Accommodations, Effective Collaboration, DPN Maturity Model Matrices, Ticket to Work and Effective Communication).



Through the combined efforts of the State Business Services Team, Colorado Workforce Speaks! and the Colorado Workforce Centers, the 7th annual E3 Career and Resource Fair took place on Sept. 25, 2008, serving over 3000 job seekers. This event focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth.

## RAPID RESPONSE

The Colorado State Rapid Response Unit has had a successful year with its continued effort to expand its marketing initiatives and develop new partnerships as a means to increase visibility of the program and its services. As a result of this effort a total of 342 employers received services compared to 181 last year. In addition to providing services to the employer, a key component to the Rapid Response program is responding to the needs of the employees affected by these layoffs. This year we have seen major layoffs in the Manufacturing, Transportation/Warehousing, and Information Technology industries.



**PY08 Reasons for Layoff**

**Business and Community Outreach** - The Rapid Response Unit has continued to focus on outreach. Along with our WFC partners, we participated in three major events reaching out to over 400 employers. The events were in connection with the Colorado Human Resources Association (CHRA) and the Denver Metro

Chamber. Rapid Response also participated in community resource fairs on April 9th and May 27th 2009. These were opportunities for the public to connect with local workforce centers and other community services including Rapid Response.

**Colorado Bar Association** - The Colorado Bar Association continues to be a successful partnership, providing opportunities to present the program and connect with corporate attorneys that are dealing with layoff issues. We have conducted eight presentations at law firms that deal directly with the WARN Act and Employment issues, to educate the attorneys working with employers filing WARN notices regarding the services Rapid Response can provide during a layoff event. As a result, the State Rapid Response Unit continues to receive referrals from employment attorneys, and we are able to reach out to companies that otherwise would not have known about our services.

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

**Outplacement Companies** - Our continued relationships with outplacement companies like Right Management and Resnik Partners have evolved, not as competition, but as strong mutual partnerships. These partnerships have given us the opportunity to participate in on-site workshops for those clients that are nearing the completion of their contracts and offer information about on-going services and educational opportunities that are available through the Workforce Centers statewide.

**Rapid Response Training** - With the intent to increase consistency in delivery of rapid response services, the first annual Rapid Response statewide training was offered to all regional and county rapid response contacts. On April 16th, 2009 over 45 people from around the state attended this training, which focused on funding, rapid response activities, WARN act, marketing, state and local responsibility, and technical assistance. An additional training was held on June 10th, 2009 for those unable to attend in April.



**7th Annual E3 Career and Resource Fair** - Through the combined efforts of the State Rapid Response Team, the Governor's Summer Job Hunt Program, the Colorado Workforce Centers, and the Colorado Workforce Speaks! taskforce, a successful E3 Career and Resource

took place on September 25, 2008. The E3 Career and Resource Fair focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth. Among the 113 booths, 99 were private businesses dedicated to the high-growth industries, and the remaining booths were reserved for community service agencies and educational institutions.

The E3 Career and Resource fair provided a venue where over 3000 jobseekers that were unemployed and/or underemployed gained access to employment opportunities in high-growth industries. Additionally, over 250 people took advantage of resume critiquing provided by trained workforce center specialists, and a "Foreign Language Resource Booth" was available for limited English speakers. This year also marked the first time electronic registration was utilized, opening access for job seekers to register with their local workforce center.

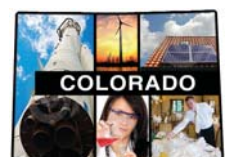
**Layoff Transition Workshops** - The Rapid Response unit in collaboration with the workforce centers was able to offer two metro-wide workshops in December 2008 to get information out to affected employees who were no longer attached to specific companies. These opportunities offered affected employees the opportunity to attend a 2 hour Layoff Transition Workshop and connect with many of the local workforce centers. Rapid Response has also



**Chris Carman and Petra Chavez represent the State Rapid Response program at the Colorado Human Resource Association Annual Conference**

conducted workshops job clubs sponsored by faith-based organizations and targeting people that have recently been separated from employment.

**Non-English Speaking Workers - The APDC (Asian Pacific Development Center)** assisted with the translation of the Rapid Response "Layoff Transition Packet" into Spanish. In addition, this year marked the first layoff transition workbook to be offered in Spanish, expanding the delivery of information to a multi-lingual population. To date the Dislocated Worker Program and Helpful Facts about Unemployment Insurance information sheets, which serve as the backbone for Rapid Response workshops, have been translated into six different languages. They are available on the Rapid Response Team Room at [www.e-colorado.org](http://www.e-colorado.org).



# The Colorado

Workforce Speaks!

Taskforce continues to

take steps forward to

provide linkages

between businesses

and the English

language learner

population through

outreach to regional

chambers of

commerce, adult

education practitioners,

and the local workforce

investment boards.

## Rapid Response Statistics -

During PY08 Rapid Response provided services to the following businesses and their employees affected by layoffs:

- **342** employers received layoff assistance services
- In total, **14,613** individuals were dislocated based on the highest number reported by each employer
- **18** companies were TAA certified
- **42** companies provided WARN notification to the State Rapid Response Dislocated Worker Unit

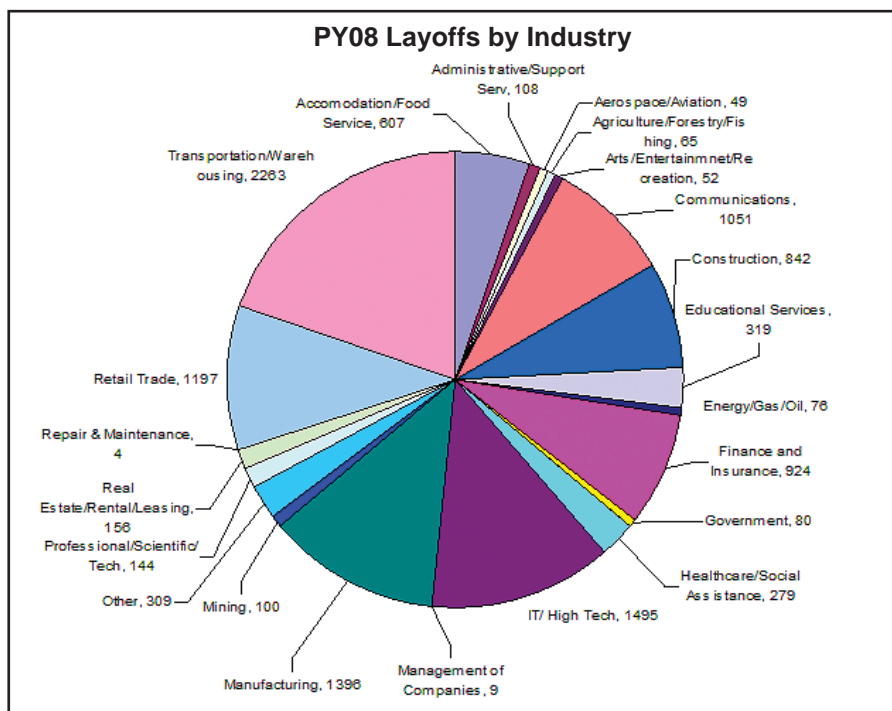
There were **159** Layoff Transition Workshops provided throughout the state, with **3,326** dislocated workers in attendance.

## 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 include tuition scholarships, career assessment, supportive services, personal and financial counseling. Benefits offered through this program enable eligible recipients to prepare for re-entry into the workforce and achieve self sufficiency.

During PY08, the State served 75 displaced homemakers through continuation of an innovative partnership first established in 2003 with the Community College of Denver (CCD). Through this contractual arrangement, eligible individuals receive essential services such as assessment and counseling from CCD that prepare them for training and education. Financial



support in the form of JumpStart Scholarships pays cost of tuition, fees and books that enable participants to attend CCD. During PY08, 20 participants graduated with Associate's degrees or certificates, 36 will return next academic year, and 19 discontinued school enrollment or participation in the scholarship program. The primary programs of study for the 20 graduates are Nursing, Business, Human Services, Arts and Sciences, Medical, and Paralegal.

Until PY06, this program was supported entirely with State appropriations, and provided benefits to all of the approximate 60 eligible applicants annually. In PY06, both the number of eligible applicants and the cost of tuition increased significantly, and exceeded program allocations. In order to address the increased demand for this population, CDLE identified additional funding from federal, and later, other state sources to increase enrollments to 75 per year.



## COLORADO WORKFORCE SPEAKS!

During Program Year 2008, the Colorado Workforce Speaks! Taskforce focused on outreach to the business community, inviting business representatives from the hotel industry and the Denver Hispanic Chamber of Commerce to attend taskforce meetings and present their experience of

English Language Learners in their workplace. Representatives from Adult Education, the African Community Center, and other Community- Based Organizations also attended meetings.

The Colorado Workforce Speaks! Taskforce partnered with the Colorado Business Education Talent Readiness Project (BETR) to video tape real life career stories from a number of refugees in the Denver area. These were produced and posted on-line as part of the **Positive Role-model Education Program (PREP)**. These video testimonials provide valuable inspiration to other refugees pursuing their life goals and demonstrate how English Language Learners can overcome adversity and successfully accomplish their career goals.

On April 23, 2009, the CWS Taskforce endorsed a Multi-Cultural Job Fair sponsored by Arapahoe/Douglas Works! to assist English Language Learners (ELLs) in getting jobs. Prior to the April 23rd Job Fair, the CWS! Taskforce members organized and implemented a Pre-Job Fair Workshop for ELLs for three sessions, providing preparation information to 67 attendees so they would know what a job fair is, what to do, how to present themselves, and how to talk with employers. The Pre-Job Fair Workshops were paid for by Arapahoe/Douglas Works! and provided under a contract with the Spring Institute. The CWS! Taskforce hopes to replicate the pre-job fair workshops in other workforce regions in the future.

## STATE YOUTH COUNCIL

The State Youth Council, a sub committee of the Colorado Workforce Development Council, influences policy and practice at the state and local level in the development and implementation of pathways to economic success for Colorado Youth.

The SYC spent considerable energy in PY08 refining its mission and vision to stay aligned with the CWDC, as well as embracing core values of the members and their respective organizations. Key areas of focus were:

- Leadership & Strategic Direction - Develop and implement a state-wide policy framework aligning local, state, and national initiatives that serve the needs of youth and industry
- Career Pathways - Promote industry-driven career opportunities and talent development for youth
- Performance Management & Measurement - Develop a workforce system for youth based on evidence-based promising practices
- Branding, Communication, Positioning - Establish the SYC as the voice of the workforce system for youth
- Recovery/Stimulus - Help to promote the data and effective practices and be a clearinghouse for the recovery activities in the state.



The State Youth

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THINK BIG



Keep Colorado Youth Working

### Think Big Youth Conference -

The SYC hosted the Think Big Youth Forum in Fort Collins, May 20-22, 2009. The theme for 2009 was "Keep Colorado Youth Working." Highlights included:

- Industry tours, focusing on health care, bioscience, manufacturing, energy/green construction/deconstruction, and tourism and hospitality sectors.
- 35 workshops featuring business outreach, working with special populations, education and training, positive youth development, recovery/stimulus, apprenticeships, substance abuse and prevention, entrepreneurial and creative arts, career pathways, etc.
- 5 promising practices were awarded, each receiving \$1,000 to enhance the initiative. These practices were featured in individual workshops, and consisted of the following topics: Youth energy conservation corps/green energy; Person-centered planning; Adolescent substance abuse prevention; Pillars of successful independence; Work and life skills.
- Dynamic keynote speakers that highlighted the importance of making youth programs relevant to the private sector, understanding generations, and the importance of sector strategies in youth program planning.

Approximately 275 individuals attended from across Colorado representing workforce development, training and education, local youth councils, health, mental health, prevention, school districts, vocational rehabilitation, school to work alliance program, corrections, business, community based organizations, and post-secondary education.

### Coordination, Collaboration, Partnerships -

The SYC, staff and members strive to keep their fingers on the pulse of youth employment, training, and leadership development through strategic memberships and partnerships. Examples include membership in the National Youth Employment Coalition, where two SYC members were sent to their annual conference and brought back valuable information as well as a dynamic keynote and workshop speaker. Attending local youth council meetings and participating in the local youth operators meetings is another way to develop relationships and partnerships between the state and local workforce regions.

Several SYC members also participate on a multi-agency think tank called the Colorado Youth Development Team. Also, this past year a new state-wide youth committee called the Colorado Youth Advisory Council was created through legislation to advise the Governor on issues related to youth. The SYC has committed to working with this council and providing them with whatever assistance they require.

The SYC supported Colorado Construction Career Days for the third year in a row. The event connects over 1500 youth with



industry experts and training/apprenticeship and education entities. Highlights include hands-on masonry stations, carpentry, sheet metal, landscaping, and the ever-popular heavy equipment section.

Another key area of support and partnership is with the career and technical education providers in the state. The SYC funded and assisted in the coordination of the industry track of the annual College In Colorado Pre-Collegiate Conference, where students, career and technical education providers, and leaders in workforce and education gather for a day-long conference to engage in dialogue about the important choices and related guidance available as youth transition to the world of post-secondary education.

## GOVERNOR'S SUMMER JOB HUNT

The Governor's Summer Job Hunt (GSJH) was established in 1981 as a way to help Colorado's youth make the transition from school to work by matching their skills and interests with employment opportunities. Over the life of the program, more than 280,000 young people (ages 16-21) have found summer employment.

During PY08 employer involvement with the GSJH program occurred in many ways: hiring youth, participating in mock interviews, job shadowing and holding roundtable discussions on youth employment topics. Dedication and commitment from the local Workforce Centers resulted in 45,103 registering for services and 24,058 young people entering employment. We saw an increase from PY07 of over 5,000 youth in

registrations and 3896 youth entering employment.

The Media sponsor of the GSJH is KUSA-9NEWS, taking our message to Colorado's youth and employers efficiently and professionally. In-kind donations from media sponsors were valued at over \$68,000. Public service announcements filled the airways on youth job opportunities. The GSJH was also promoted throughout the state via onsite presentations, personal contacts, focus of the month displays, newspaper articles, employer mailings, and networking with community agencies and schools.

### Snapshots of Youth Activities Across the State

**Arapahoe/Douglas WORKS!** - By developing hands-on experiences to educate youth in various opportunities and expose them to a variety of career ladders, Arapahoe/Douglas Works! and the Denver Youth Team developed the **2008 Hospitality Career and Development Institute**. Youth were recruited for the Institute through the GSJH regional Job Fairs, community partners and their website.

**Jeffco** - Jefferson County Workforce Center established a new partnership this summer with Light Bridge International/Media Bridge. Jeffco sponsored 6 youth to attend their **Digital Media Career Camp**. Youth learned about digital photography and video, poster design and website design. They also learned basic digital media skills and left with a portfolio of finished projects plus a certificate-of-completion to show prospective employers.



**Pikes Peak** - The Youth Zone at Pikes Peak Work Force Center used WIA funding to offer a pilot program called "**Industrial Revolution**". The recruiting for the program was done at a booth at the 2008 GSJH Youth Fair. Exposure to in-demand industries such as healthcare, and information technology with their educational requirements provided a real look at the labor market while assisting youth in planning their high school course work to meet future employment goals.

**Southwest** - Cortez within the Southwestern Region has provided many presentations throughout the school year on a new program called Career Pathways. A career exploration DVD video **The Golden Pipeline** is available for Energy Careers in Colorado.

**The Lamar Workforce Center** staff worked with Lamar Light and Power to offer a **mentorship program** for area youth interested in employment opportunities within the electric industry. They also worked closely with the Board of Cooperative Educational Services in providing referrals for **migrant seasonal farm worker youth** throughout the summer. BOCES registered youth for summer school attendance, and their senior year of high school.



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**Eastern - Limon WFC** held a **Junior High Career Fair** presenting Computer (IT), Education, Health, Law Enforcement, and Skilled Trades. The Circle of Life, an interactive game, had students investigating different agencies to discover what was available for them now and in the future.

**Fort Morgan Workforce Center**, Morgan Community College and other Morgan County Agencies hosted a **Career Fair** for the high school students of the county. The goal was to showcase local career opportunities that would encourage the youth to "come back home" to pursue their career and be a part of the local labor force. Over 1500 students attended this event.

**Workforce Boulder County, Adams County, and the Denver Division of Workforce Development** provided **work readiness** activities and classes to hundreds of young adults. Some were conducted onsite at the workforce centers and other were conducted through local schools, libraries and resource centers. Topics included applications, resumes, interviewing, customer service, and appropriate dress and appropriate behavior on the job. Registered youth were also contacted regarding information about local job fairs and hiring events.



One of the Metro Denver youth hiring events

### Colorado Construction Career Days

The GSJH and Colorado Workforce Centers youth teams served on the planning committee for Colorado Construction Career Days, which is an industry sponsored event for high school students to explore the various areas of construction - buildings, highways, engineering and architecture. Activities such as operating heavy equipment, designing a traffic circle, testing materials, making a sheet metal tote, wiring an electric box, fastening drywall, and safety equipment offered students a hands-on experiential glimpse of the diversity of careers in the industry. Small groups of students were escorted by construction industry volunteers who served as a source of information about the business as well as guides to the activities. The October 2008 event drew over 1600 students from around the state as well as youth that are participating in Workforce Centers programs.

Mesa County WFC has been working with the Grand Junction Chamber of Commerce's Workforce Subcommittee on projects aimed at increasing the number of job seekers interested in the construction trades. Last October, Mesa County held its first Construction Career Days for 200 8th graders, similar to the CCCD on the Front Range. The WFC was involved in many facets of the event.

### Youth Job Fairs

**Upper Arkansas Workforce Centers** held two Spring Job Fairs within their Salida and Canon City Centers, involving 61 employers and over 500 job seekers, primarily youth seeking



**Julie Berge and Don Mares (CDLE), Sara Miller (Workforce Boulder County) Terry Coleman (Pueblo Workforce Center), Gov Ritter, Marcella Jackson and Andrew Galaway (Jefferson County WFC) at 9News for the Teen JobLine 9 call-in event**

summer employment . These events were held on Saturdays so that there was not a disruption within the schools.

Transportation to the hiring event in Canon City was donated by the Royal Gorge Bridge & Park.

**The South Central Workforce Centers** participated in numerous job fairs. The Trinidad WFC hosted a job fair to recruit for Monument Lake Park. The South Central region also participated in the Trinidad State Junior College Job Fair, an Energy Job Fair and also at the Alamosa Recreation Center for youth within the San Luis Valley youth.

The 2008 GSJH Youth Fair commenced on March 7th, 2008. For the first time, this kickoff event took place at the **Pikes Peak Workforce Center**. The entire facility was turned into a medley of 34 employer and volunteer booths with available space to conduct interviews, accept resumes, and offer information about career fields and future employment opportunities.

**The Metro Youth Job Fairs** (ADW, Jeffco, Broomfield, Adams County and Denver) always generate a large turnout. The Tri-County Youth Council sponsored

school buses to transport youth from their schools to this event and employers donated items for the Dress for Success Programs. Adams County Workforce and Business Center organized the bussing with all of the major school districts to ensure that the youth of the pertinent middle and high schools could attend. Youth were encouraged to self-register using Connecting Colorado when possible.

**Employment Services Weld County** - Weld County held 4 large hiring events for youth. 92% of the youth stated they found the job fairs beneficial. Along with the larger fairs Employment Services of Weld County also held Mini Job Fairs for job seekers 18 and older. Over 1000 people attended.

In March, the **Cortez Workforce Center** held a Job-a-thon sponsored by KRTZ 98.9. Employers could call or come into the office to place a job order and were interviewed. Jobseekers and agency coordinators were also invited and interviewed. Youth were encouraged to participate.

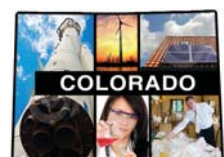
The **Lamar Workforce Center** was a participant at two job fairs at Lamar Community College. Hiring events at the Lamar Workforce Center included Colorado Range Riders for youth ages 16 and over and Center for Transportation Safety for older youth and adults ages 18 and over.



**Don Mares (CDLE Executive Director), Zach Buhler (award recipient), Simone Wilkerson of 9News and Jamie McArthur (GSJH coordinator of the Sterling WFC) at the Summer Job Hunt Annual Appreciation Ceremony**

**Annual Appreciation Ceremony**  
 "Thank you for helping young people succeed!" That was the message of the GSJH Appreciation Ceremony held August 14, 2008 at the Governor's Mansion. Simone Wilkerson, KUSA 9NEWS, emceed the program with Donald J. Mares, Executive Director of Colorado Department of Labor and Employment; and Booker T. Graves, Colorado Workforce Development Council speaking and presenting the awards to 13 businesses that were nominated by workforce centers. The business recipient award read: "Young People can develop into confident, creative, and intelligent leaders if the opportunities to succeed are available. By investing in these critical years, you have greatly affected the future of our communities." Nine youth were also recognized for their outstanding work and achievements. Their plaque read "Reach for the Stars Award: In Recognition of your outstanding work performance".

"The program's success is due to community-minded employers," says Donald J. Mares, Executive Director of the Colorado Department of Labor and Employment. "If tomorrow's workforce is to meet the needs of business, then Colorado educators and employers must be working together. Every employer who hired a young person this summer was working in collaboration with our schools to build and strengthen our future workforce."



# Cost Effectiveness, Evaluation, and Waivers

Colorado works

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

## **COST EFFECTIVENESS ANALYSIS**

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

### **Adult Program**

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

### **Youth Program**

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

### **Dislocated Worker Program**

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

### **Overall Assessment**

The above discussion on each program does not include the savings in public assistance and increased revenue from clients moving from being tax consumers to being taxpayers. We do know that 23% of our Adult clients and 39% of our youth clients in PY 2008 were receiving public assistance when they came to us. From the wage gains seen and anecdotal evidence we know that many, if not most, of these clients are no longer receiving or have much reduced their dependence upon public assistance. We do not have any way to quantify this without information that is not currently available to us.

## **STATE EVALUATION ACTIVITIES**

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

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

## WAIVERS

**Common Measures -** During PY08 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 PY06 common measures baseline year and in PY07, CDLE continued to provide technical assistance to workforce center staff to insure 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.

**Reallocation of Formula Funds -** As part of its PY07-PY08 State plan, the State requested a waiver of the formula for allocating WIA Adult and Youth program funds to the local workforce boards, allowing the flexibility to add formula factors related to local needs. In place of this waiver, we

were granted a waiver of the reallocation provisions at WIA sections 128(c)(2) and 133(c)(2), and 20CFR 667.160. This waiver allows:

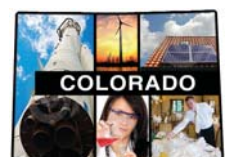
- Mid-year deobligation and reallocation of local area funds
- Recapture of funds from local areas that have not expended at least 80% of their local funds in the first year
- Use of recaptured funds for statewide activities or reallocation to other local areas, and
- Use of additional factor in determining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

**Local Activity Funds -** Colorado requested and received an extension through PY09 for its "local activity funds waiver," which allows local areas to set aside up to 50 percent of formula-allocated funds for adults and dislocated workers, and 25% for youth, to provide statewide employment and training activities identified at WIA Sections 129(b) and 134. The purpose of the waiver request is to gain additional flexibility for local workforce boards to design programs for employers, or for underserved populations (such as employed and incumbent workers, disabled youth, and high income dislocated workers), that might otherwise have negatively impacted WIA performance outcomes. Workforce regions across the state have implemented this waiver by initiating innovative services to these targeted groups.

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

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

**Additional Waivers -** In preparation for submission of its PY09 state plan, Colorado worked with local one-stop directors and state level partners and decision makers to identify additional waiver requests. Input from these constituents resulted Colorado applying for ARRA youth waivers; new waivers related to On-the-Job Training, Customized Training, Layoff Aversion, and the Eligible Training Provider List; and the extension of all current waivers.





# Winning in a Challenging Economy

## LOCAL REGIONS





# Adams County Workforce & Business Center

## REGIONAL PROFILE

Adams County is one of the five most populated counties in Colorado, covering 1,191.93 square miles and nine municipalities, and is projected to be the fastest growing county in Colorado over the next two decades. According to the U.S. Census Bureau, the population in 2008 was recorded at 430,836 residents, which represented a 62.6% growth rate from the 265,000 residents recorded in 1990.

Households in Adams County tend to be larger than the Colorado average (2.81 persons per household compared to 2.53 persons per household in Colorado). The larger family size explains why the per capita income in Adams County is approximately \$5,000 less than the state average, while the median household income is essentially static.

The following table illustrates the demographic characteristics of Adams County:

Residents in Adams County are younger and more ethnically diverse than in Colorado as a whole. More children under the age of 18 and more residents of Asian and Hispanic heritage reside in the area. According to the Joblink Volume Report, of the 52,450 estimated residents who utilized the services of the Workforce & Business Services Division in PY 2008, 17,320 (33.0%) were Hispanic, 6,449 (12.3%) were Black or African American, 1,531 (2.9%) were of Asian descent, and 4,731 (9.0%) were of mixed ethnicity.

Adams County experienced an increase of 58.2% in job seeker traffic (PY08-52,450 versus PY07-32,147). The downturn in the economy and subsequent recession was directly reflected in the increase of job seekers from PY07 to PY08. 32,242 or 61.5% of the total visitors to the four (4) Workforce & Business Center locations were UI claimants, which was up significantly from 44.0% (14,577 of 33,147) in PY07. Staff

Demographic Characteristic	Adams County	Colorado
Population 2008 Estimate	430,836	4,939,456
Population, Percent change, April 1, 2000 to July 1, 2008	23.8%	14.8%
Person's per household, 2000	281	253
Medium Household Income, 2000	\$52,544	\$55,517
Per Capita Income, 1999	\$19,944	\$52,544
Persons under 5 years of age, 2007	9.0%	7.2%
Persons under 18 years of age, 2007	28.6%	24.5%
Persons 65 years and older, 2007	7.9%	10.1%
White, 2007	56.6%	71.3%
Black or African American	3.5%	4.2%
Asian, 2007	3.3%	2.7%
Hispanic or Latino, 2007	35.2%	19.9%
Language other than English spoken in home	21.6%	15.1%
High School Graduates, percent of person age 25+, 2000	78.8%	86.9%

(Source: U.S. Census Bureau; State & County QuickFacts, 2008 Estimates)

## Mission:

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

## Vision:

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



## PY08 Common Measures Performance

assisted services, provided to 35,536 customers, helped to facilitate 13,487 entered employments for the program year, according to Joblink's Agent Performance report. The overall unemployment rate went up 5.0% from a low of 4.0% in PY 2007 to 9.0% in PY 2008. Adams County has highest unemployment rate in the Denver Metro area.

In PY08, a total of 894 customers were enrolled in WIA programs through regular formula funds or American Recovery and Reinvestment Act (ARRA) funds. The Veterans' program continued to be successful in PY08, with 4,542 veterans served and 1,658 entered employment during the year. The Veterans' referral ratio was at 64.09% for the year with the non-vet referral rate at 40.91%, which exceeded the mandate to provide Adams County Workforce & Business Center veteran customers with priority of service.

### Service Delivery Strategies

In an effort to improve services to job seekers, the Adams County Workforce & Business Center extended its business hours from 8:00 AM to 4:40 PM to 7:30 AM to 5:30 PM in all four (4) Workforce Center locations. This change has made a significant difference to the residents of Adams County by allowing them access not only to extended labor exchange services, but to computer classes, TABE testing and employment workshops.

Additionally, selected Wagner-Peyser staff has been trained by State Unemployment Insurance to provide basic services to claimants that have had issues receiving their benefits. The services include:

- Changing PIN numbers
- Resolving issues on work registrations

ADAMS COUNTY WORKFORCE AND BUSINESS CENTER			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	106%	Entered Employment	97%
Retention	113%	Retention	104%
Average Earnings	148%	Average Earnings	111%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	406%		
Placement	147%		
Degree/Certificate	171%		

### PARTNERSHIPS FOR ECONOMIC RECOVERY

The Adams County Workforce & Business Center has maintained its focus on engaging of employers to provide a talent pipeline during the current economic recession. The Center hired a Targeted Jobs Developer whose responsibility was to focus on engaging employers in three (3) targeted industries:

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

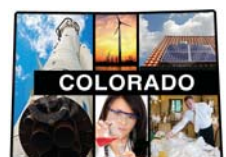
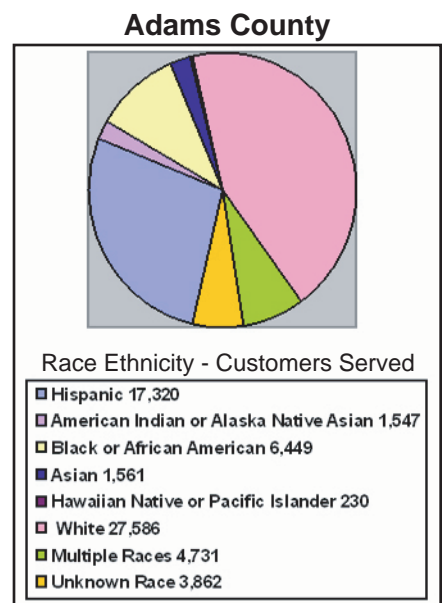
While attention to these three industry sectors is still a focus (along with green jobs and renewable energy) the American Recovery and Reinvestment Act (ARRA) funding made it possible to offer On-the-Job training opportunities to individual businesses in the Adams County area.

### WIRED Grant- Renewable Energy: Solar Solution

Adams County Workforce & Business Center (ACWBC) received a Workforce Innovation Grant II, "Renewable Energy: Building a Skilled Workforce for Solar Solution". The grant provides computer-based training in the basic concepts of renewable

energy and the production of photovoltaic solar panels.

Classes have been conducted at the ACWBC Westminster site, the Boulder Workforce Center, DenverWorks, a faith-based organization serving ex-offenders, and in several sites within the Colorado Department of Corrections. The grant has been very successful in training more than 400 participants in Photovoltaic Panel Production. In addition, other WIRED Grant funding was utilized to train 40 of these individuals in iCAST's Solar Installation training, which added to the marketability of their skills and abilities.



**M**irna worked in assembly for 9 years and then was laid off. She spoke very little English, but had a Social Services degree from Mexico, which was not accepted in the US. Mirna decided to go back to school to get an Associate's Degree in Human Services, and was enrolled in TAA and WIA to leverage funds for training and ESL classes. Mirna graduated in May, 2009 with her AA, is now working in Human Services, and is well on her way to a very successful career.

Unfortunately the employer partners in the grant were impacted by the economic downturn and delayed hiring until early 2010. To address this, trainees who completed the Voltaic Panel training and staff from Adams County developed a support group, which the 60 participants aptly named SNO (Solar Networking Opportunities). The participants and staff meet weekly to exchange job leads, hear guest speakers and share challenges and concerns. Recently, the group was approached by a non-profit who has received ARRA funds to assist communities in "greening and weatherizing" their area through energy audits, etc. Additional training may be made available to the support group members through this initiative.

#### **Juvenile Service Planning Committee (JSPC)**

The Adams County WIA Youth Program has partnered with the Juvenile Service Planning Committee (JSPC) consisting of employees from the Division of Youth Corrections such as staff from the ROC Program, the LINK, probation, judicial system, law enforcement, county government, local school districts, community mental health, municipal government, the public defender's office, Human Services, the Workforce System, and private citizens. This committee was formed as a result of Senate Bill 94 that mandates Colorado judicial districts to establish programs that effectively reduce the juvenile populations in secure Department of Youth Corrections (DYC) detention facilities. The JSPC committee is responsible for overseeing of the budget of each program administered and recommending program improvements.

As a result of this partnership, the JSPC committee entered into a contract with the ACWBC to provide job readiness workshops to 75-80

youth on probation for misdemeanors or felonies during PY08. These workshops consisted of 2-hour sessions conducted over five weeks to teach the youth:

- Searching for employment
- Interviewing skills
- Proper worksite etiquette
- Appropriate clothing for the workplace
- Preparing a resume to highlight skills, qualities and volunteer experiences
- Developing soft skills to maintain employment



**Youth Job Fair February 25, 2009**

The job readiness workshops were developed by a seasoned case manager who recognized that the success rate of high risk youth would be more likely to rise if they had education in the employment soft skills arena.

#### **Logistics Job Fair**

The 2009 Logistics Career Fair was held January 28, 2009, at the Adams County Fairgrounds in partnership with 9News, Arapahoe/Douglas Works! and the Weld County Workforce Center. The event was attended by 27 logistics industry employers with immediate job openings, and five school representatives/participants. 9News provided a Job Line 9 call-in as part of their morning newscast, live coverage throughout the day, and a story which aired on the evening news at 6 pm. Channel 7 News shot footage at the event and ran a story on their evening newscast, and KOA radio ran a story the following morning.

