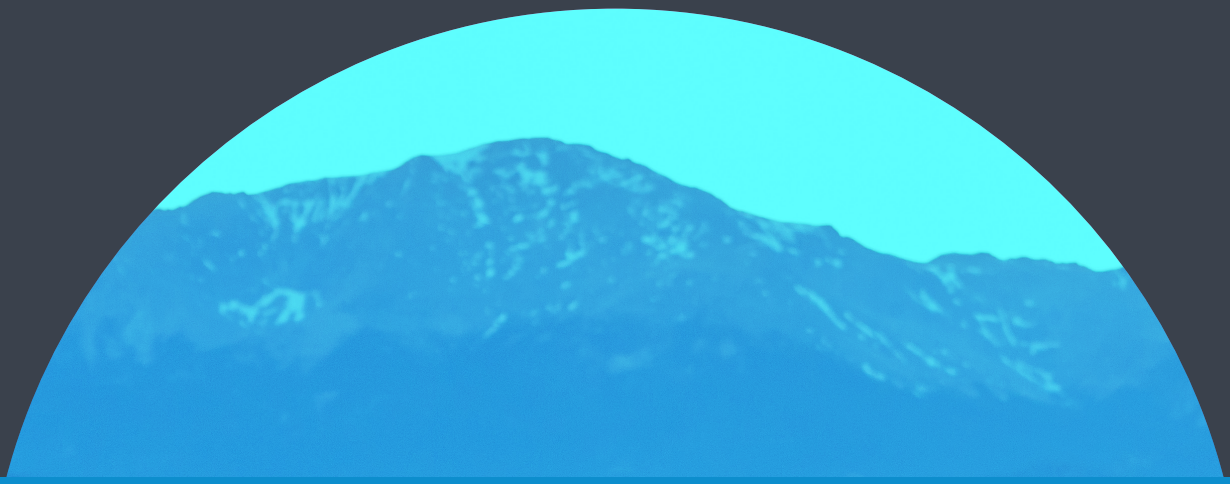

COLORADO PY21 WIOA ANNUAL REPORT

PROGRAM YEAR 2021 REPORT ON TALENT DEVELOPMENT ACTIVITIES
FUNDED THROUGH THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Colorado Workforce
Development Council

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A Letter from the Colorado Workforce Development Council

When developing Colorado's second Combined State Plan, state partners set out to establish a bold direction for our talent development network, set aspirations that catalyze collaboration, and create avenues for a host of partners to engage where their needs best align in order to achieve collective ambitions. Throughout the second year of implementation of the 2020-2023 State Plan, we have built on the work of previous years to further enhance collaboration and strengthen our system to better serve all Coloradans.

Our work is grounded by federal support, and augmented through state and local initiatives to best meet the needs of all of our customers and stakeholders. Therefore this annual report on activities funded through WIOA is one component of the *Colorado Talent Pipeline Report,* which offers an in-depth look at the current demand for and supply of talent in the state.

The realities of the COVID-19 pandemic were not yet imagined when we began writing Colorado's second Combined State Plan. During PY21, the plan was modified to better account for the changes of the intervening years, however the infrastructure, partnerships, and programs put in place previously prepared our system to support job seekers, workers, and businesses through rapidly evolving conditions.

The vision of our network is that **every Colorado employer has access to a skilled workforce and every Coloradan has the opportunity for meaningful employment, resulting in individual and statewide economic prosperity.** We must continue to lean into that vision, together, in order to achieve the success that Coloradans deserve and demand.

In order to be grounded on where we are today, this report contains:

- An update on the strategic section of Colorado's state plan with a summary of results from all core programs;
- Highlights from Colorado's 10 local workforce areas, emphasizing the innovative practices that have been developed (Exhibit A); and
- A synopsis of results driven at the state level by Workforce Development Programs within the Colorado Department of Labor and Employment (Exhibit B).

We are excited to share the successes of the second year of our 2020-2023 Combined State Plan under WIOA, and look forward to continued partnership in the years ahead.

Lisanne McNew
Chair

Lee Wheeler-Berliner
Managing Director

IN COLORADO

COLORADO WORKFORCE CENTER

144,413

JOB SEEKERS UTILIZED THE PUBLIC WORKFORCE SYSTEM IN PY2021

55%

55% OF JOB SEEKERS FROM THE PRIOR YEAR WERE **SUCCESSFULLY EMPLOYED SIX MONTHS AFTER ACCESSING SERVICES**

9,337

BUSINESSES WERE SERVED BY THE PUBLIC WORKFORCE SYSTEM IN PY2021

1,206,450

JOBS POSTED

47,239

IN-PERSON SERVICES THROUGH OUR STATEWIDE NETWORK OF WORKFORCE CENTERS, SUCH AS RESUME ASSISTANCE AND INTERVIEW SKILLS IN PY2021

6,004

INDIVIDUALS WERE **ENROLLED IN MORE EXTENSIVE TRAINING PROGRAMS** IN PY2021

69.7%

69.7% OF INDIVIDUALS FROM THE PRIOR YEAR WERE **SUCCESSFULLY EMPLOYED SIX MONTHS AFTER ACCESSING SERVICES**

STORIES OF WORKFORCE DEVELOPMENT SUCCESS: NICK

Nick lived out of a camper and was close to being homeless. He was receiving Supplemental Nutrition Assistance Program benefits and had no income when he went into a Colorado workforce center. He wanted to change his career during the pandemic by seeking out a Commercial Driver's License (CDL). The Workforce Innovation and Opportunity Act funds paid for Nick's CDL training and certification. While in training, Nick received assistance for lot rent for his camper, travel, training, and other services needed to ensure his success. After earning his certification, Nick was hired by a national trucking company, and he received a signing bonus with guaranteed earnings of $1,000 a week.

Overview

Colorado's 2020-2023 State Plan under the Workforce Innovation and Opportunity Act (WIOA) went into effect on July 1, 2020. This report provides an update on the strategic work outlined within each of Colorado's four state plan goals between July 1, 2021 and June 30, 2022, as well as updates on additional items requested via TEGL 5-18. The report includes information from each of the core WIOA programs: Adult, Youth, Dislocated Worker, Adult Education, Wagner Peyser, and Vocational Rehabilitation. The Colorado State Plan was modified in PY21 based on input from partners and the public and in accordance with USDOL rules and requirements, going into effect July 1, 2022, and will be reported on in the next annual report. **View the modified WIOA State Plan**.

Strategic Goals for the Talent Development Network

Colorado is focused on four goals through the 2020-2023 WIOA Combined State Plan.

Goal A: Align state policies and flexible resources to ensure all Coloradans have equitable access to opportunities for quality, life-long education connected to the future of work.

Goal B: Increase the awareness of the TalentFOUND network so more individuals and businesses utilize the available resources.

Goal C: Promote career nimbleness and agility for all Coloradans.

Goal D: Strengthen partnerships to address job quality as well as individual and community level issues impacting economic mobility.

Goal A: Align state policies and flexible resources to ensure all Coloradans have equitable access to opportunities for quality, life-long education connected to the future of work.

Strategy 1: Formulate, test, and scale the braiding and blending of funding across programs.

The Colorado Department of Labor & Employment (CDLE) Division of Vocational Rehabilitation (DVR) and Employment & Training have built on their successful Disability Program Navigator pilot to support individuals with disabilities to access appropriate programming and supports from both programs. More details in the Equity section of this report.

Strategy 2: Enhance the execution of SNAP 50/50 so that all communities are maximizing available resources.

The SNAP E&T Program (SNAP 50/50) served over 3,000 SNAP clients in employment and training services from October 2021 through September 2022, spending $5.4 million stimulus

dollars. SNAP clients were co-enrolled with workforce center programs and the Temporary Assistance for Needy Families program to strengthen services and receive wrap-around services.

CDHS and CDLE delivered a co-enrollment and referral presentation to state-level human services and workforce development program staff to increase collaborative efforts among partnering programs. Pilots were also implemented in the northeastern region to increase co-enrollments.

Strategy 3: Promote collaboration models between Colorado Works and workforce programs.

Strategic Impacts in Alignment of Services: Human-Centered Design Technical Assistance Module for Workforce and Human Services
In Q1 2022, six teams of human services and workforce partners from Broomfield, Denver, Garfield, Jefferson, Larimer, and Yuma counties, representing both urban and rural areas, participated in Strategic Impacts in Alignment of Services. This technical assistance module hosted by the CWDC and taught by Virginia Hamilton of Make Fast Studios aimed to enhance partnerships, strengthen HCD skills, and test ideas for impact. After the completion of the sessions and work, 100% of responding participants said yes to "My team is going to continue to iterate and implement the prototype developed in this course."

Strategy 4: Develop and strengthen programming to support targeted populations.

Promote credential attainment by providing program outcomes data and elevating multiple pathways to different education and training opportunities such as quality non-degree credentials, apprenticeships, and other workforce or work-based learning (WBL) credentials.
As Colorado collaborates with our federal and local partners to build a more equitable registered apprenticeship (RA) system, Colorado is investing significant resources in the public workforce and education system to support employers to build inclusive programs and diversify their talent pipeline. In July 2021 CDLE was awarded $10 million of State Apprenticeship Expansion, Equity, and Innovation (SAEEI) grants to strengthen registered apprenticeship efforts through comprehensive systems alignment. The theory of change within this investment is that if industry has end-to-end support to adopt inclusive registered apprenticeship, employers, under-represented job seekers, and our economy will equally benefit from the promise of the RA model. In PY21, 56 new RAPs were developed or expanded with the SAEEI award, representing 63 employers. The SAEEI grant embeds multiple strategies to reach new programs and employers that are being evaluated over the life of the award on multiple measures for program quality, equity, and employer adoption.

Developing inclusive programming with clear career pathways.
Within PY21, the SAEEI grant prioritized inclusive program development. Programs were designed through a combination of state and local strategies. CDLE hired and trained staff to simplify the registered apprenticeship program (RAP) requirements for sponsors and partners. This team is the final point of contact prior to registration with USDOL for all grant-funded

activity. Apprenticeship Specialists provide direct support to sponsors, employers, and related instruction providers on program design (29 CFR 29) and a new Diversity, Equity, Inclusion, and Accessibility (DEIA) Specialist supports sponsors and Equal Employment Opportunity partners on EEO in apprenticeship (29 CFR 30).

Additional employer supports to develop an equity-driven system.
Two supplemental strategies were leveraged to raise awareness and provide resources to employers and sponsors. A competitive grant issued from CDLE, the "Scale Up" awards, provided direct capacity through $50K awards to sponsors for costs associated with implementing RAPs. A distinguishing feature of these awards is ongoing support from the Specialist team and DEIA Specialist.

The second employer strategy is locally driven and provided through an ambitious statewide collaboration piloted through a prior award - the "Apprenticeship Hub." A single workforce center provides statewide coordination of and technical assistance to apprenticeship business services and career services. This investment offers employers a direct pipeline to the talent they need and funding and services, increases workforce areas' understanding of the RA model, and maximizes resources through leveraging other investments. Dedicated "Apprenticeship Consultants" for local business services provide technical support to workforce centers and their partners for business services, add capacity for program development and employer outreach in local communities, and coordinate business services across workforce areas. The Consultants complement apprenticeship development with both apprenticeship grant funds and existing leveraged resources from other workforce investments.

Diversifying apprentices within occupations where they are currently underrepresented.
The Apprenticeship Hub is the primary strategy within the SAAEI grant to support sponsors and employers in implementing an equity-driven recruitment strategy. Building on the work of a prior investment (the Apprenticeship State Expansion (ASE) grant), the SAEEI grant increases the total amount of discretionary funds allowable per participant to support related instruction, supportives services, and on-the-job learning, and pairs with increasing system-wide support for career seeker-facing roles. In PY21, the SAEEI grant coordinator and Apprenticeship Hub worked to conduct a landscape review of gaps in local understanding, engage in strategic planning efforts, hire Apprenticeship Navigators to build local expertise in career supports, and build out the infrastructure for funding job seekers statewide.

The Hub and CDLE have conducted analysis of data to understand the demographics of individuals served statewide. In PY21, the workforce system served 440 apprentices and 140 pre-apprentices from targeted populations. Our initial analysis points to the great promise the workforce system can play as lead Equal Employment Opportunity partners in apprenticeship. Of the clients served in PY21, 11.14% were individuals with disabilities, 14.09% were veterans, 33.18% were youth, 3.64% were mature workers, 6.6% were from rural counties, and 45% were women. Fifty-three percent identified as BIPOC (5.9% American Indian, 5% Asian, 8.4% Black/African American,1.8% Hawaiian/Pacific Islander, 32% Hispanic). This data comes from our system Connecting Colorado. Because there is not perfect alignment between Connecting Colorado and other data sets, CDLE will be working with research partners in PY22 to identify

data analysis practices and opportunities to responsibly share information to apprenticeship stakeholders on our diversity outcomes.

Expanding access to apprenticeships to more individuals with disabilities.
DVR and the CDLE Apprenticeship Team deepened their collaboration in PY21 to provide ongoing, system-wide training in PY21. A DVR representative is permanently represented on the Monthly Apprenticeship Expansion call, a statewide convening of apprenticeship partners. Eleven percent of the apprentices served through Colorado's workforce centers reported having a disability, which is significantly higher than the USDOL goal of 7%.

