

STATE OF COLORADO'S REQUEST FOR WAIVERS WIA YOUTH PROGRAM

Colorado is requesting two waivers:

I. An exemption from the competition requirement for the follow-up, work experience, and support services elements and proposing to include these elements in the design framework of youth services.

II. That all local workforce centers be given the opportunity to apply for and be considered for inclusion on the youth service provider list. Some of Colorado's workforce centers are units of local government which are WIA local area subrecipients, and thereby required to follow contract procurement and sub grant requirements found at 29 CFR Section 97.36 and 97.37.

Some of these workforce centers have not had high response rates to their procurement attempts for youth services. This is a hindrance to providing youth with choice as well as providing Workforce Development Boards' flexibility in the development and design of comprehensive youth services.

Background

Colorado has 64 counties that are divided into nine workforce regions. Within the nine regions are 18 Workforce Centers providing employment and training services throughout Colorado. One of the nine regions is designated for rural Colorado. Of the remaining eight regions, four constitute the Denver metropolitan area. The challenge in providing quality employment and training services to customers throughout the state is how to implement the regulations under WIA in a way that allows for the significant variance in customer needs (urban/suburban vs. rural), local resources, and financial limitations. One-stop regions in Colorado have come together to identify an area currently curtailing that quality of service, and are requesting a waiver of two aspects of competitive procurement of youth services.

Understanding the background of workforce development in Colorado will help frame the waiver request and intended outcomes. Colorado is unique in that local governments have always played a strong role in the structure and delivery of employment and training and welfare programs. As an example, county governments deliver Health and Human Services programs at the local level and 20% of welfare costs are funded with county dollars. The Comprehensive Employment and Training Act (CETA) of 1973, the local government in Colorado, provided "decentralized" employment and training services to targeted individuals. The Act allowed local governments to design programs and services, which best-met local needs of customers.

In 1978, the State of Colorado created the "Colorado State-Local Partnership in Human Services" which brought together local service providers under CETA, Job Service of the Colorado Department of Labor and Employment, and the Work Incentive Program (WIN) under the Colorado Department of Labor and Employment and the federal Department of Health and Human Services. This partnership initiative promoted intergovernmental cooperation among federal, state, and local governments and was designed as a reform initiative to increase the local elected officials and local employment and training service provider's involvement in the planning and delivery of services.

Since the early days of employment and training programs, through the One-Stop Career Center initiative, and now

the Workforce Investment Act, Colorado has built a system of employment and training programs designed, delivered, and governed at the local level. The driving philosophy is and has always been that local government and local providers know what is needed and what works best for their citizens and customers. To this end, under the One-Stop Career Center initiative, local areas developed provider lists to use as a basis for purchasing needed services for customers, and in some cases, developed in-house services to meet the needs of customers because services were limited or not available in the local area.

Transitioning from JTPA to WIA, Colorado One-Stop centers released requests for proposals (RFP) to secure youth services. Most regions in Colorado experienced a low response rate to the RFP. In some cases, there were no responses at all; resulting in either small service provider lists (sometimes actually reducing the number of offerings from those under JTPA), and some elements were not bid upon at all, therefore defaulting to the one-stop centers to provide those services.

In the transition to WIA, one major area that has been problematic for regions has been the contracting of youth elements as required by the Act. Although the intent of WIA is to foster innovation and expand customer choice, the requirement to contract out youth services has actually diminished the choices of youth and created an unnecessary burden on the youth customers and the local delivery systems.

(1) *Statutory or Regulatory Requirements*

Section 129(c)(2) lists the ten youth program elements. The waiver requested - Part I applies to the youth elements under section 129(c)(2)(D) paid and unpaid work experience, including internships and job shadowing, as appropriate; section 129(c)(2)(G) supportive services; and section 129(c)(2)(I) follow-up services for not less than 12 months after the completion of participation, as appropriate.

Section 117(d)(2)(B), Section 117(h)(4)(B)(i) and 123 of the Act reference the requirement that eligible providers of youth activities be selected by awarding grants or contracts on a competitive basis. This relates to the waiver request - Part II.

Colorado is requesting an exemption to the competition requirement of support services, unpaid work experience and follow-up services and to have those services categorized as part of the design framework. In addition, Colorado is requesting an exemption to the exclusion of workforce centers as eligible service providers to ensure the coordination and provision of youth activities.

(2) *Describe the actions that the State or local area, as appropriate, has undertaken to remove State or local statutory or regulatory barriers.*

Colorado has implemented WIA under federal law with accompanying state legislation that did not include any additional limitations or requirements. Local workforce regions have generally adopted state policies with regards to youth procurement without additional restrictions or limitations. Since no additional state or local limitations have been imposed, there were no barriers to remove.