Arapahoe/Douglas Works!, Weld County, and ACWBC shared the planning and implementation of the event as well as the costs. The number of job seeker attendees jumped from approximately 400 in 2008 to over 1500 in 2009, making it one of the largest sector-designated job fairs in the metro area for the year.

**Staff Development**

**• Developing a Strengths-Based Organization**

In March 2009, the workforce staff was introduced to the "Strengths Finder Profile," an on-line assessment based on the book by Marcus Buckingham and Donald O. Clifton, Ph. D called, "Now, Discover Your Strengths." This assessment introduces thirty-four (34) dominant "themes" or strengths and how they can best be translated into an employee's personal and professional success. Working in a strengths-based organization has made a significant impact on the workforce staff. Every member of the staff is invested in working with their strengths and utilizing the strengths of their co-workers to improve performance and job satisfaction.

**• Global Career Development Facilitator Training**

The GCDF is a nationally

recognized credential that can be obtained after taking coursework developed through the National Career Development Association (NCDA) in conjunction with the Center for Credentialing and Education, Inc. (CCE). This credential is also recognized by the National Employment Counseling Association, (NECA), and the National Association of Workforce Development Professionals, (NAWDP). It is designed to upgrade the skills of staff in the area of career counseling and increase the excellence of services provided to job seeking customers.

In order to earn the credential, GCDFs must have a combination of education and work experience as specified in the credential guidelines and must also complete training and activities of an approved GCDF curriculum administered by a certified GCDF Instructor.

GCDFs are bound by the NCDA Code of Ethics. GCDFs must complete at least 120 hours of training - 80 hours must be done in the classroom and an additional 40 clock hours must be done outside of class. The Adams County GCDF course will consist of 10 all-day classroom sessions approximately

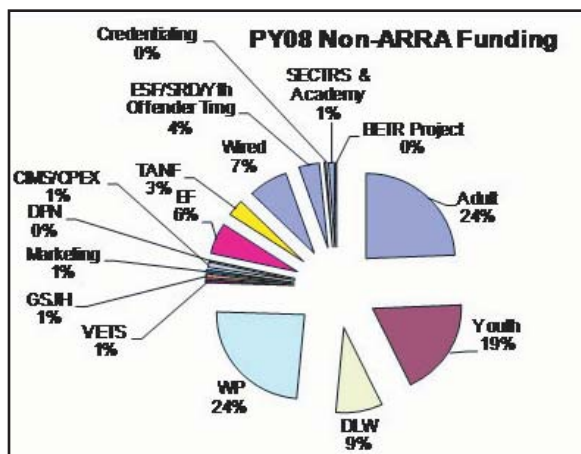
every-other Friday beginning in September 2009 and continuing through February.

**Adams County Youth Council**

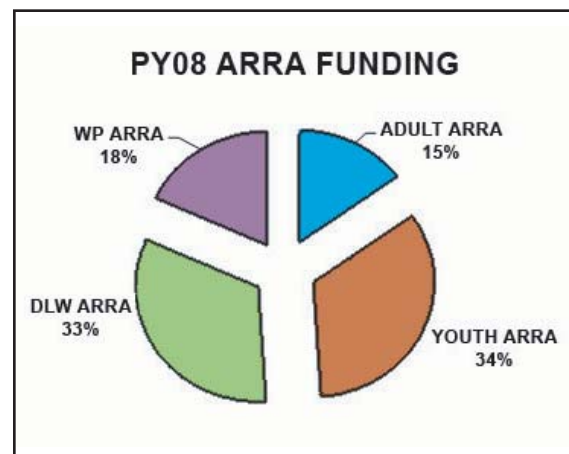
The Adams County Workforce & Business Center is very proud of the dedication and commitment of the Youth Council during PY08. Their outstanding work includes the support of the:

**• Adams County Workforce & Business Center Youth Job Fair**

The Adams County Workforce & Business Center hosted its 8th annual Youth Job Fair on February 25, 2009 at the Adams County Fairgrounds. The fair was attended by over 1500 youth participants, ages 14 to 21, that had an interest in pursuing part-time and full-time job opportunities. Schools prepare their students ahead of time with curriculum surrounding job search, future career options, resume development, etc. A combination of 70 employers and community agencies participated. The event was well coordinated with all the local school districts, and students arrived at the job fair with resumes in hand to present to employers. The ACWBC took responsibility for coordinating the transportation to make sure students were transported to and from the job fair safely.



ADAMS COUNTY



Although he had been teaching music for 8 years, and had a masters degree, Lee need a teaching certification because of a new state law. ACWBC granted Lee a WIA scholarship to attend Colorado Christian University and shortly after he completed his teaching certification, he was offered the Choral Director position at Montbello High School in Denver. Not only did his annual income increase substantially, he was able to continue working in the career he loves.

**Summer Youth Program,  
Recovery Act and Green Jobs**

American Recovery and Reinvestment Act funding provided the Adams County Workforce & Business Center's Youth program the ability to develop two innovative partnerships with the Division of Wildlife:

**Barr Lake - Brighton, Colorado** - This program involves a crew of youth participants who are responsible for the maintenance and upkeep of the park. The focus is on environmental education; protection of natural resources from non-native species that threaten wildlife, drinking water/irrigation, and water related to outdoor recreation. The positions have a high emphasis on customer service skills, effective communication, and documentation of customer complaints and filing. The program recruits non-traditional & female high school students.



**From left to right, County Commissioner Alice J. Nicol, Lee Morgan, Chris Kline, WBC Administrator at the Awards Luncheon**

**Colorado Division of Wildlife - Denver, Colorado** - Youth participants assisted in the Angler Education Program where they were taught fishing skills and educated in the areas of angler ethics and safety, casting and knotting, and issues related to whirling disease, reintroduction of native species, endangered species management, wildlife/human conflicts, assembling equipment for fishing, maintenance of

tackle, bait, stocking ponds, and assisting in hatcheries and feeding of fish. Participants are involved in other activities such as the "Who Polluted the South Platte Program," which teach young participants about good stewardship/ownership of the environment.

**Fourth Annual Workforce Development Month Luncheon & Awards Presentation**

The Adams County Workforce & Business Center hosted its 4th Annual Workforce Development Month Luncheon and Awards Presentation on September 24, 2008 at the Double Tree North Hotel in Westminster. Keynote speaker Adam Schrage, 9 News Political Reporter and Host/Producer of Your Show, gave a voter update of ballot initiatives pertaining to workforce, labor and economic development issues slated to appear on the November 2008 ballot.

Honorees for 2008 included job seeker recognition recipients Augustin Rivera, an X-ray Technician at Thornton Medical Center and Lee Morgan, Choral Music Director at Montbello High School in Denver. Employer recognition awards were presented to United Parcel Service and Shamrock Foods. Over 75 guests attended the luncheon, and additional introductions and presentations were made by Adams County Commissioner Alice Nicol, Barbara J. DesMarteau, Director of the Adams County Community & Economic Opportunity Department and Chris Kline, Administrator of the Workforce & Business Center.

**Adams County Workforce Investment Board - Collaborative Strategic Planning Session**

In June 2009, the Adams County Workforce Investment Board convened a joint strategic planning session at Children's Hospital in Aurora, Colorado.

They were joined by the Arapahoe/Douglas Works! Workforce Investment Board to initiate a cooperative plan aligning sector initiatives between the two areas. An important outcome of the meeting was the identification of two target industry clusters common to both regions, Healthcare and Energy, that provide in-demand career opportunities from the entry level upward and offer a secure career path. In addition, two committees were formed to closely work with the sectors on a collaborative basis over the next program years.

**Colorado Performance Excellence (CPEX) Foothills Award**

The Adams County Workforce & Business Center (ACWBC) was awarded the Colorado Performance

Excellence (CPEX) Foothills award, which is presented to those applicants that demonstrate systematic and mature approaches to performance improvement. The award is the second in a four-tiered award system that begins with the High Plains award. The ACWBC received this award in 2006. CPEX is a Colorado 501c3 non-profit organization based upon the Malcolm Baldrige National Program for Performance Excellence. CPEX's vision is to cultivate a culture for performance excellence in Colorado for individuals, business, healthcare, education, government, military, and other non-profit organizations.

**Alfred P. Sloan Award Nominee and Finalist**

The Aurora Chamber of Commerce

has nominated the Adams County Workforce & Business Center for the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility. The Awards are part of When Work Works, a research-based initiative to highlight the importance of workplace flexibility as a strategy to increase workplace effectiveness and to help employees succeed at work and at home. Employers who rank in the top 20% of employers when compared to the national norms are selected as finalists and the final round involves a survey of the employees. Adams County Workforce & Business Center has completed the first round and has been selected as a finalist. Notification regarding this prestigious award should be sometime in July 2009.



**A**/D Works!  
 has pioneered the use of  
 new data sets  
 combining real time  
 information from  
 Connecting Colorado  
 with known economic  
 and labor market  
 analyses. This has  
 positioned ADW to  
 boost its already  
 high performance  
 and increase the  
 return on taxpayer  
 investment. This has  
 also resulted in ADW  
 being sought out by  
 community partners  
 and other workforce  
 regions to supply data  
 for economic  
 development, grants and  
 other community  
 initiatives.

## REGIONAL PROFILE

### Geography and Demographics

The Arapahoe/Douglas workforce region is made up of Arapahoe and Douglas counties, which comprise the southeast portion of the Denver Metro Area. Arapahoe County is currently the third most populous of the Colorado's 64 counties. Douglas County was ranked number 1 among the nation's counties for the rate of population growth during the 1990s, but had fallen to 7th in the nation by July 2006. New figures from the U.S. Department of Labor show Douglas County was the only large Colorado county to see employment growth (.5%) from December 2007 to December 2008.

In 2007, the Arapahoe/Douglas workforce region had a population of 817,206, with 545,089 residing in Arapahoe and 272,117 residing in Douglas (U.S. Census). According to the Denver Regional Council of

Governments (DRCOG), the combined population of these two counties is expected to grow 61.4% topping 1.3 million in 2030. Age distribution in the two-county region shows lower numbers of available workers in the 30-44 age range groups, which justify some concern at pending retirements, semi-retirements and encore careers of the Baby Boom age group (now 45 to 64 years of age). This may leave a skill/experience vacuum in some industries, particularly in the Health Care, Personal Services and Arts/Recreation industries, which are expected to experience growth.

### Workforce

The Arapahoe/Douglas workforce region enjoys a workforce with educational attainment well above the national average, and a wide variety of high-level work skills including management, business and financial, engineering and IT, sales, office and administrative support, and

## PY08 Common Measures Performance

ARAPAHOE/DOUGLAS WORKS!			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	103%	Entered Employment	103%
Retention	103%	Retention	101%
Average Earnings	129%	Average Earnings	117%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	130%		
Placement	118%		
Degree/Certificate	194%		

transportation and material moving. Within the workforce, 50% have a post-secondary degree.

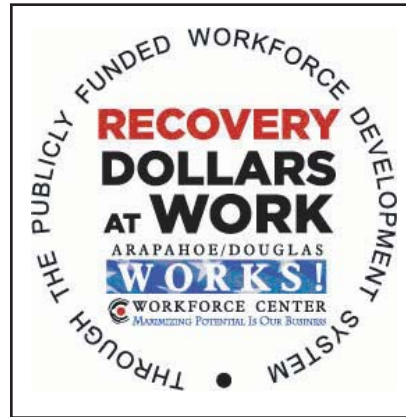
However, the 42,488 persons in the workforce region who do not have a high school diploma are of concern. Of these 15,935 (3.1%) of working-age population have educational attainment below the 9th grade level. To be employable, these individuals may need extensive bridge programs to attain success in the labor force, including lengthy instruction in basic and pre-vocational skills, occupational training and/or subsidized work experience.

### **Economy and Labor Market**

With gross receipts of \$82.5 billion, businesses in Arapahoe and Douglas counties comprise 32% of sales in the Denver-Aurora MSA, and 18.5% of sales in Colorado. The largest sector concentrations in the Arapahoe/Douglas region are in Information, Finance/Insurance, Professional, Technical & Scientific Services, Real Estate, Rental & Leasing, Wholesale Trade, Construction, Healthcare/Social Assistance, and Retail. These industries, along with Government, Construction, Administrative Support and Waste Management, and Accommodation/Food Service employ almost 80% of the 526,682 workers in the two-county workforce area.

Arapahoe and Douglas counties are part of a larger labor shed that transcends municipal and county boundaries. According to commuter pattern data from the U.S. Census, Arapahoe and

Denver are the only counties in the Denver-Aurora MSA who import workers. 5,149 more people travel to Arapahoe County to work than leave Arapahoe County to work elsewhere. Over 35,000 more people leave Douglas County to work elsewhere than come into Douglas County to work.



Arapahoe and Douglas counties did not escape the deep national recession that began in November 2008. In spite of a diversified and robust local economy, between July 2008 and June 2009, the two-county workforce region experienced employment loss of 18,049, and businesses in the region shed 15,512 jobs. The combined unemployment rate in the Arapahoe/Douglas workforce region rose from 5.1% (24,511 jobless) in July 2008 to 7.4% (34,898 jobless).

### **Data Analysis and Knowledge Management**

Throughout PY08, ADW pioneered the use of new data sets that combined real time information from Connecting Colorado with known economic and labor market analyses, to position itself to boost an already high performance and increase

the return on taxpayer investment from workforce development funds entrusted to it. ADW also took the lead in purchasing the Economic Modeling System, Inc. (EMSI) workforce data system on behalf of a number of local workforce regions.

In PY08, ADW developed the Occupational Saturation Rate (OSR) tables which combine known employment numbers from the Quarterly Census of Employment and Wages (QCEW) data obtained using EMSI with occupational information on current registrants in Connecting Colorado. The OSR tables provide insight at the occupational level into which occupations employers have the most difficulty in filling locally, and which are locally saturated. During its yearly program review, CDLE's state monitors listed the OSR tables as a best practice and are allowing data from it to be used to determine "unlikely to return" status for Dislocated Worker eligibility.

In addition, ADW also developed the Skilled Worker Inventory and Skilled Worker Inventory Turnover tables, which show how many registrants there are in Connecting Colorado by occupation code (SOC/Onet), and the monthly change in the numbers of registrants by occupation. These data sets, along with other data compilations, have resulted in ADW being sought out by community partners and other workforce regions to supply data for grants and other community initiatives.



The national award winning Expert Technician Academy (ETA) is a multi-regional effort funded by Colorado's WIRED initiative, in partnership with Douglas Cty School District, Douglas Cty Educational Foundation, Arapahoe Community College and a host of businesses in key industry sectors. ETA serves high school students and Adult/Dislocated Worker participants and provides occupational training for A+, Net+, Net Security, Oracle and basic electronics.



**A/D Works! full service One-stop in Greenwood Village**

### **Business and Economic Development Team**

A/DWorks! has developed a methodology to identify and profile key industries so that training for positions critical for the global competitiveness and ongoing economic vitality of these sectors can be addressed through the resources of WIA and discretionary grants. To this end, ADW has created the Business and Economic Development (BED) team, which validates critical labor needs in key local industry sectors, initially identified by the data sets, through real time voice of customer (VOC) feedback.

### **Industry Partnerships**

The approach of the BED team is to build relationships with leaders in key area industry sectors by joining area Chambers of Commerce, Economic Development entities and other business and industry associations. A BED team member uses ADW data sets to market our skilled worker inventory to individual businesses and business groups, and participates in community events to increase the credibility and branding of ADW among local businesses. The BED team also acts as a catalyst within ADW to align

programs and services, thereby shortening cycle time in making the match between open jobs and qualified skilled workers to fill them.

For many years, ADW has leveraged its funds through strategic partnerships within the community. With the advent of WIA, and later as demand driven service delivery was introduced using the Workforce Innovations in Regional Economic Development (WIRED) model, this was institutionalized through formal processes such as Memoranda of Understanding and grant funded partnerships such as the Expert Technician Academy. The BED team has furthered these partnerships and been instrumental in branding ADW in the community through its participation in the ADW PY08 and PY09 Marketing Plan Scopes of Work.

### **ARRA Initiatives**

ADWorks! was well-positioned to take advantage of stimulus monies made available through ARRA because it was already on track with a plethora of existing initiatives. In addition, the ready availability of high quality real time data sets and employer input allowed ADW to better manage its ARRA funding in alignment with WIA formula, Wagner-Peyser, grant and other program funding to maximize the positive effect of ARRA in its community.

Data sets and VOC feedback were also instrumental in modifying the processes ADW uses to serve increasing numbers of WIA program participants, including the awarding of Individual Training Accounts (ITAs). When a participant chooses training that



supports the competitiveness of key local industry sectors (based on the ADW data sets and VOC they are exposed to), they are able to access \$4,000 in ITA tuition assistance; for all other ITA requests, \$2,500 is made available through an ITA. When ARRA was introduced, this existing process was overlaid to maximize return on taxpayer investment.

By June 30, 2009 ADW had enrolled 153 participants in Adult stimulus, which comprised 44% of its enrollment goal with this program; 117 (33% of goal) in Dislocated Worker stimulus and 281 (80% of goal) in its Summer Youth ARRA program. ADW's credibility throughout the community facilitated development of high quality jobs for the summer youth program that reflect policy direction around preparing program participants for occupations in key industry sectors. For instance, ADW easily transitioned ARRA Summer Youth participants into its award-winning Youth Energy Conservation Corps providing Tier 1 energy audits to LEAP eligible households in Arapahoe and Adams counties. Summer Youth participants also worked in conservation at Hudson Gardens Recreational Center; and in health care through its partnership with Denver Health.

## **PARTNERSHIPS FOR ECONOMIC RECOVERY**

### **Expert Technician Academy**

The national award winning Expert Technician Academy (ETA) is a multi-region effort funded under Colorado's WIRED initiative. It is a partnership between ADW, Douglas County

School District, Douglas County Educational Foundation, Arapahoe Community College and a host of businesses in key local industry sectors, including CH2M Hill, Comcast, Sky Ridge Medical Center and others, designed to provide training in computer skills, which is a critical enabling skill for all industries. ETA was designed to serve 75 high school students and 150 Adult/Dislocated Worker participants in occupational training for A+, Net+, Net Security, Oracle and basic electronics. Once WIRED funding runs out, the program will be sustainable through property tax revenue, Perkins funds, other college financing and WIA formula funding.

### **Base Realignment and Closure NEG**

The Base Realignment and Closure Act (BRAC) National Emergency Grant (NEG) is targeted to serve the employees of the the Defense Finance and Accounting Service (DFAS), which provides financial services to the military and other members of Defense. The DFAS unit based at Lowry Air Force Base announced a substantial layoff, and expected closure in 2010. The initial participant group served under the BRAC NEG received a series of professionally delivered workshops on skill transferability, transition opportunities and job search skills. As the closure date approaches, ADW expects to provide additional intensive and training services to the DFAS employees.

### **Incumbent Worker Training**

ADW's Raytheon Incumbent Worker initiative was born in May 2009 when ADW was contacted



**Arapahoe/Douglas Works! Boardroom at the Greenwood Village office.**

by business partner Raytheon Mission Operations and Services to offset part of the cost of training necessary to prevent a layoff of 25 workers. The aerospace industry is primarily funded through government contracts with layoffs occurring as one contract ends prior to another beginning. Raytheon proposed to split the costs of training the affected workers in Information System Security, a critical and difficult-to-find skill set needed for national security. It asked ADW to provide \$200,000 while Raytheon itself provided another \$191,000 for the effort. ADW used the EMSI data tool to show that spending \$200,000 in taxpayer funds prevented a \$3.2 million loss in regional earnings, providing justification to the State to award WIA discretionary funding for the project.

### **Child Support Enforcement**

The Child Support Enforcement (CSE) program is a partnership with the Arapahoe County Department of Human Services, and is designed to help unemployed noncustodial parents who are behind in their child support payments obtain jobs. Participants are



**E**ach year, the National Association of Workforce Boards gives only three recognition awards to outstanding programs among the over 3,000 workforce development centers in the United States and its territories. ADW's Youth Energy Conservation Corps won one of 2009's NAWB Honorable Mentions.

served through a two-tiered program that is geared to rapidly attach them to employment so that they can make child support payments at the 90% level. Of the 330 participants served in PY08, 49% were black/African American, 34% were white and 14% Hispanic; 11% were homeless at program entry, and 55% were ex-offenders. 157 were co-enrolled in WIA Adult program and 1 in TAA. During its first year of operation, the CSE Program placed 166 participants in employment.

#### **Health-One Project**

ADW's has partnered with Health-One to train and place participants in critical health care occupations, particularly nursing, since 2002. Health-One approached ADW with a serious need to upgrade existing Registered Nurses so they could work successfully in critical care settings. The award winning Health-One Critical Care Initiative ended at the close of PY08 having upgraded 12 registered nurses for critical care duties. ADW helped Health-One once again fill a critical need, and anticipates continuing as a vital part of Health-One's human resource solutions.

#### **Colorado Works (CW)**

In partnership with Arapahoe and Douglas County Human Service programs, ADW has successfully implemented an innovative approach called Rapid Attachment to Employment (RATE). The purpose of this program is to assist Colorado Works/TANF recipients to obtain gainful employment through training and expanded resources to assist their job search and retention needs. The RATE program provides CW/TANF

participants a supported, structured case managed navigation through career exploration, job search, job placement and job retention. In PY08, RATE placed 200 job ready Colorado Works participants in part time employment at an average hourly wage of \$11.22 per hour (97% of the PY07 average f/t wage at placement in spite of the economic downturn), and 106 in part time employment at an average hourly wage of \$8.71. ADW also has an award winning Employment First program, designed to help food stamp recipients find employment. Utilizing the same concept as the RATE program, this program quickly places individuals into employment to help move them to self-sufficiency and off of public assistance.

#### **Pre-Release Offender Program**

Services are provided through ADW's Pre-Release Program to offenders by an Offender Programs Coordinator working directly with Arapahoe County Jail three days per week; and with the 18th Judicial District Probation Office one day per week. Pre-release workshops are provided for inmates soon to be released to ensure they know how to access community support services, find a job, transportation and a place to live. Services for parolees include referrals to community resources, housing and transportation assistance and the workforce center.

#### **Youth Initiatives**

The Denver Health and Hospital Project is an ongoing partnership with Denver Health to provide WIA Youth participants with work experience in a hospital setting, exposure to the world of

work and career ladders in health care, a critical industry sector in the Denver-Aurora MSA. In autumn 2008, ADW partnered with the Denver Office of Workforce Development to send 11 WIA youth participants to this project. Four were ADW participants. An additional five ADW youth participated in a special ARRA Summer Youth Denver Health and Hospital Project.

**The Hudson Gardens Project** is a sustainable partnership with a local recreation and event center that focuses disabled youth WIA participants on work in conservation, gardening and landscaping. In PY08, nine youth were served through the Hudson Gardens Project.

In PY08, ADW joined with the Governor's Energy Office and the Arapahoe County Weatherization program to create a **Youth Energy Conservation Corps** that conducts Tier 1 energy audits in LEAP eligible homes. Corps members and other interested youth also have an education component designed to build knowledge in career pathways in the burgeoning conservation and green technology fields. Each year, the National Association of Workforce Boards gives only three recognition awards to outstanding programs among the over 3,000 workforce development centers in the United States and its territories. ADW's Youth Energy Conservation Corps won one of 2009's NAWB Honorable Mentions.

**'A' Game work value workshops** were provided to ARRA summer youth participants. The A Game is a proven instructional program that helps youth understand the 6 'A's necessary to keep them on the right track in a job. 'A' Game staff conducted the training workshops while concurrently providing train

the trainer services to ADW youth staff. The 'A' Game will fill a much needed soft skills gap in workforce development youth programming over subsequent program years.

### Reemployment by Design

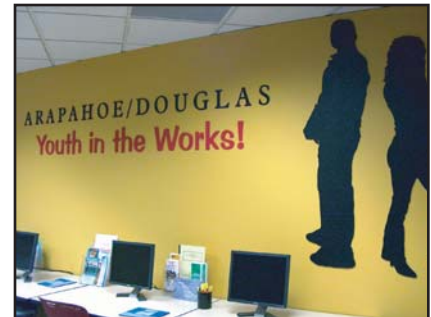
The Reemployment by Design program is a partnership between ADW and Community College of Aurora, Lowry Campus that is structured to rapidly and efficiently serve persons laid off from jobs through no fault of their own. Reemployment by Design provides participants with a variety of workshops geared to increase effectiveness in job search, networking and transferring skills. It also serves as an access point for dislocated workers desiring WIA services. Reemployment by Design opened at Lowry in late June 2009 and serves as a satellite office of ADW.

### Water and Wastewater Management

ADW is a regional partner with the City and County of Denver Office of Economic Development in the Water and Wastewater Management Sector Planning Grant, which was initiated at the request of the American Water Works Association to alleviate concern over pending retirements in critical occupations within the sector. This initiative is in the planning phase and partners will define the problem and outline solutions in PY09.

### Summary of Program Accomplishments

Arapahoe/Douglas Works! provided applicant services to 59,330 persons in PY08, a 30% increase over the prior program year. Of these, 39,280 were eligible UI claimants, an increase of 13,962 (55%) from PY07. Of the 59,330 served at ADW, 6,608 (11.1%) were veterans and 9,006 (15.2%) were



**A/DWorks! youth resource center at the Greenwood Village office**

over 55 years of age. During PY08, 15,369 persons who received applicant services entered employment, including 1,608 (10.5%) persons over 55 years old.

During PY08, ADW listed a total of 11,877 openings, with 4,081 (34.4%) in the Government sector and 1,653 (14%) in the Information sector. Though some openings were received in all occupational families, the top three most frequent were Office and Administrative Support (3,861; 33%), Installation, Maintenance & Repair (1,203; 10%), and Health Care Support (1,192; 10%). Together these three occupational families comprise almost 53% of the job openings listed by ADW in PY08. ADW served a total of 1,789 persons in its training programs, including both Workforce Investment Act (WIA) and Trade Adjustment Act (TAA). Of the 737 WIA Adult participants, 220 exited the program and counted toward performance, with an 86.34% Entered Employment Rate, an 87.6% Retention Rate and average earnings of \$13,957. The WIA Dislocated Worker program served a total of 367. One hundred fifty-eight exiting participants counted toward performance, with an EER of 94.19%, an Employment Retention Rate of 92.55% and average earnings of \$17,423.



**A**ndrew is 18 and lives in the foster care system. Though he had good computer skills, he also had a police record and was having difficulty finding work. Andrew was interviewed by ADW's on-site partner, Kelly Services, and was placed at a local GIS firm. His initial evaluation came back with glowing compliments, and the company is planning to hire the young man as a permanent employee upon completion of the work training experience. This is one of many sustainable positions created through ARRA.

ADW's Youth in the Works served a total of 533 representing the region's hardest-to-serve youth. Forty percent were over 18 and 60% were aged 19-21. Eighty-three percent were dropouts and 82% basic literacy deficient. Twenty-eight percent were receiving public assistance and 97% were low income. Twelve percent were single parents and 34% had some disability. Over 100 exiting participants counted toward performance measures, with 29.49% achieving literacy/numeracy gains, a Placement Rate of 69.23% and a Degree/Certificate Attainment Rate of 72.45%.

### Client Success Stories

**ARRA Adult and Dislocated Worker - Tatyana** was laid off from a large financial company and needed assistance to transition back into employment. After researching opportunities with key industry sectors, she obtained training in SAS software. This was all she needed, and soon she joined a large cable television company as a Financial Analyst at a \$75,000 annual salary.

**Steven** was laid off from a large bakery, where he had worked his way up from driver to district sales manager. He was earning over \$67,000 per year at layoff, and came to ADW for help through ARRA funding. Since he only had a high school diploma and had earned no vocational certificates or taken any college classes, Steven was not able to find work in management that did not require a bachelors degree. He researched occupations and chose to apply for an ITA in over-the-road trucking. After he completed truck driving school, he obtained a position as a large trucking firm that has the potential of paying nearly what he was earning before.

**ARRA Summer Youth - Johnathan** applied for summer work through ADW's ARRA Summer Youth Program because with a criminal record, he could not find a job. He was

placed in subsidized employment at a large sports and recreation club near his home, and did so well there, the club has hired him to work after school - an example of ARRA creating a sustainable job opportunity. The sports club manager who supervised him told ADW, "You know, we never would have even looked at this kid because of his record, but now we have a good employee because of your program."

**Geraldine** is a 17-year-old Littleton resident. She attends alternative high school and her barrier to employment is a disability. She enrolled in the Summer Youth Employment Program as a single parent with a four-month-old son, living with her mother, who receives food stamps. She interviewed and was hired to work at a major suburban recreational facility. She takes the bus to and from the worksite. From the day she started work, Geraldine has been a reliable, hardworking and truly treasured employee. Her supervisor has had only praise for Geraldine. Recently, he confirmed that he'll be adding her to the permanent staff, and she'll continue working as a part-time employee upon completion of her work training experience. This is another example of a permanent job actually created through ARRA.

**Chris** is a 17-year old male who completed culinary classes at a local High School in May 2009; however, with a basic skill deficiency and no work history, Chris could find no work. He enrolled in ADW's ARRA funded Win at Works Summer Employment program and was placed at in subsidized employment at a local restaurant and his initial employer evaluation came back with a note that said he could open his own restaurant after only two weeks into the experience. The owners stated Chris does excellent work and is an amazing chef, yet he has never held a job before this summer. Not only has Chris experienced a surge in self confidence

because of his success, the business is seriously considering hiring him on completion of the subsidized work experience.

**Regional Leadership**

ADW has taken a leadership position in the region in the collection, analysis and trending of labor market information and other relevant data sets, and has provided training in how to create and maintain OSR tables and Skilled Worker Inventory and Inventory Turnover tables to personnel in two other regions. ADW has also teamed with economists at CDLE's LMI Division and EMSI to develop a mathematically defensible model that depicts the economic impact of workforce centers.

Leaders in local economic development efforts now routinely seek data from ADW for site selection managers considering a move of their facilities into the Denver-Aurora MSA. ADW has thus far supplied data to an economic development entity and a chamber of commerce to attract out-

of-state employers who could add significant jobs in the Finance and IT/Healthcare sectors.

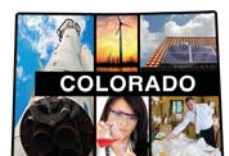
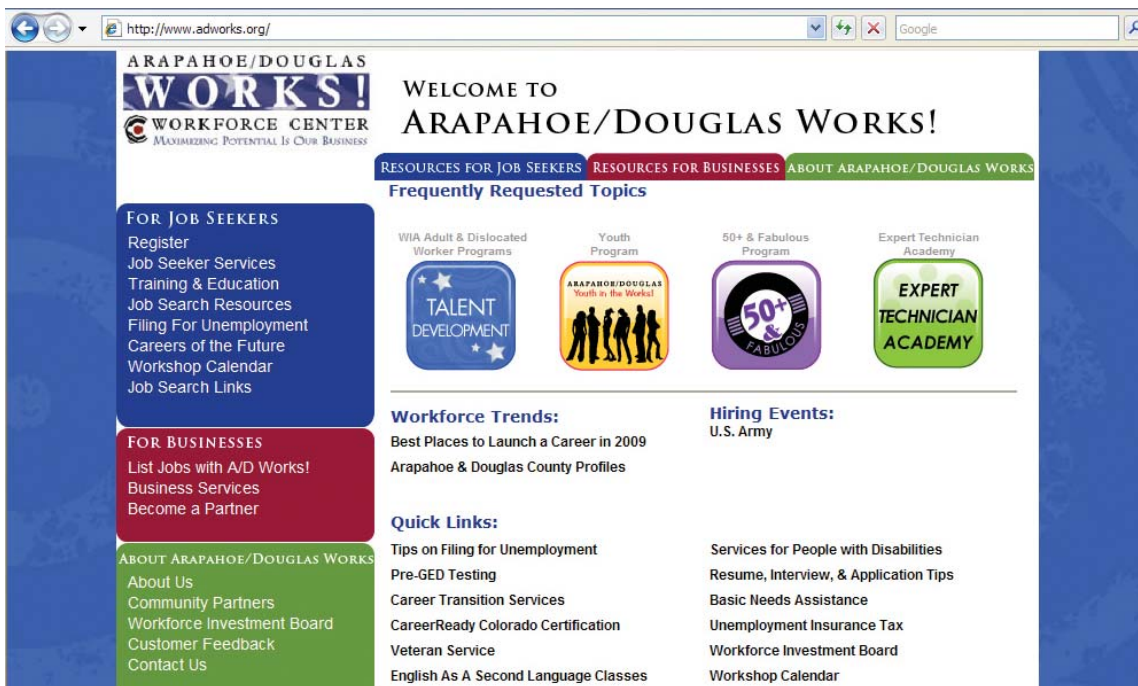
ADW has also supplied industry profiles to aid multi-region efforts to obtain ARRA funding for initiatives in renewable energy and healthcare, and has also supplemented the efforts of the existing multi-region partnership with the American Water Works Association, who has asked for help in preparing skilled workers for critical occupations in the face of a significant number of pending retirements.