Expanding apprenticeships within the state government.
CDLE collaborated with the Department of Personnel and Administration to review policies and co-promote the use of registered apprenticeships within the state government. Governor Polis issued an executive order to further stimulate adoption. In PY21, three agencies adopted registered apprenticeships: the Colorado Department of Corrections (CDOC); Colorado Department of Local Affairs (DOLA); and the Colorado Department of Transportation (CDOT).

Goal B: Increase the awareness of the TalentFOUND network so more individuals and businesses utilize the available resources.

Strategy 1: Educate Coloradans on targeted in demand career pathways through the enhancement of My Colorado Journey.

Prepare Partners to Promote My Colorado Journey
A digital tools consultant was hired in January 2022 to focus on the management and promotion of My Colorado Journey. This person has worked to enhance relationships with partner organizations in relation to My Colorado Journey, provide overviews of the platform to potential partners, convene the Outreach and Promotion Committee, and develop an overall My Colorado Journey communications toolkit and transportation-specific career pathways communications toolkit for use by state and local government partners, schools, and community-based organizations to spread awareness across multiple stakeholders about the platform.

Strategy 2: Increase the flow of individuals into the network through educator training on existing resources and career advisor training.

This strategy was executed in PY20 and reported on in the previous Annual Report.

Strategy 3: Map and promote in-demand industries in a future-ready way with embedded opportunities for work-based learning and apprenticeships.

Additional in-demand career pathways added to the My Colorado Journey platform.
Throughout PY21, new career pathways in transportation and updated pathways in advanced manufacturing were developed by the CWDC, CCCS, and partners. In June 2022, they were

published on My Colorado Journey. Manufacturers in Colorado account for 6.75% of the total output in the state, employing 5.71% of the workforce, and five advanced manufacturing pathways are now featured on the platform. Colorado has 16,700 transportation companies with almost 200,000 employees and an annual payroll of $13.4 billion, and four transportation pathways are now featured on the platform.

Work-based Learning for CTE Students
For the 20-21 academic year, Colorado realized higher than 20% participation in work-based learning by secondary CTE students who had participated in CTE for two or more years. Academic year 20-21 was the first year the state has measured performance on this indicator and Colorado exceeded the established performance target, even during the pandemic. As CTE programs continue to move forward, we anticipate work-based learning participation to increase and we are working with partners across the WIOA network to provide technical assistance, playbooks, and other resources to CTE programs and school districts. CTE will have finalized 21-22 data at the end of January 2023 to report to USDOE and use to inform work moving forward.

Strategy 4: Tell the story of the system.

Telling the story of the public workforce system continues to be a priority. In addition to the Ready to Rise campaign (see below), impacts of the system were highlighted in the 2021 Colorado Talent Pipeline Report as well. Through the pandemic, new information came to light as the system supported unemployment insurance, and we are processing this along with new guidance to inform how we can better tell the story of the public workforce system in PY22. An example of this is the CDLE Employment and Training - Workforce Development Programs Annual Report, which can be seen in Exhibit B.

Ready to Rise Campaign
A portion of the stimulus funding provided through HB21-1264 was dedicated to outreach. These funds supported the creation and execution of the Ready to Rise campaign. The first portion of which was a public outreach campaign running from September 2021 to January 2022 driving Covid-impacted individuals to a landing page to be connected with the talent-development stimulus activities most relevant to them. The campaign yielded 13.8 million impressions across Colorado in rural, suburban, and urban areas, and 42,000 new visitors to the landing page. The second phase, which launched in March 2022, focused on direct marketing, connecting qualified, interested individuals with reskilling, upskilling, and next-skilling opportunities for short-term credentials through their local workforce centers, with more than 300 individuals completing the interest form by mid-June 2022.

Goal C: Promote career nimbleness and agility for all Coloradans.

Strategy 1: Focus on career attachment strategies with a path to prosperity.

Resources to advance economic mobility for frontline workers.
The CWDC developed and released "Upskilling Frontline Retail Employees: A Statewide Approach to Preparing Hospitality, Tourism, Food and Beverage Services, and Retail Employees for the Future of Work." This whitepaper shares lessons learned from Colorado's Lives Empowered initiative, which sought to pilot upskilling training programs for incumbent retail workers. The report's findings can be used to chart a course of action and emphasized the power of upskilling initiatives to address employment disparities in marginalized populations, including women and people of color, who were disproportionately affected by the pandemic.

Lives Empowered Step-by Step Guide: How to Implement Talent Development and Upskilling Initiatives in Communities. This guide provides step-by-step instructions for cities, local workforce boards, counties, or regions interested in advancing the economic mobility and training of frontline workers. The resources in this guide combine national promising practices with lessons learned through the Lives Empowered initiative in Colorado to provide a high-level compilation of actions taken to create employer-led and locally designed upskilling programs.

EmpowermentScore.org. In early 2022, Lives Empowered partners launched EmpowermentScore.org to measure indicators of economic mobility for Colorado's frontline workforce. The Empowerment Score aims to measure individual, community, and economic characteristics that lead to greater employment stability and increased wages for Colorado workers, and empower state and local decision makers to increase opportunities for individuals to improve their economic status. Secure access to the anonymized data necessary for this tool was made possible through the work of the Colorado Data Trust and the research data lake discussed further below.

Strategy 2: Create lifelong upskilling opportunities with earn and learn approaches so that individuals do not have to sacrifice income to increase their skills.

Deploy innovative financing options to expand access to training opportunities.
During PY21 the CWDC applied to participate in the U.S. Chamber of Commerce Foundation Talent Finance Design Workshop to help identify concrete next steps in relation to advancing innovating talent finance solutions for Colorado. The CWDC also developed plans for talent finance sessions to be held with partners in PY22.

Bridging the Talent Gap Survey
Due to the results of the employer-focused survey from the previous year, an employee-focused survey was administered in June 2022 with the goal of increasing understanding and utilization of employer-provided education benefits among Colorado workers. More than 140 responses were collected and will be analyzed in PY22.

Goal D: Strengthen partnerships to address job quality as well as individual and community level issues impacting economic mobility.

Strategy 1: Better serve all individuals in need of support by strengthening the alignment and information sharing across programs.

Implement WDQI use case for the Data Trust
The CDLE Employment and Training Division and RIPL - Innovative Policy Lab d/b/a Research Improving People's Lives, through the WDQI grant has developed a research data lake (RDL) to connect workforce data with education data to securely collect, store, analyze, and produce actionable outcomes through data from different and disparate Colorado agencies and divisions. One of the first use cases of the RDL was the EmpowermentScore.org website discussed earlier in this report.

Strategy 2: Support local boards in engaging businesses and key employers to address community issues including childcare, transportation, and affordable housing.

Continue to socialize the Colorado Job Quality Framework.
As discussed previously, partners in the TalentFOUND network collaborated to produce the Colorado Job Quality Framework to outline features of a quality job and lay out practical steps local communities, employers, and leaders can take to improve job quality in Colorado. During PY21, this framework was shared with partners through a job quality webinar hosted in partnership with the Economic Development Council of Colorado and through technical assistance sessions offered to partners.

Equity, Diversity, Inclusion, and Accessibility

Adult Priority of Service and Additional Underserved Populations

Colorado has implemented a robust adult priority of service policy with local service providers seeking to achieve 100% of participants meeting the statutory categories.

Statutory Adult Priority of Service Categories for PY21: 1424/1808 (78.76%) - unique participants
45.58% - 824 Public assistance recipient
60.01% - 1085 Individual/Family income
5.48% - 99 Homeless
1.44% - 26 Foster child
8.41% - 152 Individuals with disabilities - single income
5.09% - 92 Free lunch recipient
15.60% - 282 Basic skills deficient
7.80% - 141 Underemployed

(Note: some participants are counted in multiple categories)

Local service providers are actively pursuing outreach to individuals with barriers to employment as defined in WIOA. During PY21 they achieved the following outcome:

- Adults Served with Barriers to Employment - 95.91%

Disability Program Navigator (DPN) Program

Colorado's participation in the Disability Employment Initiative (DEI), which ended March 2021, built the foundation for the Disability Program Navigator (DPN) program by establishing working relationships with the workforce system and key disability-focused employment organizations, including DVR. Upon close-out of the final round of the DEI, CDLE's Workforce Development Programs (WDP) realized the need to continue the highly successful work of the Disability Resource Coordinators (DRC) from the DEI Grant Round VIII and the importance of leading a statewide focus on serving people with disabilities through the state's local workforce areas.

Beginning in 2021, WDP and the Division of Vocational Rehabilitation (DVR) began work on a new, innovative, collaborative initiative to expand the programming opportunities for job seekers with disabilities through a new model of program funding. In 2022, Colorado launched the Disability Program Navigator (DPN) program, a cost-neutral partnership between local workforce areas and DVR offices, to create local navigator positions tasked with coordinating services for individuals with disabilities between the programs offered by both entities. From Jan. 1 - Sept. 30, 2022, the DPNs provided 1,361 services and co-enrolled 175 individuals in the Vocational Rehabilitation and WIOA Title I programs. Due to the highly successful pilot year, the DPN program has expanded from four to 11 DPNs and is now being launched statewide.

Disability Awareness Training: Using the Programmatic Accessibility Course and Toolkit and HB21-1110 Colorado Laws for Persons with Disabilities

CDLE's WDP, in partnership with the Colorado Department of Education Adult Education Initiatives Office (AEI), collaborated with the Rocky Mountain ADA Center to host a training series on disability-related topics to address state legislative requirements and meet the requirements of WIOA section 188 regarding programmatic accessibility.

WDP, AEI, and Rocky Mountain ADA Center will use the Programmatic Accessibility Course and Toolkit (created in 2020 with Disability Employment Initiative Round VIII grant funds) as a training guide. Rocky Mountain ADA Center will facilitate discussion on the four chapters. After completing the eight pieces of training, participants will earn a certificate of completion, continuing education credits for credentialing, and the ability to ensure the physical space and programs are accessible for individuals with disabilities. 108 registrants from multiple federal, state, and local agencies are currently participating.

Adult Education Initiatives Gender Identity and LACES Intake Form Training

Title II Adult Education programs in the state of Colorado had the opportunity to learn about the new gender option change that was taking place in the student data system, LACES. In this training, grantees were given the opportunity to learn about gender identity and expression, best practices to foster inclusion, and were offered a demonstration on how to access and use the new fields in LACES. Changing the data collection system to include more than binary genders was an important change to further equity and ensure all learners feel heard, valued, and supported for all of their identities.

Colorado Workforce Development Council EDI Training and Small Business Resource

At their January and May 2022 Council meetings, the CWDC engaged with the first two of three DEI trainings for Council members to better incorporate the previously identified value of equity into their work. Additionally, the CWDC's Advocacy Steering Committee identified supporting small businesses in starting to engage with DEI as a key priority and developed the first iteration of a DEI FAQ for Small Businesses as a resource for small businesses.

Talent Equity Agenda Lunch and Learn Series

In June 2022, the CWDC offered a three-part lunch and learn series focused on the tools and resources of the Talent Equity Agenda. The training series assisted talent development network partners in adopting and implementing strategies for closing racial economic disparities in Colorado. Across the three trainings there were 113 participants.

Waivers

Active Waivers

The following waiver was conditionally approved in PY20 through June 30, 2023:

- Ability to change youth expenditures from 75% out-of-school/25% in-school to 50% out-of-school/50% in-school for PY20 funds at the state and local levels

The following waiver was approved by the Rehabilitation Services Administration for PY22 through June 30, 2024:

- Disability Program Navigator (DPN) Pilot: Through the pilot, DVR enters into interagency agreements with local workforce areas to create a DPN position housed within the workforce area to improve collaboration and co-enrollment between DVR and the workforce center, increasing competitive integrated employment outcomes and improving community linkages to disability resources for Coloradans with disabilities. The pilot started in four local workforce areas and continues to expand across the state.

Projected Outcomes and Actual Results
The Tri-County local area implemented this waiver in PY21 to target in-school youth with drop-out prevention services. Through partnerships with Arvada and Littleton NEXT, Project Search, School to Work Alliance Program, Jefferson County Human Services, and Jefferson County Public Schools, Tri-County engaged and supported 37 young adults to continue and complete their education goals while supporting work readiness prep activities.

Tri-County set the following goals in PY21 and exceeded both.

- PY21 Goal: 80% of in-school participants will succeed in dropout prevention by staying enrolled in school and/or graduating high school
    a. Outcome: 93.10%
- PY21 Goal: Increase credential attainment rate for all youth participants from 67% (PY20 goal) to 69%
    a. Outcome: 80.00%

Tri-County will continue to utilize this waiver in PY22 with the following goals:

- PY22 Goal: 82% of in-school participants will succeed in dropout prevention by staying enrolled in school and/or graduating high school
- PY22 Goal: Increase credential attainment rate for all youth participants from 69% (PY21 goal) to 71%

Tri-County will track and report on the dropout prevention rate for participants on a quarterly basis to CDLE. CDLE will monitor credential attainment rate for the participating local area.

