COLORADO STATE WIA PLAN FOR 2007 - 2009

Revised May 2007

Jointly Prepared and Submitted By

COLORADO DEPARTMENT OF LABOR and EMPLOYMENT

and the

COLORADO WORKFORCE DEVELOPMENT COUNCIL

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Plan Development Process

Describe, in one page or less, the process for developing the State Plan.

Colorado's State Plan for the first two years of the five-year planning cycle represents a collaborative process among state and local elected officials, boards, and partners (including economic development, education and private sector partners) to create a shared understanding of Colorado's workforce investment needs, a shared vision of how Colorado's system can be designed to meet those needs, and agreement on the key strategies to attain the vision. This collaborative approach enables the Colorado State Plan to both drive local system improvements and allow room for strategies tailored to local needs. All stakeholders have been provided the opportunity for public review and comment. Please note the specifics of Colorado's State Plan process delineated below.

With leadership provided by the Council Chair and the Business Co-chair of the Council's Skills Development Partnership subcommittee (both representing private industry), the Colorado Workforce Development Council (CWDC) convened a strategic planning session with attendance from all WIA partner agency heads as well as the Co-chairs of each of CWDC's sub-committees. Other Business members of the Council were also encouraged to attend. The planning session was facilitated by the Executive Director of the State Council and a national workforce professional consulting company, Corporation for a Skilled Workforce. At the planning session, each partner agency presented its mission focus as well as the emerging issues and plans for utilization of technology in economic development and workforce development. The Council Executive Committee then analyzed the results to formulate actions for the future development of the Colorado workforce development system. The focus of the Colorado State Plan reflects those deliberations, guided by the direction from USDOL and input from the Governor and his policy office.

Additionally, the Colorado Office of Workforce Development (COWD) Director and the Colorado Department of Labor and Employment (CDLE) Workforce Systems Supervisor participated in the March 2005 USDOL Regional State Planning Guidance Training Conference in Dallas, Texas. Substantial information was gained from the regional staff as well as their Region IV state counterparts.

Following those sessions, CDLE and COWD met with a Planning group and reviewed the planning guidance. After careful review by each partner agency, the local workforce boards, the State Youth Council, and the Governor's Policy Office, CDLE and COWD were designated as the lead developers for the various plan sections. The lead developers subsequently contacted partners, business leaders, and educators to refine the project insights and direction from the Council and to align the workforce strategies with the efforts of state agencies and the Governor's vision. A review committee comprised of the Governor's policy office, CDLE and COWD then collected the contributions from the section lead developers to analyze and consolidate the Plan responses. Subsequently, the draft Plan was posted on Colorado's e-portal (e-Colorado.org) and the CWDC web site (dola.colorado.gov/wdc/index.htm) and was distributed to each local Workforce Investment Board for posting on their local web site. The

Plan was then submitted to CDLE, the CWDC, and the Governor and his policy office for review and approval. The State approved plan was then formally submitted to the USDOL final review and approval.

Subsequent to final approval of the plan, CDLE began a follow-up series of discussions with local boards regarding the need for additional waiver requests, once it became apparent that the reauthorization of the Workforce Investment Act would be delayed. Section V of this modified plan contains the waiver requests determined necessary to achieve maximum flexibility in program design and implementation until reauthorization is completed.

The second two-year planning process was conducted in a similar manner, with each key partner providing substantive changes to the plan. Modifications to the plan are highlighted in yellow throughout the document and cover the following topics:

- The State Vision as reflected in Governor Bill Ritter's Colorado Promise
- The Colorado Jobs Cabinet
- State Workforce Council Membership
- WIRED Strategies and Initiatives
- Workforce Board of Metro Denver
- Labor Market Analysis and Projections
- New Youth Initiatives
- **Request for Extension of Current Waivers**
- **Request for a Common Measures Waiver**
- **Request for a Waiver of Local Adult/Youth Formula Requirements**
- Additional Updates

Include (a) discussion of the involvement of the Governor and the State Board in the development of the plan, and (b) a description of the manner in which the State Board collaborated with economic development, education, the business community and other interested parties in the development of the State Plan. (§112(b)(1).

The Governor is a member of the Colorado Workforce Development Council (our State Board). As noted above, the Council convened a special strategic planning session to chart the course of the State Plan and the workforce system development for the next few years.

Colorado's economic development was represented at the strategic planning session, and a member of the State Economic Development Commission participated in the planning. Additionally, the CWDC Director attended the Economic Development Council of Colorado's (EDCC's) spring planning and development conference where the EDCC contributed plans and issues for the State Board to include in its plan. The Governor's Policy Office was also an active partner in drafting the State Plan and provided direct interface with the Department of Education as well as the Colorado Office of Economic Development. Moreover, the Chief Operating Officer of the Colorado Department of Higher Education helped formulate the Council's plan through participation in the State Board strategic planning session and provided information on the strategic direction and policies of the Commission. Community based organizations and business entities also contributed to the planning process through the Council's Project Train

Coalition and through the Council's Business Outreach and Marketing Committee seminars and outreach to businesses.

Include a description of the process the state used to make the plan available to the public and the outcome of the state's review of the resulting of public comments. §111(g) and §112(b)(9).

CDLE and COWD, lead developers for the State Plan, posted the final draft of the Colorado Two Year State Plan on the e-Colorado portal hosted by the Colorado Department of Labor & Employment and on the Colorado Workforce Development Council web site. The Lead developers also distributed the plan to each local WIB and directed the WIBs to post the plan on their local site for public comment. Additionally, copies were made available for viewing at the Office of Workforce Development.

Per guidance from USDOL, the Colorado State Plan was posted for public comment two weeks prior to submittal to USDOL. Comments impacting the plan will be incorporated into the document and submitted to USDOL while the Plan is being reviewed at the federal level.

I. State Vision.

Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the state's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. §112(a) and (b)(4)(A-C).

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

In his State of the State address and his Colorado Promise comprehensive policy book, the Governor vowed to lead the State into the future and solve problems, enact reforms and establish Colorado as a national leader on numerous fronts. Prominent in this Promise is talent development linked to economic development and improvement of the education system. The initiatives proposed by the Governor will establish Colorado as a Renewable Energy leader and stimulate Colorado's economy. It will attract new jobs and, in addition, improve the education system, which will increase student learning and keep college affordable. This is coupled with current human capital development efforts underway in the workforce system, Community College System, and the Colorado Department of Higher Education that reach out to the K-12 education establishment to offer assistance as they seek to provide a world-class education to Colorado citizens. These agency efforts are aided by the USDOL WIRED Grant project that is aligning with the workforce, education, and higher education system change activities. With the focus of this new administration on vital talent development issues, all of these organizations are challenged to enter a new era of collaboration and effectiveness. The initiatives that the Ritter Administration will introduce, which include the P-20 Education Council, the Jobs Cabinet, and the Governor's Council on Innovation, will further strengthen the state's competitive edge through investment in economic development and the new energy economy that will invigorate the development of Renewable Energy around the State.

The Governor's "Colorado Opportunity Pledge" in his Colorado Promise and whole-hearted support of high-growth technology-based industries, business expansion, relocation, and support for the state's "jobs friendly" business climate will ensure Colorado reaches its fullest potential. The workforce role in fulfilling the principles of the Promise is to advance these initiatives through talent development strategies that align its efforts in support of a workforce development system that is employer driven and locally led with those in economic development and education. This model requires the workforce development system to partner with industry to provide a trained workforce that possesses the desired skill-standards business requires, and ameliorate skill gaps and training deficits of workers who do not meet required competency standards. It is vital that the workers and citizens in this state have access to the full range of educational and worker-preparation training services. To realize this investment strategy, the

workforce system must synchronize partnerships at the state and local levels and align policies and practices to deliver services that support these system outcomes.

Colorado's workforce development system will:

- Support the Governor's Jobs Cabinet and implement policy directives devised by that group within the talent development system.
- Continue to seek new ways of doing business through collaborative public/private partnerships that leverage resources and promote innovation and use of technology.
- Work with businesses that will form the new energy economy and other high-growth sectors, such as Aerospace and Biomedicine to identify needed skill sets for high-growth/high-demand occupations, today and in the future.
- Support educational improvements to K-12.
- Help strengthen higher education's responsiveness to develop training that responds to real-time industry needs.
- Strengthen the comprehensive system created by WIA and ensure it will afford all Coloradoans the opportunity to engage in productive work.

Key workforce investment strategies that support the Governor's Opportunity Pledge are:

- Continued evolution of the dynamic and effective workforce system guided by the Colorado Department of Labor and Employment (CDLE) and the Colorado Workforce Development Council (CWDC), which is made up of demand-driven local workforce boards and comprised of business-led majorities.
- Support transformation of a strengthened and effective K-12 educational system that is responding to the initiatives emanating from the Governor's P-20 Education Council and the Jobs Cabinet, and thus contributing to the elimination of the Colorado Paradox.
- Encourage access to post-secondary training for Colorado citizens by stimulating and promoting usage of the College in Colorado Program. This program is designed to increase the number of college educated and post-secondary trained Colorado citizens.
- Establishment of incentive packages that highlight the state's position as a Renewable Energy leader and that develop the new energy economy through a focus on environmental and lifestyle conditions, a healthy business climate, and the full array of workforce services offered to encourage businesses to remain in Colorado and encourage others to relocate here.
- Active participation in activities to enhance the Advance Colorado Center, by the Office of Economic Development. This Center provides a venue for trade associations to incubate and support emerging businesses that employ high-skilled/ high-waged workers. Its continued development will contribute to the talent development strategies deployed by workforce and education entities in the State and will help maintain and support Colorado's competitive edge.
- Broadening the reach and scope of the state's branding campaign and the state e-Colorado Learning Portal will help citizens access the appropriate government departments to expedite business services needs.
- The strong partnership between the Colorado Workforce Development Council and the Colorado Department of Labor and Employment will lead the State workforce system to

coalesce around the Governor's vision for a stronger Colorado that reduces dropout rates, and provides businesses with the nation's best educated, home-grown workforce and end the Colorado Paradox, a condition that fills the demand for high-skilled workers by importing them from other states.

I.A. What are the state's economic goals for attracting, retaining and growing business and industry within the state? §112(a) and (b)(4)(A-C).

Colorado's economic development goals for attracting new businesses as well as retaining and growing existing businesses are grounded in supporting vital industry pillars of the state's economy. Several of the economic tenets are enumerated in the Governor's State of the State message this year: Colorado's economic focus is to maintain a business friendly climate and high quality of life in order to sustain the state's status as Number 1 in the North American Index of Economic Freedom. Additionally, the administration plans to promote legislation to protect and even improve Colorado's ranking as the Number 10 state in the nation for job creation. The state will also maintain and support policies and laws that enhance the state's standing as the state with the second lowest number of business closings in the country. Moreover, the state and its Office of Economic Development (OEDIT) have created the Advance Colorado Center for business development that provides a common headquarters for associations promoting and focusing on emerging industries such as nanotechnology, alternative energy and photonics. The Center has evolved into a strong vehicle for support of dynamic emerging industries, and for Colorado entrepreneurs and a model for the nation. OEDIT also actively recruits business seeking a new home for business expansion through a program of personal contacts from the Governor and other state officials, job training assistance, job creation grants, and local incentives, coupled with Colorado's exemplary quality of life, talented workforce and business friendly climate.

I.B. Given that a skilled workforce is a key to the economic success of every business, what is the Governor's vision for maximizing and leveraging the broad array of federal and state resources available for workforce investment flowing through the state's cabinet agencies and/or education agencies in order to ensure a skilled workforce for the state's business and industry? §112(a) and (b)(4)(A-C).

The Governor's vision for maximizing effectiveness of the resources flowing through the State cabinet and education agencies is to establish a Jobs Cabinet and challenge each agency to reach the highest standards of collaboration and efficacy. All agencies are measured on their ability to be accountable for the mission outcomes and to demonstrate the ability to align efforts. Examples of these practices include the state's requirement for K-12 accountability and the practice of requiring contracts between each institution of higher education and the Colorado Department of Higher Education to assure collaboration and accountability, as well as adherence to the highest standards. In addition, the administration will support and has passed a revolutionary funding process for higher education stipends that maintains funding levels for local districts and liberates General Fund dollars to solve major higher education capital and operational needs. In the employment and training arena, moreover, Colorado is a pioneer, not only in integrating the funding streams within the One-Stop Centers, but also in distributing USDOL funds through a single agency, the Colorado Department of Labor and Employment. The Governor strongly endorses the concept of seamless delivery of employment and training

services and the integration of funding, as designed by the local authorities, within workforce Centers.

I.C. Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? 112(a) & (b)(4)(A-C).

The Governor has recognized the importance of a first rate education system and has highlighted several key strategies in his Colorado Promise. To ensure a continuum of education and training opportunities that support a skilled workforce, the Governor has focused on several factors to target improvement and to develop new strategies:

- Implement strategies to double the number of technical certificates and college degrees in the next ten years.
- Renew the State's commitment to affordable, accessible education.
- Make planning for a post-secondary education a required component of all students' high school experience.
- Develop programs to tie together high school and college-level programs of study.
- Alignment of the School Finance Act and the College Opportunities Fund programs.
- Creation of loan forgiveness programs and more work study programs in schools.
- Salvage and strengthen the Community College System.
- Stabilize and increase funding for higher education across the board.

In this regard, the Governor will ensure reform, with standards and accountability that are embedded in the K-12 system and hold educators responsible for meeting clearly detailed metrics and for sharing that information with parents. The Governor will strengthen the Colorado Department of Higher Education's dynamic three-phased College in Colorado outreach to its citizens. The College in Colorado program provides encouragement, access, assistance and information on higher education opportunities for young people in all economic segments of the state. With support from the new administration, the workforce system will expand and improve the highly innovative Simulation Training Center for Nursing and Health Occupations that incorporates cutting edge simulation technology to train healthcare workers. The Simulation Facility (WELLS Center) is open and will continue to develop during the term of this two-year State Plan. Other workforce training programs, moreover, will be strengthened during the two-year plan period and will increase training in software, Renewable Energy, Aerospace, engineering, biomedical and hospitality management, as well as forestry safety training and construction trades.

I.D. What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the state and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? §112(b)(10).

The Governor's vision for Colorado is an industry-driven growth economy that promotes educational and life-long learning opportunities for its diversified workforce. In his State-of-the-State Address, and in the Colorado Promise, the Governor vowed to maintain the State's economic superiority and resiliency. The way to do this is to strengthen the collaboration among

economic development, education and business, and the workforce system with cross regional strategies. The importance of revitalizing the Community College System and building stronger partnerships with the State's other talent development efforts is also vital so that the public sector response to business needs is in alignment. These steps will be how the Administration will further strengthen the State's competitive edge. There is no substitute for investment in talent development, education, and economic development in support of high-growth and technology-based industries and their business expansion and relocation. At the same time, it is essential that the Administration works to continue and strengthen the State's "jobs friendly" business climate.

The Jobs Cabinet will work with the State Council and others to advance this strategy. The CWDC and CDLE will continue to align their efforts in support of a workforce development system that is employer driven and regionally led. This model requires the workforce development system to partner with industry to provide a trained workforce that possesses the desired skill-standards business requires, and ameliorate skill gaps and training deficits of workers who do not meet required competency standards. It is vital that the workers and citizens in this state have access to the full range of educational and worker-preparation training services. To realize this investment strategy, the workforce system must enhance its ability to synchronize partnerships at the state and regional levels and align policies and practices to deliver services that support these system outcomes.

Colorado's workforce development system will:

- Devise new collaborative public/private partnerships that leverage resources and promote innovation and use of technology across regional boundaries
- Work with business to identify needed skill sets for businesses seeking to operate in the new energy economy and other high-growth/high-demand industry sectors.
- Support educational improvements to K-12.
- Strengthen Higher Education's responsiveness to develop training that responds to real-time industry needs.
- Provide a comprehensive system that will afford all Coloradoans the opportunity to engage in productive work.

Key workforce investment strategies that support the Governor's economic focus are:

- Enhancement of the dynamic and effective workforce system guided by the Colorado Department of Labor & Employment (CDLE) and the Colorado Workforce Development Council (CWDC), which are operated through a series of locally controlled workforce boards comprised of a business-led majority and charged with design and delivery of workforce programs in regional and cross-regional areas.
- Resolution of the Colorado Paradox that will end the state's reliance on transplanted workers from other states and countries as its only source to fill high-skill jobs. Through a strengthened and effective K-12 educational system, Coloradoans will gain a solid foundation for the acquisition of knowledge and skills that will enable them to be successful in a competitive world economy.
- Increased awareness and access to post secondary training for Colorado citizens will be stimulated and promoted through the College in Colorado Program. This program is

designed to increase the number of college educated and post secondary trained Colorado citizens.

- Establishment of business incentive packages that highlight the importance of the new energy economy and other emerging industries and foster the development of the Renewable Energy sector.
- Continued support of the Advance Colorado Center, by the Office of Economic Development (OEDIT), which provides a venue for trade associations to incubate and support emerging businesses that employ highly-skilled/high-wage workers. This Center will help maintain and support Colorado's competitive edge.
- Improved knowledge and use of the state's branding campaign and the State e-Colorado Learning Portal that helps citizens access the appropriate government departments to expedite business services needs.

The strong partnership between the Colorado Workforce Development Council and the Colorado Department of Labor and Employment has enabled the state workforce development system to coalesce around the Governor's vision for a workforce system that is locally controlled and business-led. The system is engaged and ready to enhance its competitive position through the use of innovation and technology to prepare today's and tomorrow's workers for the global economy.

The State Youth Council (SYC) will be the primary intermediary representing the State, to align missions and goals related to youth policy and initiatives, and will work closely with the Governor's Office. The SYC will mentor and provide technical assistance to local Youth Councils and further their development and participation in achieving the Governor's vision for a new energy economy and reformation of the education system, and the mission of the youth segment of the Workforce Investment Act. These actions will be enhanced by the strong presence of members of the SYC in the deliberations and implementation of the collaborative vision fostered by the four federal agencies that are promoting and supporting the Colorado's annual Think Big Youth Forums.

State and Local System Collaboration

State systems have empowered local workforce investment boards and their respective One-Stop Centers to develop a collaborative and regional outreach system to improve market penetration among local employers and build awareness of the workforce investment system among all E3 stakeholders [employment, education and economic development]. This extensive process is led by the Business Outreach and Marketing (BOAM) Committee of the Colorado Workforce Development Council, the Colorado Office of Workforce Development (COWD), and CDLE.. Capacity building activities and funding are provided to local areas to help develop and implement a strategic E3 outreach plan that focuses on business as a primary customer.

A Marketing Taskforce has been established with representation from the local areas to provide a two-way communication link with the COWD's Business Liaison and the BOAM committee. Each local area has received funding to implement a strategic outreach plan, which detailed goals, objectives, measurements, time frames and costs.

Marketing and Outreach Teams [Marketing Champions] have been identified in each region and they have implemented the tactics and reported on them regularly. Technical assistance has been

provided to each area to support local marketing goals and objectives. Marketing Certification strategies, tools, and incentives have been created, and regions are able to earn additional financial incentives for meeting benchmarks in five areas: Brand Ambassador Activities; Market Research; Business Services and Outreach; High Growth Business Outreach; Partnership Marketing. Each component is assigned an incentive award amount, which will enable regions to earn additional marketing funds totaling up to $5,000.00.

The state and local collaboration system has been nationally acclaimed and highlighted as an "innovations in action" at national conferences and acknowledged by the USDOL. Colorado is one of the few states that has a very proactive, coordinated approach in marketing and communications. Colorado's state brand has an awareness level among employers of 48.4%, with some local areas reporting awareness as high as 97%.

Statewide Campaign: Workforce Development Month

The Marketing Taskforce developed an innovative approach for a statewide marketing campaign in 2004, which continues to be the primary statewide marketing activity. The group developed a news media campaign, with the assistance from the Governor's Office, to support a Workforce Development Month in September 2004, following Labor Day. The Governor's Office has historically issued a proclamation for Workforce Development Month in Colorado, followed by a press release. The CDLE hosted a special section of their website dedicated to Workforce Development Month. Toolkits were created for the local areas to support the campaign, including news articles, press releases, press kits and PowerPoint presentations for chambers of commerce and industry association meetings. 9News/KUSA has been a partner throughout the history of this event.

Local regions advertise their Workforce Development Month events through newspapers, radio, Chambers of Commerce, and related associations. In addition, the Colorado Department of Labor and Employment, the Office of Workforce Development, and the metro workforce regions host a large job fair in the central downtown Denver area, which attracts over 150 businesses (with current job openings), as well as other job seeker resources (including on-site resume critiquing), participants from post-secondary institutions, and apprenticeship & trade schools. The 2006 E3 event attracted over 3,500 job seekers. The attendees marveled at the number and quality of jobs available, and the employers were impressed with the job seekers that attended. 2007 Workforce Development Month activities are currently being planned.

- Each workforce area developed specialized job seeker and employer events as part of Workforce Development Month. These events ranged from employer roundtables and symposiums, special workshops, tours of the Centers, job fairs, and co-branded events with businesses and/or chambers.

Additionally, all workforce partner agency heads are members of the Colorado Workforce Development Council and provide support for the council and its activities. The department heads participated in the strategic planning session and acted with the executive committee to formulate the focus and themes for the next two years.

I.E. What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? §112(b)(18)(A).

Colorado's Governor has focused the attention of the educators and leaders on critical strategies to ensure a continuum of education and training opportunities for every youth including those most in need. The administration has formed a Closing the Achievement Gap Coalition to improve educational opportunities for minority and at-risk youth. The Governor has also introduced reform, standards and accountability to the K-12 system and holds educators responsible for meeting clearly detailed metrics. Performance against those metrics is widely reported to the public at large and shared with parents. In addition, the administration has provided assistance for failing schools and additional funding to improve reading ability within all Colorado school districts.

The Colorado Department of Higher Education launched a dynamic three-phased College in Colorado outreach initiative to citizens in Colorado. This program provides encouragement, access, assistance and information regarding educational opportunities for young people in all economic segments of the state. It is also important to note the Governor's support of a new process for funding higher education that ensures every student in Colorado of a stipend to assist in the pursuit of higher education. Additionally, the Administration provided funding to increase nursing faculty across the state through the workforce system and created new capacity within the community college system for nursing students.

The workforce system with support from the Governor has created an effective State Youth Council (SYC) that has designed and funded numerous career exploration projects in diverse fields such as software training, hospitality management, forestry safety training, and construction trades. The State Council and the SYC have created a system-changing Youth Transition project that will serve youth with disabilities. Additionally, workforce training programs that will increase awareness of career pathways and opportunities in Colorado's emerging industries will be strengthened during the life cycle of this State Plan.

II. State Workforce Investment Priorities

Identify the Governor's key workforce investment priorities for the state's workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. §111(d)(2) and §112(a).

The Governor's key workforce investment priorities for Colorado's Workforce Development system are to:

- Create new ways of engaging business through collaborative public/private partnerships that leverage resources and promote innovation and use of technology. Workforce leadership in Colorado's private sector and state and local government understands that the government funding of the employment and training effort is a small portion of the actual amount of education and training dollars needed to ensure an adequate, steady, reliable supply of competently trained knowledge workers. Colorado's workforce system must operate in evolving and new partnerships that complement and leverage the resources and expenditures of private industry and other state entities. These partnerships must capitalize on the synergistic power of teamwork and collaboration. It is only through the combined intellect and knowledge of today's workforce leaders that the invigorating power of innovation, creativity and imagination can provide the vitality needed to compete in the global economy and to maintain the state's standing as an economic power. An impressive and powerful example of this new paradigm is the creation of the WELLS Simulation Center at Fitzsimmons Life Science campus. In this instance, the Colorado workforce system is leading a consortium of universities, private healthcare providers, certifying agencies, community colleges, professional nursing Centers and others to design, operate and manage a technology-supported solution to a major portion of the nursing shortage.

- Work with business to identify needed skills sets for high-growth/high-demand occupations, today and in the future. The transformation of the public employment and training effort into a demand-driven, business led, modern and efficient workforce system must be founded on relevant factual data that is current and readily available. Each local WIB and the State Council is required to actively engage businesses and the economic development community to create valid labor market information that is accurate, timely, and immediately applicable in the recruitment, retention and training efforts of the state industry sectors and the system's education and training partners. Studies and reports produced and contracted by the system must add to the knowledge base of skills needs while focusing on the critical skills needs of the state workforce. A typical effective study and analysis of critical industry skills needs was produced by the State Council to support the CDLE investment in nursing faculty development. The Council contracted with the industry supported Center for Nursing Excellence to conduct a Nursing Faculty Supply and Demand Study that can be accessed on the CWDC web site at www.state.co.us/owd. The resulting identification of the gap in faculty availability is a key to resolving one of the critical looming shortages for the future of healthcare in Colorado. An increase in the supply of faculty trained in the latest technology and

provided with the best, up-to-date practical knowledge of medicine and nursing will improve the skills sets of a sufficient supply of nurses to meet the demands of the future.

- Support educational improvements to K-12. The Governor has identified the Colorado Paradox as a vital issue facing the state and its competitive posture in the global economy and the knowledge sectors of industry: In essence, the state cannot continue to depend on importing all the skilled and professional workers needed to meet the expanding needs of high-growth/high-demand companies and the ever-increasing pressure of the retiring baby boom generation over the next 15 years. Therefore, it is imperative that not only must we double the number of Colorado students that graduate from high school with a basic foundation in math, science, and critical thinking skills in the next ten years, it is equally critical that these Colorado students then proceed to obtain college degrees and post secondary skills certification in the jobs of the future. The state cannot maintain its high standing as a leader in job creation and a strong economic ranking with a business-friendly climate unless we resolve the Colorado Paradox. To this end, the State Council is a key partner in the Colorado Department of Higher Education's "College in Colorado" effort. The CWDC Director and members of the Council sit on the steering committee and the Coalition to promote and develop this dynamic initiative that is targeted at expanding access, increasing applications, and easing payment for college students in Colorado. The project focuses on pre-collegiate students and will make a concerted effort to reach underserved youth in all areas of the low income sectors of the state.
- Strengthen higher education's responsiveness to develop training that responds to real-time industry needs.

The Community College System (CCCS) president is co-chair of the State Council's Skills Development Partnership sub-committee and is leading a Pathways effort in Colorado. The CWDC Director is a member of that group, and the Council strongly supports the effort. Additionally, CCCS has career and technical education (CTE) divisions as well as business-responsive units at the local community college level. The local colleges, moreover, have business advisory councils appointed to identify and confirm industry needs for skills training.

The CDLE Executive Director, who is a charter member of the CWDC, is the primary partner for the Council in development and oversight of the Colorado workforce system. In that capacity, the Executive Director has formed a strong relationship with the four-year institutions through his leadership role in the creation of the WELLS Simulated Learning Center and the nursing faculty support projects in three regions of the state. Additionally CDLE's Executive Director serves on the State Youth Council (SYC) and is helping focus that body on the important task of math and science education for in school and out of school youth.

Four business members of the state Council serve on the SYC, with one business member as the co-chair. The business members contribute their experience, knowledge and drive to the CDLE directors' push for involvement in math and science education.

The Colorado workforce system has initiated celebration of Workforce Development Month in September, and each workforce Center across the state has conducted small business symposiums, E3 Career fairs, open houses for business, and local summits with business and

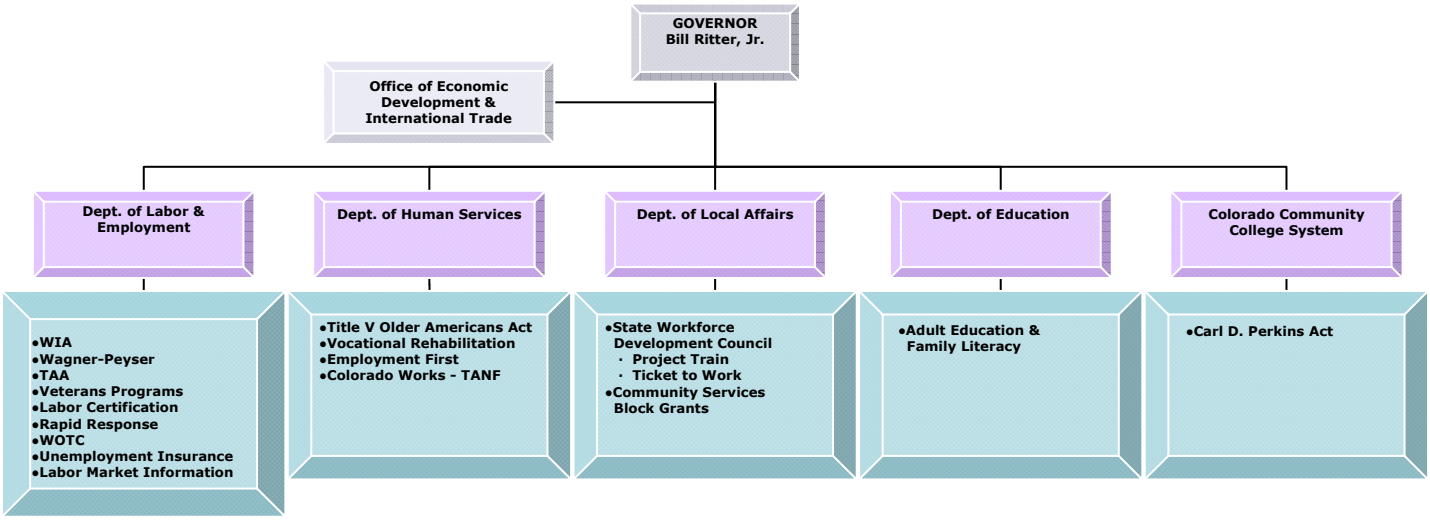
economic developers. These efforts elicit feedback and information on the local labor market needs and concerns of business leaders. Shortly, the system will begin a series of community forums to follow up on this year's Workforce Development Month events and information gathering. This data will be merged into the strategic plan produced by the CWDC to kick off this planning effort and guide the system going forward.

- Provide a comprehensive system that will afford all Coloradoans the opportunity to engage in productive work. State law, as well as Council policy, directs local WIBs to provide comprehensive education and training services in the local One-Stop Centers. In addition, the State Council provides incentives for comprehensive service through its Continuous Improvement Management System (CIMS), a dynamic organizational development tool. CIMS aligns itself with the Colorado Center for Performance Excellence, which is the official Baldrige certification and rating entity for Colorado. CIMS provides financial incentives for meeting collaboration objectives, business involvement, universal service benchmarks, success in performance measures, and professional development in staff, as well as management and marketing outreach and development. Through its Project TRAIN Initiative, CWDC has been a leader in implementation and development of the Disability Navigator Program and includes service to people with disabilities in the CIMS reward system ratings. Additionally, in order to ensure accessibility and universal service, the State Council partners have responded with local and other funds to supplement the programs of the Council's Project TRAIN collaborative coalition. It is also important to note that CDLE has, for years, led the nation in integrating USDOL funded employment and training programs seamlessly into workforce Centers across the state and continues to provide strong direction and oversight relative to the regulatory compliance of each funding stream.

III. State Governance Structure

III.A. Organization of state agencies in relation to the Governor §112(b)(8)(A):

III.A.1 Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.



III.A.2. In a narrative describe how the agencies involved in the public workforce investment system interrelate on workforce and economic development issues and the respective lines of authority.

State agencies involved in the Colorado workforce system interrelate on workforce and economic development issues through the Colorado Workforce Development Council (CWDC), our State Board. Business leaders appointed to the State Council lead the Council and direct its priorities. Each agency head works closely with the Council's business leadership and provides the support of their agency staff, as needed, to enable the State Board to function. Member agencies provide extensive expertise in areas such as: labor market information and technical clarity from CDLE; research and curriculum development from the Colorado Community College System; and economic development direction and guidance from the Colorado Office of Economic Development and its representation. Members of the economic development community, moreover, participate in workforce activities in a variety of innovative and diverse roles. For example, one local WIB is chaired by a member of the local economic development community. Economic development also provides regular reports to local WIBs on potential clients as well as business relocations, thus allowing the WIBs to analyze and

ensure there is a supply of the skilled workers needed. Economic development partners, moreover, provide organizational expertise as well as strong bridges to the business communities, the trade associations, and the chambers in local labor market areas, all of which accrue to and support the best interests of the workforce system.

The mutual support demonstrated by all workforce system agency partners in the successful promotion of "September as Workforce Development Month" provides a stellar example of interagency cooperation. For this in-depth collaboration, the Governor issues a proclamation; CDLE provides LMI information and press relations; Economic Development, Human Services, and the local metro Denver workforce Centers work jointly with CDLE to attract businesses and earned media. Each of these partners also helps recruit business participants for the small business symposiums and Career E 3 Fairs. They also distribute announcements to clients and contacts within their systems. Each partner provides meeting planners and workers to staff the public events during the month.

Another example of excellence in Colorado's interagency cooperation is reflected within the Project TRAIN Coalition that includes as many as 80 dedicated representatives from 30 agencies encompassing the Colorado Community College System, the University Hospital Health Sciences Center, community based organizations, faith based organizations, local workforce Centers, and other organizations/agencies serving people with disabilities. The Project Train also incorporates federal agency partners, disabled individuals, parents of children with disabilities, business representatives with concerns about services for people with disabilities, independent living organizations, and legal Centers that serve people with disabilities. Partners have joined to seek grants, coordinate projects, and combine funding streams in legal and creative ways to enhance projects. The level of cooperation has further inspired locals WIBS to add resources to the project that was jointly funded by state agency partners. All members of this coalition honor the Executive Directors' Advisory group which is comprised of agency heads in the Coalition and which guides and directs the activities of the coalition. The Director of the CWDC staff leads this group.

There are many instances of interagency cooperation at the local level that are confirmed in interagency agreements and that operate under the direction of the business-led local WIB. Local WIBs also coordinate with partner-led task forces and projects that affect labor market issues in their workforce region.

III.B. State Workforce Investment Board (WIB) §112(b)(1).

III.B.1. Describe the organization and Structure of the State Board

The Colorado Workforce Development Council (CWDC) has a majority of members from the business community and a business representative as chair. The remaining members are drawn from the heads of mandated and optional agencies and partners. The CWDC and its staff are funded by state-level partner agencies out of grants received from Federal sources. The Council has oversight responsibility for funds received and also makes recommendations to the Governor and state legislature regarding their use. In

addition, CWDC approves the dissemination of the WIA 10% discretionary funds to local regions and contractors after the Governor signs off on funding recommendations for the program year.
The council operates through five sub committees:

- The State Workforce Investment System (SWIS)
- The Skills Development Partnership Committee (SDPC)
- Business Outreach and Marketing (BOAM)
- State Youth Council (SYC)
- Executive Committee

The council by-laws authorize the executive committee to appoint task forces for special one-time projects. The full council meets three times yearly, and subcommittees meet nine times per year, in months when the full council is not scheduled. The by-laws authorize the subcommittees to act for the council in their areas of jurisdiction, and any subcommittee action can be appealed to the full council. The full council reviews the actions of subcommittees at its regular meetings, and approves or alters them. In order to ensure prompt action when required, CWDC by-laws permit electronic voting for all subcommittees, and the executive committee can act as the full council between scheduled meetings. The CWDC permits council members to designate a policy level subordinate as a proxy and is staffed by the Colorado Office of Workforce Development (COWD). The COWD and the council are housed in the Colorado Department of Local Affairs (DOLA).

III.B.2. Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the state's workforce investment system as envisioned in WIA. How is the alternative entity achieving the state's WIA goals? §111(a-c), §111(e), and §112(b)(1).

The State Workforce Development Council (State Council) is codified at C.R.S. §24-46.3-101. The Governor appointed the current members. The membership is consistent with existing federal and state law. The following is a current list of the members and the organizations they represent:

- Governor: Bill Ritter, Jr.
- State Senator: Lois Tochtrop
- State Senator: Paula Sandoval
- State Representative: Nancy Todd
- State Representative: Morgan Carrol
- Business representative: David Anderson, KD Management Services
- Business representative: Tracy Boyd, Shell Exploration & Production Co.
- Business representative: J. Robert Wilson, Columbine Health Systems
- Business representative: Kenneth DeBey
- Business representative: Kenneth Fly, Amgen Inc.
- Business representative: Kersten M. Hostetter, Micro Business Development Corp
- Business representative: Tony Gagliardi, Natl Federation of Independent Business

- Business representative: Susan R. Carparelli, Center for Nursing Excellence
- Business representative: Aundrea Jackson, Pepsi Bottling Group
- Business representative: Mary Layton, General Contractor
- Business representative: Roger W. Smith, HCA/HealthOne
- Business representative: Bette Matkowski, Johnson & Wales University
- Business representative: David Moore, Colorado Rockies Baseball Club
- Business representative: Debbie Rose, Beulah General Store
- Business representative: Robin Wise, Junior Achievement-Rocky Mountain, Inc.
- Business representative: Vacant
- Business representative: Vacant
- Business representative: Vacant
- Chief Elected Officials: Dennis Hisey, Commissioner El Paso County
- Chief Elected Officials: David E. Long, Commissioner Weld County
- Labor representative: Mark Warne
- Labor representative: Dwayne Adkins
- Youth representative: Dani Crane, Jefferson County Workforce Center
- Youth representative: Vacant
- WIA delivery experience: Peggy Herbertson, Pikes Peak Workforce Center
- WIA delivery experience: Lucille Mantelli, local WIB Member
- State Agency head federal program: Karen L. Beye, DHS Executive Director
- State Agency head for required federal program: Don Mares, CDLE Executive Director
- State Agency head for required federal program: Dwight Jones, Commissioner of Education
- State Agency head for required federal program: Nancy McCallin, CCCS
- State Agency head for required federal program: Susan Kirkpatrick, DOLA

EX OFFICIO MEMBERS: (Non-voting)

- Economic Development: Don Elliman, Director
- Innovation & Technology: Michael Locatis, Executive Director
- Local Elected Official Mayor: Vacant
- Local Workforce Board: Vacant
- Executive Director: Colorado Department of Higher Education, David Skaggs

III.B.3. Describe the process your state used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the state as required under WIA? (20CFR 661.200).

The make up of the Board is codified at C.R.S. §24-46.3-101. The current and original business members and agency heads of the State Council were appointed by the Governor. The members from the state Legislature were selected by the leaders of the respective legislative bodies. All nominees for the State Council are reviewed by the executive committee, the chair, and the director of COWD, after consultation with the

boards and commission chair person for the state, to ensure broad and diverse representation from all areas of the state.

The business members were recommended by the state chamber, local chambers, trade associations and local WIB chairs. Labor representatives were suggested by national organizations. The Business Outreach committee is responsible for analyzing the Council's composition and becomes an active partner in recruiting and selecting appropriate high-growth/ high demand business leaders to fill vacancies. The combination of Council staff, chamber and trade association contacts, and Outreach committee members ensures that Council membership reflects growth sectors producing jobs for the future and provides appropriate statewide representation.