ADW has also taken a leadership position in conjunction with the Workforce Board of Metro Denver to form a statewide Business Services Team so that Colorado's workforce system can improve credibility in the business community. It is also a partner in several innovative multi-regional initiatives around ARRA grant opportunities in renewable energy training and health care.

**Awards and Recognitions**

During PY08, ADW won the following awards:

- 2008 National Workforce Association Urban Workforce Development Agency Award for the Expert
- Technician Academy Program, funded through the Colorado Workforce Innovations in Regional Economic Development (WIRED) initiative
- 2009 National Association of Workforce Boards Theodore E. Small Workforce Partnership Award Honorable Mention for Youth Energy Conservation Corps
- 2008 Alfred P. Sloan Award for Business Excellence in Workplace Flexibility
- 2008 Colorado Department of Human Services Highest Percent Enhanced Funding Award for Employment First Program
- 2008 Colorado Department of Human Services Highest Percent Employment for Employment First Program



# Workforce Boulder County

## REGIONAL PROFILE

### Description of Boulder County

Boulder County is large and diverse, encompassing 741 square miles and featuring everything from the spectacular scenery of Rocky Mountain National Park to lush farmland. The population of Boulder County, the sixth largest county in the state, is approximately 293,741. Boulder County also has a highly educated population, with approximately 52% having at least some college education, and is home to the state's largest university, the University of Colorado. The enrollment at CU



### Summer Youth Cleanup Project 2008

in the fall of 2007 was 28,988. In addition, Front Range Community College has a Boulder County campus in Longmont, with an enrollment for fall 2007 of 6,809.

### Boulder County General Economic Conditions

Boulder County has a diverse economy, which has helped keep the unemployment rate below the national and state averages, and it also has more than 7% of the jobs in Colorado. The top five industries in the County, based on number of employees, are: Professional, Scientific, and Technical Services; Government Services; Healthcare and Social

Assistance; Retail; and Manufacturing. Of these, only Healthcare and Government have seen growth from 2008 to 2009. Retail also makes up a large portion of Boulder County's total employment and is the fourth largest industry. This industry saw a 4% decline in the first half of 2009.

The Boulder County labor force is approximately 176,291 workers. Of these, 164,731 are currently employed. According to the Colorado Department of Labor, the Boulder County unemployment rate has increased from 4.7% in June of 2008 to 6.6% for June of 2009, as compared to the statewide unemployment rate of 7.8% in June 2009. From December '08 to March '09 the number of non-farm jobs in the County dropped from 168,300 to 164,100, a decrease of 2.5%.

### Economic Situation in PY08

Twenty-two companies in Boulder County requested Rapid Response services due to layoffs of their employees. This is an increase of more than 100% from PY07. Industries affected included Manufacturing, IT/High Tech, Retail, Communications, Construction, and Transportation among others. Over 19,000 individuals from the Boulder region requested WfBC services between July 1, 2008 and June 31, 2009, a 56% increase in requests from PY07.

Because Boulder County has a higher concentration of employment in the manufacturing, professional, technical, and information sector, the workforce must be highly educated and trained. According

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

## PY08 Common Measures Performance

to the state Connecting Colorado database, Workforce Boulder County's applicant pool is highly educated: 44% have at least some college and 37% have a 4-year college degree or higher.

### Changes in Service Delivery

WfBC hired two additional Employment Advisors to provide jobseeker services to the increasing number of customers during the economic downturn. WfBC provided expanded training opportunities for both youth and adults through multiple partnerships described below. Many of these opportunities were from Green Jobs initiatives. In addition, the Reemployment Services Recovery Act funds are being used to assist unemployment insurance claimants with direct services in finding employment. These services are provided one-on-one and in group settings.

### WfBC Profile

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

- **WfBC Mission:** To provide comprehensive and effective employment, training and supportive services.
- **WfBC Values:**
  - o Service First
  - o Collaboration & Teamwork Excellence in skills proficiency
  - o Respect for Others
  - o Integrity
  - o Effective Communication
  - o Sustainability
  - o Responsive Government
- **WfBC Purpose:** To promote the viability of the community by fostering opportunities through creative partnering and bold use of resources.

WORKFORCE BOULDER COUNTY			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	106%	Entered Employment	106%
Retention	110%	Retention	98%
Average Earnings	144%	Average Earnings	138%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	152%		
Placement	157%		
Degree/Certificate	211%		

- **WfBC Key Customers:** Job seekers (ready-to-work, entry-level, challenged), businesses, educational organizations, and community agencies
- **WfBC Key Message:** Whether you're looking for a new career, changing careers, or searching for the right person to fill your position, Workforce Boulder County has your solution. WfBC is your partner in making Boulder County a vital place to work, live, and play.

### Services to Job Seekers

WfBC provides a comprehensive and integrated one-stop system at two convenient locations in Boulder County. Job seekers have access to resource centers, learning labs, job search assistance, case management and occupational training assistance from the Employment Advisement Team. Both WfBC offices have 22 pieces of Assistive Technology software and devices available in the resource centers for clients with disabilities ranging from mobility impairment, blind / low vision, deaf & hard of hearing, and learning disabilities. They also provide:

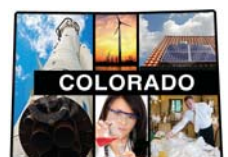
- **Career Development Workshops:** CDWs are one- to three-hour facilitated workshops in career development skills, resume writing, and Internet job search.

- **Self Directed Labs:** SDLs offer self-directed and self-paced Microsoft Word, Excel, Power Point, and Access Database tutorials. Also available are self-paced preparation for GED/ Workplace Literacy Certification.

### Services to Employers

WfBC's Business Services Team concentrates on the demand side of labor exchange, the employers throughout Boulder County. WfBC has identified 4 business sectors (technology, manufacturing, healthcare, and retail) to monitor and research projected growth in order to better understand their needs.

In PY08, WfBC co-sponsored business forums with other organizations, leveraging resources and increasing its visibility in the community. During the annual September Workforce Development Month, WfBC partnered with the Broomfield Workforce Center to present "The State of the Economy" with Richard L. Wobbekind, from the LEEDS School of Business. WfBC's ongoing partnership with Broomfield allows both Workforce centers to leverage resources for the business community.



# The Green Jobs

Pipeline Partnership is a collaborative effort of Boulder County Human Services, Housing Authority, and Community Services and Workforce Boulder County. The Partnership was formed in order to help ensure that lower-skilled and low-income workers have access to the New Energy Economy, and has already resulted in 8 permanent hires with Boulder County for green housing construction jobs.

WfBC also partnered with Colorado Association for Manufacturing and Technology (CAMT), Metro Denver Regional Workforce Board, and Jefferson County through the WIRED Initiative to provide training and certification in advanced manufacturing programs (Six Sigma, Lean Basics, Quality Basics, Quality Technician, and Yellow Belt) at no cost to employers.

**WfBC Youth Programs**

In PY08 youth represented 14% of WfBC clients, and this percentage is expected to grow. This year the Youth Job and Career Fairs saw nearly 2,000 young people, almost double the number from PY07.

The WfBC youth team continues to build key partnerships and leverage resources through SEED and TANF Reserve Funds, marketing programs and services and hiring interns to assist in the delivery of services. The expansion of the youth program and services continues to open up new career pathways to youth seeking experience and understanding of work opportunities

**Youth Internship Programs:** The purpose of these programs is to:

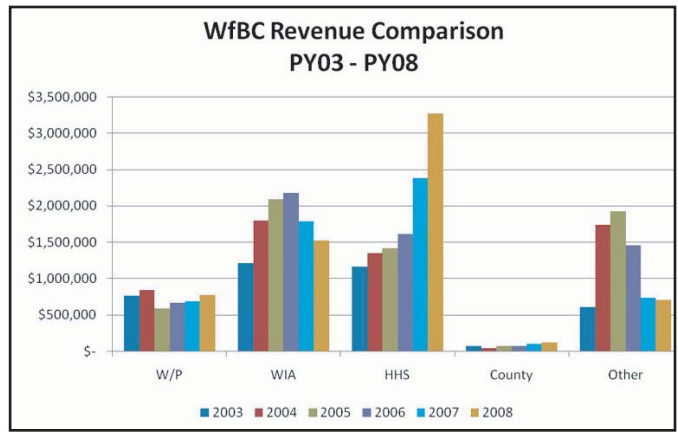
- Establish partnerships between WfBC Youth Programs and community employers

- Provide work experiences and career opportunities that are rewarding and satisfying to both youth and employer
- Assist youth in becoming independent adults and developing strong connections to caring adults

The Youth Employment Program (YEP!) provides internships for youth from 14 - 21. The program initially had 300 applicants, of which 56 were selected to begin a series of 4 "job readiness trainings" in May. Y.E.P. contracted 65 employment opportunities based on the requests listed in each application. Y.E.P. internships started in June, funding 54 interns throughout Boulder County.

**Disability Program Navigator (DPN)**

The WfBC Disability Program Navigator Initiative is committed to ensuring that the center is universally accessible to all clients regardless of their disabilities and need for accommodation. The Disability Program Navigator Initiative also maintains regular contact with partner agencies such as The Division of Vocational Rehabilitation, The Center for People with Disabilities, Imagine, The Employer Outreach Team, The Job Developer's Network, Boulder County Community Services Department, and the Mental





Health Center of Boulder County. Additionally, WfBC and the Division of Vocational Rehabilitation maintain a symbiotic relationship by formally referring appropriate customers to each agency.

### **Monolingual and Bilingual Services**

WfBC continues to serve Spanish Speakers in both the Longmont and Boulder Office. With the recent increase in UI Benefits, the need for services continues. Workforce centers provide resources and information for job seekers who need assistance with Work Registration, UI Filing, Job Search, Resume and WIA/TAA/TRA Training. WfBC continues to refer monolingual applicants to ESL Classes provided by St. Vrain Adult School, Boulder Adult Literacy, FRCC, and Intercambio. Most employers require Basic English Skills and GED.

### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

WfBC continues to build on relationships formed through previous discretionary grant funded projects. For example, from the Northern Health Care Consortium grant a CNA internship program was developed which partnered the WfBC WIA Adult Program, Longmont United Hospital and Front Range Community College. This opportunity then expanded into the development of internships for our Youth and Young Adult Program. The projects have increased skill levels, language skills and developed work readiness for youth adults through internship opportunities. The Longmont United Hospital HR Manager has recently joined the Workforce Development

Board, increasing the investment of this partnership.

### **Metro Denver Regional Workforce Board**

The Board is committed to working with all of the metro workforce regions to collaboratively address the needs of business, and to meet the labor force needs of employers with multi-regional strategies. WfBC also continues to work with Jefferson County and the Metro Denver Regional Workforce Board on WIRED initiatives.

### **Longmont United Hospital**

In PY08 the WIA Adult program continued to recruit and provide training to CNA interns for Longmont United Hospital. Since the program began, 28 CNAs have gone through the internship, and all have been placed in permanent jobs with LUH. One intern from PY07 will be graduating from a Nursing Program in December 2009. Another intern, a single mother from the PY07 class, has recently been accepted into nursing school.

### **Boulder County Community Services Department**

WfBC and Boulder County's Community Services Department co-sponsored the Boulder County Green Jobs Summit held March 6, 2009. The summit was a business event that included presentations from The Governor's Energy Office: "What's Ahead- Green Collar Jobs in Colorado" and from Boulder County Government including: "ClimateSmart Loan Program", "Workforce Boulder County Green Jobs Resources" and "Housing and Human

Services - Energy Conservation." The summit served as an outreach tool for WfBC and helped to further facilitate relationship building with renewable energy companies and other businesses interested in WFC services and "green jobs" training. We had 262 attendees at the summit.

### **Green Jobs Pipeline Partnership**

The Green Jobs Pipeline Partnership is a collaborative effort of Boulder County Housing and Human Services, Boulder County Housing Authority, Boulder County Community Services and Workforce Boulder County. The Partnership was formed in order to help ensure that lower-skilled and low-income workers have access to the New Energy Economy.

The Department of Housing and Human Services hosted several internships for low-income workforce clients, which provide training in construction and carpentry, adult training in weatherization, construction, and maintenance and office administration. BOCO DHHS served as the initial training site for the Green Jobs Pipeline. This project involved developing and training an eight person work crew to work in construction involving "green building" components of renewable energy design and practices. Bella Energy, a Boulder-based solar energy client, trained the crew on installation. Together the crew, with help from Bella Energy, installed a 10 kW solar system on an affordable housing unit in Louisville, Colorado.



# The ARRA

Summer Youth  
Employment Program  
provided valuable work  
experiences to 124  
youth, helped many  
businesses currently  
unable to finance  
needed employees,  
and stimulated our  
current local and  
national economy by  
investing in the  
positive development  
of our youth workforce.

Currently, the department has hired on a total of eight individuals as full time employees and is currently providing OJTs for 4 individuals in weatherization. The Green Jobs Pipeline Partnership also drew the private sectors attention to how workforce center services may benefit their business. Since the inception of the partnership, WfBC has worked with several Renewable Energy Companies throughout Boulder County (see below), posting jobs and creating on-the- job training opportunities.

### WIRED Solar/Renewable Energy Initiative

The Renewable Energy Grant provides DVD based PV Solar Manufacturing Training to individuals interested in the Renewable Energy Industry. WfBC is a partner on this project with Adams County. Following the completion of seven modules and successful testing, the participants received a certificate of completion. Thirty three individuals enrolled in this training with 21 successful outcomes. Following the receipt of a certificate, individuals could have the opportunity to interview with solar companies Abound and Ascent Solar.



**Green Crew** learns framing at the Avalon worksite.

### SECTOR Initiative: Renewable Energy

WfBC has partnered with Jefferson County Workforce Center on a SECTOR Planning Grant focused on the Renewable Energy Sector across the regions. This grant is designed to gather information about the renewable energy sector regarding gaps in economic development, workforce employment, and workforce education. The information gathered from renewable energy companies will be used to develop a Renewable Energy Sector Implementation Grant proposal that is due by October 15, 2009. This proposed grant will align action strategies with the gaps identified by participating renewable energy companies.

### HIP and HIP/Green Jobs

The HIP Green Jobs Project was a collaborative effort between Workforce Boulder County and Boulder County Housing and Human Services (HAHS). The funding was arranged through a special grant offered by Boulder County Human Services. Workforce recruited the staff and provided administrative support. Boulder County Housing provided the work sites and supervision. The six crew members were paid \$14 per hour and the crew leader was paid \$20 per hour from December through June. While the crew worked on a variety of different county housing projects, the real jewel was the Avalon work site in Lafayette. This project exposed the crew to a number of new green energy concepts being utilized by builders today.

The HIP Jobs program was another collaboration with Boulder County Housing and Human Services. Longs Peak

Energy Conservation (LPEC) is a division of HHS and needed Weatherization Technicians to perform a variety of home energy conservation measures. These positions paid \$15.00 per hour. WfBC placed five interns with LPEC, four of whom were hired as full-time employees and one as a temporary employee.

**ARRA Summer Youth Employment**

The Summer Youth Employment Program was WfBC's primary vehicle for employing youth through the American Recovery and Reinvestment Act. The program provided 6-8 week paid work experiences to youth 14 to 24 years of age and assisted a wide range of businesses throughout Boulder County. By the end of the summer, the Summer Youth Employment Program had provided valuable work experiences to 124 youth, helped many businesses currently unable to finance needed employees, and stimulated our current local and national economy by investing in the positive development of our youth workforce.

**Boulder County Youth Corps**

WfBC and BC Youth Corps collaborated to employ 11 low income youth for 8 weeks this summer to work with several teams doing a variety of essential tasks to assist municipalities, their communities, and our environment.

Projects included:

- Fire and mountain pine beetle mitigation in Boulder County Parks and Open Space
- Trail building/maintenance for alternative commuting and promoting healthy lifestyles; utilizing labor and not pesticides to mitigate invasive plant species

- Maintain and landscape several Boulder County grounds and gardens. Increase water efficiency through technology and utilizing native plant species for environmental and gardens.
- Help maintain Boulder County Fairgrounds and Community Gardens

**50+ Workshops and Networking Events**

The goal of this program is to increase employment opportunities for older workers (i.e., those who are aged 50 and older) and provide individual and group counseling, as needed. While the number of workers over 50 years of age using workforce center services has been steadily increasing, in PY08 this number has exploded due to the economic implosion on Wall Street and the ballooning unemployment rate. WFBC provides several services exclusively for 50+ workers:

- **50+ Networking Group:** The networking presentations are held monthly and showcase speakers from area employers and organizations.
- **Transition, Transform, Transcend, Careers After 50:** Participants explore the challenges and benefits of the 50+ experience, learn about the "make or break attitude" and explore how to confront difficult job situations unique to their age group
- **Rebound Group:** Rebound Groups are designed to provide a stabilizing and supportive factor in the lives of people 50 and older dealing with depression and/or anxiety as a result of unemployment.
- **One hour individual Intake/Counseling for 50 + clients:** A licensed professional counselor, experienced in



**Summer Youth Gardening Project**

employment issues for the older worker, meets with each client for intake to determine appropriateness for the group, or to help in a crisis situation.

**Latino Chamber of Commerce**

WFBC has formed a partnership with the Latino Chamber. Staff has participated in After Hours and other activities in order to form relationships with Latino Business Leaders which could potentially lead to more opportunities for our Latino labor force.

**Summer Employment and Enterprise Development (SEED):**

This project seeks to grow the workforce of the future by increasing employment opportunities for young adults in Boulder County. Opportunities are created by businesses investing a \$1200 work scholarship to either host an internship at their work site or to provide a gift scholarship for an internship to be hosted at a non-profit that cannot afford the scholarship. WfBC in turn recruits, screens, and delivers specialized work preparedness training to the young adults that apply for a SEED internship, as well as provide administrative support and



T

he Longmont Area Economic Council (LAEC) has provided important support to WfBC, from providing data to leadership to important contacts through the Human Resources Roundtable. John Cody and the entire LAEC have also provided key support to facilitate SEED internships.

follow-up for the interns. Workforce Boulder County successfully completed its fifth summer of the SEED Internship Program this year. Out of the 36 business that participated this summer, 89% were new partnerships for WFBC, bringing in nearly \$24,000 in revenue/scholarships. Forty seven youth were employed in a variety of work experiences. More than 50% of the internships were in positions that would be considered non-traditional, career-focused employment experiences.

#### **Annual Business Forum**

Richard Wobbekind, Ph.D. from the University of Colorado, Leeds School of Business presented a snapshot of the Boulder, Broomfield and State of Colorado economy including economic forecasting to over 80 local businesses, partner agencies and government personnel. This event was held in conjunction with other Statewide Workforce Development Month activities. This forum has proved to be an effective way to leverage resources between Boulder and Broomfield and improve WfBC's visibility in the community.

#### **Data Mining Project**

WfBC also began working with the LEEDS School of Business in PY08 on the Data Mining Project. The economic team, including staff from the LEEDS School of Business, developed industry profiles for each workforce region; each regional industry profile includes those industries that account for 80-90% of the employment base for each region, characterizing each industry and identifying those occupations represented within that industry. This will assist the workforce centers to identify existing and

emerging workforce opportunities for each region, focusing on key sectors. This collaboration with workforce centers (Larimer, Pikes Peak, and WfBC) and education (CU Boulder, CU Colorado Springs, and CSU) will result in industry and occupation research report for all 64 Colorado counties.

#### **Longmont Area Economic Council**

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

#### **WyCo Workforce Partnership**

The WyCo Workforce Partnership is a collaboration of Workforce Centers in Boulder, Larimer, and Weld Counties in northern Colorado and southeastern Wyoming. The purpose of the WyCo Workforce Partnership is to strengthen services and resources for employers and job seekers throughout the region.

The WyCo Work Group Meets Monthly on the first or second Friday of the month from 9:00 a.m.-12:00 p.m. at one of the

participating Workforce Centers. In April, the WyCo Workforce Partnership put on a Virtual Job Fair for Professionals with 27 businesses participating.

**Work First**

The Work First program serves persons who receive TANF cash assistance from the Boulder County Department of Social Services. The program can provide occupational training, supportive services, and internships. Work First also has a Subsidized Employment and Service to the Community (SESC) program. The Subsidized Employment portion provides 12-month full time, temporary paid positions. This year SESC placed 33 clients in subsidized employment positions. Service to the Community provides part-time paid positions at non-

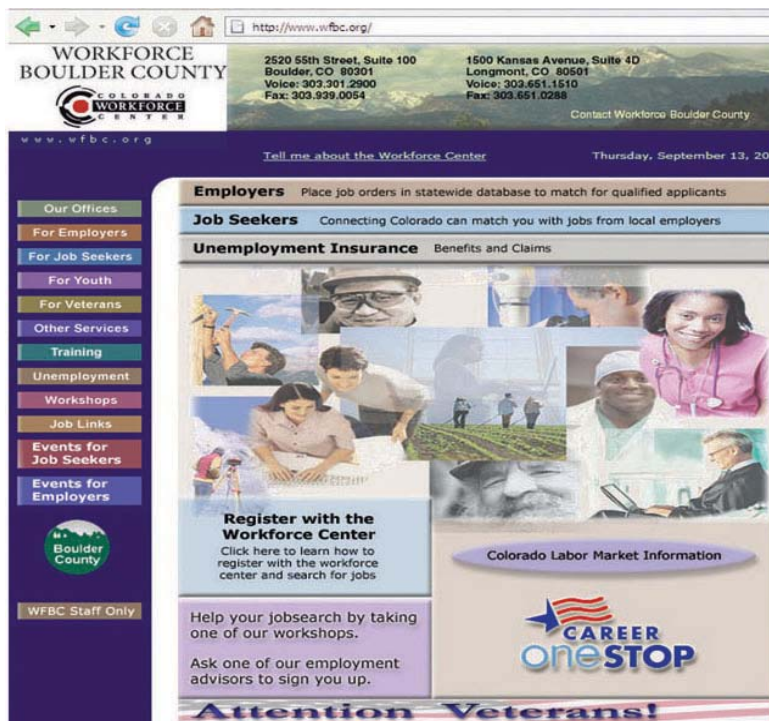
profits lasting 3-6 months. For PY08, SESC placed 15 clients. Five of these were hired on as full-time employees.

**Workforce Board**

Workforce Boulder County began and completed recruitment efforts to establish board membership which would consist of industry sectors where we could gain greater connection and vital information in terms of service delivery and the ability to meet the needs of the those sectors. Workforce Center staff recruited three new members from the Latino Chamber of Commerce, First Bank of Boulder and a local staffing company. The entire board serves as a way to stay tuned in to the labor market needs specific to the Boulder County community.

**Youth Job Fairs**

WfBC held two job fairs cosponsored by St Vrain Valley School District, the city of Longmont, and the Governor's Summer Job Hunt in Longmont and Boulder. The Boulder Job Fair had 23 employers and 400 youth participate. In Longmont, the Job and Career Fair, held in conjunction with the St Vrain Valley School District, brought 1400 youth and 50 employers together. Due to this collaborative effort, 1800 youth were able to attend job search orientations, application seminars and practice interviews. They were also able to "shop" for career paths and candidly speak with career professionals about current and future job markets.





# Denver Division of Workforce Development

## REGIONAL PROFILE

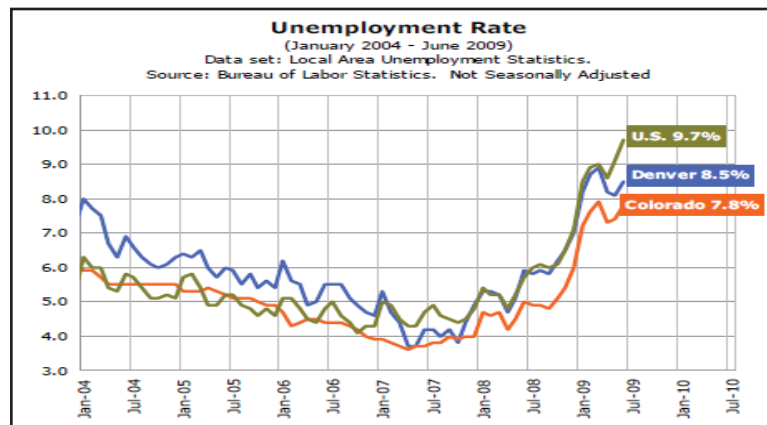
According to the Census Bureau's Annual Population Report, the City and County of Denver's population stood at 598,707 on July 1, 2008. The Metro Denver Economic Development Corporation (MDEDC) reports that over 82% of Denver residents have at least a high school diploma and 38% have a bachelor's degree or higher. In spite of that, and in concert with the national economic downturn, Denver's unemployment jumped from 5% in July 2008 to a high of 9% in early 2009 before settling to 7.8% by June 2009. Month to month through the program year Denver's unemployment rate consistently averaged ½ % to a full percentage point higher than Colorado's unemployment rate over that same time frame. As of June 2009 Denver had 297,740 residents employed and there were 445,301 jobs in the City, a decrease of nearly 10,000 jobs over the program year.

As could be expected from the trends from above, demand for Denver Workforce services increased in PY08. The number

of Active Applicants in the Denver Wagner Peyser system increased 140% as compared to PY07 (54,399 to 75,890). In addition, the numbers of unique customers visiting the Denver Workforce System increased to over 230,000 persons, nearly double the volume from PY06. While active applicants increased significantly, the number of job openings in our system dropped by 32% from PY07 to PY08.

The WIA funding rescission of 2008 negatively impacted our ability to meet the increased demand for services. As a result, enrollment into WIA Adult and Dislocated Worker programs fell from PY07 to PY08 at both core (over 20%) and training levels (over 50%). Fortunately, to offset some of these budget reductions, Denver began to implement the American Recovery and Reinvestment Act program and training funds late in PY08 to serve the 50% increased demand on our services across our system. Of all the active registrants in Denver during PY08, 7.0% self identified as Veterans, 6.6% self identified as homeless, 37% were UI claimants, 3.8% self identified

**D**ata-Driven Strategies: OED-WD, in collaboration with our Management Information Systems and Financial Management Unit teams, implemented an internal Awards Database that allows for real time tracking of training stipends and subsidies across all funding streams, including investment mapping to targeted industries



as English Language Learners, and 10.9% self identified as an Ex-Offender.

**Sector-Focused Service Delivery**

OED-WD has assembled an industry sector engagement team (SET) that includes: SET project managers that convene stakeholders in each target industry; Business Development Representatives (BDRs) and Business Development Associates (BDAs) staff with industry expertise. The staff is located at three of the Workforce Centers (WFCs): Stapleton - Healthcare, Speer - Construction and Skilled Trades, and Westside - Energy and Green Jobs.

The staff focuses their work on serving businesses and their duties include: initial and ongoing business outreach and engagement, wage subsidy and customized training education and development, and customized recruitment and screening for vacancies. These BDR and BDA staff work with other members of industry teams to inform all staff across the OED-WD network, about the employment and training opportunities within the respective targeted industries. This will ensure that all job-seeking customers receive equal access to training and employment opportunities regardless of their point of origin within our system. In PY08, some of the accomplishments of the SET team included:

- Expanded partnerships with industry stakeholders including trade associations to support data validation, growth of industry knowledge, and more strategic funding investments

**PY08 Common Measures Performance**

DENVER DIVISION OF WORKFORCE DEVELOPMENT			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	94%	Entered Employment	103%
Retention	101%	Retention	96%
Average Earnings	128%	Average Earnings	104%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	194%		
Placement	130%		
Degree/Certificate	147%		

- Increased use of subsidized training funds within targeted industries, particularly for the construction and energy sectors
- Stronger connection with training programs in target industries is helping those programs build better partnerships with industry (which has supported curriculum enhancement and more job placements)
- Enhanced focus on regional collaboration to serve businesses within target industries on a broader system level and to collaborate to provide multi-region opportunities for job seekers

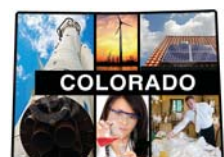
**Awards Database**

In PY08 OED-WD, in collaboration with our Management Information Systems and Financial Management Unit teams, implemented an internal Awards Database that allows for more real time coordinated tracking of training stipends and subsidies across all funding streams, as well as exactly where and how training and support services are being used, especially in support of target industries. This database provides timely

information about spending patterns and allows us to adjust as needed to the changes in demand for services. We are also able to analyze these investments relative to the Office of Economic Development's Priorities: Business Retention and Expansion, Greener Denver, Sustainable Neighborhoods, Community Engagement, and Continuous Improvement. Finally this database helps us track delivery of services by NAICS codes, industries and City Council districts, informs our decision-making and is used to inform the Workforce Investment Board, Mayor and public officials about our activities and outcomes.

**Tool for Career Planning**

In PY08 Operations staff from Workforce Development as well as our MIS team worked to develop a staff communication tool via an intranet to provide more comprehensive information on industry opportunities, training programs, and required skill sets and assessments. This information is used by staff to assist job seekers in making informed career planning decisions. This intranet tool is updated and is used by all units within Economic Development as



# Career Readiness

Certificate (CRC): Denver

leveraged ARRA funds to

purchase a

CareerReady 101

license providing

unlimited KeyTrain

access for approved

workforce partners

throughout the metro

Denver region

including Denver

Public Library,

Denver Public High

School's Post

Secondary Pathways,

Career Education

Center, Emily Griffith

Opportunity School,

Aurora Literacy Initiative

and Alternative

Cooperative Education

(ACE).

a reference tool that will continuously educate staff and customers regarding services, trends, and developments throughout the organization. This on-line tool increases the capacity of staff to serve businesses and job seekers.

### **Business Services Initiative**

Denver Workforce Development staff participated in the Colorado Business Services Steering Committee that developed recommendations for improving business engagement practices, which were presented to Workforce Directors from across the state. These recommendations included:

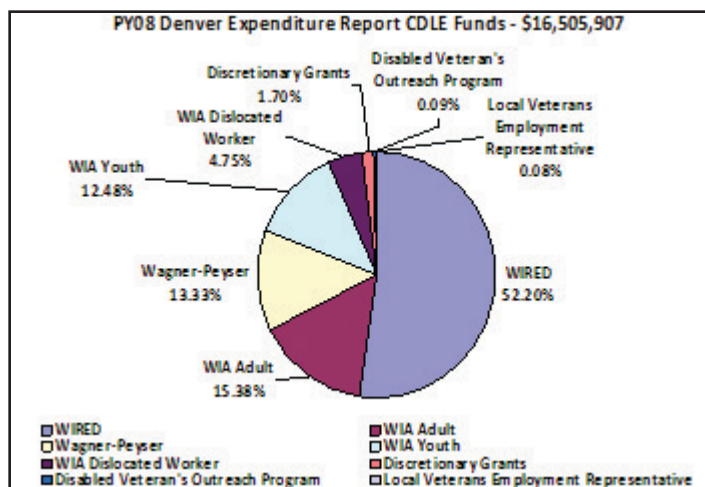
- Establish consistent statewide processes for engaging businesses
- Enhance the quality and consistency of service that each business receives, regardless of the workforce region.
- Develop a joint branding effort that will reduce conflicting messaging and increase business knowledge about the services provided by workforce regions
- Improve their utilization of the full range of services offered by workforce centers throughout the state.

This regional effort was a clear success in PY08 culminating in the presentation of the recommendations to the Directors at the Colorado Business Services Summit in Vail, CO. The Denver region will continue working with their partners around the state to implement these recommendations.

### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

#### **Sector Engagement Team**

In PY08, OED-WD enhanced and refined its Sector Engagement Team (SET) focus. SET is the Denver Region's internal approach to focusing on industry sectors, and is part of a broader strategy for leveraging industry sector partnerships that include the participation of employers, workforce development organizations, educational institutions, and other key stakeholders. Based on industry information, OED-WD targeted three target industry sectors: Construction and Skilled Trades, Healthcare, and Energy and Green-jobs. The labor market information examined for these industries indicate that they have entry and mid-level employment opportunities with family-sustaining wages and bridges to at least one higher job category.





LMI data indicates sustained and expanded demand for workers in the Denver area especially in comparison to other industry sectors. There is a consistent need for skilled construction and trades workers because of Denver area projects (Better Denver bond initiatives during the next five years; redevelopment of the Denver Union Station property; the Regional Transportation District [RTD] build-out, and expansion of the regional rail and bus transit system through 2016).

