June 30, 2015

Local Workforce Area WIOA Transition Plan – CWDC Decision

The Colorado Workforce Development Council (CWDC) has the responsibility of reviewing and approving or disapproving the annual plans for each local workforce region. The approval is determined in consultation with the Colorado Department of Labor & Employment (CDLE). The Program Year 2015 Local WIOA Transition Plans were reviewed by the CDLE Regional Services Team, in consultation with CDLE Fiscal Auditors, the Human Resources Equal Opportunity Officer, and the Workforce Development Programs Contract Coordinator. Their recommendations were presented to the Colorado Workforce Development Council for review and approval.

The Colorado Workforce Development Council approves the Denver Office of Economic Development, Division of Workforce Development’s PY15 local WIOA transition plan.

Please contact the Colorado Workforce Development Council offices with any questions.

Sincerely,

Stephanie (Steffens) Veck, Director
Colorado Workforce Development Council

Toya Paynter, Chair
Colorado Workforce Development Council
DENVER PY15 LOCAL WIOA TRANSITION PLAN NARRATIVE

A. Strategies to Address Continuous Improvement of Programs and Discretionary Initiatives, Plus Facilitate WIOA Implementation

The Denver Office of Economic Development Division of Workforce Development (OED-WD) continues to support the following Colorado Workforce Development Council’s (CWDC) key strategies and initiatives: 1) Sector Strategies/Sector Partnerships, 2) Career Pathways, 3) Business Services, 4) Local Workforce Development Board (LWDB) Engagement, and 5) Marketing and Outreach, and seeks to integrate these key elements into Denver’s ongoing efforts to provide reemployment services to those with barriers to employment, the Workforce Innovation and Opportunity Act (WIOA) mandated and other key target groups, plus implement special additional requirements of WIOA.

1. Business Services: Enhancement, Expansion, Standardization, and Implementation of the new work-based learning requirements of WIOA.

   a. Sector Partnerships Participation: Denver OED-WD will continue to expand current partnerships with regional business, industry, and workforce/education partners across the following sectors/industries: 1) Healthcare, 2) Information Technology, 3) Advanced Manufacturing, and 4) Construction/Skilled Trades. The primary goal of these partnerships will be to facilitate demand driven trainings that result in the attainment of industry recognized credentials and sustainable long-term employment for participants. Service delivery models will focus on work-based learning experiences including: On-the-Job Training (OJT), incumbent worker training, work experience, and professional internships or a combination of classroom and work-based learning opportunities. Total PY15 planned participant goals are:

      40 – Healthcare
      35 – Information Technology
      10 – Advanced Manufacturing
      20 – Construction/Skilled Trades
      70 – Other

   b. Sector Partnerships – Status and Objectives: Denver OED-WD will continue to expand current partnerships with regional business, industry, and workforce/education partners across the following sectors/industries: 1) Healthcare, 2) Information Technology, 3) Advanced Manufacturing, and 4) Construction/Skilled Trades. All of these are active Sector Partnerships except Construction/Skilled trades, which is emerging.

   Denver OED-WD is the lead agency on a regional H-1B Ready to Work initiative called Technology Employment in Colorado Partnership (TEC-P). The focus is on the information technology and advanced manufacturing sectors and will train 593 long-term unemployed participants through 2018. Participating regions include: Jefferson County, Arapahoe/Douglas, Boulder, Larimer, and Mesa; the Colorado Urban Workforce Alliance (CUWA) is the regional convener for the grant.

   Total PY15 planned participant goals are:

      40 – Healthcare
      35 – Information Technology
      10 – Advanced Manufacturing
      20 – Construction/Skilled Trades

   c. Career Pathways: Denver OED-WD has been using “industry vetted” labor market data to determine targeted sectors and career pathways for several years. In recent years OED-WD hired a Workforce
Economist that provides regional and real time local labor market data. This data is then reviewed by local business advisory councils and sector partners to inform training strategies. Based on this information Denver chooses the sectors and industries listed above in Sections A.1.a. and b. Our strategies will focus on in-demand, middle-skilled jobs within these sectors.

d. **Work-Based Learning**: Planned objectives and outcomes that Denver’s Business Services Team will take to implement the WIOA requirements include:

- **Youth**: Denver will develop work experiences for youth including internships, OJTs, summer youth employment, and apprenticeships so that 20% of youth program funds are spent on these opportunities. The Business Services Team will include the development of Youth focused work-based learning opportunities as a part of the overall Sector Strategies described above. The Business Services Team will work closely with Denver OED-WD Youth contractors to provide support and placement assistance, including OJTs, summer youth employment, internships and apprenticeship opportunities, to enrolled youth. During the school year Denver will specifically target out-of-school youth and youth who receive certificates through training.

Denver OED-WD in conjunction with its Youth Contractors will continue and build its partnership with Denver Public Schools to include the Xcel apprenticeship opportunities to qualifying seniors, Galvanize Education Assistance Awards to qualifying seniors and work experiences for youth with Individual Education Plans.