Active Waivers That Were Not Utilized

In PY19, Colorado engaged in the development of 10 waiver requests that the state submitted to USDOL for COVID-19 pandemic policy relief. The following time-limited waivers were approved by USDOL through June 30, 2022:

- Allow local areas to increase on-the-job training (OJT) employer reimbursement up to 90 percent of the wage rate
- Allow local areas to reserve more than 20 percent of Adult and Dislocated Worker funds for incumbent worker training (IWT)
- Allow local areas to adjust the six-month employment requirement for Incumbent Worker Training (IWT)

During the COVID-19 pandemic, Colorado sought the maximum policy flexibility to adapt to changing workforce conditions. Ultimately, these waivers were not needed and no local areas utilized these approved waivers in PY20 or PY21.

Requested Waivers Awaiting USDOL Response

In PY22, CDLE requested a new waiver and is awaiting USDOL's response:

- Allow local areas to reserve more than 20 percent of Adult and Dislocated Worker funds for incumbent worker training (IWT)

Although this waiver was approved in the past and not utilized, new emerging conditions have prompted Colorado to request this waiver in PY22.

Through its active participation on workforce committees within the National Governors' Association and the National Association of State Workforce Agencies, Colorado has taken a leadership role to shape and align waiver initiatives across multiple states and affect workforce policies at the national level.

State Evaluation Activities

Evaluation Initiative with Northern Illinois University (NIU)

Working with Northern Illinois University (NIU), CDLE's Workforce Development Programs (WDP) has established a model for WIOA program evaluation with a focus on the Office of the State Auditor requirements involving training related placements. During PY21, WDP and NIU provided technical assistance and training for a statewide cohort of local area staff to build their capacity to employ a mixed-method evaluation approach, which involved both quantitative and qualitative strategies. Training Placement and Outcomes in Colorado Workforce Areas identified best practices in each local area and incorporated recommendations to improve outcomes for the WIOA participants. The Evaluation Tool allows local areas to independently evaluate outcomes of WIOA programs, with an increased emphasis on serving barriered populations and improving program service delivery. The Evaluation Tool also brings focus to EDI criteria to ensure populations are not counseled into stereotyped occupations and can bring diversity to sector-based occupations. This work has greatly improved the capacity of state and local workforce area staff to conduct independent program evaluations, improve local planning and to make data-driven recommendations that maximize program performance for all customers.

The following tactics were and are being employed by NIU to improve and enhance Colorado's use of quantitative and qualitative evaluation:

Program Year 2021:

1. Provided state and local training and technical assistance on evaluation processes to enable consistent application of evaluation processes with an emphasis on training-related outcomes, especially for disadvantaged populations. In conjunction with statewide local area evaluation teams, performed a sequential mixed method evaluation of training related outcomes, incorporating an impact study to evaluate training related placement and workforce services for disadvantaged populations.
2. Submitted a final report focusing on performance outcomes and equity in Colorado's WIOA Programs. The final report identified recommendations and best practices from the 10 local workforce areas.
3. This is the summarized version of the finalized PY21 evaluation report: Training Placement and Outcomes in Colorado Workforce Areas

Program Year 2022:

1. Provide technical assistance and training for the local areas' evaluation leads for the year's evaluation efforts.
2. Conduct a survey of the WIOA Title I participants to gain a better understanding of why some of the disproportionate impacts in outcomes might be occurring among race/ethnicity groups.
3. Support the onboarding of the WDP Education and Evaluation Coordinator, including technical assistance and review of the statewide PY21 evaluation report.
4. Develop curriculum with Beyond Campus Innovations (CSU Global), or the community college system, to offer credit for the evaluation training to the evaluation team. This training and credentialing is planned to be available to individuals seeking such training, similar to project management credentials, in the future.
5. Assist with the design of state and local evaluation reports and provide training to both the WDP Evaluation Coordinator and statewide evaluation team. This report writing will further use, at the state and local area level, results for planning and performance improvement purposes.
6. The Evaluation team (state and local members) will continue to meet and hone evaluation skills. This investment will support local area evaluation given the costs for contracting such services is prohibitive to do on each program yearly. This team will develop tools and create reports using the evaluation tools on the federal and state grants under WDP which will further quality investments and enhance service outcomes.
7. Participate in USDOL's Evaluation Peer Learning Cohort. Colorado has been selected to participate in the Evaluation Peer Learning Cohort (EvalPLC) to learn from experienced evaluators and state and national subject matter experts to build upon its developed and tested process for conducting WIOA Title I program evaluation. The primary goal is to build research and evaluation capacity and alignment across all four core WIOA programs and other critical workforce partners. Colorado's EvalPLC state team representing core WIOA programs will collaborate to develop a capstone project that tests innovative strategies to achieve significant improvements in services impacting education, employment, housing, justice involved and foster youth, as well as all other groups of disconnected youth. This project will further build upon the work we are doing to effectively reach youth in the disability community through cross-agency Disability Awareness Training and Disability Program Navigators positioned in workforce centers.

Colorado will participate in and align its current evaluation efforts with those of USDOL when requested (to date this has not occurred). By providing training to local workforce area staff to employ a mixed-method evaluation approach, Colorado will identify best practices and incorporate recommendations to further evaluate outcomes of WIOA programs. It is anticipated that this increased emphasis on serving barriered populations will increase enrollments and expand service delivery.

Re-Envisioning the Workforce System through Appreciative Inquiry

CDLE's' Workforce Development Programs (WDP) conducts a strategic planning process every 3-5 years using Appreciative Inquiry to ensure that its priorities are aligned with the current needs of its stakeholders. From February through June 2022, WDP conducted 35 Appreciative Inquiry interviews with 120 state and local stakeholders, with a focus on workforce leadership staff. WDP's primary objectives in conducting Appreciative Inquiry interviews during PY21 were to re-envision the relevance of the statewide workforce system for businesses and jobseekers; discover opportunities and technical assistance needs for the workforce system; and recommend specific actions that local areas and CDLE can take to come back better from the pandemic with a targeted focus. The Preparing Colorado's Workforce System for the Future through Appreciative Inquiry report documents the themes identified in these interviews. In 2022-23, WDP will develop actionable goals around these recommendations to support local and state planning, inform legislation and policy, guide grant applications, enhance programs in alignment with evaluation recommendations, and enable stronger partnership development.

Colorado Workforce Development Council - Continuous Improvement Process

The State Council has developed a policy that includes a set of standards for awarding Performance Incentive Funds. This Policy Guidance Letter (PGL) can be accessed at the following link: **GRT-2021-03: PY21 Performance Incentive Funds** and includes the following:

- Rating Scale
- Reporting Template
- Application Guidelines
- Best Practices Form

PY21 Performance Incentive Funds were awarded to local areas in November of 2022.

Adult Education Evaluation Efforts and Outcomes

The AEI Office offered opportunities for all Title II Adult Education programs to gather, share best practices, learn about current state data trends, and ask questions. These "Office Hours" provided space to dig further into state data and demographic information. Additionally, the Adult Education Program Coordinators and our Data Coordinator met routinely with Title II Adult Education providers to assess program specific data and talk through areas of success while offering suggestions on ways to improve learner retention and credential access. Other evaluation efforts regarding grant compliance also took place throughout the year.

Workforce Intelligence Data Expert Workgroup (WIDE)

During the implementation of WIOA, local workforce directors designated their local staff to participate in a statewide data expert group to ensure consistency of workforce-related data. WIDE worked closely with directors, State MIS, and other stakeholders to create a data system that provides actual wage data for WIOA Title I and Title III workforce programs to evaluate the effectiveness of programming through earnings outcomes for any program year back to 2010. In this report, the WIDE group is able to evaluate outcomes utilizing actual median earnings data for any exit cohort based on the following data points: 2 Quarters Prior to Program Registration; Entry Quarter Registration; 2 Quarters Post Exit; 4 Quarters Post Exit; Year 2 Post Exit; Year 3 Post Exit; Year 4 Post Exit.

Based on the methodology, the following measures were found for the Colorado Workforce System after WIOA implementation:

- Colorado statewide cost per participant for individuals receiving career services through any Title I or III programs.
- Colorado statewide cost per participant for individuals receiving training services through any Title I or III programs.
- In addition, WIDE has compiled the Return on Investment (ROI) for all programs in the previous two bullet points that are outlined in the charts below.

Please note that in order to look at wage outcomes over time, ROI data lags by up to 18 months. Currently PY20 data is the most recent program year available. PY21 will be available in the 4th quarter of 2023.

All Workforce Programs (Including WP & WIOA)

Year	Number of Participants	Allocation	Expense	Cost per Participant	Total ROI
PY15	258,037	$38,947,733	$40,908,143	$41.57	$390,255,762
PY16	228,194	$35,425,122	$37,767,066	$165.50	$387,472,374
PY17	203,913	$32,448,365	$33,971,235	$166.60	$374,652,444
PY18	191,774	$30,802,813	$33,572,679	$175.06	$373,115,445
PY19	313,327	$29,681,120	$32,570,428	$103.95	$285,873,575
PY20*	376,582	$28,869,434	$30,836,570	$81.89	$600,102,850
5-year ROI Total					**$2,021,216,688**

WIOA Adult

Year	Number of Participants	Allocation	Expense	Cost per Participant	Total ROI
PY15	4,158	$9,878,461	$11,605,611	$2,791.15	$34,889,622
PY16	3,808	$8,814,684	$13,085,716	$3,436.38	$25,645,644
PY17	3,191	$7,893,417	$11,476,864	$3,596.64	$19,346,216
PY18	3,099	$7,397,094	$10,649,881	$3,436.55	$19,392,975
PY19	2,328	$6,664,946	$9,321,861	$4,004.24	$9,253,206
PY20	2,296	$6,159,846	$9,184,641	$4,000.28	$13,455,679
5-year ROI Total					**$121,983,341.97**

WIOA Dislocated Worker

Year	Number of Participants	Allocation	Expense	Cost per Participant	Total ROI
PY15	2,482	$8,854,518	$6,847,696	$2,758.94	$24,890,243
PY16	2,141	$7,394,029	$4,714,704	$2,202.10	$31,342,644
PY17	1,469	$6,621,207	$4,202,883	$2,861.05	$16,969,281
PY18	1,243	$6,102,421	$4,455,415	$3,584.40	$17,087,589
PY19	1,096	$6,026,154	$4,764,265	$4,346.96	$11,262,111
PY20	1,284	$5,991,897	$5,656,628	$4,405.47	$14,630,460
5-year ROI Total					**$116,182,327.45**

WIOA Youth

Year	Number of Participants	Allocation	Expense	Cost per Participant	Total ROI
PY15	3,410	$10,651,527	$11,728,940	$3,439.57	$702,779
PY16	3,088	$9,505,470	$9,899,446	$3,205.78	$3,653,342
PY17	2,605	$8,511,996	$8,431,623	$3,236.71	$2,692,217
PY18	2,626	$7,952,674	$8,828,866	$3,362.10	$2,582,678
PY19	1,909	$7,167,065	$7,907,015	$4,141.97	-$397,619
PY20	1,464	$6,773,853	$6,461,918	$4,413.88	$568,834
5-year ROI Total					**$9,802,230.56**

The WIDE group had several other accomplishments during PY21. WIDE presented various data on pre- and post- wage outcomes and other relevant labor market and economic data to a number of different local, statewide, and national groups. The WIDE group has also provided data support for a number of different grants, including the TEC-P 2.0, Regional Resiliency and Recovery Road Maps, and the Ready to Rise initiative. WIDE members also participated in several national focus groups including a Harvard group. WIDE members are working closely with and have substantial overlap with WIOA evaluation efforts led by CDLE with support from NIU. WIDE members presented a pre-conference workshop at RMWDA on utilizing data resources to support business needs in the workforce system. The group has been critical in facilitating best practices training across the regions on labor market data including use of CO LMI Gateway, BLS, US Census, Lightcast, and Chmura Jobs EQ. WIDE is also working on streamlining and establishing consistency in regional reporting around labor market data and Connecting Colorado outputs.

Statewide Performance Measures

Measures are for PY21, July 1, 2021, through June 30, 2022. Colorado met all statewide performance by at least 90%

Title I PY21 - Adult

Performance Measure	Statewide	Standard
Q2 Employment Rate	72.08%	76%
Q4 Employment Rate	72.48%	75%
Q2 Median Earnings	$8,275	$7,061
Credential Rate	77.16%	70%
Measurable Skills Gains	66.74%	62.5%

Title I PY21 - Dislocated Worker

Performance Measure	Statewide	Standard
Q2 Employment Rate	73.71%	76.4%
Q4 Employment Rate	73.92%	76.9%
Q2 Median Earnings	$11,934	$9,000
Credential Rate	80.62%	67%
Measurable Skills Gains	72.5%	58.6%

Title I PY21 - Youth

Performance Measure	Statewide	Standard
Q2 Employment/Education/Training Rate	72.1%	67%
Q4 Employment/Education/Training Rate	69.43%	71%
Q2 Median Earnings	$4,518	$3,954
Credential Rate	61.66%	63%
Measurable Skills Gains	60.53%	58.8%

Title II PY21 - Adult Basic Education
PY21 data was submitted to the National Reporting System in October 2022

Performance Measure	Statewide	Standard
Q2 Employment Rate	25.41%	24.00%
Q4 Employment Rate	19.82%	26.00%
Median Earnings	$6,226.00	$5,167.00
Credential Rate	22.73%	12.00%
Measurable Skills Gains	44.43%	38.00%

Title III PY21 - Wagner-Peyser

Performance Measure	Statewide	Standard
Q2 Employment Rate	50.98%	57%
Q4 Employment Rate	58.7%	65%
Q2 Median Earnings	$6,504	$5,600

Title IV PY21 - Vocational Rehabilitation
PY21 data based on the final submitted RSA-911 and ETA-9169 reports

Performance Measure	Statewide	Standard
Q2 Employment Rate	52.1%	Baseline
Q4 Employment Rate	49.8%	Baseline
Median Earnings	$5204.55	Baseline
Credential Rate	29.0%	Baseline
Measurable Skills Gains	29.2%	22.0%

Effectiveness in Serving Employers
PY21 data from July 2021 - June 2022

Colorado has elected to track all three proposed employer measures as defined by USDOL. However, we have concerns regarding each measure that are detailed below. In addition, we have implemented an employer satisfaction measure that is described in the Customer Satisfaction section below.