Federal stimulus funding, for healthcare reforms and healthcare information technology such as electronic medical records, supplements an ongoing demand in the healthcare sector that has resulted from the aging population, retirements, and other demographics shifts. National and state emphasis on energy independence and efficiency underpins the demand for skilled trades workers and for emerging opportunities in "green" occupations.

#### **Water and Wastewater Management Planning Initiative**

OED-WD has received a CDLE grant for a sector-based workforce initiative in the Water & Wastewater Management industry. The initiative includes a Project Team and an eleven-member Industry Advisory Council. The goal of the council is to identify the top workforce-related issues facing the industry and develop several regional strategies to address the issues by 2nd Quarter of PY09. Industry partners have selected the American Water Works Association (water & wastewater trade association) as the convener.

#### **Construction & Energy Pre-Apprenticeship Program**

OED-WD is providing training funds to the Mi Casa Resource Center for the development of a Construction & Energy Pre-Apprenticeship Program. This training provides hands-on learning opportunities through collaboration with Emily Griffith Opportunity School and the Construction Industry Training Council of Colorado. Taught in a simulated worksite, it provides industry specific skills and certifications, case management and job readiness and placement assistance in general construction. This 10-week training includes: Life Skills; OSHA 10; CPR and Standard First Aid; Computer Literacy; Introduction to Careers in Construction; Practical Application; Introduction to Renewable Energy; and Curriculum for the Embedded Job Search Process. The program was developed for our TANF, WIA and Wagner-Peyser customers in response to the evolving regional industry forecasts for occupational growth; supports the industries of emphasis in the President's American Recovery and Reinvestment Act; and seeks to promote greater partnerships with local apprenticeship programs.

#### **The BETR Project**

In March 2009, OED-WD entered into a partnership with CDLE's BETR (The Business and Education Talent Readiness) project. Ten Denver businesses were recruited to participate in the BETR Tuesday Tours which laid the groundwork for the partnership. In June 2009, OED-WD received a \$20,000 grant to shoot 10 REELBIZ Videos in PY09.

The BETR project enhances the relationship between workforce, industry, and education, providing teachers and parents a "hands on" introduction to occupational demands and curriculum.

#### **Workforce Innovation in Regional Economic Development (WIRED) Initiative**

Now in its fourth year, the Metro Denver WIRED Initiative has benefitted from Denver's leadership and partnership role in this USDOL grant to develop the region's local pipeline of skilled workers in four high-growth industries. Denver OED's Executive Director, André Pettigrew, assumed a larger leadership role this year, becoming active nationally in the WIRED Academies, as a speaker to other WIRED regions, as Co-Chair of Metro Denver WIRED's Leadership Council, Executive Committee, Metro Denver 2010 Solutions Team and most recently as chair of the Sustainability Research Planning Committee. André has also chaired internal monthly Fiscal Partners meetings with Metro Denver WIRED's other two strong partners: Colorado Department of Labor and Employment, and Metro Denver Economic Development Corporation. The WIRED initiative has influenced development of a number of cross regional collaborations. Denver is working in collaboration with other regions to sustain industry sector coordinators, continue business convening activities, identify and leverage funding for regional collaboration and standardize business practices.



Raphael is a decorated and honorably discharged Veteran, but he is 60 years old and an ex-offender. He received training to upgrade his skills and was hired three days after he got his state certification, at \$12 an hour. That was 14 months ago and he is still at the same job. Raphael comments "I have my dignity back. I live now like everyone else; I even have cable".

### WIRED: STEM TRAINING AWARDS

This WIRED grant exists to provide opportunities for individual training, as well as incumbent worker training, in the Science, Technology, Energy, and Math (STEM) sectors: Energy, Information Technology (IT), Aerospace or Bioscience industries.

- Eight customers have been placed in Mi Casa Resource Center of Denver's Construction/Energy program
- Two customers have been placed in energy/renewable energy training programs
- Four customers have been placed in IT-related training programs

All customers receive case management and follow-up services on a monthly basis to include a monthly school progress report and job placement activities. Eligible customers are co-enrolled in WIA to access needed work/training related support services. One customer received IT training from the grant and was offered employment as a project coordinator before the end of her training program, at the hourly rate of \$31.25.

### Job Readiness and Employment Initiative

The Office of Economic Development-Workforce Development implemented a job readiness and employment initiative at Denver International Airport (DIA). The purpose was to improve Denver resident access airport related jobs. The program is a unique model, targeting the needs of business, jobseekers, and incumbent workers at DIA. The job

readiness program focused on developing basic customer services skills and retail management skills demanded by businesses. The program consists of training in customer services, cash handling, SIDA testing preparation, and an Intercultural Communication seminar.

**Successes:** Key factors in the success of the project have been the partnership between Denver's OED-WD, a community based organization (Spring Institute), and DIA businesses. An advisory council of 30 businesses has guided this collaboration for several years. Also, businesses have participated in on-going evaluation of program services to ensure business needs are being met. The annual goal in PY08 was to serve 80 customers; however, DIA served 75 customers or 93% of the desired goal. Based on the most current Job Link data available, the WIA DIA Set-Aside program's entered employment rate is 100% and the retention rate is 96%.

### SkillBuild Colorado

Denver OED has played a significant role in the development of SkillBuild Colorado, formerly known as the Front Range Funding Collaborative, in its inaugural year. In addition to being a funding partner, OED has demonstrated leadership and support for this regional initiative through active steering committee membership, proposal and report writing assistance, and membership on industry advisory councils in construction and health care. Denver OED staff and members of the Denver Workforce Investment Board have committed substantial time and resources to advance this regional enterprise.

Objective	Goal	Actual	% of Goal	Total in Target Industries
Generate new job orders from businesses	600	4,203	700.5%	1,285
Generate new job opportunities	3,000	16,237	541.2%	4,118

Goals and outcomes of Denver's business outreach initiatives

**Expanded Services for Special Populations**

This initiative increased community awareness of programs for special populations, such as veterans, people with disabilities, the homeless, and English Language Learners (ELL). The primary result was an increase in veterans served during PY08 by 19.44% and persons with disabilities by 13.20%, over PY07 levels. Additional success was achieved by the Denver Homeless initiative, a priority for the Denver region.

**Homeless Initiative** - Over the last year special training was provided to the workforce center staff so they could better understand the needs of people who are homeless and learn our programs for helping them gain employment. Included is a new program in collaboration with Environmental Safety Inc. (ESI), a training organization that offers Energy Conservation training in Asbestos Abatement & environmentally friendly blow-in insulation installation, as well as HAZMAT and OSHA Safety training. ESI's successful outcomes included:

- 92.5% Training Completion Rate
- 82% Obtained Employment within 90 days
- 6% obtained employment within four months.
- \$14/hour Average Wage

The Training Manager at ESI is a

former participant in the Homeless Initiative and is now the Supervisor for ESI employment. The firm was awarded a contract with Arapahoe County for Insulation Installation in HUD housing and county government buildings. ESI has a non-profit, PROS & CONS, which helps ex-offenders (18 - 29 years), obtain training and employment.

**Expanded Services to On-Line Customers**

In PY08 OED-WD Operations and MIS teams developed systems to enhance and compliment the CDLE IVR outreach tool within Connecting Colorado. Specifically, the MIS team implemented a method for customer recruitment that extracted targeted customer contact information, which was uploaded to Outlook for mass distribution via email to customers with specific skills sets. As an example OED-WD assisted University of Denver with its targeted job seeker recruitment for Expert Technician Program under the WIA program. In PY08 OED-WD used this system to successfully recruit 2,042 online job registrants to targeted trainings and job events, who had not previously used our physical WFCs to date.

**Youth Services Initiatives Denver Youth Development Initiative**

- In an effort to streamline processes and agreements among work groups

whose mission and vision align with youth, OED has collaborated with the Denver Youth Development Initiative (DYDI) to bring together Denver's youth support agencies, public schools, city government, post-secondary education, business, non-profit organizations and post-secondary service providers. The mission of the committee is to build support among all youth stakeholders; identify goals and strategies to better serve the needs of students in preparation for productive professional lives; define and address post-secondary needs and aspirations of all Denver's youth, including youth-at-risk or those who have dropped out; and to expand post-secondary preparation for students in a variety of learning environments.

**Mayor's Youth Commission Board -**

The OED-WD Youth Services Unit has a working partnership with the Mayor's Office of Education and Children and staff representation on the Mayor's Youth Commission Board. In PY08, the Commission partnered with Greenprint Denver to reduce the carbon footprint; sold reusable bags with educational material; and worked with City Council to support free Parks and Recreation passes for youth, as well as to recommend changes in curfew laws. The Commission developed and presented a workshop on the carbon footprint to 60 students at the annual Youth Summit on April 3, 2009.



Carmella was homeless and staying with any relative who would allow her to stay a few days. The Homeless Initiative helped her find a shelter for women where she is allowed to stay up to nine months. She had worked some temporary agency jobs with her limited office skills, but that was not providing a sustainable income. Through the Homeless Initiative she was able to complete her Accounting Technician Certificate and became employed at \$12 an hour, including benefits.

Summer Youth Work Experiences	Percent
Business Services	32%
Recreation	8%
Landscaping/Janitorial/Maintenance/Warehouse	21%
Hospitality	18%
Health Care	7%
Child Care/Teacher Aid	11%
Other	4%

**Youth Civic Leadership Program -**

This Program is designed to provide an opportunity for Denver youth to enhance their awareness of the importance of civic engagement and to become active leaders in their communities. It combines an intensive week-long training on financial responsibility, critical thinking, problem solving, and basic business enterprise in the local and global economy with a strong model for social responsibility and community engagement. Culminating in an off-site retreat, then placement in a civic related work experience, this training is designed to prepare youth to lead their communities and to actively participate in the workforce.

**Entrepreneurial Education Project -**

The purpose of this project is to assemble a consortium of entrepreneurial education and experiential learning opportunities to facilitate cognitive skill development and critical thinking strategies in youth to inspire innovation and insight into sustainable business opportunities. In addition, the program will provide Denver's youth access to resources for planning, development, and implementation of entrepreneurial businesses to support their own economic productivity, and to encourage their constructive participation in Denver's communities.

**Life Skills Development**

**Opportunities -** In PY08, the OED-WD Youth Services Unit staff created and implemented quality career mentorship and internship opportunities for youth. Special programs implemented are: The Professional Development Certificate (PDC); The Transitions program for Young Adults; The Entrepreneurial Education Project; Denver Civic Leadership Program; The Pre-Professional Occupations/Health Program; The Health and Medical Occupations Program, and the AmeriCorps NCCC Summer of Service.

During this program year, life skills/financial literacy workshops were held in the five quadrants of the City and County of Denver: March 24th at Denver Inner City Parish (Quadrant E); March 26th at Green Valley Ranch Recreation Center (Quadrant B); June 23, 2009 at King Trimble Building (Quadrant C); June 24th at Servicios De La Raza (Quadrant A); and June 29th at Family to Family Center (Quadrant D).

**Summer Youth Employment Program -**

Over 1200 youth participated in Denver's Summer Youth Employment Program, with over 600 of those funded with Recovery Act dollars. Youth participated in work experiences lasting six weeks that provided support to employers in the public and private sectors across the City and County of Denver. Summer youth participants also took advantage of the Civic Leadership, Entrepreneurial Education, and Life Skills Development Opportunities.

## Career Readiness Certificate (CRC)

The CareerReady Colorado Certificate (CRC) is based on nationally recognized credentialing standards, and provides businesses with concrete proof of a candidate's business-critical skills, whether they hold a GED, diploma or degree. OED-WD uses WorkKeys assessment tools and KeyTrain skills enhancement to prepare potential and incumbent workers with appropriate competencies in reading, math, and information navigation skills.

In PY08 OED-WD participated in a cross-regional pilot to prepare for the formal launch of the Career Ready Colorado Certificate across Colorado in PY09. Denver far surpassed the primary CRC objective to award 150 job-seekers with the CRC in PY08. OED-WD awarded a total of 685 job seekers with a CRC in PY08, with the following distribution: 150 Gold - 21.9%; 355 Silver - 51.8%' and 180 Bronze - 26.3%. Nine new

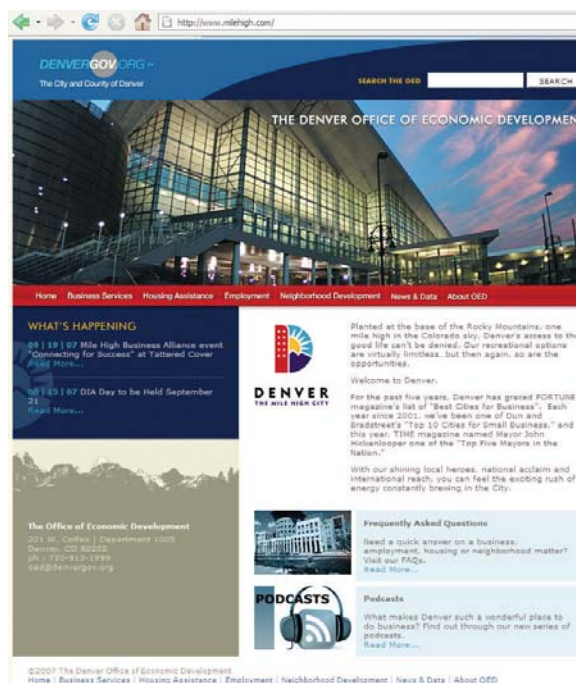
employers in Denver recognized the CRC as a demonstration of career readiness competency, narrowly missing Denver's PY08 second CRC objective of ten new employers. Five educational entities and one community based organization also adopted the CRC.

As part of a third PY08 CRC program-related objective OED-WD, Arapahoe/Douglas Works!, and the Jefferson County Workforce Center participated in a cross-regional pilot to create a Metro Denver CRC infrastructure, establish standardized procedures, develop tracking mechanisms and resolve common barriers in preparation for the formal launch of the CRC by the Governor in PY09. Denver developed Train-the-Trainer sessions for Arapahoe/Douglas Works! and Jefferson County to assist in administering the WorkKeys CRC tests. Training included best practices, step-by-step procedures, and recruitment documents and presentations for

job-seekers and business customers. Denver was also the fiscal agent and lead agency in developing a marketing campaign plan to expand and initiate activities for the CRC in the Arapahoe, Douglas, Jefferson, and Denver regions.

## Awards and Recognitions

In PY08 OED- WD's TANF Employment Services Team received the local City and County of Denver "5281- A Step Above the Rest" Award in recognition of outstanding service and dedication through program achievements. "The TANF Employment Services Team provided services that significantly improved the work participation rate for residents receiving TANF benefits. This was accomplished by redesigning work processes, retraining staff, establishing clear criteria for accountability and creating a culture of respect for recipients and staff."





Jefferson  
County  
**Workforce**  
Center

Serving the Tri-County Region

# Jefferson County Workforce Center

## Mission:

The Jefferson County Workforce Center is a strategic, deliberate, and inclusive organization invested in performance excellence. We are committed to strengthening our community by promoting safety, stability and independence, preparing individuals for successful career transitions and ensuring a quality workforce for our business and future industry needs.

### REGIONAL PROFILE

Situated on the western edge of metropolitan Denver, the Jefferson County Workforce Center (JCWC) serves a diverse and unique workforce, ranging from urban and rural municipalities to thriving mountain communities. JCWC's main office is in Golden with two satellite offices in Idaho Springs and Black Hawk. Jefferson County is the largest in the region with a population of 534,691. Gilpin County supports an active gaming industry and has a population of 5,042. Clear Creek County, with a population of 9,322, is a historical and recreational area.

Jefferson County has a nationally acclaimed K-12 school district and access to higher educational institutions such as the Colorado School of Mines, Colorado Christian University, and Arapahoe, Front Range, and Red Rocks Community Colleges. Companies in Jefferson County enjoy a pro-business tax climate with a tax rate that is one of the lowest in the U.S. Jefferson County also has a well-educated, highly skilled and diversified workforce with over 311,000 in its labor base, making it the second

largest in Metro Denver and Colorado. Jefferson County, known as an epicenter for the development of new and exciting technologies in the renewable energy industry, is the home of the National Renewable Energy Laboratory and a host of innovative energy companies. The Jefferson County Board of County Commissioners and the Jefferson Economic Council created the "Energizing Tomorrow Task Force", comprised of numerous locally-based renewable energy companies, representatives from traditional energy companies, and business and political leaders. The task force continues its efforts to encourage economic growth in the energy sector.

### Reorganization

In November 2008, Jefferson County Human Services Department went through a reorganization which resulted in Workforce Division a.k.a. Jefferson County Workforce Center. As a result, the Child Support Services staff joining the Workforce Services Division, increasing the number of employees to more than 140. A team of representatives has come together from all of the Workforce Services Division programs - Colorado Works Career and Family Services, Career Services, Business Services, Childcare Assistance, and Child Support Services- to leverage resources and ideas for meeting the needs of all customers with a "no wrong door" philosophy. In addition, our mission statement was enhanced to encompass the broader mission



**Laramie Building, home of the  
Jefferson County Workforce Center**

## PY08 Common Measures Performance

and scope of the combined departments. (See side bar)

### Satellite Offices in Clear Creek & Gilpin Counties

The Clear Creek County and Gilpin County Workforce Centers responded to the increase in customer needs in several ways. With the addition of a staff member at Clear Creek County Workforce Center it was possible to increase the walk-in hours from 2 full days to 2 1/2 days. To strengthen services, new staff received GCDF training. At the Gilpin County Workforce Center walk-in hours were doubled. Registrations in both counties went from 443 in PY 07 to 462 in PY08, an increase of 4%. Additional job search workshops and clinics in computer basics were offered at both centers.

### PARTNERSHIPS FOR ECONOMIC RECOVERY

#### Advanced Manufacturing Industry Training Program

This program grant is part of the Metro Denver WIRED Initiative and a collaboration of the Colorado Association for Manufacturing and Technology (CAMT), Boulder Economic Council, Workforce Boulder County, Jefferson Economic Council and Jefferson County Workforce Center. The Advanced Manufacturing Industry Training Program is intended to develop a home-grown skilled workforce for some of the region's fastest-growing industries to include aerospace, bioscience and energy sectors in Boulder and Jefferson counties. The training provides industry-specific career development for workers with short-term, high-impact training in Lean Basics, Lean Six Sigma,

JEFFERSON COUNTY WORKFORCE CENTER			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	103%	Entered Employment	104%
Retention	107%	Retention	102%
Average Earnings	170%	Average Earnings	129%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	147%		
Placement	133%		
Degree/Certificate	164%		

Quality Basics, Quality Technician, Yellow Belt and ISO Lead Auditor Training.

#### Aerospace Collaborative

With 46% of all aerospace jobs in Colorado located in Jefferson County, efforts are underway to identify the supply chain of aerospace businesses and their respective occupations. This is a collaborative effort among many organizations including Colorado School of Mines, 8th Continent, eSpace, the Aviation and Aerospace Department of Metropolitan State College, and staff from the Workforce Innovations in Regional Economic Development (WIRED) project. In addition, JCWC has provided incumbent worker training for 42 Lockheed Martin employees assigned to the Orion Project. Training was needed on various software applications to meet the stringent deadlines for completion of the exploration vehicle and avoid layoffs of staff.

#### Renewable Energy Sector Planning Grant

Awarded to this region in May, 2009 for the development of a renewable energy sector initiative, funds have been allocated to support research, data collection and analysis, and outreach to primary and secondary renewable energy sector employers to

further develop and understand sector needs. Outcomes will include an implementation plan and grant to meet the needs of the renewable energy sector focused on the gold-collar workforce. Partners include Boulder County Workforce Center, Red Rocks Community College, Jefferson Economic Council, the International Center for Appropriate and Sustainable Technology (iCAST,) Ascent Solar Technologies, Inc. (AST), and PrimeStar Solar, Inc. (PSS).

#### International Center for Appropriate and Sustainable Technology (iCAST)

Jefferson County Workforce Center continues its partnership with iCAST to create online resource guides and community presentations for job seekers interested in "green jobs" careers. Key workshops reviewed the roles of energy auditors and raters in the evaluation of building performance and reviewed the important basic components for solar installation. Over 238 customers have received training, and iCAST has also educated over 100 JCWC and community partners on "green jobs."

#### Subsidized Employment for Green Companies

PrimeStar Solar, Lightly Treading, GB3 are a few emerging



“**A**dvanced

Manufacturing training is assisting businesses by improving their bottom line. We have trained 143 individuals and expect to train over 150 more by October 2009 for over 20 companies. The program has gained so much momentum that we may not be able to satisfy the demand before the cut-off date of grant funding." Jo Ann Miabella Galvan, Director of Industry Alliances with CAMT

companies in green industries that have partnered with JCWC to hire and train new employees. Between February and July of 2009 PrimeStar Solar brought in and trained 15 Interns, 3 of those Interns landing full-time technician positions. GB3 and Lightly Treading have hired Interns for energy auditing positions leading to 4 full time positions.

#### **Jeffco Public Schools Teacher Layoff Aversion**

Due to the recent failure of a bond and mill levy and the state of Colorado budget cuts, Jeffco Public Schools faced a steep reduction in funding and potential layoffs. For the district to receive alternative funding sources, Career and Technical Education (CTE) teachers needed to secure their CTE credential, but at a cost of \$960 per teacher. Jefferson County Workforce Center sponsored the training for 11 teachers, smoothing the way for the district to apply for supplemental funding and avoid layoffs of these individuals.

#### **Library Partnership - eTrain**

Jefferson County Workforce Center and the Jefferson County Public Library have pooled resources to restore a former bookmobile into a mobile training lab (eTrain) furnished with computers and adaptive technology. The goal is to bring technology and education to those without access to better prepare them for jobs. Business can take advantage of eTrain, by bringing training directly to the site for incumbent workers. This initiative will also provide testing for the CareerReady Colorado Certificate which will impact both businesses and customers.

#### **Red Rocks Community College (RRCC)**

RRCC is onsite at Jefferson County Workforce Center to assist career center customers with career counseling and with guidance in obtaining a higher education. RRCC now offers a series of "Soft Skills" workshops to workforce customers that are taught by experienced higher-education facilitators and provide the essential math, customer service, writing, time management, problem solving and decision-making skills that are needed for job success. Classes are held at the Workforce Center and at the RRCC campus, and almost 300 customers have taken advantage of this no cost training.

#### **St. Anthony Central Hospital**

JCWC is utilizing the St. Anthony off-site location at Colorado Mills Mall to hold two weekly Job Clubs: The Professional Connections Group and the Boomer Job Club. This extends services to customers and helps each organization cross market services. In addition, the partnership is offering industry specific workshops such as, "So You Want to Work in the Medical Field?" These workshops bring together medical industry employers and human resource professionals, education entities and job search experts to provide information on how to enter the medical industry, look for jobs and find training.

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

Jefferson County Workforce Center, Denver Workforce, and ADWorks! collaborated on the implementation of the CRC pilot project to develop testing processes and state-wide have



been formed with area schools, the Tri-County Youth Council, non-profits, other Jefferson County departments, and private businesses. Job orders include language about marketing materials. Partnerships CRC as a preferred prerequisite for hiring consideration. To date, 175 customers have been tested under the pilot program and a significant increase in customer testing is expected when the CRC is officially launched by the Governor.

**Improving Work Readiness and Literacy**

Jefferson County Workforce Center (JCWC) is collaborating with the Literacy Coalition, Probation, The ROAD Youth Drop in Center, Red Rocks Community College and Jeffco Public Schools to develop a comprehensive strategy related to literacy and work readiness services in Jefferson County. The goal is to expand and/or enhance community learning sites for GED preparation, CareerReady Colorado Certificate preparation (Career Ready 101), literacy skills and credit recovery programs using a combination of funds such as adult education, TANF, WIA/Wagner-Peyser and federal grants.

**Bringing Career Services to the Mountain Communities**

In response to a critical lack of health and human services in the rural mountain areas west of Denver, the Mountain Resource Center was created to assist citizens with a broad range of services. This year, Jefferson County Workforce Center partnered with the Center to assist in providing workforce services to the increased number of unemployed citizens. JCWC

donated computers, provided the center with a part-time staff person, brought a Veterans Representative to the center part-time, created marketing materials and provided GCDF training to one of the Mountain Resource Center's full time staff. The Mountain Resource Center participated in the Jeffco YouthWorks Summer Internship program and helped enroll 30 youth into internships at over 20 businesses.

**Boom-A-Fair**

Over 250 Boomers attended Boom-A-Fair, the 3rd Annual Resource and Job Fair for job seekers 45 and above. The day long event held at the Arvada Center was an opportunity for unemployed Boomers to gain knowledge focusing on career development and the employment process. Speakers and exhibitors provided attendees with information on employment search, personal development, the changing energy economy, financial development and the employment process. Speakers and exhibitors provided attendees with information on employment search, personal development, the changing energy economy, financial planning, nutritional information, and educational opportunities. Over 30 businesses, partners and community organizations participated in this event.

**ARRA Funds in Action**

American Recovery and Reinvestment Act funds have made it possible to assist with the increased customer demand and provided services to over 1,265 additional participants, including 450 unemployment insurance claimants. The Workforce Center has hired temporary employees



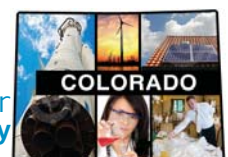
**eTrain mobile training lab - a joint project of JCWC and the Jeffco Public Library**

skilled to provide intensive job search assistance, career coaching and personal counseling to designated individuals enrolled in WIA or Re-employment Services. The Adult Internship program was also increased by 60 Interns, who were placed at businesses to gain additional skill sets and become more marketable.

**Talent Development for Young Adults**

**Jeffco YouthWorks Young Adult Job Fair** took place on March 3 at the Jefferson County Fairgrounds. Over 1800 youth attended this event and close to 100 businesses, community partners, and schools attended. In keeping with the Jeffco YouthWorks motto, "Everyone starts somewhere", the job fair helps younger workers find their first jobs, new jobs, and even careers.

**Open Space Collaboration** -This project provided work experience opportunities for 96 youth participating in the Jefferson County Open Space Youth Work Program. The youth participated in work crews to build and maintain miles of natural surface trails, in support of forest management and non-native weed control. As a result of this grant, the number of Jefferson County youth employed by Open Space increased by 20 percent. Thus far, participants have



# “B oomer Job

Club offers topics that help identify and find resolutions to issues and problems faced by Boomer generation job seekers. Boomer Job Club provides group support while allowing job seekers to stay engaged in their job search. In this high unemployment environment it is a much needed service."  
~ JCWC Customer

worked on seven different Open Space parks, completing trail maintenance on an estimated 20 miles of trail.

Jeffco YouthWorks 2009 Summer Youth Internship Program - A team of 6 full-time and 8 part-time staff were dedicated to the goal of hiring 350 youth, ages 14 - 24, to work in temporary internships throughout the Denver metro area. Youth were placed in a variety of public and private settings such as manufacturing companies, senior centers, restaurants, schools and government offices. Youth gained experience in positions such as medical coordinator assistant, maintenance/janitorial, receptionist, stage hand, junior counselor, teacher aid, dental assistant, cashier and assembly clerk. They also participated in a variety of work-readiness activities.

**Summer Jobs for Youth with Disabilities** - Through this "best practice," over 35 worksites resulted in over 75 summer jobs with Jeffco Public Schools for unemployed youth participating in the American Recovery and Reinvestment Act (ARRA) of 2009. These jobs provided wage gain opportunities and work place competency skills both specific to the industry and on general work ethic. Many of the youth working at the schools were youth with disabilities, and needed to be fully supervised and accompanied by an adult at all times. Jeffco Public Schools stepped up and agreed to job coach the youth placed at their facilities - something that requires an extensive amount of time and commitment on the worksite supervisors' part.

**Arvada High School Credit Repair** - Colorado Works Career and Family Services

partnered with Jeffco Public Schools to fund a program designed to assist "at risk" and "systems involved" youth in obtaining the school credit necessary to attain graduation. This "re-engagement" program is also intended to serve any students desiring after school hours credit recovery. In addition, there is a staffed counselor devoted to dropout prevention, increasing graduation rates and the number of students accessing post secondary educational opportunities.



**Get a Life!** - Tri-County Youth Council developed and piloted a 15-lesson Independent Living/Transitions curriculum in the Spring of 2009. The tool kit is composed of standardized, interactive curriculum giving young people a good, solid start in getting the life they deserve. Topics include: Employment, Education, Money Management, Healthy Relationships, Living on One's Own, Purchasing and Maintaining a Used Car, Healthy Food Choices. Five separate sessions were conducted and students and instructors rated the experience as "Excellent!" The Get a Life Toolkit will be printed and available for distribution in early Fall 2009.

**Making Transitions Easier for Youth** - For many years, the Tri-County Youth Council wrestled with the on-going issues of providing transition services to youth in a convenient, one-stop-shop manner. With the input from a variety of individuals, organizations, and youth-serving agencies, the Independent Living Transition Portfolio was

developed, which provides transitioning youth the opportunity to complete career and personal documents once and carry them in both a hard and soft copy fashion as they live and work in the county. The Portfolio covers five domains: Employment, Education, Housing, Adult Life Functioning, and Health and Safety.

### **Boomer Job Club**

This newly formed job club has been so well received that it is offered on the weekly workshop schedule. A job club for professionals, called Professional Connections, has spun off of the Boomer Job Club and proven to be just as successful. These no cost job clubs are providing a "safe" environment for job seekers to talk about their challenges and successes. The clubs provide peer input and support plus networking opportunities for program-attached and non-program attached customers. Sign in sheets reflect 2,100 signatures for the 2008 program year and the Professional Connections was featured in the Denver Post.

### **Employer of Choice**

The Tri-County Workforce Investment Board and the workforce center have launched a sector strategy to provide an employee support network to low-income workers. Based on the SOURCE in Grand Rapids, Michigan, the goal of the "Employer of Choice" program is to develop a sustainable, replicable model to enhance the long-term self-sufficiency of eligible, low-income Colorado families. Driven by the needs of local businesses, the project components include a Talent Management Strategy which focuses on barriers to employee retention and barriers between low-income workers and the

middle-class world of work. The result of this effort will be a local business environment where employers and employees prosper and thrive.

### **Colorado Works Career & Family Services**

The goal of Colorado Works Career and Family Services is to increase employability and employment opportunities for customers. Work has continued to match customers with training opportunities through employers in the community with internships and subsidized programs (Grow Your Own). Customers are able to learn valuable skills and tools that assist their employability long term. Since August, the TANF program has assisted with 50 such placements. The program is now serving 1500 families - an increase of roughly 700 cases over the previous year. Colorado Works Career and Family Services partnered with Shalom-Jewish Family Services to open up Shalom Jeffco, a sheltered employment opportunity providing employment of up to 90 days to TANF customers. During any given month, there are 12 customers working at Shalom Jeffco in order to improve their soft skills and work skills.

### **Rocky Mountain Resource Fair**

The Disability Program Navigator for Jefferson County Workforce Center co-coordinated with Broomfield County Workforce to organize the Rocky Mountain Resource Fair for unemployed individuals held at the Denver Merchandise Mart in April. 800 to 1000 people participated in the event including staff from several metro area workforce centers, CDLE, workforce primary partners, human service agencies, faith-based organizations and the public. Resources for workforce development, transportation,

healthcare, human services, food, housing and many others were represented. Feedback from attendees, staff and participating organizations was very positive.

### **Customers with Disabilities**

Community outreach activities around this program continue and include partners such as the Jeffco Action Center, Jeffco Public Schools Transitions program, and Jeffco Service Coordinators group. In addition to staff cross-training for the DVR/WF leadership group, monthly workshops for customers with disabilities were added. With ARRA funds, additional job coaches were provided to give one-on-one assistance.

Jefferson County Workforce Center is the first workforce center in the state of Colorado to be granted Employment Network status for the Social Security Administration Ticket-To-Work program for individuals with disabilities. This will enable the center to receive additional funds from the Social Security Administration based on the customers' job placement and retention. This money can be used to provide additional resources for customers with disabilities.

### **Eaton Terrace Project**

The "Eaton Terrace" work adjustment project is a collaborative between the Department of Vocational Rehabilitation, the School to Work Alliance Program (SWAP), Eaton Senior Programs (Employer) and Jefferson County Workforce Center. The project was originally designed to increase the employability and workplace competencies of youth with disabilities through paid internships, tailored workshops, one-on-one on the job supports



“Partnering with

Jefferson County

Workforce Center has

been instrumental to

our customers seeking

career related

services. Rather than

making the long drive

into the city when gas

is costly, the

community now has

a local resource.

This relationship

assists with the

challenges

geographical

boundaries bring to

our community.”

Debbie Rew, Director

of Fund Development,

Mountain Resource Center

and employer mentoring. Since its deployment in 2007, the Eaton Terrace project has expanded its target population to incorporate other "at risk populations," adults and families. The employer has been recognized on a state and local basis for their commitment and dedication to training, mentoring and developing employability skills of individuals in need of additional support and training or retraining. The project maintains a 30% to 40% placement rate and an 80% retention rate after four rollouts.