Denver OED-WD will re-establish its partnership with the City’s Parks and Recreation Department to bring back the Lifeguard training program. Enrolled youth who complete the Lifeguard training provided by the department will be eligible for Summer Youth Work Experiences and, if successfully completed, may be hired as part-time and or full-time positions within the recreation centers.

Total PY15 Planned Goals: Denver OED-WD Youth Contractors will provide these services directly with support from Denver’s Business Services Team:

- 143 – Work Experiences
- 15 – Apprenticeships/Internships
- 36 – Educational Assistance Awards

- **Adult/DW**: Denver OED-WD has an aggressive OJT program and places a large number of WIA participants into OJTs each program year. The Business Services Team will expand these efforts under WIOA through leveraging our Sector Partnerships to help develop industry-focused professional internship opportunities within the targeted sectors for adults, DWs and Youth (see above).

- **Transitional Jobs**: The Denver Workforce Investment Board Executive Committee at its 5/27/15 meeting approved the use of up to 10% of Adult and Dislocated Worker funds to develop Transitional Jobs. Transitional Job opportunities will be developed for Youth as well as Adults and Dislocated Workers (AD/DWs). Denver OED-WD will also partner with the TANF program, Vocational Rehabilitation, and other CBOs that serve people with significant barriers. With WIOA’s focus on individuals with low skills and/or significant barriers to employment and out of school youth, these strategies will assist customers to:

  - Learn the expectations of the workplace experientially
  - Address barriers to work
  - Build a work history and references
  - Access incentives like the Earned Income Tax Credit (EITC)
  - Gain skills and experience to transition into unsubsidized employment

The core components of Transitional Job strategies will consist of:

- Orientation & assessment
- Job readiness/life skills coursework
Connections to support services

- Transitional Job - real wage-paid work experience
- Unsubsidized job placement & retention
- Linkages to education and training

Denver is also a participant in the National Transitional Job Network and will continue to research the model’s best practices through that forum.

- **Incumbent Worker Training**: The Denver Workforce Investment Board Executive Committee at its 5/27/15 meeting approved the use of up to 20% of Adult and Dislocated Worker funds to develop incumbent worker training opportunities. Incumbent worker training opportunities will be developed for adults that are earning at or below the Denver OED-WD defined self-sufficient wage of $21.42 per hour. Eligible incumbent worker participants will receive additional training and/or industry-recognized credentials that lead to advancement in their chosen career field including wage increases and/or promotions. Additionally, incumbent worker training will be provided under the TEC-P grant to individuals working in technology related careers.

e. **RVERs**: During the PY13 and PY14 program years, Denver OED-WD developed successful models for partnering between the Regional Veterans Employment Representatives (RVERs) and Business Services units. This partnership will continue to be expanded under WIOA and will include the following activities:

- Denver’s local RVER will continue to attend the weekly Business Services meetings in order to coordinate services and activities.
- Our teams will build on the success of the Lockheed Martin training model whereby a training provider and employer are solidified and then qualified Veterans and other participants are recruited for training and then placed in full time employment.
- Business Services and RVERs will coordinate on job fairs, hiring events and customized recruitments.

The primary duties of Local Veterans Employment Representatives (LVERs) are:

1. Conducting outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups;
2. “Facilitating” employment, training, and placement services furnished to veterans in a State under the applicable State employment service delivery systems. Facilitate is defined as capacity building within all programs in the Denver workforce centers.
3. Working with other service providers in order to promote veterans as highly skilled and experienced members of the workforce;
4. Advocating for veterans employment and training opportunities with businesses, industry, and community-based organizations is also a primary duty;
5. Conducting outreach that includes, but is not limited to, planning and participating in job fairs, promoting employment and training opportunities for veterans with business organizations, unions, and apprenticeship programs;
6. Promoting credentialing and training opportunities for veterans with training providers and licensing agencies;
7. Establishing and maintaining regular contact with employers to include federal contractors;
8. Actively involving the workforce center’s employer or business services/relations team;
9. Coordinating the Regional Manager’s Report on Services to Veterans using the format found in VPL 01-10; reasonable attempts are made to include best practices and success stories, special projects, and other LVER and DVOP activities.

LVERs are integrated with Employer Outreach/Business Services Teams located in the Denver workforce centers. This increases the overall outreach to employers and business owners for job development for our veteran job-seeking clients. LVERs also provide ongoing training for workforce center staff and service delivery partners on the federal requirements governing the veterans’ program and on the
special needs and barriers specific to veteran job-seeking clients. LVERs promote veteran job seekers to the business community by advocating and marketing veterans as a good source of employees with marketable skills and experience. Job development is an on-going process. The LVERs will continually train, monitor, and when necessary, retrain the workforce center staff to recognize and respond to veterans. The training, monitoring and retraining will help keep workforce center staff aware of veteran’s employment and training needs. The synergy from these relationships builds and enhances the veterans’ employment and training program’s ability to effectively serve veterans and helps to produce more opportunities for employment.