- **Employee Retention Rate - PY21 Outcome: 66.96%**
    - Local business services staff have very little control over the employment choices of participants and the retention decisions of employers. Additionally, future labor shortages predicted by LMI will create a labor market that encourages employees to switch employers for better wages, benefits, etc. However, this measure resulted in the highest outcomes of the three pilot measures.
- **Repeat Business Customer Rate - PY21 Outcome: 31.52%**
    - The listing of a job order is the most frequent service that occurs, but happens without staff assistance in most cases. Employers who list orders most frequently are those with high turnover and low paying jobs, which does not align with the purposes and intents of WIOA and this performance measure. Staff assisted and customized services should be the only ones that trigger outcomes for this measure.
    - This measure does not speak to effective service for small employers and for states where small employers represent the vast majority of businesses served. Even if excellent service has been provided, a small employer's need for additional services may not occur a second time during the period of performance. This measure discourages services to small businesses that may have the greatest need for assistance.
- **Employer Penetration Rate - PY21 Outcome: 3.00%**
    - In many cases there are multiple sites with the same FEIN, the key employer identifier, which can skew results. In addition, there is a seasonal pattern of additions of new businesses and losses of failed businesses in many states. As a result, using the final month or quarter of the reporting period does not work; this should be an average of some kind over the entire period of performance.
    - In general this measure makes sense because it encourages expansion of services. But it may work better to measure the increase in additional businesses served rather than the actual penetration rate, given the differences between rural and urban communities. For example, an increase of three employers in an area with only 300 employers would be more significant than an increase of three employers in an area with 30,000 employers.
    - The tie to percentage of employers using core program services versus all employers in the local area is much less useful than penetration by 3-digit NAICS sector. This would tie to WIOA's mandate to focus on sector strategies rather than simply increase the number of businesses served.

Customer Satisfaction

Employer Satisfaction Data

Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE

Through the Statewide Business Services Alignment initiative, local business services staff identified 11 staff-assisted business services available to all business customers. Businesses receiving any of the core services are automatically emailed a customer satisfaction survey. The standardized questions asked on each survey result in metrics that provide staff with valuable information that can be utilized to address issues with their service provision, and create an open feedback loop that supports continuous improvement. A report of outcomes is available on demand, and works in conjunction with a business services report that shows the volume of business activities and highlights the placement rate achieved by businesses in workforce center supported efforts.

Employers receiving services were asked to rate the following statement: “My engagement with the workforce center helped me find the right number of employees with the skills and experience I need.” PY21 Outcome: 97.2% of employers were satisfied or very satisfied

The Office of Adult Education Initiatives, CDE

Title II Adult Education programs did not collect employer satisfaction data this program year, but the Office of Adult Education Initiatives (AEI) has contracted with CU Boulder to collaborate on building a survey. CU Boulder will meet with adult ed programs and students to learn more and develop recommendations, leading to the development of a survey.

Division of Vocational Rehabilitation, CDLE

As a means of measuring customer satisfaction among business customers, DVR’s Business Relations Unit (BRU) has an established customer satisfaction process designed to gather feedback across five key satisfaction measures. The satisfaction ratings per key measure for PY21 include: 1) Timely and courteous service (95.76%); 2) Information or service met my needs (93.60%); 3) BRU staff member was knowledgeable on the topic (95.52%); 4) Overall satisfied (94.16%); and 5) How likely are you to seek services from the BRU again (89.76%). When combined, these measures resulted in an overall customer satisfaction rating of 93.76% across 125 individual customer satisfaction responses for PY21.

The Business Relations Unit continues to lean into the hybrid business model of providing services to businesses both virtually as well as in-person. This has allowed for the Business Relations Unit to be more creative in our service delivery model and meet a variety of business needs and requests. Through this continued adaptation, the Business Relations Unit continues to maintain a high customer satisfaction rating among our business customers.

Job Seeker/Customer Satisfaction Data

Adult, Dislocated Worker, Youth, Wagner-Peyser -- Workforce Development Programs, CDLE

During PY21 local areas in Colorado conducted independent job seeker customer satisfaction surveys through the use of locally determined survey questions and methodologies. Because of the closure of offices during the pandemic, the transition to virtual services, and the diversion of staff resources to assist customers with unemployment insurance claim issues out of the control of workforce centers, use of surveys was limited until offices reopened. Surveys that were used primarily focused on customer satisfaction with virtual workshops rather than overall program services or workforce center experiences. In addition, due to variations in methodologies, survey results were not comparable across local areas.

The Office of Adult Education Initiatives, CDE

Title II Adult Education programs did not collect customer satisfaction data this program year, but the Office of Adult Education Initiatives (AEI) has contracted with CU Boulder to collaborate on building a survey. CU Boulder will meet with adult ed programs and students to learn more and develop recommendations, leading to the development of a survey.

Division of Vocational Rehabilitation, CDLE

DVR makes a customer satisfaction survey available to all customers as well as employers, vendors, and other stakeholders interacting with DVR staff. DVR received 266 survey responses between July 2021 and June 2022. Results over this period of time demonstrate that 73% of DVR customers were satisfied with the level of service they received from DVR. While this reflects a decrease in the level of satisfaction from the prior year, DVR's leadership is working to identify and implement strategies to improve the customer experience, including through staff training and process improvement efforts.

Additionally, DVR's State Rehabilitation Council completed a comprehensive customer satisfaction survey in the fall of 2021, with 900 responses. 75% of the respondents indicated that they were satisfied with their overall experience with DVR. Additionally, most individuals report they feel their counselor treated them with respect (90%), the DVR process was clearly explained to them (85%), and their counselor was knowledgeable about their disability (82%). The SRC repeats the survey annually to further support DVR's ability to focus on improving the customer experience.

Performance Accountability System

CDLE's comprehensive monitoring system, recognized as a model by the US Department of Labor (USDOL), is the result of an on-going monitoring and technical assistance process that has built a strong working relationship between the State and the Local Workforce Areas. Quarterly, State Monitors from CDLE review the local areas they oversee to analyze client service levels, program expenditure rates, and performance outcome results. Through these

reviews, staff identifies areas that may require additional technical assistance and training to rectify any deficiencies prior to the start of the annual state compliance monitoring.

For the PY21 annual monitoring cycle, CDLE is in the second year of a Unified Monitoring Process with a team consisting of the CDLE Regional Services Unit (RSU), Financial Monitoring Unit (FMU), and Equal Opportunity Officer (EO). Together they will:

- Notify local areas of upcoming annual monitoring reviews
- Conduct a combined annual monitoring entrance and exit
- Conduct a combined annual mitigation process
- Issue a combined annual monitoring report

For more detailed information regarding the Unified Monitoring Process, please see the following Policy Guidance Letter: ADM-2021-02: Unified Monitoring Process

At-A-Glance Reports

A key support to these reviews are the quarterly At-A-Glance reports that capture critical performance indicators for each local area. This report contains data from the WIOA reporting system and the state financial system; it paints a picture of the current progress toward program and fiscal performance goals.

Common Exit Policy and Data Validation

The state has updated and reissued two Policy Guidance Letters after review by the US Department of Labor. These PGLs and attachments can be viewed at the following links:

- MIS-2020-03: Data Integrity and the Participation Cycle for WIOA and TAA Programs
    - Includes common exit policy
- MIS-2020-02: Data Validation for WIOA and TAA Programs - includes the following:
    - Written procedures
    - Regular training
    - Monitoring protocols
    - Review of program data
    - Documentation
    - Regular assessment

Exhibit A - Local Workforce Area Highlights

Adams County Local Area

Mission & Vision:

Mission: Create opportunities for success by connecting businesses to a quality workforce.

Vision: To effectively connect a world-class workforce that meets the needs and exceeds the expectations of our partners in the Adams County business community.

Standout Accomplishments PY21:

During the pandemic, ACWBC was forced to experiment with variations of virtual job fair platforms and procedures to meet this need for employers. Although the workforce center could return to similar procedures to pre-pandemic events for in-person job fairs, virtual events continued to be requested and were more convenient for many employers and job seekers. One platform that was utilized was the Premier Virtual system shared with a few other workforce areas. It seemed useful, but Adams had been sharing the system for cross-area events and never fully became experts on the platform. The veterans representative became more familiar with this tool because he had been involved in multiple such events.

The goal was to leverage his knowledge to develop a sustainable job fair service package to meet the needs of employers who wanted the convenience of virtual events. An additional goal is to bring in a higher number of job seekers to virtual events by promoting them as more convenient and a better job search alternative to online applications alone.

The primary action step was to assign the veterans representative to develop and take the lead on a multi-area job fair system to encompass a more robust use of the Premier Virtual Platform and a larger candidate recruitment effort. This involved partnering with Broomfield and Jefferson County workforce areas to jointly hold both in-person and online events. With the centralized knowledge of the platform and wider geographical recruiting radius, more job seekers can be seen by employers with a more efficient information sharing system.

Within the first few events it became apparent that this process was more efficient for employers and job seekers. Attendance grew from 20-30 over a 3-hour period, to over 100 job seekers accessing the platform within a 2-hour time frame. Employers have stated that they are more likely to use Adams County for job fair needs in the future because of this flexibility. After having learned of the platform options, we are exploring using it for mock interviews, resource fairs, and as a registration venue for business education events.

Innovation in PY21:

In the past virtual job fairs used platforms without flexibility, they were always organized by Business Development Representatives frequently overwhelmed with grant and outreach responsibilities, and the veterans representative was seen only as a supplement for job fair activities. By flipping roles and sharing technical assistance, Adams County became much more efficient and productive.

Arapahoe/Douglas Local Area

Mission & Vision:

Vision: To be a best-in-class workforce development organization responsive to the dynamic needs of job seekers and business/industry.

Mission: To strategically invest in human capital to contribute to regional economic vitality.

Standout Accomplishments PY21:

In PY21, Arapahoe/Douglas Works! served the following numbers of participants, by program, in Work-based Learning activities.

- 106 WIOA Adult Participants
- 1 WIOA Dislocated Workers Participants
- 41 WIOA Youth Participants
- 5 Employment First Participants
- 12 Colorado Works Participants
- 7 Parents to Work Participants
- 77 ASE Participants; (42 of which were supported by the Arapahoe/Douglas Works! Business Services Work-based Learning Team)

Arapahoe/Douglas Works! has many different funding streams which has led to innovative and collaborative initiatives between programs. For example, Arapahoe/Douglas Works! has leveraged funding for the WIOA Youth In School Program with TEC-P, ASE, and RUN to pay for work-based learning activities as well as other activities such as Occupational Trainings. This has resulted in the ability to serve more In School Youth. Similarly, all five (5) Employment First work-based learning placements were the direct result of co-enrollment with WIOA programs. These co-enrollments allowed Employment First participants to engage in work-based learning. Arapahoe/Douglas Works! collaborated with South Denver Chambers of Commerce, Road Called Strate, and other organizations to pay for quality work-based learning opportunities for

high-barriered populations including justice-involved and public assistance recipients. For example, Arapahoe/Douglas Works! partnered with Arapahoe Community College to pay for work experiences in the Colorado Heath Careers Academy to assist young adults to gain exposure to the medical field making $15.50/hour; CableNet to pay for work experiences for Assembly Tech at $16.00/hour; and Catalyte to pay for work experiences for Software Developers making $15.00/hour. Additionally, Arapahoe/Douglas Works! partnered with Douglas County Libraries to set up an internship for an out of school youth participant with disabilities. Arapahoe/Douglas Works! continues to enhance the strong partnerships that already exists to include Master's Apprentice Pre-Apprenticeship Program, Spark Mindset Pre-Apprenticeship Program, Lockheed Martin Advanced Manufacturing Registered Apprenticeship, Health One and Centura Health to include, but not limited to Medical Assistant, Sterile Processing, and Pharmacy Tech Registered Apprenticeships.

Boulder County Local Area

Mission & Vision:

Vision: To promote workforce development through service integration and a flexible response to the changing needs of our clients and customers.

Mission: To provide comprehensive and effective employment, training, and supportive services to Boulder County residents.

Standout Accomplishments in PY21:

During PY21, our local board has showed measurable impact on our strategic priorities. We have strengthened partnerships across the community to further our mission and vision. Examples of these partnerships resulted in projects and initiatives that impacted economic mobility. The Young Leaders Academy (YLA) was developed in partnership with Workforce Boulder County, Community Services Community Action Program,s and the Department of Local Affairs. YLA supported leadership, learning, education, and occupational training for Black, Indigenous, people of color (BIPOC) between the ages of 16 and 24. The program enrolled over 50 BIPOC youth who received mentoring, financial support, career counseling, and supports toward career attainment and economic mobility. The program's mission was to uplift and increase access for BIPOC youth and accelerate their path towards a sustainable career. A graduation event was held in June 2022 to celebrate the participants and acknowledge their attainment. This program received a Pinnacle Award (Boulder County recognition) and a National Association of Counties (NACO) award including "best in category."

