



**Metro Denver Regional Partnership  
Quarterly Narrative Progress Report  
Submitted February 11th, 2009**

**Table of Contents**

**SECTION I: GENERAL GRANT INFORMATION**

<b>A: Grant Identification</b>	<b>2</b>
<b>B: Summary of General Grant Activities</b>	<b>2</b>
<b>C: Status Update on Strategic Partnership Activities</b>	<b>9</b>
<b>D: Status Update on Leveraged Resources</b>	<b>15</b>

**SECTION II: REGIONAL METRICS**

<b>A: Progress Report Metrics and Results Addendum</b>	<b>18</b>
<b>B: Performance Outcomes</b>	<b>18</b>

**SECTION III: CHALLENGES to PROJECT PROGRESS** **21**

**SECTION IV: PROMISING INNOVATION PROCESSES and SUCCESS STORIES**

<b>A: Promising Approaches, Practices and Lessons Learned</b>	<b>24</b>
<b>B: Sharing “Success Stories”</b>	<b>25</b>

## SECTION I: GENERAL GRANT INFORMATION

### A. Grant Identification

**Grantee:** Colorado Department of Labor and Employment on behalf of the Metro Denver Region

**Name of Project:** *Growing our Own: A Model for Reducing Dependence on Imported Skills*

**Grant Agreement Number:** WR-15401-06-60; CFDA #: 17.261

**Date:** February 12<sup>th</sup>, 2009

**Reporting Period:** October 1<sup>st</sup> to December 31<sup>st</sup>, 2008

**Submitted by:**

Ledy Garcia-Eckstein, Metro Denver WIRED Executive Director  
Metro Denver Economic Development Corporation  
1445 Market  
Denver, CO 80202  
[Ledy.Garcia-Eckstein@metrodenver.org](mailto:Ledy.Garcia-Eckstein@metrodenver.org)

David Ford, Planning and Policy Analyst  
WIRED Grant Manager  
Denver Office of Economic Development, Office of the Director  
201 W. Colfax, Dept. 208  
Denver, CO 80202  
[David.Ford@denvergov.org](mailto:David.Ford@denvergov.org)

Kathryn Otten, State WIRED Director  
Colorado Department of Labor and Employment  
633 17th Street, Suite 700  
Denver, CO 80202-3660  
[Kathryn.Otten@state.co.us](mailto:Kathryn.Otten@state.co.us)

### B. Summary of General Grant Activities

*This narrative section is an important part of each report summarizing that quarter's activities including a general overview of project progress and results, new developments, promising innovations, and resolution of previous issues and challenges identified in the previous quarter(s).*

#### General Activities

##### **WIRED Leadership Council**

WIRED Leadership meetings were held in both October and November. October's meeting focused on prioritizing and agreeing upon allocation of remaining WIRED funds among activities recommended by WIRED's Solutions Teams. Unanimous agreement was given to the Metro Denver 2010 Team's single recommendation for funds to be allocated for commissioning a consultant organization to implement a Sustainability Planning Research Project. Following the meeting, Council members successfully used an on-line electronic survey to vote and voice comments on the other proposed projects, and it was agreed the following activity would be funded with remaining grant funds:

- WIRED industry-specific career information materials, in brochures and on-line

- Career Academy Convening to identify and share current thinking and promising practices
- A convening of regional STEM organizations and stakeholders to develop a core regional STEM communication strategy
- Seed funding for development of regional STEM/Career academies
- Additional funding for WIRED subgrantees who demonstrate ability to provide additional job placements in target industries
- Funding for ITAs in WIRED industries
- Production of Aerospace and IT Career videos
- Additional funds for CDLE SECTRs Strategies
- Funding for a Lead School to disseminate promising practices for connecting education with industry

November's Council meeting also addressed the recommendations for the creation of an Executive Committee, and election of a Committee Chair and Vice Chair. This structure will be finalized during January's Council meeting.

## **Subgrant Management**

### JobLink Training

The WIRED Industry Coordinators, Executive Assistant, Grant Manager and WIRED Executive Director participated in a group training session in December, which was scheduled with the MIS Unit of the City and County of Denver. This training provided an introduction to the State of Colorado JobLink system, and also included basic training for tracking WIRED program participants. WIRED staff has since been granted security access and passwords to monitor JobLink activity for WIRED subgrantee participants.

### Quarterly Meetings

Regular quarterly meeting visits are scheduled between the WIRED Contract Administration team and WIRED subgrantee staff to discuss program/project implementation strategies and to gauge progress being made toward meeting the Scope of Work and Performance Measures. This forum provides an excellent opportunity for open dialogue, and to offer technical assistance as and where needed. Fourteen quarterly visits took place this quarter.

### Annual Monitoring Reviews

Annual monitoring reviews and final close-out of Jumpstart Contracts continued throughout the quarter. The Annual Monitoring Review process includes a thorough examination of all contractual Services and Key Deliverables to determine the successful completion of the subcontractor's Scope of Work. An evaluation is made by the Contract Administration team members as to whether or not individual Services and Key Deliverables are met, and included in a final Annual Monitoring Report. A copy of the Report is then provided to the subcontractor to conclude the Monitoring process; and a letter from the WIRED Executive Director officially terminates the WIRED Contract Agreement and closes out the grant. Annual Monitoring Reviews took place with six JumpStart grantees during the quarter, and final reports will be completed early next quarter.

### Close-out Meetings

Close-out meetings are conducted consecutively with the Annual Monitoring Review meetings and their purpose is to ensure subgrantees submit the documentation specified in their contracts. The Close-out packet includes the following documents: 1) Individual Close-out cover letters; 2) *Reference Guide* featuring specific Contract Clauses and Excerpts; 3) Contract Close-out Report Checklist; 4) The Final Release and Receipt Form; 5) Intellectual Property Rights Inventory List requesting itemized identification of -Copyrighted material, Patents and Patented Devices, Materials and/or Processes, any academic research, teaching, or publications retained by the subcontractor, and any Equipment or Controlled Assets listings; 6) Listing of the names of organizations or employers who provided student internships, job shadow opportunities or job placement during the grant contract period; 7) Active Client List (for JobLink purposes, where applicable); 8) Development of Curriculum Form; 9) the Final Close-Out Activity Report; 10) WIRED Dissemination Policy; 11) Letter introducing the WIRED Dissemination Policy and expectations during close-out; and 12) the WIRED Dissemination Policy Form. Close-out meetings took place with six JumpStart subgrantees during the quarter. .

### Additional WIRED Funding to Existing Subgrantees

In November, the WIRED Leadership Council approved an additional \$200,000 to be made available to existing WIRED subgrantees with the capacity to provide additional job placements prior to December 31, 2009. Applications for additional funding were submitted by five subgrantees. Recommendations made by the WIRED Contract Administrator were submitted by the WIRED Executive Director to David Ford, Grant Administrator and Kathy Otten, CDLE's WIRED Coordinator. Additional information as to the final allocation of funding amounts will be provided in next quarter's report.

### **Responses to OED/DWD quarterly report**

Denver OED submitted its quarterly monitoring report to Metro Denver WIRED and CDLE for review and comments during this quarter.

### **Career Academy Convening RFP**

Following approval from the Leadership Council to fund a Career Academy Convening, WIRED staff issued an RFP to identify an organization to manage the event, and facilitate the attendance of speakers from successful STEM/Career academy programs around the country. WIRED received three proposals, and selected Colorado Succeeds to perform the role. Colorado Succeeds has already carried out extensive research into local and national Career/STEM Academy models, and its ongoing asset mapping of local initiatives means it is ideally placed to convene WIRED's Career Academy meeting.

The meeting will take place in February, and will also serve as a pre-proposal conference for prospective applicants for WIRED's forthcoming Career Academy RFP (estimated to be released in February also).

### **Berkeley Policy Associates**

Tommy Smith, Policy Analyst and Linda Toms Barker, Senior Associate, of BPA visited Metro Denver WIRED in December to conduct their second evaluation visit. The focus of the visit included: specific organizational and programmatic strategies; ongoing operations;

implementation issues that have arisen to date; successes to date; changes in partner membership and roles; relationships with and influence on local workforce investment systems; stakeholder's opinions of the project; program evaluation; and sustainability planning. BPA conducted multiple interviews with WIRED staff, fiscal partners, key stakeholders from education, industry and workforce, Solutions Team chairs and WIRED subgrantees.

### **WIRED Dissemination Policy**

In September, ETA issued a memorandum regarding the WIRED Dissemination Policy and ETA's goal that WIRED grants "enable others to learn from the experiences of grantees, and to make available nationwide the various approaches, products, tools, and deliverables that are developed as a result of the grant." In response, the Contract Administration team drafted a preliminary guidance letter and began sharing information about the new WIRED Dissemination Policy requirements to sub-grantees at Close-out and Quarterly Review meetings.