The results of the employer outreach activities are tracked and measured through Connecting Colorado, our state database for employment services. The data is real time and allows the state to measure the success of outreach activity conducted by our LVER staff. Based on the results of this activity we can adjust our outreach activities, as required, to ensure we are effectively marketing our veteran job-seeking clients to Colorado business owners and employers. The expected outcome of the LVER outreach activities is to meet and exceed our negotiated performance measures in the areas of entered employment, employment retention and average wages.

f. WIOA Partnerships: Over the past year Denver OED/WD has been coordinating services with WIOA core and required partners such as the Division of Vocational Rehabilitation (DVR), TANF, the Department of Corrections as well as Adult Basic Education providers. We will continue to expand these services under WIOA through:

- Partnering with DVR business services representative to develop streamlined referral processes and leverage resources. We will also continue our co-location efforts utilizing DVRs at each of our workforce centers several days each week so eligible customers can access services.
- Increasing the integration of TANF customers into the Business Services efforts and developing specific OJT, Transitional Job, Work Experience/Paid Internship, and placement opportunities.
- Use of cohort-based initiatives where training is influenced specifically by industry where those who complete the respective training will be entered into employment, with exploration of the retail and hospitality industries that have entry-level positions. Additionally, use of Power Prep sessions and activities for this population will be considered.
- The Business Services team will continue to coordinate with the Department of Corrections (DOC) through co-location of Denver OED-WD staff at DOC facilities as well as coordinating job fairs and hiring events for DOC customers.
- Strengthening partnerships with agencies and CBOs that offer Adult Basic Education services to streamline referrals and enrollments between agencies and leverage resources.
- Developing baseline and projected metrics and goals for referrals and placements between mandated agencies.

g. Local Workforce Development Board (LWDB) Roles: The Denver Local Workforce Development Board has supported Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning by playing a vital role in the development and implementation of our Industry Focused/Career Pathways preparation workshops that provide job seekers with in-depth information about occupations and career pathways within in-demand industries. Typically, Denver’s business Board members with expertise in the featured industry will participate as a panelist or contributor during the workshops. Previous workshops have focused on: Healthcare, Hospitality, and Manufacturing.

Denver Workforce Board members have and will participate in Industry Focused Workshops comprised of two main components:

- **Power Prep.** These workshops are an intensive industry/sector focused one-day session that consist of labor market information and analysis, job search strategies, job referrals, and industry panelists (including business Board members) answering questions regarding career pathways,
training and future occupational needs and growth.

- Workforce Empowerment. In addition to the information listed above, these week-long sessions provide job seekers with assistance in developing a successful job search strategy, resume, and direct job placement opportunities with local employers hiring in that industry.

Denver’s LWDB will continue to expand on this partnership through participating in the workshops, participating in sector strategies industry partnerships, providing real time data on hiring trends, skill needs and the like, providing feedback and suggestions for improvement of services offered, as well as providing suggestions for future workshops. Additionally, members will participate in job fairs, act as a referral for other potential employer partners, and provide occasional staff training.

2. Re-Employment and Youth Services:
   a. Increase Enrollments: To increase Adult/DW/Youth enrollments Denver OED-WD will continue to identify potential Adult/DW/Youth enrollments, including those with barriers to employment, through collaboration efforts with the WIOA required core partners and other required partners including, but not limited to:
      - Adult Education
      - Division of Vocational Rehabilitation (DVR)
      - TANF
      - Veterans Programs
      - Colorado Unemployment Compensation Programs
      - SNAP – Employment First
      - Denver Housing Authority (DHA)
      - Department of Corrections
      - Denver Public Libraries (DPL)

   i. Promoting career services to prospective customers: Over the past year, Denver OED-WD successfully implemented an Intensive Job Search (IJS) Services Track for WIA customers who did not require training services to obtain sustainable employment. Customers were identified as IJS candidates during the initial and comprehensive assessments. These customers benefited from services such as one-on-one resume critiques, mock interviews, and transportation assistance.

   IJS service delivery will further evolve in the 2015 program year as the WIOA Career Services model. Denver OED-WD looks forward to partnering with CDLE and the WIOA core partner programs to deliver staff training regarding career services. Customers will continue to be assessed as potential career service candidates during the initial and comprehensive assessment.

   OED-WD will track entered employment outcomes for career services participants in the 2015 program year and has established the following Program Goals:
      - 150 – Intensive Job Search AD
      - 20 – Intensive Job Search DW

   ii. Streamlining intake procedures: Denver OED-WD will align Adult/DW/Youth intake processes with WIOA eligibility program requirements and extend processes across programs to streamline intake and enrollment efforts such as:
      - Applying internal Youth program enrollment strategies and tools, including the income calculation spreadsheet and public assistance questionnaire, to the Adult intake sessions to capture low-income individuals
      - Continuing to partner with TANF and Employment First to capture individuals who are receiving public assistance
● Partnering with the WIOA core partners and other required partners to target individuals with barriers to employment
● Enhancing the tools and forms used to capture Adult/Dislocated Worker/Youth applicants to decrease intake and enrollment appointment times; the Denver OED-WD Quality Assurance team will develop program forms and tools and provide training to staff on program enhancements throughout PY15
● Co-enrolling eligible HIRE and TEC-P and other discretionary grant long-term unemployed participants in the Dislocated Worker program

iii. Developing additional career services tools, including assessment methods and tools: Denver OED-WD will use the first and second quarters of PY15 to analyze best practices from similar cities, conduct research on new and innovative assessment methods and tools, and develop a strategy for pilot implementation in the third and fourth quarters of PY15. The assessment will include digital literacy offerings as well as the Conover Soft Skills Assessment, which may be accessed from the workforce center, the customer’s home, and Denver Public Libraries.