(3) *Goals of waiver and expected programmatic outcomes.*

Part I. Colorado is requesting an exemption from the competition requirement for the follow-up, work experience, and support services elements and proposing to include these elements in the design framework of youth services.

Part II. Colorado is requesting that all local workforce centers be given the opportunity to apply for and be considered for inclusion on the youth service provider list.

Goals for Waiver Part I:

The goal for allowing local workforce center case managers to provide follow-up and support services are to improve the continuity of services and provide a more efficient delivery system. The goal of locally offering work experience is greater effectiveness, to provide a more efficient delivery system and ensure continuity of services.

The case management relationship with participants is based upon a thorough knowledge of the youth, their employment plan, expected outcomes, and barriers. The WIA youth program operates on the premise of long-term participation during which time a strong relationship is likely to be formed. When the youth terminates from the program and enters into the follow-up period, the requirement that follow-up services be provided by a different organization secured through a competitive process is likely to render services less effective. The established relationship with staff will not exist with a new organization contracted to do follow-up. A youth is less likely to take advantage of available services that lead to more stability and longer retention. By allowing the local workforce case manager to continue contact with the participant during the follow-up period, there will be greater effectiveness in quickly identifying the needs of the youth and offering assistance. A new third party conducting the follow-up would have to gather additional information, establish a relationship of trust and communication, and, therefore, be more time intensive and costly than building upon an established relationship between the youth and the case manager.

Likewise, by allowing local workforce center case managers to provide support services, the continuity of service stays in tact. When a youth has to be referred to a third party to secure his/her support service, not only is that an additional party to whom the youth must expose confidential information, but it is a less efficient way to expedite the issuance of a voucher, purchase order, bus pass or other method for disbursing assistance. Due to the relatively small youth allocations for Colorado regions, support services are generally small and used to provide help for transportation, clothing, eyeglasses, tools, physicals, and other small purchases.

Colorado would like to continue with a delivery system that allows case managers at local workforce centers to identify and issue payment authorizations for support services. Those specific services may be a sole source purchase, such as in the case of bus passes, or based upon vendors who are willing to do business through purchase orders. Where there is a choice of vendors, multiple bids are gathered. Again, there are relatively small budgets for support services and the issuance and use is limited. This youth practice would be consistent with the way adult services are provided through the one-stop centers. By creating a separate service provider for these youth elements, it would create a fragmented delivery system.

To address the request for work experience to be offered by the local workforce center rather than securing the element through the competitive process, the goal is also to ensure an efficient, cost-effective delivery system. Most workforce centers throughout Colorado have selected to provide summer employment opportunities internally rather than contracting out the service. This element is very labor intensive with the development of work sites, building relationships with work site supervisors, training staff to monitor sites, and setting up agreements, and processes for payment of youth. With this system capacity developed, it is less cost effective to then contract for a third party

agency to go back into the community and develop sites, establish relationships, set up workers' compensation for non-paid employees, and set up agreements. If one-stop centers operating summer youth activities are allowed, to deliver year-round work experience it will result in a more timely delivery of services and stronger ties with work experience host agencies. It is a duplication of effort to offer the same, or very similar, services by two or more organizations in the same community.

Performance Goals for Part I:

The goals for youth enrolled in the program are continuity of services and greater efficiency of service delivery.

It is the position of Colorado workforce centers that allowing work experience, follow-up and support services to be provided as a part of the design framework by the workforce centers, the outcomes will continue to exceed those negotiated between the State and USDOL.

The younger youth retention negotiated level is 44% and achieved at 61.1%. The negotiated level of retention rate for older youth is 71% and achieved at 77.8%. The PY2000 goals have been achieved through a process of existing partnerships that respond to youth needs.

Upon approval of waiver request, retention rates for younger youth will be 63% and for older youth 81%.

Goals for Waiver Part II:

The goal of the waiver request to allow workforce centers to be included on the youth provider list is to increase customer choice and maximize the resources of the integrated one stop system.

In Colorado, many of the local workforce centers have built highly effective learning centers offering alternative education, tutoring, dropout prevention, and secondary school instruction. These resources were developed under the direction of the One-Stop initiative and will go unused if local workforce centers are not allowed to be included on the youth service provider list.

It is not anticipated, nor requested, that local workforce centers be the exclusive provider of those services, merely that they be allowed as an option to students needing academic services.

Many school districts refer expelled students to the one-stop learning centers since state and local restrictions prohibit expelled students from being on school district campuses. In cases such as these, WIA students would not be able to be referred back to local districts for educational services.