III B.4. Describe how the board's membership enables you to achieve your vision described above. Include a description of the process used to designate such areas. (111(a-c) and 112(b)(1)

Business members co-chair Council subcommittees and task forces in sectors that match their areas of interest. They regularly review labor market information and marketing projects while helping management focus on issues and decisions of importance within their sectors. Additionally, Council co-chairs attend national conferences where they assist in presentations that promote innovative Colorado projects. They also make presentations at trade industry functions on behalf of the CWDC and the workforce system. Members often use their influence in professional organizations and associations to provide platforms for staff and committee co-chairs to enlist community support and participation.

Heads of state agencies serving on the CWDC perform important roles and functions as well. Each state partner is represented on the State Council, and therefore share in the state council roles and responsibilities for planning and oversight of workforce development activities. In instances where a program is not a mandatory One-Stop partner, state agencies still encourage participation in local workforce development activities. State-level interagency taskforces meet periodically to oversee and coordinate joint projects, develop strategies to increase local program coordination, develop grant proposals to secure additional resources, and resolve issues.

III.B.5. Describe how the Board carries out its functions as required in §11(d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in §111(d) the board does not perform and explain why.

The Colorado Workforce Development Council (CWDC), working in partnership with the Colorado Department of labor and Employment (CDLE), actively works to carry out the state responsibilities through:

- Developing and annually revising and updating a unified comprehensive State Plan for Colorado and collaborating with local WIBs and agency partners in its implementation and updating.

- Reviewing and making recommendations concerning the operating plans of the agencies that administer state workforce development system programs to ensure consistency with the state unified comprehensive plan.
- Developing and maintaining a performance management system for workforce development, including the evaluation and data responsibilities described in RCW 28C.18 and the performance accountability system described in P.L.105-220, in partnership with the operating agencies and WIBs. The system is built upon policies, processes, and interagency agreements that embody the state's performance measures for WIA and Wagner-Peyser programs.
- Developing and implementing a Continuous Improvement Management System (CIMS), linked to the Colorado Center for a Performance Excellence. The CIMS program is an incentive system tied directly to the state performance management system that rewards local WIBs for business participation and outreach to local partner agencies, involvement in local workforce issues, innovation, performance excellence, and staff development.
- Actively creating effective links to partner agencies and others in order to assure coordination and non-duplication among the Colorado workforce Centers and their programs.
- Reviewing local area updated Unified Plans and recommending approval to the Governor.
- Reviewing the state Perkins plan for the state's designated eligible recipient agency for Perkins IV. Commenting on and approving the plan and recommending it to the Governor.
- Recommending to the Governor the designation of Workforce Investment Areas and the criteria for qualifying as a local area.
- Reviewing the status and recommending to the Governor the certification of local WIBs.
- Annually review and approve the recommendations of Colorado Counties, Inc. sub-committee for allocation formulas used to distribute WIA Youth Activities grants, Dislocated Worker grants, and Adult grants.
- Preparing an annual WIA Title I-B Program report for the U.S. Secretary of Labor, including information on the status of the state implementation of the workforce development system.
- Assisting and supporting LMI in its work to develop a statewide employment statistics system.
- Maintaining an Eligible Training Providers list and developing future applications for incentive grants available under WIA §503.

III.B.6. How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes. (20CFR 661.205)

The primary method for making State Board information available is through postings on the CWDC website, located at www.state.co.us/owd. COWD staff regularly distributes minutes, announcements, grant opportunities, and system information to all workforce Center directors and WIB chairs via e mail. COWD staff shares workforce information and announcements with all Project TRAIN coalition members and the DPN navigators to further provide wide dissemination of Board actions and announcements. COWD will

soon begin to make meeting minutes available to the Project TRAIN coalition partners that operate web sites to make our actions even more accessible.

The membership of the State Council is posted on the CWDC website and included in the annual report that the Council and CDLE produce and provide to the legislative library and leaders of the legislature.

III.B.7. Identify the circumstances which constitute a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. §111(f), §112(b)(13), and §117(g).)

To ensure the confidence of all Coloradoans in the state and local Workforce Development Boards, members appointed to serve on these boards agree to abide by the following minimum (local areas are able to develop stricter polices) conflict of interest provisions:

Restricted Activities - No member of the Colorado Workforce Development Council (State Council), local Workforce Investment Boards (WIBs) or Youth Councils shall:

Prior to full disclosure, participate in discussion about any matter regarding the provision of services by such member (or an entity represented by such member) or that would directly benefit such member or the immediate family of such member; participating in a workforce investment activity in the form of an employment, training or youth activity through the state or local workforce investment system.
Receive any direct financial benefit from any contract for which he/she has participated in the development of the RFP or determination of contract terms or performance standards; or .engage directly or indirectly in any business transactions or private arrangements for profit that accrue from or are based upon the member's position on the board.

Responsibilities - All Board and Youth Council members shall:
Sign a statement identifying any known conflicts of interest and acknowledging acceptance of this conflict of interest policy, and shall file a Statement of Economic Interest with the chair of the State Council through the Council's administrative office and excuse themselves from board or council duties when a conflict of interest arises.

Removal - The Governor or the chief elected official of the local workforce investment area has the authority to remove a member of the board for a violation of this code.

Definitions:
Immediate Family – An employee's spouse, child, legal ward, grandchild, father, mother, legal guardian, grandfather, grandmother, brother, sister, father-in-law, mother in-law, and other relatives residing in the employee's household.

Financial Benefit – Any monetary payment or entitlement which shall result from any relationship with State Council, Board or Youth Council members or with an individual

Youth Council members are required to meet the same conflict of interest standards.

III.B.8. What resources does the State provide the board to carry out its functions, i.e., staff, funding, etc.?

Funds contributed by the state to support the CWDC are a portion of federal funds received by all partners involved in the system. Each partner receives an apportioned amount of the Workforce Board budget based on their share of federal funds. Appropriations are made by the Office of State Planning and Budget (OSPB).

The operations and staff of the Colorado Workforce Development Council are supported by contributions from the CDLE and four other state agencies, all of whom are represented on the State Board by their executive director or president. The four other partner agencies are:

- Colorado Department of Human Services
- Community Colleges of Colorado System
- Colorado Department of Education
- Colorado Department of Local Affairs

The operations budget for the CWDC this year is $516,000.

In a separate funding category, the State Board controls and dispenses WIA 10% discretionary funds. None of that money is used to support State Board operations or staff. However, it is a vital portion of the Board's ability to make a significant impact on the workforce system and its growth, development and continuous improvement.

The CDLE provides technical expertise, program monitoring, and other support to the Council through its Workforce Development Programs and LMI sections. The Department of Human services, Division of Vocational Rehabilitation is actively engaged in assisting the Council in its universal access mission, and provides funding support, technical assistance, and professional guidance on rehabilitation service issues.

Additional support is provided from the Governor's Policy Office and the Governor's attorney when needed. Finally, the Department of Local Affairs provides accounting services to aid the council.

III.C. Structure/Process for state agencies and State Board to collaborate and communicate with each other and with the local workforce investment system. §112(b)(8)(A).

III.C.1. Describe the steps the state will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in §112(b)(8)(A), at both the state and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing state-level barriers to coordination? §111(d)(2) and 112(b)(8)(a).

The Colorado Workforce Development Council, in conjunction with the CDLE, has developed an e-learning portal to conduct online meetings and training, and serve as a depository for technical assistance materials and learning tools. This portal (www.e-Colorado.org) serves as a clearinghouse of resources for education, employment and business. It was developed by and for local, regional and state professionals, employers, job seekers and other public and private sector workforce development partners. Various stakeholders of the workforce development system: individual and business customers, workforce system professionals, educational and training institutions, community and faith-based organizations, and government, are guiding development of this website to ensure quality and comprehensiveness in collecting and disseminating resources, promising practices, electronic links, and related materials.

Partnerships, technology, information, and knowledge are the cornerstones of e-Colorado, the ultimate electronic tool kit for training, education and employment implemented statewide. The e-Colorado learning portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface among all stakeholders. Course work, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location.

The following components and services comprise the e-Colorado infrastructure:

- Communication & Collaboration
- Collaborative partnerships
- Inter- and Intra-agency communication
- Meeting/event notification
- Board information postings
- Employer engagement
- Client referral
- Resource guide
- Outreach strategies to clients

III.C.2. Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the state agencies responsible for implementing the vision for the public workforce system; between the state agencies and the State Workforce Investment Board.

Colorado's e-learning portal (www.e-Colorado.org) is now available to be used as a centralized communication resource for effective sharing of information among state agencies and the State Workforce Investment Board. As a central repository of information, stakeholders at the state level can access a multitude of resources to support strategic planning and outreach. Timely resources such as labor market data, collaborative outreach plans and toolkits will be a part of the portal. At the same time, the CDLE and COWD websites offer program information, policy guidance, and schedules of meetings and events specific to the two agencies. These electronic tools complement a strong partnership already developed among state entities to support the workforce system.

III.C.3. Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the state agencies/State Board and local workforce investment areas and local boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local boards and One-Stop Career Centers. §112(b)(1).

Colorado's e-learning portal (www.e-Colorado.org) is a centralized communication resource for effective sharing of information among state agencies, the State Workforce Investment Board and local areas. Information at the state level will be pushed to the local level for implementation and two-way dialogue to ensure collaborative efforts are maximized and technical assistance can be offered when necessary. Each member of the State Council staff is assigned to five-local WIB regions and attends the board meetings to answer questions, clarify issues and share information and state plans. In addition, the Director of the CWDC staff and the Director of Workforce Development Programs from the CDLE and their staff leaders meet regularly with directors of the workforce regions to plan joint activities, exchange strategies, brief them on existing and new projects, and to review policies and issues that affect the system. CDLE and CWDC also make state program guidance letters and federal guidance available via CDLE's website and Colorado's e-portal.

To promote collaboration and communication regarding youth services and programs, Colorado has chosen to establish a State Youth Council (SYC), which is comprised of a broad mix of state and local agency representation, youth, parents, local workforce development youth operators, and business members. One of the goals of the SYC is to provide training and technical assistance to local youth councils as requested. This will be achieved through a continuous communication process with the workforce regions as areas of need are identified.

Another method of collaboration and communication is achieved through the Youth Discretionary Grant process, administered by the SYC. The SYC will continue to support the local workforce regions by providing the opportunity to apply for competitive grant funding annually. Along with a framework in which to apply for funds, the SYC will work with the local workforce regions to provide training and technical assistance as they prepare their proposals. The proposal scoring mechanism will be developed to reward cross-agency and cross-region collaboration.

A third method of local and statewide collaboration and communication continues to be the role of the SYC as the convener for the Think Big Youth Forum. This annual conference brings together a statewide audience to participate in training and workshops for youth service providers from workforce centers, local youth councils, School to Work Alliance Program staff, counselors from the Division of Vocational Rehabilitation, local school district representatives, the youth corrections system (state and local), community-based and faith-based organizations, and many others. The 2007 Think Big Youth Forum was attended by over 230 individuals, and 35 workshops featured a diverse array of topics addressing workforce development, Colorado's diverse youth, business & education pipelines for youth, and agency partnership strategies. Workshops addressed many new topics such as the use of labor market information, case management skills,

grant writing, electronic resources in Colorado, gang behavior/awareness, suicide prevention, teen parents & their barriers and obstacles, disability topics, homeless youth, apprenticeship programs, labor laws, foster care, and gay/lesbian/bisexual/transgender/questioning youth, and featured the recognition of 5 promising practices, which will be forwarded to the National Collaborative on Workforce & Disability for inclusion in the Probank database of promising practices.

Also, the SYC has worked to uphold the ETA's vision for the Youth Forum to satisfy the ETA mission of reaching the neediest youth. Colorado has a majority of the suggested partners on board as members of the SYC.

The SYC also helps to support the youth workforce operator's group, which is a state-wide coalition of workforce professionals serving youth.

The Office of Workforce Development/Department of Local Affairs recently launched a searchable database of resources for youth, particularly youth with disabilities and barriers. The database is called Youthnet (http://dola.colorado.gov/wdc_youth/introduction). Youthnet will continue to evolve and improve, and content will be added continually. This tool was a deliverable of the State Alignment Grant to Improve Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries, as well as the National Governor's Association Policy Academy to Improve Transition Outcomes for Youth with Disabilities project that was awarded to the CWDC. Local service providers, as well as youth with disabilities and their families, stated during focus group interviews that a need existed for better knowledge regarding the services that were available to serve youth with barriers. This tool was developed to meet that need. Organizations that serve youth have been (and will continue to be) invited to post organizational profiles on the database, and service providers, youth, and families will be able to search a number of criteria to find needed services in their local communities.

Last, the SYC supports the Governor's Summer Job Hunt program, administered by the CDLE. This program provides funding and support to the local workforce regions as they assist employers and youth in their communities as they gear up for summer employment options for youth, matching youth's interests and skills with current employment opportunities.

III.C.4. Describe any cross-cutting organizations or bodies at the state level designed to guide and inform an integrated vision for serving youth in the state within the context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the state promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? 112(b)(18)(A).

The State Youth Council (SYC) is the primary cross-cutting organization at the state level that guides and informs the state's vision for serving youth in Colorado. The

membership of the SYC will consistently be comprised of the state level organizations that serve youth, such as the Departments of Vocational Rehabilitation, Education (k-12), Labor, Community College System, Juvenile Justice/Youth Corrections, Foster Care, Housing, local workforce Youth Staff, business members, Job Corps, and other parties as deemed necessary by the Colorado Workforce Development Council and the SYC.

The primary method for the promotion of collaborative approaches is through the SYC's Program Guidance Letters, which provide guidelines for local youth project proposals that are submitted for competitive discretionary grant funds. The State Youth Council intentionally devised a scoring methodology that reinforces not only cross-agency, but also cross-regional program development, with additional emphasis on the development of projects that can be implemented statewide. This annual process is also flexible enough to adapt to the changing needs of the state's workforce system.

Another cross-cutting organization is a work group developed to support the Colorado Workforce Development Council's projects involving people with disabilities (including youth) called Project TRAIN. This coalition is comprised of approximately 35 agencies, non-profit groups, community based organizations, people with disabilities, etc. and consists of approximately 80 members. Project TRAIN will continue to direct the disability-related vision of the Colorado Workforce Development Council. Project TRAIN helped the CWDC to receive the project from the National Governor's Association to better serve youth with disabilities as they transition to adulthood.

The Youth Forum work group that was assembled in December of 2004 is another broad coalition of state and local workforce system leaders that will be targeting youth at risk. The SYC has been charged by the Colorado Workforce Development Council to convene this group and bring together other youth-focused initiatives in Colorado. This is achieved through the membership and goals of the SYC.

IV. Economic and Labor Market Analysis

Economic and Labor Market Analysis §112(b)(4): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the state's economy, the labor pool, and the labor market context.

IV.A. What is the current makeup of the State's economic base by industry?

After suffering significant job losses in 2002 and 2003, Colorado added 126,000 new jobs during the years 2004 through 2006. Industries that made major contributions to this growth were education and health services, professional and business services, and leisure and hospitality. Another indicator of Colorado's improving economy was the State's unemployment rate, which fell to 4.3 percent in 2006 from 6.1 percent in 2003.

Goods-producing businesses account for about 15 percent of private employment. Due to rising oil prices, oil and gas exploration and support activities are driving growth in mining in a way that Colorado hasn't experienced in over a decade. Employment in the natural resources and mining sector increased by a remarkable 20.9 percent rate from 2005 to 2006. The increase in demand for domestically produced oil and gas directly benefits some of Colorado's rural communities. The growth rate in construction employment remains high relative to the rest of the nation, reflecting a healthy investment in infrastructure and continued private sector interest in development and expansion in Colorado. Though most manufacturing sectors have proportionally low employment compared with the U.S., Colorado has a higher concentration of employment relative to the nation in computer and electronic product manufacturing.

The remainder of private employment is in the services sectors. About 15 percent of Colorado workers are employed in wholesale and retail trade. Trade employment grew by 1.4 percent in 2006, slowing from the 1.8 percent rate shown in 2005. Professional and business services comprised of such businesses as accounting, legal, architectural, engineering, computer, marketing, technical, veterinary, management, and administrative services, employ 14.6 percent of private sector Coloradans. Professional and business services continue to be one of Colorado's strongest industry sectors, adding 14,800 jobs in 2006. Colorado's appeal as a destination state keeps almost 12 percent of private sector workers employed in leisure and hospitality. The information industry and a variety of financial industries also employ a significant number of people in relatively high-paying jobs. Another major industry sector is education and health services, which comprises about 10 percent of Colorado jobs.

IV. B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?

Colorado's diverse economic base and recent employment turnaround indicate bright current and near term prospects for a variety of businesses. As with many other areas of the country, demand for education and health services will continue to grow. Teachers and healthcare workers of all levels are needed to meet this demand. The last year brought relief from the drought and the best snow pack in nine years, surpassing last year's excellent ski season. Colorado's scenic attractions, numerous gaming facilities, and Denver's destination status for professional sports

events and nightlife will increase employment in the tourism and air transportation industries. General and business operations managers as well as retail and customer service representatives and hotel and wait staff will be needed to meet this demand. Professional, scientific and technical services employment will continue to increase in both the short and long terms. Opportunities for computer software engineers, accountants and auditors, and executive and administrative support positions for these occupations are on the increase. High skilled construction workers such as carpenters, electricians, plumbers and construction managers are needed to meet the continuing demand for building activity. See Attachment D at the end of this plan for detailed information on Colorado's top growth industries and occupations.

IV. C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?

The occupations and industries mentioned above in answer to the previous question are expected to grow over the short and long term. Other businesses expected to do well in the long term include aerospace, bioscience, homeland defense, mining, engineering and computer systems design services and management, scientific, and technical consulting services. Growth in these industries will create many opportunities for high-skilled knowledge workers such as biomedical and petroleum environmental engineers, scientists, network systems and data communications analysts, civil, mechanical and electronics engineers, geological and petroleum technicians and other mining specialists. Figures on the level of current and future demand for these workers can be found in Attachment D at the end of this plan.

IV. D. What jobs/occupations are most critical to the State's economy?

As with the rest of the nation, finding teachers and healthcare workers of all kinds to meet current and future demand is critical to Colorado's future. Additionally, without an adequate supply of engineers, accountants, computer specialists, scientists and managers, Colorado's growth potential will not be realized. The state's ability to compete in the knowledge based economy of the future will be strengthened or compromised by the solutions to potential shortages in these critical areas.

IV. E. What are the skill needs for the available, critical and projected jobs?

Based on analysis performed using the Skills Based Employment Projections System, a tool provided by the Projections Managing Partners, and using the most critical growing occupations listed above, the most important skills that will be needed for these jobs are critical thinking, reading comprehension, instructing, writing, and speaking. It is imperative that the workforce development system strives to assist our state's citizens in obtaining basic communication, mathematics, science, critical thinking, complex problem solving, judgment and decision making, social, systems, and technical skills, along with required certifications and degrees, to fill these positions. Please see Attachment D at the end of this plan for details.

IV. F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and in over the next decade?

Colorado will experience some remarkable demographic changes through the year 2017. The portion of the total population over the age of 55 will increase to 25 percent from 20.6 percent in 2007. Conversely, the portion of the population in their "prime working years" (generally considered to be between 25 and 54 years of age) will shrink to 40.3 percent from 43.6 percent today. Should population grow at the same pace it did between 2000 and 2005, Hispanics will account for 25.2 percent of the population while non-Hispanic Whites will comprise about 67 percent of the population. Females will remain almost exactly half of the total population. More information can be found at the Colorado State Demographer's website: http://dola.colorado.gov/demog/.

IV. G. Is the state experiencing any "in migration" or "out migration" of workers that impact the labor pool?

Just as it has for more than a decade, Colorado will experience net in-migration into the foreseeable future. This state's mountainous terrain, dry climate, scenic beauty, reputation for fostering active lifestyles, and modern amenities create an appeal that allows businesses to expand by recruiting workers from other states. Colorado's population and labor force growth rates have far outpaced those of the nation for most of the past ten years.

Colorado's recruiting advantage assists the state in achieving economic growth, but it's created an unusual paradox. With one of the most highly educated populations in the nation, Colorado struggles to graduate its low-income and disadvantaged youth from high school, let alone move them into higher education programs. This issue is a challenge for the state's leaders and policy makers over the next few years.

IV. H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skills gaps is the state experiencing today and what skills gaps are projected over the next decade?

Until Colorado's citizens are educated to a level that maximizes their potential, gaps will exist across every skill set through the next several years. Reading comprehension ranks highest at most education levels as a skill facing critical shortages. In fact, there is a significant skill gap for many skills associated with communication across all education levels. Other skills that show up high on the list of those facing possible shortage for all education levels include: critical thinking, trouble shooting and judgment and decision making. Skill gaps were identified using the Skills Based Employment Projections System, a tool provided by the Projections Managing Partners. For a comprehensive list of skills in demand and potential skill gaps, please see Attachment D at the end of this plan.

IV. I. Based on an analysis of the economy and the labor market, what workforce development issues has the state identified?

The future economic growth in Colorado will be fueled by knowledge work, service industries, tourism, renewable energy, agriculture, and the growing retirement class that is leaving work

earlier, healthier, wealthier and moving to Colorado rural and mountain regions. These facts highlight the importance of several workforce issues at the forefront of Colorado's workforce system action planning:

- It is imperative that the state leadership create new ways of engaging business through collaborative public/private partnerships that utilize technology to resolve critical labor market shortages and deficiencies.
- State workforce and labor market professionals must work with business to identify the additional skill sets needed in the future and to identify the foundational skills needed to acquire those skills.
- The workforce system leaders must engage the educational system leadership and assist in their efforts to resolve the Colorado paradox.
- There is a critical need for industry, workforce, and economic development organizations to work together to strengthen the ability of higher education to increase its responsiveness to request to develop training that meets real time needs of high growth/high demand industries.
- Continue the development of a comprehensive demand driven system that will provide all Coloradoans the opportunity to engage in productive work.

IV. J. What workforce development issues has the state prioritized as being most critical to its economic health and growth?

The three highest priority workforce development issues that are most critical to the state's economic health and growth are:

- Partnership with the WIRED regional initiative and several STEM education initiatives to produce more Science, Math, Energy, and Technology students in Colorado. Resolution of the Colorado Paradox through a strengthened and effective educational system, to end the state's reliance on transplanted workers from other states and countries as its primary source to fill its high-skilled jobs.
- Evolution of the public/private engagements to use technology to relieve labor market shortages and deficits as exemplified by Colorado's Simulation Learning (WELLS) Center, the implementation of the energy sector solutions initiative to bring the issues affecting workforce in the new energy economy into focus. Proffer solutions to skills gaps and shortages and the creation of the Workforce and Economic Information Coalition to review, categorize, and revise Labor Market Information provided to economists and the workforce system.
- Continued evolution of a demand-driven comprehensive workforce system that operates as a partner with economic development and education to maintain Colorado's superiority and resiliency in a system that affords all Colorado citizens the opportunity to engage in productive work and addresses the shortages of workers in key Colorado industries.

V. Overarching State Strategies

V.A. Identify how the state will use WIA Title I funds to leverage other federal, state, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce system.

Colorado's overarching workforce strategies encompass the leveraging of funds through the use of local and state level MOUs and cost-sharing agreements as well as the requirement for matching contributions to targeted discretionary grants. In addition, Colorado aggressively pursues partnership and resource sharing strategies in its collaboratively developed national discretionary grants.

As a result of these approaches to leveraging WIA Title I funds, Colorado is poised to launch an ambitious new workforce initiative designed to support the development and use of technology to train workers for high-demand/ high-wage industries statewide. Colorado's demonstration grant -- More...Better...Faster...-- initially targets healthcare due to a critical shortage in many key healthcare occupations and the industry's willingness to commit significant human and financial resources to the initiative. Once the model has been tested and refined in healthcare, it will be replicated in other high-growth industries.

The overall goal of this demonstration grant is to enhance the state's workforce development infrastructure by enabling systems change and addressing three types of outcomes:

- Increasing the number of workers to fill critical shortage occupations;
- Improving the quality of these workers; and
- Reducing the time required to produce these workers.

These outcomes will be achieved by using innovative technology and state-of-the-art practices to expand and strengthen the capacity of the entire workforce preparation pipeline. Over the next three-years, this pilot will add an additional 1,000 qualified healthcare workers in occupations with shortages.

Seven key features define More...Better...Faster:

- Use of innovative learning technology as a catalyst for change and improvement.
- Development of state-of-the-art tools, resources, and job aids to enhance the effectiveness and productivity of workforce professionals and educators to sustain system improvement.
- Strengthened partnerships between Colorado's economic development and workforce development interests to better align policy, predict workforce shortages and engage employers.
- Leveraging of resources to expand system capacity through the engagement of joint public/private sector ventures.
- Strengthening and expanding the entire workforce preparation pipeline through:
    - Targeted marketing and recruitment for education and training programs;
    - Enhanced screening and referral;
    - Expanded education and training provider capacity;

  - Increased student retention and completion;
  - Improved efficiency of the labor market exchange;
  - Strengthened education and training, job placement, retraining, and continuing education;
  - Measured outcomes at each point along the pipeline.
- Creation and support for policy, legislative, and regulatory change.
- Use of evaluation and benchmarking to measure process outcomes and system change as well as to identify opportunities for further system improvement.

The Colorado Department of Labor and Employment is requesting $3 million over the next three years from the U.S. Department of Labor to support the technology and regional partnership components of this demonstration grant. These federal funds would augment the $3 million in private and public sector commitments made by the 12 Colorado partners.

V.B. What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the state's economy and labor market? §112(b)(4)(D) and §112(a).

Key workforce investment strategies that support the national strategic direction, the Governor's priorities, and workforce development issues are:

- The workforce system will continue the evolution and development of the state of the art Work, Education, and Lifelong Learning Simulation (WELLS) Center at the Fitzsimons Campus of Life Science that has been created in this region. This revolutionary simulation training venue for nursing and health occupations is the kind of public private collaboration envisioned by governor Ritter in his Colorado Promise. The workforce system partnering with the primary healthcare providers, higher education and the community college system, to support the Center is an alliance consistent with that vision.
- Creation of a dynamic and effective workforce system guided by the Colorado Workforce Development Council, created by Executive Order 1099 and state legislation, House Bill 1083, that required locally driven workforce boards to be comprised of a business-led majority and charged them with policy and oversight for the workforce investment system.
- Resolution of the Colorado Paradox will end the state's reliance on transplanted workers from other states and countries as its only source to fill its high-skilled jobs. Through a strengthened and effective K-12 educational system, Coloradoans will gain a solid foundation for the acquisition of knowledge and skills that will enable them to be successful in a competitive world economy.
- In conjunction with Colorado's Workforce Innovation and Regional Economic Development (WIRED) Grant Initiative
  - Develop a homegrown skilled workforce for aerospace, bioscience, energy, and information technology to ensure our regional companies can remain competitive.
  - Be the best region in the country in science, technology, engineering and math education, supported by a full skill set of competencies and masteries allowing

Colorado's industries the workforce talent it needs recruit and hire workers in high growth/high wage industries.
  - Provide an entrepreneurial climate for business creation and expansion for companies in high growth industries.
  - Create a regional system that seamlessly integrates workforce, education and economic development programs to effectively meet the standards of individuals and business.
- Development of the Workforce Board of Metro Denver, which is an evolving organization representing the eight workforce development regions of the metro Denver area, including Adams, Arapahoe, Boulder, Broomfield, Clear Creek, Denver, Douglas, Gilpin, Jefferson, Larimer and Weld counties. The Metro Board membership is currently comprised of a Workforce Investment Board member and local director from each of the eight workforce regions. The Regional Director of the Workforce Board of Metro Denver leads the Board.

  The initial goals of the Metro Board of Denver are to:
  - Develop regional solutions and strategies that align workforce, economic development and educational opportunities in select targeted growth industries;
  - Develop and refine a regional workforce model that can effectively and quickly identify and solve metro-wide workforce development issues;
  - Optimize and customize a regional workforce service delivery system based upon demand-driven strategies identified through asset mapping and gap analysis studies and fully integrated into regional economic development strategies and educational initiatives;
  - Develop and implement systems and projects that produce scalable job training programs that develop pipelines of qualified workers, responsive to the needs and interests of business; and
  - Demonstrate quantifiable successes and outcomes;
- Increased awareness and access to post secondary training for Colorado citizens will be stimulated and promoted through the College in Colorado Program. This program is designed to increase the number of college educated and post secondary trained Colorado citizens.
- Establishment of business incentives packages that highlight the state's environmental and lifestyle conditions, its healthy business climate, and the full array of workforce services will be offered to encourage businesses to remain in Colorado and encourage others to relocate here.
- Creation of the Advance Colorado Center, by the Office of Economic Development, will provide an avenue for trade associations to incubate and support emerging businesses that employ high-skilled/ high-waged workers. This Center will help maintain and support Colorado's competitive edge.
- Requesting of waivers to regulatory requirements to allow a more flexible system to meet diverse needs (see V.J. on p. 36)
- Improved knowledge and use of government services through the state's branding campaign and Colorado's e-learning portal will help citizens access the appropriate government departments to expedite business services needs. An electronic newsletter, created by Office of Economic Development, focuses on the state's diverse industries,

sector by sector. This newsletter is distributed electronically to business leaders, chambers, trade associations and civic leaders throughout the state.

V.C. Based on the state's economic and labor market analysis, what strategies has the state implemented or plans to implement to identify and target industries and occupations within the state that are high growth, high demand, and vital to the state's economy? §112(a) and §112(b)(4)(A). The state may want to consider: (1) Industries projected to add a substantial number of new jobs to the economy; or (2) Industries that have a significant impact on the overall economy; or (3) Industries that impact the growth of other industries; or (4) Industries that are being transformed by technology and innovation that require new skill sets for workers; or (5) Industries that new and emerging and are expected to grow.

Colorado is pursuing a number of strategies to identify and target industries and occupations within the state that are high-growth, high-demand and vital to the state's economy. In his State of the State address, the Governor vowed to further strengthen the state's competitive edge through investment in economic development with high-growth and technology-based industries, business expansion, relocation, and support for the state's "jobs friendly" business climate. To advance this strategy, Colorado must continue to align its efforts in support of a workforce development system that is employer driven and locally led. Colorado will continue to target resources, including WIA statewide funds, and workforce policies toward meeting the employment and training needs of businesses that are engaged in developing products and services from these emerging technologies. Alignment around the state's economic development objectives will help guide local partnerships in identifying objectives and strategies to meet the workforce development needs of various labor markets.

Colorado has utilized a variety of labor market resources to identify health care, retail and wholesale trade, professional and business services, construction and leisure and hospitality industries as growth industries that will continue to grow in the short term and in the long term. At the same time, we have identified computer technology occupations as projected to see a high demand over the next several years. The industries these occupations are found in are many and diverse, including financial activities, information and professional and business services.

In recognition of the growing healthcare workforce shortage crisis in Colorado, members of the healthcare industry, labor, government and educational organizations meet regularly to identify workforce needs and report on progress in such areas as retention, recruitment, educational capacity and data analysis. This consortium has also established an internal team to develop policies and recommendations on making healthcare training a priority.

In addition, the State Council has authorized the production of an analysis of critical industry skills needs to support CDLE's investment in nursing faculty development. The Council contracted with the industry supported Center for Nursing Excellence to conduct a Nursing Faculty Supply and Demand Study that can be accessed on the CWDC web site at www.state.co.us/owd. The resulting identification of the gap in faculty availability is a key to resolving one of the critical looming shortages for the future of healthcare in Colorado. An increase in the supply of faculty trained in the latest technology and provided with the best, up-to-date practical knowledge of medicine and nursing will improve the skills sets of a sufficient supply of nurses to meet the demands of the future.

V.D. What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? §112(b)(8).

CDLE and CWDC have both provided performance enhancing grants to increase the ability of the Colorado Community College System to increase the use of technology and create innovative and employer-led solutions. In addition, these grants have expanded the informational base of resources LMI provides to businesses and economists. Among the projects that have been supported by the leadership of the CDLE's LMI Section and the Colorado Workforce Development Council are:

- The Implementation of the Longitudinal Employment Dynamics project.
- Dissemination of an Economic Opportunities report prepared by the University of Colorado Leeds School of Business.

In addition, local WIBs and the CWDC have taken action to encourage new employer-employee paradigms that will enable all Coloradoans to compete for high-skill jobs. These have involved:

- Local workforce directors and their WIBs working with local economic developers to conduct retention and growth studies for their areas; and,
- Creation of taskforces in local communities to explore job growth prospects and target untapped high-growth industry sectors in the state.

Through local solutions, employers, local elected officials, regional workforce boards, and local economic development boards have provided the impetus to implement Colorado's strategic vision.

Colorado's Workforce Innovation and Regional Economic Development (WIRED) grant promotes collaborative strategies by creating partnerships among the regional workforce system, education entities and industries by:

- Providing grants to agencies who demonstrate partnerships between workforce, education and industry
- Creating sector panels (education, workforce, small business, energy, information technology, aerospace and bioscience to examine the needs business and how those intersect with workforce.
- Developing an asset map of the workforce system, educational entites and four industries sectors.
- Funding promising practices that are: regional, sustainable, transformational, industry-targeted and innovational

V.E. What state strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? §112(b)(17)(A)(i) and §112(b)(4)(A).

CLDE, with funding and support from the State Workforce Council and a grant from the USDOL, has pioneered a strategy to produce more nurses that are better trained and prepared faster than is currently possible. This strategy is a two-pronged approach that introduces state-of-the-art technology training tools into an actual learning Center that will have the ability to data-cast training throughout the state. This initiative is coupled with a grant program to produce master's degreed nursing faculty that will be trained on state-of-the-art technology and given incentives to develop curriculum utilizing the "dynamic visible human project" developed by the University of Colorado to aid the training of doctors.

The State Council has used the WIA discretionary funds to encourage the local WIBs to target high-growth, high-demand industries as indicated in the CU, Leeds School of Business study of Colorado's Economic Opportunities. This research project identified Colorado's emerging, growing and expanding industry sectors by county. Both the CWDC and the State Youth Council have awarded special bonus points in the discretionary grants programs for local WIBs when their grant applications focused on the high-growth, high- demand industries identified by the study in their regions.

Additionally, there is a reward element in the State Council's Continuous Improvement Management System cash incentive award program for WIBs that engage emerging industries and high growth industries in their innovative projects and in the utilization of their training funds.

Through the WIRED initiative, $3.7 million was awarded to JumpStart programs. JumpStart programs support collaborations among existing education, training, entrepreneurship and other workforce or industry-specific career development partners that expand and/or replicate successful programs to service the needs of the WIRED regions targeted industries. Much of the funding went to training and re-training projects.

V.F. What workforce strategies does the state have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the state's economic strategy? §112(b)(4)(A) and §112(b)(17)(A)(i).

The Governor has unveiled a series of actions that are part of a plan to support and promote small business. There are four cornerstones of this effort and they align with the work of the workforce system. The four areas of focus for the Governor are:

- Promote the success of the small business community through the promotion of opportunities and programs for small businesses and ensure they have access to the information they need.
- Provide access to capital for small business by identifying federal funding availability and help businesses access those funds.
- Coordinate existing incubator programs to promote greater coordination and cooperation leading to a rational statewide strategy.

- Establish a small business health insurance team to devise strategies for small business owners and their employees to access affordable healthcare.

These statewide outreach efforts are the catalyst for supporting small businesses and their growth as a key economic strategy. The Marketing Taskforce will support them through strategic marketing and business plans to serve high-growth, high demand and economically vital sectors, which includes small business. Part of this process requires that teams undertake a strategic research process to conduct focus groups and market research with these sectors to ascertain needs and create solutions and services that business' value. Teams are engaged in a process of developing a single operational outreach plan among all community stakeholders and Career Center partners to provide services and solutions to businesses. Colorado has supported the local regions that conduct annual small business symposiums in their area. This year the major urban areas will conduct their highly successful job fair as part of the September Workforce Development Month celebration in the State, and will repeat that as an annual event in the future.

As part of Workforce Development Month 2007, the Metro Denver team will focus on a job fair, building on their efforts from the previous year's campaign. The planning committee is meeting monthly to plan the event and build news media efforts for the month of September. Local regions are creating outreach strategies and localized symposiums, roundtables, events, and other tactics to attract local businesses to partner with them on Workforce Development Month activities.

The Director of the MicroBusiness Development Corporation continues to serve on the CWDC as a step to increasing the involvement of the Council and the workforce system in small businesses.

V.G. How are the funds reserved for Statewide activities used to incentivize the entities that make up the state's workforce system at the state and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? §112(a).

The funds reserved for statewide activities are used to support innovative initiatives within local workforce regions that solve labor market issues facing high-growth, high- demand industries in their labor market areas. The State Council awards preference to regions that meet those needs. In addition, the State Council has created a Continuous Improvement Management system that rewards local WIBs for performance and implementation of policies and practices that are designed to meet the needs of the emerging and high-growth industries in their regions. The State Council's Skills Development Partnership Committee directs the work of the Office of Workforce Development and charges it with the task of outreach to Economic Development organizations representing high growth sectors to partner on statewide projects that meet industry needs. The OWD is also charged with finding sources of revenue other than the WIA funds to resolve emerging industry issues and meet the needs of the state's high- demand industries.

All statewide projects that are funded by the State Council target the Governor's vision and will also focus on sector strategies and regionalism or one of USDOL's other national strategies.

V.H. Describe the state's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and with significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. §112(b)(18)(A).

Colorado boosts a multitude of collaborative public, private, state, and local relationships dedicated to the educating, training and employing our youth. Our partnerships with human services, juvenile justice, faith and community-based organizations and private industry extend throughout the state in both urban and rural areas. Representatives of the respective agencies are continually exploring new and innovative ways to serve youth who are most in need and who have significant barriers.

Over the past 5 years, Colorado has made great strides in collaborating with other public agencies to ensure that Colorado's youth most in need and with significant barriers are served by our systems. Both at a state and local level, significant steps have been taken to better connect youth to education and training opportunities that result in successful employment. For example, Colorado supports and embraces our youth employment program entitled the "Governor's Summer Job Hunt (GSJH)." Funded through a WIA 10% grant from the Colorado Workforce Development Council and Wagner-Peyser 10% grant from the Governor, the GSJH program has been instrumental in finding employment for over 6,000 youth in the rural areas, and over 5,000 in Colorado's urban areas during the summer of 2004 alone.