iv. Utilizing at least 70% of available funds for the program year: Denver OED-WD will continue to plan program implementation and spending goals to ensure that, at a minimum, 70% of available funds for the program year are utilized.

v. Other strategies to increase enrollments and the use of career services: Denver OED-WD will partner with Denver Housing Authority, Department of Corrections, and the Denver Public Library, by providing on site workforce center services to the participants of these Community Based Partnerships.

b. Veterans: In the last quarter of PY14, Denver OED-WD Workforce Center and Business Services staff were invited to participate in a Veteran-specific training along with their Denver Disabled Veteran Outreach Program (DVOP) representatives. The training allowed for team building and an increased knowledge of best practices when working with Veterans, Veterans with special barriers, and those working with the DVOP representatives. Denver OED-WD workforce center staff assess all Veterans at point of entry to determine eligibility for DVOP services. When Veterans are identified and meet the criteria, a service referral is made to the on-site DVOP. Veterans will continue to receive priority for all services in accordance with WIOA rules; they will receive early entry to job fairs and other job seeker activities where applicable. In addition, Denver OED-WD’s Business Services Team will collaborate with the assigned Local Veterans Employment Representative (LVER) to coordinate overall outreach efforts to employers and businesses for job development for our Veteran job seekers. In PY15 Denver OED-WD will strive to partner with the DVOPs to reach transitioning military members within the first 90 days of discharge.

Colorado and Denver OED-WD assign duties to DVOPs in accordance with Title 38, Section 4103A, as amended, the Special Grant Provisions and VPLs 07-10 and 03-14. The DVOP specialists will be placed within close proximity of the WIA/WIOA case managers in the workforce centers in order to promote cross training in the way of case management and program processes and alignment with other service providers of intensive services. Case management continues to be an appropriate service delivery strategy or framework in which intensive services will be delivered to SBE veterans outlined in Section II, B(1) of this plan. Case management will be facilitated using the case management approach taught by the National Veterans Training Institute (NVTI). A veteran who is placed in case management by a DVOP specialist is coded with a Veteran Service (VS) code. VS is not a program in the sense of WIA/WIOA, but rather a code to identify eligible veterans who are being case managed by a DVOP specialist. DVOP specialist’s first approach will be the utilization of intensive services before using core services. The intensive services and the purpose for which they are used by the DVOP specialists are:
• **Comprehensive Assessment (CA):** Comprehensive and specialized assessments of the skill levels and services which may include diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals.

• **Counseling (CS):** A client centered service that may involve personal, financial, life management, case management, career guidance and counseling. This service also includes referrals to other assistance as well as arranging for additional support services not previously acquired.

• **Individual Employment Plan (IE):** A formal written document outlining a course of action that will lead to the individual entering employment; to include short and/or long term goals to remove barriers to getting and keeping employment.

• **Pre-Vocational Services (PV):** Short-term pre-vocational services such as GED, ESL, remediation and workplace literacy.

c. **Out-of-School Youth:** In this transitional program year, Denver will extend its current youth contractors and will amend the statement of work for each contractor to meet WIOA requirements. Denver’s OED-WD Youth Services will have three contractors whose primary focus will be serving the needs of out-of-school youth; the remaining contractor’s primary focus will be in-school youth. These changes will allow the contractors to capitalize on their special populations such as homeless out-of-school youth and in-school youth attending Denver Public Schools. These changes will take a “One Team” approach by the contractors utilizing each other as referral sources for their populations to serve. Denver OED-WD Youth Services, in collaboration with its Quality Assurance Team, will be providing a two-day Youth Conference for its contractors. This conference will cover WIOA, new procedures for services regarding Educational Assistance Awards, Work-Based Learning, and Supportive Services. The conference will also provide an overview of the contractor’s goals and will require them to develop a strategy for the program year that will be monitored during their weekly technical assistance sessions. Denver OED-WD Youth Services realizes that even with the changes to the contracts the required actual expenditure rate of 75% will not be attained in this transitional year: Denver projects actual expenditure rates for PY15 to be around 56% for out-of school and 44% for in-school youth. However, in PY15 the expenditure rate for participant direct services for new PY15 enrollments will be 83% for out-of-school youth and 17% for in-school youth.

d. **Adult Program Strategies:** Denver OED-WD will focus program enrollment efforts on low income individuals, individuals receiving public assistance, and individuals who are basic-skills deficient in the 2015 program year through:

- Identifying TANF and Employment First participants who are eligible for WIOA co-enrollment throughout the 2015 program year;
- Leveraging WIOA funds to assist in training expenses and supportive services expenses for eligible Denver County TANF and Employment First participants;
- Administering the TABE test to all WIOA adult applicants to determine basic skills deficiency prior to program registration;
- Applying internal Youth program enrollment strategies and tools, including the income calculation spreadsheet and public assistance questionnaire, to the Adult intake sessions to capture low-income individuals; and,
- Partnering with other CBOs and public agencies that serve populations that have significant barriers to employment.

e. **Individuals with Disabilities:** Denver OED-WD will better serve individuals with disabilities, including better employer engagement, by strengthening its partnership with the Division of Vocational Rehabilitation (DVR) and by arranging two trainings for staff provided by the DVR in PY15.