In December, Metro Denver WIRED was asked to attend a Webinar hosted by ETA around the new WIRED dissemination policy. Since the Webinar, Metro Denver WIRED has worked internally to determine a WIRED Dissemination Lead to coordinate and oversee the collection of all required information and data from subgrantees. WIRED has begun the process of working with partners and vendors to complete the Product Identification Template, designed by USDOL ETA, to identify, describe and catalogue products and deliverables which have been or are in process of being created using WIRED funds. The first deadline date for submission of this Product Identification Spreadsheet to USDOL is February 13, 2009.

### **Career Information Brochures**

WIRED is currently working with CDLE and College in Colorado on a production partnership for career information brochures for each of WIRED's target industries. The brochures will be available in both hard copy and electronically to post online. The strength of these brochures will be their breadth of exposure and connection to further information about careers in WIRED industries. They will also complement College in Colorado's training for guidance counselors. Work on production is expected to begin next quarter.

### **Meeting/Outreach Activity**

#### **Career Attitude Poll Results Released**

WIRED's IT and Communications Coordinator organized a formal presentation of the findings from a Career Attitude Poll conducted for WIRED. The event was held at the Denver Newspaper Agency and over 100 community members and press attended the event. David Hill, of Hill Consultants (who conducted the research), presented the findings, and this was followed by a question and answer session. Full background on the Career Attitude Poll project, in addition to a full summary of the Poll's findings can be accessed [by clicking here](#).

#### **WIRED Executive Director Activity**

During the fourth quarter, the meeting and outreach activity of WIRED's Executive Director included:

- Presentation on WIRED at Economic Developers Council of Colorado's fall conference
- Meeting with staff of Governor's Jobs Cabinet to discuss WIRED promising practices and lessons for expanding it statewide
- Participation in CDLE's SECTR Policy Academy leadership team meetings
- Membership in Steering Committee of Front Range Workforce Funding Collaborative
- Attendance at Governor's Jobs Cabinet meetings and discussions of a potential expansion of the WIRED model throughout the state
- Participation in the Education Commission of the States' forum on: *Linking Education Policy with Regional Workforce and Economic Development Needs*
- Participation in Greening Workforce conference call with ETA
- Attendance at Colorado Community College System's Energy Summit, and subsequent planning of a similar forum for workforce and economic development partners
- Hosting Berkeley Policy Associates' evaluation meetings
- Sponsorship of a meeting with all of the region's community colleges about National Science Foundation Grant opportunities

### **Industry Coordinator Activity**

WIRED industry coordinators have participated in many industry/education/workforce-related meetings and activities throughout the quarter. Key activities include:

#### Aerospace:

During the fourth quarter, the Aerospace Industry Coordinator:

- Developed and facilitated two discussion sessions for STEMpalooza; one interactive session drawing upon the findings of the WIRED Career Attitude Poll, and another involving a panel discussion to showcase promising practices for connecting education to industry.
- Developed and issued a Metro Denver WIRED [Sustainability Planning Research Project RFP](#), and timeline.
- Attended the Northern Colorado Economic Summit and Forecast.
- Continued in role as WIRED seat on the Colorado Math Science Technology Education Coalition (COMSTEC) Board, including participation on COMSTEC's Ad Hoc Governance task force.
- Attended the Economic Development Corporation of Colorado's 2008 Fall Conference - "Innovative Strategies for Colorado's Future".
- Convened a second Colorado Space Coalition Task Force meeting that explored development of a regional Aerospace Collaboratory (and the role workforce development might play). Presented WIRED aerospace workforce research findings to the group.
- Continued role as WIRED representative at STEM-EC meetings, and participated in strategic discussion between COMSTEC and STEM-EC about further collaboration of roles and goals.
- Attended an Expert Technician Academy/Colorado Advanced Technological Education Partnership (CATEP) open house career information event for students and parents.
- Participated in the Colorado Space Business Round Table's annual SpaceRoundUp event.
- Participated in Community College of Denver, Colorado Alliance for Manufacturing Technology and Denver Public Schools quarterly review meetings, and provided support with industry and education connections.

- Worked with the eSpace: the Center for Space Entrepreneurship to resolve funding problems resulting from SpaceDev's inability to continue under the original funding structure. Worked with eSpace to develop additional funding sources from the Airforce Research Laboratory, and on creation of the eSpace Venture Design projects in partnership with CU Boulder.

#### Bioscience:

During the fourth quarter, the Bioscience Industry Coordinator:

- Continued to work on contract and RFP preparation in relation to the WIRED Career Academy Convening meeting scheduled for February.
- Attended the Colorado Business Incubation Association annual meeting on 10/13 in Fort Collins
- Attended the EDCC Fall Statewide Conference in Colorado Springs
- Attended CBSA BioWest Conference 2008
- Participated in STEMpalooza
- Worked on the CBSA Batelle Study Strategic Plan, with the Workforce Steering Group
- Presented preliminary results of the WIRED Student Career Attitude Polling research at the 1st Annual Conference of the NJ Biotechnology Educator's Consortium (NJBEC). The NJBEC is a model promising practice for bioscience educator networking that has been developed by the Central New Jersey BIO-1 regional partnership ([www.bio-one.org](http://www.bio-one.org)), a Gen 3 WIRED grantee.

#### Energy:

During the fourth quarter, the Energy Industry Coordinator:

- Continued to staff the Colorado Energy Coalition, which convened five committees (competitive analysis, finance, education, support services, and infrastructure) to grow the energy cluster, and launched the quarterly Balanced Energy Economy seminar series.
- Continued as a member of the Governor's Energy Office's Green Collar Jobs Working Group, which hired a consultant to do a study of the economic impact of green jobs in Colorado, and created a speakers' bureau to disseminate information on this report and other green energy activities through GEO.
- Participated in STEMpalooza events.
- Attended the 21<sup>st</sup> Annual National Renewable Energy Laboratory (NREL) Industry Growth Forum.
- Critiqued class projects for NREL's Energy Execs program.
- Attended the Rockies Energy Workforce Collaborative quarterly meeting in Utah.
- With WIRED's IT and Communications coordinator, delivered a presentation on WIRED and the results of WIRED's career attitude poll to the Colorado School Counselors Association.
- Assisted an existing clean energy company in its search for a permanent facility, discussed incentives and other forms of assistance.
- Participated in U.S. DOL's greening workforce session.
- Attended the Renewable Energy Forum hosted by the Community College system.
- Coordinated and hosted the visit of Dr. Ken Shimoda (professor with Reitaku University in Japan) who was researching the way Colorado manages its CTE (Career and Technical Education) system.

- With WIRED’s Aerospace Industry coordinator, met with the Northern Colorado Economic Development Corp. to strengthen alignment of their work with that of WIRED, and identified ways that WIRED and NCEDC can work together.

### IT/Communications:

During the fourth quarter, the Information Technology Industry and Communications Coordinator:

- Participated in the first National Science Foundation funded, Colorado Advanced Technological Education program (CATEP) Advisory Board Meeting, and helped determine the focus and an implementation plan to give potential and current IT workers employability skills that will provide the intellectual capital required to fill high-skill and high-wage jobs in Metro Denver. Additionally, spoke at the first CATEP open house which brought together secondary and post-secondary students to better understand the necessity of having employability skills.
- Joined the CSIA (Colorado Software and Internet Association) Education Committee and discussed how the organization and WIRED could work more closely together to link the state’s technology industry with the state’s educational institutions and students.
- Organized and created related material for WIRED’s participation in STEMpalooza. More than 6,000 students of all ages attended the two-day event that featured over 100 exhibitors from around the state of Colorado that support Science, Technology, Engineering, and Math programs.
- Presented with WIRED’s Energy Industry Coordinator at the Colorado School Counselor Association’s annual event. The presentation covered WIRED and its mission as well as the recent findings from the career attitude poll and how counselors in the state can better educate themselves about industry and its employability needs.
- Developed and distributed the first issue of a revised quarterly newsletter, [GetWIRED](#). The newsletter featured the latest developments coming from WIRED, and highlighted successes the program is having.
- Continued working on the [WIRED Web site](#) making significant changes and adding new features including a “Success Stories” section which highlights and provides details on the work of the 26 subgrantees.
- Worked with IT-software industry grantees, providing connections to industry and education contacts, and creating networking opportunities for sharing of promising practices and curricula.
- Worked with WIRED sub-grantees to help them communicate and promote their considerable achievements and successes.
- Worked with local and regional media outlets to facilitate coverage on WIRED, its mission and grantees, and garner positive media placements.
- Continued to develop relationships with members of the Metro Denver IT community to work with them on the issues they are facing, and help create a regional talent development system.
- Participated in, and facilitated discussions with, relevant STEM stakeholders in the region to formulate a series of STEM advertorials in the Denver Business Journal. A related effort has proved very successful in the Milwaukee, Wisconsin area.