Colorado fosters many youth-specific programs throughout the state. Following are examples of local accomplishments:

- Pikes Peak region created a One-Stop career Center specifically for youth called the "Youth Work Zone." This Center is located in a youth-friendly location and dedicated to serving youth who need help with job readiness, job skills, and job search. This Center's focus is to assist youth in attaining and retaining employment.
- Mesa region collaborates with the local school district to use an innovative "team" approach to education and employment. The team guides the students though the job search process. They match the education and training needed with the desired employment.
- Adams County One-Stop partnered with housing, juvenile justice, and education to help youth with developmental disabilities find employment. The local school district aided in the education process to ensure that the youth placed in employment had the support needed to retain it.

Each workforce region recruits employers and educators to participate in local job fairs. Job fairs provide youth with the opportunity to discuss issues with employers and expose them to the job search process. This experience enhances the youth employment experience.

Workforce, Juvenile Justice, and Human Services partner on many projects to assist incarcerated youth find employment. Because employment is the vortex of successful reintegration, workforce created an employment Center inside a local juvenile facility to assist incarcerated youth prepare for employment once released. The youth employment specialists worked with

youth individually and designed employment programs based on their unique needs. Utilizing many different types of assessment, the specialists created a holistic plan for reentry. Incarcerated youth left the facility with the tools needed for employment and the support needed to succeed.

Colorado state agencies, as well as the local entities, believe in collaboration, information sharing and leveraging resources to better serve our youth. Together we provide the platform for youth to gain education, access training, and find employment.

V.I. Describe the state's strategies to identify state laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).

To ensure successful achievement of workforce development goals, Colorado has established a guiding principle of creating and maintaining cooperative state/local working relationships to facilitate joint planning and evaluation of state and local policies. This effort will assist in the development of strategies to address obstacles and gaps in regulations and policies currently in effect. Additionally, CDLE staff actively monitor legislative activity and review all new legislation relating to workforce programs in Colorado. This review identifies unnecessary regulations that burden the state's efforts to provide effective workforce programs. Once identified, state and local policies may be modified and waivers may be pursued pursuant to WIA section 189. Local boards are also expected to review existing local policies and update or change them as needed to ensure that the strategic goals and local priorities of their system align with the system reforms anticipated for PY05-06.

V.J. Describe how the state will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex state pursuant to §189(i) and §192.
CDLE exercises its authority to recommend to the Governor opportunities for waiver request applications, when appropriate. Colorado has continuously monitored the need for additional operational flexibility, and has applied for and been granted four waivers by USDOL. CDLE conducts meetings with partners and stakeholders to receive public input on state plans, including suggestions for waivers that might be requested. In addition, CDLE staff facilitates a statewide One-Stop operators' group, which meets bi-monthly and provides the opportunity to discuss issues and explore potential waiver requests.

- **Waiver Extension Requests.** Under the authority granted at Section 189 of the WIA, Colorado is seeking the extension of its current waivers as part of this plan modification for PY07 and PY08. The purpose of each waiver is to advance our workforce development system in the direction of becoming more demand-driven, state-of-the-art, and responsive to the needs of our customers. By incorporating these waivers into the State plan, we expect integration of the waiver strategies into local and regional planning as well as the policies and initiatives developed at the state, regional, and local levels.

- **#1. Current Waiver for 100% Transfer of WIA Funds between the Adult and Dislocated Worker Programs** [Waives WIA Section 133(b)(4) (29 USCA Section 2963(b)(4)) and WIA Final Regulations at 20 CFR Section 667.140]

- **#2. Current Waiver Allowing the Set Aside of Local Formula Funds for Statewide Activities.** [Waives WIA, Title I, Subtitle B, Chapter 4, §129(c) regarding use of funds for Youth activities and WIA, Title I, Subtitle B, Chapter 45, §134(d) regarding use of funds for employment and training activities, as well as implementing regulations found at 20 CFR §663.145.] The waiver allows for the set aside of up to 50% of local allocated Adult and Dislocated Worker funds, and up to 25% of local allocated Youth funds, as "Local Activity Funds."

- **#3. Current Waiver Regarding the Competitive Selection Requirements for Providers of Youth Services. [**Waives Sections 117(d)(2)(B), 117(h)(4)(B)(i), and 123 of the law, which require local boards to identify eligible providers of youth activities by awarding grants or contracts on a competitive basis.] The waiver removes the requirement to competitively select providers of three youth program elements: work experience, follow-up, and supportive services.

- **New Waiver Request #1.** Colorado has submitted the following waiver for USDOL approval and anticipates a response prior to the submission of this plan modification on July 1, 2007:

STATE OF COLORADO
COMMON MEASURES WAIVER REQUEST UNDER THE WORKFORCE INVESTMENT ACT
December 2006

The Colorado Department of Labor and Employment (CDLE), the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of the legal requirement to utilize the 17 WIA performance measures. The waiver would allow the exclusive use of the Common Performance Measures for performance accountability and reporting for the WIA Adult, Youth, and Dislocated Worker programs. Should the waiver be granted, this would allow workforce regions focus additional resources on increased training opportunities and regional workforce strategies.

This waiver request follows the format identified in WIA Section 189(i)(4)(B) (29 USCA Section 2939(i)(4)(B)) and WIA Final Regulations at 20 CFR Section 661.420(c).

1. Statutory Regulations to be Waived: Colorado seeks to waive Section 136(b), which defines the current WIA Title I performance measures. We are requesting that the State be allowed to replace the exiting 17 measures (15 core and 2 customer satisfaction) with the Common Measures delineated in TEGL 17-05. For Program Year 2006, the State of Colorado would be operating under nine (9) measures: Adult Entered Employment, Adult Retention, Adult Average Earnings, Dislocated Worker Entered Employment, Dislocated Worker Retention, Dislocated

Work Average Earnings, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

Colorado's structure for the WIA consists of the Office of Workforce Development (OWD) and the State Workforce Development Council (SWDC), which perform policy functions, and the Colorado Department of Labor and Employment, which is responsible for providing the administrative and fiscal management systems for program implementation. The planning and delivery of services is performed at the local level, embodying the Colorado tradition of local control. A strong state and local partnership has resulted in the achievement of all 17 WIA performance measures for PY00 through PY05, with Colorado exceeding performance measures and receiving performance incentive grants for four of the six years.

During PY05 Colorado completed software enhancements within our statewide database that allow us to track and report the Common Measures concurrently with the WIA measures. We have also conducted statewide training regarding the Common Measures and provided technical assistance for local implementation of the measures, given that customers exited after October 1, 2006 may be counted in the Common Measures, should they be implemented July 1, 2007. As a result, local regions are effectively operating under two sets of performance measures, causing duplication of effort and use of additional resources for performance reporting.

2. State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are in compliance with current Federal guidelines. Upon notification of approval of this waiver, CDLE policy will be amended to comply with the terms of the waiver.

3. Goals and Programmatic Outcomes to be Achieved by the Waiver:

- Provides for a simplified and streamlined measurement system, which is not only more cost effective, but is more transparent to our business partners and service providers.
- Provides for making the system more demand-driven, governed by business-led workforce investment boards. The existing 17 measures are difficult for staff to manage and board members to understand and successfully monitor
- Provides for more integrated management of the Wagner-Peyser, Veterans, and Trade Act Programs, which have already gone to the Common Measures
- Will allow redirection of resources to increased training opportunities and regional workforce strategies by reducing paperwork and labor costs associated with duplicative performance data collection.

4. Individuals Impacted by the Waiver: This waiver will benefit local Boards, One-Stop Centers, employers, customers, and service providers. The following are expected to be additional impacts of the proposed waiver:

- Program participants will benefit because local Boards will have added flexibility and resources to design programs based on regional needs and priorities.
- More customers will have access to training services.
- Businesses will benefit from regional strategies and greater integration of programs

5. Process Used to Monitor Progress in Implementing the Waiver: CDLE has a Federally recognized monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct onsite quarterly technical assistance reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide database. Should this waiver request be granted, CDLE will ensure regular review of the Adult and Dislocated Worker programs to monitor outcomes and impacts of the additional fund transfer authority.

6. Process for Notice of Local Boards and Opportunity to Comment: CDLE actively sought the input of local Boards during the development of the waiver request. Over a period of several months, CDLE met with local directors to review their program needs, and ultimately received unanimous support for the submission of this waiver. Once the waiver document is finalized, it will be published for 30 days, beginning December 18th and ending January 18, 2007, on the public web site maintained by the Office of Workforce Development, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided shortly after January 18th.

- **New Waiver Request #2.** Colorado is submitting the following waiver for consideration as part of this modification:

STATE OF COLORADO
ADULT AND YOUTH FORMULA WAIVER REQUEST
UNDER THE WORKFORCE INVESTMENT ACT
July 2007

The Colorado Department of Labor and Employment (CDLE), the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of the legal requirement to utilize the Adult local allocation methodology prescribed in the Act; we are also requesting a waiver of the legal requirement to utilize the Youth local allocation formula detailed in the Act. This multi-part waiver would allow the application of additional factors to within state allocations for the WIA Adult and Youth programs, and would model the existing provisions of WIA [Section 133(2)(B)(i)] that allow for an annual modification of the Dislocated Worker formula. Should the Adult or Youth waivers be granted, this would allow workforce regions with the greatest need to focus additional resources on talent development in a regional economic development context. It would also complement Colorado's waiver allowing 100% transfer of funds between the Adult and Dislocated Worker program; positively impact Colorado's local activity funds waiver; and support USDOL's national priority for increasing the use of the flexibility provisions in WIA to design innovative programs and create additional employment opportunities.

This waiver request follows the format identified in WIA Section 189(i)(4)(B) (29 USCA Section 2939(i)(4)(B)) and WIA Final Regulations at 20 CFR Section 661.420(c).

1. Statutory Regulations to be Waived:
a. Colorado seeks to waive Section 133(b)(2)(A), which defines the 1/3, 1/3, 1/3 methodology for determining within state allocations for the WIA Adult program. The State wants to make it clear that we are not asking to waive the requirement to allocate funds to local areas. Rather we are seeking the flexibility to disseminate funds to the local workforce boards on the basis of demonstrated need, performance levels, and expenditures trends within local regions. These factors would be used in addition to the three formula factors detailed in Section 132 of the Act and would reward regions that have reached higher expenditure levels for all WIA Adult funding streams. Modification of the Adult formula could be applied in the following circumstances:

1) Local allocation formula used to re-allot unspent funds that have been recovered or returned to the State
2) Local allocation formula used to disseminate new or additional Adult funds

b. Colorado seeks to waive Section 128(b)(2)(A), which defines the 1/3, 1/3, 1/3 methodology for determining within state allocations for the WIA Youth program. The State wants to make it clear that we are not asking to waive the requirement to allocate funds to local areas. Rather we are seeking the flexibility to disseminate funds to the local workforce boards on the basis of demonstrated need, performance levels, and expenditures trends within local regions. These factors would be used in addition to the three formula factors detailed in Section 128 of the Act and would reward regions that have reached higher expenditure levels for all WIA Youth funding streams. Modification of the Youth formula could be applied in the following circumstances:

1) Local allocation formula used to re-allot unspent funds that have been recovered or returned to the State
2) Local allocation formula used to disseminate new or additional Youth funds

Colorado's structure for the WIA consists of the Office of Workforce Development (OWD) and the State Workforce Development Council (SWDC), which perform policy functions, and the Colorado Department of Labor and Employment, which is responsible for providing the administrative and fiscal management systems for program implementation. The planning and delivery of services is performed at the local level, embodying the Colorado tradition of local control and encouraging innovative strategies to meet the needs of local and cross-regional labor markets. Colorado has previously taken advantage of section 133(2)(B)(i), which allows the Governor to amend the local allocation formula for Dislocated Worker funds no more than once a year. During PY03 the DW formula was changed to align local demand for services with resources available, utilizing a formula that included level of Dislocated Worker enrollments. A 90% hold-harmless was also incorporated in the formula. Any formula utilized as a result of the granting of this waiver would be developed in consultation with the Federally recognized local workforce investment boards and their respective One-Stop Directors.

2. State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the proposed waiver. State Workforce Development Board and CDLE policies are in compliance with current Federal guidelines. Upon notification of approval of this waiver request, CDLE policy will be amended to comply with the terms of the waiver.

3. Goals and Programmatic Outcomes to be Achieved by the Waiver:

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

4. Individuals Impacted by the Waiver: This waiver will benefit local Boards, One-Stop Centers, employers, customers, and service providers. The following are expected to be additional impacts of the proposed waiver:

- Program participants will benefit because local Boards will have added flexibility and resources to design programs based on regional and cross-regional needs and priorities.
- More customers will have access to training services in the regions with greatest demonstrated need
- Businesses will benefit from sector strategies that can be initiated with additional resources and aligned with Colorado's WIRED grant
- With additional resources, more customers will be prepared to enter high-skilled, high wage jobs in industry clusters identified by regional sector strategies for talent development

5. Process Used to Monitor Progress in Implementing the Waiver: CDLE has a Federally recognized monitoring and performance accountability system that measures and evaluates results for job seekers and employers accessing Colorado's network of One-Stop centers. On a monthly and quarterly basis, CDLE reviews and analyzes client enrollment and service levels, program expenditures, and performance outcomes. In addition, State program monitors conduct onsite quarterly technical assistance reviews designed to assure that contract requirements are being met for all WIA programs. On an annual basis, comprehensive compliance monitoring is conducted onsite utilizing outcome reports generated from CDLE's statewide database. Should this waiver request be granted, CDLE will ensure regular review of the Adult and Youth programs to monitor expenditure levels and any additional funding needs that may arise.

6. Process for Notice of Local Boards and Opportunity to Comment: CDLE sought the input of local Boards during the development of this multi-part waiver request. During the 30-day public comment period, CDLE met with local directors to review their program needs, and received substantial input related to the content of this waiver. The waiver document was published as part of the modified State Plan for 30 days, beginning June 1 and ending June 30, 2007, on the public web site maintained by the Office of Workforce Development, allowing for public comment on its content and potential impact. In addition, a copy of the waiver was available for public inspection at CDLE offices, and electronic copies of the waiver were sent via e-mail to local Boards and workforce centers. Comments received will be provided to USDOL along with submission of the State Plan prior to July 1, 2007.

VI. Major State Policies and Requirements.

Describe major state policies and requirements that have been established to direct and support the development of a statewide workforce investment system not described elsewhere in the Plan as outlined below. §112(b)(2).

VI.A. What state policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? §111(d)(2) and §112(b)(8)(B).

Policies – All workforce regions are required to use a state provided common database (JobLink) to track all USDOL or CDLE funded services provided through workforce Centers. All labor exchange functions between the regions are accomplished using this system, resulting in a true statewide labor exchange system. All data reporting also derives directly from the statewide system, allowing real time reporting and tracking of results at the statewide, local, and individual client level.

JobLink – JobLink is the case management, tracking and reporting system that Colorado developed for statewide use in all of the workforce Centers. JobLink provides the ability for workforce Centers and their partners to track all WIA, TAA, Veteran, Wagner-Peyser, state and local programs (approximately 60) in one common database. This saves time and effort by allowing one-time entry of client information and services no matter how many programs in which they may be enrolled. All reports generated from this system are "up to the minute", thus allowing better management of day-to-day activity and performance. Along with the federally-mandated reports, Colorado has developed a variety of locally requested reports that allow staff to track their caseloads, correct data entry errors, and analyze performance at the state, local, and case manager level. Colorado uses a skill based job matching system that focuses on experience, skills, and education level in addition to O*Net job titles. This allows us to better match a client to job openings using transferable skills. All jobs can be automatically searched after entry based on the employer's requirements of the job.

Connecting Colorado – Connecting Colorado allows job seekers and employers to self-enter their data directly into JobLink via the Internet. Job seekers can register for work by entering the type of work they are looking for, the skills they possess, and the pay they wish to receive along with contact information. Once this data has been entered, these registered applicants can search for jobs that match their requirements and skills and contact the employer directly. Job seekers can search for new jobs at any time or receive an e-mail notification once a job is entered that matches their specifications. Employers have the ability to post their jobs directly on the site. Once an employer writes a new job order, the system automatically searches for applicants meeting the requirements of the job. Employers can then contact applicants directly via mail, phone, or e-mail, provided the applicant has given permission for this contact. Employers can modify and manage their jobs through this site. All jobs and job seekers entering data through this site are also automatically entered into JobLink.

VI.B. What state policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to

eliminate duplicative facility and operational costs or requiring a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? The state may include any specific administrative cost controls, plans, reductions and targets for reductions, if it has established them. §111(d)(2) and §112(b)(8)(A).

Colorado state government's role is to produce a workforce development system that leverages public and private resources to meet the needs of Colorado businesses and individuals. The Governor is intent upon expanding and improving efforts to create administrative efficiencies within state and local government. Specifically Colorado works to ensure that all its resources are expended in the most effective and cost efficient way possible. We have a continuing policy of examining the outcomes and cost effectiveness of administrative resources. As a governing body, The Colorado Workforce Development Council (CWDC) assumes a proactive role in evaluating all aspects of the effectiveness of administrative resources throughout the state and explores opportunities for streamlining of operations, and consolidation of facilities and administrative resources. Consultation among all partners at both state and local levels is an integral part of the effort to avoid duplicative administrative costs that could otherwise be used for service delivery and training.

CDLE serves as the "administrative entity for Title I monies..." [C.R.S. §8-71-223 (1)] and is charged with "...continuing the centralized computer system that links work force investment programs..." [C.R.S. §8-71-223 (1)(e)]. CDLE maintains this statewide system for maximum efficiency. Keeping in mind the general state policy of allowing maximum local control [C.R.S. §8-71-204 (2)(e)], CDLE employees also monitor workforce investment areas on a program and fiscal level, and make recommendations to the areas regarding administrative efficiencies, co-locations, and reduction of operational costs.

Another example of efficiency is the implementation of the first statewide workforce e-learning knowledge management portal in the nation. The goal of the portal is to provide accessible training, support better customer service and leverage system dollars. The e-Learning portal offers an efficient electronic delivery of services via website.

VI.C. What state policies are in place to promote universal access and consistency of service Statewide? §112(b)(2).

Through the leadership of the Colorado Workforce Development Council (CWDC), CDLE and the efforts of the local workforce investment boards, partners and stakeholders, Colorado is providing a business-led demand driven workforce system providing a seamless delivery of services and universal access for all customers. The unique demographics of each local area in Colorado require different methods of ensuring universal access. CWDC supports the idea that local areas are best positioned to implement solutions that meets the needs of their local communities. A key example of promoting universal access is Colorado's e-Learning Knowledge Management Portal, the nation's first comprehensive Web-based workforce system knowledge management Center.

Another example promoting universal access is the development and evolution of the Project Training Resource And Incentive Networking (TRAIN) involving all nine of Colorado's

federally recognized regions. The primary goal of Project TRAIN is to enhance the capability and capacity of Colorado's workforce Centers for career counseling and placements services to people with disabilities, along with ensuring their access to all programs and services. As part of this project, Colorado Disability Program Navigators (CDPNs), assigned to the full-service workforce Centers throughout the state, will continue to coordinate services with their local disability partners, which include VR, human services, Social Security, Mental Health, and Developmental Disabilities. They will also continue training their workforce Center colleagues on appropriate collaboration strategies with these local partners. Additionally, this project and the accessibility of disabled customers is supported by Assistive Technology Work Stations within WFCs and training on use of the equipment.

To further increase access to our workforce system, Colorado has applied for and USDOL has approved a waiver for Colorado that will allow the set-aside of WIA formula funds for discretionary activities that are not subject to WIA performance outcomes. This additional flexibility in the use of local funds is expected to encourage greater participation in WIA programs by special populations, including those with disabilities, by removing any disincentives to serving these customer groups that might otherwise have negatively impacted performance goals.

CDLE issues policies and technical assistance notices for use by local boards to ensure consistency in service delivery. The following are examples of the types of communication in place that promote universal access, and guide local areas to ensure consistency in One-Stop services:

- **Policy Guidance Letters (PGL**) – These PGLs provide a structured, simplified process for implementing universal access. Local boards and workforce staff have ready access to all policies through CDLE public website. PGLs describe any new rules, regulations, laws, procedures, significant issues, or modifications of laws, regulations, procedures, or policies that require implementation by the local regions. PGLs have addressed several issues including: One Stop core services, access to services, provisions for registration and tracking of TAA/NAFTA clients, sequential delivery of services, universal access, Individual Training Accounts, local plan guidance and Veterans Tiered Services. Many PGLs are followed-up with training at the local level.
- **Technical Assistance Notices (TAN)** – To ensure consistency in services throughout the local workforce regions, CDLE implemented a formalized system for information dissemination in PY04. This is a mechanism to convey information that clarifies state or local policy without the need for issuance of a formal PGL. TANs issued include: compliance monitoring, question and answers related to program eligibility and case file documentation, and guidance on local veteran's priority of services policies.
- **Training and Capacity-Building** – Consistency of service is also achieved by providing a consistent message to the local One-Stop systems regarding expected levels of performance, service delivery, and service quality. CDLE provides training throughout the state to promote achieve this goal. (For example, CDLE sponsored a training entitled "Case Managing for WFC Programs: From Assessment to Post Placement". This training targeted all workforce Center case managers and their supervisors. The curriculum focused on helping clients succeed in achieving their employment goals. In addition, CDLE and COWD partner with the Rocky Mountain Workforce Development

Association to host an annual conference designed to promote workforce excellence and workforce professional development, and provide opportunities for the various regions to share best practices.

VI.D. What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? §112(b)(4) and §112(b)(17)(A)(iv).

A demand-driven workforce development system is made up of the public and private sector policies and programs that help people acquire the knowledge and skills needed to earn a living whether by means of self-employment or by working for someone else in the formal or informal sector of the economy. It includes policies and programs that help employers get and maintain a skilled workforce. Unlike separate programs that operate in an uncoordinated and therefore static manner, Colorado's demand-driven workforce development system is flexible and able to adapt quickly to changing economic conditions. It is characterized by on-going communication and continual feedback among employers, workers, educators, and government.

As previously noted, Colorado local WIBs have been engaged in a community strategic planning process, with a goal of aligning demand-driven economic and workforce development needs with the policy, governance, and operational effectiveness of the local workforce system.

Colorado requires local boards to develop their strategic local plans based upon an analysis of local workforce demands. They are required to consider key industries, occupations in demand, skills in demand, and particular economic development priorities. CDLE's Labor Market analysts are available to provide training to local WIBs and their staff, as well as front–line One-Stop staff. Labor Market Information's LMI Gateway (http://lmigateway.coworkforce.com/lmigateway/ is an online resource intended to meet many of the information needs of both the employer and employee community. The site contains an extensive amount of readily accessed labor market data as well as providing job search capabilities for individuals. LMI has also hired a trainer, who is conducting LMI Gateway training for local workforce boards and one-stop center staff.

Other key components that support a demand-driven system are:

- Strategies and incentives that support sustained public and private sector investment in skill development; Labor market policies that promote job creation and economic growth;
- Strategic linkages among employers, unions, educators, government, non-governmental organizations, and individual citizens in the labor market to promote system responsiveness to economic needs, continuous improvement and results-based accountability; and
- Labor market information, job placement, employment retention and work support services that increase access to employment and meet the needs of workers and employers- the system's dual customers.

VI.E. What policies are in place to ensure that the resources available through the Federal and/or state apprenticeship programs and the Job Corps are fully integrated with the state's One-Stop delivery system? §112)(b)(17)(A)(iv).

The state ensures that the resources available through apprenticeship programs and Job Corps are integrated into the local One-Stop systems by actively promoting their representation on the state and local boards and local youth councils. In addition, a memorandum of understanding (MOU) is in place between Job Corps and each Colorado LWIB. These MOUs detail the interaction between the workforce Center(s) and Job Corps, focusing on sharing information, referrals, and providing services to eligible youth. Local boards serving areas where Job Corps Centers are located are also require their Youth Councils to include a Job Corps representative. Local boards where Job Corps Centers are not located are encouraged to invite Job Corps representatives to serve on the Youth Council. Since some regions have an itinerant Job Corps recruiter who comes onsite to promote Job Corps services. Representatives of the Federal apprenticeship programs serve as partners in youth program initiatives across the state.

VII. Integration of One-Stop Service Delivery.

Describe the actions the state has taken to ensure an integrated One-Stop service delivery system Statewide. §112(b)(14) and §121.

The Colorado legislature passed laws intended to support and further statewide integration on the One-Stop service delivery system. The general assembly recommended that counties or multi-county areas integrate their work force investment program sources of funding (see C.R.S. §8-71-202(2)(a). In addition, the legislature passed C.R.S. §8-71-204(2) which calls for the establishment of a central, coordinated delivery system at the local or regional level; consolidation and coordination of programs; and establishment of single contact points for employers. These statutes have been supplemented by CDLE technical assistance to local workforce Centers, the issuance of Program Guidance Letters and Technical Assistance Notices, and the provision of training designed to encourage a fully integrated workforce system.

VII.A. What state policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? §112(b)(14).

In designing the state's workforce development system, Colorado is guided by the particular needs of its businesses, citizens and communities. It is crucial that the evolving system offer dramatically improved and valued services to Colorado job seekers and employers to assist them in making good employment decisions and investments in skills and workforce development. Life-long learning as a system goal is essential, in addition to eliminating inefficiencies while improving service. Acting accountably for exceptional performance through the use of technology, increasing efficiencies, and involving all parts of the organization to meet and exceed performance outcomes is essential to improving the quality of service delivery through the state's One Stop Centers.

Colorado did extensive collaborative work in developing and establishing its statewide One-Stop career Center system. With the implementation of the WIA, the state assisted its nine WIA Local Workforce Investment Areas in redirecting and expanding their One-Stop into the systems required under federal law. The statewide One-Stop Career Center system has flourished under local flexibility and community-based innovation. Local boards developed their own guidelines based on state guidance for operating local One-Stop systems and workforce Centers and for ensuring the integration and quality of services.

The state's role is one of vision, leadership, accountability and innovation. This is led by the Colorado Workforce Development Council (CWDC) which is comprised of business leaders, educators and experts in workforce development. Among other accomplishments, the CWDC developed a certification process for One Stop Centers. The Council evaluates new, innovative workforce development policies and practices to support economic development; improve education and training to foster continuous improvement in One Stop operations.

The quality of services has also been addressed through policy guidance letters provided by CDLE. Examples of topics covered include the following: One Stop core services, access to services, sequential delivery of services, universal access, Individual Training Accounts, local plan guidance, and Veterans Tiered Services. Colorado is also in a dialogue with local stakeholders and other states to pursue the development of a certification process for One-Stop professionals. This initiative will be created as part of our e-learning portal (www.e-colorado.org) and made available to all partners in the workforce system.

VII.B. What policies or guidance has the state issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? §112(b)(14).

This has been accomplished as a result of the Governor's 1996 Executive Order to integrate employment and training services in local One-Stop Delivery systems and ensure that they are accessible and relevant to the needs of Colorado 's local and regional communities. Maximum integration has also been facilitated by Colorado's status as one of three pilot states for devolving of Wagner-Peyser services to locally administered merit systems. Additionally, the Colorado Workforce Development Council (CWDC) has worked with the local boards to develop a system for certifying workforce Centers that meets the needs of the local area and ensures a high level of quality and continuous improvement across the state. Because local boards play such an important role in ensuring quality services, the CWDC has implemented the Continuous Improvement Management System (CIMS) to promote performance excellence in workforce development. The goal of CIMS is to provide incentives to Workforce Investment Boards (WIBs) and workforce Centers to continually improve their operations and to raise the profile of Colorado's One Stop Centers. CIMS encourages local WIBs to improve customer participation and support performance excellence in their respective regions. Through CIMS the state will recognize and reward local WIBs in the following three categories: partnership, performance incentive, and innovation in leadership and service delivery.

VII.C. What actions has the state taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? §112(b)(14).

The state issued Workforce Investment Act (WIA) Memorandum of Understanding (MOU) and Cost Allocation Guidelines to provide assistance in developing the methods of allocation that may be used for allocating costs among the One-Stop partners. Each local workforce region's Memorandum of Understanding (MOU) is required to describe the funding arrangements for services and operating costs to ensure each partner and program is contributing its fair share of operating costs for the region. Each region has submitted a cost allocation plan or a copy of its resource sharing agreements, which are reviewed by the state during on-site monitoring reviews. These plans have enabled the state to more accurately identify the variances in infrastructure costs among all nine workforce regions.

The Colorado Rural Workforce Consortium (CRWC) developed a Resource Sharing Agreement template and negotiation process which provided a successful model to other local workforce regions as well as to workforce systems outside of Colorado. CRWC assessed infrastructure costs in all of its sub regions and implemented the required WIA cost sharing allocation plans among its partners. Total infrastructure costs were gathered for each of the sub workforce

regions, and each partner's share of those costs was determined based on one of three methods, i.e., per FTE, per client numbers served, per square footage occupied in the workforce Center. The basis of allocation was negotiated among the partners since the method of allocation was influenced by each sub region's particular circumstances. After determining what costs each of the partners should pay, the partners negotiated which costs they were willing to contribute to the total infrastructure costs and a written cost sharing agreement was executed for one program year. The allocations plans are reconciled at least bi-annually to track actual expenditures of each partner as compared to the resource sharing plan. The result of this process for the Rural Consortium has been improved accuracy and fairness of cost sharing throughout all its sub-regions.

VII.D. How does the state use the funds reserved for statewide activities pursuant to §129(b)(2)(B) and §134(a)(2)(B)(v) to assist in the establishment and operation of One-Stop delivery systems? §112(b)(14).

The state utilizes WIA statewide funding for new initiatives and models that deal with the continuous change in the state's labor market conditions. Colorado emphasizes projects geared toward enhanced automation and on-line learning, continuous program evaluation and program improvement, supporting on-going projects to address the needs of special populations, and the initiating special projects to address demand-driven needs of employers. The Colorado Workforce Development Council has implemented training programs and forums for local Workforce Investment Board members, evaluated resources available to enhance nursing training programs statewide, and launched a marketing program to expand the visibility of Colorado's One-Stop delivery system.

For the PY05 and PY06 WIA Adult, Youth, and Dislocated Worker funding streams, 5% will be set aside and pooled for state administrative activities and 10% of the allocations will be pooled and utilized as follows, once approval from the Governor is obtained:

- **Statewide WIA Training**: To conduct training for state and local workforce staff and boards on all functional/operational aspects of WIA.
- **Technical Assistance for Local Regions**: To provide extra resources to local workforce areas to correct deficiencies identified through program review.
- **Maintenance of Eligible Training Provider List**: To cover costs for input, verification & updating of data on the state Eligible Training Provider List; and to track, collect, verify, and report Program performance data as required by state's Approved Eligible Training Provider policy.
- **Performance Incentives**: To provide incentive grants for exemplary performance, regional cooperation among local boards, and local coordination of program activities.
- **Evaluations and Continuous Improvement**: To provide the Workforce Development Council with the funds to conduct performance evaluations and promote continuous improvement and high level outcomes in coordination with local boards.
- **Workforce Development Council Grants**: To be awarded by the Council for special projects to carry out the Governor's or Council priorities for innovative services to youth and adults.

- **Governor's Summer Job Hunt:** To fund staff support and technical assistance to youth specialists in workforce Centers, materials to support the program, and salaries for workforce Center staff implementing the program. This effort will be in coordination with the WIA year-round youth program.
- **Other Allowable Activities**: Local and statewide projects that are approved by the Council or the Governor.

Statewide activities grants are provided under contract to the local workforce regions via CDLE's grant agreement and expenditure authorization process or via the Colorado Workforce Development Council's contracting process administered by the Colorado Office of Workforce Development. A small number of non-competitive grants are provided based on proposals, with goals and objectives consistent with the funding stream, approved by the State Council.

VII.E. How does the state ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? §112(b)(14).

The state ensures that the full spectrum of assets in the One-Stop system are supporting the broad needs identified by local businesses and individuals primarily through the local planning process and the regular monitoring and review of the local workforce regions by CDLE's Workforce System Specialists and fiscal staff.

As previously noted, Colorado local WIBs have been engaged in a community strategic planning process, with a goal of aligning demand-driven economic and workforce development needs with the policy, governance, and operational effectiveness of the local workforce system. Colorado has linked this vital effort into its local planning guidance for PY05-06. Local areas are required to describe their strategic planning efforts; the human capital needs of their businesses and workers; the strategic partnerships developed with business, education and workforce to address those needs; their goals towards addressing those needs; and how the resources and policies of their local workforce system will be brought into alignment with these needs.

CDLE reviews local plans and monitors their implementation, allowing the state to ensure that local resources and policies support the human capital needs identified for businesses and job seekers alike. In addition, CDLE will issue additional policy guidance and provide technical assistance as needed to build the system's capacity to deliver targeted and demand-driven strategies to its customer base.

VIII. Administration and Oversight of Local Workforce Investment System

VIII.A. Local Area Designations

VIII.A.1. Identify the state's designated local workforce investment areas and the date of the most recent area designation, including whether the state is currently re-designating local areas pursuant to the end of the subsequent designation period. §112(b)(5).

The Colorado Workforce Development Council with approval from the Governor re-designated all local workforce boards in 2006. The permanent designation certificates issued to each area are valid throughout the term of this current State Plan. However, State Council policy allows a local region to submit a request to alter its designation in January. There were no requests to change any local area designation in January 2006 or 2007. The State and the Workforce Development Council have no plans to change the designations of local areas.

VIII.A.2. Include a description of the process used to designate such areas. Describe how the state considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section §116(a)(4). §112(b)(5) and §116(a)(1).

The Governor and the State Board consulted extensively with local officials, partner agencies, Chambers of Commerce, Colorado Department of Higher Education and other education leaders and the public to establish locally designed and supported local labor market areas consistent with the articulated needs of the communities. The State Board conducted public hearings and determined the procedures for requesting designation and the requirements each area must meet. The regions were required to detail in their request and operating plan regarding how the requested region would meet the criteria identified in the law aligning with education and other local training and worker preparation organizations. The designation process began with the service areas that operated under the previous federal legislation controlling job training. All local officials reviewed the labor market areas and their ability to deliver WIA services and then submitted their requests for designation as a local area to the Council.

Several meetings were held with Colorado Counties, Inc., the county officials' statewide organization, to discuss regional designations as well as meetings of local boards. Nine local areas requested designation as a local area under WIA. The rural areas of the state received authorization in the state implementing legislation to create a rural region that would be comprised of 51 counties and encompasses a large geographic area. In order to ensure local relevance and control, this consortium was granted the authority to sub divide into ten smaller sub-regions, for planning and service delivery purposes.

During the re-designation period, in 2002 a new county was formed in Colorado and permitted, by the State Board to join the Rural Consortium to increase that number to eleven.

During the original designation process, a subcommittee of the State Council met and reviewed all requests and then recommended to the full council that all regions requesting designation be approved, with the caveat that any existing service delivery area that elected to become part of a larger region had the right to withdraw that decision and request their own designation. The regions and sub-regions requested re-designation in February of 2002. The requests were reviewed and examined in public hearings and granted permanent status during the life of WIA. The designated areas are:
Denver, Pikes Peak (El Paso and Teller counties), Adams county, Arapahoe and Douglas counties, Boulder county, Larimer county, Tri- county (Clear Creek, Gilpin, and Jefferson counties), Weld county, Colorado Rural Workforce Consortium (Sub-regions: Eastern, Mesa, Northwest, Pueblo, Rural Resort, South Central , Southeast , Southwest, Upper Arkansas, Western, and Broomfield.)

VIII.A.3. Describe the appeals process used by the state to hear appeals of local area designations referred to in §112 (b)(5) and §116(a)(5).

A local region has the right to refer any disputes regarding regional designations to the State Council. The State Council reviews the matter and forwards its recommendations to the Governor for a final determination. The Governor's decision is final at the state level. If the region wishes to appeal the Governor's decision, the matter will be forwarded to the Secretary of Labor.

VIII.B. Local Workforce Investment Boards -- Identify the criteria the state has established to be used by the chief elected official(s) in the local areas for the appointment of local Board members based on the requirements of §117. §112(b)(6) and §117(b).

WIA requires that Governors certify local boards to ensure that they also contribute to the development and continuation of effective and efficient workforce development services and systems. In Colorado, each of the nine local workforce investment boards must be certified by the Colorado Workforce Development Council (CWFC) and the Governor.

The State Council establishes the membership requirements for the boards, and these requirements must also be met by any sub-regional boards that are delegated responsibility for workforce services in local areas by the Rural Consortium. These requirements are approved by the Governor. The chief local elected officials in local areas are authorized to appoint the members of the local boards in accordance with these criteria. In a local area of multiple units of local government, the chief elected officials of such units will execute an agreement that specifies their respective roles concerning the appointment of members to the boards and carrying out any other responsibilities assigned to such officials. If the chief elected officials are unable to reach agreement, the Governor may appoint the members of the boards.

Minimum Criteria for Board Composition: The composition of a board will, at a minimum, include:

- Representatives of business in the local area, who are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policymaking or hiring authority; who represent businesses with employment opportunities that reflect the employment opportunities of the local area; and who are appointed from among individuals nominated by local business organizations and business trade associations;
- Representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions, selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;
- Representatives of labor organizations, if employees in the local area are represented by a labor organization, nominated by a local labor federation, or if no employees are represented by a local labor organization, other representatives of employees;
- Representatives of community-based organizations, including organizations representing individuals with disabilities and veterans if such organizations are present;
- Representatives of economic development agencies, including private sector economic development entities;
- Representatives of each of the workforce partners, either required or voluntary; and other individuals or representatives of entities as the LEO in the local area may determine to be appropriate.

Members of the board that represent organizations, agencies, or other entities must be individuals with optimum policymaking authority within the organizations, agencies, or entities. A majority of the members of the board shall be representatives of businesses. The board shall select a chairperson from among the representatives from business. In addition, the local elected official (LEO) should:

- Consider appointing individuals to represent employers of large, mid-size and small businesses;
- Appoint individuals to the local workforce board that understand the employment opportunities and current and projected job skills needed by employers in the area so system changes can be made that will meet the needs of employers and increase employer participation in the system; and
- Participate on the local workforce board or at board meetings.

Rural Sub-region Boards - The membership of a sub-region's board will, to the greatest extent possible, adhere to the same criteria described above for local boards. The local elected official shall describe board membership in the sub-region's local plan and justify any differences. To satisfy the composition requirements, an individual may act as a representative for more than one specified criterion, if they are so qualified. Each sub-region's board appointed by the LEO must meet the following minimum requirements:

- A majority of the voting members comprised of individuals representing employers in the area as specified in the WIA, §117 (b) (A) (III) (iii), and
- A chair appointed from the employer members of the board.

In addition, LEOs are encouraged to:

- Appoint individuals to the sub-region's board that understand the employment opportunities and current and projected job skills needed by employers in the area so system changes can be made that will meet the needs of employers and increase employer participation in the system, and
- Participate on the sub-region's board or attend board meetings.