Other such services have been developed locally and by inclusion on the youth service provider list, will provide the youth greater choice in developing an effective plan.

It is not expected that local workforce centers will offer even most of the elements but allowing centers to compete will result in the greatest flexibility for developing an effective youth strategy.

Performance Goals for Part II:

Colorado is requesting that all local workforce centers have the opportunity to apply for and be considered for inclusion on the youth provider list.

The performance outcomes for this area will be focused on the credential/employment rate for older youth and the skill attainment rate for younger youth.

The negotiated level for the credential/employment rate for older youth is 40% and achieved at 48.8%. The negotiated level of the skill attainment rate for younger youth is 60% and achieved at 83.4%. Upon approval of this waiver request, the goal for older youth will be a 51% credential/employment rate and the goal for the skill attainment rate for younger youth will be 85%.

Upon exit from the youth program, the workforce centers applying the waiver will use a customer survey to:

Measure the level of satisfaction of services received by youth enrolled in the program.

Measure that the continuity of services, e.g. follow-up, for youth was not disrupted resulting in long-term retention in the program.

Ensure that 56% of younger youth enrolled attained a diploma or GED.
The state achieved a 54.3% diploma/GED rate for PY2000.

Assurance

The State assures that workforce centers applying the waiver will be required to have an arms-length relationship with the entity procuring the providers. The State will also require that the workforce centers applying the waiver, document the selection process for youth services.

Currently some workforce regions have a workable list of youth service providers. Where such a list is extensive, youth and their case managers can choose what they need from those vendors or the workforce center. Youth simply will have a wider choice of services to meet their objectives and will not be restricted in any manner to a workforce delivery system.

(4) *Describes the individuals affected by the waiver*

The individuals affected by this waiver will be older and younger youth customers, local workforce centers, and community based organizations.

Youth customers will be greatly affected by who offers services. It is expected that this waiver will result in greater choice for youth.

Workforce centers will be affected in that they will be allowed to play a greater role in youth services directly and continue to make available established resources.

Community based organizations will may also feel the effects of this waiver. In some parts of the state the procurement process will continue as before, where most or all of the services are contracted out to CBOs. In other parts of the state CBOs will be able to build services that fill a void or improve quality and efficiency over existing providers. This competitive process can then work to improve the overall system, as intended by WIA.

Those affected by this waiver will have to meet the challenge of improved quality and efficiency to stay competitive in the youth service market.

(5) *Describe the process used to provide oversight.*

The Colorado Department of Labor and Employment is the State administrative entity for the Workforce Investment Act. As evidence of the States' willingness to meet the needs of local workforce centers by designing systems that work efficiently, Colorado is seeking a waiver to the requirement to competitively procure certain elements of the youth program and is also requesting that workforce centers be allowed to compete for inclusion on the service provider list.

The Colorado Department of Labor and Employment will monitor the implementation and impact of the waivers, through a combination of reporting from the local level, state oversight, and evaluation. Performance measures from the workforce regions will be evaluated quarterly, to determine the impact of the waiver approval. Utilizing the State Operation Network meetings, the State will gather information through discussion on the progress of the implementation of the waivers, performance data, and obstacles encountered, if any. To ensure fiscal integrity, there will be both adequate oversight and complete, consistent reporting. The State will review applicable policies and procedures and modify them accordingly.

Consistent with the general waiver request, the State is adhering to publication requirements to insure the broadest participation possible, including informing appropriate partners and interested parties, such as labor, community based organizations, local workforce boards and the State workforce youth council.

A public comment period was provided from December 31, 2001 through January 4, 2002.

June 23, 2003

Joseph C. Juarez
Regional Administrator
Employment and Training Administration
525 Griffin Street, Room 317
Dallas, TX 75202

Dear Mr. Juarez:

The State of Colorado requests an extension to the following waiver granted under the Workforce Investment Act (WIA) Youth Program during PY2002.

The waiver was granted for the period of January 1, 2002 through June 30, 2003. Colorado's request was to waive the WIA section 123 requirement to competitively select providers of three youth program elements and offer these as part of the design framework of youth services. The waiver applies to the selection of providers for the youth elements under the following sections:

- Ø Section 129(c)(2)(D) and 20CFR664.410(A)(4) paid and unpaid work experiences, including internships and job shadowing,
- Ø Section 129(c)(G) and 20CFR664.410(a)(7) supportive services, and
- Ø Section 20 CFR 664.410(a)(9) follow-up services for not less than 12 months after the completion of participation.

As an outcome of the waiver, Colorado agreed to exceed its negotiated performance goals in the areas of older and younger youth retention rates. For PY02, recent data illustrates Colorado exceeded the 6 month retention rate for younger youth and is meeting the 80% level for the older youth retention rate.