Denver OED/WD will increase its marketing efforts to the disability community through Social Media, attending disability events in the community, and expanding and enhancing existing conversations and
relationships with community based organizations that primarily work with the disabled community.

Denver OED/WD will increase physical and programmatic accessibility to career and training services by utilizing the vendor Assistive Technology Partners to provide yearly reviews of all assistive equipment and software located in each center.

f. **Unemployment Insurance Claimants:** Within the Wagner-Peyser program, Denver will do the following:
   - Conduct UI eligibility assessments: Denver OED/WD will continue asking each workforce center customer that comes into the workforce center if they have applied for Unemployment Insurance; if not, they will be encouraged to apply even if they think they are not eligible.
   - Coordinate with the Division of UI: Denver OED-WD will work with CDLE UI leadership to develop a UI FAQ sheet regarding eligibility. Once developed the assessment will be available to all workforce center customers.
   - Denver OED-WD will continue to assist customers who visit the Resource Centers in completing their initial UI claim, changes to their claim or management of their claim.
   - Denver OED-WD will utilize a UI survey for each customer that comes to the Westside workforce center to meet with a UI representative. The survey will help determine if the customer can benefit from WIOA services. Customers who visit other workforce center locations will be assessed one-on-one regarding WIOA service options.

g. **WIOA Partnerships:** Denver OED-WD plans to utilize internal and external resources to integrate service delivery, including:
   - Refer Wagner-Peyser training and assessment customers to WIOA services
   - Collaborate with the Division of Vocational Rehabilitation to staff a DVR representative in workforce centers
   - Place workforce center staff at Denver Housing Authority, Denver Public Library, and the Department of Corrections to integrate workforce centers services at those locations
   - Co-locate TANF Business Development Associates in the workforce centers to streamline WIOA service delivery. These Business Development Associates will provide case management with TANF funds but leverage WIOA funding for training and supportive services.
   - Continue ongoing discussions with Denver Human Services regarding increasing the integration of TANF customers into the Business Services efforts and developing specific OJT, work-experience, paid internship, and other placement opportunities.

h. **LWDB Roles:** Denver OED and the Local Workforce Development Board (LWDB) Executive Committee are utilizing Lean methodologies to ensure that all Managers, Supervisors and line staff have the necessary tools to implement and prioritize all strategies referenced in the plan. The PY14 WIA Denver Youth Council will become in PY15 the Youth Committee, a standing committee of the PY15 WIOA local Denver Workforce Development Board. The business representative Co-Chair of the Youth Committee will continue to serve as a member of the Denver Workforce Development Board Executive Committee. The Youth Council now has two Co-Chairs, Megan Huffnagle (business representative) and Kim Desmond (Denver Agency for Human Rights and Community Partnerships).
3. Outreach Strategies

a. Workforce Investment Works: Denver will continue to use the Workforce Investment Works (WIW) website and will post at least three success stories per quarter during PY15. Preparing our quarterly updates for WIW will continue to be an inspiration and launching point for stories to be shared across a wide range of channels—from speechwriting to pitches with local media to our own internal and external newsletters. Denver will continue to advocate for enhanced functionality, accuracy, edit-ability, and search-ability of the WIW website. Denver will require its Business Services, Workforce Center operations, and Youth programs to post at least three success stories quarterly. Denver Workforce Development will continue to use an OED Marketing Group-developed fun desk aid that provides steps on how to “tell your stories” and the importance of sharing them. Sharing stories through direct communications has been more helpful and ensures that our partners can easily access these stories and share in our successes. To overcome some of the WIW website shortcomings, OED has recently started placing these WIW success stories on our own website and will continue to do so in PY15.

b. Business Engagement: For outreach activities Denver OED-WD Business Services will continue to expand current partnerships with regional business, industry, and workforce/education partners across the following sectors/industries: 1) Healthcare, 2) Information Technology, 3) Advanced Manufacturing, and 4) Construction/Skilled Trades. The primary goal of these partnerships will be to facilitate demand-driven trainings that result in the attainment of industry recognized credentials and sustainable long term employment for participants. Service delivery models will focus on work-based learning experiences including: On-the-Job Training (OJT), incumbent worker training, work experience and professional internships, or a combination of classroom and work based learning opportunities.

In order to increase business engagement in Denver, the Business Services team will expand business outreach efforts through partnerships with local chamber associations and relevant industry and trade associations.