Special Board Criteria for the Rural Region - In appointing members to the local board in the Rural region, the chief elected official shall select qualified board members from among the members of the ten sub-regional boards. \

Appointment and Certification - The Governor shall certify one board for each workforce investment area and sub-region at least once every two years, based on the minimum composition criteria described above. Commencing with the second certification, compliance with the local performance measures shall be included in the certification criteria. Failure of a board to achieve certification will result in reappointment and certification of another local board for the area.

The Governor may also decertify a board at any time, after providing notice and an opportunity for comment, for fraud, abuse, failure to carry out its responsibilities described below, or if the region fails to meet its local performance measures for two-consecutive program years. If the Governor decertifies a board for the reasons listed herein, the Governor may require a new board be appointed and certified for the area pursuant to a reorganization plan developed by the Governor, in consultation with the LEO in the area.

VIII.C. How will your state build the capacity of local boards to develop and manage high performing local workforce investment system? §111(d)(2) and §112(b)(14).

The State Council (CWDC) will include local board members on the State Council. In addition, the chair and the executive committee are leading a movement to regional cooperation and have launched a series of regional meetings and sponsored a statewide marketing effort that resulted in the Governor proclaiming September as Workforce Development Month. All local regions and their system partners are participating in activities to celebrate the month with outreach to small and medium business, job seekers and major corporations.

Additional initiatives to build capacity include the following:

- The State Council chair has assigned each member of the CWDC staff to act as liaison to five local workforce boards. The staff must attend local board meetings, and provide technical assistance, briefings on national and state issues, and support.
- Effective and high performance operations are supported and encouraged through an innovative Continuous Improvement Management System (CIMS) of incentives. The State Board created CIMS to ensure the evolution of a demand driven system that meets the needs of the businesses and citizens of the state. The program features incentives and is linked to the Colorado Center for Performance Excellence (CPEX) which is the Baldrige rating and certifying agency for the state. Performance results will be reviewed and rated by Baldrige examiners and each workforce region will be supported in applying

for the awards system within CPEX. CPEX is an independent rating and training entity and it will assist the State Board and local WIBS in driving continuous improvement within the system. CIMS is described in the following text:

- To meet the challenges of Colorado's competitive and changing economy the state's workforce investment system must be prepared to respond to the business and worker communities. The Colorado Workforce Development Council (CWDC) through implementation of the Continuous Improvement Management System (CIMS) recognizes efforts responsive to state employers and workers with WIA incentive dollars. Success of Colorado's workforce is dependent upon these continuous improvement and performance excellence efforts.

Partnership is crucial to Colorado's workforce development system. Partnership with the business community in workforce development activities is essential to meet the challenges of Colorado's competitive and changing economy. This year six businesses were recognized for their contributions and coordination with local workforce efforts.

Performance by Colorado's nine workforce regions contribute to the state's overall success and WIA goal attainment. Performance Incentive Awards to Workforce Regions are provided for their contribution to Colorado meeting WIA performance measures.

Empowerment is crucial. In order to keep Colorado's workforce competitive, innovation in leadership and service delivery is recognized. This year each workforce region conducted an organizational evaluation to define their baseline operational status. Baseline information helped workforce regions construct plans for improvement and moving their operations toward performance excellence. Continuous evaluation and implementation of performance excellence efforts are overseen by the WDC to fill the continually changing needs of the state's employers and to stay competitive in the global market.

Local Directors and their staffs are trained by Baldrige examiners in the application and implementation of Baldrige based business development principles. Workforce regions will receive funds to pay for the assessment and training to qualify for the three levels of excellence within the CPEX system. All training costs are paid by the CWDC and local WIBS will receive incentive awards for each successful step they achieve on the CPEX journey to performance excellence.

VIII.D. Local Planning Process -- Describe the state mandated requirements for local workforce areas' strategic planning. What assistance does the state provide to local areas to facilitate this process, §112(b)(2) and 20CFR 661.350(a)(13) including:

Colorado's mandated requirements for local workforce regions' strategic planning are found at C.R.S. §8-71-208. Subsection (1) (a) states that "The Colorado workforce investment program shall be administered according to the state five-year plan prepared in accordance with the local plans created pursuant to this section...." Subsection (2) sets forth the strategic direction while CDLE issues an annual Program Guidance Letter that implements the strategic direction and provides details on what the local workforce regions should include in their strategic planning.

The local plans are reviewed by the State Council pursuant to C.R.S. §8-71-222 (2)(c) and, the CDLE provides assistance to local areas in developing their strategic plans pursuant to C.R.S. §8-71-223. This is implemented by the staff of CDLE's Workforce Development Programs, primarily through the Workforce System Specialists assigned to each local region.

WIA emphasizes the significance of local decision-making and its impact on the successful implementation and development of the local One-Stop system. The evolution of the local workforce system through the 2000-2005 five-year plan is the foundation for determining how the local area will move forward in providing services, meeting performance standards and meeting the economic and workforce challenges of the communities it serves. Local policies and procedures provide the framework for local governance; therefore, it is important that they are consistent with the local Workforce Investment Board's (WIB) strategic plan, the WIA, federal regulations and state policies. CDLE has issued policy and procedural guidance for the development of local WIA and Wagner-Peyser plans covering PY05 and PY06. Since then, the state has provided supplemental guidance to the local areas to address the strategic planning process and to ensure that local plans are consistent with the administration's vision and goals.

The state has issued policy and operational directives to the WIBs to enable the local workforce regions to develop their strategy. Local regions must have developed and implemented new strategic plans beginning on July 1, 2005. The planning guidelines require local boards and chief elected officials to reflect upon their current One-Stop delivery system, identify gaps and workforce challenges within their communities, and consider the manner in which they will strategically move their systems forward. This is done by developing partnerships that align with locally identified key workforce issues, leveraging additional resources for the system, designing actions and strategies for improving service delivery and increasing performance, and ensuring that policies and procedures support their improvement goals.

VIII.D.1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements?

A strong role for WIBs in the areas of strategic planning, policy development and oversight of the local workforce investment system is key to the success of workforce development. Local boards have responsibility for establishing policies that guide the direction and operation of the system, looking broadly at education, training, and related resources in their jurisdiction and determining how to use those resources most effectively and efficiently in responding to labor market demands.

Oversight of the local planning process begins with the release of state policy outlining instructions to address the national direction and strategic priorities for the workforce investment system in PY05 and PY06. The evolution of the local workforce system through the previous five-year plan is the foundation for determining how the local area will move forward in providing services, meeting performance measures and meeting the economic and workforce challenges of the communities it serves. The state will undertake very deliberate actions to collaborate with local elected officials and local workforce boards in the strategic planning process including negotiation of performance goals.

The state review process applies standards to local plans to ensure that the information provided by local boards appropriately and completely responds to the instructions, directives and guidelines provided by the state. The state approves local area plans by applying the process stated in WIA Section 118(d). Local plans will be reviewed by a team of CDLE workforce professionals who are familiar with the local area's workforce challenges and opportunities and are specialists in one or more of the following areas: program development, labor market information, allocations and expenditures, past performance, and level of partner integration. Local areas may request the state to conduct a preliminary review of the draft local plan. If a preliminary review is requested, then the state will respond within a negotiated timeframe with comment and/or technical assistance.

Upon completion of the formal plan review, CDLE staff will inform the CWDC of any deficiencies and provide technical assistance to the local regions, so corrections may be made. Then each local plan will be given a status of either "conditional or satisfactory." To be classified as satisfactory, the plan must be complete and meet all the requirements. To be classified as conditional, the plan must meet most of the requirements, although revision of one or more components is needed. Conditional plan approvals are subject to agreement by the CWDC and CDLE on the revisions to be made to local plans and on the expected deadline for modifications.

Local PY05 performance standards will be negotiated with all local boards once CDLE has completed negotiations on the statewide standards with the USDOL. Planning guidelines include submittal of the area's PY05 performance standards with the plan, if they are available. At a minimum, local plan guidance calls for a discussion of performance levels, including the manner in which they affect local policies, procedures, and initiatives. If PY05 performance levels are unavailable for inclusion in the plan, the plan must be modified when the locally negotiated performance standards become available.

VIII.D.2. How does the local plan approval process ensure that local plans are consistent with state performance goals and state strategic direction?

Local plans are submitted in accordance with state guidelines that are focused on implementation of WIA priorities. As a result, all approved plans will describe the local area's economic environment and, based on this analysis, identify its key workforce issues. Once this process is completed, each local area must further detail how it will engage community partners in workforce solutions, align the delivery of available services, and measure achievement of performance goals. CDLE's local plan reviewers will evaluate each area's strategies to ensure alignment with state priorities and negotiated performance measures. CDLE will ensure that these strategies are consistent with the national direction and strategic priorities for the workforce investment system.

VIII.E. Regional Planning §112(b)(2) and §116(c).

VIII.E.1. Describe any intra-state or inter-state regions and their corresponding performance measures.

There are no intra-state or inter-state regions that have been formally established in Colorado, and, therefore, no corresponding performance measures.

VIII.E.2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.

There are no intra-state or inter-state regions that have been formally established in Colorado.

VIII.E.3. For inter-state regions (if applicable), describe the roles of the respective Governors and state and local boards.

There are no intra-state or inter-state regions that have been formally established in Colorado.

VIII.F. Allocation Formulas §112(b)(12).

VIII.F.1. If applicable, describe the methods and factors (including weights assigned to each factor) your state will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to §§128(b)(3)(B) and §133(b)(3)(B).

Colorado did not choose to use the 30% discretionary formula; all adult and youth funds are distributed using the basic WIA formula.

VIII.F.2. Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the state and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.

WIA Adult/Youth
Insured Unemployment – 1/3
Poverty – 1/3
Excess UI greater than 4.5% - 1/3

Colorado uses the straight federal formula prescribed for WIA Youth activities and Adult employment and training activities, without any additional factors, and applies the optional 90% hold-harmless provision. Hold harmless is calculated by federal rules to maintain each region at a minimum of 90% of its share of last years funding

WIA Dislocated Worker
Insured Unemployment – 49%
Unemployment concentrations – 5%
Plant closings and mass layoff – 1%
Declining industries – 15%
Farmer-rancher economic hardship – 5%
Long-term unemployment – 25%

The state allocates 60% of Dislocated Worker funds to local areas based on the above allocation formula as prescribed by the Governor in accordance with WIA requirements. The formula utilizes the most current and appropriate information available to the Governor. The state determined that these factors and weights best reflect the need of local regions for Dislocated worker funds in the coming year. This formula was also approved by Colorado Counties Inc. (a statewide association of county commissioners). Colorado applies an optional 90% hold-harmless provision, which is calculated by federal rules to maintain each region at a minimum of 90% of its share of last years funding.

Wagner-Peyser
Total People Served – 70%
Square Mileage – 10%
Number Unemployed – 10%
Labor Force – 10%

Colorado uses a formula that was developed through a collaboration of members of the Colorado Workforce Development Council and Colorado Counties, Inc. This group thoroughly researched available options to ensure that the needs of both rural and urban regions were met, and mutually agreed on the above formula. Colorado uses an optional 90% hold harmless that is based on keeping each region at 90% of their share of the previous year's allocation.

VIII.F.3. Describe the state's allocation formula for dislocated worker funds under §133(b)(2)(B).

Insured Unemployment – 49%
Unemployment concentrations – 5%
Plant closings and mass layoff – 1%
Declining industries – 15%
Farmer-rancher economic hardship – 5%
Long-term unemployment – 25%

The state allocates 60% of Dislocated Worker funds to local areas based on the above allocation formula as prescribed by the Governor in accordance with WIA requirements. The formula utilizes the most current and appropriate information available to the Governor. The state determined that these factors and weights best reflect the need of local regions for Dislocated worker funds in the coming year. This formula was also

approved by Colorado Counties Inc. (a statewide association of county commissioners). Colorado applies an optional 90% hold-harmless provision, which is calculated by federal rules to maintain each region at a minimum of 90% of its share of last years funding.

VIII.F.4. Describe how the individuals and entities on the State Board were involved in the development of the methods and factors, and how the state consulted with chief elected officials in local areas throughout the state in determining such distribution.

The state uses a formula for each program that was created in conjunction with State Council members and Colorado Counties, Inc. (a statewide association of county commissioners). This group thoroughly researched all options to ensure that the needs of both rural and urban regions were met. Factors were designed that would best reflect where funding was needed to best serve our customers. We use an optional 90% hold harmless that is based on keeping each region at 90% of their share of the previous year's allocation.

VIII.G. Provider Selection Policies §112(b)(17)(A)(iii), §122, §134(d)(2)(F).

VIII.G.1. Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.

Given WIA's focus on informed customer choice, system performance and continuous improvement, the creation of an eligible training provider (ETP) list is a key strategy to accomplish the WIA vision. In the Colorado workforce system, the ETP list is accompanied by a Consumer Report Card indicating student outcomes for each approved program offered by a particular vendor.

Early ETP list development efforts focused on establishing the list through initial eligibility review, informing training providers of elements required to document performance, and creating a system to be used by local workforce boards to conduct subsequent eligibility reviews.

Subsequent to a vendor's initial inclusion on the list, vendors are required to submit annual data on student outcomes for eligible programs. After review and approval by the local Board, the data is forwarded to CDLE, the state-designated agency, for verification and vendor placement on the approved training vendor list. This data is reported out to the public for consideration in selecting a training provider. This process of application, verification and acceptance will continue for all training providers to assure current, accurate information upon which consumers can make an informed choice.

CDLE has the primary responsibility for managing the ETP database system, maintaining the vendor list, and tracking and verifying the performance data. Local boards have the responsibility for receiving applications from prospective training providers and making decisions regarding inclusion on the list.

To be effectively applied by workforce professionals, consumers, training providers, and the public in general, access to the ETP list and Report Card must not only be easy and self-directed, it must also have useful, accurate, current information in order for individuals to make informed choices regarding training. In this regard, the state maintains the Eligible Training Provider List in a database format on a dedicated website. The CDLE website, moreover, has a direct link to the ETP website, Colorado Navigator, which can be accessed electronically at all One-Stop Centers.

With over 250 possible traditional training providers in Colorado, 15 community colleges and 13 four-year schools, as well as the businesses, community based organizations, and institutions offering short-term, limited training; the volume of information to be collected, analyzed and entered is substantial. All performance data is reported by program, as well as by institution.

Initial Eligibility: All vendors are required to fill out an initial application with as much performance information as is available and submit their application to the local workforce board. For schools with several campuses, they may apply to the local workforce Center in which the program is offered. This eliminates the duplication of applications among local workforce offices.

After review and approval at the local board level, the training vendor's application will be forwarded to CDLE for verification within 30 days. When the application data is fully approved, the vendor is added to the state list. As noted above, the ETP list includes the Consumer Report Cards for each vendor for the first year. On the basis of the performance data, it is expected that consumers will be able to evaluate a schools outcomes and make a choice most leading to their goals. Once a program is on the state ETP list, any consumer can access the training vendor regardless of the region in which the consumer originally sought services.

Subsequent Eligibility: After a vendor is placed on the approved ETP list, the vendor is required to collect student performance data on retention rates, placement rates and wage at placement for each program they offer. They collect this separately for the entire student population and for students funded under WIA.

On an annual date designated by the state, vendors submit an application, including performance data, to the local board that determined the vendor's initial eligibility. The local board matches vendor performance against state performance standards (adjusted locally to demographics and economic conditions) and subsequent eligibility is determined. Local offices can require higher performance levels by adding criteria they feel are useful to their customers in making a selection of a provider.

If the performance data submitted by the local board is approved, the local board then forwards the data to CDLE for placement on the ETP list. The state then provides two distinct verification roles: verification of accuracy of calculations of performance data after submission by the local boards and verification of the accuracy of the performance data submitted by the training provider.

A vendor can be removed from the list due to lack of performance in meeting standards or if the information they submitted was false. Where possible, the state will assist vendors in collecting data for subsequent eligibility on WIA participants.

VIII.G.2. Describe how the state solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.

For the initial set up of the Eligible Training Provider system, CDLE established a committee that included representation from local workforce regions, the Colorado Community College System, the state Occupational Education System, and various CDLE subject matter experts. This committee solicited input from various stakeholders as it put together the original policies and procedures. Input was gathered and information disseminated using the following methods:

- Accessing links from local regions, training providers, businesses, and other state agency websites;
- Working closely with Colorado Department of Education and the Colorado Community College System;
- Convening public meetings with current training providers to explain the new system and encourage the application process;
- Attending local Chambers and business group meetings;
- Marketing through local regions;
- Utilizing pre-existing employer education and training databases;
- Disseminating promotional flyers and direct mail-outs which include training vendor application forms, definitions, and directions for completion; and
- Advertising in local media (TV/radio/printed media).

VIII.G.3. How will the state maintain the state's eligible training provider list?

The state maintains the Eligible Training Provider List in a database format on a dedicated website. The CDLE website has a direct link to the ETP website and Colorado Navigator, which can be accessed electronically at all One-Stop Centers. The website address is: http://navigator.cdle.state.co.us.

VIII.G.4. Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated state agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.

State Policy Guidance Letter (PGL) #00-23-WIA1 requires local boards to establish local policy and procedures for training providers to appeal a denial or termination of eligibility.

Although the number of complaints that have surfaced are minimal, CDLE will establish additional policies and procedures to address any problems. To date, all issues have been resolved to the satisfaction of all parties by the state ETP coordinator.

With pending WIA Reauthorization, CDLE will look at revamping the ETP system and relevant policies and procedures in order to assure continued improvement of services to consumers, training providers, local workforce boards, and workforce Center staff.

VIII.G.5. Describe the competitive and non-competitive processes that will be used at the state level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. §112(b)(16).

The state adheres to the Colorado Procurement Code (Title 24, Articles 101 – 112, Colorado Revised Statutes) and CDLE's Standard Operating Procedure SPP 0017, which outlines the rules and procedures for making special procurements from private vendors, in awarding all grants and contracts for activities under title I of WIA. Vendor evaluation varies according to the method of vendor selection (competitive and non-competitive) required by the Colorado Procurement Code/Rules and CDLE's delegation of purchasing authority. A selected vendor must always be "responsive" (i.e., meet the specifications contained in the vendor solicitation document) and "responsible" (i.e., capable of performing, which is statutorily presumed to be the case).

The state applies the same procurement requirements to sub-grant recipients as are applied to the state unless a particular federal grant, statute, or rule specifies requirements that differ from the Colorado Procurement Code and Rules. Any such federal restriction or requirement would apply to both procurements by the state itself and to sub-grant recipients, unless otherwise specified. Local workforce regions are required to adhere to either the federal, state or county procurement rules, whichever is more restrictive.

The awarding of discretionary grants at the state-level for youth, adult and dislocated worker activities is based primarily on a competitive process. These competitive grants are awarded through the use of Requests for Proposals issued via the state's Policy Guidance Letter process and via Colorado's e-learning portal located at www. E-colorado.org. Project proposals are solicited primarily from the local workforce regions and occasionally allow for proposals submitted by other WIA partners, such as, the Colorado Community College System and the Adult Education and Family Literacy programs. The evaluation of proposals is completed by a committee of workforce development professionals, representatives of other partner programs, and workforce development stakeholders. Proposals are evaluated according to the criteria outlined in the PGL announcement.

Special project proposals are also solicited and approved on a non-competitive basis by the State Workforce Council for consulting services to develop marketing strategies, provide training to local WIB staff, evaluate programs, contribute grant writing services, implement continuous management and improvement strategies, and develop workforce development websites, designs, and expansions. These project proposals are subject to

the state procurement code and are short term project of approximately six months to one year.

VIII.G.6. Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. §112(b)(18)(B).

The state criteria for local youth councils to use in making awards for youth activities are:
The proposed operator's past success rates;
Training designs and curricula for training activities;
Cost effectiveness;
Relationships with the business community;
Relationships with local service networks;
Ability to offer skills certified by the business community;
Financial capability; and
Attestation of compliance with all applicable laws.

In addition the state recommends that local youth councils give preference to proposals that:
Offer youth a comprehensive menu of program activities;
Focus on the education needs of youth;
Provide youth exposure to the world of work through appropriate work experience;
Provide youth support in meeting their career goals;
Offer preparation for postsecondary education and employment;
Offer linkages between academic and occupational learning;
Focus on developmental needs of youth;
Provide follow-up support; and
Collect data to assess and evaluate effectiveness.

Tools used by the Governor and local boards to identify effective and ineffective youth activities and providers include the information listed immediately above as well as WIA performance and customer satisfaction measures and fiscal and program compliance monitoring at the state and local level.

VIII.H. One-Stop Policies. §112(D)(14).

VIII.H.1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system. Include how the state will consolidate Wagner-Peyser Act funds to avoid duplication of core services. §112(b) (8)(A).

Colorado has been recognized as a model of One-Stop partner coordination and consolidation of Wagner-Peyser funds, and is one of three states in the nation that is allowed to operate Wagner-Peyser programs through non-state merit systems. This has allowed Colorado workforce regions to fully integrate Wagner-Peyser and WIA services into their One-Stops and develop extensive co-location and cross-referral programs with

partners. Each of Colorado's nine workforce regions has initiated local cooperation and collaboration among regionally appropriate partners. Each workforce region has at least one One-Stop Center located within its regional boundaries; and, some have established additional satellite offices. All offer Core, Intensive, and Training services, as well as Title III, Wagner-Peyser activities. Partner agencies offer basic information either physically or electronically through Core services and may provide additional services as deemed appropriate and defined by their MOU.

Furthermore, the Colorado Workforce Investment System specified under state statute is designed to "establish a central, coordinated system at the local or regional level…" and "consolidate and coordinate programs and services to ensure a more streamlined and flexible workforce development system at the local or regional level" (C.R.S. §8-71-204). In keeping with this broad purpose, one of the major roles of the State Council is the "development and continuous improvement of a statewide system of activities…. Such improvement shall include the development of linkages in order to ensure coordination and prevent duplication among the programs and activities…" (C.R.S. §8-71-122 (2) (b)). Although most of the key partners are already part of the workforce development delivery system in Colorado, the State Council continues to work with CDLE and other state agencies to encourage their respective local programs to coordinate services and to develop partnerships with the workforce Centers.

VIII.H.2. Describe how the state helps local areas identify areas needing improvement and how technical assistance will be provided.

Technical assistance is provided through CDLE on an on-going basis via Workforce System Specialists (WSSs) who are assigned to each local region. WSSs provide technical assistance when requests are received from specific workforce regions, when there are state-wide issues, and in response to issues identified during program monitoring. Assistance is provided informally for minor issues and formally through state Program Guidance Letters (PGLs) and Technical Assistance Notices (TANs) provided to all regions. PGLs and TANs are housed and fully accessible on the CDLE website. In addition, the State Council may receive technical assistance requests from directly from local WIBs.

VIII.H.3. Identify any additional state mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.

The state has not mandated additional partners; however, additional partners can be mandated at local Board level.

VIII.I. Oversight/Monitoring Process -- Describe the monitoring and oversight criteria and procedures the state utilizes to move the system toward the state's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. §112(b)(14).

The Colorado Office of Workforce Development conducted a statewide evaluation of all demand driven activities at the local areas. A full analysis reviewed the following:

- **Current Marketing and Operational Systems** – evaluated each Center's marketing systems and how they engaged economic development and the educational community, as well as methods for measuring return on investment.
- **Employer Services and Outcomes** – detailed how outreach is conducted to area employers among staff, what tactics are deployed, market segmentation strategies and results.
- **Marketing Communications Materials** – evaluated each Center's collateral materials for branding, key message points, and look and feel and distribution strategies. Collateral categories included brochures, flyers, newsletters, special packages, advertising, videos, CD ROMs, and the like. Each Center's website was reviewed for navigation, look and feel, organization, branding, language and key messages.
- **Public Relations and the News Media** – reviewed how each Center deploys grassroots public relations and news media strategies to increase public awareness.
- **Current Market Research** –analyzed each Center's ability to conduct market research to drive their strategic planning process. This included market segmentation, customer satisfaction surveys, focus groups and brand awareness baseline measurements.

Mystery shopping was also conducted via telephone and/or site visits to evaluate message strategies, sales skills and customer service. The results of the research were utilized to develop statewide curriculum to improve business services. Teams report business outreach efforts quarterly in a BOAM committee report format that includes outreach goals and objectives, measurements, accomplishments, challenges and technical assistance required.

The CDLE has Workforce System Specialists (WSSs) assigned to each of Colorado's nine federally recognized regions. WSSs and additional administrative staff review outcome and operational data quarterly to monitor program performance, outcomes and efficiencies. All data reviewed is collected statewide and can be drilled down to the local region, the local workforce Center or satellite office, and individual customer level. In addition, WSSs conduct an annual, on-site, full compliance review monitoring of each local region. Reports issued pursuant to these reviews identify compliance issues requiring remediation and also include recommendations for program improvement. The local regions are required to provide written response to the reports; subsequent agreement is reached between them and CDLE regarding compliance issues and recommendations. A state Program Guidance Letter is issued each year to provide regions with an outline of the quarterly and annual monitoring process and procedures.

VIII.J. Grievance Procedures. §122(g) and §181(cc). Attach a copy of the state's grievance procedures for participants and other affected parties (including service providers)

See Attachment C to this Plan.

VIII.K. Describe the following state policies or procedures that have been developed to facilitate effective local workforce investment systems §112(b) (17) (A) and §112 (b) (2).

VIII.K.1. State guidelines for the selection of One-Stop providers by local boards;

The State Council's guidelines for the selection of workforce development operators allow the greatest flexibility for the local WIBs to govern the selection and certification of these providers. The local Board, with the agreement of the Chief Elected Officials, shall select workforce Center operators and may terminate for cause the eligibility of these operators. Center operators shall be selected in one of three ways:
Competitively selected by the WIB;
Through an agreement reached between a consortium of entities that, at a minimum, includes 3 or more workforce development partners. If the consortium approach is selected, the three partner requirement is defined to mean three separate organizations; or
The WIB can designate a workforce development delivery system that was established in a local workforce area prior to August 7, 1998 to be a Center operator.

VIII.K.2. Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;

Because workforce development services are delivered at the local level, it is important to resolve impasses in the organization and the administration of the local workforce system at the local level as well. However, if substantive impasses remain after a good-faith effort has been made to resolve disputes, the local WIBs and relevant workforce partners must seek assistance in resolving the issues. Failure on the part of the local WIB and the workforce Center partner entities to resolve issues important to the execution of a MOU must be reported through the State Council to the Governor and to the administrator of the entity responsible for administering the partner program.

Reports to the Governor/partner administrator must be submitted in writing after the local WIB and partner(s) conclude they have reached an impasse and are unable to execute an agreement with a mandatory partner. The reports must identify the contending issues. State Council staff will attempt to resolve the impasse with the assistance of the relevant state agencies. If necessary, the State Council may seek assistance from the Secretary of Labor and head of the Federal agency with oversight responsibility for the partner program. The outcome of these efforts, including any agreements reached, will be reported back to the local WIB and the relevant partner(s), in writing.

If unresolved issues remain and prevent the execution of a MOU between the local WIB and a mandatory partner, the Governor, through Council staff, must notify the Secretary of Labor and the heads of other Federal agencies having oversight responsibility for the partner program of the failure to execute an MOU.

In accordance with regulatory provisions under 20CFR 662.310(c), partners who fail to execute an MOU will not be permitted to serve on the local WIB, and local WIBs that fail

to execute MOUs with all mandatory partners will not be eligible for state incentive grants awarded on the basis of local coordination of activities.

VIII.K.3. Criteria by which the state will determine if local boards can run programs in-house;

All local boards are required to comply with 20CFR 661.310, provisions governing the limited conditions under which a local Board may directly provide core, intensive, or training services, or act as a One-Stop Operator. To date, the state has received no requests from a local Board to run programs in-house.
VIII.K.4. Performance information that on-the-job training and customized training providers must provide;

VIII.K.4. Performance information that on-the-job training and customized training providers must provide;

Colorado One-Stop System Policy Guidance Letter #01-08-WIA1 states as follows:
The state encourages local workforce boards to collect performance information for use as a management tool when reviewing the performance of OJT and customized training providers. This performance information may include the following:
Number of trainees by industry/occupation;
Percentage of trainees who completed the program;
Percentage of trainees hired/retained after completing program;
Percentage of trainees who retained employment six months after completing program vs. percentage of all exiters retaining unsubsidized employment six months after exiting;
Trainee wages six months after placement vs. wages of exiters six months after exiting into unsubsidized employment;
Measure of skill attainment of program graduates/hires; and,
Costs per trainee.

VIII.K.5. Reallocation policies;

Colorado One-Stop system Policy Guidance Letter#: 02-19-F on re-allocation is summarized as follows.

There are two opportunities for CDLE to recapture and reallocate formula funds: 1) CDLE may recapture and reallocate program funds at the end of the first year of the program period based on obligations; and, 2) CDLE must recapture all unspent WIA funds at the end of the second year of the program period based on expenditures.

At the end of the second year of a program year's allocation period, CDLE will recapture all WIA youth, adult and dislocated worker funds that have not been expended. This includes both unspent program funds and administrative funds. In accordance with 20CFR 667.107(b) (2), funds recaptured may be used for statewide projects or distributed

to other sub recipients that have fully expended their funds. CDLE will determine the disposition of recaptured funds based on the total amount of funds recaptured from each

funding stream. If recaptured funds are redistributed to sub recipients, the redistribution will be made to those sub recipients that have fully expended their program years' allocations for each of the funding stream. Funds expended include expenses paid as well as accrued expenditures.

VIII.K.6. State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;

Colorado One-Stop system Policy Guidance Letter#: 02-19-F sets forth state policies for approving local requests for authority to transfer funds, stating as follows: local regions may transfer up to 20 percent of WIA Adult and 20 percent of WIA Dislocated Worker funds between the two programs and require a formal modification. Transfers may only be made between funding streams from the same program year. A formal modification requires the local area to complete an Expenditure Authorization (EA) form, including a budget narrative, and budget information summary (BIS) showing the transfer or change in funding. The state controller or state controller's designee must approve the EA. Funds may not be transferred from the WIA Youth funding stream.

Colorado received a waiver of the 20% limit on transfers and may allow regions to transfer up to 40% of funds in a program year. The state requested (and was granted) an extension of this waiver through PY05 and PY06. In addition, as part of the January 2006 State Plan Modification, the State requested (and was granted) an expansion of this waiver to allow the transfer of up to 100% of funds between the WIA Adult and Dislocated Worker programs in a program year, provided that local boards ensured that program performance was maintained at an acceptable level.

VIII.K.7.. Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;

Displaced Homemakers. Displaced homemaker services are available, as an eligible category of dislocated worker, through all workforce Center operations. Displaced homemakers will have access to the full array of programs and services. In addition, subject to appropriation by the Colorado legislature, each workforce region will receive state funding for the state Displaced Homemaker Program. state funds will be used in conjunction with existing resources (e.g. WIA, Wagner-Peyser) to supplement WIA services, provide outreach, fill service gaps, and serve displaced homemakers who do not fit the federal definition.

Non-Traditional Training for Low-Income Individuals, Including Recipients of Public Assistance. Workforce regions are encouraged to provide nontraditional training for low-income clients and to establish strong linkages with the county department(s) of human services within their region. These local county human services offices are to be

involved as workforce partners. However, the local elected officials and department directors in each county will ultimately determine the degree and nature of the relationship. Regions are also encouraged to use the Work Opportunity Tax Credit (WOTC) and Welfare-to-Work tax credit programs as hiring incentives to encourage employers to hire disadvantaged job seekers.

Individuals training for non-traditional employment. Workforce regions are encouraged to provide information regarding the career opportunities available in non-traditional employment and to assist interested clients in obtaining such training. To the extent possible, regions are further encouraged to partner with existing community-based organizations to increase the availability of services for clients who wish to explore the possibility of non-traditional employment.

Individuals with multiple barriers to employment (including older individuals and people with disabilities):

- Older Workers: Workforce regions are encouraged to coordinate activities with Senior Community Service Employment Program (SCSEP) providers in the state to enhance services to older workers. Local coordination activities will include, but not be limited to:
    - Developing mechanisms to refer low-income (125% of poverty) job applicants over the age of 55 to SCSEP providers;
    - Developing mechanisms to receive referrals of older job applicants from the SCSEP program; and
    - Designating One-Stop Centers as host agencies where SCSEP enrollees can be placed as workers in the Centers. Host agency agreements would delineate training to be received by older workers as well as the job duties to be performed.
- Persons with Disabilities: Regions are required to ensure that all programs and services are fully accessible to persons with disabilities and are encouraged to include disability-related agencies as workforce partners. This commitment to full access of services for persons with disabilities is mirrored at the state level: CDLE has a long-standing interagency agreement with the state Division of Vocational Rehabilitation (DVR), and works closely with DVR on a number of projects such as planning, job development and placement, training, WOTC, and job fairs targeting persons with disabilities. CDLE has participated on the Governor's Advisory Council for Persons with Disabilities since its inception. CDLE, moreover, is a member of the Interagency Consortium and Stakeholders Policy Forum created as a result of Project WIN, a multi-year systems change project to identify and to develop strategies to remove barriers to employment for persons with disabilities. Two local workforce Centers are pilot sites for Project WIN's "consumer navigator" project.

VIII.K.8. If you did not delegate this responsibility to local boards, provide your state's definition regarding the sixth youth eligibility criterion at §101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational program, or to secure and hold employment"). §112(b)(18)(A) and 20 CFR 664.210.

Colorado One-Stop system Technical Assistance Notice #04-2 sets forth state policies specific to Colorado's definition of the sixth youth eligibility criterion as follows: Because the state has not chosen to issue a policy that defines "additional assistance" as relates to WIA Youth program eligibility, each local region has the responsibility for determining its own definition of this eligibility category. The local policy will specify what conditions must be met for a youth to require additional assistance and what documentation is needed to demonstrate this eligibility category.

IX. Service Delivery

Describe the approaches the state will use to provide direction and support to local boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. §112(b)(17)(A). Activities could include:

IX.A. One-Stop Service Delivery Strategies: §112(b)(2) and §111(d)(2).

IX.A.1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system? §112(b)(8)(A).

Colorado has been noted as a model of One-Stop partner coordination. All local regions have fully integrated Wagner-Peyser and WIA services in One-Stops and have developed extensive co-location and cross-referral programs with partners. Each of Colorado's nine workforce regions has initiated local cooperation and collaboration among regionally appropriate partners. Each region has at least one One-Stop Center located within its regional boundaries; and some have established additional satellite offices. All offer Core, Intensive, and Training services, as well as Title III, Wagner-Peyser activities. Partner agencies offer basic information either physically or electronically, through Core services, and may provide additional services as deemed appropriate and defined by their MOU.

Furthermore, the Colorado Workforce Investment System established under state statute is designed to "establish a central, coordinated system at the local or regional level…" and "consolidate and coordinate programs and services to ensure a more streamlined and flexible workforce development system at the local or regional level" (C.R.S. §8-71-204). In keeping with this broad purpose, one of the major roles of the State Council is the "development and continuous improvement of a statewide system of activities…Such improvement shall include the development of linkages in order to ensure coordination and prevent duplication among the programs and activities…" (C.R.S. §8-71(2)(b)). Although most of the key partners are already part of the workforce development delivery system in Colorado, the State Council continues to work with CDLE and other state agencies to encourage their respective local programs to coordinate services and to develop partnerships with the local workforce Centers.

IX.A.2. How are youth formula programs funded under §128(b)(2)(A) integrated in the One-Stop system?

All One-Stops provide formula program services to youth, either directly or though partners. Local Youth Councils, along with the local WIBs, are responsible for ensuring that services to Title I eligible youth are comprehensive and that services are coordinated with all participating state and local agencies offering youth programs. In Section 129 of WIA, required youth program design, program elements, and additional requirements are outlined and required of local areas. The local elements and requirements for youth programs are available to all eligible youth who enter the program within the local

region. CDLE will continue working with other state agencies to encourage their respective local programs to coordinate services and to develop partnerships with the local workforce Centers.

Local boards are encouraged to utilize their MOUs to enhance linkages with academic institutions and to promote coordination with foster care, welfare providers, and other resources. Local boards are further encouraged to develop strong connections with local employers and educational institutions (both mainstream and alternative schools) to provide academic and occupational learning, paid and unpaid work experience, and tutoring.

IX.A.3. What minimum service delivery requirements does the state mandate in a comprehensive One-Stop Center or an affiliate site?

Local WIBs have the responsibility to plan, oversee and continuously evaluate the operation of the workforce Centers. Working within a fairly broad framework, each local WIB is responsible for establishing performance or quality standards that their workforce Center must meet. However, Local WIBs must utilize the statewide minimum criteria to ensure a high quality workforce Center in their local region and to promote their continuous improvement efforts as follows:
Centers must be accessible to all job seekers and workers throughout the workforce region. Centers may include electronic/automated methods of accessibility.
Centers must offer locally customized, reliable information in easy-to-use formats.
Customers must have access to information on current employment prospects for the occupation(s) being considered, the wage level for completers of training programs for the occupation(s), and recent information on the performance of institutions providing such training in the area.
Consumer information on the quality of education and training providers is available to customers in a variety of formats, and a formal mechanism for further customer feedback has been instituted.
Centers actively solicit customer feedback and use it to continuously improve services.
Centers focus upon employee satisfaction just as they do upon customer satisfaction, with management ensuring that staff members have the tools and skills they need to provide excellent service to Center customers.
Center services must be regularly and continually marketed to employers.

IX.A.4. What tools and products has the state developed to support service delivery in all One-Stop Centers Statewide?

Colorado has developed many highly successful tools and products that support statewide service delivery through its One-Stop Centers, including the following:
Colorado e-learning portal (www.e-colorado.org): Colorado's ultimate electronic toolkit for training, education and employment, created for use by job seekers, businesses and workforce professionals;
Colorado’s Job Vacancy Survey with specific reports for the various regions;
Colorado Disability Program Navigators;

Local region websites for self-registration and customer information for job seekers and employers;

- CIMS (Continuous Improvement Management System);
- Assistive technology in support of disabled individuals;
- Assessment tools of various kinds; and
- Data casting (part of health care grant using PBS)
- Connecting Colorado – Connecting Colorado allows job seekers and employers to self-enter their data directly into the statewide JobLink database via the web. See §VI.A., above, for details.
- Key Tags – This function allows clients to carry a key tag with a bar code that identifies them to our system. By using these key tags they can "sign-in" to resource Centers and workshops. This allows us to better track usage of our workforce Center's services and resources.

Over the past six years, Colorado has also implemented several collaborative system change and improvement initiatives, some of those were targeted for people with disabilities seeking employment. The main system change/improvement initiatives include: the Colorado Disability Program Navigator (CDPN) for One-Stop Career Centers, which are also known as workforce Centers (WFCs) in Colorado; Assistive Technology Work Stations within WFCs; and Benefits Planner positions.