### Resolution of Previous Issues and Challenges

None to report at this time.

### **C. Status Update on Strategic Partnership Activities**

*This narrative section of the report captures critical aspects of your partnership activities during the implementation of your grant. Please describe how the partnership is working together to adopt a comprehensive workforce and economic development approach for transformation (as outlined in the SGA) - document the dynamic growth and development of your partnership, rather than list every partner meeting or communication. It should also describe the partnership activities related to measuring performance and other outcomes.*

*The provision of this information allows you to reflect critically on your own partnership and contributes to broader discussions among grantees on partnership development and management. This section may: (1) Discuss how partners have been engaged during the current phase of the project; (2) Outline specific roles and contributions of each partner during this quarter; (3) Identify any challenges encountered/resolved in the development and management of the partnership; and (4) Report new partners that may have been brought into the project.*

### **University of Colorado at Denver/Health Sciences Center, Center for Education Policy Analysis (CEPA)**

CEPA's efforts centered around Beverly Buck strategizing with other Solutions Teams convenors and chairs on the implementation of the Growing Our Own Solutions Team's suggestions for future grant activity and funding. Beverly also represented WIRED and delivered a presentation of asset-mapping at an ETA/US Department of Labor webinar for a selection of health grantees. Other WIRED-related activities Beverly has been involved in this past quarter include participation in Colorado's Creative Economy taskforce, and implementation of the NGA Colorado STEM Centers grant. Beverly continues to maintain the presence of Metro Denver WIRED in other education initiatives, such as staffing of Governor Ritter's P-20 Council, and working with the Colorado Department of Higher Education and the Western Interstate Commission on Higher Education to identify barriers to the adult learner in Colorado.

### **Colorado WIN Partners, University of Colorado Denver**

Ms. Emery from Colorado WIN Partners attended all of the WIRED staff team meetings and Leadership Council meetings this quarter. In addition, she co-chaired the "Optimizing Today's Workforce" Solutions Team and presented a proposal from the Team to the Leadership Council to pilot a Career Booster Academy, specifically targeted at underrepresented populations with a focus on filling industry's significant short-term needs for skilled workers.

Colorado WIN Partners/University of Colorado Denver has also contracted with the Business and Education Talent Readiness (BETR) Project to deploy some of its strategic programs within the Denver WIRED region, specifically for students with disabilities and special education teachers. These programs will be offered through Colorado Workforce Centers located within the Denver WIRED Region and include: tours of businesses for teachers, parents and staff members; production of virtual tour videos to be utilized by educators, students, and parents to convey needed skills and opportunities in the workforce; and, Positive Role-Model Education Videos (PREP) that provide insights into the accomplishments of real people sharing their own stories of eventual success after dealing with personal challenges. The materials and videos created will be specifically targeted at, and marketed to, an audience of post-secondary students and educators, adult job seekers, and parents, with specific attention paid towards individuals with disabilities, their families and teachers within the WIRED Region. Production of the videos has begun this quarter and some of the videos are currently in the editing stage. The goal is to produce 30 videos for this project. In addition, Ms. Emery has submitted a BETR Project Webinar Proposal at the request of the US DOL to be conducted through Workforce3 One.

## **Update on Strategic Partnerships Activities for JumpStart and Workforce Innovation Grant Recipients:**

Full details about each of the 20 grant recipients' strategic partnership activities can be accessed through each grantee's [Quarterly Report](#). Highlighted examples of partnership activities and issues include:

### **Strategic Partnership Activities: JumpStart**

#### **Community College of Denver (CCD)**

- JumpStart into Aerospace (JSA) established functioning partnerships with workforce centers serving students from Arapahoe, Douglas, Adams, Jefferson, Boulder, Broomfield, and Larimer counties. Although not contractually partnered with JSA, staff from both Arapahoe/Douglas Works and Jefferson County Workforce Center were willing to assist with outreach for the list of potential WIA-qualified candidates JSA compiled.
- Between 80 and 100 students utilized the Satellite Tool Kit (STK) Lab at Metro State during the fall semester. Professor Jeff Forest, Aviation and Aerospace Science Chair, continues to develop pathways to incorporate the STK lab and wind tunnel into Aerospace courses at Metro State.
- Metro State leveraged the progress of JSA and the ACES grant project in order to create two additional Aerospace degree options at Metro State: Bachelor's of Science in Space Physics and Bachelor's of Science in Aerospace Operations.

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

- The Suncor ENERGY USA Foundation has awarded a three-year, \$300,000 grant to expand the regional training Center at RRCC for prospective and incumbent process operators.
- RRCC has a new partnership with Brazosport College in Lake Jackson, Texas. Brazosport has completed the training of RRCC Assessment Center proctors to administer the SKILLS Blocks process operator assessment.

### **Strategic Partnership Activities: Workforce Innovation Grant I**

#### **Adams County Workforce & Business Center (ACWBC)**

- In meetings with the Center for Transportation Safety (CTS) in October, plans were made for Fractech to assume the role of primary employer partner (replacing BJ Services). Fractech has verbally committed to utilizing the training provided by the grant, and projected it would hire up to 40 people by early 2009 and up to 100 by June 30, 2009.

#### **Arts Street**

- Aurora Small Business Development Center continued to provide small business training to Arts Street trainees, and helped one student to incorporate as an LLC and develop a business plan.

### **Employment Services of Weld County**

- Aims Community College continued to provide classes for the Multi-Industry Systems Technician (MIST) I certificate level during this quarter and finalized staffing and preparations for the MIST II class to be offered beginning in January 2009.

### **eSpace: The Center for Space Entrepreneurship**

- eSpace has reached an agreement with one of its major partners, CU Boulder, to support three Venture Design student projects. Enrollment in these design projects will be finalized after add/drop period is completed in mid-January.
- eSpace has met with representatives from the Community College of Denver and the Middle College to develop programs that will place their students for positions with entrepreneurial space companies.
- eSpace has met with LASP and the Boulder Innovation Center to determine ways in which they can collaborate.

### **Front Range Community College (FRCC)**

- FRCC staff met with the City of Fort Collins Utility Department to discuss opportunities for Energy Boost students. The City requested additional training in electronics and has offered to help build the curriculum. FRCC is also looking at the possibility of hiring someone who works at the city to provide the instruction.

### **Goodwill Industries of Denver**

- Goodwill has had several phone meetings with the staff of the Fremont County Wyoming BOCES program. BOCES has a component very similar to Goodwill's Energy Exploration Prep Class. Goodwill has learned a lot about how the BOCES program is organized, and criteria for achieving success.
- EnCana has committed \$30,000 in funding to support future development of the Goodwill Energy program.

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

- Smart Energy Living Alliance has continued to provide valuable input on the electrical engineering course curriculum and coordination of the instructors.
- The Colorado Solar Energy Industries Association has provided contacts for solar experts who have provided quality instruction.
- Namaste Solar, Bella Energy, Solar Energy Environments, Simply Efficient, LLC, Sustainable Solutions, Lightly Treading, Starfire Energy, Wheatridge Solar, and the National Electrical Contractors Association have provided some of the most experienced and talented instructors for iCAST's courses and made a huge impact on the success of their program.

### **Turnabout, Inc.**

- Green Power Company, LLC has hired and trained one client in the area of solar panel installation. The company is continuing to bid on new projects and will provide training and employment to Turnabout's clients as upcoming projects demand.
- Paul Kriescher, President of the Energy Efficiency Business Coalition (a 42 member association), has agreed to contact member companies to create and implement an insulation training certification program that would afford unemployed and disadvantaged individuals the opportunity to obtain employment in the energy efficiency field.

### **University of Denver**

- The University of Denver is in discussion with various IBM staff about organizing an industry roundtable/job fair on campus during the winter quarter (specifically for the mainframe students).

### Workforce Innovation Grant II

#### **Colorado Association for Manufacturing and Technology (CAMT)**

- CAMT reported further developing strong working and communication relationships with each of its partners (Jefferson County Workforce Center, Boulder County Workforce Center, Jefferson Economic Council, Boulder Economic Council, and Boeing).