Local workforce centers would like to continue offering these program elements as part of the framework of services to youth. They are committed to strengthening their youth programs by providing a comprehensive approach of services rather than single-service programming.

Colorado requests an extension of this waiver through June 2004.

If you have further questions please contact Karyn Baylon at 303.318.8809.

Sincerely,

Thomas J. Looft, Director
Workforce Development Programs

**STATE OF COLORADO
WAIVER REQUEST
WORKFORCE INVESTMENT ACT**

Transfer of WIA Funds between Adult and Dislocated Worker Programs

The Colorado Department of Labor and Employment (CDLE), the state administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of the legal requirement limiting transfer of funds between the Adult and Dislocated Worker programs to no more than 20% of a program year allocation. The waiver would provide the ability to transfer between up to 40% of a program year allocation between these two programs. Should the waiver be granted, CDLE will be able to ensure that the critical workforce needs of local communities are met.

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

1. Statutory Regulations to be Waived: WIA Section 133(b)(4) (29 USCA Section 2963(b)(4)) and WIA Final Regulations at 20 CFR Section 667.140, provide that with the approval of the governor, Local Workforce Investment Boards (LWIBs) may transfer up to 20% of a program year allocation for adult employment and training activities, and up to 20% of a program year allocation for dislocated worker employment and training activities between the two programs.

Colorado's structure for the WIA consists of the Office of Workforce Development (OWD) and the State Workforce Development Council (SWDC), which perform policy functions, and the Colorado Department of Labor and Employment, which is responsible for providing the administrative and fiscal management systems for program implementation. The planning and delivery of services is performed at the local level, embodying the Colorado tradition of local control. A strong state and local partnership has resulted in the achievement of all 17 WIA performance measures for PY00 and the current effort to meet all performance outcomes for PY01.

During PY01 the number of Dislocated Worker and Adult enrollments more than doubled compared with PY00, owing to the general downturn in the economy and the aftermath of 9/11. Utilizing discretionary funding sources, such as a National Emergency Grant, Colorado has been able to accommodate the needs of those additional clients who were victims of layoffs. However, the resources for Adult services have decreased overall and local Boards are facing tough decisions regarding staffing and service levels in their Adult programs. Maximum flexibility with regard to allocation of funds would assist in assuring that both dislocated worker and adult services are maintained at a level sufficient to meet the needs of Colorado's workforce.

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

3. Goals to be Achieved by the Waiver:

- Improve the ability of local Boards to respond to changes within their local areas;
- Increase local control for program delivery;
- Increase employer/board collaboration to address industry needs and worker training;
- Increase accountability of local service providers;
- Provide greater flexibility to local Boards in designing and implementing WIA programs.

4. Programmatic Outcomes to be Achieved by the Waiver: Local Boards have exercised the option under the WIA to transfer up to 20% of funds. However, by virtue of Colorado's diverse population as well as differences in urban and rural workforce demographics, WIA customer

needs vary greatly from one local region to another. Increased flexibility and control to transfer funds between the Adult and Dislocated Worker programs would allow each region to further customize service delivery and maximize use of limited funds.

The role of local Boards is to plan, oversee, and evaluate the delivery of workforce training and services delivered by their local One-Stop centers. Boards need to be encouraged to design innovative programs unique to local needs and priorities. Such customized programs result in increased local and service provider accountability. CDLE, OWD, and the State Workforce Development Council support the local Boards in these efforts by providing continued technical assistance and oversight. The granting of the waiver will allow Colorado to continue to meet its goal of “building a skilled, internationally competitive workforce for the new century.”

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

- Program participants will benefit because local Boards will have added flexibility to design programs based on local needs and priorities.
- More customers will have access to core, intensive, and training services.
- Boards will have added flexibility to move funds where they are needed.

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

7. Process for Notice of Local Boards and Opportunity to Comment: CDLE actively sought the input of local Boards during the development of the waiver request. Over a period of several months, CDLE met with local directors to review their expenditure levels and program needs, and ultimately received unanimous support for the submission of this waiver. Once the waiver document is finalized, it will be published for 30 days, beginning November 15th and ending December 15th, 2002, on the public web site maintained by the Office of Workforce Development, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received

will be provided shortly after December 15th.