Business members and members of the Denver Workforce Development Board and the Youth Committee will support these efforts as described in section A.1.g. above.

Total PY15 planned participant goals are:
   40 – Healthcare
   35 – Information Technology
   10 – Advanced Manufacturing
   20 – Construction/Skilled Trades

c. Outreach to Targeted Groups: In order to increase the awareness of the services offered to returning veterans, out-of-school youth, disabled individuals, long-term unemployed, and other target groups, Denver OED-WD will develop an engagement calendar listing all workforce activities for the LWDB to participate in, circulate to their business/education/community circles, and provide opportunities for LWDB members to be guest speakers/panelists at job seeker events and training sessions for staff. Denver OED/WD will continue to increase its Social Media presence to include marketing the web page, utilizing twitter and Facebook, therefore increasing hits/tweets by 10%. Additionally, Denver will provide marketing materials to WIOA required partners to place at their prospective sites; in addition to adding the Denver workforce center social media links on the required partners’ websites.

d. LWDB Participation: To market opportunities for participation on the Denver Workforce Development Board, Denver will utilize its relationships with area chambers of commerce, trade associations, and labor organizations to identify and recruit needed members according to regular and periodic labor market analyses conducted by the Denver OED/WD Workforce Economist and verified by various industry and
trade groups as to local industries and occupations with the highest demand. Monthly analysis of Board composition will ensure a business majority compliance and any attendance issues are dealt with by the Board’s Executive Committee at their monthly meeting. The Denver Board will also make use of other outreach and recruitment avenues such as the Metro Volunteers’ BoardMatch events and other similar activities, as well as recommendations and referrals from the Mayor’s Office of Boards and Commissions. Both the Mayor’s Office of Boards and Commissions and the Denver Workforce Development Board do and will maintain websites with general information for the public and interested employers. At each Denver Board meeting, a list of various types of upcoming engagement opportunities are and will be listed to encourage the active involvement of each Board member. Each Board member is also assigned to a committee of his/her choice, and is expected to actively participate in the work of the committee. Board members are also expected to utilize the workforce center system’s services as their needs arise.

e. **Partnerships:** Denver will maintain its required WIOA partners and continue to leverage its relationship with sister agencies and departments, including human services and safety. These relationships yield access to foster care youth, TANF and SNAP recipients, and young people with a connection to the justice system. Denver Public Schools as well as the Community College of Denver are both partners in numerous collective impact initiatives, where strategies are being set for Denver’s most vulnerable populations. These high-level, strategic discussions also afford Denver OED-WD the opportunity to broaden its reach into the business and postsecondary communities, where Workforce Development services will take on a more comprehensive role (e.g., incumbent worker training, OJTs, internships, and apprenticeship opportunities).

Denver has been actively working on developing career pathways for the highest-demand occupations and plans to have these completed in PY15. In fall 2014 Denver convened stakeholders from all the major public universities, the Community College of Denver, Emily Griffith Technical College, and Denver Public Schools to discuss a nursing pathway with stackable credentials. In early 2015 Denver worked with a student from the Masters Degree program at the University of Colorado-Denver’s School of Public Affairs who gathered and analyzed a great deal of information and completed a Denver-specific draft pathways for Nursing/Patient Care and for Manufacturing. The next step is to work through the Colorado Urban Workforce Alliance’s manufacturing and healthcare sector groups to review these pathways and present them to the employers and educational institutions involved. We will work with the Colorado Department of Labor and Employment and the Colorado Community College System to incorporate these pathways into the state's websites, as appropriate, and to produce materials that can be used by workforce center counselors. Additionally, Denver has been meeting with the Metro Denver Apartment Association to discuss workforce needs in the multi-family housing industry, which is a subset of the Financial, Insurance and Real Estate sector. Staff are gathering information on public and private training programs for that industry, certificate/degrees, cost of training, length of training, etc. Denver’s TEC-P staff are working with the Colorado Technology Association on the IT career pathway and we plan to also complete pathways for construction/energy and retail/hospitality. By the end of 2015, we will have completed pathways in Healthcare, Manufacturing, Construction/Energy, and Retail/Hospitality, if our research shows that there is a need for pathways in these areas and if the employer community confirms that these are the industries and occupations most in need. The IT pathway will be started this year but might not be completed until 2016. Denver continues to actively participate in the state’s “Aligning Career Pathways Committee” and the subcommittee working on the specifics of illustrating the pathways. Denver will ensure that our literature and web pages align with the state’s.
B. Organizational/Infrastructure Changes, AD-DW Transfer, CAP, LAP, and Charts

1. **Describe organizational changes** that occurred during PY14 and indicate any changes that you anticipate for PY15, as well as office moves or consolidations. Explain the reasons for the anticipated changes, such as reduction of formula funding or leveraging and managing of discretionary or additional grants. Include any hiring or layoffs that have or may occur with temporary and permanent staff.

In PY14 Denver OED-WD realigned its operations, sectioning into three groups: 1) Colorado Department of Labor and Employment (CDLE) Programs, 2) Colorado Department of Human Services (CDHS) Programs, and 3) Regional/Overarching Programs. Each section has an Operations Manager to oversee programs and operations. This allows the Workforce Center Director to have one point of contact for CDLE and CDHS, thus improving communications and program outcomes.