#### **Colorado State University**

- Colorado State University's (CSU) professional organization partners, Colorado BioScience Association (CBSA) and the Larimer County BioScience Initiative both advertised the first course via direct e-mailing and by posting CSU's course flier on their websites. They will do the same for future courses work as well.
- CSU's workforce partner, the Larimer Workforce Center, registered attendees who are participating in the guaranteed interviews. The workforce outcomes from these Joblink registrations will be evaluate by the Larimer County Workforce Center during the project's final quarter.
- The University of Denver School of Engineering and Computer Science, another WIRED grantee, has offered to collaborate with the Regional Training Center for Product Translation (RTC-PT) to create a similar 10 week course at CSU. This course will benefit students looking for a more in-depth understanding of these regulations and also target incumbent workers looking for yearly refresher training.

#### **Denver Public Schools (DPS)**

- Lockheed Martin staff has been actively participating with DPS students at the Montbello High School Campus, providing training on C++ software programming, as well as electrical and mechanical engineering techniques.

#### **Front Range Community College (FRCC)**

- FRCC continues its coordination of participant reporting and budget reimbursement with the Larimer County Workforce Center.

#### **Poudre School District (PSD)**

- Vestas Blades has agreed to host field trips, supply guest speakers and interview completers of the program. PSD has also discussed the common skills needs for new employees and is working on specific lessons that address these needs.
- Spatial Data Technologies is interested in summer internships and possibly employment of completers of the program. The company is scheduled to speak to PSD classes in April.
- PSD staff met with Larimer County Workforce Center and agreed on three units that the Center will teach PSD students, in the area of soft skills, job culture and employment skills.

*In addition to the type of information your WIRED Region would normally provide in this area, ETA requests that your region include a special update on the status of collecting data to enable reporting on the Common Performance Measures, including:*

- a. Have you begun the collection of data to enable the calculation of the Common Measure performance outcomes for your region?*
- b. Describe the processes that have been established for tracking and collecting performance data, including the data necessary to calculate the Common Measure performance outcomes.*
- c. Have the local and state workforce partners been engaged to assist in this process?*
- d. Which entities are collecting the necessary data?*
- e. Is your region co-enrolling participants in Workforce Investment Act (WIA) programs, tracking WIRED participants separately, or a combination of the two?*
- f. If your WIRED strategy includes providing services to Youth, are there plans to collect information to enable the calculation of outcomes using the Youth Common Performance Measures?*

### Economic Indicator Baseline Data

WIRED plans to subcontract with Development Research Partners, the Metro Denver Economic Development Corporation's research economist, to develop baseline and annual updates for the following economic indicators. A scope of work has been developed and the contract should be executed, and the data provided in the next quarter.

- Number of new jobs created, by industry
- Average wage, by industry
- Number of new business startups or expansions
- New seed and venture capital investments
- Government investments

WIRED continues to work with CDLE to process annual Common Measures performance data from individual workforce regions within the WIRED region, including data that captures and reflects economic conditions just prior to the awarding of the first round of WIRED JumpStart grants (*i.e.*, April-September 2007).

### Tracking Subgrantee Common Measure Performance

The focus of WIRED's first round of grant funding (JumpStart) was on capacity building; therefore, the majority of Common Measure performance data will be provided by participants in WIRED's subsequent Workforce Innovation I and II grants. Where applicable, subgrantees' Common Measure's performance is tracked through participant enrolment in JobLink, outcomes reported in subgrantee quarterly reports, and through the Contract Administration team's quarterly monitoring visits with subgrantees.

All WIRED JumpStart and Workforce Innovation subgrants include a partnership with a local workforce center, whose role includes providing JobLink registration and update for program participants, or JobLink training support if the subgrantee is performing JobLink entry separately.

One of the JumpStart grants and eight of the Workforce Innovation grants are also tracking a number of WIRED participants who are also enrolled in WIA.

The following list provides a **summary of Common Performance Goals for Workforce Innovation I and II sub-grantees:**

1. Starting number of participants enrolled in Job-Related Education/Training: 2,399
2. Number of participants to complete Job-Related Education/Training: 2,031
3. Number of incumbent workers to be trained: 250
4. Number of participants to attain degree, certificate or industry credential as a result of Job-Related Education/Training: 1,479
5. Number of Job-Related Education/Training participants to be placed in WIRED target Industry employment: 1,489
6. Number of WIRED participants to be co-enrolled in WIA: 370
7. Number of participants to be retained in employment for six months: 1,090
8. Number of participants to be exited prior to the end of the grant: 486
9. Number of low income/minority students completers: 720

#### **D. Status Update on Leveraged Resources**

*This update should describe the cumulative amount of leveraged resources provided by the grantee and partners along with expenditures each quarter. Leveraged resources are those resources that you and your partners may be providing to support your WIRED funds in the implementation of your grant activities. Leveraged resources may take the form of cash or in-kind donations and may include federal funds such as WIA, TAA, as well as other public or private investments.*

#### **1) Total Funds Leveraged by end of Q4 2008: \$9,653,181**

- Funds leveraged Q1 2007-Q3 2008: **\$6,177,111**  
(\$4,710,843 sub-grantee  
\$1,278,690 in other leverage  
\$187,578 Denver Office of Economic Development)
- Funds leveraged during Q4 2008: **\$3,476,070**  
Breakdown:
  - **\$549,862** JumpStart grantee leverage. By the end of Q4, 2008, JumpStart grantees had leveraged a total of **\$4,833,082** (or approximately 173%) of total projected leverage for JumpStart projects.
  - **\$2,209,993** Workforce Innovation I grantee leverage. By the end of Q4, 2008 Workforce Innovation I grantees had leveraged a total of **\$2,611,735** (or approximately 30%) of total projected leverage for Workforce Innovation I projects.
  - **\$53,270** Workforce Innovation II grantee leverage. By the end of Q4, Workforce Innovation II grantees had leveraged a total of **\$79,151** (or approximately 10% of total projected WIG II leverage).
  - **\$655,500:** Denver Museum of Nature and Science NIH grant award (initiated by information provided by WIRED's Bioscience Industry Coordinator).
  - **\$7,444.51** Denver Office of Economic Development

#### **2) Subgrantee Expenditure and Projected Leverage**

JumpStart subgrantees have spent 100% of their grant funds. The later Workforce Innovation subgrantees have expended a total of \$2,690,886 to date, which amounts to approximately 28% of their grant funds.

Total original projected leveraged funds from WIRED JumpStart, Workforce Innovation I and II sub-grantees is **\$12,362,724**. The table below provides a breakdown by sub-grantee. Please note, subgrantee amounts spent as of 12/31/08 are self reported from their quarterly reports and have not necessarily been reimbursed by WIRED, OED or CDLE at this point. They may therefore show up as accrual in WIRED's year end /quarter end reports.

<b>WIRED SUBGRANTEE</b>	<b>Total Grant Award</b>	<b>\$ Amt Spent as of 12/31/08</b>	<b>Total Leveraged Funds Pledged</b>	<b>Total Leveraged Funds as of Dec. 31, 2008</b>
<b>JumpStart Grantees</b>				
Community College of Aurora	\$ 430,000	\$ 412,380	\$ 154,219	\$ 165,891
Community College of Denver	\$ 360,000	\$ 322,835	\$ 393,180	\$ 1,758,938
CAEL	\$ 350,000	\$ 336,246	\$ 110,350	\$ 150,257
DSST	\$ 160,000	\$ 153,721	\$ -	\$ -
JAG	\$ 350,000	\$ 329,327	\$ 212,475	\$ 276,373
MESA	\$ 350,000	\$ 350,000	\$ 944,033	\$ 891,241
Regis University	\$ 450,000	\$ 414,793	\$ 67,619	\$ 67,619
RRCC	\$ 400,000	\$ 246,888	\$ 425,400	\$ 996,568
Thompson School District	\$ 400,000	\$ 314,397	\$ 305,709	\$ 326,893
University of Denver	\$ 450,000	\$ 450,000	\$ 187,809	\$ 199,302
<b>Innovation 1</b>				
A/D Works	\$ 483,412	\$ 202,277	\$ 1,238,225	\$ 379,342
Adams WFC	\$ 157,498	\$ 37,883	\$ 450,540	\$ 23,104
Arts Street	\$ 218,200	\$ 111,298	\$ 185,585	\$ 100,989
FRCC -- Energy Boost	\$ 444,108	\$ 83,004	\$ 74,388	\$ 36,512
Jeffco-iCAST	\$ 439,226	\$ 215,057	\$ 136,106	\$ 15,564
Goodwill	\$ 255,100	\$ 77,105	\$ 216,755	\$ 71,190
SpaceDev	\$ 432,081	\$ 44,855	\$ 492,100	\$ -
Turnabout	\$ 284,552	\$ 103,708	\$ 44,591	\$ 7,340
University of Denver	\$ 405,000	\$ 88,846	\$ 5,687,116	\$ 1,900,000
Weld WFC	\$ 334,768	\$ 101,387	\$ 231,306	\$ 77,694
<b>Innovations 2</b>				
Adams WFC	\$ 388,681	\$ 93,795	\$ 87,941	\$ 3,697
CSU	\$ 99,077	\$ 28,285	\$ 56,400	\$ 5,232
CAMT	\$ 284,483	\$ 41,381	\$ 440,853	\$ 62,200
Denver Public Schools	\$ 150,965	\$ 36,000	\$ 108,911	\$ 2,011
FRCC -- RAT	\$ 259,260	\$ 57,704	\$ 98,633	\$ 3,861
Poudre School District	\$ 115,186	\$ 18,953	\$ 12,480	\$ 2,150
<b>TOTAL WIRED FUNDS</b>	<b>\$ 8,451,597</b>	<b>\$ 4,672,125</b>	<b>\$ 12,362,724</b>	<b>\$ 7,523,968</b>