Workforce Boulder County (WfBC) helped strengthen partnerships and align local policies and resources by participating in and supporting the Job Quality initiative launched by the Colorado Workforce Development Council (CWDC). Staff and board members promoted the initiative and the framework at Boulder Chamber events, through a regionally sponsored webinar, and with the training of business services staff. Businesses across Boulder County were introduced to

the framework and engaged in learning through events, meetings, and a webinar. The local board hosted staff from the CWDC at their meeting in order to learn more and help promote the framework. The partnerships supporting "Job Quality" aim to support a better local and regional economy. As a Results for America fellow, Workforce Boulder County's Executive Director has supported greater capacity to implement Job Quality practices locally and regionally.

The Boulder County Talent Collaborative, a partnership of economic developers, educators, workforce development professionals, and non-profits, continues to support a strong partnership that engages its members and aligns resources to promote more cohesive, long-term solutions to economic and workforce challenges. This group hosts events, increases local apprenticeship opportunities, targets industry-focused problem solving, and supports our local Sector Partnerships.

WfBC continues to work to attract more businesses and job seekers to our system to utilize our resources. During our last program year, Connecting Colorado shows that our services to businesses has increased and our program enrolled youth and dislocated worker numbers increased as well. In the last program year, the Adult Career Services team enrolled 109 people into occupational skills training, utilizing 10 different grant funding sources.

Technology fields had the highest enrollment numbers – 33 people entered training pathways in technology, including UI/UX, software engineering, cybersecurity, data analytics, python, coding and more. Of those 33 people, 6 are from diverse backgrounds and 7 are women. Here are a few examples of those we serve:

Derek L. was employed for years as a cook, but he wanted to become a tech industry worker. He had taught himself a wide range of computer programs including Unity, HTML, CSS, SQL, and even some calculus. He wanted to become a software developer. Our Career Support Specialist found relevant grant funds to enroll him into an apprenticeship at Bitwise. He's over halfway through his apprenticeship and his instructor says "Derek thrived in the classroom and now he's enjoying work on a full stack JavaScript project. I think Derek is doing an amazing job. His code quality is very amazing."

A new American came to us to get help in becoming a software engineer. Ahmed A., originally from Iraq, is working nights at Walmart to support himself and his family as he enters a bootcamp technology training program. He passed the screening tests at General Assembly, which qualifies him to enroll in this intense training path. He'll be able to take his classes in the afternoon before going to work. Our Career Support Specialist has been working with the training provider to ensure that all required documents and payments are in place. Everything will be ready to go on the program start date and he'll have what he needs to be successful.

In the healthcare fields we helped 18 individuals obtain training, including 2 RNs (both needed refresher courses to be able to return to working in the field), CNA, MA, medical coding and others. Five individuals obtained behavioral health certifications, including Licensed and Certified Addictions Counselors.

One young woman, Stephanie S. came to Workforce Boulder County because she not only needed her high school equivalency diploma, she also wanted to become a Dental Assistant. Workforce Boulder County staff helped her get to work on that HSED, and also found the Dental Assisting program at the Academy of Dental Assisting. Through our case manager talking to staff at the Academy, Stephanie was approved to start Dental Assistant training before finishing the HSED, so she could enter the workforce sooner to support her family.

Truck driving, the occupation in Colorado with the highest shortage of workers, was another high enrollment field. We enrolled 13 people into CDL training. Rocio M. came to Workforce Boulder County because she wants to own her own trucking company, like her father and her uncle did before her. As a young Hispanic woman, she is excited to get her CDL-A license and continue the family business. Our bilingual Spanish Career Support Specialist enrolled her into a grant that will support her training and any supportive services she will need as she completes this training.

Innovation in PY21:

The Young Leaders Academy (YLA) program is unique because there are no similar programs locally or regionally. YLA offers BIPOC youth, often living in marginalized communities and facing systematic barriers, an avenue to elevate their existing assets and incorporate new tools in the areas of workforce development, education, and leadership. The age range of the participants makes this innovative because of the disproportionate impact of COVID-19 on youth.The cohort model overs a unique way for young adults to connect in a time where they are impacted by social isolation.

Colorado Rural Workforce Consortium

Mission & Vision:

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

Mission: To foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.

The Colorado Rural Workforce Consortium (CRWC) is a consortium of 10 sub-areas comprised of 51 counties. The sub-areas include: Broomfield, Eastern, Pueblo, Rural Resort, Northwest, South Central, Southeast, Southwest, Upper Arkansas, and Western. Broomfield is county-run, while the remaining sub-areas are state-run. Four of the nine state-run sub-areas have contractors that deliver Title I-B services.

Standout Accomplishments in PY21:

Staff from Alamosa Workforce and The Training Advantage met with Adams State University (ASU) to discuss the possibility of creating a partnership that will mutually benefit those that are in need of further support. ASU will apply for the Colorado Opportunity Scholarship Initiative by the end of the month. If awarded the grant, ASU will receive $800,000 to last 3 years with $600,000 going directly to students. ASU will work on developing a series of courses that will result in the completion of a credential or certificate. As the grant application is completed and turned in, ASU will stay in touch as we hope to continue with our partnership.

Business Services Staff from the Workforce Center have been meeting with the City of Alamosa and Department of Vocational Rehabilitation (DVR) to further discuss a work experience program with the City. This is in the planning stages, and would incorporate the three agencies to train and provide jobs for those looking to enter or re-enter the workforce. All jobs would be posted by the Workforce Center, with additional collaboration between the City of Alamosa and DVR for the training component. This is a new partnership which will evolve to provide more opportunities for on the job training and employment, as well as assisting the City with finding employees.

The Northwest Area Business Services staff has strong partnerships with area high school CTE programs and community colleges. Work in the northwest has primarily focused on stackable credentialing and program development specifically to support the healthcare industry. The Northwest Team is also leveraging partnerships from the Front Range (Associated General Contractors, Build Colorado) in developing a skilled trades program along the I-70 corridor and south toward Aspen. The Colorado River Boces, private industry, K-12 and the community college are all involved in the endeavor. Additionally, the Business Services team is engaging with the renewable energy sector to create talent pipeline development pathways in the area of energy auditor, estimator and solar installation. Area municipalities are close to adopting the 2021 Energy Standards, which will create a large number of audit, estimator and HVAC positions.

Rural Resort Business Services staff also serves in a leadership role in organizing and executing the annual Eagle County Schools Career Fair. In PY21, this event grew from being located at the schools to the Eagle County Fairground and included nearly 80 employers and over 600 area students. This facilitated career pathway discussions and employers brought many interactive career exploration exhibits.

Business Services staff attended and participated in the SLV Business Services monthly meeting. This is a chance to work with partners on a variety of business and community endeavors to improve communities. Participants include representation from the six counties in the San Luis Valley, economic groups, the Small Business Development Center, housing representation, Chambers of Commerce and DCI, the Colorado Trust, the Early Childhood Coalition, and others. Through this committee, updates were given regarding current initiatives. Collaborative efforts and labor market information was discussed. Workforce Staff reminded attendees of business services that are available.

Workforce Business Services Staff has had several meetings with Conejos and Costilla County Departments of Social Services to plan a regional job fair. This will be held on August 18 in La Jara. The focus is on employers within the two counties. Many of the businesses in these areas continue to struggle with finding applicants for much needed jobs. There are also a significant number of unemployed in these areas. In addition to employment opportunities, resource organizations will be on hand to offer information. There will also be representatives from various higher education facilities.

Business Services Workforce Staff have been conducting outreach and meeting with businesses to promote the Linkedin Learning platform. Employers have been very receptive to the possibilities of utilizing this for group and individual training to upskill current employees, or on-board new employees.

The Pueblo Sub Area met with senior leadership from Parkview Medical Center to discuss partnership opportunities to assist with meeting their workforce needs. Information sharing related to utilizing WIOA and career coach services to help upskill and reskill their workforce. One opportunity beyond covering the costs of tuition and licensure is addressing the cliff effect that may be a deterrent for some of their employees for career advancement. Next steps will be a follow-up meeting to formulate how to package this in a way that will appeal to their workforce. The Pueblo Workforce Center has also been invited to provide an overview of the existing talent pipeline from postsecondary that the Pueblo Workforce Center has with Pueblo Community College, CSU-Pueblo, and Otero Junior Colleges.

The Pueblo sub-area worked with Parkview Medical Center to complete the implementation of a talent pipeline for their entry level workforce to enter into a clinical career pathway beginning with certified nursing assistant training. The workforce subarea created a simple process for workers to access reskilling. One worker thus far has completed their training and licensure. In partnership with Pueblo Community College, Parkview Medical Center, Centura, and Pueblo Community Health Center a medical assistant apprenticeship was developed and will launch in the Fall of 2022 with three apprentices.

The Pueblo sub-area trained the advising staff and success coaches at Pueblo Community College programs to improve access to grants and Title I programs. This resulted in 35 referrals from the Spring semester for assistance with short-term training and degree programs.
The Pueblo and Upper Arkansas Sub Areas are actively engaged in the digital inclusion initiative sponsored and supported through the Colorado Workforce Development Council and the Office of the Future of Work. Staff participated in Northstar Digital Literacy Assessment and Online Learning. The Colorado Department of Education is covering the costs for participating workforce centers, adult education providers, and partners. Northstar is a program of the non-profit organization Literacy Minnesota, whose mission is to share the power of learning through education, community building, and advocacy. Northstar Digital Literacy defines, assesses, and helps individuals build the basic skills needed to perform tasks on computers and online. Included are basic computer digital literacy standards and modules in three main areas:

Essential Computer Skills - Basic Computer Skills, Internet Basics; Using Email, Windows OS, Mac OS; Essential Software Skills – Microsoft Word, Excel, PowerPoint, Google Docs.

The implementation of Northstar Digital Literacy is complete with community wide distribution. Business Services Representatives have begun coordinated marketing efforts with the Latino Chamber of Pueblo.

The Western and Southwest Sub-area Workforce Development Boards are made up of business, education, and public sector partners. The board in each area is a voice for business, education, and community partners to inform the local workforce system of the needs of employers and workers. The information provided by the local boards is utilized by the Western and Southwest Workforce systems to identify and improve workforce services and to help guide job-seekers. Additionally Southwest and Western Workforce Centers worked directly with and listened to local employers and businesses daily and have a knowledge of needs and challenges.

The Western and Southwest sub-areas do not have an active sector partnership but Southwest and Western Workforce Center staff have helped start and support start sector partnerships in health care and advanced manufacturing in the past. While these partnerships do not currently meet the definition of a sector partnership, they continue to provide information to the workforce system on career pathways, training needs, and employment opportunities. The Southwest healthcare sector partnership is still active and provides healthcare information, apprenticeship opportunities, career summer camps, and career pathway information.
The Western Workforce Center continues to bring business, education and economic development together in a regional planning group that focuses on employment and training issues. Group members include Montrose and Delta School Districts, Technical College of the Rockies, Region 10 Planning Economic Development, and Colorado Mesa University at Montrose. The group meets monthly to discuss local career pathways, this collaboration has resulted in renewed efforts to work together to help students, job-seekers, and businesses. The group is working on supporting efforts to develop and map career pathways in nursing, technology, construction, information technology and outdoor recreation in the region.

Members of the Pueblo and Upper Arkansas Subarea workforce centers met with the Regenerative Recovery Coalition with the Alliance Center out of Denver about extending their efforts to rural communities. They were virtually introduced to the Pueblo Food Project. Plans are underway to partner with the coalition and other partners to submit a Good Jobs Challenge grant to the Economic Development Administration. Park County Commissioner Amy Mitchell shared during her workforce board onboarding meeting that cattle ranchers are concerned about their inability to recruit workers and future workforce needs. The coalition will be presenting to the Upper Arkansas Workforce Board in January. The connection made by Susan Blansett between the Pueblo and Upper Arkansas subareas and the Regenerative Recovery Coalition could not have been timlier and is very much appreciated.

The Good Jobs Challenge grant was not awarded. In spite of this, both sub areas have continued to work with Pueblo Community College's and businesses on expanding the automotive technology program to include electrification.

Pueblo's Future is Better Together, the coalition that replaced the sub-area workforce board three years ago uses Strategic Doing (methodology) to answer the question, "How might we unite efforts to create a scalable and agile workforce eco-system that is easy to navigate?" This coalition broke down workforce, education, and economic development silos that had long been a barrier toward meaningful progress in our community. The coalition is organic - as an opportunity is presented, members volunteer to link and leverage their assets to tackle each challenge. We face our problems head on. Grants, education programs, vital resources during the 2020 closure of businesses during the worst of the pandemic, etc., were quickly launched because of this coalition.

The Eastern sub-area has partnered with additional K-12 institutions and local economic developers to showcase local career pathway opportunities, highlighting a "grown your own" model supported by work based learning resources for youth. Additionally, the RUN grant has afforded the sub-area to leverage additional funds to support career pathways, as marketing and implementation favored those wanting to advance within their current occupational field.