Significant components of these initiatives are programmatic, system evaluation and quality improvement activities and tools. These include a three-tier accessibility checklist developed by a Project Train Coalition sub group, training materials / resource guide for the AT equipment installed in WFCs, and a federally implemented Navigator job description and training. The Project TRAIN Coalition was established to provide guidance on initiatives, which is made up of over 80 individuals from federal, state, local agencies as well as community based organizations and people with disabilities.

Additionally, WIN Partners of the University of Colorado at Denver and Health Sciences Center (UCDHSC) conducted a system evaluation entitled Colorado's Disability Program Navigators and Systems Change Employment Initiatives: an Evaluation Report, with assistance from external evaluators from Cornell and Virginia Commonwealth Universities. The goal of the report was to assess the success of the system change initiatives to date and to develop tools and protocols for ongoing quality improvement and evaluation activities. The tools include a fidelity tool entitled Colorado One-Stop Tool: Quality Indicators Checklist for workforce Centers to assess the accessibility of WFCs for people with disabilities, which will be administered on an ongoing regular basis. Additionally, the ongoing quality assurance and evaluation plan includes tools for administrative data collection on the target service population (people with disabilities) and comparison populations, focus groups with CDPNs, interviews of WFC staff and local partners, and a client survey instrument.

Web-based products and resources have been developed as well. These include two monthly publications entitled Pathfinder and Spyglass to provide CDPNs and others with information on upcoming events, relevant resources and special topic areas. WIN

Partners/UCDHSC has a new website hosting numerous resources for professionals and consumers, as well as a training curriculum for the CDPNs. Also, the tools and information are posted on Colorado's e-portal, and additional data from Project Train's initiatives will be posted during the two-year life of this plan.

IX.A.5. What models/templates/approaches does the state recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource Center that is open to anyone?

Colorado has a locally driven system that unleashes localities to implement programs that meet the needs of their communities while promoting economic development and a high quality of life. Pivotal to the Colorado strategy is a clear delineation of roles between the state (policy and oversight) and local workforce regions (operations and management). The locally appointed WIB oversees the local workforce Centers. Employment and supportive services are provided by local entities, including private concerns, community based organizations and local governments.

As Colorado delivers most programs and activities through local entities, it provides local workforce regions with as much flexibility and decision-making authority as permitted under federal law and as consistent with minimum service delivery requirements. Because of this, One-Stop Centers have different methods of organizing their service delivery to business customers and are permitted to use different individual assessment processes (although many Centers use the same or similar processes). Minimum service delivery requirements dictate that all One-Stop Centers have a resource Center that is open to job seekers and workers throughout the workforce region.

IX.B. Workforce Information
A fundamental component of a demand driven system is the integration and application of the best available state and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancies surveys, transactional data from job boards, and information obtained directly from businesses. §111(d), §112(b)(1), and §134(d)(2)(E).

IX.B.1. Describe how the state will integrate workforce information into its planning and decision making at the state and local level, including state and local boards, One-Stop operations, and case manager guidance.

In 2005 Colorado's Workforce Development Council will establish a task force made up of business leaders, economic developers, educators, the labor market information director and workforce Center directors. This task force will first evaluate the relevance of existing workforce information tools and develop a list of critical questions that must be answered. Where none exist, this task force will propose the creation of tools to answer the defined critical questions and will develop a plan to integrate the use of these tools throughout the workforce system. Labor market economists regularly brief the

State Board and local boards to ensure they have the most current labor market information. The State Board will continue to support the LMI section in its participation in the Local Employment Dynamics (LED) partnership with the Census Bureau to develop additional timely and effective labor market information. Job Vacancy surveys and LMI information is shared with all State Board members and they in turn are asked to share the information with their trade associations and contacts.

IX.B.2. Describe the approach the state will use to disseminate accurate and timely workforce issues to businesses, job, seekers, and employment counselors, in easy to use formats that are readily accessible within one stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.

Currently in Colorado, dissemination of workforce information is primarily done through web-based tools and easy to understand publications. This practice will be continued during this planning cycle, and it will be enhanced by greater use of Colorado e-learning portal, which is accessible to businesses, job seekers, employment counselors, educators, and is easy to use. Colorado's Labor Market Information office recently completed a report analyzing its existing web presence. Included in that report are recommendations to improve and increase customer usability of web-based tools. Further evaluation of the feasibility of implementing recommended changes will take place in PY05.

The State Board distributes the LMI information to all State Board members and local WIB chairs, and also, posts a link to all new labor market data developed from its web site links page, and highlights a notice on its home page as new LMI data is produced. The state portal will also be used to house selected LMI data during the two-year life of this plan.

IX.B.3. Describe how the state's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the state's overall strategic direction for workforce investment.

The state's Workforce Information Core Products and Services Plan is developed through close collaboration between Colorado Labor Market Information and the Workforce Development Council. The director of LMI sits on the Skills Development Partnership Committee, a subcommittee of the Workforce Development Council, and reports progress on grant activities regularly to the CWDC chair. Additionally, the Director of LMI was an active participant in the Colorado Workforce Development Council Strategic Planning process and assisted in the development of the themes and areas of focus produced. The Director of LMI and the State Board and its staff regularly consult with the LMI advisory committee of the State Local Regions executive Directors association and the local WIBS. In addition, State Council staff and LMI economists attend the local WIB meetings to be sure policies are aligned and information flows freely.

IX.B.4. Describe how state workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.

Colorado sends all of its open job orders to America's Job Bank on a nightly basis. This allows applicants wishing to relocate to Colorado to see what jobs are available. Workforce Centers also use America's Job Bank to assist clients who wish to look for work outside of Colorado. Most workforce Centers have resource rooms that provide access for clients to these resources if they do not have Internet access from home. The web links to America's Career Information Network and Career Voyages have been added to workforce regional web sites, the CDLE web site, and Colorado e-learning portal for easy access by job seekers, employers, and workforce professionals.

IX.C. Adults and Dislocated Workers

IX.C.1. Core Services §112(b)(17)(a)(i).

IX.C.1.a. Describe state strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).

Services funded by the Wagner-Peyser Act are an integral part of Colorado's workforce development system and do not exist as a stand-alone system. Services are universally available and include the full range of services described in Section 7(a) of the Wagner-Peyser Act.

CDLE has been designated the state Employment Security Agency and retains full responsibility for the state's Wagner-Peyser allocation. CDLE contracts with the local workforce regions to provide basic labor exchange services. Regions have the option of either delivering services themselves or requesting that the state continue to provide services. Contracts are performance-based and delineate a minimum set of core services that must be provided. Local workforce regions are required to submit an annual plan which must include how they will provide services, and how such services will be integrated with other services and programs to create a seamless system of service delivery. Each local region is monitored on an annual basis to ensure compliance with the terms and conditions of the contract as well as the federal requirements governing the Employment Service. The state also issues policy guidance letters and provides technical assistance to the local workforce regions on an as-needed basis.

IX.C.1.b. Describe how the state will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act includes (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and are accessible and available to all customers at the local level.

Customer choice and universal access are two of the basic principles used in the design of Colorado's workforce development system. The Wagner-Peyser program adheres to these principles by offering a three-tiered approach to service delivery.

The first tier of services that customers can choose is self-service whether at home, a local library, or in the resource Centers of the local workforce Centers. Through the Internet and PC based software, job seekers and employers can find out about and access

a variety of services. Most regions have established a web site explaining local services, with links to America's Job Bank, Talent Bank, and Learning Exchange, where job orders and resumes can be self-posted and job matches can be made. Additional links include The Colorado Navigator, a database of labor market and training information. Resource Centers at the local workforce Centers also offer the use of resume and self-assessment software, faxes, phones, and copiers to assist with self-directed job search. When a customer utilizes any of the self-service options at the workforce Center, s/he will be able to request facilitated self-help, the second of the three-tiered service delivery choices.

Staff-assisted service is available at all local workforce Centers through group and one-on-one activities. Services include job search workshops, assessment, vocational guidance, labor market information, job referrals, and referrals to supportive services or training. Customers who cannot use self-service or need help in making career or job search decisions will be able to meet with workforce Center staff and receive personal assistance until they are able to take advantage of the self-service options. If staff-assisted services are not sufficient to achieve a job placement outcome, customers requesting additional help will be referred to intensive or training services, the third tier of services.

IX.C.1.c. Describe how the state will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.

Colorado is organized into nine workforce regions, one of which is subdivided into subregions. Each region/subregion has at least one physical workforce Center and provides, at a minimum, basic core services (WIA and Wagner-Peyser labor exchange), intensive services, and training services. Services funded by the Wagner-Peyser Act are an integral part of Colorado's workforce development system and do not exist as a stand-alone system. To be granted certification in Colorado means that the local Board is satisfied that the prospective workforce Center will deliver high quality service to customers. In each local region, the local Board determines how many Centers to certify within its region based on local labor market needs and funding availability. It also identifies how many sites should be full-service and how many should be affiliated satellite sites. However, the local workforce development region must have at least one comprehensive physical Center at which the core services specified in WIA §134(d)(2) are available and which provides access to all WIA programs and other programs and activities carried out by the workforce partners. Affiliated sites and specialized Centers that address specific needs must be linked to the local region's comprehensive workforce Center. Each local workforce partner must make available all core services through the workforce development delivery system. Moreover, each partner must use a portion of their program funds to create and maintain the local workforce development delivery system.

IX.C.2. Intensive Services. §112(b)(17)(a)(i) Describe state strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.

Colorado is organized into nine workforce regions, one of which is subdivided into sub regions. Each region/sub region has at least one physical workforce Center and provides, at a minimum, basic core services (WIA and Wagner-Peyser labor exchange), intensive services, and training services.

Local boards also must develop a process for the selection of local Center operators that identifies specific selection criteria. Suggested criteria for selection include, but are not limited to, capacity to offer the full range of core and intensive services called for in the Workforce Investment Act.

The minimum requirement for selection of workforce Center operators is the ability to establish at least one full-service, comprehensive Center within the workforce investment area. At each of these Centers, the goal is to provide integrated service delivery to customers covering all core and intensive services. Workforce System Specialists conduct annual program compliance monitoring to ensure this goal is met.

IX.C.3. Training Services. §112(b)(17)(A)(i).

IX.C.3.a. Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.

The Governor has increased access to training by utilizing Statewide Activities funds to train incumbent workers and other targeted populations such as offenders, the disabled, hard-to-serve youth, etc. Through multiple grants awarded to local workforce boards, the has expanded the opportunities that already exist within the One-Stop system to include those workers and job seekers that need upgraded skills to remain employed or obtain a sustainable wage. In many cases, these individuals are not current customers of the One-Stop system, and these training opportunities would not have been made available without state assistance. In addition, the state has also encouraged the leveraging of private resources and achieved business buy-ins by requiring matching funds or in-kind match to support these discretionary grant efforts. It is the Governor's intent to continue to use statewide activities in support of increasing access and opportunities for training.

The waiver request (in the January 2006 State Plan modification) to allow transfer of up to 100% of WIA formula allocated funds between the Adult and Dislocated Worker programs will provide local boards with additional flexibility in addressing training needs. This will expand training opportunities to meet the local labor market demand for services and increase access to clients groups not served as a result of limited funding.

IX.C.3.b. Individual Training Accounts:

IX.C.3.b.i. What policy direction has the state provided for ITAs?

The state has issued a detailed Policy Guidance Letter (PGL 00-15-WIA1) covering ITAs. In summary, the PGL states as follows:

Training services will be provided through the use of Individual Training Accounts (ITA) issued to eligible individuals through the workforce development delivery system. The ITA is an account established by a workforce Center operator on behalf of an eligible individual. ITAs are funded with adult and dislocated worker funds authorized under Title I of WIA. Individuals may use ITAs in exchange for training services for skills in demand occupations from training providers on the statewide list of eligible training providers. Payments may be made in a variety of ways, including the electronic transfer of funds through financial institutions, vouchers, or other appropriate methods. Payments may also be made incrementally, through payment of a portion of the costs at different points in the training course.

IX.C.3.b.ii. Describe innovative training strategies used by the state to fill skills gaps. Include in the discussion the state's effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.

Colorado's demand-driven workforce system provides for maximum local flexibility in the administration of Individual Training Accounts (ITAs). This affords local boards control over the determination of their training needs. Each local Board is responsible for developing local policies governing:

- Limiting the dollar amount of ITAs.
- Identifying demand occupations.
- Setting priorities for the use of ITA funds.

Local flexibility over ITAs has produced innovative local training programs such as the Solaris Lab, which is a unique pairing of local government and private business (Sun Microsystems) in Boulder County to offer computer training in Solaris, a UNIX operating system, and A+ Certification to qualified WIA customers. The classes, faculty training and computer hardware for this training are provided through a grant from the Sun Foundation. The Boulder County workforce Center houses the lab, provides job search workshops and offers staff-assisted job placement services. Entered employment and wage gain outcomes from this project have positively impacted Boulder County's WIA Adult and Dislocated Worker performance standards.

IX.C.3.b.iii. Discuss the state's plan for committing all or part of WIA Title I funds to training opportunities in high-growth, and economically vital occupations.

Pursuant to C.R.S. §8-71-218.7, the Legislature determined that nursing would be a high-growth, economically vital occupation, and encouraged Colorado's workforce regions to invest in educational programs related to this high-demand occupation. However,

Colorado is a local-control state, and local areas are primarily responsible for allocating WIA Title I funds to training opportunities in high-growth, and economically vital occupations.

To that end, Labor Market Information continues to be a crucial partner, supporting Colorado's workforce system with an expanding line of new and innovative products. In collaboration with workforce development efforts and the USDOL E3 model, LMI developed a series of eleven brochures highlighting new and emerging fields of business and high growth potential industries in Colorado. The brochures are multi-purpose: the interior serves as a poster for display in workforce Centers. Information includes an industry overview, future job potential, wages and occupations, and education and training. LMI is delivering sets of these brochures to every local workforce Center and secondary education institution in Colorado. The brochures cover telecommunications; energy, photonics and environmental; aerospace and geospatial; healthcare; information technology; biotech; nanotechnology; homeland security and defense; transportation; hospitality, tourism and gaming; and financial.

Discretionary grants also play a role in promoting training opportunities in high-growth and economically vital occupations. For example, in partnership with the HCA/HealthONE provider network, the Colorado Community College System (CCCS), the Community College of Denver, Arapahoe Community College and local Workforce Centers, Colorado initiated an accelerated registered nurse training program to address the shortage of trained nurses entering the labor market. Over the course of the first two years of the grant, 64 nursing scholarships were awarded with a 90% completed and entered employment rate. In addition, HealthONE and CCCS initiated a "clinical scholar" model, which leveraged public and private funds to increase the capacity of the hospitals to provide clinical rotations for the students. An extension of the grant through PY04 allowed for additional capacity building through the purchase of SimMan technology and upgrading of nurse training labs.

Discretionary grants are also available through CDLE and the CWDC's WIA and Wagner-Peyser statewide funds. Each year local regions may compete for grants, which focus on initiatives targeted to high-growth, high-demand occupations and involve the development of innovative and collaborative training strategies.

IX.C.3.b.iv. Describe the state's policy for limiting ITAs (e.g., dollar amount or duration).

The state has issued a detailed Policy Guidance Letter (PGL 00-15-WIA1) covering limitation on ITAs, which delegates this responsibility for developing such policy to the local workforce regions. Section II.A. of the PGL states in part that each region's policy should include the following:
Internal procedure for the issuance of an ITA, that identifies the type of document or form to be used, required signatures and staff authorized to issue the ITAs.
In addition to tuition cost, does the ITA pay for books, fees, equipment or other education materials?
Are there are limitations on the amount of the ITA? If so, what is the basis?

If payments are made incrementally, will factors such as enrollment, program completion, continued attendance, be considered?
Are ITAs issued for a single term, semester, and/or as renewals for longer-term training?
How will "unused" money in an ITA account be utilized?

IX.C.3.b.v. Describe the state's current or planned use of WIA Title I funds for the provision of training through apprenticeship.

Under Colorado's local-control philosophy, local areas are primarily responsible for the provision of training through apprenticeships. An excellent example is the Denver workforce region's Apprenticeships in the Modern World of Printing discretionary grant. Its goal is to recruit 50 incumbent workers in the printing industry and 25 dislocated workers for a redesigned apprenticeship program in the printing industry. Denver is utilizing WIA 25% statewide funds for this project, and has worked in partnership with the USDOL Apprenticeship Office and the Community College of Denver to create the new apprenticeship curriculum.

Another example is the Adams County One-Stop Career Center Annual Youth Job Fair. This youth event attracts numerous metro Denver area employers as well as youth resource organizations and draws over 1,200 youth between the ages of 14 and 21. The job fair features apprenticeship programs, which offer youth training in industrial occupations requiring a wide and diverse range of skills and knowledge.

IX.C.3.b.vi. Identify state policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly such as through an ITA. (Note that the Department of Labor provides Web access to the equal treatment regulations and other guidance for the workforce investment system and faith-based and community organizations at www.dol.gov/cfbci/legalguidance.htm 20 CFR § 667.266(b)(1).

Colorado is a faith-friendly state that believes in the value of partnering with faith and community-based organizations. We encourage local workforce regions to collaborate with faith and community-based organizations and emphasize the importance of their strengths, networks, and ability to provide services to a population that may not be served by workforce Centers.

Colorado abides by, and follows the Charitable Choice philosophy. The provision in the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) enacted in 1996, and its later revisions, allows us the opportunity to contract and work directly with faith and community-based organizations. It also allows them to work with workforce clients who are in need of services. Charitable Choice provides the basis for our policies.

Over the past 3 years, Colorado has actively participated in the identification, recruitment, education, and training of faith and community-based organizations in order

to build better partnerships with workforce. Thus far, we have been successful using Charitable Choice to partner with faith and community-based organizations and helping them serve Colorado's workforce clients.

IX.C.3.c. Eligible Training Provider List. Describe the state's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. §112(b)(17)(A)(iii).

The eligible training provider list is maintained in a database format on a dedicated Internet website that is accessible to anyone who may be interested in browsing the information. The CDLE website includes a link to the ETP site, the Colorado Navigator, which is displayed on CDLE's homepage. Additionally, all One-Stop Career Centers make internet access available to customers, who may browse the website on their own or with assistance from a One-Stop staff member.

All providers are required to submit performance information for each offering to the local workforce investment board during the subsequent eligibility review process. In order to remain on the list, each offering must have achieved, at a minimum, the acceptable levels of performance set by the local boards. The website address is: http://navigator.cdle.state.co.us.

IX.C.3.d. On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b). Based on the outline below, describe the state's major directions, policies and requirements related to OJT and customized training.

IX.C.3.d.i. In a narrative format, describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.

Colorado encourages local boards to create new ways of engaging business through collaborative public/private partnerships that leverage resources and promote innovation and use of technology. Colorado further encourages local boards to work with business to identify needed skills sets for high-growth/high-demand occupations, today and in the future. In keeping with Colorado's general policy of providing local control whenever possible, the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training is to primarily provide resources, direction and technical support to local areas.

IX.C.3.d.ii. Describe how the state: (a) identifies OJT and customized training opportunities; (b) markets the concept as an incentive to untapped employer pools including new business to the state, employer groups; (c) partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies; (d) taps business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and (e) leverages other resources through

education, economic development and industry associations to support OJT and customized training ventures.

Colorado has a general policy of providing local control whenever possible. Therefore, in relation to OJTs and customized training opportunities, the state encourages local workforce regions to perform the identification, marketing, partnering, tapping and leveraging actions listed above. The state's primary role is to provide resources, direction and technical support to the local regions while leaving the specifics of implementation and execution to the regions. Among the resources provided are statewide activities funds made available for incumbent worker grants that allow local boards to develop customized training opportunities for adults, dislocated workers, and incumbent workers who might otherwise lose their jobs. In addition, the state has issued a policy guidance letter governing OJTs and is in the process of developing a policy guidance letter regarding incumbent and employed workers.

To identify OJT and customized training opportunities, each local WIB and the State Council is required to actively engage businesses and the economic development community to create valid labor market information that is accurate, timely, and immediately applicable in the recruitment, retention and training efforts of the state industry sectors and the system's education and training partners. Studies and reports produced and contracted by the system add to the knowledge base of skills needs while focusing on the critical skills needs of the state workforce. Local boards identify OJT and customized training opportunities based upon information the Board members share among themselves, labor-market information provided by the state, and job listing and labor demand information provided by local workforce Center staff.

An example of this is that every local workforce region has developed healthcare related opportunities in association with local healthcare providers and the Colorado Community College System. This action has been specifically encouraged by the legislature pursuant to C.R.S. §8-71-218.7 and is being pursued at the state level via the Workforce Innovation and Technology Initiative Grant, which creates a healthcare demonstration project as a model for future high-demand projects.

The Workforce Innovation and Technology Initiative Grant is a prime example of tapping business partners. As stated in the grant proposal, "An initial Center planning meeting was convened on June 24, 2004 and was attended by 55 representatives of hospitals and healthcare providers, post-secondary institutions, healthcare associations, and workforce development and other state agencies."

On a local level, the Pikes Peak WIB has long recognized the need to closely link business and education to provide a consistent pipeline of skilled workers for the region. In October, 2003, the WIB hosted a roundtable discussion regarding education and business partnerships, which became the Pikes Peak Workforce Pipeline Project. In searching for an entity to carry on this important work, the WIB and Pikes Peak Workforce Center identified the Education Outreach Center (EOC) at the University of Colorado in Colorado Springs (UCCS). EOC is targeting schools pre-k through graduate level (P-16+). The EOC will continue to facilitate the Workforce Investment Board's

initiative to develop closer links between businesses and schools. The links will help identify problems and solutions to future workforce pipeline issues.

Resource leveraging is encouraged at the state and local level. Again, the Workforce Innovation and Technology Initiative Grant is a prime example of leveraging resources. As stated in the grant proposal, "Colorado's demonstration grant initially targets healthcare due to a critical shortage in many key healthcare occupations and the industry's willingness to commit significant human and financial resources to the initiative. Industry leaders representing employers and associations have stepped forward to partner with the workforce development, education, and training communities in creative problem-solving, consensus-building and resource leveraging".

An example of a local customized training project is the joint Adams County One-Stop/Boulder County Workforce Center Incumbent Worker Training Project. Its goal is to train 527 workers in small to mid-sized manufacturing companies in Adams and Boulder counties using Lean/World Class manufacturing methodology. Identification of manufacturers was done via the local workforce Centers in conjunction with Front Range Community College (FRCC). FRCC then assessed the needs of each participating manufacturer to help develop the training program.

Another example of a local customized training project is the joint Adams County One-Stop Career Center/Workforce Boulder County One-Stop Center/Larimer County Workforce Center Northern Healthcare Consortium. Its purpose is to identify and provide current healthcare employees with opportunities to receive additional education and assistance leading to advancement within the healthcare field.

IX.C.4. Service to Specific Populations. §112(b)(17)(A)(iv).

IX.C.4.a. Describe the state's strategies to ensure that the full range of employment and training programs and services delivered through the state's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)

Colorado is organized into nine local workforce regions, one of which is subdivided into sub regions. Each region/sub region has at least one physical workforce Center and provides, at a minimum, basic core services (WIA and Wagner-Peyser labor exchange), intensive services, and training services.

Local boards also must develop a process for the selection of local Center operators that identifies specific selection criteria. Suggested criteria for selection include, but are not limited to: ...capacity to offer the full range of core and intensive services called for in the Workforce Investment Act.

The minimum requirement for selection of workforce Center operators is the ability to establish at least one full-service, comprehensive Center within the workforce investment area. At each of these Centers, the goal is to provide integrated service delivery to customers covering all core and intensive services. Workforce System Specialists conduct annual program compliance monitoring to ensure this goal is met.

Strategies for groups specifically listed above are as follows:

Dislocated workers, including displaced homemakers. Colorado will provide core, intensive and training services with the emphasis on assisting dislocated workers toward reemployment. Each local region will determine the menu of services and activities. The state will provide each workforce region with a list of state- approved training resources. Information will then be made available to all dislocated workers at the local regions to allow each participant maximum choice. Colorado has a very proactive Rapid Response Program that reaches a significant number of dislocated workers prior to layoffs (close to 90% in situations where the WARN Act applies). Displaced homemakers services are available, as an eligible category of dislocated worker, through all workforce Center operations.

Displaced homemakers will have access to the full array of programs and services. In addition, subject to appropriation by the legislature, each region will receive funding for the state Displaced Homemaker Program. state funds will be used in conjunction with existing resources (e.g. WIA, Wagner-Peyser) to supplement WIA services, provide outreach, fill service gaps, and serve displaced homemakers who do not fit the federal definition.

Low-income individuals, including recipients of public assistance. Local workforce regions are encouraged to establish strong linkages with the county department(s) of human services within their region, and to involve these departments as workforce partners. However, the degree and nature of the relationship will ultimately be determined by the local elected officials and department directors in each county. regions are also encouraged to use the Work Opportunity Tax Credit (WOTC) and Welfare-to-Work tax credit programs as hiring incentives to encourage employers to hire disadvantaged job seekers.

Individuals training for non-traditional employment. Regions are encouraged to provide information regarding the career opportunities available in non-traditional employment and to assist interested clients in obtaining training for non-traditional employment. To the extent possible, regions are encouraged to partner with existing community-based organizations to increase the availability of services for clients who wish to explore the possibility of non-traditional employment.

Individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, and people with disabilities).

Older Workers - Regions are encouraged to coordinate activities with Senior Community Service Employment Program (SCSEP) providers in the state to enhance services to older workers. Coordination activities will include, but not be limited to:

- Developing mechanisms to refer low-income (125% of poverty) job applicants over the age of 55 to SCSEP providers;
- Developing mechanisms to receive referrals of older job applicants from the SCSEP program; and
- Designating One Stop Centers as host agencies where SCSEP enrollees can be placed as workers in the Centers. Host agency agreements would spell out training to be received by older workers as well as the job duties to be performed.

Persons with Disabilities – Regions are required to ensure that all programs and services are fully accessible to persons with disabilities and are encouraged to include disability-related agencies as workforce partners. This commitment to full access of services for persons with disabilities is mirrored at the state level: CDLE has a long-standing interagency agreement with the Division of Vocational Rehabilitation (DVR), and works closely with DVR on a number of projects such as planning, job development and placement, training, WOTC, and job fairs targeting persons with disabilities. CDLE has participated on the Governor's Advisory Council for Persons with Disabilities since its inception. CDLE is also a member of the Interagency Consortium and Stakeholders Policy Forum created as a result of Project WIN, a multi-year systems change project to identify and develop strategies to remove barriers to employment for persons with disabilities. Several workforce Centers are involved in Project WIN's "consumer navigator" project.

The agricultural community that serves the migrant and seasonal farm worker population. Each region is required to provide the full range of services to Migrant and Seasonal Farm workers (MSFWs) that are available to the general population. In addition, five areas have one or more communities that have been designated as "significant" by USDOL: Adams County (Brighton), Weld County (Greeley), Southeast (Lamar and Rocky Ford), South Central (Monte Vista) and Western (Delta). Each significant office has a designated outreach worker to work specifically with agricultural employers and MSFWs. Outreach workers must be bilingual (English/Spanish) because the MSFW population in Colorado is predominately Spanish-speaking.

Veterans, including veterans' preferences under 38 U.S.C. Chapters 41 and 42.
Any workforce Center receiving Wagner-Peyser funds or housing Wagner-Peyser staff will provide veterans with priority employment and training services in accordance with United States Code Title 38, Chapters 41 and 42, and 20 CFR 1001.120(a)(b). A workforce Center will ensure that all of its service delivery points provide priority labor exchange services to veterans; and specifically, when making referrals to job openings and training opportunities, shall observe the following order of priority:

- Special disabled veterans
- Vietnam-era veterans
- Disabled veterans other than special disabled veterans
- All other veterans and eligible persons; and Non-veterans

CDLE will continue to comply with the guidelines and directives as stated in the Special Grant Provisions of the LVER/DVOP grant agreement and encourage all workforce partners to abide by these provisions. LVER/DVOP positions shall be state employees and are in addition to, and shall not supplant, Wagner-Peyser staff.

CDLE and USDOL's Veterans Employment and Training Service will monitor and review the provision of services to veterans at each local workforce Center at least annually and provide to the CDLE Executive Director and the local workforce Center manager an analysis of the findings with recommendations and/or corrective actions.

Colorado has issued Policy Guidance Letter 04-17-V and Technical Assistance Notice 05-1 for use by the One-Stop Centers in administering the new veterans' priority of service policies.

X.C.4.b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with §3(c)(3) of the Wagner-Peyser Act.

All UI claimants are potentially eligible for profiling as a result of their initial work registration. UI claimants are ranked and assigned priority for profiling on the basis of three criteria: education (too high or too low), declining industry, and declining occupation. Claimants identified through the worker profiling program may or may not be offered services under Worker Profiling and Reemployment Services, based upon the availability of local dislocated worker funding. Regions that have more dislocated workers than resources may limit the number of profiled claimants who are offered services. Regions with few demands on their dislocated worker funds may recruit extensively from the list of profiled claimants.

UI claimants who are selected through WPRS participate in a mandatory orientation that explains the purpose of the program and available services. Profiled claimants who elect to participate after the orientation receive the full range of core, intensive, and training services available to dislocated workers, subject to the same WIA requirements and restrictions

Profiled UI claimants have access to the full array of Wagner-Peyser and dislocated worker services offered by a local workforce Center. Once the selected claimant participates in a group orientation, he/she will be informed of the service options, the assessment and reemployment planning process, availability of training resources, their rights and responsibilities, and the effect of non-participation on their eligibility to draw UI benefits. If a claimant does not attend the orientation session, the information is entered into the computer system and transmitted to the UI system where it establishes an issue that must be resolved before further benefits can be paid.

At a minimum, the profiled UI claimant can take advantage of all of the core services. If a profiled claimant's job search is not successful after using these resources, he/she would be registered for intensive services and ultimately training services.

IX.C.4.c. Describe how the state administers the unemployment insurance work test and how feedback requirements under §7(a)(3)(F) of the Wagner-Peyser Ac) for all UI claimants are met.

Colorado requires all claimants to engage in an active work search for each week of benefits claimed, unless they meet the requirements of "job attached status", or receive a waiver for "approved training" activities.

The Colorado Unemployment Benefits System (CUBS) software is linked electronically with the current JobLink client database and, once a claim is filed, generates a partial registration for use by local workforce Center staff. Due to this linkage, duplicative data entry is avoided and UI is automatically notified if the work registration is not completed prior to issuance of the first benefits check. UI staff will be provided limited on-line access to relevant information in the JobLink database and can check registration records at any time.

Local workforce Center staff utilize an e-mail system to notify UI when claimants do not report for interviews, refuse suitable job offers, or are otherwise not able, available or actively seeking work. In addition, links between JobLink and CUBS have been added to include reporting work test issues and inactivation of registrations to UI. There is also some discussion regarding the feasibility of using the automated systems to notify the local workforce Centers when a claim is inactivated. This will allow systematic follow-up of clients not complying with the UI work test requirements or needing additional services if a claim is exhausted.

IX.C.4.d. Describe the state's strategy for integrating and aligning services to dislocated workers provided through the WIA Rapid Response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the state have a policy supporting co-enrollment for WIA and TAA?

The Rapid Response, Dislocated Worker and TAA programs operate under a state/local collaboration and partnership to ensure that the One-Stop system has the ability to respond effectively and deliver services to affected workers. Rapid Response services for workers affected by Worker Adjustment and Retraining Notification Act (WARN) and TAA petitions are provided by the state Rapid Response Unit to ensure consistent quality services across the state. The state unit also services layoffs of 25 or more employees not impacted by WARN or TAA for employers in Colorado's front range workforce regions. To develop and deliver services, a team of state and local staff are gathered from but not limited to: the local One-Stop regions; state and/or local economic development agencies; community service organizations, and organized labor, as appropriate.

As part of Colorado's local control approach to the governance of the workforce system, local WIBs set local policy for coordinating their various service delivery approaches with those under TAA. Specifically, local boards may set policy to:

- Determine the parameters under which eligible individuals will be co-enrolled in WIA and TAA;
- Work with dislocated workers eligible for assistance under TAA to obtain suitable employment as an alternative to training;
- Refer individuals to vocational training in demand and targeted occupations; and
- Assist in job retention and career advancement.

All trade affected workers are afforded career counseling, including assessment necessary to determine an employment plan; job development and placement; and case management support services. An employment plan has been prescribed by Colorado for use for all trade affected workers. Some local areas have adopted this employment plan for use with adult and dislocated workers.

CDLE retains program monitoring, technical assistance, and fiscal management duties for TAA. In addition, the Department determines individual eligibility for Trade Re-Adjustment Allowance (TRA), and Alternative Trade Adjustment Assistance (ATAA); makes TRA and ATAA payments; coordinates Health Care Tax Credit (HCTC) eligibility; and processes hearings and appeals related to determinations and decisions for TAA funded benefits. A Trade Act resource page on Colorado's e-Learning Portal () communicates up-to-date guidance and technical assistance to local staff.

IX.C.4.e. How is the state's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?

Through the use of WIA Statewide Activities funds, the State Council has promoted business-led and strategically focused local WIBs. The strategic design and delivery of workforce development services is key to ensuring that business and industry workforce needs are met. It also helps to align the community vision with economic opportunities, and challenges and provides data through which guided decision-making can take place.

The state supports these efforts through federally funded tax credits, a critical business offering of the publicly-funded workforce system. These tax credits include the Work Opportunity Tax Credit (WOTC) and the Welfare-to-Work Tax Credit (WtWTC). These tax credits provide incentives and opportunities for Colorado's businesses to meet their workforce needs, and benefit from supporting the social goals of improving employment outcomes for targeted populations.

In addition, CDLE and the State Council make WIA Statewide Activities funds available for innovative discretionary projects that are collaboratively developed by WIBS, local community colleges, and their employer partners. These grants are designed to serve the targeted populations described in paragraph (a) above and include a variety of retraining

strategies to increase skill achievements. At the same time, employer and other partner matching funds are leveraged to achieve cost-effective and sustainable approaches, including customized training; development of industry-specific assessment tools and short-term training curricula; and the provision of employer supervisory training in cultural diversity, as well as foreign language skills.

IX.C.4.f. Describe how the state will ensure that the full array of One-Stop services is individuals with disabilities and that the services are fully accessible.

The State of Colorado is firmly committed to ensuring that services and facilities are fully accessible to persons with disabilities, and has a long record of coordination and collaboration in this area, as delineated below. CDLE has had an interagency agreement with the Division of Vocational Rehabilitation (DVR) since 1994 to facilitate communication and coordination of services between the two agencies. CDLE, moreover, has had a representative on the Governor's Advisory Council for Persons with Disabilities since its inception in 1995.

Local workforce regions are not only required to ensure that all programs and services are fully accessible to persons with disabilities; they are also encouraged to include disability-related agencies as workforce partners. This commitment to full access of services for persons with disabilities is mirrored at the state level: CDLE has a long-standing interagency agreement with the Division of Vocational Rehabilitation (DVR) to facilitate communication and coordination of services between the two agencies. In this regard, CDLE works closely with DVR on a number of projects such as planning, job development and placement, training, WOTC, and job fairs targeting persons with disabilities. CDLE, moreover, has an equally long-standing relationship as an active member the Governor's Advisory Council for Persons with Disabilities. CDLE is also a member of the Interagency Consortium and Stakeholders Policy Forum created as a result of Project WIN, a multi-year systems change project to identify and to develop strategies to remove barriers to employment for persons with disabilities. Several workforce Centers are involved in Project WIN's "consumer navigator" project.

Colorado Project TRAIN continues to be a nationally recognized role model for statewide public and private sector collaboration. Based on the successful accomplishments of the WIG II grant, the coalition was able to apply for and receive a grant from DOL/SSA to enhance and extend Consumer Navigator services throughout the state. Colorado now has 19 Navigators providing seamless and comprehensive services to people with disabilities within local workforce Centers. The grant also funded the continuation of two Benefit Planner positions, whose responsibilities include the provision of benefits related to financial analysis assessments for local workforce Center customers who are recipients of or potential recipients of Social Security benefits.

Another prime example of true partnerships benefiting individuals with disabilities is the collaborative effort of CDLE, COWD and DVR to fund the purchase of Assistive Technology equipment and training for seventeen local workforce Centers. These workstations now make it possible for all individuals to have universal access to resources and services within a local workforce Center.

Another objective of the coalition is to seek out new grant funds that support opportunities for people with disabilities. The coalition assisted the CWDC/COWD in obtaining a State Alignment Grant, for the purpose of "Improving Transition Outcomes for Youth with Disabilities through the use of Intermediaries". This is a $2,256,937 initiative over 5 years. The first year outcomes for this grant were to conduct resource mapping to assess the state's youth service delivery infrastructure and conduct focus groups of youth, parents, and employers. The information gathered is being used to develop a cross-agency, multi-year state plan to improve transition outcomes for youth with disabilities through blending and braiding of state, federal, and community resources as well as local intermediary organizations. The State Council is contracting with the Colorado Community College System for the resource-mapping component of the grant, as well as contracting with University of Colorado Health Sciences Center for focus groups and an extensive literature review.

IX.C.4.g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System. How will the state ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the state regarding veterans' employment programs? §§112(b)(7), §112 (b)(17)(B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).

Wagner-Peyser funds will be used in workforce Centers to provide veterans and other eligible clients with maximum employment and training opportunities prescribed in federal law and regulations. Additionally, veterans and other eligible clients will be given priority over non-veterans for the receipt of employment, training, and placement services provided under any administered WIA program outlined in TEGL 05-03, notwithstanding any other provision in law.

Local Veterans Employment Representatives (LVER) and Disabled Veterans Outreach Program Specialists (DVOP) in workforce Centers shall perform duties as prescribed in P.L. 107-288 and applicable federal regulations. Complementing the team environment at most of our One Stops, LVERs are integrated to the greatest extent possible into local Business Services teams. DVOPs are integrated into job seeker focused teams.

As a means for ensuring that veterans receive priority and quality services in the workforce development system, LVERs in collaboration with local One-Stop managers will submit a quarterly manager's report on services to veterans. These reports will include information on how the region is implementing veterans' preference, how DVOPs and LVERs are integrated into the One Stop, how outreach activities to veteran populations are accomplished, the general provision of services to veterans, local success stories, and best practices. The quarterly reports are coordinated through the state regional director and submitted to the state Veterans Coordinator and the DOL Director of Veterans Employment and Training (DVET).

All job orders will have veterans' preference applied. Veterans' preference will be applied by using the automated file search and manual to increase their ability to access core, intensive, and Training services in the One-Stop Career Center system searches

when appropriate. In addition to manual telephonic notification, One Stops may use any appropriate technology, such as the Integrated Voice Response (IVR) system, to first notify veterans of available openings.