#### **PIPP Receives the State Youth Council's Promising Practice Award**

Jefferson County Workforce Center collaborated with the Tri-County Youth Council and other community partners to create the Person-Centered Independence Planning Project (PIPP). The project enrolled 53 youth ages 18-22. PIPP armed developmentally disabled youth with a transitions portfolio, an excellent tool for youth, their families and other services providers.

Youth were referred by key partners throughout the workforce system that included Jeffco Public Schools, Division of Vocational Rehabilitation, School to Work Alliance Program, Department of Human Services' Children Youth & Family division and Devereux Cleo Wallace treatment facility. In total, this project has reached and impacted over 300 youth, family members and service providers since its inception. In May 2009 the Person-Center Independence Planning Project (PIPP) received the Colorado State Youth Council Promising Practice award. This was in recognition of the project's innovative approach and collaborative relationship between organizations to serve

the community, expand existing resources and facilitate the economic prosperity of the region.

#### **Manufacturing Consortia**

The manufacturing sector in this region comprises more than 800 companies and includes the major targeted industries of biotechnology, aerospace, and renewable energy. A manufacturing consortium has convened on a quarterly basis with an advisory council in the formation stages as new companies join. Education, government, workforce and economic development partners are working with businesses to address issues and concerns related to the dilemma of developing and sustaining a trained workforce. This organized program brings manufacturing, education and government together to ensure a strong, skilled and qualified workforce meeting the manufacturing industry demands of the future.



**Jefferson County One-Stop Director Mary Russell receives the Economic Developer of the Year Award on behalf of the Workforce Center**

#### **Economic Developer of the Year Award**

At the 2009 Jefferson Economic Council (JEC) Industry Appreciation Awards, select Jefferson County businesses were acknowledged and awarded for their efforts in contributing to the

economic vitality of Jefferson County and its citizens. The Jefferson County Workforce Center (JCWC) received the Genesis Award or "Economic Developer of the Year." This award goes to an organization that has contributed to the economic vitality of Jefferson County through creative leadership, innovation, facilitation, and collaboration within and outside of the County. is always raising the bar through staff development and organizational excellence.

**The Procurement Conference with Jefferson Economic Council**

The Jefferson County Workforce Center partnered with the Jefferson Economic Council to promote and deliver a presentation to businesses called "Where's the Money? Navigating Opportunities from the Stimulus Package and Other Contracts." Colorado Governor Bill Ritter and Colorado Senator Mark Udall were guest speakers and spoke to over 350

businesses. In addition, conference attendees listened and learned from government agencies and prime contractors about how to qualify for government projects, win projects, and work with agencies. Mary Russell, director of the center, had the opportunity to talk about the workforce services and the ARRA funding available to businesses including money for "on the job" training in order to have a better prepared workforce and to save money during the employee training process.

**Business Outreach in a Downturned Economy**

Over the past year, the Business Services Team has assisted local businesses with many money saving initiatives including: Leaders, Immigration Laws & Issues and Employment Law.

- A marketing campaign called "Is Your Business on the Line in 2009?" was created to assist in reaching more businesses.

The campaign addressed business pain and benefits of services the center provides. This campaign was advertised with the West Chamber on their display wall and accompanied by brochures that were handed out at other events.

- **Grow Your Own Programs** - subsidized programs to include volunteer, internship and "on the job" training were promoted in advertising and at chamber events.
- **The Morning Refresher** - Educational Series for Businesses is a mini-workshop where businesses learn about the latest workforce trends facing their workforce regardless of the size of their company. 2009 sessions included Generational Differences In the Workplace, Communication Skills for Leaders, Immigration Laws & Issues and Employment Law.

**Jefferson County Workforce Center**

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

**BUSINESS SERVICES**

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

**JOB SEEKERS OVER 21**

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

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

**Under 21?**

**Today's Jobs**

**Hof Jobs**

C05239988	Administrative Specialist Arvada \$2465-3382/Mo
C05240098	Human Resource Assistant Golden \$12-15/Hr
C05240051	Help Desk/Call Center Lakewood \$Negotiable
C05240525 C05240526	Concrete Formsetters/ Finishers Golden \$14+/Hr

**Business Survey**

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





# Larimer County Workforce Center

## REGIONAL PROFILE

Larimer County maintains its own unique character and employment base, despite its proximity to the Denver Metro area, by blending the traditions of an agricultural society with the qualities of modern urban life. The population of Larimer County and neighboring communities continue to grow at a relatively rapid pace, with a 16% increase between 2000 and 2008, reaching a total of 286,872 residents. Colorado's Department of Local Affairs Demography Office estimates that the annual population will increase each year by approximately 2% through 2018. An estimated 75% of County residents live in incorporated areas.

National publications continue to highly rank communities in Northern Colorado with regard to various "livability" measures. Some recent awards include:

- Top 10 Places for Business and Careers; Forbes Magazine, March 2009

- One of Top 20 Places to Thrive; Best Boomer Towns, February 2009
- Best Places to Live; U.S. News and World Report; June 2009

Larimer County's seasonally adjusted unemployment rate stood at 6.1% in April, 2009. On the plus side, according to the 2009 Northern Colorado Economic Outlook, the Northern Colorado Region is still adding jobs. Employment expansion continued to be led by Health care and social assistance (1,541 net new jobs), and retail (692 net new jobs). The primary declining sector was Finance and insurance, which lost 84 jobs. Economists predict that 2009 will be better for Northern Colorado but "typical" employment growth remains at least a year away. Construction trades will remain flat due to an adequate supply of retail properties and housing. Health care and education will continue to be important to the region as will new innovations in renewable energy.

During PY08, LCWC approved and implemented a branding kit with application to our website as well as agency-wide print collateral including letterhead, job seeker materials, business services brochures and event promotional materials. The redesign and branding kit were part of an overall marketing strategy to achieve a higher level of name recognition and project a unified and professional image.

## PY08 Common Measures Performance

### LARIMER COUNTY WORKFORCE CENTER

ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	84%	Entered Employment	90%
Retention	81%	Retention	106%
Average Earnings	80%	Average Earnings	117%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	123%		
Placement	135%		
Degree/Certificate	123%		

### Key Observations for Larimer County

The Quarterly Census of Employment and Wages lists public administration, retail trade, health care and social assistance, and accommodations & food services as the industry sectors with the highest employment numbers in Larimer County for 2008. The Retail Trade and Accommodation & Food Services sectors employ more people and pay lower average yearly salaries than the other sectors. From 2004 to 2008, manufacturing employment, as a percentage of total employment, decreased by nearly 24%, the largest decrease of all of the industry sectors.

Analysis of the five-year period from 2004 to 2008 revealed that professional & technical services paid the highest average annual wages for three out of five years, followed closely by the manufacturing sector. In terms of dollars gained, the same sector recorded a 59% increase (\$27,092) in the average annual income from 2004 to 2008. The accommodations & food services sector, with one of the highest employee counts, paid the lowest average annual wage in 2008. In 2008, there were five sectors that had a decrease in average annual wages over the previous year including Admin Support, Waste Management & Remediation Services (\$260 or -0.9%); Arts, Entertainment, and Recreation (\$520 or -3.3%); Information (\$1,292 or -2.6%); Management of Companies and Enterprises (\$1,196 or -1.9%); Other Services (except Public Administration) (\$312 or -1.1%).

### Larimer County Workforce Center (LCWC)

To maximize and complement the goals of the WIA, the Larimer

County Workforce Center (LCWC) is a fully operational one-stop system. The internal structure of the LCWC is supported through the operation of four Centers in addition to the Administrative team as follows:

- **The WIA Center** operates Larimer County WIA, TAA, Conservation Corps (LCYCC), Colorado Youth WINS Program and Rapid Response
- **Job Seeker Services** operates Wagner-Peyser (Job Seeker), Veterans Services, Employment First, Disability Program Navigator (DPN), and the Governor's Summer Job Hunt (GSJH)
- **Business Services** operates Wagner-Peyser (Business Services), WIA/TANF/ Employment, and First Internship/OJT Development
- **The Works Center** operates/ hosts Larimer County Works (TANF), and the Larimer Center for Mental Health - an on-site partnership providing mental health services

### Workforce Investment Board

In April, 2009, LCWC hosted a strategic planning process regarding WIB reorganization. These discussions led to the reorganizing and expanding of the Business Services Unit, hiring a new Business Services Manager and creating a special committee of new and experienced WIB members to work with LCWC Director and the Business Services Manager to develop the final working parameters. The new WIB structure will focus on industry sectors and developing a pipeline of workers to fit future needs. Examples of recent changes that reflect the LWIB vision include expanding Business Services,

giving staff the capacity to focus on the needs of businesses and entrepreneurs, developing the position of Business Services Manager and adopting a data-driven modeling tool that provides insight in both industry and workforce trends.

### Technology and Marketing

The majority of technological changes occurred within the Employment Center and on our Website, [www.larimerworkforce.org](http://www.larimerworkforce.org), which was redesigned to be more interactive and easy to use. The home page now has both job seeker and business sections that can be updated with breaking news and information. The calendar of events is also on the home page as is a link to Connecting Colorado.

During PY08, we approved and implemented a branding kit with application to our website as well as agency-wide print collateral including letterhead, job seeker materials, business services brochures and event promotional materials. The redesign and branding kit were part of an overall marketing strategy to achieve a higher level of name recognition and project a unified and professional image.

In addition to the branding kit, all job seeker information is now categorized according to the acronym W.O.R.K.:

'W' stands for "what do you want to do?"

'O' is for "organize your job search"

'R' is for "research your job options"

'K' is for "keep networking and looking for work"

In the coming year, all workshop and job search materials and tools will be categorized according to this acronym. In addition to the website and collateral materials



A Larimer

County employer participating in the WIRED ITA program states: "We did it! Our first person passed the LEED AP Exam June 29th and is now certified!!! Thank you for all your work to make this possible. We have two large companies out of Denver that want to talk to us now about helping with some energy system commissioning. This would probably not have happened had Larimer County not stepped in and helped."



Larimer County ARRA logo

that were developed, we collaborated with the City of Fort Collins Cable Channel to develop a video of our services incorporating the "W.O.R.K." theme. The video is streamed through our website and available as a DVD for presentations and viewing by customers visiting our offices. We also contracted with our marketing vendor to create a local ARRA logo to complement the federal logo. Many of the enhancements were made possible through the Continuous Improvement and Marketing Initiatives sponsored by the Colorado Workforce Development Council.

### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

#### **The Colorado BETR Project/Tuesday Tours**

During PY08 LCWC participated in the BETR Project whose primary objective is to address the labor shortage of applicants and encourage interest in STEM (Science, Technology, Engineering and Math) Careers. LCWC offered Tuesday Tours and began participating in the virtual business tours through the ReelBiz videos. All three school districts in Larimer County endorsed the program. Because of school year scheduling conflicts, Larimer County developed the first ever Tuesday Tour Summer

Program. As with the regular Tuesday Tours, CSU Pueblo was the accrediting educator. Teachers from three school districts visited seven employers, and were introduced to a variety of resources, including LinkedIn, which will be used by teachers and employers to share ideas, information, and ask questions as well as receive information from LCWC.

As of this date, two Larimer County employers, Columbine Health Systems and Neenan Archistruction, have participated in the ReelBiz Videos. The videos allow teachers, students and parents to find out what skills and education are needed to work at each specific company. It also opens their eyes to business opportunities that are available in the community.

#### **WY-CO Workforce Partnership**

The WY-CO Workforce Partnership continued to share information through the WY-CO website, e-mails, and other marketing material, and continues to produce Monthly Economic snapshot discussing changes in their regions. This information is distributed to their individual Workforce Centers and on the WY-CO Workforce Center website. The group also creates a quarterly newsletter, focused on a different topic or industry in each county or region.

The WY-CO Workforce Partnership continued to host job fairs including a Regional Energy Job Fair on Wednesday, September 24th. Over 25 employers participated and over 800 job seekers attended. In March of 2009 the group hosted a Virtual Job Fair for Professionals. Over 25 employers and 1,200 job seekers participated in this virtual



event that was held on-line for two weeks.

Each county has been getting involved in the BETR Project and Tuesday Tours. The WY-CO Workforce Partnership has shared ideas and experiences to help other regions with their implementation of the program. It partnered with organizations such as GIS in the Rockies and Longs Peak Net to present workshops and host job fairs.

### **WIRED Initiatives**

During PY08 LCWC continued to support the Wired Initiative through it's participation in 5 Wired Grants. The Grants were in partnership with Front Range Community College and/or Colorado State University and Poudre School District. LCWC provided administrative support and customer referral and marketing for each grant.

**Energy Boost** - Started in PY07 Front Range Community College's (FRCC) program, Energy Boost, provides training in Basic Math Skills, Understanding Basic Statistics and Measurements, Metrology, Reading Blueprints, Introduction to Process Technology, Working in Teams and Communication Skills in the Workplace. Curriculum design includes industry input from major energy companies. The Program received additional funding in PY08 to expand the number of sessions.

**Regional Training Center** - Colorado State University was awarded a grant to establish a center that will help local businesses develop medications, vaccines and diagnostic tests from their research. The grant will also help students, professors and industry scientists learn about and comply with regulatory and product development

requirements involved in bringing inventions to market. The Regional Training Center for Product Translation (RTC-PT) will provide educational and job placement opportunities in addition. The Center is a multi-disciplinary organization under the Biopharmaceutical Manufacturing and Academic Resource Center (BioMARC).

### **Research Animal Technology -**

This Grant was awarded to Front Range Community College to train technicians in caring for research animals such as laboratory mice. The program helps students and professionals interested in specializing in research or animal care careers offering training and hands-on experience. A research animal specialty certificate and a two-year degree were offered via courses from both Colorado State and FRCC.

### **Bioscience Career Academy -**

This grant brought together Poudre School District and the BioMARC Regional Training Center at Colorado State University to create a bioscience career academy at Fort Collins High School. The intent of the program is to develop awareness of career opportunities and prepare students for entry-level positions in the bioscience industry immediately upon graduation.

**WIRED ITAs** - LCWC received \$15,000 for training scholarships targeted to WIRED careers. As part of this funding, WIRED Grant monies were provided to two smaller companies in Larimer County that were gearing up to gain a competitive edge in the green energy industry.

One of the companies had 3 employees complete the Certified Energy Manager training and one

will also be attending Green House Gas training. This will allow the Company to conduct Green House Gas verification services, becoming the only company in Colorado to be certified to do this. By gaining these credentials the company will be able to hire 7 new engineers in the coming year to meet their anticipated work demands in the Green Industry.

Another employer had one employee complete and pass the Leeds Green Building for New Construction Certification exam in the spring of 2009. There are currently have two more employees scheduled to take their LEEDS exam in the fall, as well as completing the Certified Energy Manager training and certification courses (CEM). The WIRED grant has helped them gain more contracts and plan for an increase hiring towards end of 2009. Their statement of gratitude to LCWC is captured in a "side bar" near this article.

### **Internships**

To develop the increased internship opportunities available through ARRA and TANF funding, LCWC consolidated the development of internships for both programs in the Business Services Team. All staff contacting employers were trained on newly developed standards including the message and materials to be provided to employers. From March 2008 through June 2009, LCWC developed 271 internship sites for customers of all programs. This "bank" of sites made it possible to place 137 youth in summer internships in a very short time, and represents one of the notable successes of the ARRA Summer Youth employment Program.



Attendees of the LCWC Job Search Conference stated: "Building Plan B while Working Plan A: Tools for a Tough Job Market was from beginning to end excellent... I was really impressed with what the workforce center was able to organize. The Workforce Center is such a lifeline for all those you serve. Personally, it keeps me positive and moving forward. I can tell from chatting with others that this is true for many of them as well."



**Rapid Response Services**

During Program Year 08 LCWC focused on enhancing Rapid Response services to employers and their employees facing a company downsizing or closure. This was accomplished by a new partnership between the Business Services and WIA teams and expansion of the number of staff providing Rapid Response services. The result was an increase in the number of Rapid Response customers receiving services and the speeding of the initial contact with the impacted employers and employees.

In PY08 Larimer County saw job loss in a wide array of sectors including but not limited to; Manufacturing, Food Service, Retail, Education, Government, IT/High Tech, Healthcare, Construction and Finance.

**Larimer County Business and Enterprise (LCBE)**

In December 2005, the Larimer County Manager and county staff drafted an Economic Development initiative, and the County Commissioners funded an 18-month Economic Development Pilot Project to determine the role of Larimer County government in local economic development efforts. The Larimer County Workforce Center was asked to manage and guide the pilot, which was named the Larimer County Business and Enterprise (LCBE) program. During PY08, the LCBE successfully accomplished the following:

- Developed and launched business community website ([www.LCBE.org](http://www.LCBE.org)) with resources, economic, business data, community calendar, and info on entrepreneurship and innovation.
- Researched and purchased EMSI Software, an economic development and workforce development dynamic modeling software with a GIS component and assured that six Workforce Center staff and four Regional Economic Development staff were trained to use it. Reports are continuing to be sent to regional partners.
- LCBE staff is working with the National Renewable Energy Lab to develop a community energy audit handbook targeted for use by Counties. Included is an assessment of the energy balance, emerging technologies, the energy industry and workforce trends.
- Utilizing the research that demonstrates the latent potential for heritage and agricultural tourism in northern Colorado, staff played a key role in assembling a diverse stakeholder group to write and submit a regional grant to the State Heritage Tourism Office. The grant is to develop a strategic plan for heritage tourism for Weld and Larimer Counties.
- Researched and purchased Job Finder application program for Job Seeker staff; and will provide feedback to CDLE on its utility. Job Finder is a self-service tool that helps displaced workers and jobseekers explore local career opportunities based on occupational compatibility, labor market trends, up-to-date job openings, and the presence of local training programs.

### Employers' Roundtables

Each year, since 1982, the Larimer County Workforce Center has presented monthly (October-May) informational seminars (90 minutes in length) designed for small business, called Employers' Roundtables. Employers' Roundtables began at the request of the Larimer County Private Industry Council, the predecessor to the WIB. Thanks to sponsorships from the public and private sectors, "Assisting Troubled Employees through Financial Turmoil," "Marketing Teamwork," "Unemployment Insurance: What Every Employer Needs to Know," "Fix the Roof When the Sun is Shining," "Get Organized? Where Do I Begin?" and "Learning to Lead Your Orchestra," were offered.

### September Symposium

The 23rd Annual September Symposium (September 2008) attracted approximately 600 registrants. Eight breakout sessions and an endnote address highlighted this half-day event. The Fort Collins Coloradoan and First National Bank of Fort Collins provided sponsorship for the Symposium. An Enterprise Zone marketing grant from the Colorado Office of Economic Development and International Trade, a grant from the Colorado Workforce Development Council, and a grant from the Colorado Department of Labor and Employment were also used to underwrite some of the Symposium expenses.

### Enterprise Zone Administration

Since 1994, the Larimer County Workforce Center has administered the Larimer County Enterprise Zone, which promotes economic development in qualifying areas around the state deemed through tax incentives to businesses and individuals that invest in the zones.

In addition to the Enterprise Zone marketing dollars that help fund Employers' Roundtables and September Symposia, the Workforce Center has been able to channel dollars to Enterprise Zone projects for community development, economic development, and health and human service activities within the Enterprise Zone areas of Larimer County. New to 2008 was our creation of a web-based reporting system for the benefit of Enterprise Zone contributors. The system allows contributors to report contributions to us electronically and provides them with an ongoing accounting of their contributions.

### Larimer County Job Search Conference

In response to the challenging economy and as an alternative to a job fair or individual workshops, we piloted our first Job Seeker Conference open to all Larimer County residents. Over 263 jobseekers attended the event which was structured to replicate a business conference with an opening and closing keynote, lunch and morning and afternoon breakout sessions. Speakers and topics were chosen to appeal to job seekers and address their needs. The sessions were videotaped and downloaded to our website, providing access to additional jobseekers.

### Summer Youth Services

ARRA Summer Youth - Beginning in Summer 2009 with American Recovery and Reinvestment Act Funding (ARRA), LCWC operated an intensive 8 week summer youth employment program for WIA eligible Larimer County youth, 16-24 years of age. The program provided 137 youth with work readiness training and placement in a paid internships at



Promotional poster for the Larimer County Job Search Conference

\$7.50 per hour for approximately 200 hours. The work readiness component covered skill identification, work expectations, interviewing skills, and a detailed program overview. For this effort a wide variety of internship opportunities were developed by the Larimer County Workforce Center's Business Services Team.

**Youth Conservation Corps -** A total of four teams, consisting of 32 Larimer County youth, 16 -19 years of age, participated in the 2009 Larimer County Youth Conservation Corps program, our 16th year of operation. In addition to conservation work, corps members participated in team building and environmental education activities. Upon completion of 300 hours of service, corps members 17 years of age and older could earn an AmeriCorps Education Award of \$1,000, which can be applied to a variety of training programs and/or school loans. Youth who are still in high school can receive summer school credit for their participation in the LCYCC. New in PY08 was the partnership created with ARRA and TANF funding to support two of the four teams and offer program opportunities to targeted populations.



In support of growing green jobs within Northern Colorado, LCWC collaborated with Front Range Community College (FRCC) to begin customer referral and support for the Associate of Applied Science degree focusing on Clean Energy concepts. Approximately 15 Trade Adjustment Assistance (TAA) funded customers will participate in this innovative two-year training program.

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

In conjunction with Governor's Summer Job Hunt services, LCWC also provided an employment preparation program, Summer Count\$, for a limited number of Larimer County youth 14-17 years of age. The program enrolled over 160 youth who attended up to 8 employment readiness workshops and trainings over the duration of the spring and summer of 2009. These youth were then rewarded with a \$25 incentive per workshop, totaling \$200 for their summer learning experience. A highlight of the Summer Count\$ program included a training track for youth interested in starting their own small business. This curriculum was taught in partnership with two younger students who have demonstrated success in business ownership along with the Junior Achievement curriculum.

### **Job Seeker Services**

During the past year we have increased our computer lab capacity to 25 PCs in Fort Collins and 9 in Loveland. Staffing has also been increased to accommodate the high volume of customers in both offices. In the past year, we have also added some specialized workshops for job seekers, including LinkedIn, Meyer-Briggs personality Type Indicator workshops, "Be your Own Boss" for those interested in self-employment, and Networking and Marketing Yourself.

### **WIA Career Transition Services**

**Homeless Initiative -** The LCWC has been collaborating

with The Sister Mary Alice Murphy Center for Hope, a local one-stop resource center for community members who are homeless.

**Green Jobs Training -** In support of growing green jobs within Northern Colorado, LCWC collaborated with Front Range Community College (FRCC) to begin customer referral and support for the Associate of Applied Science degree focusing on Clean Energy concepts. Approximately 15 Trade Adjustment Assistance (TAA) funded customers will participate in this innovative two-year training program, which addresses the technical skills for entry level work in the clean energy industry. A recent study commissioned by the Governor's Energy Office (GEO) forecasts that a commitment to the New Energy Economy could grow more than 600,000 jobs in the next 20 years. These occupations vary in their skill and educational requirements but many will require a technical certificate or AAS degree. This emerging field encompasses businesses and industries involved in alternative and renewable energy, as well as those firms that deploy energy conservation and clean energy strategies.

The Career Transition Team implemented a number of service delivery changes in the Dislocated Worker and Adult funding streams to increase access and timeliness of service delivery. The first change adjusted the orientation sessions to include a review of eligibility and services. By providing this information to all potential WIA applicants, customers moved

forward with a clear understanding of expectations for the program. This dramatically increased the follow through of customers from application to intake. The second change focused on customers completing a web-based application during the orientation as the preferred method of expressing interest in WIA enrollment. The legibility and application completeness improved dramatically, removing the bottle neck of re-contacting customers if information was not complete or readable. The third and final adjustment redirected staffing to an eligibility intake model. Customers meet with an

eligibility technician to finalize their enrollment. This streamlined services for our customers and appointment access to our career counselors where the majority of employment and training planning occurs.

**Agency Awards**

- CPEX Award: The Larimer County Workforce Center was the recipient of the 2008 CPEX Foothills Award for excellence in approaches toward performance excellence.
- Employment First (EF) Awards: The Larimer County Employment First team received the customer service award at the state wide

conference. Katrina Daniel also received an award for the highest employment rate in the state.

- Veteran Employment Office of the Year: The Fort Collins office of the Larimer County Workforce Center was selected in July 2008, by the American Legion, as the Veteran Employment Office of the Year.
- Veterans Distinguished Accomplishment Award: Tom Stiller, Veteran's Services Representative, received the 2008 Distinguished Accomplishment Award for an unprecedented fourth year.

**LARIMER COUNTY WORKFORCE CENTER**

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New Workshop!  
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Career Goal Setting 2009  
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See Careers in Larimer County that are Growing!  
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**For Employers**

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**Event Calendar** - see workshop calendar, click below

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

**Coming Up...**

Energy Industry Fair  
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# Pikes Peak Workforce Center

## REGIONAL PROFILE

### Economic Conditions

While the Pikes Peak region may have fared better than many other regions of the country, the unemployment rates in the area are nearly 2.5 percent higher than they were twelve months ago and stood at 8.3% of as June 2009. Job postings are down significantly, and the Pikes Peak Workforce Center (PPWFC) has witnessed a 44 percent increase in the number of customer visits over the preceding year.

Another key economic indicator, single family home sales, were down over 25 percent from the previous year. However, low mortgage rates and expected improvements in the local employment rates, are expected to have a positive impact on home sales through the remainder of 2009.

The Pikes Peak region is home to tens of thousands of civilian workers and a large military population located at Fort Carson, the Air Force Academy, Peterson and Schriever Air Force Bases. El Paso County had an influx of thousands of troops and family members in the past two years. In addition to projected impacts on housing and school enrollments, this influx is expected to have a positive multiplier effect on the local economy as local business clamors to provide needed goods and services to this newly arriving population. The military complex is by far the largest employer in the Colorado

Springs area; however, there are many other industries which contribute to our local economy.

The highest wages to be found in the local economy are in the professional technical fields, which require significant education and experience. However, high demand occupations such as retail and customer service (particularly in the call center venues), that do not require extensive education and technical savvy, continue to be available in the Pikes Peak region. Employment of retail salespersons and customer service representatives continue to be leading regional occupations. However, there has been a hiring drop in every occupation in the local economy with the exception of the military. Of particular concern is the fact that the Pikes Peak region has witnessed a continuing decline in manufacturing jobs.

The Pikes Peak region must immediately contend with impact of the recession upon the local economy. However, both El Paso and Teller counties face serious long-term workforce development challenges and issues as well. There implications are profound:

- an unskilled workforce
- an aging "retired baby boomer" workforce
- a net migration of youth from Colorado Springs
- a potential labor shortage
- a disconnect between

In PY08 Pikes Peak Workforce Center served over 62,000 job seekers, held 74 hiring events and sponsored 3 major job fairs. This represents a 22.5% increase in demand for services over PY07.

education, economic development and workforce development

## PY08 Common Measures Performance

PIKES PEAK WORKFORCE CENTER			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	106%	Entered Employment	105%
Retention	105%	Retention	96%
Average Earnings	142%	Average Earnings	120%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	358%		
Placement	118%		
Degree/Certificate	176%		

Population growth north of Colorado Springs brings a challenge in making our services more accessible to this segment of our service area. The town of Monument alone has experienced near 30 percent increase in population since 2000 as expansion continues along the I-25 corridor. A partnership with Tri-Lakes Cares has extended PPWFC's reach into the northern parts of El Paso County.

The downturn in the local economy has increased demand for PPWFC services. PPWFC served 62,621 job seekers in PY08 representing a 22.5 percent increase in service levels from PY07. Employed workers increasingly used our jobseeker services as well. Over 12,000 employed individuals took advantage of PPWFC offerings in PY08. PPWFC met its mandate to give priority to Veterans, serving 12,409. Nearly 11,000 job seekers were Hispanic/Latino, which is a significant increase over the 8,654 Hispanic job seekers served in PY07.

### Sector Based Strategies

Demand industries in El Paso County targeted by PPWFC for WIA training funds in PY08 included business services, the health care industry, transportation, construction skilled trades, and finance. Additionally, preliminary data from an industry cluster study has indicated eight major industry clusters for the southeast Colorado region: Renewable Energy and Value-

added Agriculture; Bio-medical; Travel and Tourism; Finance, Insurance and Customer Services; Information and Communication Solutions; Aerospace/Electronics and Defense; Advanced Materials and Precision Manufacturing; and Professional Business and Social Services. However, hiring activity in all these sectors was down for most of this past program year.

Work continued as a result of the 2007 Southeastern Colorado cluster study to further catalyze a sectoral approach to workforce development. Through PY08 those clusters were at the forefront of any partnership or initiative being considered. Key objectives through out the year included:

- Creating stronger links between business and education to share innovation, jointly develop curriculum, and to ensure curriculum delivery in a contextual learning environment to meet the needs of students who have been unsuccessful in traditional educational settings.
- Collecting and evaluating baseline data for replication

region-wide. Needed skill sets were identified with a particular emphasis on Science, Technology, Engineering and Math.

- Creating opportunities for attracting and sustaining industries in Southeastern Colorado through innovative strategies, technology and talent management.
- Developing a pipeline for talent development in innovation to promote southeast Colorado as globally competitive. These strategies align with two key initiatives in the Colorado Promise by (1) improving our education system, and (2) stimulating Colorado's economy and attracting new jobs. ARRA funding was utilized extensively the latter half of PY08, in an effort to retain or create jobs, as well.
- Enhancing regional collaboration efforts to elicit interest in regional sectoral strategies, which meet the needs of educational institutions, economic development entities, and the workforce system alike.





recognized the importance of working regionally, and spear-headed the Southeastern Colorado Industry Cluster Study. This study continues to catalyze other collaborative efforts, sector discussions and regional workforce/economic development analyses, as well as create a pipeline for talent development to promote the global competitiveness of southeast Colorado.

**ARRA - Recovery Act Initiatives**

PPWFC received approximately \$4.3 million in ARRA funds, and aligned our various departments in such a manner that both ARRA and regular program activities could be carried out efficiently and as effectively as possible. Early on, emphasis was placed on developing an effective and successful Summer Youth program. Over 300 youth were enrolled and placed Summer Work Experience opportunities across varied industries. Simultaneously, processes were put into play to allow for the additional placement of Adult and DW participants in OJT, Work Experience, and Customized Training opportunities. Success stories include:

- Partnering with the city of Colorado Springs to retain the jobs of recently terminated city employees
- Establishing the Business Relations Group as the focal point for developing OJT, Work Experience, and Customized Training Opportunities, while supporting the needs of career advisors.
- Significantly reducing the processing time needed to enroll eligible participants in ARRA related programs
- Maximizing efficiencies in payroll processing to better meet the needs of participants enrolled in Work Experience opportunities



**ARRA Summer Youth learns farrier skills at the US Air Force Academy Equestrian Center**

**PARTNERSHIPS FOR ECONOMIC RECOVERY**

**Regional Partnerships**

PPWFC recognized the importance of working regionally, and spear-headed an Industry Cluster Study. This study continues to catalyze other collaborative efforts, sector discussions and regional workforce/economic development analyses. For example, in PY08:

- PPWFC provided \$200,000 in funding to support an in-depth Base Realignment and Closure (BRAC) related study, conducted by the Pikes Peak Area Council of Governments;
- PPWFC partnered with the Greater Colorado Springs Economic Development Corporation to underwrite an in-depth analyses of the community's economic needs;
- PPWFC collaborated with economists at the University of Colorado at Colorado Springs, in an effort to enhance the collection and analyses of relevant labor market information.

These collaborative efforts underscore PPWFC's commitment to bridge education, economic development, and the local employer base.

**Education-to-Business Pipeline**

A major PPWFC regional effort was the Business and Education Talent Readiness Project (BETR), which has rapidly expanded state-wide. BETR promotes 21st century work readiness through state-of-the-art web-based resources including virtual collaboration, assessments, training, relevant corporate videos and podcasts. All PreK-12 teachers, parents of students, disadvantaged youth, dislocated workers, and veterans preparing for entrance into the



workforce, as well as employers, benefit from the program. PreK-12 is encouraged to align their educational requirements and outputs with post-secondary and workplace expectations for STEM competencies. Post-secondary education is inspired to develop short-term STEM-related certificate courses.