## Expenditures and Obligations

By December 31, 2008, over \$6.8 million of the \$15 million grant had been expended by all the Metro Denver WIRED partners. This represents about 46% of the total grant amount. All but about \$1.14 million of the unexpended funds are already obligated, and this last remaining amount is expected to be fully obligated in the first quarter of 2009. The remaining obligations are for the Sustainability Solutions grants, representing the fourth major release of grant funds through a Request for Proposals process.

The Colorado Department of Labor and Employment (CDLE) has increasingly taken a larger role in the subgrantee process, especially when the subgrantees are with other state agencies (e.g., the Governor's Office) and with the local workforce regions. CDLE already has a financial relationship with each workforce region and it has proven more expedient and efficient for CDLE to issue subgrants to agencies with which it already has a fiscal relationship.

Another strategy that has been used to ensure full expenditure and obligation of grant funds has been to increase the funds and time available for current/existing high performing subgrantees to continue their work beyond their original subgrantee award period. In these cases the planned outcomes and expectations are for additional trainings and placements to occur.

Another significant change this quarter is with the Workforce Board of Metro Denver (WBMD). Largely because of staff vacancy savings, the WBMD voted to approve returning about \$49,000 of its PY3 budget to CDLE to use for ITAs in the four WIRED targeted industries. CDLE plans to get these funds to the local workforce centers for immediate use in the first quarter of 2009.

Additional details on individual partner expenditures and obligations can be found in the [\*Metro Denver WIRED Monthly Expenditures and Obligations Tracking Summary Report\*](#), which is prepared at the end of each month. During the first quarter of 2009, final modifications to the CDLE-Denver Office of Economic Development (OED) agreement, the Denver OED-WBMD agreement, and the Denver OED-Metro Denver EDC agreement will occur that will realign financial resources among the partners one last time to reflect and accomplish the planned grant activities during the final program year.

## SECTION II: REGIONAL METRICS

This section should provide information on all education, training, economic development, employer, key innovations, and grant deliverable results each quarter, as described in your grant agreement. This data is very important as we track the success of grantees each quarter and compile cumulative information about all WIRED grantees.

- **WIRED Performance Measures and Results**

Please list your regional performance metrics/measures and the outcomes associated with them. This information can be provided in the narrative progress report itself, or as an addendum. A template that grantees should consider as a model for this addendum is provided at the end of this Appendix.

- **Discussion of Results**

It is critical that the results or outcomes of grantee activities are sufficiently documented. Grantees should provide narrative information on the measures negotiated with ETA. In addition, grantees also may describe other important outcomes, including employer measures, captured during the quarter.

The purpose of many WIRED investments is to improve the capacity for education and training institutions to provide training linked to employer demand, to provide support for entrepreneurship, and networks that will facilitate regional economic growth. This section of the quarterly report also may be used to describe changes in policy, systems, and operations that have been made as a result of WIRED activities.

### **A. Progress Report Metrics and Results Addendum:**

WIRED staff has revised the example Progress Report Metrics and Results Addendum Template provided by ETA to capture additional performance measures and results that will be outcomes of JumpStart, Workforce Innovation I and Workforce Innovation II grant activity. The [Metro Denver WIRED's Progress Report Metrics and Results Table](#) includes current and projected program numbers for JumpStart, Workforce Innovation I and Workforce Innovation II grant activity in both Education/Training and Capacity Building performance categories.

Progress of program participants is tracked quarterly through the subgrantees' inclusion of this data in their quarterly reports.

### **B. Subgrantee Performance Outcomes**

Two JumpStart grantees, ten Workforce Innovation I grantees, and five Workforce Innovation II grantees reported project activity during Q4. Full quarterly reports submitted by each grantee can be accessed [by clicking here](#). In addition to the performance metric numbers referred to above, highlights of grantee deliverables and performance outcomes completed this quarter include:

#### JumpStart

##### **Community College of Denver (CCD)**

- 35 CCD students participated in an aerospace career exploration/presentation, bringing the cumulative total to 527.

- Three education and industry personnel participated in curriculum development bringing the cumulative total to 29.
- In October, CCD's JumpStart into Aerospace program organized an aerospace section at STEMapalooza, that included CCD, North High School, Metropolitan State College of Denver, Analytical Graphics, Inc, Shades of Blue, Ball Aerospace, and Challenger Learning Center. At the event, students from North High School presented to over 3,500 students in attendance at the event using CCD's new portable planetarium. Many attendees also had the opportunity to observe demonstrations using the CCD's WIRED-funded wind tunnel.

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

- Added an interview class for Capstone students, which includes mock interviews conducted with hiring process operators.
- The RRCC Fall 2008 Bridge to College night was held at Jefferson High School and 123 people attended. Future Bridge to College nights are planned for early February at McLain High School and Arvada High School.

### Workforce Innovation I

#### **Adams County Workforce & Business Center (ACWBC)**

- Seven clients started the Ensuring Oil Extraction for Adequate Energy program this quarter, bringing the current total to 19. All 19 clients completed training, attained a degree, certificate or credential, and to date 14 have been placed in targeted industry employment.

#### **Arapahoe/Douglas Works!**

- 31 additional adults entered the Expert Technician Academy program this quarter, bringing the total number of students to 49 adults and six older youth enrolled in A+, Net+, Oracle, and the Telecommunications and Smart Home Technology training programs.
- 18 adults and five youth completed training, with four adults and one youth taking certification tests and passing them to earn industry certified credentials. To date, one student has been placed in a job.
- Held a Mini Tech Fair, in partnership with Arapahoe Community College, which included industry presentations and was attended by over 150 students, parents, educators and industry representatives.
- Received approval to be a Pearson VUE Testing Center, allowing ETA to offer CompTIA certification exams to its students.

#### **Arts Street**

- 14 additional students have been placed in industry employment, bringing the current total to 24.
- Ten additional students applied for their business licenses in the last quarter.
- In December, Arts Street established a training lab facility so that trainees have equipment, facilities and technical support while they attend to clients' work during the weekend and on evenings.

#### **Employment Services of Weld County**

- 53 additional clients entered the Multi-Industry Systems Technician (MIST) program bringing the cumulative total to 138.

- 36 individuals obtained their Occupational Safety and Health Administration certificates through the program's Prep Academy. Seven individuals fully completed the MIST I certificate, and of those, six are matriculating to the MIST II certificate. Four participants were placed in targeted industry employment this quarter.

### **Front Range Community College (FRCC) – Energy Boost**

- 24 additional clients started training this quarter, bringing the total to 74.
- Six new clients were enrolled in WIA this quarter, for a current total of 15 WIA participants.
- 20 additional clients completed training this quarter, for a current total of 64. Four additional individuals were placed in targeted industry employment bringing the current total to 20.

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

- The solar power systems installation training course was designed, instructors secured, and delivered. iCAST had 41 graduates complete the full week of training and receive their certificates. At least ten of the 41 graduates participated in an internship program, and iCAST reports five of them have been hired into jobs within the industry.
- Overall, 50 new clients began training with iCAST this quarter, and 44 of those who have completed the program to date are now employed in the energy efficiency industry.

### **University of Denver**

- Two new students this quarter have entered the Innovative Partnership for Colorado Job Creation and Employment program which will place unemployed and underemployed participants into higher paying jobs in the IT, Aerospace and Bioscience industries. The two new students bring the total to 15.
- The program's Good Manufacturing Practice/Good Laboratory Practices curriculum is largely completed. There are 120 students registered for these courses, with five on the waiting list.