In keeping with the state's philosophy of local control, the workforce regions may provide input regarding the development and implementation of veteran services, including the allocation of resources and ways in which DVOP/LVER staff can contribute to the overall mission of the workforce Center within the constraints of federal requirements. DVOP/LVER staff will be under the direct supervision of the state; however, workforce directors will assure the functions of the DVOP/LVER are integrated into the One-Stop environment, provide input on performance evaluations, and be consulted on personnel matters affecting DVOP/LVER staff. The state Veterans Coordinator will provide general oversight and monitoring of the state Veterans program and advise state administrators of any program problems.

IX.C.4.h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the state will ensure access to services through the state's One-Stop delivery system by persons with limited English proficiency and how the state will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.

In response to TEGL #26-02, CDLE Workforce Development Programs completed a Limited English Proficiency (LEP) Self-Assessment to identify areas the state can assist the local workforce regions by offering meaningful services to their LEP customers. CDLE does not have daily direct contact with the customers that access our federally funded programs. Rather, direct customer contact is generated through nine workforce regions throughout the state.

In order to identify the number of LEP customers impacted in the state's workforce system, data collection and recording of frequency of contact that the workforce regions have with LEP customers takes place in to two ways. First, the CDLE MIS added a field to the state's workforce database, Joblink, to ask the user to identify if the customer being served needs language assistance. Both the state and the local workforce regions are able to access this data for assessment and planning purposes. Secondly, in conjunction with the local region's annual plan modification, the state requires that the local region also submit LEP self-assessment responses pertaining to their region.

Additionally, the state has supported several LEP local efforts through Statewide Activities funds. Many of the local regions have developed strong initiatives through the discretionary grant process to serve the LEP population such as:

- The Cultural Diversity Project for the Rural Resort, which focuses on services to the immigrant (non-English speaking) population.

- The Partnership Project between the Adams County One-Stop and Front Range Community College that established a Center for Second Language Acquisition: ESL Occupational Training.

CDLE has formed an LEP Task Force that is comprised of members representing the workforce regions, faith/community based organizations and other partner agencies. This Taskforce's mission is to develop collaborative statewide services, joint initiatives, and shared resources to meet the needs of the Colorado LEP population as well as to enhance economic growth and develop of the state workforce system. The taskforce is currently developing a workforce Center staff survey to identify gaps in abilities, capabilities, and resources of workforce Center staff and the needs of the LEP customers. The Taskforce has also set up a team room on the E-Colorado portal as a place to share documents, forms, and other pertinent resources. Additionally, the group has established long term goals such as developing statewide training on LEP issues and becoming an official advisory committee to the Colorado Workforce Development Council.

To further enhance services, Colorado has added the Career Edge System ™ to the E-Colorado portal. The Career Edge System is an audio and written comprehensive career exploration program available online to career, adult education and employment Centers. This program is at a simplified reading level, includes a completed varied-voice audio component, and is available in English and Spanish. The voices are varied to maintain the interest of nonreaders. It ties in all components a person needs to make an informed and intelligent career selection. In three steps, an LEP person can find appropriate occupations, consider accessible education and training options, search for jobs by location, learn to read career-oriented information, and work systematically towards goals. This system will benefit both the LEP customer and the workforce Center staff in accessing significant services.

IX.C.4.i. Describe the state's strategies to enhance and integrate service delivery through the One-Stop delivery for migrant and seasonal farm workers and agricultural employers. How will the state ensure that migrant and seasonal farm workers have equal access to the employment opportunities through the state's One-Stop delivery system? Include the following: the number of Migrant and Seasonal Farmworkers (MSFWs) the state anticipates reaching annually through outreach

Existing strategies: CDLE has identified six "significant offices" among the One-Stop offices in the State of Colorado. A significant office is one with high percentages of migrant seasonal farm workers (MSFWs). Colorado's significant offices are located as follows: Greeley, Brighton, Lamar, Delta, Rocky Ford and Montrose. Each office employs a migrant seasonal farm worker outreach worker who is bilingual in Spanish and English.

The outreach worker works within the local community and recruits MSFWs into the One-Stop Centers for services. The outreach worker also submits a quarterly report to the Colorado State Monitor Advocate. The State Monitor Advocate reviews the reports to ensure that the One-Stop Center is providing equitable services via equity indicators in the reports. The equitable indicators measure the equality of services provided to the

MFSW compared to the non-MSFW. Colorado has consistently met the equity indicators established by the office of the federal Monitor Advocate.

In terms of the involvement agricultural employers, the Colorado State Monitor Advocate has consistently assisted the outreach workers in hosting growers' meetings. The growers' meetings have historically been rotated throughout the state at different locations. The new Colorado State Monitor Advocate will continue with this effort to inform the growers of the One-Stop services.

New strategies: In order to fully serve the migrant seasonal farm worker effort, the Colorado State Monitor Advocate has become a member of the Limited English Proficiency (LEP) initiative implemented by CDLE's Workforce Development Programs (WDP) unit. LEP members represent a cross sample of the One-Stop Centers throughout the state.

LEP members are currently drafting a questionnaire targeted to the One-Stop employees in the State of Colorado. The questionnaire will assist in assessing the strengths and weaknesses of the One-Stop employee's ability to provide services to the MSFW population. LEP members will analyze the results of the questionnaire and provide recommendations to WDP management to ensure that each MSFW does in fact have equal access to the employment opportunities through Colorado's One-Stop delivery system.

Through Colorado's Information Technology initiative entitled, e-Colorado, an "e-portal" team room has been established, which is similar to a home page on a web site. This team room provides the opportunity to address MSFW issues and communicate results throughout Colorado. The State Monitor Advocate and all of the MSFW outreach workers in the One-Stops have registered as group users on the e-Colorado portal. The State Monitor Advocate will use this technology to share information with the outreach workers throughout the state. The sharing of information and subsequent discussion will promote consistency and equal access to One-Stop services by the MSFW community. Ultimately, the team room will address processes and procedures related to Colorado One-Stops and the MSFW community.

How will the state ensure that the MSFWs have equal access though the state's One-Stop delivery system? The Colorado One-Stop Directors and the State Monitor Advocate will continue to train and inform the outreach workers of the various programs and services provided by the One-Stop Centers.

The Colorado State Monitor Advocate will continue to conduct yearly, on-site reviews of the One-Stop offices. As a part of the on site reviews, the offices are required to post signs in Spanish informing the MSFW that if they have complaints about the service received, to contact the State Monitor Advocate. This process ensures that the MSFW's themselves having an avenue to complain and seek assistance relative to any unequal treatment.

The State Monitor Advocate has established partnerships with non-profit agencies targeting the same population. These partnerships will continue to guarantee equitable services to the MSFW population. The State Monitor Advocate also attends the various MSFW coalitions throughout the state for the purpose of keeping informed of equal access to the One-Stop by the MSFW community.

For the year ending 2003 and 2004, the State of Colorado had 1,074 MSFWs "registered" in the One-Stop system: however services were provided to 3,998 MSFWs. It is anticipated that for 2005-2006, the number of MSFWs will remain approximately the same.

One-Stop directors and the State Monitor Advocate will continue to review the outreach reports submitted by the MSFW outreach workers in offices with significant MSFW population. The outreach efforts include radio announcements in Spanish, MSFW appreciation picnics, partnerships with non-profit organizations, and attending MSFW coalition meetings. These reviews will ensure that outreach workers are contacting the appropriate numbers of MSFWs and that core, intensive, and training services are provided to those MSFWs needing assistance.

IX.C.5.a. What procedures and criteria are in place under 20CFR 663.600 for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? §112(b)(17)(A)(iv) and §112 (d)(4)(E).

Colorado One-Stop system Policy Guidance Letter#: 00-12-WIA1, Section IV addresses this issue. It states in pertinent part as follows:

Policy/Action: Each local WIB must develop written policies on priority for services based on analysis of employer and job seeker needs and analysis of adequacy of resources from all locally available funds. Each local WIB will also examine what other resources are available and determine if there is another resource that is more appropriate or readily available. This strategy avoids duplication by ensuring that all resources are taken into consideration and that WIA funds are used for low income individuals who do not qualify for other programs. The determination as to whether training and/or intensive services funds are limited is a local decision. In the event that funds allocated to a local workforce region for adult employment and training activities are found by the local WIB to be limited, the priority process for intensive and training services shall incorporate the following:

- Recipients of public assistance who are members of the target populations specified in the Act;
- All other recipients of public assistance;
- Other low-income individuals who are members of the target populations;
- All other low-income individuals; and

At the discretion of the local WIB, local areas may add additional targeted groups for priority of service.

USDOL has advised CDLE that the WIA definition for low-income individual {WIA Section 101 (25)} does not have to be used in the priority of services for the adult program and that local WIBs may develop a definition that is consistent with local economic conditions. Training will be prioritized for occupations in demand and will build upon existing skills first. Training an individual for a job that builds upon existing skills will be a priority over training the individual for an entirely new occupation.

IX.C.5.b. What policies and strategies does the state have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)[38 USC 4215], that priority of service is provided to veterans (certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)?

Job Order Referrals – When job orders entered into the JobLink statewide database are matched with qualified applicants, veterans are given priority as long as they meet the minimum qualifications of the employer. Qualified veterans are always contacted prior to any qualified non-veteran. The process for this was developed in conjunction with USDOL VETS staff. Veterans are also contacted first via automated phone calls and e-mails immediately after a search is completed; non-veterans are contacted four business hours after the last veteran has been notified. Job order are placed in a "hold" status, allowing only veteran referrals until the veterans priority of service window of opportunity to contact workforce Centers has passed. On our web-based Connecting Colorado, qualified veterans are listed above qualified non-veterans for employer-initiated job matches.

Program Enrollments - Priority of service in enrollment of veterans to WIA and other programs in the workforce Centers is measured by comparing the percentage of veteran applicants that are accepted for each program compared to the percentage of non-veteran applicants accepted. It is expected that these programs would accept a greater percentage of veterans. It is understood that only veterans meeting the minimum requirements for a given program can be afforded preference, but we expect that approximately the same percentage of non-qualified veterans and non-veterans will apply. This standard is not applied to programs where veterans would never or very rarely qualify due to age requirements.

IX.D. Rapid Response. §112(b)(17)(A)(ii).
Describe how your state provides Rapid Response services with the funds reserved under §133(a)(2).

IX.D.1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the state and local areas, describe the functions of each and how funds are allocated to the local areas.

The state Rapid Response Unit, part of CDLE's Workforce Development Programs section, has responsibility for oversight and consistent delivery of Rapid Response

services across the state. However, service delivery is shared between the state and local regions. In the Denver metropolitan area and in the northern Front Range counties, state staff conducts planning meetings and layoff assistance workshops, in addition to other early intervention activities, when 25 or more employees are impacted by a layoff. When less than 25 employees are affected, local workforce regions designate staff to serve as the Rapid Response contact and provide all services locally. These individuals also participate in state-delivered layoff assistance workshops to represent the programs available in their local One-Stop offices. In the El Paso/Teller and Rural Consortium workforce regions, local workforce Center staff assumes full responsibility for Rapid Response services and report their activities to the state Rapid Response Unit.

Local boards have the responsibility to plan, oversee and continuously evaluate the operation of the local workforce Centers. The local boards are apprised of all Rapid Response activity in their region by their local workforce Centers. A locally driven system means the level of involvement of the local Board in Rapid Response activities is determined by each region. The state Rapid Response Unit is available to conduct presentations for local workforce Center boards and provide updates and information regarding Rapid Response services, excluding confidential employer and employee information.

The state Rapid Response Unit has created a packet for the layoff transition workshop and supplies the entire state with the workshop packet. A Spanish packet has also been created and distributed statewide. In addition to supplies, the state Rapid Response Unit conducts staff trainings for local Rapid Response coordinators and local workforce Center staff on an as needed basis statewide. The coordinators are trained on how to conduct a planning meeting and a layoff assistance workshop to cultivate a statewide standard of providing services. A Program Guidance Letter cooperatively developed between the state Rapid Response Unit and local workforce Center staff provides procedural descriptions, outlines, and forms to be utilized for all Rapid Response activity statewide. One local region has received Rapid Response 25% funds to conduct Rapid Response services for the larger layoffs in their region. All other local regions utilize their allocated Dislocated Worker funds to provide Rapid Response services.

IX.D.2. Describe the process involved in carrying out Rapid Response activities.

Rapid Response activities begin with relationship building. The state Rapid Response Unit markets the program's benefits to employers, unions, outplacement services, attorneys and other interested parties in order to increase awareness of services available prior to layoff events. As a result, notifications from unions, businesses, and business representatives have become the primary avenues, in addition to WARN notices, by which the Rapid Response Unit learns of layoffs. Services are then initiated by the state Rapid Response Coordinator or a local workforce Center in the form of contacts with impacted employers. These contacts lead to planning meetings and workshops or other specialized services for impacted employees.

The state Rapid Response Unit is also working to increase statewide employer knowledge of services by expanding outreach efforts to such organizations as the Hispanic Chamber of Commerce and other local business groups. To that end, CDLE has established a web-site for employers and employees to visit and learn about services. Currently, the state is also working to develop an interactive e-portal website that will provide not only service information, but direct access to resources to assist those impacted by a layoff.

IX.D.2.a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?

The methods utilized to receive layoff notification vary by local region and employer with the exception of WARN notices. As mandated by law, WARN notices are received by the state Rapid Response Coordinator (SRRC) who is part of the state Rapid Response Unit. The SRRC then contacts the employer within 48 hours. The state has established a network of partnerships with Colorado companies (both large and small businesses), the Colorado Bar Association, local Chambers and union representatives. These partnerships lead to voluntary initiation of layoff notification. The state also trains local workforce Center specialists on how to identify impending layoffs within their own specific regions.

Relationship building with TV and Radio broadcasters and business reporters also leads to notices of impending layoffs. Other methods leading to a first contact with an employer by the state or local workforce Center staff include a search of newspaper articles and Internet websites. The development of these partnerships and networks has resulted in an increase in employer contacts by 60% since the inception of the program under WIA. It has also resulted in an increase in Rapid Response workshops.

IX.D.2.b. What efforts does the Rapid Response team make to ensure that Rapid Response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?

A comprehensive marketing strategy has been developed (as described above) and is geared toward employers and employer groups to ensure that Rapid Response services are provided, whenever possible, prior to the layoff date, onsite at the company, and on company time. Our intentions are to work with employers and customize Rapid Response services to their specifications. All these efforts have resulted in the provision of workshops 99% of the time for layoffs of 50 or more in the state, involving the large plant closures and major company relocations.

IX.D.2.c. What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?

- Statewide Rapid Response activities include the following outreach:
- Joining business chambers of commerce,
- Attending job fairs to provide employers with Rapid Response program information,

- Working with outplacement services and unions,
- Conducting planning meetings with employers,
- Connecting unemployment insurance managers with companies, and
- Providing workshops in English and Spanish

The layoff assistance workshops consist of presentations on dislocated worker services available through the local workforce Centers, how to access services on-line, how to file for unemployment insurance, TAA information when appropriate, money management tips, pension and healthcare coverage issues, survival strategies, transferable skills, and resume preparation. Early intervention for affected employees is utilized as a pro-active strategy and includes:

- Development and operation of on-site career Centers,
- Resume writing workshops at the employer's facility,
- Counseling, testing, and assessment conducted by the local workforce Center,
- Interpreters for individuals,
- Providing classes to learn English,
- Setting up job fairs for affected employees, and
- Establishing a labor management committee

When a layoff is expected to have a major impact on a particular industry or community, the state can offer further assistance by providing staff expertise in the writing of grant applications for USDOL National Emergency Grant funds. Alternatively, CDLE may elect to supplement the Dislocated Worker program for a local workforce region through its Layoff Reserve set-aside fund or through a formula allocation of 25% funds. In the case of an NEG or Layoff Reserve grant, a special project would be set up by the local workforce Center to address the particular intensive services and training needs of those being laid off.

Determining services for an employer is a cooperative effort that occurs during a planning meeting. Although the state Rapid Response Unit is the lead in these meetings, the local workforce region is also invited to attend. The employer can invite an employee committee, union representatives, if applicable, and any other parties they would like present. The full range of services is explained and, based on employer needs and desires, workshops are customized and additional specialized services are developed to serve the impacted workers. When a TAA certification has been filed, a TAA representative will also attend the planning meeting. TAA information can be provided at a separate time or in conjunction with a layoff transition workshop. Again, the services are tailored to meet the employer's assessment of employee needs and to fit the time available.

IX.D.3. How does the state ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?

To facilitate a seamless transition between Rapid Response services and the local workforce Center, the state Rapid Response Unit invites the local Rapid Response Coordinator from the local region where the impacted employees are located to

participate in state layoff assistance workshops. When local coordinators are unable to attend, the state Rapid Response Unit provides information about their workforce Centers and One-Stop services available to Dislocated Workers. Following a workshop, attendees are given the opportunity to volunteer their name, phone number, and county of residence. This information is photocopied and sent to the local Rapid Response contact in the local workforce region. This provides the local workforce Centers with the opportunity to contact Dislocated Workers early and help them with their transition to new employment. When a large layoff or closure is occurring, the state Rapid Response Unit will request a list of the zip codes for the employees impacted and involve two or more local workforce regions to facilitate connecting the affected workers with their local workforce Center.

IX.D.4. Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers. How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the state promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?

The statewide Rapid Response effort is focused on providing employer services at both the state and local levels. The state Rapid Response Unit develops positive, supportive relationships with employers by providing hiring services and economic development information to them, in addition to the services provided through Rapid Response. There is an established partnership between the state Rapid Response Unit and the state Economic Development Council, plus local workforce Centers have staff dedicated to employer services and support of economic development efforts within their respective regions. The full range of Rapid Response services provided to employers includes: referral to local workforce Centers for customized training, OJTs, tax credits, Federal bonding, applicant recruitment and screening services, job fairs and employer education events, and the provision of labor market and labor law information.

Once the Rapid Response Unit is involved with an employer, a component of the services becomes helping the employer offer new employment opportunities to their employees. The state Rapid Response Unit provides current job openings when conducting workshops and can work with the local workforce Center to put on a job fair for the employees or create an on-site career transition Center.

To support the state Rapid Response Unit's marketing initiatives, the Rapid Response Unit created a new employer packet to inform employers about services provided through CDLE and the state workforce system. This packet is distributed at employer presentations, employer gatherings (e.g. Human Resources Association Annual Conference) and to employers participating at job fairs.

The state has developed a comprehensive web-site which can be accessed through the state web page and is hyperlinked to local workforce Center web pages. On the site, employers can find information regarding our "layoff transition" program. This allows

any company to better prepare themselves for an impending layoff. The state is currently developing a Business Services Unit web-site on Colorado's e-learning portal, where Rapid Response information will be disseminated to local Rapid Response coordinators as well as job seekers and employers. In addition, CDLE has developed a public website targeted to employers that includes self-listing of job openings and employer initiated job matching.

IX.D.5. What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?

The state effort to develop early notification and expand services begins with the state Rapid Response Unit and their work with the state's nine workforce regions, involving 65 workforce Centers. Statewide Rapid Response information is provided on a bi-weekly basis to local regional directors, and the Rapid Response Unit informs local regions on-the-spot regarding major layoffs in their areas to help them prepare for the influx of clients.

Partnerships fostered in the Denver metropolitan area that have been expanded to additional workforce regions include the "Financial Planners Association and Consumer Credit Counseling Service." These relationships have resulted in increased services to dislocated workers. Both entities provide free on-site workshops and have also agreed to provide some pro-bono consultations. A partnership has also been developed with the Denver television station, KUSA-TV 9 News, to allow the workforce system to participate in their periodic "Job-Line 9" newscasts. In addition, the Denver Newspaper Agency has co-sponsored job fairs targeted to dislocated workers.

The Metro Marketing Team, led by the Rapid Response Unit, hosts an annual event called the E3 Career and Resource Fair. Much more than just a job fair, the E3 Career and Resource Fair focuses on three critical elements of building a world-class economy: Employment, Education and Economic Growth. The E3 Career and Resource Fair, which is promoted by 9News, draws a large number of participants annually. Resume critiquing workshops and numerous other workshops are presented. Perhaps the most unique aspect of the event is that employers from emerging and growing industries participate in a wide range of panel discussions, explaining their businesses and the qualifications needed to get into the industry. Over ninety booths are set up, offering information and resources to attendees. Government and nonprofit organizations are on hand to offer assistance, and colleges and universities are at the Fair to discuss educational opportunities to help individuals transition to new careers. In addition, a wide variety of businesses with quality job opportunities make the job fair component one of the best in the Denver area, according to feedback from career and resource fair participants. This year, the morning sessions of the E3 Career and Resource Fair will be dedicated to small business owners.

IX.D.6. What systems does the Rapid Response team use to track its activities? Does the state have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?

The Rapid Response Unit uses a system of self reporting to track its layoff assistance and marketing activities. Through its Bi-Weekly Rapid Response Summary Report, the unit informs the nine Colorado workforce regions regarding current layoffs and downsizing events. Colorado's comprehensive statewide JobLink database is utilized by the state and the local regions to track all One-Stop and client services provided by the WIA Dislocated Worker, TAA, NEG, and discretionary grant programs targeted to workers impacted by layoffs.

IX.D.7. Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events in case of unusually large layoff events)?

Colorado has set aside Layoff Reserve Funds as part of its WIA Dislocated Worker 25% statewide activities. These funds may be utilized by local workforce regions and local WIBs to supplement their dislocated worker resources, and can be used in tandem with 25% Discretionary Grants also available to local regions. Layoff Reserve Funds are provided to augment services to workers dislocated due to a disaster, mass layoff, plant closing or other substantial dislocation event.

IX.E. Youth.

ETA's strategic vision identifies youth most in need, such as out of school youth, (and those at risk) youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth as those most in need of service. state programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. §112(b)(18).

Colorado will continue to support a unified vision targeting youth most in need, following the ETA's strategic vision. The mission will be carried out by the State Youth Council (SYC) on behalf of the Colorado Workforce Development Council.

The SYC will help to direct programs to serve these populations locally and at the state level in several ways:

- Through the administration of discretionary grant funds, which will be awarded annually by the SYC through a competitive grant process to the local workforce regions.
- The bylaws of the SYC will mandate that the Council support this target population and the methods that are in place to assist the youth to succeed.
- Identifying promising practices locally and nationally, and assisting local regions with their implementation.

- By providing training and technical assistance to the local youth councils and workforce regions, as proven by the annual Think Big Youth Forum.
- By convening and supporting the Youth Forum and other youth initiatives and providing a method of information and resource sharing.
- By embracing and aligning with the Governor's vision for youth.
- Continuing to identify programs, such as those of the Colorado Commission for Higher Education that provide monetary incentives to Coloradoans to attend post-secondary education.
- Supporting and advocating the tools available to the youth of Colorado, such as the e-Colorado and Youthnet, where many of the resources needed to attain educational goals will be available.

IX.E.1. Describe your state's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any state requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the state will coordinate across state agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. §112(b)(18).

The State Youth Council's (SYC) goals and missions will continue to support programs and services that assist youth in need and youth with barriers. There is also a deep, collaborative association among the agencies that serve these populations, both at the state level and locally. Last, there is a deliberate membership approach imbedded in the SYC's bylaws that mandates the involvement and expertise of the agencies and partners listed.

The SYC, the Colorado Workforce Development Council, and Project TRAIN all are supportive of the Innovative State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries. Colorado is in the final stages of this grant to serve youth in transition, from ages 14-25, through the use of intermediaries, by the Office of Disability Employment Policy of the U. S. Department of Labor in October 2003 (Grant #E-9-4-3-0126).

Initially, the grant focused on statewide resource mapping of the funding streams and responsible agencies that provide services to this population. At the same time, the grant was being administered through six local prototype sites (workforce regions).

The advisory group for the grant consists of over 20 leaders from state level agencies (including those mentioned in the question above), the SYC, Project Train, leaders from Community Based Organizations, parents of youth with disabilities, and youth with disabilities. Key partners responsible for grant activities and implementation are the Office of Workforce Development, Department of Vocational Rehabilitation, and Colorado WIN Partners/University of Colorado Health Sciences Center.

Colorado has also been implementing a project funded by the National Governor's Association to improve transition outcomes for youth, particularly youth with disabilities. Goals of this project include collaboration and education, policy development, and data sharing/warehousing. The project is closely linked with the State Alignment Grant listed above, as well as by the State Youth Council and Project TRAIN.

IX.E.2. Describe how coordination with Job Corps and other youth programs will occur. §112(b)(18)(C).

Colorado works closely with Collbran Job Corps both at a state level as well as locally. Youth are given the opportunity to complete their GED, obtain a high-school diploma, or receive vocational training in a career of their choice, while receiving professional support, career development training, and preparatory experience while at the Job Corps campus. Job Corps will continue to be a permanent presence on the State Youth Council, as written into the membership section of the Council's bylaws. Collbran also allows youth to serve on local youth councils that are active around the state.

IX.E.3. How does the state plan to utilize the funds reserved for Statewide activities to support the state's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

The State Youth Council (SYC) awards WIA 10% discretionary youth funds to the local regions through a competitive grant process based on the direction stated in the annual Program Guidance Letter. Collaboration and innovation are key components as local regions rely on strong local and regional partnerships as they look for financial assistance in responding to the labor market issues and needs of their local employers.

The SYC was awarded additional funding from the state Workforce Investment System sub-committee of the CWDC in 2004 to provide an additional $250,000 to the local regions for youth projects, and will continue to pursue additional financial assistance to empower the local regions to have greater reach, flexibility, and effectiveness.

The state will continue to monitor and pursue the available USDOL (and other) federal grants to support the needs of Colorado's youth. The state will utilize effective partnerships to continue to build on the success of current and past activities and awards. The state will also maximize the effectiveness of the funds available by maintaining and enhancing partnerships as well as by blending and braiding funds and reducing duplication wherever possible.

Appropriate types of special youth initiatives include:

- Creation of alternative means for high school dropouts to obtain a HS diploma & receive employability skills training.
- Development of subsidized work experiences to encourage youth to pursue training in demand occupations.
- Development of assessment tools that determine youth readiness for post-secondary training.

IX.E.3.a. Utilizing the funds to promote cross agency collaboration;

The State Youth Council, through the annual competitive grant process for the administration of WIA 10% youth discretionary funding, will continue to require cross agency and cross region collaboration as a key component of the award process. Additionally, the State Youth Council will ask the local regions to incorporate sustainability and replication into their proposals.

The state will also continue to leverage resources to meet the needs of Colorado's youth, relying on the critical partnerships between the Office of Workforce Development, Department of Labor and Employment, Department of Vocational Rehabilitation, Colorado Community College System, Colorado WIN Partners/UCHSC, Department of Education, Department of Local Affairs, and other agencies and departments as the opportunities arise.

The annual Think Big Youth Forum has been a highly successful method of encouraging cross-agency collaboration as well. The conference has expanded from being a workforce conference to being a cross-agency training event, with a diverse mix of content to address the needs of service providers from many backgrounds.

IX.E.3.b. Demonstration of cross-cutting models of service delivery;

Colorado has many recent successful examples that demonstrate cross cutting models of service delivery.

The Office of Workforce Development and the Colorado Workforce Development Council were awarded the Innovative State Alignment Grant for Improving Transition Outcomes for Youth with Disabilities Through the Use of Intermediaries in October 2003.

Since grant implementation in October 2003, the state has successfully resource mapped the resources available to youth at a state level, and has conducted dozens of focus groups of parents of youth with disabilities, youth with disabilities, and employers. This work was also conducted locally in six workforce regions (Alamosa, Boulder, Jefferson, Weld, Denver, and Arapahoe/Douglas counties). The goal of the grant is systems change framed around the operating guideposts identified by ODEP. Each region has developed and implemented their own strategies to address the gaps and challenges identified in their research, and have done innovative work-based projects, developed youth resource rooms, created independent living curriculum and programs, resource guides, and have greatly improved the collaboration and infrastructure in these communities. One region also developed a team that conducts a training "road show" to reach parents, youth, and employers that are spread throughout their vast rural region. The grant has received support from the CWDC, the State Youth Council, Project TRAIN, and an advisory group consisting of leaders and workforce system service providers, as well as youth with disabilities and parents with disabilities. The CWDC has pledged to fund the second batch of three sites for one additional year at 50% of the original funding beyond the life of the federal grant.

The Second Chance program is an innovative project in Colorado's Eastern Region that provides a "second chance" to youth offenders as well as rescued animals. The program pairs youth offenders with abandoned/rescued animals in two animal shelters. Youth are supervised and provided with program mentors, and are responsible for the upkeep of the animals and facility, as well as for the marketing of the shelter and the animals for adoption. They also receive tutoring, soft skills training, and are responsible for developing special events and the related marketing and advertising of those events. They also have learned construction skills, and are also participating in community work outdoors where they help to paint and provide maintenance on the homes and yards of elderly residents in the community. This program has been updated and a new project, the Second Chance Thrift Shop, has emerged and been funded by the SYC. This project will focus more on the female clients of the workforce system, and a non-profit thrift store will be run by a community agency and proceeds from donated items will be used to help sustain the Second Chance animal shelter project as well as the thrift store project.

Another promising prospect for cross cutting service delivery is the S.E.E.D. program in Boulder County. Boulder was awarded 10% WIA youth discretionary funding in 2004 to implement this innovative program to deal with the high number of youth requiring summer employment in a community that lacks the depth of opportunities for youth available in other communities. Boulder's workforce Center is recruiting, training, and providing job readiness to motivated youth. They are also handling payroll and Worker's Compensation Insurance, and providing regularly scheduled support and follow-up with the employers and youth involved. They are targeting industries identified by labor market information data that are projected to be high-growth industries with impending local worker shortages. Boulder leverages funds by securing scholarships from businesses that cannot provide in-house summer employment opportunities. Local businesses that can participate are offering paid summer employment opportunities, mentoring, and non-paid internship opportunities (offset by the scholarship dollars donated by other businesses). Boulder has found a way to sustain this project beyond the original grant funding, and it has become a major part of their youth program.

IX.E.3.c. Development of new models of alternative education leading to employment;

Colorado constantly looks for innovative ways to prepare its workforce to meet the needs of local employers. The primary method for developing new models and alternative routes to positive employment outcomes is through the State Youth Council via 10% WIA youth discretionary grants. A sample of recent projects is listed further below.

One option that has been studied and is proving to be effective is the Work Keys program. The workforce system state wide is embracing the Work Keys methodology to provide job-seeking youth the skills they need, and to provide employers with adequately trained employees. Youth are provided with initial skills assessments, and then are provided with the services needed to develop the skills that match the requirements of local employers. Many large employers around the state are embracing this system, as they are finding it more difficult to find skilled workers to meet their needs.

Boulder's S.E.E.D. program is another model of preparatory/career education services offered in Colorado. The workforce system is working with local employers to find options for summer employment, internships, and mentoring opportunities in the absence of an abundance of jobs for youth in Boulder County. They are also receiving sponsorships from employers who do not have the capacity to take on youth for summer employment, but are interested in funding the future of Colorado's youth. Again, this project is being sustained beyond the original discretionary grant funding that it received.

Mesa County received funding for a Partner's Conservation Corps program, where at-risk youth (youth offenders and high school dropouts) are provided with GED Preparation classes, Key Train classes, environmental and ecological training, and safety training and certification to receive 350 hours of training and on-the-job employment in the field.

Jefferson County (formerly Tri-County) has finalized their Career Start program. This project implemented a sustainable, replicable model using blended funding to provide access to career preparation services and transition skills training. Additionally, the program is offering a certification class and work-training experience in an Asphalt Field Technician training program with the Rocky Mountain Asphalt Education Center. This project has segued into the Transition Project in Jefferson County, where they are building on their previous success to help youth transition to independent living, post-secondary education, career pathways, and eventually transition into the community.

The Rural Resort region of the Rural Consortium has implemented a Work Keys Alternative School project. This project is creating an alternative education option for high school dropouts to earn a diploma and receive employability skills training. Goals include: career planning, work readiness training, increased graduation rates, post-secondary placement, vocational training, and ultimately employment.

The State Youth Council will continue to support these types of programs using WIA 10% discretionary youth funds and will assist in making the connections happen to help improve, create sustainability, and create replication of successful projects such as these listed above.

IX.E.3.d. Development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills.

The message conveyed consistently across the workforce development system in Colorado has been to provide demand driven service delivery models based on the data obtained from labor market information studies as well as from the business input received by workforce boards at both the state and local levels.

Colorado will continue to implement systems that provide employers the type of skill sets they require from the job seekers entering the market. Colorado will also continue to maintain collaborative relationships with the workforce system partners that are part of

the workforce pipeline, such as the Department of Vocational Rehabilitation, Department of Education, Department of Labor and Employment, the Community College System/post-secondary institutions, and others.

The Colorado Workforce Development Council and the State Youth Council will continue to utilize a business representative as a co-chair to maintain a proper balance and consistent input from the businesses of Colorado.

Examples of demand driven models existing in Colorado are:

- Career awareness and career preparatory grants and projects, funded by 10% WIA discretionary dollars through the State Youth Council.
- Work Keys and Key Train models in place across the state, some of which have been supported by the State Youth Council.
- Health care initiatives and grants funded by 10% WIA discretionary youth dollars through the State Youth Council to begin to work towards resolving the impending health care worker shortages projected state-wide.

IX.E.3.e. Describe how your state will, in general, meet the Act's provisions regarding youth program design. §112(b)(18) and §129(c).

The Colorado model of youth program design is locally driven and written into state law. In addition, the State Youth Council supports models that meet the objectives of WIA and USDOL.
The State Youth Council and the Office of Workforce Development will continue to participate in national conferences, training, and development opportunities, and will maintain memberships in national youth organizations, such as the National Youth Employment Coalition. Each local youth program is monitored by the Workforce Development Programs monitoring unit within the CDLE. This unit provides technical assistance to local regions and ensures that program design is consistent with the provisions of the WIA.

IX.F. Business Services.
§112 (a) and §112(b)(2). Provide a description of the state's strategies to improve the services to employers, including a description of how the state intends to:

IX.F.1. Determine the employer needs in the local areas and on a Statewide basis.

Business services are an integral component for a successful demand-driven workforce system. In this regard, Colorado is firmly committed to providing employer services at both the state and local level with the specific needs of the employer in mind.

The Colorado Workforce Development Council's Business Outreach and Marketing Subcommittee (BOAM) has authorized a Statewide Marketing Taskforce to develop systems to better serve business and to conduct business outreach. Taskforce efforts since 2004 have resulted in local workforce region teams that focus on a three-step process to better understand and meet market demands of businesses and the community. These steps led to the development of a strong identity in the eyes of the customers, and

the perception among businesses and job seekers that the workforce system is a valued community partner. The three-step process consisted of: Strategic Research and Development, Marketing and Outreach, and Solutions Selling.

Currently, the BOAM Committee and the Statewide Marketing Taskforce are implementing a marketing certification process to better address the infrastructure and understanding of staff of the workforce center's mission and message, and well encourage the centers to perform updated research and develop marketing strategies based on those results. This process has been formalized within the Continuous Improvement Management System (CIMS) of the CWDC, and regions will have the ability to earn additional incentive dollars for meeting the benchmarks that they are establishing under the criteria that they helped to develop.

In addition to the above, CDLE has formed the Business Services Unit under Workforce Development Programs and has established relationships with the following five entities:

- The USDOL Business Relations Group (BRG),
- The State Workforce Development Council Business Outreach and Marketing Subcommittee (BOAM),
- The Statewide Marketing Group sponsored by the BOAM and COWD (as noted above),
- The Denver Metro Marketing Group, and
- The Rural Consortium Marketing Group.

These groups work collaboratively to provide resources and market services to the employer community. They also spearhead state and local efforts to contact employers to assess their needs. And, they provide this information to local WIBs to facilitate strategic planning and to Business Services staff to ensure follow-through with employers.

Colorado has also enhanced its statewide JobLink database to track information about employers who have chosen to utilize the services of the state workforce system. Within the database, Business Services staff can enter an employer profile and their contacts with employers, and they can also keep a record of all employer services provided. In addition, the JobLink job order database provides statistical information on the occupations in demand in local labor markets.

IX.F.2. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

The development and implementation of a demand-driven system, with the employer community as our primary customer, is the mission of the workforce system in Colorado. The state and the local WIBS place a high priority on increasing market penetration, particularly with new businesses and high-growth industries. This is being accomplished by Business Services staff at the state and local level, which is responsible for targeting and reaching out to new and high-growth businesses, as well as servicing ongoing business customers with quality and consistency. These individuals engage in marketing the One-Stop system's business services, providing services to businesses and ensuring the services meet customer needs. Such activities include:

Target marketing to new businesses and high-growth industries, using direct mail and follow-up telephone calls to introduce customers to available programs and services;
Maintaining active membership and participation in local business organizations, such as local Chambers of Commerce, economic development groups, and human resource manager groups;
Conducting Business Forums at the local level to market local employment and training services and brief attendees on Labor Market Information; and
Conducting job fairs and on-site recruitments to assist small business, high-growth industries and targeted populations.

The state supports Business Services efforts through marketing grants and discretionary grants focused on services benefiting employers and delivered through partnerships with the business community.

IX.F.3. Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation. 20 CFR part 652.3(b), §112(b)(17)(A)(i).

Developing and maintaining an effective working relationship with the One-Stop Centers is very vital to the success of the Work Opportunity Tax Credit Program. state level WOTC staff will be working directly with employees from the One-Stop Centers to provide them with comprehensive training on the program and its guidelines. With this knowledge, One-Stop Centers will be encouraged to communicate the program's incentives to employers in their respective regions. State level WOTC staff will also offer marketing assistance, suggesting a variety of ideas to market the program and ways to measure the success of their marketing campaigns. Through constructive interaction between state level WOTC staff and the One-Stop Centers, employer participation can be maximized.

IX.G. Innovative Service Delivery Strategies §112(b)(17)(A).

IX.G.1. Describe innovative service delivery strategies the state has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key state goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA state funds).

Among the many innovative service delivery strategies the state has undertaken are the following projects, which will be expanded and enhanced during PY05 and PY06:

Project TRAIN. Project TRAIN (Training Resources and Incentive Networks) is a statewide initiative of the Colorado Workforce Development Council, focused on enhancing the capability of Colorado's workforce Centers to serve people with disabilities. The project was launched in June 2002 and is being administered by the Colorado Office of Workforce Development (COWD), via funding from federal, state, and local sources. The project has grown to become an 80 member Coalition made up of representatives from federal, state, and local government agencies, as well as community-

based organizations and individuals with disabilities. This year, the Coalition subcommittees were focused on key areas of research, partnership and performance.

Colorado Project TRAIN continues to be a nationally recognized role model for statewide public and private sector collaboration. Based on the successful accomplishments of the WIG II grant, the coalition was able to apply for and receive a grant from DOL/SSA to enhance and extend Consumer Navigator services throughout the state. Colorado now has 19 Navigators providing seamless and comprehensive services to people with disabilities within workforce Centers. The grant also funded the continuation of two Benefit Planner positions, whose responsibilities include the provision of benefits related financial analysis assessments for workforce Center customers who are recipients of or potential recipients of Social Security benefits.