Denver OED-WD’s lease contract for the Speer Workforce Center, Training and Assessment, and Youth Services expires June 30, 2015; the lease will not be renewed. In an effort to save funding and utilize existing City-owned buildings, the workforce center will move to a City-owned building. Training and Assessment staff will be placed at all three workforce center locations and Youth Services staff will be placed at Denver Human Services Castro Building within OED’s designated areas.

2. **Provide a copy of your latest organizational chart.**

Denver OED’s latest organizational chart dated 5/18/2015 is attached to this plan as Attachment 5.

3. **Provide a copy of your latest workforce region Cost Allocation Plan and a copy of the organization-wide (county or state) Cost Allocation Plan.** If the workforce region allocation plan is incorporated in the county or state plan, then the county or state plan is the only document that needs to be submitted.

Denver OED’s Cost Allocation Plan, dated 3/1/2015 and signed 3/16/2015, is attached to this plan as Attachment 6. Denver OED-WD’s Cost Allocation Methodologies, dated 3/19/2015 and signed 3/23/2015, is attached to this plan as Attachment 7.

4. **Provide a spreadsheet listing the job title for each staff member and gross annual salary.** In addition, provide the average percentage of the total salary that is expected to be charged to WIOA funds. Of these expected WIOA charges, provide the % that is expected to be charged to the WIOA admin cost category and the % expected to be charged to the WIOA program cost category.

A spreadsheet listing Denver OED’s staff member job titles and annual gross salary is provided in Attachment 8. The average percentage of the total salary that is expected to be charged to WIOA funds is show in Attachment 8, as is the percentage that is expected to be charged to the WIOA admin cost category and the percentage that is expected to be charged to the WIOA program cost category.

5. **Discuss the region’s intent to utilize the new WIOA provision allowing transfer of funds between the Adult and Dislocated Worker programs, including:**

   i. What percent of funds are you planning to transfer? How do you plan to serve Dislocated Workers (or Adults), if these funds are transferred?
Denver has decided not to transfer any Dislocated Worker funds to the Adult program at this time.

ii. How do you plan to meet the WIA negotiated performance measures for the Dislocated Worker (or Adult) Program, if these funds are transferred?

Denver has decided not to transfer any Dislocated Worker funds to the Adult program at this time.

6. **Provide a copy of your new two-year Language Assistance Plan (LAP) that will be utilized for PY15 and PY16.** *(See PGL 10-18-L: Language Assistance Services for further guidance.)*

Denver submitted a draft revised PY15-16 Language Assistance Plan on April 30, 2015 to CDLE for review and comment. The final Language Assistance Plan for PY15-16 is submitted as **Attachment 9** for the Denver Workforce Region for July 1, 2015 through June 30, 2017, and includes additional requested revisions made on June 11, 2015. The plan includes an updated Language Assistance Directory as well.

7. **Provide copies of any updated county or city ordinances (or other documents that identify the current signature authorities for Expenditure Authorizations).** Include a copy of any signed statement of delegation for the workforce region to sign EAs in place of the designated signature authority, such as, for when the Informal EA modification form is used or when the funding amount of the EA is less than a certain amount.

A copy of the City and County of Denver Signature Authorities for Expenditure Authorizations is provided in **Attachment 10**; this is unchanged from PY14. A new signed statement of delegation for the Denver Workforce Region dated May 12, 2015, is provided in **Attachment 11**.

8. **Charts**
   a. **Expenditure Authorization for PY15/FY16 funding:**
      An updated EA format will be issued that will incorporate changes related to the requirements of WIOA. This document is to be submitted with your PY15 plan, and include PY14 performance goals as place keepers until the PY15 performance goals have been negotiated.

      **Attachment 4** is Denver’s Expenditure Authorization (EA) for all funding streams for PY15.

   b. **Attachment 3 – PY15 Budget and Service Chart (new)**
      This new chart is designed to provide documentation of the Local Area plan for use of funds available for PY15. An optional WIOA planning tool for tracking incumbent worker training, transitional employment, and pay-for-performance contract commitments is included in the second tab of the file. The instructions for completing this chart are contained within the third tab.

      Denver OED-WD’s PY15 WIOA Transition Plan Budget and Service Chart for the Denver Workforce Region is provided as PGL **Attachment #3**.
List of Additional Attachments

- **PGL Attachment 3** – PY15 WIOA Transition Plan Budget and Service Chart for the Denver Workforce Local Area
- **PGL Attachment 4** – Expenditure Authorization for PY15/FY16 Funding, including Section V. Budget and Program Outcomes Chart
- **Attachment 5** – Denver Office of Economic Development Organizational Chart, 5/18/2015
- **Attachment 6** – Denver Office of Economic Development Cost Allocation Plan, 3/1/2015, 3/16/2015s/s
- **Attachment 7** – Denver Office of Economic Development, Division of Workforce Development Cost Allocation Methodologies, 3/19/2015, 3/23/2015s/s
- **Attachment 8** – Denver Office of Economic Development Staff Job Titles and Annual Gross Salaries Detail
- **Attachment 10** – City and County of Denver Signature Authorities for Expenditure Authorizations
- **Attachment 11** – Mayor’s Signature Authorization Letter, May 12, 2015
## Attachment #3: PY15 WIOA TRANSITION PLAN