## Workforce Innovation II

### **Colorado State University**

- 61 clients completed training this quarter (training targets undergraduate, graduate, incumbent workers and academic faculty looking to advance their marketability and regulatory understanding) and attained a degree, certificate, or credential.
- 27 students and incumbent workers registered for guaranteed interviews with Kelly Scientific Resources; 14 more than the 13 projected.

### **Denver Public Schools**

- 51 students are entered into the FIRST Robotic Competition. Lockheed Martin professionals have been training students during bi-monthly (after school) sessions at Montbello High School as part of the school's robotics club program.

### **SECTION III: CHALLENGES to PROJECT PROGRESS**

*This section provides an opportunity to highlight challenges and barriers that may slow project progress as well as any actions that are being taken to address challenges and barriers. ETA is fully committed to providing support to WIRED grantees to help them successfully achieve the goals and objectives of their project. To that end, please describe any specific technical assistance (TA) needs that you have currently or anticipate in the future in this section. Examples of TA may include: requesting assistance connecting to the workforce investment system, creating innovation networks, receiving clarification on grant management requirements, or requesting advice on leveraging third-party resources.*

#### **Challenges Identified by Sub-grantees:**

Complete reports are included in each sub-grantee's individual quarterly report, which can be accessed [by clicking here](#). The following is a summary of the main challenges identified by JumpStart, Workforce Innovation I and Workforce Innovation II sub-grantees during the quarter.

#### **Community College of Denver (CCD)**

- CCD has reported that the requirements of the WIA program make it difficult to find eligible student candidates, and persuade them to apply for the JumpStart into Aerospace (JSA) program. JSA reports sending 138 potential Aerospace students to Denver Workforce Development (DWD) for enrollment in WIA, from which DWD identified four as eligible. CCD has observed over the past semester that the WIA enrollment process takes some time, resulting in a slow attrition as students give up on the idea. CCD is attempting to increase the number of WIA-eligible candidates by working with other workforce regions also.

#### **Arapahoe/Douglas Works!**

- ADWorks! reported that the grant award date posed a challenge in finding an Oracle Academy certified instructor. Oracle Academy curriculum can only be taught by Oracle Academy trained and certified instructors, and the window for training is only open once a year in the spring. ADWorks! had to think creatively and worked with Oracle to identify and partner with Northern Virginia Community College's online Oracle Academy program. They set up a hybrid learning environment where students are taught in a classroom setting with an ACC facilitator using the online training program.
- ADWorks! reported that WIA regulations are challenging because of the time-consuming process required. The applicants must interview three people in the jobs in which they are seeking and employed individuals are often not willing to give up the chunks of time required for the interviews.
- The Electronics class is newly approved at the Community College Systems Office and finding enrollment numbers to support the class has been challenging. ADWorks! changed the name of this course to the Telecommunications and Smart Home Technology to appeal to a wider audience of potential students.

#### **Arts Street**

- Art Street's education partner, Emily Griffith, lacks sufficient equipment for the video training. To solve this problem, Arts Street created a separate training lab facility and began to acquire hardware and software piece by piece, so that trainees with entrepreneurial businesses have tools to produce work for their clients.

- Art Street also reported that the tough economy means not only that businesses are not hiring, they are also unwilling to take on unpaid interns.

### **Employment Services of Weld County (ESWC)**

- Challenges that ESWC has faced during this quarter include both the lack of dual credit students for the program, and the effect the unstable economy is having on the number of available jobs for the energy sector.

### **eSpace: The Center for Space Entrepreneurship**

- eSpace's initial Director candidate took another position, leading to a lengthy, but successful, Director recruitment effort that was not complete until Dec. 1.
- The merger of SpaceDev with Sierra Nevada put several elements of the program on hold, and required the identification of additional leveraged funding. This was successfully addressed by recruiting the National Airforce Research Laboratory as an additional funding partner.
- The delay in beginning the program meant that the Co-op component could no longer be implemented within the grant timeframe. An innovative eSpace Design program was developed with the University of Colorado instead, whereby an entrepreneurial training component will be introduced to real-life, hands-on design class projects. There was a lengthy contract amendment process among eSpace, the University of Colorado and WIRED for the second amendment, which was finalized at the end of December.

### **Front Range Community College (FRCC) – Energy Boost**

- FRCC reports having to stay in very close contact with its business partners to ensure there is still a need for their program graduates. In some cases, FRCC has lost participation in its job fair due to the decrease in hiring within the current economic climate.
- Some students are coming to the FRCC Energy Boost program with very high math skills, and so it is not necessary for them to take the entire basic math training. FRCC now exempts students from the part of the training if they are able to “test out” of the math.

### **Goodwill Industries of Denver**

- Given the current economic environment, Goodwill has seen some evidence that its project may experience a challenge from employers beginning to look at hiring with a more conservative eye. Anecdotally, many employers have stated that instead of hiring two of Goodwill's participants, they are considering only hiring one, if any during 2009. Another economic concern Goodwill is facing relates to the stability of “Green Energy” employers. With the price of oil falling on the global market, the economic viability of renewable energy employers is uncertain.

### **Turnabout, Inc.**

- For Turnabout, the general economic environment and skyrocketing unemployment rates have continued to be their greatest challenge. Turnabout finds itself competing in a marketplace with highly skilled workers who have recently been laid-off. After a great deal of research and trial and error, Turnabout has concluded that its best chances for employment are within the energy efficiency industry. The industry offers a variety of entry level positions, as well as positions for tradesmen.

### **Colorado Association for Manufacturing and Technology (CAMT)**

- CAMT experienced difficulty scheduling approved clients during the holidays and therefore its training - which is targeted for incumbent workers - will take place in January.

### **Colorado State University (CSU)**

- CSU's BioMARC Regional Training Center for Product Translation web site is currently under construction, although establishing the credit card registration option through the CSU accounting system has been a challenge. However, they have been successful over the past quarter and now have a sound method of registering participants through the CSU Cashnet System for future RTC-PT events.

### **Denver Public Schools**

- The late hire of the Building Colorado's Talent Pipeline to Aerospace & Technology resource specialist and the two week holiday break had some impact on DPS's ability to meet grant deliverables during the first quarter. However, DPS' anticipated kickoff of the program in early January will afford ample opportunities for staff to meet with teachers and students next quarter.

### **Front Range Community College (FRCC)**

- FRCC reports that the biomedical industry recognizes the need for trained employees, but attracting people to the field remains a significant challenge. However, there is a strong interest in training for incumbent workers, and FRCC anticipates that the demand will remain strong. FRCC has determined that its recruiting efforts must focus on educating not only the general public, but even those employed in general animal care jobs, as a career in biomedical research still remains a little known option.

### **Poudre School District (PSD)**

- PSD reports a challenge in enrolling students in training who are from schools other than the one where the classes are being offered. While PSD's two courses are offered district wide, each high school has a different bell schedule. Additionally, students outside of the school where the classes are being offered are required to provide their own transportation.
- PSD also reports that because the economy has taken a downturn since the beginning of the project, some of their corporate partners have implemented a hiring freeze or are reducing their workforce.

## SECTION IV: PROMISING INNOVATION PROCESSES and SUCCESS STORIES

*This section provides the grantee an opportunity to illustrate the positive effects that the initiative is having on regional economic transformation.*

### **A. Promising Approaches, Processes, and Lessons Learned**

As applicable, describe any promising approaches, innovative processes, and lessons learned to date. *The discussion can revolve around the following elements, among others relevant to your regional strategy: (1) project implementation; (2) project administration and management; (3) new and innovative solutions to economic and workforce development challenges; (4) strategic partnership relationships; (5) leveraging resources; (6) sustainability; and (7) replication.*

#### Promising Approaches, Processes and Lessons Learned from Subgrantees:

Full details are included in each sub-grantee's individual quarterly report, which can be accessed [by clicking here](#). The following section highlights key promising approaches, processes and lessons learned identified by JumpStart, Workforce Innovation I and Workforce Innovation II sub-grantees during the quarter.

#### **Arapahoe/Douglas Works!**

- ADWorks! reports that the hybrid learning environment (using the online curriculum and the Arapahoe Community College instructor) has been a good experience. The students are currently learning how to take an online class and will be prepared to take future online classes independently.
- Having industry speakers and workforce speakers regularly present to the class has been very valuable. ADWorks! has opened up these talks to WIA applicants also, to help them fulfill the industry interviews required of them.
- ADWorks! is creating an Employer Outreach Group which includes representation from each program to develop a strategic plan on how best to reach out to industry and identify hiring needs. It recently completed an in-depth report on the most promising high growth companies and job opportunities in the region.