Colorado's e-Learning Knowledge Management Portal. Partnerships, technology, information, and knowledge are the cornerstones of e-Colorado, the ultimate electronic tool kit for training, education and employment implemented Statewide in Colorado. The e-Colorado Learning Portal is designed to manage resources through a single, comprehensive, easy-to-navigate electronic interface among all stakeholders of the workforce development system: individual and business customers, workforce system professionals, educational and training institutions, community and faith-based organizations, and government. Courseware, documents, data, instructors, other learners, and colleagues can be accessed from one centralized location. In this way, e-Colorado is intended to offer an efficient and cost-effective solution to manage the rapidly expanding universe of information and to transform information into actionable knowledge. Empowered by CDLE and OWD leadership, the e-Colorado team is a partnership of:
Northern Illinois University (NIU) who, as technical support, incorporates the databases from the Amerisys Workforce Institute, Promising Practices, and other USDOL and federally funded initiatives
The Tri-Agency Collaborative of the Colorado Workforce Investment System, Carl Perkins, and Adult Education/Family Literacy, and
Others including the Community College System, Department of Corrections, Community- and Faith-Based Organizations, Private Foundations, Rocky Mountain PBS, Colorado Healthcare Alliance, and the private sector.

The following components, services, and tolls comprise the e-Colorado infrastructure:

- Communication & Collaboration
- Collaborative partnerships
- Inter-and Intra-agency communication
- Meeting/event notification
- Board information postings
- Employer engagement
- Client referral
- Resource guide
- Outreach strategies to clients
- Language translation capabilities for clients and staff
- Effective Use of Technology

- e-Learning proficiency
- Statewide training
- Distance learning
- Technical assistance capabilities
- Client self-directed activities
- Self-assessment
- Coordinating calendars
- Individual portfolio
- Information Sharing
- Best practices
- Employment networking support groups
- Frequently asked questions (FAQ)
- Information and referral
- Knowledge Acquisition
- Self-assessment
- Outcome-based learning
- Courses for clients
- Staff development/training
- Credentialing
- Staff/career development tools
- Skills/Education upgrade/training

The e-Colorado portal, and its tools, supports the state's workforce development system, staff, business, partner agencies and individuals with the efficiency to speak with one voice, and to share lessons learned both positive and negative. Early positive outcomes resulting from e-Colorado interaction are improved communication and new networks for performance improvement. The portal was initially funded by WIA performance incentive grants and will continue to be supported by WIA Title I funds and contributions from partner agencies.

IX.G.2. If your state is participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the state's overall strategy for workforce investment.

The state is not participating in the ETA Personal Re-employment Account (PRA) demonstration.

IX.H. Strategies for Faith-based and Community Organizations §112(b)(17)(i).
Reaching those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the state. Outline those action steps designed to strengthen state collaboration efforts

with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.

Over the past three years, Colorado has been a leader in connecting workforce with faith and community-based organizations. In an effort to build a bridge between workforce and FBOs/CBOs , and better understand the strengths and challenges of community-workforce partnerships, it was necessary to identify and profile small and emerging faith and community-based organizations, build the capacity of those organizations through a sub-grant process, provide technical assistance to broaden and expand their knowledge of workforce, help FBOs/CBOs become a resource for Colorado workforce Centers and their clients, and build a statewide electronic catalog of services and providers.

In order to grasp a thorough understanding of the community-workforce partnership, we conducted needs assessments, gathered information by organizing focus groups, developed public-private-community learning circles and action teams, provided outreach, marketing, and educational materials, and created an interactive website. Applying these strategies, we captured information from community leaders and workforce directors, received valuable information from representatives of communities statewide, and provided the early foundation needed to build a successful partnership.

Another valuable method used to collect data on existing partnerships between FBOs/CBOs and workforce Centers, was a needs assessment developed through the use of surveys, focus groups and interviews conducted with workforce directors, staff, clients and other stakeholders. In addition to the needs assessment, 16 regional community assessments were conducted with over 500 FBO/CBO representatives. The assessments were designed to address the greatest barriers in finding and retaining employment in the community and what resources and services are currently available. Thus far, we have found that both workforce and community stakeholders were excited by the opportunity to build upon and increase services by involving FBOs/CBOs in the service delivery arena.

As another forum to elicit community feedback, we convened a number of Learning Circles across the state. These Learning Circles, a community-building and mobilization strategy, brought together to share information and resources, and to define and respond to community needs. From these community-building events, Community Action Teams were created to tackle the issues that emerged from the Learning Circles and assessments. Several community stakeholders across the state are continuing to meet regularly to plan and respond to workforce Center and community needs through their respective Community Action Teams.

Four regional conferences were offered to provide statewide networking opportunities, training, and resource sharing in order to strengthen the ability of FBOs/CBOs to partner with workforce Centers. Conference workshops included: Community Economic Development Strategies; Colorado Workforce Center Services; Strategies for Sustaining

Non-profits; Charitable Choice; Access for FBOs to Government Grants; Partnering with Government Agencies for Service Delivery; Coalition Building and Meaningful Collaboration; and Innovations in Job Development.

In an effort to expand the opportunities of FBOs/CBOs in the workforce delivery system, sub-grants were awarded to 36 FBOs/CBOs. The purpose of the sub-grant funds was to improve and strengthen the ability of small FBOs/CBOs to partner with local workforce Centers, to become a resource for workforce Center clients and address the changing needs of individuals and families. In additional to financial support, sub-grantees received training and individualized technical assistance.

In order to maximize workforce Centers' ability to serve workforce clients, as well as expand and enhance services, Colorado embarked on a mission to establish a foundation for uniting workforce boards and directors; marketing project related materials to publicize our goals; allocating funds to workforce Center to promote collaboration with FBOs/CBOs; training workforce Centers on boards on Charitable Choice; and creating a website to provide comprehensive tools for FBOs/CBOs and workforce Center. We assembled a list of service providers in Colorado in the form of an on-line catalogue. The catalogue has the capacity to search for 50 specific services by region and provider, and currently contains over 800 providers.

Our efforts to connect workforce with FBOs/CBOs has taught us several lessons about the strengths and weaknesses of partnerships among workforce, FBOs, and CBOs. We strengthen their capacity to provide additional resources to workforce clients. Furthermore, workforce Centers, FBOs, and CBOs have formed new lines of communication., provided clients services and developed strategic plans for the future that are based on collaborative efforts. As partnerships evolve and strengthen, understanding the keys to their continued success is a paramount importance.

Colorado plans to continue its efforts to connect FBO/CBOs with workforce and continues to provide technical assistance. We believe that educating workforce boards, directors, employment specialists and many others on the importance of working with FBOs/CBOs, and the value in partnerships is the key to a future of successful partnerships.

X. State Administration

X.A. What technology infrastructure and/or management information systems does the state have in place to support the state and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a state job matching system, web-based self service tools for customers, fiscal management systems, etc.? §111(d)(2), §112(b)(1) and §112(b)(8)(B).

JobLink – JobLink is the case management, tracking and reporting system that Colorado developed for statewide use in all of the workforce Centers. JobLink provides the ability for workforce Centers and their partners to track all WIA, TAA, Veteran, Wagner-Peyser, state and local programs (approximately 60) in one common database. This saves time and effort by allowing one-time entry of client information and services no matter how many programs in which they may be enrolled. All reports generated from this system are "up to the minute", thus allowing better management of day-to-day activity and performance. Along with the federally-mandated reports, Colorado has developed a variety of locally requested reports that allow staff to track their caseloads, correct data entry errors, and analyze performance at the state, local, and case manager level. Colorado uses a skill based job matching system that focuses on experience, skills, and education level in addition to O*Net job titles. This allows us to better match a client to job openings using transferable skills. All jobs can be automatically searched after entry based on the employer's requirements of the job.

Connecting Colorado – Connecting Colorado allows job seekers and employers to self-enter their data directly into JobLink via the Internet. Job seekers can register for work by entering the type of work they are looking for, the skills they possess, and the pay they wish to receive along with contact information. Once this data has been entered, these registered applicants can search for jobs that match their requirements and skills and contact the employer directly. Job seekers can search for new jobs at any time or receive an e-mail notification once a job is entered that matches their specifications. Employers have the ability to post their jobs directly on the site. Once an employer writes a new job order, the system automatically searches for applicants meeting the requirements of the job. Employers can then contact applicants directly via mail, phone, or e-mail, provided the applicant has given permission for this contact. Employers can modify and manage their jobs through this site. All jobs and job seekers entering data through this site are also automatically entered into JobLink.

X.B. Describe the state's plan for use of the funds reserved for Statewide activities under WIA §128(a)(1).

For the WIA Adult, Youth, and Dislocated Worker funding streams, 5% will be set aside and pooled for state administrative activities and 10% of the allocations will be utilized as follows, once approval from the Governor is obtained:

- **Statewide WIA Training**: To conduct training for state and local workforce staff and boards on all functional/operational aspects of WIA.
- **Technical Assistance for Local Regions**: To provide extra resources to local workforce areas to correct deficiencies identified through program review.

- **Maintenance of Eligible Training Provider List:** To cover costs for input, verification & updating of data on the state Eligible Training Provider List; and to track, collect, verify, and report Program performance data as required by state's Approved Eligible Training Provider policy.
- **Performance Incentives**: To provide incentive grants for exemplary performance, regional cooperation among local boards, and local coordination of program activities.
- **Evaluations and Continuous Improvement:** To provide the Workforce Development Council with the funds to conduct performance evaluations and promote continuous improvement and high level outcomes in coordination with local boards.
- **Workforce Development Council Grants**: To be awarded by the Council for special projects to carry out the Governor's or Council priorities for innovative services to youth and adults.
- **Regional Job Vacancy Surveys:** To fund local Labor Market Information studies to support local workforce activities.
- **Governor's Summer Job Hunt:** To fund staff support and technical assistance to youth specialists in workforce Centers, materials to support the program, and salaries for workforce Center staff implementing the program. This effort will be in coordination with the WIA year-round youth program.
- **Other Allowable Activities:** Local and Statewide projects that are approved by the Council or the Governor.

The WIA 10% discretionary funds are controlled and distributed by the Colorado Workforce Development Council (CWDC). The State Workforce Investment System (SWIS) subcommittee of the Council meets and receives recommendations and input from the staff of CDLE and the COWD on the use of 10% discretionary funds. The committee then reviews the funds usage from the previous year, plus the outcomes and status of existing awards, and votes on fund distribution and funding levels. Their recommendations are forwarded to the Governor, who sets the final funding levels of each category that he approves.

X.C. Describe how any waivers or workflex authority (both existing and planned) will assist the state in developing its workforce investment system. §189(i)(1), §189(i)(4)(A), and §192.

Colorado has sought and received four waivers from USDOL regarding certain Workforce Investment Act (WIA) requirements. The intent of the waivers is to provide local WIBs the greatest flexibility possible to design and deliver services that meet the needs of employers and job seekers. Colorado's most recently granted a waiver is to permit the use of up to 10% of local area formula funds in the same manner as statewide funds, approved through June 2007. Under the waiver, local areas will be permitted to request the use of up to 10% of local area formula allocation funds for adults, dislocated workers and youth to provide employment and training activities identified at WIA §129(b) and §134.

Local WIBs have discussed the potential for the state to seek additional waivers as strategies for the ongoing improvement of the Colorado Workforce Investment System. The following are waiver requests that have been recommended by local WIBs, some of which may be pursued in the near future:

- To change the 50% employer match for customized training to a match based on a 10-50% sliding scale.
- To waive the requirements for a separate youth council and its specific membership in preparation for WIA reauthorization, which may make youth councils optional. The preferred alternative is to create a subcommittee of the local WIB, involving local WIB members and stakeholders, as identified by the local WIB, that are interested in youth issues.
- To waive the reporting of subsequent eligibility by Eligible Training Providers (ETP) in preparation for potential changes to the ETP system allowed under the pending WIA reauthorization.
- To permit the use of up to 10% of local area Wagner-Peyser formula funds by local WIBs for Wagner-Peyser 10% statewide activities.
- To waive the 30% restriction on transfer of funds between Adult and Dislocated Worker programs and allow transfer of up to 100% of funds between the two programs.

Colorado will continue to examine potential options to request individual waivers in accordance with the flexibility provisions contained under WIA; however, we do not anticipate pursuing approval as a work flex state at this time. In addition, the state is requesting (and has been granted) an extension through PY05-06 of the following approved waivers that will expire June 30, 2005:

- **WIA Youth Program**: Waiver of the WIA section 123 requirement to competitively select providers of three youth program elements: (1) paid and unpaid work experience, including internships and job shadowing, (2) supportive services, and (3) follow-up services for not less than 12 months after completion of participation.
- **Transfer of WIA Funds between Adult and Dislocated Worker Programs**: Waiver of the 20 percent funds transfer limitation at WIA Section 133(b)(4) to permit the state to approve local area requests to transfer amounts of up to 40 percent of local area allocations between the Adult and Dislocated Worker programs.

In addition, as part of the State Plan modification submitted in January 2006, Colorado requested expansion of the transfer authority to 100%, expansion of its Local Activity Fund waiver, and a waiver of the prohibition on the use of WIA funds for economic development activities not directly related to training. See Section V.J. for details of the waiver requests.

X.D. Performance Management and Accountability. Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the state measures the success of its strategies in achieving its goals, and how the Statuses this data to continuously improve the system.

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

consider both benefits for our clients and cost savings/increased revenue for government entities. Increased wages for our clients fit into both of these categories
since the increased wages obviously directly benefit our clients, but they also result in increased tax revenue through increased income tax payments, as well as probable increases in sales and property taxes. In many cases, there will be a reduction in governmental costs due to elimination or reduction of dependence on TANF, Food Stamps, Unemployment Insurance benefits, and other forms of public assistance.

The state also has a comprehensive system of on-demand reports, utilizing data from its statewide JobLink database, which allows state and local staff to view outcome data at the state, local, and case manager level. These reports provide us with mechanisms to measure levels of service and outcomes by program or targeted groups such as individuals with disabilities, veterans, etc., providing a better measure the impact of outreach programs or specialized initiatives on performance. All reports are available to run anytime by any staff person, and all data, with the exception of wage data contained in the report, is up to the minute (wage data is updated quarterly). In addition, all performance reports have a breakout of how individual clients fit into each performance measure, whether positive, neutral or negative. This allows us to better find errors and improves analysis by carrying it down to the individual level. Supplemental data that hasn't yet been obtained is tracked on a report that allows the case manager to obtain a list of clients that should be contacted during any given quarter.

Colorado provides ongoing technical assistance and training to its local workforce regions to ensure their understanding of performance measures and the impact of program strategies on performance outcomes. As we implement the Common Measures, we anticipate statewide training on implementation of the measures and the incorporation the measures into the case management process and all continuous improvement strategies.

X.D.1. Describe the state's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the state has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the state worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the state's previous outcomes as well as with the state-adjusted levels of performance established for other states (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the state achieve continuous improvement over the two years of the Plan. §112(b)(3) and §136(b)(3).

For each of the core indicators we use a two-step process to establish the performance goals for each local area. First, a spreadsheet is designed that shows each indicator, the level the state is required to meet, and the number of people that are expected to fall into that standard. The number of people is used to show how much impact a change in a region's target would impact overall state performance. For example, region A (a small region) might need 2% lower on a given standard, and region B (a large region) might only need to come up .2% on that standard to meet the statewide goal. The purpose of

this calculation is to allow us to determine whether the individual region's goals "add up" to the needed minimum statewide performance.

Second, we host a meeting that allows the regions to negotiate directly with each other. The state is not concerned with where individual regions' standards end up, as long as the net result is neutral for the state as a whole. The state simply acts as a broker among the regions as they trade numbers with each other. This lets us easily deal with regional variations. A region that has no problem meeting entered employment rates, but has huge issues with wage gain standards because local wages are comparatively low, can trade with a region that has the opposite situation. We've found that the regions generally have a very good data to support what standards will be problematic and which will be relatively easy to achieve. Rather than develop complex models to try to duplicate knowledge that already exists in the regions, we allow each region to determine and analyze the factors that impact performance standards.

We use this approach each year as the most equitable way to deal with regional variances and still allow the state to meet its overall requirements.

X.D.2. Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that the state tracks. §111(d)(2), §112(b)(3) and §136(b)(2)(C).

CDLE operates a statewide database system called JobLink that every local workforce Center uses. This system allows state and local staff to identify applicants and enrollments in 60 state and local programs, and track the services provided to any targeted group, including all formula-grant clients, veterans, UI claimants, discretionary grant clients, incumbent workers, offenders, etc., and any clients enrolled under the new 10% waiver for local activities funds. The system also tracks the outcomes and performance measures related to these groups. On-demand reports allow us to track any client group as needed.

X.D.3. Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the state using to track and report them?

Neither Colorado nor any of the local WIBs have created any performance outcomes or measures in addition to those prescribed by WIA for formula allocated programs. However, local WIBS define performance standards for individual discretionary grants pursuant to state mandates. These are tracked in CDLE's statewide database system called JobLink that every local workforce Center uses.

X.D.4. Describe the state's common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your state accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. §112(b)(8)(B).

JobLink is the case management, tracking and reporting system that Colorado developed for statewide use in all of the workforce Centers. JobLink provides the ability for workforce Centers and their partners to track all WIA, TAA, Veteran, Wagner-Peyser, state and local programs (approximately 60) in one common database. This saves time and effort by allowing one-time entry of client information and services no matter how many programs in which they may be enrolled. All reports generated from this system are "up to the minute", thus allowing better management of day-to-day activity and performance. Along with the federally-mandated reports, Colorado has developed a variety of reports that allow staff to track their caseloads, correct data entry errors, and analyze performance at the state, local, and case manager level. Quarterly wage records are stored on JobLink and used in all reports that track wage based performance. All data needed to calculate and analyze performance for continuous improvement resides on JobLink.

X.D.5. Describe any actions the Governor and the State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce system. §(111(d)(2) and §112(b)(1).

The Governor has appointed the heads of the partner agencies to the State Workforce Council and has appointed the Director of the council staff to the State Economic Development Commission to ensure that collaboration occurs on strategic economic initiatives. In addition, the Governor has appointed the Director to the State Rehabilitation Council and includes the Director and members of the State Council in the "College in Colorado" steering committee that is charged with the responsibility of resolving the "Colorado Paradox." Additionally the Governor approved the state's participation in the grant activity that launched the cross-cutting and innovative Project TRAIN initiative and the dynamic Healthcare Industry grant that is creating the Simulated Learning Center at Fitzsimons Life Science Center.

The State Council has created the Continuous Improvement Management System to ensure the evolution of a demand driven system that meets the needs of the businesses and citizens of the state. The program features incentives and is linked to the Colorado Center for Performance Excellence (CPEX) which is the Baldrige rating and certifying agency for the state. Performance results will be reviewed and rated by Baldrige examiners, and each workforce region will be supported in applying for the awards system within CPEX. CPEX is an independent rating and training entity and assists the State Council and local WIBS in driving continuous improvement within the system. The CIMS is described in the following text:

<u>Continuous Improvement Management System (CIMS).</u> To meet the challenges of Colorado's competitive and changing economy, the state's workforce investment system must be prepared to respond to the business and worker communities. The Colorado Workforce Development Council (CWDC) through implementation of the Continuous Improvement Management System (CIMS) recognizes efforts responsive to state employers and workers with WIA incentive dollars. The success and competitiveness of Colorado's workforce is dependent upon these continuous improvement and performance excellence efforts.

Partnership is crucial to Colorado's workforce development system. Partnership with the business community in workforce development activities is essential to meet the challenges of Colorado's competitive and changing economy. This year six businesses were recognized for their contributions and coordination with local workforce efforts.

Performance by Colorado's nine workforce regions contribute to the states overall success and WIA goal attainment. Performance Incentive Awards to workforce regions are provided for their contribution to Colorado's success in meeting WIA performance measures.

Empowerment
In order to keep Colorado's workforce competitive, innovation in leadership and service delivery is recognized. This year each workforce region conducted an organizational evaluation to define their baseline operational status. Baseline information helped workforce regions construct plans for improvement and moving their operations toward performance excellence. Continuous evaluation and implementation of performance excellence efforts are overseen by the CWDC to fill the continually changing needs of the state's employers and to stay competitive in the global market.

Local Directors and their staffs are being trained by the Baldrige examiners in the application and implementation of Baldrige based business development principles and assessment to qualify for the three levels of excellence within the CPEX system. All training costs are paid by the CWDC, and local WIBS will receive incentive awards for each successful step they achieve on the CPEX journey to performance excellence.

X.D.6. How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the boards use the review process to reinforce the strategic direction of the system? §111(d)(2), §112(b)(1), and §112(b)(3))

State and local boards evaluate performance using monthly, quarterly and annual reports derived from the statewide JobLink database. The State Council and local WIBs can evaluate customer satisfaction performance by accessing results of Colorado's WIA participant, WIA employer, and Labor Exchange participant surveys, which are also available through the JobLink system. Performance excellence is rewarded by the state council through its Continuous Improvement Management System (CIMS) performance incentive grants. To receive these grants, regions must not only meet performance, but also demonstrate that that have improved systems and implemented strategies that support the goals and objectives of the boards. When performance deficiencies occur, regions may apply for statewide technical assistance funds to assist them in developing program improvement strategies.

X.D.7. What steps, if any, has the state taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003,

Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.

Based on previously released versions of common performance measures, Colorado has built a report using data currently in JobLink that shows what performance would have been under common performance measures. This report will be updated to reflect the changes in the final TEGL on common measures. All of our JobLink reports run "live" and allow analysis down to the individual client level. As a result, each region and the state can analyze data back to 1999 to see the impact of various clients groups on the new measures. Colorado has also done training for local staff based on the draft versions of common measures. Now that the final version has been released, updated training sessions will be offered in the near future.

X.D.8. Include a proposed level for each performance measure. While the plan is under review, the state will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under §136, and, for each indicator, the state must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training provides will help them attain their Statewide performance goals. §112(b)(3) and §136.

Program	Performance Measure	PY04	Proposed PY05	Proposed PY06
Adult	Entered Employment	74.10%	74.60%	75.10%
	Credential	61.00%	61.50%	62.00%
	Retention	80.00%	80.50%	81.00%
	Earnings Change	$2,300.00	$2,350.00	$2,400.00
Dislocated Worker	Entered Employment	83.00%	83.50%	84.00%
	Credential	67.00%	67.50%	68.00%
	Retention	91.00%	91.50%	92.00%
	Earnings Replacement	83.00%	-$3,100.00	-$3,150.00
Older Youth	Entered Employment	70.00%	70.50%	71.00%
	Credential	41.00%	41.50%	42.00%
	Retention	70.00%	70.50%	71.00%
	Earnings Change	$2,500.00	$2,550.00	$2,600.00
Younger Youth	Diploma	51.00%	51.50%	52.00%
	Skill Attainment	82.00%	82.50%	83.00%
	Retention	61.00%	61.50%	62.00%
Customer Satisfaction	Employers	80.00%	80.50%	81.00%
	Participants	78.00%	78.50%	79.00%

The proposed goals build upon our PY04 goals. Each is set at a level higher than that negotiated for PY04. Colorado's economy has grown, albeit slowly, since the PY04 goals were set. The levels above will be challenging, but should be possible.

For each of the core indicators we use a two-step process to establish the performance goals for each local area. First, a spreadsheet is designed that shows each indicator, the level the state is required to meet, and the number of people that are expected to fall into that standard. The number of people is used to show how much impact a change in a region's target would impact overall state performance. For example, region A (a small region) might need 2% lower on a given standard, and region B (a large region) might only need to come up .2% on that standard to meet the statewide goal. The purpose of this calculation is to allow us to determine whether the individual region's goals "add up" to the needed minimum statewide performance.

Second, the state hosts a meeting allowing the regions to negotiate directly with each other. We are not concerned with where individual regions' standards end up, if the net result is neutral for the state as a whole. The state acts as a broker between the regions as they trade numbers among themselves. Consequently, we can easily deal with regional variations. A region that has no problem meeting entered employment rates but has huge issues with wage gain standards because local wages are comparatively low can trade with a region with the opposite situation. Regions generally know what standards will be problematic and which will not be a problem to achieve. Instead of developing complex models to try to duplicate this knowledge that already exists in the regions, we decided to let each region choose where its issues will be. The equity in the system is built in; you have to give somewhere to gain in the areas that concern you.

Colorado uses this approach annually as an equitable way to deal with regional differences and still allow the state to meet its overall requirements.

Technical information and assistance needed for performance is shared in a statewide meeting held monthly with workforce regional representatives. Individual regions can request changes in our JobLink tracking system and ask questions on JobLink reports and processes. New procedures and rules can be disseminated, and best practices can be shared. Training is provided on performance tracking to line staff and managers as needed. As part of this process, training is currently being planned on the final version of the Common Measures.

X.D.6. How do the state and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the state take if performance falls short of expectations? How will the boards use the review process to reinforce the strategic direction of the system? §111(d)(2), §112(b)(1), and §112(b)(3))

State and local boards evaluate performance using monthly, quarterly and annual reports derived from the statewide JobLink database. The State Council and local WIBs can evaluate customer satisfaction performance by accessing results of Colorado's WIA participant, WIA employer, and Labor Exchange participant surveys, which are also available through the JobLink system. Performance excellence is rewarded by the state

council through its Continuous Improvement Management System (CIMS) performance incentive grants. To receive these grants, regions must not only meet performance, but also demonstrate that that have improved systems and implemented strategies that support the goals and objectives of the boards. When performance deficiencies occur, regions may apply for statewide technical assistance funds to assist them in developing program improvement strategies.

X.E. Administrative Provisions

X.E.1. Provide a description of the appeals process referred to in §116(a)(5)(m).

Disputes regarding regional designations are referred to the State Council. The State Council reviews the matter and forwards its recommendations to the Governor for a final determination. If the local region wishes to appeal the Governor's decision, the matter is forwarded to the Secretary of Labor for consideration.

X.E.2. Describe the steps taken by the state to ensure compliance with the non-discrimination requirements outlined in §188.

Since the implementation of WIA, the state has included the following contract provision in all of its grant agreements with the local workforce regions:

"Compliance with Federal Law: The Grantee assures and certifies that in administering programs under this Grant Agreement, it will fully comply with the Workforce Investment Act of 1998, the Wagner-Peyser Act of 1933, all regulations promulgated thereunder, and all other applicable laws, including, but not limited to, those listed below:

Equal Employment Opportunities. As a condition to the award of financial assistance from the U.S.D.O.L., the Grantee shall, with respect to the operation of Workforce Development Programs and activities and all subordinate agreements or arrangements to carry out Workforce Development Programs and activities, comply fully with the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998, as amended (WIA, 29 CFR part 37); the Nontraditional Employment for Women Act of 1991; title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR part 37."

In addition, the state has issued several Policy Guidance Letters (PGL) to clarify procedures in implementing the requirements of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Investment Act of 1998, specifically 29 CFR 37.54 (d)(2)(vii). These PGLs cover 1) procedures that must be followed when any person files a complaint that he/she or another person/group has been subjected to discrimination and 2) procedures for effecting corrective actions and applying sanctions, if needed, to ensure a quick resolution of any non-compliance issues.

XI. Assurances.

- The state assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the state through the allotments made under sections 127 and 132. §112(b)(11).
- The state assures that it will comply with §184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that:
    - the state has implemented the uniform administrative requirements referred to in §184(a)(3);
    - the state has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under §184(a)(4); and
    - the state has taken appropriate action to secure compliance pursuant to §184(a)(5). §184(a)(6).
- The state assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the state, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. §112(b)(12)(B).
- The state assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The state assures that it will comply with the veterans priority established in the Jobs for Veterans Act. 38 USC 4215).
- The state assures that the Governor shall, once every two years, certify one local board for each local area in the state. §117(c)(2).
- The state assures that it will comply with the confidentiality requirements of section 136(f)(3).
- The state assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. §181(b)(7).
- The state assures that it will comply with the nondiscrimination provisions of §188, including an assurance that a Methods of Administration has been developed and implemented §188.
- The state assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of §188. §185.
- The state assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at §189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
    - General Administrative Requirements:
        - 29 CFR part 97 --Uniform Administrative Requirements for state and local governments (as amended by the Act)
        - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
        - OMB Circular A-87 --Cost Principles (as amended by the Act)

  - Assurances and Certifications:
    - SF 424 B --Assurances for Non-construction Programs
    - 29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20
    - CFR part 93 --Certification Regarding Lobbying (and regulation)
    - 29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)
  - Special Clauses/Provisions: Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.
- The state certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the state Employment Security Administrator.
- The state certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- The state certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
- The state assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
- The state certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
- As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
  - §188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--financially assisted program or activity;
  - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
  - §504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
  - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
  - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
- The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

- The state assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and state laws.

Attachments.

ATTACHMENT A

A. ETA Regional Administrators

January 2005

REGION 1 – BOSTON/NEW YORK Douglas Small Regional Administrator U.S. Department of Labor/ETA JFK Federal Building Room E-350 Boston, Massachusetts 02203 (617) 788-0170 FAX: 617-788-0101 Small.Douglas@dol.gov	**REGION 2 – PHILADELPHIA** Lenita Jacobs-Simmons Regional Administrator U.S. Department of Labor/ETA The Curtis Center 170 S Independence Mall W Suite 825 East Philadelphia, Pennsylvania 19106-3315 (215) 861-5205 FAX: 215-861-5260 Jacobs-simmons.lenita@dol.gov
REGION 3 – ATLANTA Helen Parker Regional Administrator U.S. Department of Labor/ETA Atlanta Federal Center Rm. 6M12 61 Forsyth Street, S.W Atlanta, Georgia 30303 (404) 562- 2092 FAX: 404-562-2149 parker.helen@dol.gov	**REGION 4 - DALLAS/DENVER** Joseph C. Juarez Regional Administrator U.S. Department of Labor/ETA Federal Building, Rm. 317 525 Griffin Street Dallas, Texas 75202 (214) 767-8263 FAX: 214-767-5113 Juarez.joseph@dol.gov
REGION 5 - CHICAGO/KANSAS CITY Byron Zuidema Regional Administrator U.S. Department of Labor/ETA 230 S. Dearborn Street, Rm. 628 Chicago, Illinois 60604 (312) 596-5400 FAX: 312-596-5401 Zuidema.byron@dol.gov	**REGION 6 -SANFANCISCO/SEATTLE** Richard Trigg Regional Administrator U.S. Department of Labor/ETA 71 Stevenson Street, Rm. 830 San Francisco, California 94119-3767 (415) 975-4610 FAX: 415-975-4612 trigg.richard@dol.gov

ATTACHMENT B

B. Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient Agency: Colorado Dept. of Labor and Employment
Address: 633 17th Street, 7th Floor, Denver, CO 80202-3660
Telephone Number: 303-318-8800
Facsimile Number: 303-318-8931
E-mail Address: tom.looft@state.co.us

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
Same

Name of WIA Title I Signatory Official: Donald J. Mares, Executive Director
Address: 633 17th Street, 12th Floor, Denver, CO 80202-3660
Telephone Number: 303-318-8020
Facsimile Number: 303-318-8048
E-mail Address: rick.grice@state.co.us

Name of WIA Title I Liaison: Thomas J. Looft, Director, Workforce Development Programs
Address: 633 17th Street, 7th Floor, Denver, CO 80202-3660
Telephone Number: 303-318-8800
Facsimile Number: 303-318-8931
E-mail Address: tom.looft@state.co.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Same

Name and title of State Employment Security Administrator (Signatory Official):
Same

As the Governor, I certify that for the State of Colorado, the agencies and officials designated above have been duly designated to represent the state/commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Bill Ritter, Jr, Governor

_____ _____
Signature of Governor Date

C. Program Guidance Letter 01-11-WIA1

ATTACHMENT C - ANSWER TO QUESTION VIII.J. PAGE 1 OF 4

BILL OWENS
Governor

VICKIE L. ARMSTRONG
Executive Director

JEFFREY M.WELLS
Deputy Executive Director

ROBERT D. HALE
Division Director

DEPARTMENT OF LABOR AND EMPLOYMENT

OFFICE OF EMPLOYMENT AND TRAINING PROGRAMS
Two Park Central, Suite 400
1515 Arapahoe Street
Denver, CO 80202-2117
303/620-4200 FAX 303/620-4257

Category: Workforce Investment Act
Subject#: WIA Grievance Procedures
Source: Federal/State
Revise/Replace: N/A
Contact: Employment and Training Programs Director
Distribution: Managers, Employment & Training Staff, Workforce Region Directors, Fiscal
Colorado One-Stop System Policy Guidance Letter#: 01-11-WIA1
Date: April 6, 2001

I. REFERENCE(S):

Workforce Investment Act (WIA) of 1998, section 181 (c) and WIA Final Rules, Subpart F – Grievance Procedures, Complaints, and State Appeals Processes §667.600.

II. PURPOSE:

To provide guidance and policy direction to local Workforce Boards and Workforce Regions on establishing grievance and complaint procedures.

III. BACKGROUND:

Grievance procedures are required under WIA in order to assure that all participants and other interested parties are aware of their rights under the Act. Also, to assure that individuals who believe their rights have been negatively affected by WIA-related actions have access to appropriate remedies.

IV: POLICY/ACTION:

Requirements

A. Each local Workforce Region that receives funds under Title I of WIA, must establish and maintain a procedure for grievances and complaints.

B. Each local Workforce Region must:

1. Provide information about the content of the grievance and complaint procedures to participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers;

2. Provide the following information in the complaint:

    - A local address for filing and the staff position responsible to receive complaints;
    - Full name, mailing address and phone number of the party or parties filing the complaint;
    - Full name, mailing address and phone number of the party or parties alleged to have committed the act;
    - A clear, concise statement of the facts of the case, and the nature of the violation(s);
    - The date of the alleged act and factual information supporting the complaint;
    - The remedy that is sought.

3. Make reasonable efforts to assure that the information referred to in B-1 of this PGL will be understood by affected participants and other individuals, including youth and those who are limited-English speaking individuals.

C. The Workforce Region's procedures must provide:

1. A process for dealing with grievances and complaints from participants and other interested parties affected by the local Workforce Investment System, including One-Stop partners and service providers;

2. An opportunity for an informal resolution and a hearing to be completed within 60 days of the filing of the grievance or complaint;

3. A process which allows an individual alleging a labor standards violation to submit the grievance to a binding arbitration procedure, if a collective bargaining agreement covering the parties to the grievance so provides; and

4. An opportunity for a local level appeal to the State when:

    a. No decision is reached within 60 days; or
    b. Either party is dissatisfied with local hearing decision.

D. Local level grievance being appealed to the State:

1. An appeal must be in writing and filed with the Colorado Department of Labor and Employment (CDLE) within ten (10) days after notification of the decision or, if a timely decision is not rendered, within fifteen (15) days from the date on which the complainant should have received a timely decision.

2. Whenever a Local Workforce Center (WfC) has failed to provide procedural process in a timely manner to a complainant, and such failure results in an

appeal to CDLE, the WfC shall bear costs associated with disposition of the appeal.

3. The following defines the appeal process:

- The appeal must be received by:

  Colorado Department of Labor and Employment
  ATTN: State Grievance Administrator
  Two Park Central, Suite 400
  1515 Arapahoe Street
  Denver, Colorado 80202-2117

- The appeal must contain a specific statement of the grounds upon which the appeal is sought. A copy of the written, formal complaint – submitted to the WfC, a transcript or recording of the hearing proceedings, and a copy of the written decision of the WfC being appealed must be included.

- A designee of the Executive Director will then conduct a state review.

- When the review process is completed, the designee of the Executive Director will make a written recommendation to the Executive Director.

- The Executive Director or her designee will make a final decision within sixty (60) days of receipt of the appeal.

- Notification of the Executive Director's final decision will be provided to the complainant.

- For reasonable cause as determined by the Executive Director's designee, the time line of the state review hearing process may be extended.

Should the Executive Director <u>not render</u> a decision, an appeal may be made to the Secretary of Labor, U.S. Department of Labor, Washington, DC 20210, Attention: ASET. A copy of the appeal must be simultaneously provided to the ETA Regional Administrator, U.S. Department of Labor, 525 S. Griffin Street, Dallas, Texas 75202 and the opposing party. The Executive Director's decision is final unless the Secretary of Labor exercises the authority for Federal-level review.

Definition: Where the term "days" appears, it shall be defined as calendar days, not working days.

E. Enumerated in the WIA law, section 181 (c) (3) are remedies that may be imposed upon a local, State and direct recipient for a violation of any requirement of this title:

   1. Suspension or termination of payments under this title;

   2. Prohibition of placement of a participant with an employer that has violated any requirement under this title;

3. Where applicable, reinstatement of an employee, payment of lost wages and benefits, and reestablishment of other relevant terms, conditions, and privileges of employment; and

4. Where appropriate, other equitable relief.

V. IMPLEMENTATION DATE

Upon receipt of this PGL.

VI. INQUIRIES:

Please direct all inquiries to your Program Support Representative at Employment and Training Programs.