The Broomfield Workforce Center held The Career Explorers program for youth to explore career pathways through weekly business tours. During the nine week summer program 17 participants toured local businesses to explore career pathways in manufacturing, IT, public safety, hospitality, and more. In addition, the youth participated in job search skill building activities that ranged from building their first resume to crafting an elevator speech. In addition, Broomfield staff have done presentations to area high schools and served as a panelist for the Colorado Youth Career Fair to educate young adults about workforce services.

Innovation in PY21:

The CRWC has excelled in increasing and succeeding in the area of virtual service delivery. From live streaming industry/business tours into multiple rural classrooms, to online job clubs and job search workshops, the consortium was able to meet the goal of maintaining the level of basic services provided despite limited in center foot traffic. With the development of the virtual coaching collaborative model, the CRWC expects this reach to expand significantly in PY22.

Denver Local Area

Mission & Vision:

Vision: Our economic strategy must be boldly ambitious, with innovative, forward-thinking policies that are intent upon delivering a world-class city where everyone matters. The Denver Workforce Development Board will be the sought-after partnership model of business,

workforce, community, educational, and civic leaders that empowers all job seekers to learn and grow so they can contribute to and fulfill the needs of a vibrant business community.

Mission: Denver Economic Development and Opportunity will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods, and residents through purposeful and intentional economic development that (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization, and the development of a skilled workforce; and (3) focuses on innovation, sustainability, and education. The Denver WDB convenes key workforce partners including business leaders, education partners, and the Mayor's economic and workforce development team who plan and oversee the use of federal, state, and local funds to deliver talent development solutions to Denver area businesses so they can generate employment opportunities for all job seekers and provide Denver citizens with a thriving economy.

Standout Accomplishments in PY21:

Throughout PY21, Denver Workforce Services (DWS) has engaged with its employer partners to inform development of career pathways and career ladders not only through convening or participating in Sector Partnerships, but also through virtual job fairs and recruitment events, as well as consistent outreach to employers in Denver's target industries.

Through this engagement, digital literacy emerged as a required skill that all jobseekers need within the current COVID-19 environment to access training and employers in most industries. Digital literacy can be a challenge for many of our WIOA jobseekers. Denver and its service providers acted quickly to address the gap in digital literacy skills. Throughout PY21, Denver's Workforce Centers connected job seekers with the Northstar Digital Literacy program, which provides the basic skills needed to use a computer and the internet in daily life, employment, and continuing education, in a user-friendly platform. Frontline staff have completed the Northstar Digital Literacy proctor training to allow workforce centers to directly engage in training and certification.

To address the related gap in access to laptops and WiFi and the internet, DWS has expanded its partnership with the Denver Public Library that makes laptops and internet hotspots available for loan out through branch libraries for workforce center customers. The expansion was catalyzed by additional CARES Act funds that were awarded to DWS on the shoulders of the Tech Loaner Program's success. The Tech Loaner Program was initially funded at a $400k level, but with the early demand, increased to $625k. The expansion followed a doubling of that, taking the full allocation to $1,250,000. DWS utilized these dollars to purchase extra loaner devices, and also to purchase 1,000 laptops to be given to job seekers who are engaged in employment and training activities through DWS and/or it's funded family of partners (see best practices submission for additional information).

Additionally, DWS staff, along with our Denver Workforce Integration Network partners and other community partners, distributed a list of free digital literacy resources to ensure that all individuals and communities have access to the technology they need to thrive and succeed.

Through the Workforce Center at Denver International Airport (DEN), DWS began offered virtual training in computer fundamentals which now includes introduction to basic email, Microsoft Word and Excel.

In addition to its focus on connecting job seekers with the digital literacy skills necessary to access career pathway opportunities within the COVID-19 labor market, Denver also connected its customers with information and career pathways in its target and growth industry sectors.

Innovation in PY21:

During the height of the COVID-19 pandemic it was identified that staff were going to be virtual for "a few months" and would need a way to ensure that information would be easily accessible whether in the office, at home, or on the road. During PY20, the first stages of an internal SharePoint Site for Denver Workforce Services were designed to help navigate the "have to know" information. The DWS SharePoint "the Site" started humbly as a site with just the information on how to get ahold of the internal team, and information needed to provide to customers. SharePoint quickly grew with the data needs of the organization during the virtual and now hybrid portions of work environments. From one site for internal and partner staff, to 16 unique portal (sub-sites) for specific contracted partners in which specific information including technical assistance information, meeting minutes, training materials, and shared documents are stored. DWS SharePoint Designers also worked with our Contract Administrator to develop a Contract Site that allows Role Based Access Control (RBAC) for use in contract development, roll-out, implementation, amendment and close-out phases.
During this last program year, there was so much success with the internal sites, DWS leadership asked for 5 additional SharePoint main hub sites that have either been developed or are in development for Colorado or national partners, these sites have truly become a way to share information with targeted staff while also remaining fresh and nimble. Partners include the Colorado Operators Group (Operations Managers), Colorado Urban Workforce Alliance (CUWA), Directors, Technology Employment in Colorado – Partnership (TEC-P 2.0) (also with 6 sub sites), and the US Conference of Mayors – Workforce Development Committee.

Larimer County Local Area

Mission & Vision:

Vision: We are a vital, energetic, recognized leader employing a deep understanding of economic and workforce trends to positively influence the Northern Colorado economy and to create better lives for all who live and work here.

Mission: Larimer County Economic and Workforce Development connects people to meaningful work and businesses to talent and resources, improving our community's economic well-being. We care and our customers matter.

Values: Customer Focuses, Respect, Integrity, Collaboration, Culture of Innovation, Inclusivity

Standout Accomplishment in PY21:

In October of 2020 we entered into an agreement with the Department of Human Services to provide customized job search services to Colorado Works participants. In June of 2021 we entered into another agreement to provide work-based learning opportunities in addition to customized job search services. This agreement will provide services to these participants through June 30, 2023. This partnership allows for expanded growth into populations receiving Temporary Assistance to Needy Families (TANF), utilizing internship services as a service method to assist families in reaching self-sufficiency. The project intends to support 70 participants, of which 55 will engage in formalized work-based learning. The braiding of Workforce Innovation and Opportunity Act (WIOA) Title I services is assessed on a case-by-case basis, which may further support the Colorado Works participants. We expect PY22 to demonstrate enrollment growth and positive employment outcomes.

Individuals with Barriers to Employment: LCEWD embraces efforts to ensure universal access for all job seekers, including those with barriers to employment. In addition to partnerships with other WIOA-mandated programs, LCEWD engages with local community based organizations as a way to promote employment services that are offered in the community, including the United Way, local corrections programs, and organizations serving persons experiencing homelessness or near homelessness. LCEWD's Digital Roots program is entirely focused on serving those with barriers to employment and a significant portion of RUN participants have identified at least one barrier to employment. LCEWD and the Larimer County Department of Human Services (LCDHS) completed an inter-agency agreement to provide fundamental job search services to Colorado Works participants. Through this agreement, over 200+ Works participants have been served since July 1, 2021. Lastly, LCEWD has developed an ADA/EO committee that meets quarterly to review access concerns and create action plans for improvements.

LCEWD continues leadership of the Work-Based Learning Alliance. The Larimer and Weld County Work-Based Learning Alliance is a collaboration of public partners that exists to align education and workforce to increase sustainable community access to work-based learning by removing barriers and sharing resources. NoCo Inspire is the platform that provides employers with a one-point access that gets you connected to these valuable resources.

Most business owners have the mindset of relying solely on internships and apprenticeships for workforce development. While that is a part of work-based learning, opportunities expand to include so much more. The Larimer County Work-Based Learning Alliance divides these opportunities into a workforce development continuum in order to meet businesses where they are and provide them with the resources they need. We'll refer you to resources that will benefit your business in the present and in the future.

Outcomes of the WBLA include adoption of a common work-based learning framework, agreement on activity definitions for both the talent and business viewpoints, inventory of work-based learning activities occurring within each respective system, a strengths self-review, best practice sharing, and a single point of contact for businesses within each unique system.

Businesses can also request a workforce development consultation with a Larimer or Weld WBL Navigator for an individualized approach to talent outreach through WBL activities. https://www.nocoinspire.org/ The WBLA has also been hosting numerous events and sessions that support diversity, equity and inclusion throughout the region as well as talent development solutions for businesses and collaborative work for partners.

Partners include local schools and/or districts, Poudre River Public Library District, Fort Collins Chamber of Commerce, community colleges, and four-year institutions. You can view a full list of partners at https://www.nocoinspire.org/partners.

Innovation in PY21:

Managing the COVID-19 pandemic and the varying adaptations that took place in PY21 continued to be a primary challenge for the workforce development system. This has led to the further refinement and redesign of the service experiences through the use of in-person and virtual services, as we settled into the reality that the pandemic was not going to be resolved quickly. Redesigning services has remained paramount and many services were successfully redesigned and made available to customers (businesses and job seekers) in a virtual format. On June 1, 2022, LCEWD will formally adopt a staffing approach that includes a combination of in-person and remote work options. The formality of this hybrid work arrangement recognizes that our workforce has demonstrated an effective ability to serve the public from remote locations and has learned that a variety of our customers value this access to services, while also recognizing that some portions of our community continue to seek an in-person service connection.

Mesa County Local Area

Mission & Vision:

Mission: To deliver the right service at the right time using a collaborative and people centered approach within a supportive culture, promoting safety, stability, and meaningful employment

Standout Accomplishments in PY21:

Through our Manufacturing Sector Partnership A.K.A: Workforce Innovation Program (WIP), we engage our participating employers annually to determine what the highest training need is. We utilize 180Skills as our online training platform which allows us to provide customized

training (a la carte style) down to each individual participant. We can provide anything from OESHA training, to manufacturing skills training, to teamwork, communication, and leadership training. This has been a huge resource for our employers and our job seekers. We are entering our 7th cohort and have successfully graduated over 50 students. We have seen job placements, and promotions through this program.

Through our Healthcare sector partnership we participate on healthcare advisory boards both out in the community and with our local university. Through this process we have implemented a great collaboration with Colorado Mesa Universities Registered Nursing Program and St. Mary's Hospital (SCL Health). The need identified was a shortage in RNs. The RN program at the University is doing a great job of graduating students, however they lack the experience needed to get into permanent employment, which causes many students to leave our area for other job opportunities. We continue to run our externship program where we are paying a percentage of the wages for the new RNs to do their clinical hours and other on-the-job training aspects through our WIOA program. This allows the RNs to get the needed experience to be qualified for the job at the end of the externship. We are currently running 10+ externships each semester and will increase that number at the employer's request. This is a great example of listening to the needs of the employer and job seeker and putting a plan in place to solve the issue. These externs are almost guaranteed a local, good paying job at the end of a successful externship.

Innovation in PY21:

During PY21, we moved our Child Support Unit under the Workforce Center. This will allow us to utilize the 2GEN principal in Child Support to seamlessly provide wraparound services to both custodial and non-custodial parents. In the first four months of this move, we have held joint team meetings to allow the Child Support teams to learn the various programs and resources we offer. Additionally we held an all staff information session so Child Support staff could present their program to the other teams. We are excited to see this addition benefit the families we serve.

Pikes Peak Local Area

Mission & Vision:

Vision: We promote the economic vitality of the Pikes Peak Area. We are agile at responding to emerging needs of the diverse and growing workforce. We change the lives of job seekers with proven training and employment opportunities. Our employer partners know and acknowledge the value we add to their bottom line. We are a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships. And, we are a great place to work!

Mission: To promote the economic vitality of the Pikes Peak Area by fulfilling its mission to connect vital businesses with work-ready job seekers and employer-driven services.

Standout Accomplishments in PY21:

After the Pikes Peak Workforce Development Board conferred with local industries and small and large businesses through our Sector Partnerships, the WDB has identified the following in demand industries—Professional, Scientific & Technical Services, Healthcare, Construction Trades, Manufacturing & Lifestyles, Hospitality, Tourism & Sports.

As part of our business service activities to inform Career Pathways, PPWFC also received Workforce Development Board approval to include the following industries—locally most severely impacted by COVID-19—to our robust Incumbent Worker Training program: Restaurant/Food Beverage Services, Education, and Community/Social Services.

Our Business Relations Group (BRG) regularly meets with employers to establish opportunities for career pathways. Below are the various sectors in which we actively meet the needs of local employers with our Career Pathways development and services.

In addition, our Business Relationship Group and Workforce Development Specialists (WDS) work together to help our participants become work ready to meet and exceed these industries' demands through attainment of in-demand certifications and hands-on Work Experience, guiding them down the path of their careers and new opportunities.
One of our successful strategies for developing a robust talent pipeline beyond Traditional Career Pathways has been the use of Work-Based Learning placements within in-demand industries. This creates alternative pathways and provides hands-on opportunities for job seekers with limited to no prior experience—preparing them for industry expectations.

Innovation in PY21:

The Pikes Peak Workforce Center formalized the prevailing wage identification for Adult Work Experiences by utilizing labor market information through Lightcast, formerly known as EMSI Burning Glass, to identify appropriate wages in relation to the demand of the occupation within the region.

