

**COLORADO FIRST AND EXISTING INDUSTRY
CUSTOMIZED TRAINING PROGRAM
FISCAL YEAR 2013**

REPORT TO THE JOINT BUDGET COMMITTEE

NOVEMBER 1, 2013

COLORADO CUSTOMIZED TRAINING PROGRAMS FISCAL YEAR 2013

BACKGROUND

The **Colorado First** and **Existing Industry** Customized Training Programs are unique, customized training programs that are designed to support economic development efforts in Colorado by enhancing companies' economic competitiveness, creating and maintaining quality jobs in Colorado, and improving employment opportunities throughout the state. The **Colorado First Customized Job Training Program** was authorized by the General Assembly in 1984 to assist growing companies with short-term, fast-track training for employees in firms that are relocating to or expanding in Colorado. Colorado First grants train only net new hires – e.g. employees hired into new positions that have recently been created in Colorado. Authorized in 1989 as a companion to the Colorado First program, the **Existing Industry Program** was created to maintain the competitiveness of Colorado's existing industrial base; the program's purpose is to provide essential skills re-training to the state's workforce in order to retain Colorado companies that are facing technological challenges in maintaining their competitiveness and/or are in danger of downsizing or closing operations in the state. Funds awarded under both grant programs support transferable skills training for Colorado workers. Over time, approximately 6,904 companies of all sizes have benefited from the programs and more than 154,054 Coloradans have been trained.

Both programs are jointly administered by the State Board for Community Colleges and Occupational Education (SBCCOE) and the Colorado Office of Economic Development and International Trade (OEDIT). Customized training programs are guided by the following operational definitions:

- **Colorado First** funds support training of new employees in companies that are relocating or expanding operations in Colorado.
- The **Existing Industry** program enhances the economic health and vitality of the state by providing matching funds to assist Colorado companies in remaining competitive, despite technical and off-shore challenges, by retraining their employees in customized transferable job skills. Through training, both the companies and their employees gain a competitive edge in retaining Colorado's industrial base. During our emergence from the economic slump there are more companies applying for grant funds than we have funds to approve. Colorado companies are challenged and sometimes struggling to remain competitive and maintain their profitability. As there have been many requests from worthwhile companies, requested grant amounts were sometimes halved to aid more companies. Additional training grant funds would be very beneficial for Colorado companies, their employees and ultimately the health of Colorado's economy.

COLORADO FIRST PROGRAM

1. Criteria for Selecting Participating Firms

The legislative declaration contained in the **Colorado First** Customized Training Program statute (CRS 23-60-306) states that the program is intended to “encourage quality economic development by providing incentives for the location of new industries or the expansion of existing firms, thereby improving employment opportunities for the citizens of this state.”

Training grants are awarded to companies for the specific purpose of providing job-specific, start-up training to their net new hires; training must be to endow trainees with the customized transferable skills necessary to enhance company productivity, increase wages, and reduce the need for public assistance.

Companies must meet specific eligibility criteria – e.g. providing health insurance, paying a self-sufficiency wage, contributing at least 40% of the total training cost – to be eligible to receive a customized training grant. A complete summary of program policies and criteria is attached to this report as Attachment D.

2. Overview of Program Impact in FY 2013

In FY 2013, 29 companies were awarded grants via the **Colorado First** Customized Training Program. An analysis of the data contained in the FY 2013 final reports submitted by the company grantees shows the following outcomes:

- 1,848 new hires were trained.
- Average annual post-training wage of the trainees was \$45,747.09. This represents over a 9 percent wage increase during the year in which training occurred.
- The state’s \$1,653,918.62 investment in customized training leveraged \$8,257,946.71 in company contributions to support training of net new employees. This private sector investment is almost 5 times the state cost, exceeding the 40-percent match (\$661,567.45) required by statute by more than \$7.5 million.
- Employees of the 29 companies that benefited from **Colorado First** grants received training in 9 different counties across the state. See Attachment E for a list of the counties that were served in FY 2013.

Attachment A provides specific data for each of the 29 companies that received **Colorado First** grant awards, including:

- Community college that administered the training grant
- Company Name
- Grant funds awarded
- Company contributions to training
- Proposed Trainees
- New hires trained
- Grant Funds Returned

- # new jobs created
- Pre- and Post-training wages
- # unemployed prior to training

Eighteen companies returned a portion of their grants for a variety of reasons: actual cost of training was less than projected, company strategic priorities changed, or hiring plans were modified because of the economy. Some lingering economic downturns this year influenced some companies to defer training and focus on profit requirements. Funds awarded for proposed trainees who were not hired nor trained were returned to the state grant pool. The \$475,266.90 that was returned from FY13 training will be reallocated to other companies who meet all the Colorado First criteria.