BETR has successfully established the following:

- **Tuesday Tours:** Local businesses welcome parents and educators to tour their facilities and experience the expectations of the workforce and work environment. Twenty-six businesses participated in the 2008/2009 school year with tours taken by over 120 teachers and parents in the Pikes Peak region.
- **PREP (Positive Role-Model Education Program) Videos:** Online videos feature disadvantaged teen and adult role-models discussing how they overcame obstacles to succeed in school/work and everyday problems. Eighteen videos have been produced and placed online.
- **BusinessConnect:** A speakers' program in schools and online demonstrates the need for science and math in high-growth/high-demand STEM occupations.
- **REELBiz** videos: Online video messages recorded by area businesses emphasize the qualities and qualifications required in potential employees and career ladders/lattices available. Twenty-seven videos are in place and accessible. Teachers from several schools began to use the REELBiz video section of the website in their lesson plans.
- College credit is available through CSU-Pueblo for teacher participation in Tuesday Tours.

### Construction Industry Partnerships

In response to the high-demand construction industry of the Pikes Peak region, PPWFC continued its relationships with representatives from both union and non-union skilled trades, including the Plumbers/Pipefitters Local #58 and the Independent Electrical Contractors (IEC). Successful completion of apprenticeships in the skilled trades guarantees a job with a high entry-level wage. In PY08, PPWFC provided support to fifty (50) first year electrical apprentices, fourteen (14) plumber/pipefitters and two (2) linemen. PPWFC also funded nineteen (19) electricians to learn photovoltaic installation techniques. This "green job" initiative was funded through the Employed Worker Training Program.

### Youth Program

PY08 was the second year of our very successful **Industrial Revolution program**, which assists youth in acquiring necessary work-ready attributes such as soft skills, math and business ethics. This program also provides summer employment opportunities. In PY08, fifteen youth, ages 15-21, received a paid work experience and introduction to occupations in across different industries as part of a 4-week program.

Mornings included three hours of math instruction, business ethics/soft skills workshops in the PPWFC computer labs. PLATO® software modules were utilized to teach Pre-algebra, Applied Math, Math Problem-Solving, Data Skills and Constructing Graphs and Charts as related to the industries visited each week. In the afternoons participants visited businesses in healthcare,



**Governor's Summer Job Hunt Youth Job Fair**

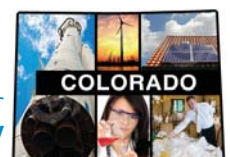
manufacturing, utilities, information technology, construction/trades industries and others. Over 18 local businesses participated.

### Project Lead the Way

In the 2008-2009 school years, PPWFC provided \$100,000 to four area high schools for the express purpose of purchasing Project Lead the Way (PLTW) approved curricula. Project Lead the Way is a nationwide effort to promote interest in Science, Technology, Engineering, and Math (STEM) related studies in schools. Numerous instructional modules have been developed for such diverse areas of study such as aerospace engineering, biotechnology, and mechanical engineering studies. Currently 2,200 middle and high schools nationwide use engineering courses offered by Project Lead the Way. Schools which have adopted this program realize that "real-world" applications of engineering theory are critical at a young age, if students are to pursue an engineering degree and career.

### WIA Training Initiatives

PPWFC continued to concentrate its WIA support for high demand occupations in PY08. Approximately 101 Dislocated Worker and Adult participants received training services for Registered Nursing, Radiology



**R**esponding to

the high-demand

construction industry of

the Pikes Peak region,

Pikes Peak Workforce

Center partners with

the Joint

Apprenticeship

Training Committee

(JATC) and the

Independent Electrical

Contractors (IEC) for

electrical,

plumbers/pipefitters

and construction trades

apprenticeships.



**Apprentices with the Joint Apprenticeship Training Committee learning to install solar panels.**

Technology, Occupational Therapy Assisting, Physical Therapy Assisting, and Dental Hygiene. Other WIA occupational skills training included Truck Drivers, HVAC, Computer and Information Technology sciences, Business Administration, Bookkeeping and Accounting, Education, and Police Science.

PPWFC continued to offer customized training in several registered apprenticeship programs during PY 08. Fifty (50) apprentice Electricians; thirteen (13) Plumber-pipe Fitters, and two (2) Electrical Power Line Installers were included in customized training during the year. Programs were offered to apprentice electricians at both union and independent contractor training organizations. PPWFC also partnered with Colorado Springs Utilities and Trinidad State Junior College to offer a pre-apprentice program to twenty-nine (29) students in the Rocky Mountain Lineman School.

#### **Employed Worker Training Program (EWTP)**

During PY08, PPFWC established a set-aside fund for the purpose of providing assistance to qualified companies in need of additional training for their

incumbent workers. Interested companies submitted proposals to PPWFC, which detailed their respective training needs and potential outcomes. PPWFC provided approximately \$234,000 for training such as "green jobs" focused on solar energy installation applications and state-of-the-art lean manufacturing techniques.

Participating companies included three manufacturers, an electrical company, and a Teller County casino. Funding allowed these business to:

- Train 277 incumbent workers in company specific skill sets
- Create 35 new positions
- Provide pay increases or promotional opportunities to 18 workers

#### **Services to Special Populations**

- **Military Personnel** - PPWFC maintained strong connections with the Army Career Alumni Program (ACAP) at Fort Carson and the Family Support Centers at the three local air force installations to provide support and training to military personnel exiting their service and to spouses of those serving in the military.
- **Low Income Populations** - Services to low income populations were many and varied in PY08. PPWFC provided information on its services to Department of Human Services' case managers for use with TANF and Goodwill clients. PPWFC staff served on the Department of Human Services 60-month review board for TANF.
- **The PPWFC Teller County office** in the Aspen Mine Center is co-located with a host of community agencies that serve low income residents such as

- Senior Center, CASA, Food Pantry, Community Partnership Family Resource Center, Pikes Peak Mental Health, Community of Caring, Teller County Department of Social Services and Teller County Salvation Army. A second Teller County satellite office opened in Woodland Park at the public library with a career center planned with PPWFC's help.
- **The Monument office** is co-located with Tri-Lakes Cares whose services include grocery programs, seasonal programs, post-secondary education, limited financial services, and referral services. Also in the building are the Health Advocacy Partnership/Penrose St. Francis community nurse, and the Monument Clinic staffed with a volunteer doctor.
  - **Community Partnerships** - PPWFC continued partnerships and co-location efforts with the following entities: Adult Education; Vocational Rehabilitation; Senior Community Service Employment Program; Veterans Services; Community Partner Outreach; Marian House Self Sufficiency Center; Tri Lakes Cares; Community Partnership; Woodland Park Library; Lutheran Family Ministries; Aspen Mine Center; Pikes Peak Community Action Agency, and Aspen Diversified Industries.
  - **Limited English Proficiency** - The Pikes Peak region enjoys a diverse community, due largely to the military presence, and to the large hospitality industry that attracts immigrant workers. Through PY08, PPWFC provided Intensive Services, including GED preparation, adult skills enhancements, computer skills upgrades, job

readiness, and English language proficiency to this target group.

- **Veterans Services** - PPWFC provided services to 12,409 veterans, many of whom had significant disabilities, financial hardships, and educational barriers. In addition to individualized services for these clients, approximately 200 veterans attended the very popular 10 Steps to a Federal Job Workshop in the past year. The Veteran's staff also contributed to nine hiring events, which involved 380 employers and over 3,600 job seeker attendees.
- **Serving the Disabled** - PPWFC also houses the Disability Program Navigator (DPN). The role of the DPN focused on individualized services as a systems resource and improvement agent at the organizational and community levels. This has enabled PPWFC to assist employers, educational institutions and community agencies to increase their awareness of services for disabled clients and of the benefits of employing individuals with disabilities.

#### Military Spouses Program

Through PY08, the Military Spouses Program partnered with the region's local military installations to assist military spouses who have been dislocated from their jobs, and train them for employment in high demand occupations at competitive wages. Originally funded with Department of Labor dollars, this program continued in PY08 with Base Realignment and Closure (BRAC) and Career Advancement Accounts (CAA) funds, as well as a 25 percent Layoff Reserve discretionary grant. Services



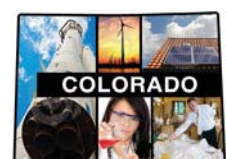
**Finished solar panels installed by the apprentices of the Joint Apprenticeship Training Committee**

including career exploration, vocational training, support services and job search as needed to obtain a job. Approximately 650 military spouses were served under the BRAC or CAA programs. PPWFC also partnered with the Pikes Peak Area Council of Governments, by underwriting a \$200,000 study, which analyzed the impact of relocating Fort Hood based soldiers to Fort Carson.

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

#### Specialized Workshops and On-Line Resources

PPWFC runs an array of workshops and networking groups each week as a part of its core services to jobseekers.



## S uccess Story:

Adele is a military spouse who relocated to the Pikes Peak region. With tuition assistance from PPWFC, along with motivation and support from her career advisor, Adele completed her teaching degree. She says of her new career: "I love being a teacher!"

Over 3,100 individuals took advantage of PPWFC's workshops, which included Career Planning, Job Seeker Networking Group, '50+' Job Seekers, and beginning computer software classes. In addition, the Computer Café offered an "a la carte" menu of on-demand career exploration programs. Success Profiler, CareerScope®, SkillCheck® and WorkKeys® software were some of the comprehensive battery of skills tests, career exploration and behavioral assessments provided. For WIA-enrolled customers, two cutting edge computer labs were made available for self-directed education and training, including PLATO®, KeyTrain™ and Teknimedia™ training programs.

### **Workforce Skills Certificate**

PPWFC promotes the Workforce Skills Certificate, and Career Ready Certificate, which are based on the ACT WorkKeys® assessments. All assessments are based on real-world work applications and help employers know the skill levels of their current and potential workforce. The Workforce Skills Certificate is endorsed by the Pikes Peak Workforce Center, Greater Colorado Springs Economic Development Corporation, the Greater Colorado Springs Chamber of Commerce and Pikes Peak Community College. In PY08, PPWFC delivered WorkKeys® certificate testing to 686 individuals. Of those, 242 received the Gold certificate and 206 received the Silver certificate, and 32 Bronze. Eleven local employers utilized PPWFC WorkKeys® testing services.

### **Services to Employers**

During the past 12 months, the Pikes Peak Business Relations

Group (BRG) provided over 4,000 unique services to nearly 1000 local businesses. These services included: sponsoring hiring events; providing job posting services; delivering labor market information to partners and client companies; developing training programs for client company staff. In PY08, the Business Relations Group (BRG) contracted with leading transportation companies and major insurance and finance companies for customized hiring assistance and background checks. In addition to customized hiring activities, the BRG also provided employee training to locally-based health care providers, medium-sized manufacturing firms and leading hospitality companies. Local government and school districts took advantage of employee assessments, through the WorkKeys® testing and job analysis services.

### **Job Fairs**

PPWFC hosted three job fairs during PY08. The Annual PPWFC Career Fair was attended by 45 employers who met with over 2,300 job seekers. The Summer Youth Job Fair had 30 companies participating and over 1750 youth in attendance. The Military Career Fair hosted 32 employers, with over 200 Veteran jobseekers in attendance. The BRG has also played a critical role in ARRA related activities. Business consultants have been and will continue to be the primary conduit between employers and program funding opportunities offered by PPWFC. In particular, the BRG worked with employers to provide OJT, customized training opportunities, and Work Experience staff to eligible employers, under the auspices of

the ARRA mandate to retain and promote job growth.

### **Rapid Response**

PPWFC provides Rapid Response Services for eligible employers in El Paso and Teller Counties. In PY08 Rapid Response Services were provided to 689 employees of 20 companies that were reducing staff or closing offices. The majority of employees were from high-tech companies.

### **Continuous Improvement at PPWFC**

The Pikes Peak Workforce Center is committed to the talent development of its own staff and to performance excellence as exemplified by Colorado Performance Excellence (CPEX).

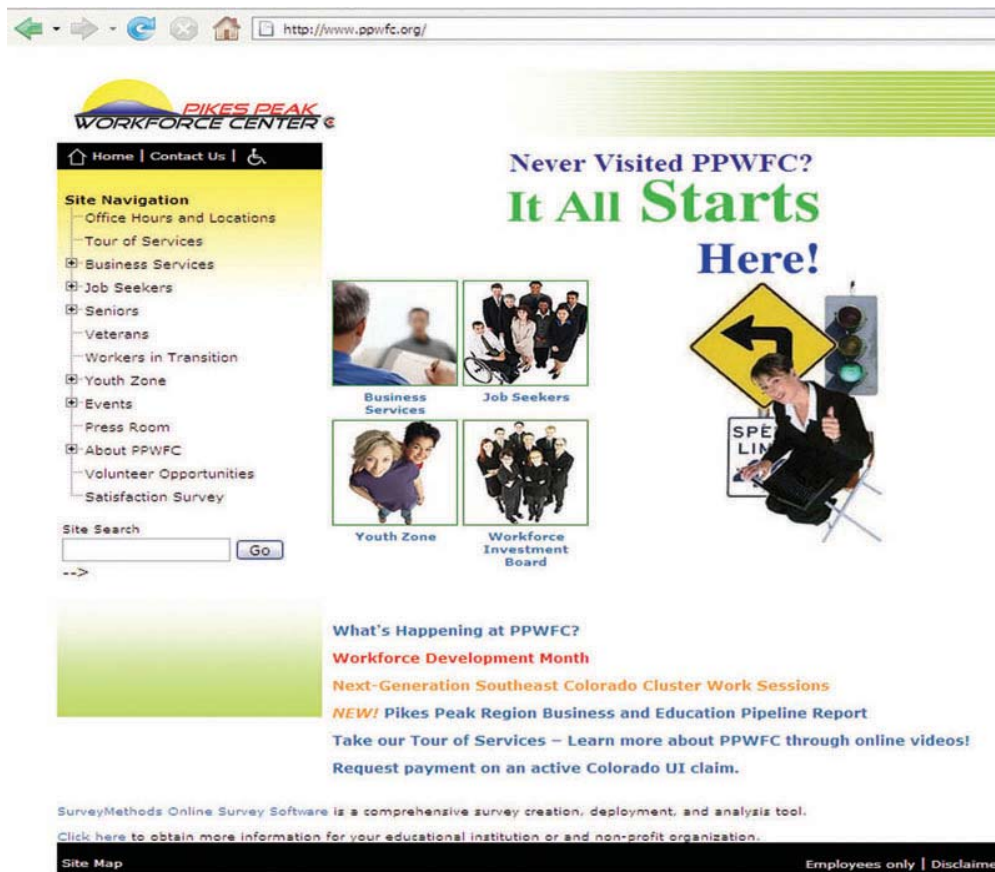
Under the guidance of a new

Executive Director, PPWFC has also embarked on a change management initiative, as well as an IT focused systems improvement program. These initiatives, which began several months ago, are designed to assess and enhance the critical processes and systems PPWFC requires to perform its mission to the community, satisfy the needs of its stake holders, and meet its fiduciary and common measures requirements as set forth by USDOL and CDLE.

### **Economic Development**

PPWFC continued as an active member of the Economic Vitality Group (EVG) which exists to meet the needs of primary employers in Colorado Springs. PPWFC supported the varied activities

sponsored by the Greater Colorado Springs Economic Development Corporation (EDC), the Colorado Springs Manufacturing Taskforce and the Education Alliance Taskforce of the Colorado Springs Chamber of Commerce. In fact, PPWFC helped to underwrite the Angelou Report, an important economic development study sponsored by EDC. PPWFC played a key role in the city's 6035 Project, which focused on workforce and economic development related observations, analyses, assessments and needs of the Pikes Peak region, and actively supported the EDC's business relocation efforts by providing data and workforce solutions to attract new businesses to El Paso County.





# Colorado Rural Workforce Consortium

## REGIONAL PROFILE

The Colorado Rural Workforce Consortium (CRWC) is one of the nine federally designated workforce regions in the state of Colorado. 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. Oversight of the Consortium activities and policies is provided through the Rural Consortium Board and the Board of Local Elected Officials. The Consortium's web site and local office links can be seen at <http://www.yourworkforcecenter.com>

Each of the Rural Consortium sub-regions is managed locally. Rural Consortium staff administers and contracts out grants, formulates policy, monitors for quality and for compliance with regulation and policy, manages and operates state-run sub-regions, make participant payments, and operates a Consortium-wide management information system. In about half of the sub-regions: Southeast, South Central, Upper Arkansas, Southwest, Mesa, and

Broomfield, WIA funds are contracted with a local community based organization or county. In the Eastern, Pueblo, Western, Northwest, and Rural Resort sub-regions, state staff operate programs. Rural workforce regions are challenged by their geographic size, and provide services to as many remote customers possible by establishing satellite offices, partnering with community agencies, publishing newsletters and web sites, and offering on-line services. The majority of Rural Workforce Centers have co-located partners. In addition to the co-located partners, the sub-regions work closely with their local chambers, economic development organizations and local agencies and community based organizations. The individual regional reports contain detail regarding these partnerships.

Recent rural unemployment rates are lower than metro areas but they are on the rise. Rural regions often lack economic diversity; frequently relying on a limited number of industries. This limits job advancement and makes rural

## PY08 Common Measures Performance

### COLORADO RURAL WORKFORCE CONSORTIUM

ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	104%	Entered Employment	104%
Retention	100%	Retention	102%
Average Earnings	137%	Average Earnings	105%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	182%		
Placement	146%		
Degree/Certificate	179%		

Recent rural unemployment rates are lower than metro areas but they are on the rise. Rural regions often lack economic diversity, frequently relying on a limited number of industries. This limits job advancement and makes rural jobs more vulnerable to market forces and industrial restructuring.

jobs more vulnerable to market forces and industrial restructuring. Pueblo's 2008 unemployment rate was highest at 6.10 percent, while the Northwest/Rural Resort regions were steady at 3.25 percent. The charts following this section illustrate the Consortium's 2008 sub-regions unemployment rates and the Consortium's allocations, demographics and characteristics.

## PARTNERSHIPS FOR ECONOMIC RECOVERY

The CRWC Board acknowledges that its work must bring the highest value and most effective use of resources for customers and local communities within each of its sub-regions. The Board provides leadership in achieving the success of the overall workforce development system, for the benefit of all of Rural Colorado. As a whole, the Consortium's vision of workforce development is critical to the success of this effort.

The emphasis for PY08 was to invest in education and training to improve incumbent worker skills to remain competitive, to offer basic skill enhancement and career pathways to adults and youth that clearly identify skill sets needed for certain occupations in regional demand industries. Diminishing resources have required difficult decisions to be made and new efforts were undertaken to form new partnerships and to leverage additional resources.

### Statewide Scanning Project

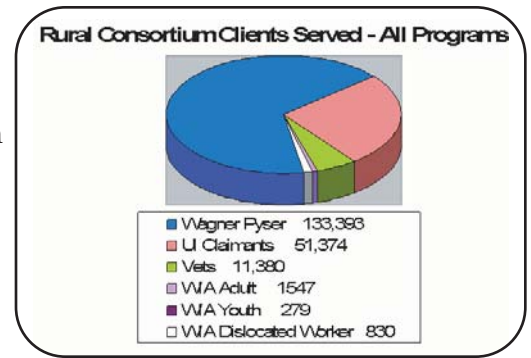
During PY08, a primary initiative was to design a way for WIA case files to be stored and retrieved electronically on the Connecting Colorado website. With this new system, a case manager, a supervisor, a director or a

workforce system specialist can access a WIA client's file by pulling up their case record on a web based application. The design and maintenance of this system is at no cost to the Workforce Centers through the CDLE's statewide contract with the Connecting Colorado vendor. Effective July, 2009, all eleven sub-regions had implemented the project. The advantages:

- Electronic files are organized uniformly in every region
- Documents are linked to service codes and are stored in the respective service code category
- Ability to perform case management can occur remotely at Community Colleges, employer sites, program partners and job fairs
- Document shipping costs have reduced drastically
- Expedient exchange of information with case managers in other workforce center offices, employers, and other State offices and agencies

### Highlights By Sub-Region

- **The Broomfield Workforce Center** partnered with local and regional employers to host 55 on-site hiring events that have been attended by over 1000 job seekers. A metro Denver employer, Aerotek, utilizes space at the Broomfield Workforce Center monthly, to conduct interviews with jobseekers. This partnership has resulted in Aerotek hiring multiple Broomfield customers. In PY08 BWC posted 5,945 job openings and provided services to 144 area employers.
- **The Eastern Sub-region** and three partners from education



and economic development attended the Sector Training Academy in Denver resulting in a sector planning grant for Renewable Energy focusing on Wind Energy and Turbine Manufacturing in Eastern Colorado. The Eastern sub-region is the fiscal agent and the lead convener. An overall goal is to gather a group of industry, economic development, education and community leaders to form a leadership committee that will guide the project forward and proactively address the workforce and business needs of Wind Energy employers during the next few years.

- **The Mesa County Workforce Center** has provided leadership and numerous WIA discretionary grants and other funding sources to create a health care nursing career ladder to meet local and regional industry needs. This long-term effort has resulted in the creation of Certified Nurse Aide training program, a Licensed Practical Nurse program, Associates in Practical Nurse program, and the largest class ever admitted in the fall of 2008.
- **The Northwest Workforce Centers** conducted the third annual Energy Career Day Expo that was held in October at the Rifle fairgrounds for an estimated 300 juniors and seniors from



The Southeast and

Pueblo sub-regions are working with the Institute of Advanced

Manufacturing Training

at Pueblo Community

College on a special

USDOL grant to

provide training in

advanced

manufacturing for

youth, adult and

incumbent workers,

and to build training

capacity through

curriculum

development and

construction of three

mobile learning labs to

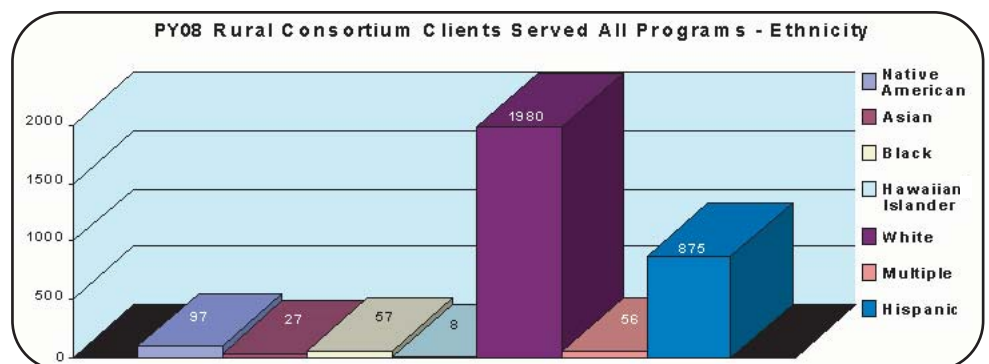
areas across the state.

Garfield, Mesa, Moffat, Routt, and Rio Blanco counties. Companies presented energy sectors ranging from natural gas drilling to solar power to electric energy. Scholarships were donated by the community colleges to students wanting to learn more about the energy industry. A DVD was produced that includes lesson plans, posters, and flyers, and will be distributed throughout the state to all school superintendents and colleges. The theme was "Connecting Today's Youth with Energy Careers of Tomorrow," which speaks to the need to educate youth statewide.

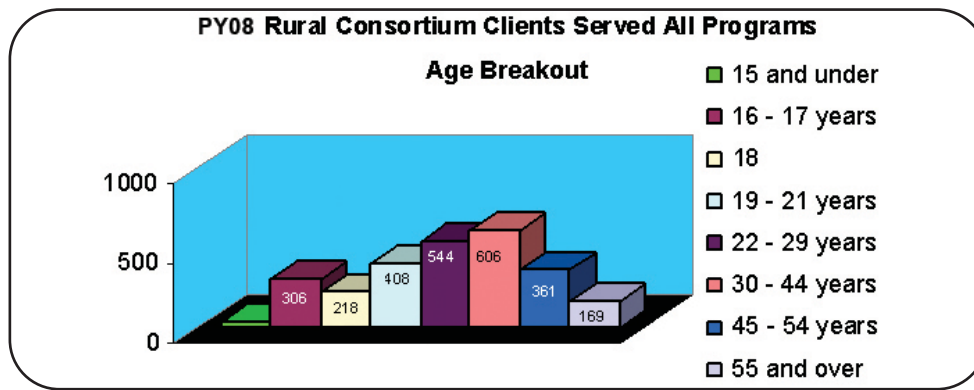
- **The Pueblo Business Services Unit** has been highly successful in improving the business climate in the community through the formation of the Pueblo Retention and Expansion Program (PREP), a community wide (public/private sector) partnership that assists with business retention and overall economic development. The Pueblo Economic Development Corporation has asked PREP to become an extension of their organization to focus on retention and expansion of existing business while they focus on fulfilling

their mission of bringing new business to Pueblo. Over 5 employers were visited since the inception of PREP. The data collected through the visitation portion of the program is helping the community understand local business and what is needed to continue to improve our business climate.

- **The Rural Resort Sub-region** sponsored several computer sessions at local Colorado Mountain College (CMC) campuses. Over 3,000 clients were notified of the sessions through IVR calls and e-mails. Introduction to Computers, Intermediate Word and Excel, Transition to Word 2007, Transition to Excel 2007, and Transition to Outlook 2007 were well received. Classes were three hour sessions that were held at CMC campuses in Rifle, Glenwood Springs, Aspen, Edwards, Frisco and Leadville. All sessions were filled to capacity and were greatly appreciated by the attendees. The success of these activities has resulted in requests for additional sessions.
- **In the South Central Sub-region**, youth participants have been exposed to the high-growth, high demand occupations relating to Health







Careers. The sub-region operated a special project called the "Grow Your Own" Summer Health Careers Institute" with the San Luis Valley Area Health Education Center in Alamosa (SLVAHEC), which exposed youth to all areas in health related occupations. The work experience portion of the project offered youth opportunities to work with health related employers such as the San Luis Valley Regional Medical Center, Valley Wide Health Clinics, Conejos County Hospital, Guadalupe Health Clinic, and the Caesar Chavez Health Clinic. Grow Your Own has also developed into a regional occupational training and employment resource program for welders, diesel mechanics, and heavy equipment operators.

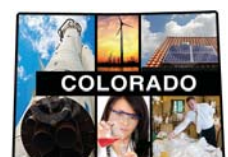
- **The Southeast Sub-region** is working with the Pueblo Workforce Region and the Institute of Advanced Manufacturing Training at Pueblo Community College on a special grant funded by the United States Department of Labor. The main goals are to provide training in advanced manufacturing for youth, adult and incumbent workers and to build training capacity through

curriculum development, professional development and construction of three mobile learning labs for portable training throughout Colorado. A final level of advanced training will feature intense hands-on skill development with five track options for participants.

- **In the Southwest area**, the Energy Training Initiative became fully operational during PY08. This program is seeking to train job seekers and incumbent workers to contribute to new talent development and to keep existing employers and new energy related businesses growing and remaining competitive. This federally-funded collaborative effort is both cross-regional and multiple-partnered, involving the Southwest and Western workforce regions, San Juan Basin Technical College, Delta/Montrose Technical College and the State Energy Office.
- **The Upper Arkansas Sub-region** through its partner agency Council of Governments has invested in a training tool from Alchemy called SISTEM. The SISTEM training package allows staff at the workforce

centers to conduct a number of work readiness and skill enhancement activities for new and incumbent workers. The "ready to deliver" workshops provide valuable lessons through videos and provide immediate feedback because the participants are tested on their knowledge following the lesson. Participants utilize a remote control tool to record their answers and if the answer is incorrect remediation is provided.

- **The Western Sub-region** continues to explore and develop on-going partnerships for talent development between the regional workforce system, local training providers and employers in the region. The effort focuses on industries in high demand occupations and continued growth like health care/nursing and the energy-related sectors like oil/gas and coal. A growing interest in green and alternative energy has led to early efforts in PY08 to work closely with training providers, employers and energy industries to explore and increase both training and employment opportunities in the area.



# G oing

Paperless - WIA case files are scanned, stored and retrieved electronically using innovative technology and system design. As a result, document shipping costs have been drastically reduced and information exchange has been expedited throughout the Rural Consortium.

## BROOMFIELD COUNTY SUB-REGION

The City and County of Broomfield is located in the North Metro Denver area and is well known for being conveniently located between Denver and Boulder. Broomfield is 33.5 square miles and borders several metro Denver counties. The labor force in Broomfield is a highly skilled and educated workforce. The total civilian labor force in Broomfield County for June, 2009 was 30,849 of which 28,544 were employed and 2,305 were unemployed. The unemployment rate was 7.5 percent. In PY 2008, Broomfield Workforce Center (BWC) served 9,066 job seekers, including 941 Veterans.

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

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

## BROOMFIELD COUNTY PARTNERSHIPS

In September of 2008, BWC partnered with Workforce Boulder County to hold its third annual Business Continental Breakfast for businesses in honor of Workforce Development Month. The event featured Richard Wobbekind, Ph.D. from the University Of Colorado LEEDS School Of Business, who gave a current assessment of the state and local economy. The event drew over 100 business community representatives. A partnership between the BWC, The Governor's Energy Office and Broomfield Economic Development Corporation co-sponsored a Business Forum at the Omni Interlocken Resort. The keynote speaker from the Governor's Energy Office addressed the challenge of

### Clients Served - Broomfield Sub-Region

Job Openings Listed	5945
Job Seekers	9066
Entered Employment	2361
Veterans Served	947
Vets Entered Employment	266
WIA Adults	70
WIA Dislocated Workers	19
WIA Youth	27

creating sustainable buildings and business practices that save both energy and money. The event was attended by more than 60 members from the business community. Broomfield also partnered with local and regional employers to host 55 on-site hiring events that have been attended by over 1000 job seekers. A metro-Denver employer, Aerotek, has utilized space at the workforce center, on a monthly basis, to conduct interviews with job seekers, resulting in multiple hires of Broomfield's customers. BWC continues to actively market services to the Broomfield business community and increase awareness of BWC services. In PY08, 5,945 job openings were posted and services were provided to 144 area employers.

In February 2009, the workforce center kicked off the Governor's Summer Job Hunt by hosting the fifth annual Broomfield Youth Job and Career Fair. The event was targeted to regional youth between the ages of 15 and 21. The event brought together 50 employers with several hundred employment seeking youth.

The Broomfield Job Club continues to grow in popularity among job seeking customers, and has proven to be an efficient way for BWC to provide current job seeking information to our customers. Some examples of additional initiatives and strategies include:

- Board and staff participation in the Workforce Board of Metro Denver.
- Participation in Metro Denver regional partnerships through the WIRED initiative.
- Inclusion on Broomfield Economic Development's Business Retention and Expansion Project.

## Clients Served - Eastern Sub-Region

Job Openings Listed	3213
Job Seekers	13,296
Entered Employment	3053
Veterans Served	1138
Vets Entered Employment	256
WIA Adults	56
WIA Dislocated Workers	17
WIA Youth	34

## EASTERN SUB-REGION

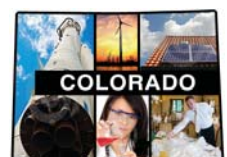
The Eastern Workforce Region (EWR) encompasses ten counties and covers over 17,000 square miles, one of the largest workforce sub-regions in the State of Colorado. In PY08, the region served over 13,000 job seekers and worked with over 700 employers. The ten counties include Logan, Sedgwick, Phillips, Morgan, Washington, Yuma, Elbert, Lincoln, Kit Carson and Cheyenne. The six full-time offices within the region are located in Burlington, Elizabeth, Fort Morgan, Limon, Sterling and Yuma.

The population for the region was 107,885 in calendar year 2007. The total civilian labor force in June 2009 was 57,554 of which 54,027 were employed and 3,527 were unemployed, equating to a rising unemployment rate. This is much higher than the region has seen for some time and all of the offices have been extremely busy with daily walk-in traffic. Utilizing a new electronic sign-in procedure, the Fort Morgan office served more than 1200 customers in June 2009. The EWR offers complete one-stop center services including Wagner-Peyser and Workforce Investment Act, Adult, Dislocated Worker and Youth services in all of the six full-service offices.

## EASTERN PARTNERSHIPS

The EWR is committed to providing quality, value driven employment and training services and programs throughout the region. To this end partnerships became more vital then ever with the challenging economy and higher unemployment rates. Some of the projects or events that were a result of these partnerships included:

- Career Fair Morgan County - over 1,000 students from area high schools attended with over 80 presenters from local employers and community organizations
- Colorado Performance Excellence (CPEX) - Foothills Award for Excellence
- Sterling Job Fair and Limon Interactive Career Fair for Youth
- Morgan and Logan Counties Education Consortium in partnership with Morgan County Economic Development
- Development of Job Search Strategies Informational Sessions offered through Morgan Community College in Fort Morgan, Burlington, Limon & Wray



The Eastern, Pueblo, Southeast and South Central sub-regions received a sector planning grant from CDLE for Renewable Energy, focusing on wind energy and turbine manufacturing in eastern Colorado. The goal is to form a leadership committee of business and community partners to identify the workforce needs of Wind Energy employers and develop an implementation plan to receive additional funding.