_____
Robert D. Hale, Director
Division of Employment and Training

D. Labor Market Information

ATTACHMENT D – LABOR MARKET INFORMATION
PAGE 1 of 26

Colorado

In Migration and Out Migration

Demographics of Available Labor Pool 1990 to 2012

Current makeup of the State Economic base by Industry

State Employment by Sector 2004

Top 50 Occupations Ranked by Absolute Growth Through 2012

(with employment greater than 500)

Colorado Statewide Skills for growing occupations requiring a Bachelor's degree

20 Top skills by Projected Demand

Skills Gap by Other Select Education Level

Growing Occupations

Associate's Degree
Long-Term On the Job Training
Medium Term On the Job Training
Short Term On the Job Training

Short Term Growth Industries and Occupations

2370 Heavy and Civil Engineering Construction
3340 Computer and Electronic Product Manufacturing
4810 Air Transportation
5220 Credit Intermediation and Related Activities
5410 Professional, Scientific, and Technical Services
6110 Educational Services
6210 Ambulatory Health Care Services
6220 Hospitals
6240 Social Assistance
7220 Food Services and Drinking Places

Colorado

Long Term Growth Industries and Occupations

4411 Automobile Dealers
4451 Grocery Stores
4521 Department Stores
5413 Architectural, Engineering, and Related Services
5415 Computer Systems Design and Related Services
5613 Management, Scientific, and Technical Consulting Services
5613 Employment Services
5617 Services to Buildings and Dwellings
6110 Educational Services
6211 Offices of Physicians
6221 General Medical and Surgical Hospitals
6233 Community Care Facilities for the Elderly
6241 Individual and Family Services
7139 Other Amusement and Recreation Industries
7211 Traveler Accommodation
7221 Full-Service Restaurants
7222 Limited-Service Eating Places
9992 Public Adminstration - State

In Migration and Out Migration

Geographic Area	Population estimates			Natural Increase			Net Migration		
	July 1, 2004	July 1, 2003	Total Change	Births	Deaths	Total	Net International Migration	Net Internal Migration	Total
United States	**293,655,404**	**290,788,976**	**2,866,428**	**4,099,399**	**2,453,984**	**1,645,415**	**1,221,013**	**-**	**1,221,013**
Colorado	4,601,403	4,547,633	**53,770**	67,891	29,479	38,412	21,609	-6,317	15,292

Data Source: Labor Market Information

Demographics of Available Labor Pool 1990 to 2012

Age	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
16-20	235,304	241,082	249,006	257,422	265,344	272,672	279,271	285,990	293,755	301,914	310,922
21-25	242,078	247,294	254,869	262,890	270,177	276,644	282,625	288,626	295,623	303,148	311,621
26-30	302,545	304,389	309,976	315,693	320,249	323,737	326,591	329,349	332,891	336,883	341,593
31-35	321,897	320,694	323,889	327,113	329,067	329,861	329,718	329,418	329,777	330,335	331,429
36-40	298,172	303,485	311,967	320,836	328,924	336,256	342,823	349,610	357,485	365,908	375,317
41-45	246,641	256,635	268,490	280,935	293,002	304,667	315,886	327,507	340,459	354,190	369,194
46-50	179,454	192,642	206,298	220,759	235,212	249,602	263,856	278,702	294,887	311,991	330,527
51-55	142,042	152,684	163,683	175,387	187,046	198,733	210,319	222,344	235,469	249,367	264,397
56-60	128,247	132,814	138,368	144,341	150,060	155,600	160,884	166,304	172,339	178,752	185,737
61-65	119,907	120,963	123,358	126,009	128,262	130,193	131,835	133,382	135,249	137,268	139,552
66-70	106,034	106,489	108,222	110,168	111,692	112,928	113,886	114,741	115,839	117,040	118,401
71-75	79,008	80,707	83,140	85,832	88,247	90,452	92,536	94,586	96,885	99,343	101,982
76-80	57,291	59,275	61,657	64,285	66,714	69,023	71,254	73,500	75,944	78,545	81,319
81-85	36,363	37,514	38,960	40,552	41,984	43,339	44,651	45,967	47,385	48,916	50,517
86-90	26,826	28,017	29,373	30,850	32,216	33,527	34,837	36,138	37,542	39,046	40,608
	2,521,809	**2,584,684**	**2,671,256**	**2,763,072**	**2,848,196**	**2,927,234**	**3,000,972**	**3,076,164**	**3,161,529**	**3,252,646**	**3,353,116**
Males	1,235,187	1,269,459	1,314,907	1,363,212	1,408,543	1,450,887	1,490,661	1,531,312	1,577,097	1,626,105	1,680,162
Females	1,286,619	1,315,227	1,356,355	1,399,859	1,439,648	1,476,337	1,510,298	1,544,844	1,584,425	1,626,538	1,672,950
	2,521,806	**2,584,686**	**2,671,262**	**2,763,071**	**2,848,191**	**2,927,224**	**3,000,959**	**3,076,156**	**3,161,522**	**3,252,643**	**3,353,112**

Demographics of Available Labor Pool 1990 to 2012

Age	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
16-20	326,991	340,559	350,861	355,596	358,789	363,060	367,874	372,196	375,823	378,554	379,877	380,710
21-25	308,641	305,753	305,833	312,171	324,565	339,779	355,198	367,954	376,395	382,679	388,726	394,498
26-30	340,335	336,712	330,702	324,206	317,837	312,563	310,605	314,584	325,726	342,168	359,715	376,425
31-35	340,973	350,169	357,945	360,688	359,931	357,179	353,819	351,406	349,904	347,912	345,225	344,681
36-40	371,267	364,819	357,698	351,169	349,495	354,004	363,467	373,345	380,021	382,688	382,019	379,864
41-45	375,275	379,455	383,021	382,564	380,894	377,754	372,296	366,317	362,770	363,605	369,572	379,764
46-50	339,669	347,999	357,259	364,092	370,177	376,036	381,340	385,023	386,565	386,532	384,463	379,626
51-55	281,742	297,223	309,504	317,508	326,707	336,452	346,026	354,880	362,842	369,861	376,275	381,890
56-60	196,847	208,156	224,624	242,631	259,147	275,871	292,057	303,678	312,371	322,046	331,982	341,580
61-65	146,111	151,975	158,939	168,499	179,289	190,114	201,652	217,179	234,973	251,243	267,463	282,848
66-70	124,634	127,698	126,913	128,762	131,740	135,655	140,489	147,264	156,384	166,486	176,523	186,785
71-75	106,584	108,770	107,681	107,981	108,152	108,784	109,968	111,370	113,337	116,188	119,786	123,914
76-80	85,059	86,598	85,205	85,181	85,373	85,826	86,530	87,148	87,646	88,020	88,749	89,738
81-85	53,872	56,173	57,084	58,378	59,370	60,179	60,540	60,634	60,819	61,145	61,606	62,094
86-90	42,066	42,746	42,640	43,167	43,884	44,813	45,984	47,185	48,272	49,315	50,412	50,938
	3,440,066	**3,504,805**	**3,555,909**	**3,602,593**	**3,655,350**	**3,718,069**	**3,787,845**	**3,860,163**	**3,933,848**	**4,008,442**	**4,082,393**	**4,155,355**
Males	1,723,074	1,755,328	1,781,480	1,804,955	1,831,203	1,862,434	1,897,080	1,932,963	1,969,408	2,006,279	2,042,899	2,079,030
Females	1,716,994	1,749,473	1,774,421	1,797,638	1,824,147	1,855,635	1,890,765	1,927,200	1,964,440	2,002,163	2,039,494	2,076,325
	3,440,068	**3,504,801**	**3,555,901**	**3,602,593**	**3,655,350**	**3,718,069**	**3,787,845**	**3,860,163**	**3,933,848**	**4,008,442**	**4,082,393**	**4,155,355**

State Employment by Sector 2004

Sector Name	Employment 2004	Percentage
Professional, Scientific & Technical Services	144,500	7.9%
Health Care & Social Assistance	192,500	10.6%
Arts, Entertainment & Recreation	42,200	2.3%
Educational Services	26,100	1.4%
Administrative, Support, Waste Management & Remediation Services	132,200	7.3%
Transportation & Warehousing	65,600	3.6%
Accommodation & Food Services	209,300	11.5%
Finance & Insurance	107,700	5.9%
Retail Trade	241,300	13.2%
Real Estate & Rental & Leasing	47,500	2.6%
Management of Companies & Enterprises	22,500	1.2%
Other Services	86,800	4.8%
Mining	14,600	0.8%
Wholesale Trade	92,300	5.1%
Information	81,000	4.4%
Manufacturing	154,600	8.5%
Construction	151,300	8.3%
Agriculture, Forestry, Fishing & Hunting	2,175	0.1%
Utilities	7,900	0.4%
Total	***1,822,075***	***100.0%***

Data Source: Labor Market Information

Colorado

Top 50 Occupations Ranked by Absolute Growth Through 2012

(with employment greater than 500)

SOC Code	Occupational Title	Employment		Total Absolute Growth	Average Annual			
		2002	2012		Growth Rate	Open-ings	Replace-ments	Absolute Growth
41-2031	Retail Salespersons	84,250	100,890	16,640	2.0%	2,855	1,191	1,664
29-1111	Registered Nurses	30,350	43,380	13,030	4.3%	2,412	1,109	1,303
35-3031	Waiters and Waitresses	45,780	58,380	12,600	2.8%	2,158	898	1,260
43-4051	Customer Service Representatives	36,940	48,920	11,980	3.2%	2,221	1,023	1,198
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	38,320	50,090	11,770	3.1%	2,070	893	1,177
41-2011	Cashiers	53,660	64,910	11,250	2.1%	1,876	751	1,125
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	34,580	45,460	10,880	3.1%	2,001	913	1,088
25-1000	Postsecondary Teachers	19,559	29,655	10,096	5.2%	1,875	865	1,010
43-9061	Office Clerks, General	60,720	69,590	8,870	1.5%	1,551	664	887
11-1021	General and Operations Managers	32,920	40,890	7,970	2.4%	1,452	655	797
15-1031	Computer Software Engineers, Applications	14,640	22,270	7,630	5.2%	1,435	672	763
37-3011	Landscaping and Groundskeeping Workers	19,590	26,810	7,220	3.7%	1,329	607	722
43-4171	Receptionists and Information Clerks	20,550	27,240	6,690	3.3%	1,221	552	669
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	26,180	32,700	6,520	2.5%	1,170	518	652
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	29,090	35,340	6,250	2.1%	1,135	510	625
25-9041	Teacher Assistants	18,590	24,810	6,220	3.3%	1,146	524	622
53-3032	Truck Drivers, Heavy and Tractor-Trailer	24,850	30,650	5,800	2.3%	1,061	481	580
25-2021	Elementary School Teachers, Except Special Education	21,630	27,410	5,780	2.7%	1,050	472	578
31-1012	Nursing Aides, Orderlies, and Attendants	15,680	21,060	5,380	3.4%	1,002	464	538
15-1051	Computer Systems Analysts	12,540	17,840	5,300	4.2%	993	463	530
15-1032	Computer Software Engineers, Systems Software	9,470	14,600	5,130	5.4%	965	452	513
13-2011	Accountants and Auditors	20,310	25,360	5,050	2.5%	921	416	505
49-9042	Maintenance and Repair Workers, General	18,490	23,200	4,710	2.5%	859	388	471
35-2014	Cooks, Restaurant	19,030	23,720	4,690	2.5%	832	363	469
37-2012	Maids and Housekeeping Cleaners	25,730	30,400	4,670	1.8%	833	366	467
47-2031	Carpenters	24,680	29,260	4,580	1.9%	830	372	458
39-9021	Personal and Home Care Aides	9,160	13,650	4,490	4.9%	838	389	449
25-2031	Secondary School Teachers, Except Special and Vocational Education	14,630	19,070	4,440	3.0%	802	358	444
39-9011	Child Care Workers	18,760	22,950	4,190	2.2%	745	326	419
53-3033	Truck Drivers, Light or Delivery Services	18,050	22,180	4,130	2.3%	768	355	413
43-3031	Bookkeeping, Accounting, and Auditing Clerks	35,370	39,450	4,080	1.2%	709	301	408
33-9032	Security Guards	13,300	17,210	3,910	2.9%	714	323	391
15-1041	Computer Support Specialists	11,450	15,330	3,880	3.4%	723	335	388
31-9092	Medical Assistants	5,780	9,440	3,660	6.3%	685	319	366
13-1111	Management Analysts	9,900	13,500	3,600	3.6%	670	310	360
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	14,700	18,290	3,590	2.4%	647	288	359
47-2061	Construction Laborers	19,910	23,330	3,420	1.7%	623	281	342
15-1081	Network Systems and Data Communications Analysts	4,980	8,280	3,300	6.6%	621	291	330
49-3023	Automotive Service Technicians and Mechanics	12,650	15,930	3,280	2.6%	590	262	328
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	25,000	28,180	3,180	1.3%	550	232	318
35-2021	Food Preparation Workers	10,730	13,880	3,150	2.9%	561	246	315
33-3051	Police and Sheriffs Patrol Officers	8,090	11,150	3,060	3.8%	560	254	306
15-1071	Network and Computer Systems Administrators	7,110	10,110	3,000	4.2%	562	262	300
41-3021	Insurance Sales Agents	9,640	12,630	2,990	3.1%	545	246	299
43-6011	Executive Secretaries and Administrative Assistants	21,910	24,810	2,900	1.3%	509	219	290
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	16,580	19,260	2,680	1.6%	481	213	268
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	10,530	13,210	2,680	2.5%	489	221	268
33-3012	Correctional Officers and Jailers	7,440	9,950	2,510	3.4%	461	210	251
23-1011	Lawyers	10,060	12,560	2,500	2.5%	462	212	250
43-3011	Bill and Account Collectors	7,970	10,450	2,480	3.1%	456	208	248

Colorado Statewide Skills for growing occupations requiring a Bachelor's degree
20 Top skills by Projected Demand

Skill	2002-2012			
	Current Supply	Projected Demand	Skill Gap Index	Replacement Index
Reading Comprehension	262,930	13,120	100	38
Active Learning	223,990	11,340	97	37
Speaking	220,270	11,120	89	38
Active Listening	221,670	11,110	94	37
Writing	211,130	10,760	91	36
Learning Strategies	198,640	10,270	83	37
Critical Thinking	199,070	9,990	86	35
Instructing	178,860	9,290	80	35
Monitoring	176,820	9,010	69	37
Judgment and Decision Making	176,880	8,950	77	34
Coordination	177,810	8,830	71	35
Complex Problem Identification	172,590	8,770	74	34
Mathematics	160,160	7,980	63	39
Time Mgmt	151,920	7,970	66	33
Social Perceptiveness	123,970	6,240	57	41
Persuasion	100,640	5,450	60	30
Equipment Selection	97,900	5,190	51	33
Operations Analysis	95,310	5,070	54	30
Service Orientation	98,590	4,810	43	37
Troubleshooting	87,560	4,600	49	30
Systems Analysis	80,370	4,360	46	29
Technology Design	72,240	3,920	37	28
Systems Evaluation	68,600	3,850	40	24
Installation	66,910	3,720	34	26
Quality control	65,110	3,650	31	25
Negotiation	49,870	2,430	23	42
Science	44,960	2,390	29	37
Programming	37,060	2,020	26	27
Mgmt of Financial Resources	43,180	1,980	20	43
Mgmt of Material Resources	29,190	1,480	14	39
Mgmt of Personnel Resources	32,430	1,460	11	39
Operation and Control	22,380	1,360	17	25
Operation Monitoring	9,140	650	9	29
Equipment Maintenance	6,840	510	6	23

Associate's Degree

Skills	2002-2012			
	Current Supply	Projected Demand	Skill Percent Rank	Replacement Index
Reading Comprehension	72,630	4,140	100	33
Active Listening	72,100	4,120	97	33
Active Learning	68,750	4,000	94	34
Critical Thinking	64,110	3,780	91	33
Writing	65,190	3,740	89	33
Instructing	63,140	3,720	86	33
Speaking	62,740	3,610	83	33
Learning Strategies	59,930	3,560	80	32
Coordination	58,480	3,380	77	33
Social Perceptiveness	56,260	3,280	74	33
Time Mgmt	48,840	2,930	71	34
Complex Problem Identification	48,940	2,850	69	33
Mathematics	45,710	2,770	60	36
Monitoring	45,250	2,740	63	35
Persuasion	45,810	2,690	66	31
Service Orientation	40,350	2,550	57	35
Judgment and Decision Making	37,760	2,330	54	35
Equipment Selection	29,010	1,460	51	35
Troubleshooting	23,680	1,140	49	39
Repairing	18,190	850	46	36

Long Term On the Job Training

Skills	2002-2012			
	Current Supply	Projected Demand	Skill Percent Rank	Replacement Index
Reading Comprehension	43,960	2,030	100	47
Installation	36,010	1,400	83	56
Critical Thinking	26,210	1,370	94	43
Speaking	26,110	1,340	97	41
Active Listening	25,150	1,300	91	41
Writing	25,140	1,300	89	42
Coordination	22,500	1,160	86	44
Judgment and Decision Making	19,350	1,030	80	44
Troubleshooting	25,360	990	77	53
Mathematics	19,810	810	74	45
Service Orientation	12,310	760	71	43
Active Learning	16,440	750	63	50
Social Perceptiveness	12,250	750	69	43
Equipment Maintenance	17,510	740	66	49
Operation Monitoring	15,450	700	60	52
Equipment Selection	13,920	610	57	48
Complex Problem Identification	12,440	530	54	47
Learning Strategies	10,490	510	51	47
Monitoring	9,360	480	49	45
Repairing	10,830	430	46	43

Medium Term On the Job Training

Skills	2002-2012			
	Current Supply	Projected Demand	Skill Percent Rank	Replacement Index
Active Listening	182,580	7,540	100	48
Reading Comprehension	107,630	4,380	97	50
Writing	103,380	4,350	91	52
Speaking	81,530	3,920	94	46
Critical Thinking	80,450	3,210	89	50
Active Learning	59,710	2,520	86	47
Social Perceptiveness	36,720	2,060	83	39
Time Mgmt	48,550	1,800	71	54
Instructing	26,940	1,710	80	32
Coordination	29,100	1,680	77	37
Learning Strategies	27,400	1,590	74	38
Equipment Maintenance	26,880	1,300	66	42
Equipment Selection	24,650	1,230	63	43
Service Orientation	20,920	1,190	69	35
Installation	23,160	1,010	54	47
Repairing	22,990	1,010	57	44
Mathematics	14,950	890	60	33
Troubleshooting	18,620	840	51	44
Persuasion	11,920	600	49	42
Judgment and Decision Making	10,340	500	43	46

Short Term On the Job Training

Skills	2002-2012			
	Current Supply	Projected Demand	Skill Percent Rank	Replacement Index
Reading Comprehension	178,890	8,210	100	47
Active Listening	172,070	8,000	97	52
Speaking	103,680	5,210	94	41
Critical Thinking	84,930	4,580	91	42
Social Perceptiveness	66,320	3,420	89	39
Instructing	66,940	3,350	86	40
Writing	65,900	3,330	83	42
Learning Strategies	62,060	3,050	77	44
Monitoring	51,150	2,650	80	36
Service Orientation	36,090	2,120	71	50
Coordination	36,430	1,860	74	38
Active Learning	31,300	1,690	69	45
Time Mgmt	30,830	1,470	66	40
Mathematics	21,990	870	60	60
Persuasion	10,960	650	63	29
Judgment and Decision Making	13,120	620	57	48
Operation Monitoring	11,240	520	54	51
Installation	6,010	310	49	76
Troubleshooting	6,010	310	51	76
Repairing	3,810	200	43	71

2370 Heavy and Civil Engineering Construction

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	19,720	22,090	2,370
47-2061	Construction Laborers	3,200	3,600	400
47-2073	Operating Engineers and Other Construction Equipment Operators	2,090	2,340	250
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	1,440	1,620	180
53-3032	Truck Drivers, Heavy and Tractor-Trailer	1,220	1,370	150
47-2071	Paving, Surfacing, and Tamping Equipment Operators	790	890	100
53-7032	Excavating and Loading Machine and Dragline Operators	560	630	70
11-9021	Construction Managers	560	630	70
47-2031	Carpenters	520	590	60
49-9052	Telecommunications Line Installers and Repairers	380	430	50
13-1051	Cost Estimators	370	420	50

3340 Computer and Electronic Product Manufacturing

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	36,370	38,130	1,760
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	730	770	50
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	600	630	30
43-4051	Customer Service Representatives	330	350	20
11-3021	Computer and Information Systems Managers	260	280	20
43-6011	Executive Secretaries and Administrative Assistants	490	500	20
11-1011	Chief Executives	130	140	10
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	190	190	10
43-4171	Receptionists and Information Clerks	80	80	10

4810 Air Transportation

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	13,560	15,370	1,810
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	1,720	1,920	200
11-1021	General and Operations Managers	50	50	10
11-3071	Transportation, Storage, and Distribution Managers	30	40	10

5220 Credit Intermediation and Related Activities

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	50,380	52,730	2,360
13-2072	Loan Officers	6,730	7,170	440
43-3071	Tellers	7,620	7,980	360
43-4051	Customer Service Representatives	3,630	3,900	270
41-3031	Securities, Commodities, and Financial Services Sales Agents	1,800	1,930	130
43-3011	Bill and Account Collectors	1,230	1,320	90
43-9061	Office Clerks, General	2,850	2,940	90
11-3031	Financial Managers	1,450	1,530	80
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	2,170	2,240	70
11-1021	General and Operations Managers	1,260	1,320	70
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,730	1,790	60

5410 Professional, Scientific, and Technical Services

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	138,630	145,800	7,170
13-2011	Accountants and Auditors	5,060	5,380	320
13-1199	Business Operations Specialists, All Other	2,610	2,800	190
11-1021	General and Operations Managers	3,230	3,390	160
43-3031	Bookkeeping, Accounting, and Auditing Clerks	4,420	4,530	110
29-2056	Veterinary Technologists and Technicians	1,430	1,540	110
43-4171	Receptionists and Information Clerks	1,860	1,970	110
17-1011	Architects, Except Landscape and Naval	1,760	1,830	70
43-6011	Executive Secretaries and Administrative Assistants	2,500	2,570	70
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	2,000	2,050	50
11-2021	Marketing Managers	670	710	50

6110 Educational Services

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	177,180	188,030	10,850
25-2021	Elementary School Teachers, Except Special Education	22,100	23,250	1,150
25-9041	Teacher Assistants	16,790	17,880	1,080
25-2031	Secondary School Teachers, Except Special and Vocational Education	13,820	14,620	800
25-2022	Middle School Teachers, Except Special and Vocational Education	10,500	10,930	440
25-3021	Self-Enrichment Education Teachers	1,720	1,930	210
25-2012	Kindergarten Teachers, Except Special Education	2,260	2,430	170
35-9099	Food Preparation and Serving Related Workers, All Other	3,310	3,450	140
25-2043	Special Education Teachers, Secondary School	1,380	1,490	110
25-2042	Special Education Teachers, Middle School	1,150	1,240	90
43-6011	Executive Secretaries and Administrative Assistants	1,950	2,040	90

6210 Ambulatory Health Care Services

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	77,590	80,600	3,020
43-4171	Receptionists and Information Clerks	4,650	4,770	120
39-9021	Personal and Home Care Aides	1,690	1,790	100
29-1123	Physical Therapists	1,560	1,640	80
43-9061	Office Clerks, General	5,130	5,210	80
31-1012	Nursing Aides, Orderlies, and Attendants	1,370	1,440	70
11-9111	Medical and Health Services Managers	1,020	1,080	60
29-1122	Occupational Therapists	590	630	40
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	1,680	1,710	30
31-2022	Physical Therapist Aides	330	350	30
29-1199	Health Diagnosing and Treating Practitioners, All Other	350	380	20

6220 Hospitals

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	62,340	66,870	4,520
29-1123	Physical Therapists	860	940	80
29-2071	Medical Records and Health Information Technicians	820	900	80
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,100	1,170	70
43-6011	Executive Secretaries and Administrative Assistants	1,080	1,140	60
29-1122	Occupational Therapists	460	500	40
43-3021	Billing and Posting Clerks and Machine Operators	850	890	40
21-1022	Medical and Public Health Social Workers	340	370	30
49-9042	Maintenance and Repair Workers, General	330	350	20
11-1021	General and Operations Managers	230	240	20
11-3031	Financial Managers	220	230	20

6240 Social Assistance

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	30,510	32,440	1,930
39-9021	Personal and Home Care Aides	3,250	3,560	310
25-2011	Preschool Teachers, Except Special Education	4,430	4,690	260
31-1011	Home Health Aides	1,350	1,430	80
21-9099	Counselors, Social, and Religious Workers, All Other (OES Only)	760	820	60
21-1015	Rehabilitation Counselors	600	640	40
43-9061	Office Clerks, General	1,100	1,140	40
11-9151	Social and Community Service Managers	650	690	40
11-1021	General and Operations Managers	430	450	30
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	400	420	20
39-1021	First-Line Supervisors/Managers of Personal Service Workers	360	390	20

7220 Food Services and Drinking Places

SOC CODE	Occupational Title	2nd QuarterEmployment 2003	2nd Quarter Projected Employment 2005	Change
00-0000	Total, All Occupations	165,030	175,070	10,040
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	33,370	35,880	2,510
35-3031	Waiters and Waitresses	37,930	40,320	2,390
35-2014	Cooks, Restaurant	16,350	17,360	1,010
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	10,550	11,210	650
35-9021	Dishwashers	7,980	8,330	360
35-3011	Bartenders	7,070	7,420	350
35-2021	Food Preparation Workers	3,920	4,220	300
41-2011	Cashiers	4,990	5,280	290
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	4,380	4,640	260
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	2,250	2,380	130

4411 Automobile Dealers

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	21,540	29,500	7,960
41-2031	Retail Salespersons	4,270	5,900	1,630
49-3023	Automotive Service Technicians and Mechanics	4,310	5,910	1,600
53-7061	Cleaners of Vehicles and Equipment	1,830	2,410	580
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	990	1,430	440
41-2022	Parts Salespersons	1,390	1,700	310
49-3021	Automotive Body and Related Repairers	620	850	230
53-3033	Truck Drivers, Light or Delivery Services	570	800	230
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	520	740	220
43-3031	Bookkeeping, Accounting, and Auditing Clerks	720	930	210
43-4171	Receptionists and Information Clerks	410	620	210

4451 Grocery Stores

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	35,850	41,880	6,030
41-2011	Cashiers	10,900	12,830	1,930
35-2021	Food Preparation Workers	2,030	2,790	760
29-1051	Pharmacists	650	1,200	550
53-7064	Packers and Packagers, Hand	4,010	4,430	420
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	2,200	2,580	380
29-2052	Pharmacy Technicians	650	990	340
41-2031	Retail Salespersons	2,160	2,430	270
41-2021	Counter and Rental Clerks	810	970	160
41-9099	Sales and Related Workers, All Other	750	900	150
51-3011	Bakers	680	820	140

4521 Department Stores

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	28,440	34,760	6,320
41-2031	Retail Salespersons	12,070	15,200	3,130
41-2011	Cashiers	3,740	4,650	910
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	1,130	1,480	350
43-4051	Customer Service Representatives	580	770	190
43-5081	Stock Clerks and Order Fillers	4,160	4,330	170
29-1051	Pharmacists	160	300	140
43-5071	Shipping, Receiving, and Traffic Clerks	940	1,060	120
41-9099	Sales and Related Workers, All Other	270	360	90
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	480	570	90
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,080	1,170	90

5413 Architectural, Engineering, and Related Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	36,390	50,760	14,370
17-2051	Civil Engineers	3,320	4,600	1,280
17-1011	Architects, Except Landscape and Naval	1,800	2,430	630
11-9041	Engineering Managers	1,520	2,130	610
17-2141	Mechanical Engineers	1,750	2,310	560
17-3011	Architectural and Civil Drafters	1,420	1,950	530
15-1031	Computer Software Engineers, Applications	990	1,510	520
17-3022	Civil Engineering Technicians	1,260	1,760	500
17-3031	Surveying and Mapping Technicians	710	1,200	490
17-2072	Electronics Engineers, Except Computer	1,060	1,540	480
11-1021	General and Operations Managers	1,210	1,650	440

5415 Computer Systems Design and Related Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	35,670	59,810	24,140
15-1031	Computer Software Engineers, Applications	5,730	10,320	4,590
15-1032	Computer Software Engineers, Systems Software	2,790	5,530	2,740
15-1051	Computer Systems Analysts	2,990	5,330	2,340
15-1041	Computer Support Specialists	2,710	4,390	1,680
15-1081	Network Systems and Data Communications Analysts	1,490	3,030	1,540
15-1071	Network and Computer Systems Administrators	1,570	2,800	1,230
15-1021	Computer Programmers	2,590	3,660	1,070
15-1061	Database Administrators	800	1,490	690
13-1199	Business Operations Specialists, All Other	850	1,510	660
11-3021	Computer and Information Systems Managers	700	1,250	550

5613 Management, Scientific, and Technical Consulting Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	12,500	20,160	7,660
13-1111	Management Analysts	1,990	3,810	1,820
43-9061	Office Clerks, General	1,590	2,210	620
13-1199	Business Operations Specialists, All Other	790	1,400	610
11-1021	General and Operations Managers	520	810	290
19-3021	Market Research Analysts	240	390	150
19-2041	Environmental Scientists and Specialists, Including Health	190	330	140
17-2081	Environmental Engineers	110	220	110
43-6011	Executive Secretaries and Administrative Assistants	210	310	100
15-1031	Computer Software Engineers, Applications	110	200	90
19-2043	Hydrologists	140	230	90

5613 Employment Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	38,960	46,080	7,120
43-9061	Office Clerks, General	1,920	2,450	530
43-4051	Customer Service Representatives	1,450	1,930	480
43-4171	Receptionists and Information Clerks	1,230	1,640	410
47-2061	Construction Laborers	1,120	1,500	380
31-1012	Nursing Aides, Orderlies, and Attendants	1,160	1,400	240
13-1071	Employment, Recruitment, and Placement Specialists	830	1,030	200
51-9199	Production Workers, All Other	780	930	150
29-1111	Registered Nurses	770	910	140
53-7064	Packers and Packagers, Hand	730	860	130
15-1041	Computer Support Specialists	360	480	120

5617 Services to Buildings and Dwellings

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	34,050	49,920	15,870
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	11,430	16,770	5,340
37-3011	Landscaping and Groundskeeping Workers	7,790	12,230	4,440
37-2012	Maids and Housekeeping Cleaners	2,430	3,570	1,140
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	1,340	1,850	510
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	800	1,170	370
37-1012	First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	750	1,090	340
11-1021	General and Operations Managers	580	810	230
43-9061	Office Clerks, General	760	950	190
47-2061	Construction Laborers	360	520	160
37-2021	Pest Control Workers	290	400	110

6110 Educational Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	174,600	230,530	55,930
25-2021	Elementary School Teachers, Except Special Education	21,230	26,930	5,700
25-9041	Teacher Assistants	15,510	20,860	5,350
25-2031	Secondary School Teachers, Except Special and Vocational Education	14,590	19,020	4,430
25-3999	Teachers, Primary, Secondary, and Adult, All Other (OES Only)	6,240	9,860	3,620
25-1199	Postsecondary Teachers, All Other	3,970	6,020	2,050
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	6,760	8,700	1,940
25-2022	Middle School Teachers, Except Special and Vocational Education	8,630	10,360	1,730
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	3,050	4,390	1,340
11-9032	Education Administrators, Elementary and Secondary School	3,000	4,020	1,020
53-3022	Bus Drivers, School	4,210	5,230	1,020

6211 Offices of Physicians

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	29,040	40,310	11,270
31-9092	Medical Assistants	2,960	5,040	2,080
29-1111	Registered Nurses	3,010	4,690	1,680
29-1060	Physicians and Surgeons	4,760	6,350	1,590
43-4171	Receptionists and Information Clerks	2,660	3,380	720
29-1067	Surgeons	2,100	2,790	690
29-2071	Medical Records and Health Information Technicians	700	1,360	660
43-9061	Office Clerks, General	1,930	2,370	440
43-6013	Medical Secretaries	1,730	2,150	420
29-1071	Physician Assistants	670	1,070	400
29-1069	Physicians and Surgeons, All Other	860	1,150	290

6221 General Medical and Surgical Hospitals

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	57,300	79,860	22,560
29-1111	Registered Nurses	15,170	22,050	6,880
31-1012	Nursing Aides, Orderlies, and Attendants	3,060	4,210	1,150
43-4111	Interviewers, Except Eligibility and Loan	1,410	2,180	770
31-9092	Medical Assistants	780	1,410	630
29-1126	Respiratory Therapists	840	1,380	540
11-9111	Medical and Health Services Managers	920	1,380	460
29-2034	Radiologic Technologists and Technicians	1,210	1,660	450
37-2012	Maids and Housekeeping Cleaners	980	1,420	440
31-9099	Healthcare Support Workers, All Other	1,060	1,460	400
29-1123	Physical Therapists	790	1,180	390

6233 Community Care Facilities for the Elderly

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	7,300	15,060	7,760
31-1011	Home Health Aides	870	2,130	1,260
31-1012	Nursing Aides, Orderlies, and Attendants	1,140	2,360	1,220
39-9021	Personal and Home Care Aides	930	1,890	960
37-2012	Maids and Housekeeping Cleaners	290	610	320
29-1111	Registered Nurses	250	510	260
29-2061	Licensed Practical and Licensed Vocational Nurses	310	570	260
35-3031	Waiters and Waitresses	250	510	260
43-4171	Receptionists and Information Clerks	200	420	220
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	170	360	190
35-2012	Cooks, Institution and Cafeteria	270	460	190

6241 Individual and Family Services

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	12,780	18,450	5,670
39-9021	Personal and Home Care Aides	3,010	5,130	2,120
21-1021	Child, Family, and School Social Workers	750	1,050	300
21-1093	Social and Human Service Assistants	400	700	300
21-9099	Counselors, Social, and Religious Workers, All Other (OES Only)	480	730	250
11-9151	Social and Community Service Managers	460	640	180
21-1011	Substance Abuse and Behavioral Disorder Counselors	430	590	160
31-1011	Home Health Aides	370	510	140
39-9032	Recreation Workers	340	470	130
21-1023	Mental Health and Substance Abuse Social Workers	190	300	110
21-1015	Rehabilitation Counselors	250	350	100

7139 Other Amusement and Recreation Industries

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	26,100	35,380	9,280
39-9031	Fitness Trainers and Aerobics Instructors	1,850	3,080	1,230
39-3091	Amusement and Recreation Attendants	2,150	2,990	840
37-3011	Landscaping and Groundskeeping Workers	1,660	2,280	620
35-3031	Waiters and Waitresses	1,610	2,010	400
27-2022	Coaches and Scouts	950	1,320	370
39-9011	Child Care Workers	760	1,050	290
41-2021	Counter and Rental Clerks	730	1,020	290
39-6021	Tour Guides and Escorts	710	990	280
41-2011	Cashiers	760	1,020	260
43-4171	Receptionists and Information Clerks	690	950	260

7211 Traveler Accommodation

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	37,300	43,550	6,250
37-2012	Maids and Housekeeping Cleaners	8,300	9,850	1,550
43-4081	Hotel, Motel, and Resort Desk Clerks	4,100	5,060	960
49-9042	Maintenance and Repair Workers, General	1,490	1,830	340
35-3031	Waiters and Waitresses	2,510	2,780	270
51-6011	Laundry and Dry-Cleaning Workers	720	890	170
35-2014	Cooks, Restaurant	1,340	1,480	140
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	820	960	140
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	710	820	110
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	450	550	100
35-3041	Food Servers, Nonrestaurant	1,210	1,310	100

7221 Full-Service Restaurants

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	88,020	111,740	23,720
35-3031	Waiters and Waitresses	33,970	44,040	10,070
35-2014	Cooks, Restaurant	13,160	17,060	3,900
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	5,680	7,360	1,680
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	5,340	6,920	1,580
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	3,840	4,980	1,140
35-9021	Dishwashers	6,700	7,840	1,140
35-2021	Food Preparation Workers	1,960	2,800	840
35-3011	Bartenders	3,320	3,820	500
35-1011	Chefs and Head Cooks	1,550	2,010	460
35-2011	Cooks, Fast Food	2,170	2,590	420

7222 Limited-Service Eating Places

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	61,270	74,490	13,220
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	31,120	40,730	9,610
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	4,380	5,170	790
41-2011	Cashiers	3,120	3,680	560
35-2011	Cooks, Fast Food	6,470	6,950	480
35-2021	Food Preparation Workers	1,680	1,980	300
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1,450	1,710	260
53-3031	Driver/Sales Workers	2,580	2,740	160
35-2014	Cooks, Restaurant	2,270	2,410	140
35-3031	Waiters and Waitresses	1,760	1,880	120
11-9051	Food Service Managers	590	700	110

9992 Public Adminstration - State

SOC CODE	Occupational Title	Employment 2002	Projected Employment 2012	Change
00-0000	Total, All Occupations	27,230	33,310	6,080
33-3012	Correctional Officers and Jailers	3,510	5,000	1,490
13-1199	Business Operations Specialists, All Other	2,910	3,890	980
21-1092	Probation Officers and Correctional Treatment Specialists	1,440	1,850	410
47-4051	Highway Maintenance Workers	1,420	1,680	260
43-4031	Court, Municipal, and License Clerks	1,140	1,380	240
33-3051	Police and Sheriff's Patrol Officers	630	840	210
15-1099	Computer Specialists, All Other	730	930	200
33-1011	First-Line Supervisors/Managers of Correctional Officers	420	560	140
23-1011	Lawyers	250	380	130
17-2051	Civil Engineers	470	560	90

E. Public Comments

Colorado received the following comments from two of its local One-Stop Directors:

Linda Perez, Director
Employment Services of Weld County

New Waiver Request #2. Adult Formula Waiver Request under the Workforce Investment Act July 2007

Weld County does not agree to this waiver request. Section 6. Process for Notice of Local Boards and Opportunity to Comment states: CDLE actively sought the input of local Boards during the development of the waiver request. It also states CDLE met with local directors and received unanimous support for the submission of this waiver. That is not correct. If it had been, our input would have included the following:

l. County Commissioners, as well as local Workforce Development Boards, would have to have been formally contacted to approve a change that would impact the funding the county would have otherwise received.

2. An analysis would have been completed to see what impact this formula change would have and on which workforce region(s). There would have been discussion on how much weight the fourth factor would have had and how much impact it had on local allocations.

3. Discussion would have provided information regarding why the state is proposing this waiver; what year(s) of funding would be looked at; what funds over the last couple of years, i.e. National Reserve; Rapid Response, and other discretionary funds entered the system and without these funds what would have been the expenditure rates; since current allocation have a significant cut in Dislocated Worker funds and seven of the nine regions had reduced funding in Adult funds, will under expenditures remain a problem?

4. Under WIA law, states are mandated to reallocate unspent funds after year two. To our knowledge this has not yet occurred. If there is a significant problem, our workforce system has not discussed it.

Thank you for including these comments in the formal process. Hopefully, we will have the opportunity to discuss this waiver prior to the end of the comment period to determine if more comments need to be made by local boards and county commissioners.

Joe Barela, Division Director
Arapahoe/Douglas WORKS!

Please note my concerns with inclusion of the New Waiver Request #2 in the State Plan.

- Not previously presented to members of the State Workforce Director's Group. At this time I cannot support the statements in item #6.
- All other waivers allow for opting in/opting out by each federal recognized region.
- Spending at the 70% or higher level of expenditures for WIA adult funding stream does not mean a region is performing at minimum performance standards. Consideration should be given for meeting exceeding performance measures. Not just use it or lose it. I would have a serious problem reallocating funds to a region that is spending at 70% or greater and under performing.

State Response:

The State acknowledges that limited discussion of the proposed waiver occurred prior to posting of the State Plan on the Office of Workforce Development website. This occurred as a result of deadlines associated with the submission of the plan. To address the Directors' concerns, the State met with the One-Stop Directors and obtained substantial input to the content of the waiver. In addition, we provided an opportunity for comments to the drafted changes before finalizing the document. All additional input has been incorporated in the waiver request, which has been submitted with this plan. Note: Ms. Perez and Mr. Barela did not state any objections to the final waiver request.