Tri-County Local Area

Mission & Vision:

Our Division underwent a reorganization to align all economic mobility, housing stability and navigation services within the Human Services Department. This entailed creating a new division: Housing, Employment, and Economic Services (HEES). This new division now

encompasses TANF, Employment First, Child Care Assistance, Veterans, Workforce, Homeless, Housing, and Navigation services.

Mission: To promote economic vitality by identifying, developing, and matching a talented workforce to business.

Vision: The vision is to ensure that all residents along the continuum of needs in these various areas have a streamlined ability to access the critical program options that best support their individual/family goals.

Standout Accomplishments in PY21:

The Tri- County local area (Trico) utilized information gathered through data analysis, labor market information, and business outreach to develop two defined career pathways in healthcare and transportation/warehouse. The career pathway initiatives are designed to recruit and develop a talent pipeline for employers in each industry to meet their recruiting needs. This initiative coordinated a series of events to inform job seekers of pathway opportunities through information sessions with training providers and key employers. The information sessions provided the perfect platform for business leaders and hiring managers to share industry insights and successful skillsets directly with job seekers and training providers. Following the information sessions individuals interested in a pathway met with WIOA Career Coaches, and had the opportunity to engage in assessments, customized workshops and/or enroll in industry recognized short-term training if needed. Job Fairs were hosted to connect job seekers with employers hiring. This initiative began in PY20 and has continued into fall 2021 with the following events:

- A virtual healthcare information session for job seekers and corresponding virtual healthcare Job Fair.
- A transportation, logistics and warehouse panel for job seekers to learn more about career pathway opportunities. This was followed by a CDL specific Job Fair with 15 employers and 36 job seekers. Multi-industry events that supported this pathway initiative included 26 employers 48 job seekers.

Trico also developed initiatives focusing on Information Technology (IT) as our third career pathway. Trico developed two new partnerships with local higher education institutions creating training opportunities that lead to IT careers paying living wages. The most exciting and innovative new partnership developed was with Regis University. Trico hosted two IT industry panels to inform curriculum and critical skills needed in this market. Regis faculty then designed a short-term, alternative training pathway to web development earning both industry recognized credentials and university course credit hours. The Trico Career Coaching team then recruited, assessed and prepared 10 students to enroll in this new nine month training program, and support each student with work-based learning opportunities at the end of the classroom training. Another partnership that has been developed is with Red Rocks Community College to offer 10 students in their computer support program the opportunity to get

hands-on experience with local employers through internships. Both of these initiatives were designed in PY21 and will launch Fall 2022.

Innovation in PY21:

During PY21, in partnership with the Jefferson County Library, Trico launched the laptop lending program providing customers access to laptops and Wi-Fi through the library checkout process. One hundred laptops and hotspots are in rotation through this program creating numerous opportunities for customers to have access to work readiness workshops, individualized workforce services, employment applications, telehealth services and PEAK. In addition to this, customers who check out these laptops are supported with specialized workshops that help them navigate the device as well as the NorthStar digital literacy program that focuses on increasing customer's digital literacy skills. The success and public demand for access to technology proved the need to expand the program in PY22 by purchasing an additional 110 laptops and extending the laptop lending program for an additional year.

Weld County Local Area

Mission & Vision:

Mission: To keep the workforce system responsive to employers, employees, and job seekers.

Vision: To direct the efforts of Employment Services of Weld County (ESWC) to operate an innovative, adaptive, and customer-driven workforce system which ensures:

- Customer services are based upon individual needs and choices;
- Services provided are competitive and valuable;
- Outcomes are measurable, and results-oriented;
- Responsiveness to changing labor market conditions, customer profiles, and program regulations; and
- Services are fiscally responsible.

Standout Accomplishment in PY21:

Work-Based Learning Navigator – Employment Services of Weld County (ESWC) created a Work-Based Learning (WBL) Navigator position in September 2021. The purpose of this position is to foster new employer relationships which includes outreach, education, and information sharing about WBL activities and services to increase opportunities available to individuals throughout Weld County. This includes identifying high-demand occupations and strengthening relationships with related training providers and industry. Which will enable Weld County businesses to develop pre apprenticeships and registered apprenticeships under the United States Department of Labor and the Colorado Office of the Future of Work. The Navigator works with Chambers of Commerce members and public and private partners to address their WBL goals and needs. Through December 2021, she has engaged with 36 local

employers to connect them with WBL services and partners that best meet their needs, resulting in 14 new WBL worksites across the healthcare, agriculture, construction, and information technology industries. The position also supports the Employment and Training Programs, Colorado Works, and Employment First case managers, with hiring workers for these positions.

Through their Workforce Development Committee, the sector partnership identified staffing issues with several employers. Common barriers in filling positions include: low wages, vaccination requirements, travel using own vehicle, valid driver's license, type of work, licensure issues, and wanting to avoid increased risk of COVID-19 exposure. This is especially prevalent with Direct Care Workers like Certified Nursing Assistants (CNAs). The workgroup is exploring options to meet employer demand through one-on-one meetings with businesses where State representatives, and ESWC Business Services Unit (BSU) come together to discuss service offerings. Additionally, options regarding advertising assistance offered to job seekers wanting to enter the healthcare sector, utilizing funding from Workforce Centers (WFCs), is being explored. The NoCo Health Sector Partnership was awarded a grant to hire a Nurse Navigator to address the nursing shortage crisis and ESWC is prepared to support this initiative. ESWC's Amber Duchaine, Business Services Representative, sits on the committee, and joined the Behavioral Health Committee in October 2021.

To address the shortage of skilled nurses, ESWC partnered with the University of Northern Colorado (UNC) to address students participating in an unpaid internship (also known as clinical). Approximately thirty (30) students participated in this pilot program. Since each student's assignment was at a different facility and not all facilities had the capacity or authority to complete work experience paperwork, the team had to be creative in developing this pathway, thus an educational grant came to fruition. The student, with school acknowledgment, had to provide proof of completing their internship at the halfway mark. Each student completed the same number of hours and earned the same educational grant as they submitted their paperwork.

Innovation in PY21:

Before the passage of Colorado House Bill 22-1220, Removing Barriers to Educator Preparation, Employment Services of Weld County (ESWC) began discussions with the School of Teacher Education at the University of Northern Colorado (UNC). For years it was assumed by all involved that a law restricted the pay of student teachers while they were on assignment. Seeking clarity, UNC investigated and confirmed that this is unfounded and has merely been a common practice. Agreeing that teachers are high in demand and deserve compensation to assist with their student loans, household bills, and savings, a Fall 2022 cohort began to form. Before the end of PY21, ESWC staff met with the students and spoke on work-based learning and supportive services that could be offered. Students were encouraged to contact ESWC staff if they were interested in participating in this cohort. Several students were excited about this innovative approach and began to reach out as they received notification of school and functional assignments related to their individual student teaching requirements.

Exhibit B - Workforce Development Programs Strategic Initiatives

Exhibit B in the following pages provides additional information on the outcomes and impact of Workforce Development Programs strategic initiatives through PY21.

RETURN ON INVESTMENT

These numbers tell the story of the value that WDP brings with local workforce areas to the economic success of individuals of all ages and backgrounds and businesses across Colorado.

$88,631,800

Certified in potential tax credits for Colorado businesses

4,555

Job seekers were provided training services

21,035

Businesses served at no cost to businesses

39,161

Youth served through Governor's Summer Job Hunt

4,502

Veterans with significant barriers to employment served

960,777

Job openings, and **111,991** job seekers employed

OVER $60 MILLION

In new funding and an additional **$30 million plus** in competitive, non-competitive, and discretionary funds each year

153,214

Job seekers were provided employment services (including **13,334** veterans)

PURPOSE

The Colorado Department of Labor and Employment Workforce Development Programs (WDP) team collaborates with a wide variety of workforce system partners, including local workforce areas, businesses, educational institutions, economic development, human services, and community based organizations across the state. This ensures the success of Colorado's job seekers and businesses that keep Colorado's economy strong. To do so, WDP provides not only direct services, but also funding, guidance, technical support, and oversight to all of the critical services provided by our local workforce areas. We do it to create connections, to increase productivity and sustainability, and to support our state's diverse and talented workforce. We do it to keep Colorado working.

WORKFORCE DEVELOPMENT SYSTEM

WDP supports the smooth fiscal and programmatic operation of the statewide locally delivered workforce service delivery system divided into ten local areas to ensure the best use of public resources to support the success of Colorado job seekers and businesses. By embedding equity, diversity, inclusion, and accessibility in our culture and in our work, WDP promotes a similar approach among our partners to create equitable opportunities for all. In partnership with the Colorado Department of Education, WDP developed a Disability Awareness Training. Using the Programmatic Accessibility Course and Toolkit as a guide, WDP developed a training series on disability-related topics. Participants earn a certificate of completion, continuing education units for credentialing, and the ability to ensure the physical space and programs are accessible for individuals with disabilities. WDP secures and administers a broad range of funding that includes competitive discretionary grants in addition to formula funding at the state and federal levels to deliver a more robust ecosystem for Colorado.

POLICY DEVELOPMENT

Through active participation on workforce committees at the federal, state, and local levels, WDP has taken a leadership role to shape and align initiatives across multiple states and affect workforce policies at the national level. Key among them is leading the collaborative effort across the workforce system to retain Colorado's Wagner-Peyser demonstration state status to allow the state to continue setting the standard for innovation and excellence in workforce service delivery. As one of three Wagner-Peyser demonstration states, Colorado has fully embraced the key principles of the Workforce Innovation and Opportunity Act (WIOA) to achieve total integration of WIOA, Wagner-Peyser, Veterans, and Trade Act employment and training programs, and enhanced state and local partnerships with Temporary Assistance for Needy Families(TANF), Supplemental Nutrition Assistance Program (SNAP), Adult Education, Vocational Rehabilitation, and other workforce partners. To implement this integration, WDP leads the development of state policy guidance.

PARTNERSHIP DEVELOPMENT

WDP expands its reach and leverages additional resources by developing partnerships with other agencies and organizations. Last year, WDP launched a pilot program, soon to be implemented statewide, in partnership with CDLE's Division of Vocational Rehabilitation (DVR). Newly developed Disability Program Navigators (DPNs) in local workforce areas refer job seekers with disabilities to take advantage of employment and other services that both workforce centers and vocational rehabilitation offices can provide. To make this program cost-neutral for local workforce areas, they contributed state, local, and county dollars to match DVR federal funds, allowing DVR to request its full federal funding allotment, something it could not do without these matching funds. This partnership increased the client services dollars for the disability community to help achieve competitive integrated employment at a liveable wage. Since May, services to the disability community have increased by 650%.

The National Governors Association (NGA)

- State Workforce Liaisons Executive Committee
- State Liaisons for Workforce Development Partnerships

National Association of State Workforce Agencies (NASWA)

- WIOA Information Technology Steering Committee
- Apprenticeship Committee
- Employment and Training Committee
- National Labor Exchange Steering Committee
- Veterans Committee

National Association of Workforce Development Professionals (NAWDP)

- Board of Directors
- Executive Committee
- Marketing and Advocacy Committee

Rocky Mountain Workforce Development Association Executive Committee

Colorado Governor's Behavioral Mental Health Commission

Colorado Governor's Education & Workforce Cabinet

Colorado Governor's Rural Cabinet Working Group

Colorado Department of Human Services, Colorado Juvenile Parole Board

Colorado Division of Criminal Justice, Human Trafficking Council

Implementing technology to serve job seekers and businesses during the pandemic and beyond.

DELIVERING AND MAINTAINING DATA SYSTEMS AND VIRTUAL WORKFORCE SERVICES

With the ongoing response to the COVID-19 pandemic last year, online self-service and mobile compatible services that benefited both job seekers and businesses remained paramount. WDP initiated a number of responses to address these needs that remain valuable even as we transition back to the office.

Modernization

Connecting Colorado, the state's workforce case management and labor exchange system used to document participation and performance outcomes of workforce development programs, has served Coloradans well since 2002. Last year, the team launched an initiative to secure a vendor to modernize the system. Vendor selection and implementation will occur in 2022-23.

A strategic investment in Premier Virtual, a job fair and online hiring platform, has been critical to WDP's ability to conduct virtual hiring events that are accessible across Colorado. A recent event involving 19 state agencies set registration and attendance records for virtual hiring events to date.

Virtual Program Delivery

Virtual Layoff Aversion and Assistance Workshop – The initial phases of the COVID-19 pandemic led to a dramatic increase in layoffs by Colorado employers and a subsequent increase in demand for Rapid Response services. To meet this need, WDP mobilized quickly to create a turn-key virtual solution including a video workshop package covering workforce center services, how to file for unemployment insurance, healthcare options, retirement planning, and managing finances while unemployed. For employers, WDP developed an online filing system for Worker Adjustment and Retraining Notices (WARN), which are formal notices of major layoffs that trigger Rapid Response services.

Veteran Vortex Portal (VETS Vortex) - WDP enhanced its one-stop place to provide best practice training, resources, and in-house and external tools so that team members can serve veteran customers regardless of where they reside in Colorado. Improvements include online scheduling, video case management, and an on-demand job portal all in one place to not only address challenges presented by the COVID-19 pandemic, but also to better meet the needs of clients with transportation issues.