**Wind Energy farm in the Eastern sub-region**

**Wind Energy Partnership**  
The Eastern, Pueblo, Southeast and South Central sub-regions received a sector planning grant for Renewable Energy: Focusing on Wind Energy and Turbine Manufacturing in Eastern Colorado. The Eastern region was the fiscal agent and the lead convener. A project manager was hired to specialize in and become an industry expert in Wind Energy. One of the overall goals of the planning period is for the project manager to gather a group of industry, economic development, education and community partners to form a leadership committee that will help guide the project forward and proactively address the workforce needs of Wind Energy employers and develop an implementation plan to receive additional funding.

**ARRA Summer Youth**

In April 2009, staff across the region began work on the youth American Recovery and Reinvestment Act (ARRA) summer work experience program. Staff enrolled a total of 53 youth in the program across the entire ten-county region. Eastern spent half of the youth ARRA funding on the Teen Paint Leadership Project and had three teen paint programs running simultaneously in Burlington,

Fort Morgan and Julesburg. Meeting the needs of area businesses has become top priority and workforce center staff is working closely with community colleges and other partners to integrate workforce ARRA programs and services closely with the services other partners and organizations are offering.

**MESA COUNTY SUB-REGION**

Mesa County is the largest community between Denver and Salt Lake City and serves as the regional hub for health care, retail trade, services and transportation for Western Colorado and Eastern Utah. Mesa County is a single-county sub-region within the Rural Consortium with a rapidly growing population of 139,082, a labor force of 85,913, and an unemployment rate of 8.9 percent, a 4.8 percent increase since June of 2007. Mesa County's labor force grew by 3,958 since June of 2008. The total number of registered job seekers was 17,427 in June 2009, an increase of 5,441 since June of 2008. The primary industries are health care and social assistance (15%) and retail trade (13%), followed by accommodations and food service (10%). Most of the community is comprised of small businesses and predominantly retail and service related employment. The Mesa County Workforce Center (MCWC) is a full service one-stop partnership with many community agencies/services.

In July of 2008, the MCWC was working closely with the energy industry and area businesses to address the pronounced labor shortage in nearly all industries. By late fall, the energy industry went into a rapid decline resulting in a sharp rise in

unemployment claims. The economic impact of the energy industry, coupled with a national recession, affected nearly all industries. In July of 2008, the region had an average of six applicants per job opening, by June of 2009 there were 29 applicants per job openings.

The focus shifted dramatically and quickly from recruiting out-of-state workers to assisting the rapidly growing under and unemployed by facilitating rapid response activities and creating or expanding new services for job seekers. The workforce center now provides group orientation meetings for all job seekers inquiring about employment, training, and support services. Job readiness workshops are offered semi-weekly to better serve job seeker traffic.

## MESA COUNTY PARTNERSHIPS

The MCWC's ability to quickly implement new and timely services for customers is due to the extensive collaboration with partners such as Mesa County Department of Human Services (TANF, Child Care Assistance, Colorado Works, Veterans Affairs Officer, Disabilities Program Navigator, GED/ESL classes & Employment Services), Hilltop Community Resources, Inc. (WIA programs, Employment First, Professional Services Division, Domestic Violence Counseling, Child & Family Center, Kiddin' Around Child Care Center, B-4 Babies), Rocky Mountain SER (Migrant Seasonal Farm worker Program), Assistive Technology, CP of Colorado, Veterans UpwardBound, Grand Junction Housing Authority, Colorado West Mental Health, and Job Corps.

## Clients Served - Mesa County Sub-Region

Job Openings Listed	3814
Job Seekers	20,597
Entered Employment	4555
Veterans Served	2209
Vets Entered Employment	495
WIA Adults	400
WIA Dislocated Workers	26
WIA Youth	104

Since 2001, the MCWC has provided leadership of numerous WIA discretionary grants and other funding sources to create a health care nursing career ladder to meet our local and regional industry needs. This long-term effort has resulted in the creation of Certified Nurse Aide training program, a Licensed Practical Nurse program, Associates in Practical Nurse program, and the largest class ever admitted in the fall of 2008.

The Business Services Team has been expanded to twenty-five employees who voluntarily serve on the team to assist with consultative meetings, facilitating work experience internships, job fairs, seminars, symposiums, and round table meetings. Members of this team met and listened to several "green energy" businesses. This resulted in CDLE funding for the creation of our first Energy Rater/Energy Audit training program on the Western Slope. Another proposal developed through collaboration and support from the health care industry and local education institutions in a multi-regional health care initiative effort, resulted in a SECTRS planning grant. This team was also instrumental in organizing and recruiting businesses for our annual Jump Start Job Fair in January of 2009, one of the most

successful job fairs in our community.

A customized workshop for ex-offenders was developed using materials supplied by the Department of Corrections. These ex-offender workshops are conducted twice per month at the workforce center and once per month at the county jail. A designated Employment Specialist facilitates a weekly customized job readiness workshop for the County's Department of Community Corrections and Drug Treatment Center.

Through funding from the American Recovery and Reinvestment Act, we worked closely with the Mesa County Department of Human Services Foster Care program, Mesa County Valley School District #51, and a host of community agencies to recruit low income youth ages 14 through 24 for summer youth work experiences. One hundred youth were placed in internships, many in their first job ever, were put to work in "green job" occupations, library and teacher assistants, groundskeepers, office workers, and more, throughout the Grand Valley.



# N

orthwest

workforce centers hosted the third annual Energy Career Day expo for an estimated 300 high school students from four counties. The companies in attendance presented information regarding careers in natural gas drilling, solar power, and electrical energy. Community colleges donated scholarships to students wanting to learn more about the energy industry.

## NORTHWEST SUB-REGION

The Northwest region consists of five counties: Rio Blanco, Moffat, Routt, Jackson and Grand Counties and covers 13,826 square miles. Full service offices are located in Meeker, Rangely, Craig, Steamboat Springs and Granby. While the labor needs of this region continue to be closely tied to the tourism industry, the growth of the oil and gas industry in western Colorado is creating a large need for a new kind of workforce.

## NORTHWEST PARTNERSHIPS

Local partnerships with the Chamber of Commerce, Economic Development groups and local community colleges have enabled the region to share resources to provide workshops, roundtables and job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have resources for recruiting and training employees. The Northwest Workforce Region continues to address economic growth spurred by several new energy industry employers although a slowdown in hiring has occurred in the last six months; the coal

mining industry, however, has remained stable.

## Energy Career Day

The local workforce centers conducted the third annual Energy Career Day expo, which was held in October at the Rifle fairgrounds for an estimated 300 juniors and seniors from four counties. The companies in attendance presented information regarding careers in natural gas drilling, solar power, and electrical energy. Scholarships were donated by the community colleges to students wanting to learn more about the energy industry. A DVD with lesson plans, posters, and flyers was produced and will be distributed throughout the state to all school superintendents and colleges; the theme was "Connecting Today's Youth with Energy Careers of Tomorrow" which speaks to the on going need to educate youth statewide.

## Youth Programs

The ARRA youth program began in March 2009. Youth who met program requirements were placed in jobs for the summer and have received wages partially paid for by this program. The Northwest region sponsored several computer sessions at Colorado Northwest Community

### Clients Served - Northwest Sub-Region

Job Openings Listed	4079
Job Seekers	9482
Entered Employment	2082
Veterans Served	706
Vets Entered Employment	159
WIA Adults	49
WIA Dislocated Workers	16
WIA Youth	29

College (CNCC): introduction to computers, intermediate word and excel, transition to word 2007, transition to excel 2007 and transition to outlook.

A work and life skills program was offered to teens and young adults to improve job skills. The participants were offered an incentive to attend all sessions and complete all modules within a strict framework and schedule. Partners included: the Craig/Moffat Economic Development Partnership, Anson Excavating, Grand Futures, Moffat County School District, Colorado Northwest Community College, Craig Chamber of Commerce, Tri-State Generation, and Social Services.

The Economic Development Partnership, CNCC, the local school district and the region received funding to implement an after school program with a course structure that addresses areas of concern of local employers. A committee was formed to contact local businesses which joined the committee and provided course input and instruction. Workshops were given on intergenerational communication, cultural competency, resume/cover letters/applications, how to get fired, what employers look for in employees, interviews, and Work



**Governor Ritter helps kick off the Youth Program at the Pueblo Workforce Center**

### Clients Served - Pueblo Sub-Region

Job Openings Listed	2834
Job Seekers	19,512
Entered Employment	4666
Veterans Served	1887
Vets Entered Employment	450
WIA Adults	356
WIA Dislocated Workers	28
WIA Youth	223

Keys. Approximately 70 percent of students graduated from the program successfully received a laptop computer. The program was awarded a \$1000 grant, as a Best Practice, at the "Think Big" conference.

### PUEBLO SUB-REGION

Pueblo County is a single-county, single workforce sub-region. The Pueblo Region had an average unemployment rate of 6.7 percent in 2008. The rate of unemployment in Pueblo escalated in 2009 to the rate in June 2009 of 8.9 percent. Seven industries generate 80 percent of the jobs in Pueblo. Close to 25 percent of the jobs in the Pueblo region are in Government with Healthcare, Construction, Manufacturing, Retail, and Tourism and Administrative completing the list of the top seven industries in Pueblo.

### PUEBLO PARTNERSHIPS

The Pueblo Workforce Center has continued to develop and implement a local demand-driven workforce investment system that places the emphasis on the formation of strategic partnerships with business, education and other partners to better prepare and train the workforce for the jobs of the future, develop solutions for

businesses, and ultimately foster economic development for the community.

### PREP

The Business Services Unit has been highly successful in improving the business climate in the community. One example of their efforts is the forming of the Pueblo Retention and Expansion Program (PREP). PREP is a community wide (public/private sector) partnership that assists with business retention and overall economic development. The Pueblo Economic Development Corporation (PEDCO) has asked PREP to become an extension of their organization to focus on retention and expansion of existing businesses while they focus on fulfilling their mission of bringing new businesses to Pueblo.

Over 45 employers have been visited for collection of data to help the community understand local business and what is needed to continue to improve the business climate. Companies reported that there is a large labor pool of hard-working, dependable employees to select from and that the local workforce has a good understanding of industry and manufacturing. Conversely, an estimated 78%



## S

uccess Story:

John needed help to make a career decision and address his reading disability. In the Careers in Technology program, John received hands-on job skill exposure and soft skills training, and was an excellent student. He went on to obtain his high school diploma and enlist in the Army. The WIA program provided John with encouragement and support, which helped his self esteem.

of the companies surveyed reported some type of recruiting problems.

Of these, 56.2% stated that the recruiting problems are industry wide and not unique to this community. Almost 70% of the companies stated that the number of their unfilled positions remained stable as opposed to increasing (15.6 percent) or decreasing (9.4 percent). Generally, the labor pool appeared to be ample for entry level, lower skilled positions but is weaker for skilled, technical and/or management positions.

### Sector Strategies

**EMSI** - In February 2009, staff members attended sector academy training. The skills and tools introduced at the training are gradually being utilized to change the way that the workforce centers utilize resources and conduct planning for use of funds, including Economic Modeling Specialist, Inc (EMSI). This program provides labor market information reports such as sector projections, wage data, where the workers are employed in the region, demographic information about workers, and projected need for workers. With EMSI data, staff is able to better prepare the workforce ensuring the necessary skill sets for employment and business needs.

**Manufacturing User's Group** - The Pueblo Manufacturing User's Group is comprised of representatives from local manufacturing employers, the local community college, and the workforce center. This group provided the workforce center and Pueblo Community College (PCC) guidance in curriculum

development and certifications for both work readiness and technical skills as part of the CBJT Manufacturing Grant received by the PCC. During this plan year, 22 new employees and 64 incumbent workers have completed work readiness and/or technical skills training under the grant.

### **Wind Energy Grant** -

Additionally the Pueblo Workforce Center is partnering with the Eastern, Southeast and South Central workforce regions on a wind energy sector planning grant.

The purpose of this grant is to identify ways that the sector can grow and the workforce and training partners can provide assistance to businesses and solutions to their employment needs.



**Frisco Workforce Center Youth Career Fair**

### **Community Committee**

The Pueblo Workforce Center took a leadership role in convening a committee that is comprised of the Department of Social Services, Housing Authority, Community College, K-12 education, County Commissioner, Workforce Investment Board, and City Council to address the social and economic challenges in our



community that prevent individuals from seeking and retaining employment. It is the intent of this committee to build a pre-employment system that is intuitive to individuals in poverty who are seeking to improve their circumstances through training and employment opportunities.

**ARRA Summer Youth**

The Pueblo region set an ambitious goal of employing 185 youths in the ARRA summer employment program. Employment in areas such as weatherization, recycling, parks, and health care provided meaningful work experience for youth. In addition the youth were exposed to many community resources in order to raise their awareness of educational and job skill requirements and to have them connect with professionals who are successfully employed in their field of interest.

**Building Your Work Career**

Pueblo Community College provides the educational support necessary to train the youths in viable occupational areas. One such program that has been developed through a joint partnership between the Pueblo staff and the PCC faculty is the "Building Your Work Career" academy where the WIA Youth students are trained in areas such as employer expectations leadership, money management, workplace etiquette, presentation skills, and more..

**RURAL RESORT SUB-REGION**

The Rural Resort Region consists of five counties: Lake, Summit, Eagle, Pitkin, and Garfield and is operated by the State. Full-service

**Clients Served - Rural Resort Sub-Region**

Job Openings Listed	6237
Job Seekers	14,445
Entered Employment	3295
Veterans Served	1090
Vets Entered Employment	232
WIA Adults	76
WIA Dislocated Workers	60
WIA Youth	39

offices are located in Frisco, Leadville, Edwards, Glenwood Springs and Rifle. The region's labor force focuses on tourism and service with the leisure and hospitality industries employing more people than other industries. The region's current economy is most dependent on services and retail trade. Construction across the region has seen a significant decline in the last year. The growth of the oil and gas Industries in western Colorado created a significant need for a new kind of workforce with many workers moving to the state to fill these positions, but there has been a significant decline in this industry in the past year due to the economic conditions. Workforce center offices are equipped with newer and faster computers as well as on-line resources such as Connecting Colorado to provide assistance to clients. For the program year 08/09: 6,652 out of 14,445 people registered on the web versus 2,826 of 8,363 for PY07.

Connecting Colorado benefits customers as it gives them more control over their job search. Staff members now have more time to work one-on one with clients needing more intensive services.

**RURAL RESORT PARTNERSHIPS**

Local partnerships with Chambers of Commerce, Economic Development groups, Community Colleges, and community service organizations have enabled theregion to share resources to provide workshops, roundtables, and resource/job fairs to the community. These special projects continue to be a valuable service to the local employers who often do not have resources for recruiting and training employees. Frisco, Leadville, and Edwards offices hosted Community Resource Fairs in partnership with community agencies and organizations. These fairs provided information to community residents regarding free civil legal aid, and job assistance. Workshops included "Mental Health and the Recession," "Green Jobs Now," and "Managing Finances during this Hard Time." A special brochure, "Help for Hard Times" was designed to provide walk-in workforce center clients with this same helpful information.



## Success Story:

Sheila applied for the "Grow Your Own" Summer Health Careers Institute to learn about this career path. Due to her hard work, she earned the \$3,200 Grizzly Scholarship and a \$1,000 "Grow Your Own" scholarship to attend Adams State College. She will be the first in her family to attend college. Sheila states: "I want to thank Rocky Mountain SER ... for believing in me ... and helping me to go to college."

### Gateway Program

In May 2009, the workforce centers in Garfield County worked with the Gateway/Colo. Mountain College/Wo/Men in Transition program, in collaboration with the Garfield County Department of Human Services and Colorado Mountain College (CMC). The program helps eligible parents or dislocated workers meet their employment goals through education, training and job seeking assistance. The workforce centers provide Work Keys testing and Colorado Career Ready Certificates for reading for information, locating information and applied mathematics. Due to the success of this program, it is being expanded to include East Garfield County at the CMC campus in Glenwood Springs.

### Youth Initiatives

Employers continue to see the benefit of being part of the Governors Summer Job Hunt Program. Youth receive wages partially paid for by the Recovery Act funding. "Green" opportunities increased this summer with youth being placed at the High Country Conservation Center in Summit County, Summit County Open Space and Trails, Roaring Fork Habitat for Humanity Re-Store, and Rifle Gap State Park.

In October 2008, over 300 high school youth from the region participated in the third Annual Energy Career Day, held in the Northwest area. Companies in attendance presented information on natural gas drilling & production, solar power, and electric energy. Community Colleges presented their academic programs focused on energy industry related occupations and donated several scholarships. Although the economy has slowed natural gas production, the need

for skilled workers is still viable and our role is vital to meeting this demand.

### Computer Literacy Classes

In May and June 2009, the Rural Resort Region sponsored several computer software training sessions at local Colorado Mountain College campuses in six Rural Resort communities. Over



**South Central WIA client learning to administer shots**

3,000 clients were notified of the sessions through IVR calls and e-mails. Introduction to Computers, Intermediate Word and Excel, Transition to Word 2007, Transition to Excel 2007, and Transition to Outlook 2007 were the most popular. All sessions were filled to capacity and were greatly appreciated by the attendees. The success of these activities will lead to another round of sessions.

### Assistance to UI Claimants

Because of the economic downturn, an increased number of people filed for Unemployment Benefits and began asking for assistance from the workforce centers when UI call lines were busy. In response, select WFC staff was given special training to assist claimants with simple claim issues and calm their nerves. This training also ensures a positive image for our Workforce Centers to the claimant customer and the community.

## SOUTH CENTRAL SUB-REGION

The South Central Region (SCR) continues to provide services throughout its 14,558 square mile area encompassing eight counties, Alamosa, Conejos, Costilla, Huerfano, Las Animas, Mineral, Rio Grande and Saguache. The San Luis Valley is one of the largest high desert valleys in the world at an average elevation of over 7,500 feet. The economy in the SCR is driven primarily by agriculture. The region's labor force focuses on the education and health services industry employing more people than any other industry. Mining and coal production contribute to the regional economy. The region produces roughly 45 percent of the state's coal. Mining is a source of oil, gas, and coal production. Government, however, has the highest employment.

## SOUTH CENTRAL PARTNERSHIPS

### Advanced Manufacturing Training

The sub-region is working with Pueblo and The Institute of Advanced Manufacturing Training at Pueblo Community College (PCC) on a grant funded to provide training in advanced manufacturing to youth, adult and incumbent workers, and to build training capacity through curriculum development, professional development and construction of three mobile learning labs for training throughout Colorado. Additional customized training can be arranged through the Economic & Workforce Development Division of PCC for employers wanting further training including employers from the SCR.

## Clients Served - South Central Sub-Region

Job Openings Listed	2244
Job Seekers	12,263
Entered Employment	3252
Veterans Served	689
Vets Entered Employment	170
WIA Adults	182
WIA Dislocated Workers	9
WIA Youth	24

### Youth Initiatives

The sub-region operated a successful Summer Youth Employment Program (SYEP) under the American Recovery and Reinvestment Act of 2009 (ARRA), placing youth in "green jobs" during the summer. Rocky Mountain SER (RMSER) sponsored 21 students to work on the Huerfano County River Walk Project to reclaim public lands for use in by residents and tourists. The youth working on this project cleared the river bank, and assisted in designing and constructing the River Walk. The Huerfano County Board of County Commissioners will be submitting the River Walk to the State of Colorado as a Pilot Project for other counties to emulate.

The region operated a special project called the "Grow Your Own Summer Health Careers Institute" with the San Luis Valley Area Health Education Center in Alamosa (SLVAHEC). This project exposed youth to all areas in health related occupations. The work experience portion of the project offered youth opportunities to work with health related employers such as the San Luis Valley Regional Medical Center, Valley Wide Health Clinics, Conejos County Hospital,

Guadalupe Health Clinic, and the Caesar Chavez Health Clinic.

### Green Jobs Training

The SCR employers are in need of skilled workers who are trained for technical "green" jobs that are currently in the San Luis Valley, such as weatherization, solar installation, and road and bridge engineering. Employees need to be capable of reading blue prints, operating power tools and understanding environmental factors in the area. Some of the jobs are positions with employers placing solar panels on schools and hospitals in conjunction with Sun Edison. There are also bio-diesel plants being built in Conejos County and a bio-diesel plant in full operation in Costilla County which continues to hire qualified workers. RMSER provided both OJT and occupational skills training under ARRA and WIA to assure that individuals who need training for these occupations will be able to successfully complete training requirements and enter employment in these "green" industries.



# Wendy's of

Trinidad was awarded a plaque for Extraordinary Assistance to Youth and was recognized for making the Governor's Summer Job Hunt (GSJH) 2008 a great success. Wendy's and the Workforce Employee Charles Griego received the award from Don Mares, Executive Director CDLE, at the GSJH Awards Ceremony held at the Governor's Mansion in Denver.



**Governor Ritter visits the Rocky Ford Workforce Center - Nancy Wieder, Shannon Garcia, Marilyn Marinelli, Governor Ritter, Raymundo Rivera, Cindy Dugan, Ray Martinez, Lauren Bond and Betty Velasquez**

### EPIC Program

RMSE works in partnership with the Trinidad State Junior College (TSSJC) Energy Production and Industrial Construction (EPIC) program.

This project has developed into a regional occupational training and employment resource program for welders, diesel mechanics, and heavy equipment operators needed in the growing coal bed methane extraction industry. An advisory committee guided development of a customized certificate program and investment in program infrastructure, including instructors and equipment. RMSE continues to support the EPIC program with tuition assistance and supportive services for WIA and ARRA participants who wish to attend the training.

### Turning Point Offender Grant

The South Central and Southeast Sub-regions operated the Turning Point Grant to avert recidivism of those who are recently released from prison, residing in Community Corrections, and on probation or parole. This was

accomplished by providing essential services needed to stabilize offenders' lives along with job search assistance. Combined, the regions enrolled 208 participants (providing support services, educational training, work experience, OJT's, rental assistance, and counseling), exceeding their goal of 100 participants, while continuing to stay within budget.

## SOUTHEAST SUB-REGION

Southeast, a region with a large agricultural presence, borders New Mexico, Oklahoma and Kansas, and includes Baca, Bent, Crowley, Kiowa and Prowers Counties. Population is concentrated in two counties, Prowers and Otero. The economy in the region is driven primarily by agriculture and tourism. The region's labor force focuses on the education and health services industry employing more people than any other industry. Leisure and hospitality showed the highest number of vacancies followed by trade, transportation, utilities and other services which include construction and manufacturing.

## SOUTHEAST PARTNERSHIPS

### Advanced Manufacturing Training

The sub-region is working with Pueblo and The Institute of Advanced Manufacturing Training at Pueblo Community College (PCC) on a grant funded to provide training in advanced manufacturing to youth, adult and incumbent workers, and to build training capacity through curriculum development, professional development and

construction of three mobile learning labs for training throughout Colorado. Additional customized training can be arranged through the Economic & Workforce Development Division of PCC for Southeast employers wanting further training.

**ARRA Summer Youth Program**

The sub-region operated a successful Summer Youth Employment Program (SYEP) under the American Recovery and Reinvestment Act of 2009 (ARRA), placing youth in many "green jobs" during the summer.

A prime example was the Colorado Youth Range Riders in Bent County. Rocky Mountain SER (RMSER) assigned four ARRA summer youth to the Colorado Youth Range Riders worksite at the Bent's Old Fort National Historic Site. The crew worked building a nature trail for visitors to experience more of the land around the fort.

**Wind Energy Partnership**

The Eastern, Pueblo, Southeast and South Central sub-regions received a CDLE sector planning grant for Renewable Energy: Focusing on Wind Energy and Turbine Manufacturing in Eastern Colorado. The Eastern region was the fiscal agent and the lead convener. A project manager was hired to specialize in and become an industry expert in Wind Energy. One of the overall goals of the planning period is for the project manager to gather a group of industry, economic development, education and community partners to form a leadership committee that will help guide the project forward and proactively address the workforce needs of Wind Energy employers for the next five years,

**Clients Served - Southeast Sub-Region**

Job Openings Listed	2244
Job Seekers	12,263
Entered Employment	3252
Veterans Served	689
Vets Entered Employment	170
WIA Adults	176
WIA Dislocated Workers	11
WIA Youth	73

plus develop an implementation plan. (\$75,000.00 was received for the planning grant and \$425,000 is expected for implementation of this initiative).

**Green Jobs Training**

The Southeast sub-region continues to work with new employers in the area, including those with "green" jobs such as Innovative Water Technologies of Rocky Ford. The company is dedicated to researching and developing products related to water treatment and purification. The local plant produces their new product called Sunspring,™ currently employs approximately ten individuals and has plans on expanding their business as the market grows for their product. This new company has a high demand for aluminum welders, but has difficulty in finding individuals with that skill. RMSER has provided on-the-job training to job seekers wanting to enter this industry. As the plant continues to grow, the WIA and ARRA programs will be utilized to assist participants in entering this skilled career opportunity.

**Turning Point Offender Grant**

The South Central and Southeast Sub-regions operated the Turning Point Grant to avert recidivism of

those who are recently released from prison, residing in Community Corrections, and on probation or parole. This was accomplished by providing essential services needed to stabilize offenders' lives along with job search assistance. Combined, the regions enrolled 208 participants (providing support services, educational training, work experience, OJT's, rental assistance, and counseling), exceeding their goal Of 100 participants, while continuing to stay within budget. Employee Performance Award The Colorado Chapter of International Association of Workforce Professionals (IAWP) announced the selection of Marilyn Marinelli of the Rocky Ford Workforce Center as their recipient of the 2007 Employee Performance Award. This annual award recognizes the chapter member who best exemplifies professionalism and competence. Marilyn has provided positive leadership in her region on the many committees she has served on and through her service to her community.



# S

uccess Story:

"She's awesome!" was the response from Becky (Migrant and Seasonal Farm Worker [MSFW] Outreach Supervisor at High Plains Community Health Center), when asked about our Summer Youth Award nominee, Reyna. Nineteen year old Reyna is bi-lingual, comes from a migrant family, and had a perfect background for the MSFW outreach job. CDLE Executive Director Don Mares presented Reyna's award at the Governor's Mansion on August 14, 2008.

## SOUTHWEST SUB-REGION

The Southwest Sub-region is made up of five counties and 11 communities situated in the Four Corners area of southwest Colorado, including the Southern Ute and Ute Mountain reservations. The region boasts a wide range of geography, from mountains to canyon lands, as well as great expanses of public land including Mesa Verde National Park. The population is estimated for 2008 at approximately 91,500, with an annual growth rate at around 2%, primarily attributable to the influx of newcomers moving to take advantage of the area's unique natural beauty and quality of life. A quarter of these newcomers are second homeowners who bring along their retirement and/or expendable incomes, which affects the local economy positively while also driving up the cost of housing and straining community infrastructures.

At the end of PY08, the total labor force was over 51,700, 60% of which is employed in La Plata County, the most populated of the five counties. An increase in the labor force in PY08 only exacerbated the struggling job market over the year's time, with the unemployment rate almost doubling during PY08, beginning with an average of 4.96% and ending at 8.38%. From PY07 to PY08, the region experienced a 27% decline in job orders placed with the workforce centers, with a 37% increase in job seekers registering for services.

Accommodations, food service and retail trade accounted for one

third of employment in the region, reflecting the impact of the tourism industry. Small businesses still make up over 90 percent of the local employers, with the majority tied to the tourist industry. Construction continues to employ around 12 percent of the labor force, even with a current slow-down in construction projects. The education/health sector continues to be strong, and the oil and gas extractive industries are among the highest paying in aggregate. The fire mitigation industry continues to have a presence following the 2002 fires in La Plata County. Agriculture's influence varies between counties, accommodations, food service and retail trade accounted for one third of employment in the region, reflecting the impact of the tourism industry.



**SW Conservation Corps Crew doing trail maintenance**

Small businesses still make up over 90 percent of the local employers, with the majority tied to the tourist industry. Construction continues to employ around 12 percent of the labor force, even with a current slow-down in construction projects. The education/health sector continues to be strong, and the oil and gas extractive industries are

among the highest paying in aggregate. The fire mitigation industry continues to have a presence following the 2002 fires in La Plata County. Agriculture's influence varies between counties, but continues to decline region-wide. Alternative energy efforts are currently providing new options, with construction of a bio-diesel plant in Dolores County that has added ten jobs in the county, which has the highest unemployment rate in the state. The Southern Ute Tribe completed and opened a large new casino and conference campus in PY08, which has added approximately 620 jobs.

Delivery of services methodology did not change significantly. However, introduction of the ARRA 2009 Summer Youth Employment Program allowed 30+ participants to begin summer jobs prior to the end of the program year. ARRA funds on the employment services side allowed for hiring of a temporary workforce center receptionist to help improve customer service in the context of highly increased volume of foot traffic in the Durango workforce center.

## **SOUTHWEST PARTNERSHIPS**

### **Energy Training Initiative**

The Energy Training Initiative, begun April 1, 2008, and set to expire on March 31, 2011, moved into full swing during PY08. This program is seeking to train 840 job seekers and 1680 incumbent workers, both to contribute to new talent development and to keep existing employers and new energy related businesses growing and remaining competitive. This federally-

## **Clients Served - Southwest Sub-Region**

Job Openings Listed	1810
Job Seekers	10,567
Entered Employment	2264
Veterans Served	818
Vets Entered Employment	190
WIA Adults	96
WIA Dislocated Workers	24
WIA Youth	63

funded collaborative effort is both cross-regional and multiple-partnered, involving the Southwest and Western workforce regions, San Juan Basin Technical College, Delta/Montrose Technical College and the CDLE Energy Office. In PY08, 959 individuals received training through this program, of those, 474 were incumbent workers.

### **Talent Development**

On-going partnerships for talent development exist between the workforce system and two training providers in the region, with a focus on the growth industries of health care/nursing, and oil & gas extraction. A growing interest in green energy and sustainability has led to early efforts in PY08 to increase demand for home and business energy audits and weatherization/retrofitting.

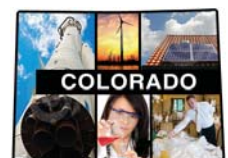
Historically, Pueblo Community College in La Plata County, San Juan Basin Technical College in Montezuma County, and San Juan College in nearby San Juan County, NM, have all worked with WIA programs. A consistent nursing and health professional workforce has contributed to the opening of an urgent care center

and an orthopedic specialty hospital in La Plata County. Training in such areas as natural gas compression and transmission processes has helped provide the specialized staff needed to fill the field-based positions throughout the San Juan Basin. Some oil and coal bed methane companies have joined natural gas in the local energy development mix, which keeps many businesses and growing, and requires training for drivers and welders for water hauling and pipe fitting, respectively, although the recent economic downturn has slowed work in this industry sector along with all others.

### **LWIB and Youth Council**

Local Workforce Investment Board leadership in PY08 has focused on:

- Industry reports at Board meetings to keep the Board informed of changes across the region's diverse economic sectors
- Growth of partnerships with all Chambers of Commerce in the region to better assess the changing needs of employers



The Southwest

Energy Training Initiative moved into full swing during PY08 and provided training to 959 workers, including 474 incumbent workers. This federally-funded collaboration is both cross-regional and multiple-partnered, involving the Southwest and Western workforce sub-regions, San Juan Basin Technical College, Delta/Montrose Technical College and the State Energy Office.

The SW Region Youth Council participated in a regional education coalition led by the San Juan Board of Cooperative Services to bring all resources to the table on issues of high school dropout, dropout recovery, and vocational training.

### UPPER ARKANSAS SUB-REGION

The Upper Arkansas Region (UAR) encompasses Chaffee, Fremont, Park and Custer counties. This area is unique to Colorado in that it provides an excellent alternative to busy urban living with easy access to front-range metropolitan areas. Those engaged with this sub-region work to foster a diverse economy that complements the unique rural character and enhances community prosperity.

The unemployment rate average for Fremont County in 2008 was at 6.5 percent and escalated to the 9.1 percent by June 2009. While rates have been lower in the balance of the region there is still a great deal of concern with the unemployment rates and the lackluster economy. The largest major industry sectors are Business and Financial Services, followed by Arts, Entertainment and Visitor services, Energy, and Biomedical and Biotechnical areas. Approximately 25 percent



Job seekers completing their applications for the Canon City Workforce Center Job Fair

of the jobs in the Upper Arkansas region are in Government.

The workforce center system within the Upper Arkansas area is operated by the Colorado Department of Labor and Employment. The Upper Arkansas Area Council of Governments (UAACOG) is the subcontractor for the WIA service delivery. The Canon City and the Salida workforce centers are full service offices. Outreach services are available in the smaller communities.