Pending Submission

STATE OF COLORADO WAIVER REQUEST WORKFORCE INVESTMENT ACT

Eligible Training Provider (ETP) Performance Reporting Requirements
for subsequent Eligibility Determination

The Colorado Department of labor and Employment (CDLE), the administrative entity for the Workforce Investment Act (WIA), is requesting a waiver of the subsequent eligibility reporting requirements for PY03 (July 1, 2003 through June 30, 2004) for all programs participating in Colorado's Eligible Training Provider (ETP) system. Granting of the waiver would allow Colorado the time necessary to assume responsibility for establishing subsequent eligibility requirements, as required by the proposed WIA reauthorization legislation. This waiver request is written in accordance with the format identified in WIA Section 189(i)(4)(B) and WIA Regulations at Section 661.420(c).

1. Statutory Regulations to be Waived: WIA Section 122(c)(5) and (d)(1) and WIA Regulations at Section 663.535 and 663.540.

2. Goals to be Achieved by the Waiver:

- Reduce the burden and the costs of data collection placed on training providers with few WIA participants
- Reduce the burden and the costs of data review and approval placed on the local workforce development boards and the State.
- Allow time for the State and its partners to analyze data to set meaningful and reasonable criteria for "subsequent eligibility " (based on programmatic needs)
- Identify what criteria would be useful to the business community
- Enhance the State's Eligible Training Provider system to interface with additional on-line career and labor market information resources

3. State or Local Statutory or Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing the requested waiver. Upon notification of the approval of this waiver request, CDLE policy will be amended to comply with the terms of the waiver.

4. Description of Waiver Goal and Programmatic Outcomes:

Currently, the State list of Eligible Training Providers identifies 2237 WIA-eligible programs offered by 258 training institutions. A full-time CDLE employee is required to maintain the Eligible Training Provider system, determine final approval for new and subsequent eligibility requests, and provide technical assistance to schools and workforce regional ETP coordinators. The local ETP coordinators and local boards spend considerable time working with schools to encourage their continued participation in the system and helping them understand the fourteen data elements required for subsequent eligibility determination. In addition, the ETP coordinators and representatives of the community colleges meet on a regular basis to work out

subsequent eligibility issues such as the confidentiality of data for students and the complications of reporting on separate student populations for participation rates versus completion rates.

HR. 1261, the WIA reauthorization legislation passed by the House of Representatives in May 2003, provides Governors with the authority to determine what standards, information, and data would be required for the eligible training providers in their state. The Senate version of the legislation is also expected to reflect the Administration's position that setting the ETP requirements should be devolved to the states. To prepare for the transition, Colorado is proposing the redirection of resources spent on subsequent eligibility to the development of standards reflecting the needs of consumers and the employers who may be hiring them.

To accomplish its goal, Colorado intends to engage in the following activities:

- Obtain the direction of the State Workforce Development Council and its Skills Development subcommittee
- Establish an oversight and policy recommendation group consisting of CDLE and local workforce staff, partner agencies, training providers, and employers from local workforce boards
- Conduct focus groups and/or surveys with ETP coordinators, training providers, and employers to identify issues, needs, and suggestions for ETP subsequent eligibility standards and system enhancements
- Analyze and evaluate performance measures currently utilized in the State's post secondary educational system such as those required by the Carl Perkins Act.
- Analyze and evaluate the results of the State's Community Audit initiative, the semi-annual job vacancy surveys conducted to determine demand occupations, and the results of Colorado's program evaluation study to identify potential subsequent eligibility factors.
- Prepare a report of recommendations for ETP subsequent eligibility standards, information, and data, as well as enhancements to the ETP website.
- Allow for a 30-day public comment period and obtain the approval of the State Workforce Development Council and the Governor.
- Begin development and implementation of approved standards and changes to coincide with the implementation of the WIA reauthorization legislation.

5. Description of Individuals Impacted by the Waiver: All of our customers, including training providers, regional workforce development boards, CDLE administrative staff, employers, and those seeking ITA services will be positively affected by this waiver.

- Training providers, local workforce development boards, and CDLE will be relieved of the burden of reporting and reviewing data, and be able to focus resources on the development of new reporting standards and system enhancements.

- **Those seeking ITAs will experience a website with additional career exploration features, as well as improved data for making informed choices.**
- **Employers will have additional job candidates that are trained for occupations in demand.**

6. Description of the Process to Monitor Progress: CDLE's Office of Workforce Development Programs, under the direction of Thomas J. Looft, will monitor the action plan detailed in part 4 of this waiver request.

7. Description of the Public Comment Process: Once the waiver document is finalized, it will be published for 30 days, beginning June *** and ending July ***, 2003, on the public web site maintained by the Office of Workforce Development, allowing for public comment on its content and potential impact. In addition, a copy of the waiver will be available for public inspection at CDLE offices, and electronic copies of the waiver will be sent via e-mail to local Boards and workforce centers. Comments received will be provided shortly after July ***.