#### **Arts Street**

- The training lab that Art Street recently opened provides more than a dedicated physical space for the trainees to work without time constraints, it also allows them to grow into a tight knit-community. Students are beginning to form their own support structure.
- When Art Street's education partner fell short in education standards, it brought in inspirational industry mentors. When the organization realized that its students need higher skills level to compete in bad economic times, it adjusted the curriculum and is launching additional training.

#### **eSpace: The Center for Space Entrepreneurship**

- eSpace has found that the types of individuals that succeed in a manufacturing or test technician role in an aerospace company are those that have well developed hands-on problem solving skills. As eSpace talked with the Community College of Denver about including low-income individuals, CCD helped them to recognize an important distinction; CCD's lower income students are often in a situation of needing to repair items rather than to replace them. As a result these individuals have an extraordinarily well-developed ability to problem solve hands-on challenges. eSpace believes they can leverage the characteristic of

this demographic to help the aerospace industry recognize this skill-set and possibly increase the employment of low-income individuals into aerospace by viewing such skills as an asset.

### **Front Range Community College (FRCC)**

- FRCC realizes the importance of remaining flexible in the design and deployment of the program in order to be continually responsive to the needs of its two customers: the companies that do the hiring and the students taking the training to find employment.
- FRCC filled up its January class sections, and was not anticipating offering another until March. However, it created another section in January, knowing that the need among those who were out-of-work was immediate and growing. FRCC continues to offer both daily sections and evening and weekend sections for those that are working.

### **Goodwill**

- Goodwill has found that students enjoyed and thrived from getting an opportunity to become hands on with material samples in their classes (Xcel came to the class with tools, hot sticks, climbing boots, etc.).

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

- One of the more successful new approaches that iCAST developed this quarter was the creation of an onsite enrollment meeting at the Jefferson County Workforce Center. Previous enrollment efforts have been carried out at both the iCAST and JeffCo locations concurrently. This new approach created a dedicated time and place where interested participants could learn about the course and then fill out the enrollment forms on the spot.

### **Denver Public Schools (DPS)**

- Because students and teachers involved in the FIRST robotics program have taken many initiatives regarding securing funding and additional professional volunteers, there should be a greater than anticipated number of new partnerships formed for future programs.

## **B. Sharing “Success Stories”**

As applicable, highlight any “success stories” resulting from WIRED activities. For example, these stories may be about a new business start-up, an individual participant moving from unemployment to a successful career in a high-growth industry, or other relevant successes. We ask that you include a photo with the story as appropriate and ensure that the business entity or participant has granted express written permission for use of the story.

### **National recognition for Arapahoe/Douglas Works! WIRED program**

Arapahoe/Douglas Works! was one of only five Workforce Centers in the United States to earn the 2008 National Workforce Association *Workforce Development Award for Excellence*. It was recognized as an Outstanding Urban Workforce Development Agency from a field of over 2,900 Centers operating throughout the nation.

The agency was recognized for its sustainable partnership with the Douglas County School District, Arapahoe Community College, and a host of community employers, including CH2M Hill, Douglas County Sheriff’s Office, Burt Automotive, Data Inc., Comcast, Air Methods, Qwest, Adam Aircraft, Sky Ridge Medical, Woodpert, Inc., and Jones Learning Services. This partnership, called the Expert Technician Academy, was funded by WIRED

and addresses the most acute skilled labor needs in information technology, biosciences, healthcare, aerospace, aviation, homeland security and energy. Skills of these workers include management, financial, computer sciences, physical and life sciences, healthcare practitioners and support workers, technicians, construction, transportation and production workers, educators and administrative support personnel.

If candidates with the proper skill sets cannot be found, then Arapahoe/Douglas Works! can provide occupational training through programs such as the Expert Technician Academy, which will serve 225 people throughout 2009, and so far has graduated 18 A+ Certified computer technicians and 12 Certified Oracle database administrators.

“By working together we’re addressing the current and projected skilled labor force needs of employers in these targeted industries,” said Arapahoe County Commissioner Pat Noonan. “For workers, we’re providing training in electronics, including opportunities to earn certifications in various programs. This helps workers retain their jobs and increase their potential for promotion, while helping job seekers fine tune their hire ability.”

## **STEMapalooza Event**

In 2007, funding from the National Governors Association’s Center for Best Practices and regional partners, including Metro Denver WIRED, supported the development of the Colorado STEM Network. Each of Colorado’s five regional STEM Centers was charged with creating an asset map of STEM resources. The Metro Denver STEM Center, headed by the University of Colorado Denver’s Center for Applied Science and Mathematics for Innovation and Competitiveness (CASMIC), leveraged regional STEM asset mapping already undertaken by WIRED and other partners to develop a two-day event – STEMapalooza - that would serve as a “living asset map”.

The goals of STEMapalooza were to bring stakeholders together in order to:

- Create urgency and enthusiasm about the need for continuous and rigorous STEM education focused on the needs of the economy
- Develop awareness of opportunities in STEM education in Colorado
- Engage policy makers and the media in the STEM conversation
- Develop networks and partnerships among STEM providers
- Connect employers and job seekers with the thousands of available jobs/internships/externships that utilize STEM education and skills
- Highlight successes and generate a forum for sharing STEM practices across stakeholder groups
- Take responsibility for improving competitiveness in the international arena of STEM education

STEMapalooza took place the 24<sup>th</sup> and 25<sup>th</sup> October at the Colorado Convention Center. 112 exhibitors showcased STEM activities and education and career opportunities. Attendees had the opportunity to engage in more than 50 hands-on activities, immersion experiences, videos and games, as well as network with leading companies, educational institutions, government agencies and non-profits. The event also included a reception sponsored by Lockheed Martin at the Museum of Nature and Science, and a luncheon to discuss policy implications of STEM in

Colorado, and the need to continue the work that has begun. The luncheon was attended by more than 150 people, and included Colorado Governor Bill Ritter, and Prof. Thomas Cech, Nobel Laureate, as keynote speakers.

In addition to assisting in the planning efforts, and staffing a booth at the event, WIRED also led two well-attended discussion sessions:

**"A STEM Career... What Are They Thinking?"** featured findings from WIRED's recent Career Attitude Poll, followed by an interactive group session where recommendations were developed to tackle misconceptions that discourage students and jobseekers from pursuing careers in STEM fields.

**"Industry's Future is Now: Engaging Tomorrow's Workforce"** showcased partnerships between education and industry that are successfully building Colorado's future STEM workforce.

The primary outcomes included:

- 5442 attendees passed through the turnstiles;
- 70 people signed up to volunteer their time in support of the event;
- An effective outreach campaign created the ability to brand and communicate the STEM message;
- The event itself provided parents and teachers the opportunity to see the larger STEM picture and begin to understand the economic and workforce opportunities for children and youth.

Reaction from Constituents:

- My students and I had a fabulous time. Many of them spent both days there although they were only asked to manage one 4-hour shift. *(Exhibitor & High School Teacher)*
- We had a wonderful time. I heard some of my students on the bus saying, "That was the BEST field trip ever!" I look forward to getting the information next year and doing it all over again! *(Science Teacher)*
- I just wanted to thank you for the event this past weekend. It was wonderful and my children loved it. They were engaged and learned a lot while we were there. I hope that you are planning on having this event again next year. This got my kids thinking about science and engineering, and also about the many colleges and universities in Colorado. Something like this will change the way kids think! Thanks so much, and looking forward to next year! *(Parent)*
- I am in hearty agreement with everyone. STEMpalooza was, without a doubt, a fantastic success. I want to also comment on the great communications efforts about all of the opportunities and activities occurring. *(Workforce Development Representative)*
- Great breakout discussions. They were very informative and really added value to the event. *(Discussion Session Participant)*
- Thanks for your hard work to impact the lives of so many students. I know this will pay off! *(Economic Development Representative)*

- You and your team made a vision that was nothing more than a conversation become a reality. Your accomplishment is very special. Great job. I look forward to next year. (*Industry Executive*)
- For a first time event, your numbers are outstanding. I look forward to talking to you more about how we can work with you to promote STEM in general and have a special section for the next event. (*Media Representative*)
- It was all truly amazing, stunning, and such a success...bravissima to all involved. We greatly enjoyed being part of it all. What a tremendous boost to STEM and the Arts. When do we start planning next year's [event]? (*Government Representative*)
- I think it was a resounding success. Super job and thank you for allowing CCD to participate. We figured we had pretty close to 2400 people go through the Portable Planetarium. (*Community College Representative*)

By all accounts, STEMapalooza was a very successful first time event. Moving forward, per the overwhelming response from all involved, CASMIC's STEM activities will include the continuation of STEMapalooza, and the group is currently working on expanding funding, organization, personnel, and engagement from all constituent groups.