### UPPER ARKANSAS PARTNERSHIPS

#### Sector Strategies

In February 2009, staff members attended sector academy training and were introduced to a data modeling tool called Economic Modeling Specialist, Inc (EMSI). EMSI allows for a number of labor market information reports such as sector projections, wage data, where the workers are employed in the region, demographic information about workers, and projected need for workers. Armed with this new data, staff will be able to better prepare the local workforce with the necessary skill sets to meet business needs, and refocus the manner in which the workforce centers conduct business. The UAR received a \$10,000 grant to use EMSI and other resources for data mining of sector possibilities. Hospitality and tourism was the primary area of interest. Meetings were held in five sub-regions, with tourism and hospitality business leaders, chambers of commerce and other interested individuals, to explore ways to address the needs of business leaders, to help grow this sector, and eventually train workers with the necessary skills sets.



Although UAR did not receive a follow-up sector planning grant, the sub-region gained knowledge of strategies to work collaboratively within the regional community to identify employment needs and solutions.

**Community Outreach Event**

Coping Strategies for Tough Times Expo, a March 2009 community outreach event, was co-hosted by the Canon City workforce center and community partner, West Central Mental Health Center. The event was organized to provide information about resources for job seekers experiencing stress and difficulty coping with job loss or difficulty securing employment. The Disability Program Navigator for UAR organized the expo, which featured a speaker from West Central Mental Health, door prizes donated by local businesses, and refreshments. Following the presentation, audience members visited with WFC staff and 18 organizations and service providers who distributed information on services and community resources.

**Disabilities Initiative**

The Upper Arkansas Region Disability Program Navigator, the School-to-Work Alliance Program Coordinator, radio station KRLN, Canon City Schools and Florence High School collaborated to bring local employers into high school Developmental Education classes for informational sessions on careers. This mentoring project took place throughout the month of October 2008, in recognition of National Disabilities Employment Awareness Month. Twenty-four presenters representing 16 local businesses participated in a total of 24 informational sessions at two high schools in Fremont

**Clients Served - Upper Arkansas Sub-Region**

Job Openings Listed	3986
Job Seekers	9542
Entered Employment	2108
Veterans Served	1060
Vets Entered Employment	249
WIA Adults	96
WIA Dislocated Workers	27
WIA Youth	69

County. Between 80 and 90 students with mild to moderate disabilities attended the sessions.

**Sistem Training Package**

The UAR through it partner agency Council of Governments has invested in a training tool from Alchemy called SISTEM. The SISTEM training package will allow staff at the workforce centers to conduct a number of work readiness and skill enhancement activities for new and incumbent workers. The ready-to-deliver workshops provide valuable lessons through videos and immediate feedback as the participants are tested on their knowledge following the lesson. Participants utilize a remote control tool to record their answers and if the answer is incorrect remediation is provided to instruct on the concept.

A special work experience project for in-school and out-of-school youth was organized to kick off in early April 2009. Fifteen youth were eligible to participate and started with a New Employee Orientation which included their onsite work supervisors and case managers. During this orientation a workshop on "Good Work Habits" was presented to the youth. The participants had further assessment and training

through Work Keys and Key Train. Four Mile Golf Course staff also provided workshops on "Mechanics"; which instructed the youth on the workings and safe use of a variety of machinery, "Irrigation", "The Profession" and "The Game" or what it takes to become a golf professional.

**Community Events**

Throughout the year multiple hiring events were hosted by both the Canon City and Salida workforce centers for individual employers including Southern Peaks Regional Center, Tasrop, Sunflower Insurance Job Recruitment Fair Salida and numerous hiring events for the U.S. Census Bureau. The Salida Workforce Center participated in the Monarch Ski Job Fair on October 31, 2008. The event was designed to attract new and returning employees interested in working seasonally at the ski area, and recruited over 80 job seekers. Canon Workforce Center held its annual Job Fair April 18, 2009, that was co-sponsored with several local partners. Pueblo Community College-Fremont Campus provided the venue; Royal Gorge Bridge and Park



Melina, a single

mother of two children,  
received the support of  
WFC staff to achieve her  
goal of working for the  
probation department.  
WIA work experience  
and job training  
enabled her to obtain  
permanent  
employment and  
changed her life. Melina  
states that "I am no  
longer afraid to go for  
what I want...Thank you  
for believing in me and  
giving me the courage to  
pursue a dream."

### Clients Served - Western Sub-Region

Job Openings Listed	3251
Job Seekers	11,613
Entered Employment	2599
Veterans Served	1148
Vets Entered Employment	328
WIA Adults	48
WIA Dislocated Workers	40
WIA Youth	45

provided the shuttle bus. Free advertising was provided by local Radio Station KRLN, newspapers and our local TV Channel 19; Gobin's Office Supply provided copiers. Twenty five employers participated and close to 400 job seekers attended. Everyone reported satisfaction with the event.

The Canon City and the Salida workforce centers held Veterans' Appreciation Days in November. All vets who were registered job-seekers were invited and the events were publicized in the media and through the American Legion and Veterans of Foreign Wars posts. County Veterans Service Officers attended in both locations.

### WESTERN SUB-REGION

The Western Sub-region is made up of distinctive geographic and economic areas that contribute to its beauty and high quality of life. The region is comprised of the six counties of Delta, Gunnison, Hinsdale, Montrose, Ouray, and San Miguel. The largest city in the region is Montrose, followed by Delta, and Gunnison. The 2008 population was estimated to be 99,561 with an annual growth rate of 13.93 percent, according to the US Census. The regional economy

is dominated by tourism with the resort communities of Crested Butte and Telluride, and the Black Canyon of the Gunnison National Park and Curecanti National Recreation Area providing a good portion of local jobs and tourism dollars.

The Western Sub-region continues to provide 45% of the state's coal production with the majority of production occurring in Delta County. While the mining industry continues to play an important role in the region, it is not expected to drive the economic growth in the future. Agriculture production and agribusiness provide roughly 20 percent of the region's jobs and contribute to the region's economy. Housing construction is not a strong economic driver in the region due to the economic downturn and decreased housing market.

The total civilian labor force in the Western Region for June 2009 was 54,142 of which 50,107 were employed and 4,035 were unemployed. The unemployment rate was 7.5 percent during the same period. The total number of employees located in the region in the fourth quarter of 2008 was 38,777 with the largest major industry sector being retail trade

followed by accommodation and food services.

The seasonal nature of the regional economy is evidenced by employment opportunities peaking in the middle of the summer and declining before bottoming out in early winter.

Western consists of three full service centers located in Montrose, Delta, and Gunnison. Each workforce center offers a full array of employment and training services geared to meet the needs of employers and job-seekers and continues to offer Work Key assessments for both customer groups. Services can be accessed through the web, by phone, or in person. Partner agencies play a significant role in providing services in each Western Region Workforce Center either directly or through itinerant services. These agencies include The Training Advantage (TTA), Montrose and Delta School District "School to Work Alliance Program" (SWAP),

Colorado Vocational Rehabilitation, Rocky Mountain SER Jobs for Progress Inc., and Job Corp.

## WESTERN PARTNERSHIPS

The Western Region continues to explore and develop on-going partnerships for talent development between the regional workforce system, local training providers and employers in the region. These efforts focus on industries in high demand occupations and continued growth like health care/nursing and the energy-related sectors like oil/gas and coal. A growing interest in green and alternative energy has led to early efforts in PY08 to work closely with training providers, employers and energy providers to explore and increase both training and employment opportunities in the area. Delta Montrose Technical College and Mesa State College continue to play major roles in providing training to WIA participants.

## The Energy Training Initiative

A USDOL Community Job Training Grant, the Energy Training Initiative was fully implemented during PY08 and is expected train a total of 840 job seekers and 1680 incumbent workers in both the Western and Southwest regions in energy related jobs. The partnership between workforce regions, local coal and gas employers will contribute to talent development in both regions and will keep existing employers and new energy-related businesses growing and remaining competitive. This federally-funded collaborative effort is both cross-regional and multiple-partnered, involving the Southwest and Western workforce regions, San Juan Basin Technical College, Delta/Montrose Technical College and the CDLE Energy Office. In PY08, 959 individuals received training through this program; of those, 474 were incumbent workers.

<http://www.yourworkforcecenter.com/>

**RURAL COLORADO WORKFORCE**

Job Seeker Info | Employer Info | Unemployment Info | Training/Education | Register for Work

Post a Job | Generic Job Application | Colorado Dept of Labor | US Dept of Labor

**Take a virtual tour of a Colorado Workforce Center**

The Colorado Rural Workforce Consortium is one of the nine federally designated workforce regions in the state of Colorado. The region serves 62 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: [deanna.schneider@state.co.us](mailto:deanna.schneider@state.co.us)

**Unemployment Insurance Information**

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

Alamosa | Burlington | Broomfield  
 Canon City | Cortez | Craig  
 Delta | Durango | Edwards  
 Elizabeth | Fort Morgan | Frisco  
 Glenwood Springs | Granby  
 Gunnison | Grand Junction  
 LaJunta | Lamar | Leadville  
 Limon | Meeker | Montic Vista

**EMPLOYERS**  
 Let us know how we can better serve you. Give a click!





# Employment Services of Weld County

**W**eld County

continues to be a leading producer and seller of cattle, grains, sugar beets and other agricultural products in the state, and in the top 10 largest producing counties nationally. Weld County also ranks as the second leading producer of oil and gas in the state.

## REGIONAL PROFILE

Covering an area of nearly 4,000 square miles, Weld County is the third largest county in Colorado. The county is situated in the north central part of the state and is bordered on the north by Wyoming and Nebraska and on the south by the Denver metropolitan area. In 2007, the county had an estimated population of 243,750 and experienced a 50.9% increase in population for the period from 1997 to 2007. It is anticipated the population will continue to grow to a projected level of 268,025 by 2011. The county's economy has continued to be a diverse mix of agriculture, manufacturing, advanced technology, and service sectors. Weld County continues to be a leading agricultural producing county with cattle, grains, and sugar beets ranking 5th in the nation and 1st state-wide in the value of agricultural products sold. Weld County ranks as the second leading producer of oil and gas in the state.

Similar to the rest of the state, Weld County's economy has been affected by the overall economic downturn seen nationwide. Weld County experienced an 8.8% unemployment rate in June 2009 compared to a 5.7% rate in June 2008 and a 4.2% rate in June 2007 versus the state's 7.8% unemployment rate in June 2009. The number of individuals in Weld County's labor force showed a slight increase (.44%) from June 2008 to June 2009; however, fewer individuals (-3.2%) were employed.

Anticipated job growth for 2009-2010 is unclear at this time due to the fluctuating economic conditions nationally.

A review of data captured for PY08 shows a 46.7% increase in the total number of active job seekers compared to the similar period last year. Weld County experienced a 75.9% increase in the number of UI eligible claimant job seekers. On average, the percentage of increase seen in active job seekers was seen across all segments of customers served.

### One-Stop System Integration

The Weld County Board of Commissioners administers all employment and training programs through the Weld County Department of Human Services. These programs are then delivered through Employment Services of Weld County, a division under the Department 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 development of the goals and objectives, system design, monitoring and evaluation of program activities.

Employment Services continues to operate an integrated system offering the widest variety of employment and training programs and services to meet the needs of our customers. The major integrated programs administered under the

## PY08 Common Measures Performance

Workforce Center for PY 2008 were WIA, Wagner Peyser, Employment First, Veterans, TAA, WIRED, and a variety of youth initiatives designed to serve special populations.

Employment Services continues to pride itself on being a customer-focused system that provides customers' choice in how to access services. Through the operation of the basic labor exchange services under the Wagner-Peyser Act, job seekers and employers are able to obtain information regarding local, 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 either at the Workforce Center Resource Room or at remote locations that have the necessary technology.

### Marketing and Continuous Improvement

Employment Services continued to aggressively market services through a variety of hiring events and sector expositions during PY 08. Funds provided by the Office of Workforce Development continued to assist us in sponsoring events, increasing the public's awareness of our services through our participation in hiring events, purchasing marketing giveaways to "get our name out in the community", and advertising as well as other marketing efforts. Marketing efforts in Program Year (PY) 2009 will focus on job/career fairs, appreciation and community events, marketing items, advertisements, continued training of staff in marketing efforts, and research. A Continuous Improvement Plan was submitted for PY 09, and in addition to continuing to work

EMPLOYMENT SERVICES OF WELD COUNTY			
ADULT		DISLOCATED WORKER	
Standard	Percent Goal	Standard	Percent Goal
Entered Employment	102%	Entered Employment	105%
Retention	105%	Retention	105%
Average Earnings	107%	Average Earnings	105%
YOUTH			
Standard	Percent Goal		
Literacy/Numeracy	143%		
Placement	127%		
Degree/Certificate	150%		

towards the Colorado Performance Excellence (CPEX) recognition for the Timberline level, we will also continue to work on the areas remaining for us to obtain the CIMS Advanced Marketing Certificate.

### Business Services Unit

As part of our continuous improvement efforts, Employment Services began an internal review of our Business Relations Unit to analyze how staff currently handles tasks and to obtain their input regarding areas they felt could improve our services to the business customer. As part of this improvement effort, we are continuing to work on a two part process management review: a review of the processes used by the Business Services Unit to respond to employer demand and an alignment with the Colorado Business Services Alignment Initiative.

### Workforce Investment Board

The goal of the Weld County Workforce Development Board and Employment Services is to deliver quality services that assist individuals in gaining the skills necessary to obtain and maintain a job which will lead them to economic self-sufficiency. Areas designed to meet this goal include: the structure of Employment Services, our linkages and coordination efforts

with other agencies and community resources, and the ongoing design, development and delivery of innovative service models.

As a member of the Metro Workforce Investment Board (WIB) and a recipient of a WIRED grant, Employment Services is actively involved in the development and implementation of the goals and objectives established through the state WIRED grant and have continued to participate in the various panels convened. Based on local labor market information and the high growth potential in the energy sector, Employment Services collaborated with a variety of partners including energy sector employers, Aims Community College, and other workforce centers to develop a regional approach to meeting the workforce needs of the energy sector. Employment Services was awarded a WIRED Innovations grant to develop and implement the Multi Industry Systems Technician (MIST) Program.

The Weld County Workforce Development Board and Employment Services of Weld County were successful in collaborating with Aims Community College in the



**S**upporting small

businesses continues to  
be a priority for Weld  
County. Employment  
Services of Weld  
County continues to  
coordinate with  
Upstate Colorado  
Economic  
Development to  
provide labor market  
information and other  
services as small  
businesses identify a  
workforce need.

development and implementation of an employer led advisory committee for the MIST Program. This advisory committee is responsible for reviewing program progress, and provides recommendations concerning program curriculum and the overall direction for the MIST program. The three Workforce Board member representatives involved in this advisory committee are Vestas, SOS Staffing Services, and JBS Swift.

#### **Ft. Lupton Office**

To meet the increased needs of the communities in the southern part of the county resulting from the continued growth in population, Employment Services has increased its presence in the Ft. Lupton office and this has increased the access to services for customers in this area. As the demand continues to grow in this area, Employment Services will expand its services once again and staff the Ft. Lupton office five days a week. To meet the needs of the disadvantaged population, staff presence has been increased to better serve the Food Stamp and TANF populations.

#### **PARTNERSHIPS FOR ECONOMIC RECOVERY**

##### **Human Services Partnerships**

As a result of working together for more than 30 years, Employment Services has developed a close collaborative relationship with the Social Services Division of Weld County Department of Human Services.

This relationship has enabled us to operate the work component of the TANF Program and the Employment First Program to assist individual recipients in attaining a degree of self

sufficiency. We have also collaborated on a variety of very innovative and successful projects and programs to provide services to youth for talent development. These include the Multidisciplinary Youth Assessment Team (MYAT) Program, the Teamwork, Innovation, Growth, Hope, and Training (TIGHT) Youth Corps, the TANF Summer Youth Program, and the Pillars for Successful Independence (PSI) Program. The PSI Program was recognized at the 2009 Think Big Conference and the MYAT and TIGHT programs were recognized as Promising Practices at previous Think Big Youth Conferences.

##### **Transportation Initiatives**

To address the transportation needs of multiple sector employers, the recruitment of individuals to be trained in truck driving has continued to be one of the focus areas for the Weld County Workforce Development Board and Employment Services. The Transportation Taskforce developed by the Weld County Workforce Development Board continued to identify needs of employers and the third annual Professional Driver Opportunity Expo was held on September 20, 2008. This Expo is used to provide occupation and resource information for future truck drivers and to encourage individuals to look into truck driving as a viable career and then link them to training providers. The Expo is actively marketed to encourage professional drivers to apply for positions with listing employers and current drivers have the opportunity to interview with employers. Employers needing

truck drivers have been, and will continue to be, invited to participate in our job fairs to promote employment in this occupational area.

**Rockies Workforce Energy Coalition**

Employment Services continues to partner with the Rockies Workforce Energy Coalition which represents key energy employers such as Shell, Halliburton, Encana, Key Energy, and Suncor. The Coalition also includes education and workforce development officials representing Colorado, Wyoming, Montana, North Dakota, and Utah. Addressing the energy workforce needs through this five-state regional collaboration effort has resulted in increased training and employment opportunities for job seekers and has increased access to the labor force for employers.

**Health Care**

Employment Services has continued to work with Aims Community College to address shortages in the health care employment sector and Aims shares our commitment to addressing the needs of health care sector employers. Aims expanded their capacity to train for health care careers by building an Allied Health Care building at the Greeley campus.

**Support of Small Businesses**

Employment Services continues to coordinate services with Upstate Colorado Economic Development and local chambers of commerce to provide labor market information and other services needed by local businesses. In addition we have existing marketing efforts specifically designed to reach the small business owner. These efforts

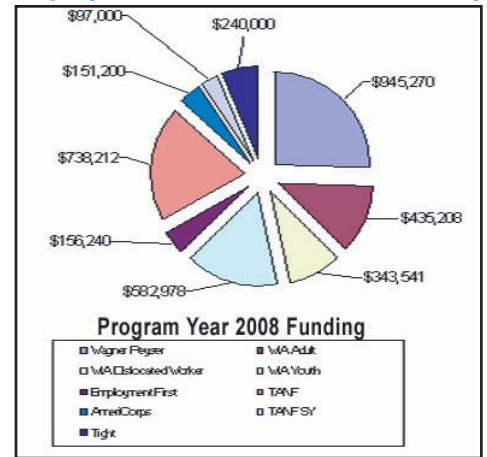
include a newsletter that addresses information that may be of interest to the employers of any size and is made available to business owners through the various Chambers of Commerce throughout the county. Linkages and partnership with the City of Greeley Economic Development office as well as the Greeley Area Chamber of Commerce have continued to be strengthened. As members of the Metro WIB and part of the statewide WIRED initiative, Employment Services and Upstate Colorado Economic Development are situated to incorporate appropriate strategies from this collaboration for the small business sector as they are identified.

**Colorado Career Ready Certificate (CRC)**

Employment Services will provide program participants and workforce customers the opportunity to acquire Colorado Career Ready Certificates through the utilization of WorkKeys assessments. Based upon an individual's demonstrated levels in the Reading, Math, and Locating Information assessments, they will be able to document their abilities with certificates that they can provide to potential employers.

In addition to the Colorado Career Ready Certificates, Employment Services is actively involved in a Weld County Workforce Strategy Team which is made up of representatives from Aims Community College, the City of Greeley Chamber of Commerce, representatives from the Weld County Workforce Development Board, and Upstate Colorado Economic Development. This team is developing additional

**Employment Services of Weld County**



ways for us to provide our customers with certificates/documentation concerning skills employers have identified as beneficial for their employees. As a result of discussions and efforts undertaken by this team, Employment Services will be entering into a collaborative process with team members to develop and offer a Soft Skills Certificate Program. Under this collaboration, Aims Community College will develop and offer short term training opportunities providing students the soft skills employers require. The City of Greeley Chamber will then encourage its business members to utilize these classes and to consider the attainment of the resulting certificate as a consideration in their hiring process.

**ARRA Adult Programs**

In March 2009, President Obama signed into law the American Recovery and Reinvestment Act (ARRA). Under ARRA, Employment Services received additional funds which have allowed us to serve more unemployed and low income adults and dislocated workers who have been adversely affected by the declining economy.



# The Weld County

Youth Conservation

Corps harnesses the energy and idealism of young people to meet the needs of the Weld

County community.

Rain or shine, team

members work

together to complete

various service

projects that meet the

needs of communities.



**Members of the ARRA Summer Employment Youth Crew remove noxious weeds to improve Weld County's environment.**

Funds received under the ARRA are being focused on providing increased occupational skills training as well as increased placements in work experience activities and/or on-the-job training placements. Green jobs, positions within the renewable energy fields, and/or jobs identified as growth occupations for Weld County are targeted for occupational skills training as appropriate to the participant's employment goals. Based on the most recent Greeley MSA labor market data, Energy, Manufacturing, Health Care, Administration, and Transportation are growth sectors for Weld County.

Services funded under the ARRA Wagner Peyser RES for unemployment insurance claimants, including those identified by the UI Profiling system, may include the following that are appropriate to the individual's need:

Assessments including basic skills, interest inventories, aptitude and attitudinal assessment; WorkKeys testing for the Colorado CareerReady Certificate (CRC); One on one or group staff assistance regarding labor market and occupational information which includes the identification of transferable skills and/or the identification of career

pathways; Interview and resume workshops and assistance; Individualized job search assistance; Referral service to training including WIA funded training; Other allowable services as identified under the Wagner-Peyser Act.

### **TAA Program**

The Trade Adjustment Assistance (TAA) Program authorized under the Trade Act of 1974, the North American Free Trade Agreement Implementation Act (NAFTA), and the Trade Reform Act amendments of 2002 and 2009 provide benefits and services to workers who lose their job, or whose hours of work and wages are reduced, as a result of increased imports or whose job was exported offshore. TAA counselors at the workforce center are responsible for determining TAA and Trade Readjustment Act (TRA) benefits as well as for processing vocational plans on behalf of eligible participants. During the PY 08 program period, a total of 49 individuals were determined eligible for TAA and were enrolled in the program for services.

### **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 (DPN) evaluates the accessibility of the workforce center and system services. Services provided by the Navigator include: working directly with individuals with disabilities to assist them in obtaining needed services; advocacy on their behalf



regarding workforce needs; case management; client centered counseling; and being a resource for employers and workforce center staff. A wide variety of partnerships have been developed under this initiative. The Disability Program Navigator (DPN) works with community based organizations such as the Community Transitions Team, Division of Vocational Rehabilitation, and the City of Greeley's Commission on Disabilities, etc., to increase systems access for individuals with disabilities which include the services available through the workforce center. The DPN will also facilitate the agency policy concerning disability training for employees.

#### **WIRED Grant - MIST Program**

Employment Services collaborated with a variety of partners to develop a regional approach to meeting the workforce needs of the energy sector. Employment Services submitted for and was awarded a WIRED Innovations grant to develop and implement the Multi Industry Systems Technician (MIST) Program. The MIST Program is employer validated, flexible in its delivery, academic credit bearing, PELL Grant eligible with short term elements that are open entry-open exit and not dependent upon future external funding.

The MIST program and Aims Community College offered the first MIST Certificate Level I courses in the fall semester of 2008 and MIST Certificate Level II classes were available in January of 2009. Prep Academy activities were initially available in May of 2008 and have been offered on a continuing basis since that time.

The MIST program certificates were developed by Aims Community College in collaboration with Employment Services of Weld County to meet the identified hiring needs of energy and manufacturing employers. The Vestas Blades business unit which includes the Windsor and Brighton plants, the Vestas Nacelles business unit, and Hexcel Corporation have guaranteed interviews for individuals who complete either of the MIST certificate levels.

#### **ARRA Summer Youth**

Employment Services has focused 75% of the awarded ARRA Youth funds towards summer employment work experiences for eligible youth. Funds remaining after September 30, 2009 will be used to serve eligible out-of-school and in-school youth by providing them with skills needed in emerging and growing job sectors. This includes skills in green jobs and the renewable energy sectors. The primary focus of services is towards the out of school youth population, particularly those who have dropped out of school.

#### **Weld County Youth Conservation Corps/AmeriCorps Program**

Employment Services submitted for and was awarded a continuation grant for our AmeriCorps Program and as a result will be able to continue to operate for another three year period beginning in the fall of 2009. We also submitted for and were awarded an American Recovery and Reinvestment Act (ARRA) AmeriCorps expansion grant. Receipt of the ARRA AmeriCorps grant will provide for an additional crew allowing more youth to participate in and receive

the benefits of participation in the AmeriCorps program. The ARRA Corps will also begin in the fall of 2009.

The mission of the Weld County Youth Conservation Corps is to perform valuable community service projects that meet both environmental and human needs for the urban and rural communities of Weld County that would otherwise not be provided, and to utilize service as a method for strengthening the bonds that bind communities together. As part of the talent development of participating youth, the WCYCC harnesses the energy and idealism of young people to meet the needs of Weld County communities. Rain or shine, team members work together to complete various service projects that meet the identified needs of communities.

#### **Pillar for Successful Independence Program (PSI)**

Through collaboration with, and funded through, the Weld County Division of Social Services, Employment Services developed the PSI Program to serve 14 and 15 year old youth who have been placed in foster care. The PSI program focuses on increasing the developmental assets of the youth and includes such things as refusal skills training, sexual abstinence training, increasing social skills, increasing the youth's skills in reading and math, basic career exploration, initial work experiences, etc. As youth turn sixteen, they are referred to the CHAFEE program operated through the Division of Social Services and will also be considered for participation in WIA youth programs and its associated activities.



The MYAT program

strives to reduce the

number of youth

entering the child

welfare and juvenile

justice system.

Interventions focus on

reducing family

conflict, truancy,

oppositional/defiant

behavior,

polysubstance abuse

and unemployment.



**Three Gee Whiz Health Camp participants are participating in a drill while being exposed to Emergency Response careers.**

### **Gee Whiz Health Camp**

Employment Services of Weld County and Aims Community College continued to offer the Gee Whiz Health Camps which are designed to introduce youth to various health occupations. In June 2009, Employment Services of Weld County and Aims Community College collaborated with North Colorado Medical Center (NCMC), the University of Northern Colorado (UNC), and Ft. Lupton Fire District to deliver the Gee Whiz Health Camp program. Through the operation of a variety of camps, the program continues to familiarize youth ages 14-15 and older youth ages 16-21 with health care occupations and the types of working environments utilizing a "see, touch, experience and share" format. Each camp is operated for four days and offers a variety of experiences related to the medical field.

Funding for the project is from Temporary Assistance for Needy Families (TANF), Aims Community College, and Workforce Investment Act funds. Each entity covers various costs of the camps.

### **Multi-disciplinary Youth Assessment Team (MYAT)**

MYAT is a collaborative effort involving Employment Services, the Weld County Division of Social Services, Weld County Public Health, North Range

Behavioral Health, Weld County School District 6, Life Bridge Christian Church, St. Vrain School District RE 1J, and Weld County Probation. The MYAT program strives to reduce the number of youth entering the child welfare and juvenile justice system.

Interventions focus on reducing family conflict, truancy, oppositional/defiant behavior, poly-substance abuse and unemployment. A primary focus is the safety of the child and family in both the home and community environments.

### **TANF Summer Youth Employment**

The TANF Summer Youth Employment Program targets economically disadvantaged youth, 14-15 years of age, from those families who receive assistance under the Temporary Assistance for Needy Family (TANF) Program, families on Medicaid, families receiving food stamps, and foster children. The program allows younger youth to participate in positive activities throughout the summer to gain work and life skills, earn money, and receive remedial or academic enrichment while encouraging them to remain in, or return to school. An Individual Service Strategy is developed for each youth participant to determine individual training in 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 utilizes the A+ Learning System for those youth in need of remediation/academic enrichment activities. Coordination also occurs with local school districts for those in

need of remedial education in math and reading.

During the summer of 2009, 55 youth were placed at employment sites throughout the county. Of the total participants in employment, 54 youth participated in remedial or enrichment activities and one attended summer school. Achievement results included grade level gain and school credit through School District 6. Bonus monies were awarded to youth who participated in life skills enhancement workshops each week. Seven life skills workshops were offered and included topics such as Money Management, four Abstinence Training/Pregnancy Prevention workshops (WAIT), Drug Demand Reduction, and a Sexual Assault Survivors workshop.

### **TIGHT Youth Corps**

The Teamwork, Innovation, Growth, Hope, and Training (TIGHT) Youth Corps Program is designed to engage youth who are involved in out-of-home placement situations through the Department of Social Services Youth in Conflict program.

This includes youth who have been remanded to detention with subsequent release to a Residential Treatment Center for drug rehabilitation services. Youth are engaged in a variety of positive activities for approximately 8 hours a day, five days a week, which include: community service activities; educational components; life skill development activities; and in home mental health counseling.

The goal of the TIGHT Program is to delay/eliminate the need for out-of-home placement by exposing participating youth to a variety of worthwhile projects within their communities.

Additionally, by being engaged in activities that promote growth in self esteem and sense of community, corps members realize that there are positive alternatives available to them. They learn that when they make positive choices, the service they perform has value and that they can and do make a difference in their communities.

### **Economic Development**

Employment Services of Weld County continued to maintain a very solid and strong relationship with Upstate Colorado Economic Development.

Our ongoing regional collaboration efforts between Employment Services of Weld County, Larimer County Workforce Center, and the State of Wyoming Workforce Development Services continue to provide direction for current and future strategic planning opportunities. A variety of initiatives with economic development allowed us to move forward and respond to opportunities during PY 2008.

In a crossover of Programs Year 2007 and 2008, Employment Services participated with a variety of agencies to identify areas of under-employment in the Northern Colorado area. This partnership included Upstate Colorado Economic Development, Northern Colorado Economic Development, the cities of Ft Collins, Loveland, and Greeley, and the Colorado Office of Workforce Development. The intent of the project was to identify areas of under-employment, labor skill sets that are underutilized, and the underlying factors that influence under-employment. In addition to contacting residents for their input concerning the under-

employment status, the project also contacted primary sector and institutional employers to obtain their input concerning the under-supply and underutilized skill sets as well as to obtain their perception concerning the Northern Colorado labor pool. Information from this project is used to determine future direction and focus of programs.

### **Transportation Task Force**

The Transportation task force was formed to address shortages of qualified truck drivers in relation to the growing number of job openings. Taskforce members in this initiative include Aims Community College, Leed Energy Services, Meadow Gold, Norfolk Iron & Metal, Plastic Arts, Rocky Mountain Recruiting, United States Trucking, and Calfrac Well Services Corp. A Professional Driving Opportunity Expo was held in September 2008, and included prospective employers as well as training providers. Marketing for this event included radio PSA's, press releases, and video interviews with local employers which were then aired on Aims Community College's cable channel.

### **Sustainable Manufacturing Sectors Planning Grant**

The goal of the Sustainable Manufacturing Sector Plan is to identify strategies that address employer needs in sustainable manufacturing, clean energy and agriculture advanced manufacturing and then incorporate those strategies into an implementation plan to meet the employer and economic development need in the Weld and Adams Counties regions. The identified outcomes for the planning grant are as follows:



**Microsoft Elevate America Project**

Microsoft Corporation created the Elevate America Initiative in order to enhance the technical job skills of the citizens of each State that has agreed to participate in the Elevate America Initiative. The goal of the Elevate America Initiative is to donate training vouchers for Microsoft eLearning courses and select Microsoft certification exams at no cost. Vouchers are made broadly available to meet the needs of constituents of the State of Colorado who will utilize this resource to obtain important technology skills that are needed for jobs of today and in the future. Vouchers will be made available statewide for training in the following areas: Microsoft eLearning for Windows XP & Office 2003 or

for Windows Vista & Office 2007; Microsoft eLearning for the IT Professional, and; Microsoft Business Certification Exam, to be divided among Office 2003 and Office 2007. Employment Services of Weld County will receive a total of 655 vouchers once this program is made available.

**Online Innovation 4 Talent Development Project**

The online Innovation 4 Talent Development initially targets Information Technology, Energy, Healthcare and Transportation (including Green Jobs in these industries) for competency and skill development essential to Colorado competitiveness, quality of life, and economic success. Additional high-growth industry sectors will be added as outcome data for

the demonstration project reflects successful Return-on-Investment.

The overall goal of the Online Innovation 4 Talent Development project is to use the existing e-Colorado portal to connect unemployed, dislocated workers, veterans, military spouses, underemployed, career changers and incumbent workers with opportunities for access to targeted online education and training courses currently unavailable in Colorado. This demonstration project is the beginning phase for Colorado's Virtual Training Institute where all Workforce Training will be housed. Employment Services of Weld County has been provided funds to purchase these online learning courses for selected participants.







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