### Budget and Service Chart for Local Area: Denver, City and County of

<table>
<thead>
<tr>
<th>WIA-WIOA Funds for PY 15</th>
<th>TOTAL FUNDS AVAILABLE FOR PY 15</th>
<th>AMOUNT LOCAL AREA WILL SPEND</th>
<th>% To Be Spent</th>
<th># PARTICIPANTS LOCAL AREA WILL SERVE (Full Funding)</th>
<th>DIRECT PARTICIPANT COSTS</th>
<th>% of Program Funds to be Spent</th>
<th>ALL OTHER PROGRAM COSTS</th>
<th>% of Program Funds to be Spent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADULT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PY15/FY16</td>
<td>$1,305,090.90</td>
<td>$1,109,327.27</td>
<td>85.00%</td>
<td>250</td>
<td>$332,798.18</td>
<td>30.00%</td>
<td>$776,529.09</td>
<td>70.00%</td>
</tr>
<tr>
<td>PY14/FY15</td>
<td>$267,265.80</td>
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<td>375</td>
<td>$80,179.74</td>
<td>30.00%</td>
<td>$187,086.06</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$1,572,356.70</td>
<td>$1,376,593.07</td>
<td>87.55%</td>
<td>625</td>
<td>$412,977.92</td>
<td>30.00%</td>
<td>$963,615.15</td>
<td>70.00%</td>
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<tr>
<td><strong>DW</strong></td>
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</tr>
<tr>
<td>PY15/FY16</td>
<td>$931,772.70</td>
<td>$792,006.80</td>
<td>85.00%</td>
<td>80</td>
<td>$237,602.04</td>
<td>30.00%</td>
<td>$554,404.76</td>
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<td>EDW PY14/FY15</td>
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<td>$192,820.50</td>
<td>100.00%</td>
<td>20</td>
<td>$7,290.00</td>
<td>30.00%</td>
<td>$17,010.00</td>
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<tr>
<td><strong>TOTAL</strong></td>
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<td>$1,084,827.30</td>
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<td>230</td>
<td>$0.00</td>
<td>0.00%</td>
<td>$0.00</td>
<td>0.00%</td>
</tr>
<tr>
<td><strong>YOUTH</strong></td>
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<tr>
<td>PY15</td>
<td>$1,287,535.50</td>
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<td>325</td>
<td>$328,321.55</td>
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<td>$766,083.62</td>
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<td>PY14</td>
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<td>325</td>
<td>$123,660.00</td>
<td>30.00%</td>
<td>$288,540.00</td>
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<td><strong>TOTAL</strong></td>
<td>$1,699,735.50</td>
<td>$1,506,605.18</td>
<td>88.64%</td>
<td>650</td>
<td>$451,981.55</td>
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<td><strong>COMBINED ADMIN</strong></td>
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<tr>
<td>PY15/FY16</td>
<td>$391,600.00</td>
<td>$332,860.00</td>
<td>85.00%</td>
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<tr>
<td>PY14/FY15</td>
<td>$78,198.20</td>
<td>$78,198.20</td>
<td>100.00%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$469,798.20</td>
<td>$411,058.20</td>
<td>87.50%</td>
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<td><strong>GRAND TOTAL</strong></td>
<td>$4,890,781.60</td>
<td>$4,303,381.74</td>
<td>87.99%</td>
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</tbody>
</table>
Denver Program Year 2015 Performance Goals
(from Section V of EA)

WIA Adult:
- 625 – Total Participants
- 375 – Carry In
- 250 – New
- 150 – Hard to Serve/Targeted Populations
- 66.77% - EER
- 81.20% - ERR
- $16,715.88 – Average Earnings/Wage

WIA Dislocated Worker:
- 230 – Total Participants
- 120 – Carry In
- 90 – New
- 75 – Hard to Serve/Targeted Populations
- 67.68% - EER
- 83.94% - ERR
- $20,349.87 – Average Earnings/Wage

WIA Youth:
- 650 – Total Participants
- 325 – Carry In
- 325 – New
- 250 – Hard to Serve/Targeted Populations
- 68% - Placement in Employment or Education
- 69% - Attainment of Degree or Certificate
- 49% - Literacy & Numeracy Gains

Wagner-Peyser:
- 50,000 – Total Participants
- 50% - EER
- 77% - ERR
- $15,000 – Average Earnings/Wage

Expenditure Authorization (EA) Summary Chart:
- PY15 WIOA Adult: $121,171
- PY15 WIOA Youth: $1,430,595
- PY15 WIOA Dislocated Worker: $155,234
- PY15 Wagner-Peyser Employment Service: $1,294,681
- PY15 Employment Support Funds (ESF): $1,059,806
- Total: $4,061,487