BUSINESS SERVICES ALIGNMENT

Supported by WDP, the Colorado Business Services team focuses on a statewide approach to provide seamless business services in a way that maximizes business opportunity to employ qualified workers to ensure the state's economic success. Over the past year, WDP worked to adapt to the changing marketplace and transition to a virtual service delivery mechanism while businesses and job seekers continued to react to great uncertainty to the COVID-19 pandemic. Highlights included a warm hand off of the Apprenticeship Team to the newly created State Apprenticeship Agency (SAA) with a $10M discretionary grant, policy development, and program monitoring to support those interested in apprenticeships, as well as a shift to skills-based instead of credential-based job requirements. The SAA will oversee apprenticeship programs, including registration, required standards for registration, certification, quality assurance, record-keeping, compliance with federal laws and standards, and provision of administrative and technical assistance to establish programs aimed to train and employ more apprentices in a number of industry sectors across the state.

PROGRAM MONITORING

WDP's unified monitoring system, designed to honor public use of funds in addition to addressing program performance, financial, and equal opportunity elements for each program, is recognized as a model by the US Department of Labor (USDOL). It is the result of an ongoing monitoring, training, and technical assistance process that has fostered a collaborative relationship between the state and the local workforce areas. Monitors address WIOA, discretionary, and state grants in all ten federally recognized local workforce areas to educate partners on funding eligibility requirements in order to leverage more participation and more resources to ensure the success of job seekers and employers statewide. This has been particularly effective to meet the challenges of the COVID-19 pandemic.

PROGRAM EVALUATION

WIOA requires WDP to conduct formal evaluations of WIOA program activities in order to research and test innovative services and strategies and achieve high levels of performance and outcomes. Working with Northern Illinois University, WDP established a model for WIOA program evaluation with a focus on the Office of the State Auditor recommendations. Last year, WDP provided technical assistance and training for a cohort of local area staff to build their capacity to employ a mixed-method evaluation approach, which involved both quantitative and qualitative strategies. Training Placement and Outcomes in Colorado Workforce Areas identifies best practices in each local area and incorporates recommendations to improve outcomes for the WIOA participants. The Evaluation Tool allows local areas to independently evaluate outcomes of WIOA programs with an increased emphasis on serving barriered populations and improving program service delivery. This work has greatly improved the capacity of state and local workforce area staff to improve yearly program planning to produce equitable access to high wage employment and to conduct independent program evaluations to make data driven recommendations that maximize program performance for all customers.

PROCESS IMPROVEMENT

WDP seeks a continuous cycle of improvement. In 2022, WDP staff conducted Appreciative Inquiry interviews with 120 individuals across state agencies and the ten local workforce areas and local boards to prepare a set of recommendations, based on interviews, for the workforce system targeted to the future of work and further inform strategic priorities going forward. The goal to better serve Colorado's job seekers and businesses is at the center of this work. A number of priorities have surfaced such as statewide marketing and branding of the workforce system, modernizing technology systems, increased alignment among partners, and a stronger focus on diversity, equity and inclusion.

IMPACT

In addition to ensuring that the workforce system has the funding, policy, and technical resources it needs to ensure the success of all Coloradans, Workforce Development Programs administers a number of programs at the state level. Here is a snapshot of who and how these programs serve.

POPULATIONS SERVED

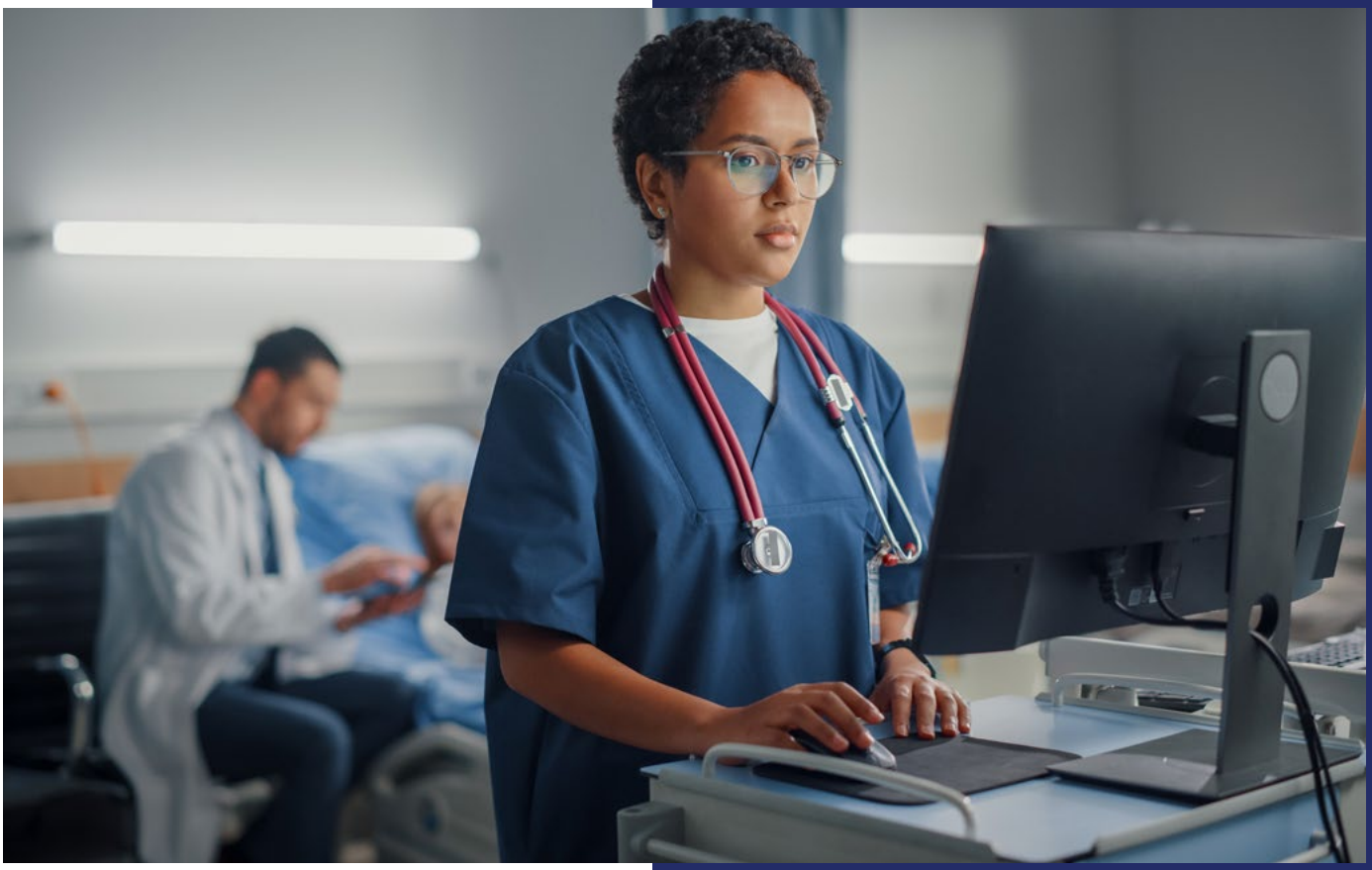
Programs WDP Administers	Youth	Veterans	Disability Community	Justice Involved	Low Income	New Americans	Dislocated Workers
	✓	✓	✓	✓	✓	✓	✓
Colorado Pathway Home				✓			
Disability Program Navigator			✓				
Disaster Recovery National Dislocated Worker Grant		✓	✓	✓	✓		✓
Displaced Homemaker Grant							✓
Employment Recovery National Dislocated Worker Grant		✓	✓	✓	✓		✓
Employment Support and Job Retention Program					✓		
Federal Bonding				✓			
Federal Bonding Demonstration Grant				✓			
Foreign Labor Certification						✓	
Governor's Summer Job Hunt	✓						
Hospitality Grant Program	✓						
Jobs for Veterans State Grant		✓					
Monitor Advocate and Migrant and Seasonal Farmworkers					✓	✓	
Rapid Response Layoff Assistance and Aversion Services							✓
Trade Adjustment Assistance							✓
Veterans Service to Career Program		✓					
Virtual Job Shadow	✓						
Wagner-Peyser Employment Services	✓	✓	✓	✓	✓	✓	✓
Work Opportunity Tax Credit		✓	✓	✓	✓	✓	

SERVICES TO JOB SEEKERS

Programs WDP Administers	Career Guidance	Funding for Training	Work Supports
Adult/Dislocated Worker/Youth (WIOA Title I)	✓	✓	✓
Colorado Pathway Home	✓	✓	✓
Disability Program Navigator	✓		
Disaster Recovery National Dislocated Worker Grant	✓	✓	✓
Displaced Homemaker Grant	✓	✓	
Employment Recovery National Dislocated Worker Grant	✓	✓	✓
Employment Support and Job Retention Program			✓
Governor's Summer Job Hunt	✓		
Monitor Advocate and Migrant and Seasonal Farmworkers	✓		
Rapid Response Layoff Assistance and Aversion Services	✓		
Trade Adjustment Assistance	✓	✓	
Veterans Service to Career Program	✓	✓	✓
Virtual Job Shadow	✓		
Wagner-Peyser Employment Services	✓		

SERVICES TO BUSINESSES

Programs WDP Administers	Work-based Learning Reimbursements for Businesses	Cost Savings for Businesses
Adult/Dislocated Worker/Youth (WIOA Title I)	✓	✓
Colorado Pathway Home	✓	✓
Disaster Recovery National Dislocated Worker Grant	✓	✓
Employment Recovery National Dislocated Worker Grant	✓	✓
Federal Bonding		✓
Federal Bonding Demonstration Grant		✓
Governor's Summer Job Hunt		✓
Hospitality Grant Program	✓	✓
Jobs for Veterans State Grant		✓
Monitor Advocate and Migrant and Seasonal Farmworkers		✓
Rapid Response Layoff Assistance and Aversion Services		✓
Trade Adjustment Assistance	✓	✓
Veterans Service to Career Program	✓	✓
Wagner-Peyser Employment Services		✓
Work Opportunity Tax Credit		✓



FACES OF WORKFORCE DEVELOPMENT SUCCESS:

TRISHA

Trisha's husband had been laid off due to the COVID-19 pandemic. She needed to return to work after a hiatus caring for her daughter with special needs and felt renewing her Registered Nurse (RN) license was the best option. Trisha researched training providers specializing in RN refreshers and found The Health Education and Resource Institute; however, she was unable to pay for training as her husband was not working and the family was receiving Supplemental Nutrition Assistance Program benefits.

Trisha met with a Career Support Specialist (CSS) at Workforce Boulder County and was enrolled in the Workforce Innovation & Opportunity Act program as well as Reskilling, Upskilling, and Next-skilling Workers funds to help pay for the training she needed to regain her RN license.

During her training, the family had difficulty meeting their car payment so her CSS referred the family to a partner agency, Sister Carmen, which was able to assist the family with their financial difficulty. The final step in Tricia's journey was when funds were also available to help fund the required fingerprinting and Department of Regulatory Agencies reinstatement for her RN license renewal. Tricia has now been hired making $39 per hour as a registered nurse and highlights Governor Polis's key priority on the Healthcare industry.

FACES OF WORKFORCE DEVELOPMENT SUCCESS:

ANDY

At the beginning of the pandemic, I was laid off from two jobs on the same day and was forced into a career change. I decided that I wanted to become a real estate agent and since I'm a disabled veteran, I was encouraged to seek assistance from Vetworks. Because most programs for veterans revolve around technical or medical professions, I honestly didn't have a lot of faith that Vetworks could help me, but I met with the Mesa County Workforce Center and they were able to get me approved for the Vetworks program. I started my real estate classes in May of 2020 and by September 2020, I had my license. Vetworks paid for my real estate classes, licensing, and most startup costs. I've been licensed for one year now and have already been incredibly successful. I can't thank Mesa County Workforce Center and the Vetworks program enough for helping me get started in this new career. I've found my calling and I can't believe a veteran program helped me get here.

FACES OF WORKFORCE DEVELOPMENT SUCCESS:

NICK

Nick lived out of a camper and was close to being homeless. He was receiving Supplemental Nutrition Assistance Program benefits and had no income when he went into a Colorado workforce center. He had been working at a marijuana farm and decided to change his career during the pandemic by seeking out a Commercial Driver's License (CDL). The Workforce Innovation and Opportunity Act funds paid for Nick's CDL training and certification. While in training, Nick received assistance for lot rent for his camper, travel, training, and other services needed to ensure his success. After earning his certification, Nick was hired by a national trucking company, and he received a signing bonus with guaranteed earnings of $1,000 a week. Going from living in a camper on the margins to earning approximately $56 thousand a year in under a year is amazing! Nick says, "Thanks so much for the opportunity to get my CDL and move forward with this career. Hope you had a great christmas!"

An individual went to the Center for Employment Opportunities (CEO) who had involvement with gangs, several convictions and some additional pending legal cases. He was also a new father. While receiving support from CEO, he had to navigate probation, work through pending cases, distance himself from gang life, and develop as a father. At the same time, he received support to develop professional communication, interview, and job search skills. This individual was coached to apply for and interview only for jobs that he would take if they were offered. This focus helped him to land a job with Big O Tires where he learned that he would like to become a mechanic. He was excited because Big O Tires trains and promotes internally. This experience allowed the individual to learn that he is capable of success.

FACES OF WORKFORCE DEVELOPMENT SUCCESS:

ROLAND

Colorado Workforce Development Council
Colorado Department of Labor & Employment

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