Short videos of the event, including Governor Ritter's Public Broadcast announcement can be viewed at <http://www.stsmidiaproductions.com/page11.html>.

### **Asset Mapping**

Primarily through the work of Beverly Buck, WIRED's key Higher Education partner at CEPA, the Metro Denver WIRED region's constellation of asset-mapping activities is gaining national attention. Her message is that story-telling and evaluation are key to success, and in her presentations to other regions and audiences, she cites STEMapalooza as an example of both. Her audiences continue to be very impressed by STEMapalooza's success as a "living asset map".

### **Success Stories from JumpStart, and Workforce Innovation Grant I and II Program Activity:**

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

- RRCC was chosen by the Ford Foundation for national promotion: Bridges to Opportunity. Please see the following link to view success story of Gabe Ortiz, Solar Energy student RRCC: <http://www.youtube.com/user/commcollegecentral>.

#### **Arapahoe/Douglas Works!**

- One of ADWorks!'s IT students in the first A+ class quickly assumed a leadership role in the class. She has now been hired by Arapahoe Community College as an adjunct professor to teach the next A+ class in January 2009.
- After reading an article on the Expert Technician Academy's Mini Tech Fair, Garry Seaber, owner and CEO of IT Liquidators, contacted the ETA to ask how he could support this initiative. He has now spoken with the class, is offering paid internships, and will be providing equipment donations.

## **Arts Street**

- One of Arts Street's students is now a full-time employee with complete benefits at Technographics, Inc., a GIS company. He pursued the employer after meeting them during one of their networking events and was hired in spite of his police record.
- Another Arts Street alum, and his partner, formed Too Kool Productions LLC, and are in the process of developing a business plan for their company. The company produces videos for clients and is expanding their capabilities with an associate who is skilled in software engineering. These individuals are all under 21!
- Put Me on the Map sets high expectations for its trainees and provides every support for them to succeed. Students respond and push themselves to meet their standards in spite of the many obstacles they face: school schedule, multiple low paying service jobs on late shifts, family emergencies, poor health, no direct transportation, lack of social and economic support - huge responsibilities at their age. These trainees' stories are not glamorous but the steps they take toward self-sufficiency are commendable.

## **Employment Services of Weld County**

- Recruitment for, and interest in, ESWC's MIST program continues to grow. In some instances, enrollments in the MIST Program exceeded the capacity of the community college.

## **Front Range Community College (FRCC)**

- Each of FRCC's partners remains a positive spokesman for the program. Jeff Good from Vestas continues to give the program positive accolades. Three of the FRCC's Vestas hires were sent to Denmark or Germany for further training.
- "I learned a lot and was really challenged. This is the first time I ever understood the basics of trigonometry." -- student of the Blueprint Reading class.

## **Goodwill Industries of Denver**

- In order to expand the reach of its WIRED program, Goodwill has launched The Green Team, a student driven activity at both East and Montbello High Schools which explores energy use, energy efficiency and the career application of these concepts. The students come together on a regular basis to discuss their current and future projects. Over the course of the first semester, students elected their peers as leaders and executed an energy audit in their school. Students evaluated where energy is being lost in and around the school and brainstormed ideas of how to improve the school's use of energy. Goodwill reported how exciting it was to see these teams in action!
- Through the WIRED project, Goodwill has seen students increase their attendance, grades and ability to advocate for themselves.

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

- "The WIRED training program has significantly contributed to our success at iCAST," reported their grant manager. In September iCAST conducted training on "Residential Energy Efficiency Auditing" and received such a tremendous amount of positive feedback that when they held their next training course on "Solar Power Systems Installation," it was filled within two days and had a waiting list of 37 people. The success of the delivered courses has created a buzz in the marketplace and has in turn led iCAST to many other workforce training initiatives.
- Being involved in the WIRED program has provided an opportunity for iCAST to provide Workforce Staff training in Jefferson County. The Jefferson County Workforce Center

championed this initiative and invited iCAST to conduct a presentation on Workforce Staff training at the Directors meeting for Workforce Centers in Colorado. At this meeting, iCAST was able to propose staff training for all of the workforce centers in Colorado. iCAST will be providing educational resources and access to industry experts on energy efficiency and renewable energy. The purpose will be to provide information that will enable workforce centers to better identify green jobs and the skill sets they require in order to increase placements of unemployed within these industries.

- Through the WIRED grant, iCAST reports building many new relationships with various community colleges, universities and industry partners to collaborate on building career ladders that include developing additional training at the pre-apprentice, apprentice and certification and licensing level. The end result is that iCAST has been able to build capacity in workforce training, which in turn has helped both our state worker and the unemployed.

### **Turnabout, Inc.**

- Anthony came to Turnabout in March. He had held a Master Electrician's license when he went to prison. A violation had occurred on an open permit, after he was incarcerated, and when he failed to appear before the board, his license was revoked. After serving time in prison, he was released to a halfway house and found he had no marketable skills. He asked for help. Turnabout began a letter writing campaign petitioning the Colorado Electrician's Board for the opportunity for reinstatement of his Journeyman License. Turnabout worked on a technicality and it paid off, this took months and an incredible amount of patience. They finally agreed to let him reapply for his Journeyman License. On January 3, 2009, Mr. Gaupel passed the test and is now a licensed Journeyman committed to finding a job working in the solar installation industry. Ultimately, he wants to help other ex-offenders.

### **University of Denver**

- The IBM master challenge had 16 DU entrants from the mainframe administration course sequence. Of the 16 DU entrants, 14 were winners!

### **Colorado State University**

- The first CSU product translation course was a tremendous success, according to course evaluations and comments from the speakers. CSU heard from industry professionals that the course fit their current needs, and also from students and incumbent workers that they have been looking for a program such as this to help them round their education as it pertains to product translation.
- The success of the first course has also opened the door to new collaborations with entities such as the Rocky Mountain Regulatory Affairs Society, the Mountain States Parental Drug Association, and Poudre Health Systems.

### **Denver Public Schools**

- As of the end of the quarter, at least two students from DPS's WIRED program have been notified as being finalists for Boettcher Foundation Scholarships.
- In preliminary meetings with current senior students in DPS's WIRED robotics programs, most have responded that they will attend a four year university in the fall of 2009.

## **Press Hits**

In the fourth quarter of 2008, WIRED and its grantees were covered in local, regional and national media ten times:

10/9/2008: “Grant Creates Program for Manufacturers” -- *Denver Business Journal*  
<http://www.bizjournals.com/denver/stories/2008/10/06/daily39.html>

10/23/2008: Tom Clark speaking about Career Attitudes Poll – *9News*  
<http://www.9news.com/seenon9news/article.aspx?storyid=102409&catid=509>

10/23/2008: Study: Colorado Kids Not Prepared” -- *9News.com*  
<http://www.9news.com/seenon9news/article.aspx?storyid=102409&catid=509>

10/24/2008: “Info on Careers Not Always Reliable” -- *Rocky Mountain News*  
<http://www.rockymountainnews.com/news/2008/oct/24/info-on-careers-not-always-reliable/>

11/25/2008: “Briefs” -- *Rocky Mountain News*  
<http://www.rockymountainnews.com/news/2008/nov/25/us-home-prices-fall-to-2004-levels/>

12/4/2008: “Metro WIRED Awards \$1.2M in Grants” -- *Denver Business Journal*  
<http://denver.bizjournals.com/denver/stories/2008/12/01/daily57.html>

12/8/2008: “Expanding Industry Specific Training: Metro Denver Talent Pipeline” -- *The WIRED Learning Exchange*  
Not online

12/9/2008: “Academy Offers High-Tech Training For All Ages” -- *Denver Newspaper Agency - Your Hub*  
<http://denver.yourhub.com/HighlandsRanch/Stories/News/About-Town/Story~556886.aspx>

12/12/2008: “Program Developing Local Workforce Earns Top Honor” -- *Denver Newspaper Agency - Your Hub*  
<http://denver.yourhub.com/Littleton/Stories/News/Government/Story~558248.aspx>

12/16/2008: “Colorado Business” -- *Denver Post*  
[http://www.denverpost.com/business/ci\\_11240539](http://www.denverpost.com/business/ci_11240539)

12/26/2008: “Briefcase” - Arapahoe Douglas Works -- *Denver Business Journal*  
<http://jacksonville.bizjournals.com/denver/stories/2008/12/29/smallb6.html>