3. Number of New Jobs Created

The **Colorado First** Customized Job Training Program supported the creation of 2,095 new jobs during FY 2013. These 2,095 new jobs are significant, especially during Colorado's current economic uncertainty and unemployment concerns. Furthermore, each of these new jobs created via the Colorado First program are good jobs in primary industries which, by nature, have the potential of creating even more new jobs in the state.

In 2001, the General Assembly recognized that the state needed flexibility in balancing the need to retain our industrial base with the need to create new jobs in Colorado. Passage of SB 01-169 allowed the SBCCOE to authorize the transfer of up to 50-percent of the appropriated Colorado First funds to the Existing Industry program to help retain the state's industrial base via training. During state fiscal years 2002-2004, this transfer was executed in full, each year, as demand for Existing Industry funds far exceeded the demand for Colorado First funds. In a further effort to spread the grant funds available to meet the greatest need, the General Assembly passed HB 04-1166, expanding the SBCCOE's statutory transfer authority, allowing the transfer of up to 100% of the appropriated Colorado First funds into the Existing Industry program. This provision is especially important in providing Colorado with the necessary flexibility to meet its economic development needs, balancing the state's expansion versus retention needs against actual demand.

In Fiscal Year 2013, Colorado First grant funds used 53% of the total appropriated funds, while Existing Industry used 47% of the total appropriated funds. We believe that the enhanced flexibility to transfer funds as needed will continue to be an important tool: the provision will provide flexibility to strengthen our economy and support the existing workforce, while ensuring appropriate resources to meet the state's economic development goals of increasing employment in primary jobs.

4. Number of Unemployed and Underemployed Individuals Trained

Based on self-reported data, Colorado First grants supported training of 191 unemployed individuals – including 12 individuals who were previously public assistance recipients – who entered full-time employment. Because this data is self-reported by the trainees (via completion of an employee profile form), this figure may be an under-representation of the actual number of unemployed individuals and/or public assistance recipients who were trained with Colorado First funds and are now contributing to the state’s tax base.

5. Personal and Corporate State Income Tax Generated

The average annual post-training salary for the 1,848 employees who were trained and hired into the new jobs that were created via FY 2012 Colorado First training was \$45,747.09. Based on the state’s annual personal income tax rate for a single adult (estimated 3% effective rate), the grants helped to generate \$2,536,218.65 in new state income tax revenue to Colorado.

6. Pay-Back of the State Investment

The “pay-back model” created by the program administrator for the Colorado First Training Program calculates the time it takes to pay back the state’s investment in the grant-funded training. This model is based on the increased Colorado state taxes that are generated via the expanded purchasing power of the newly trained and employed workforce.

The pay-back calculation presented in Attachment C uses the following assumptions:

- Total state cost for all FY 2013 Colorado First training projects = \$1,653,918.62
- Number of employees trained = 1,848
- Number of employees unemployed prior to training = 191
- Average hourly wage before training = \$20.12
- Average hourly wage after training = \$21.99
- Annual work hours = 2,080
- Annual employee attrition rate = 3.2%¹
- Annual inflation rate = 2.8%²
- Estimated effective state tax rate = 3%⁴

Applying the program data into the model shows that the cumulative increase in state taxes for FY 2013, attributable to the newly employed individuals served by Colorado First training, is \$485,800. At this rate, the model predicts that the increased Colorado tax revenue will pay back the state’s \$1,653,918.62 investment in the Colorado First program in just under three years.

¹ bls.gov

² Inflation rate data – bls.gov

⁴based on Colorado Legislative Staff estimate

COLORADO EXISTING INDUSTRY TRAINING PROGRAM

1. Overview of Program Impact in FY 2013

The General Assembly established the Colorado Existing Industry Training Program (CRS 23-60-307) to re-train and retain existing workers in Colorado's primary industries that are facing technological challenges in remaining competitive and viable to the state's economy. The Existing Industry program has been especially important in keeping Colorado's primary industries profitable and competitive, while providing their employees with transferable job skills and reducing potential unemployment claims.

40 companies received **Existing Industry** training grants during FY 2013. The following outcomes were achieved as a result of this training:

- 2,629 Coloradans were re-trained.
- 314 new jobs were created in Colorado via productivity increases afforded to these existing company grantees via training.
- The Existing Industry Program is an effective catalyst to leverage additional employer investments in training. In FY 2013, Colorado's investment of \$1,846,453.95 in Existing Industry customized training leveraged \$4,033,202.88 in matching training funds (more than two times the total investment in training) by the companies who received grants.
- The Existing Industry Training Program benefited employees working in 11 different counties across Colorado (see Attachment E).

Attachment B presents data for each company that received customized training grants under the Existing Industry program in FY 2013, including:

- Community College delivering or coordinating training
- Company Name
- Grant funds awarded
- Company contributions toward training
- Proposed Trainees
- New Hires Trained
- Grant funds returned
- # new jobs created
- Pre- and Post-training average wages

Attachment B includes detailed information about all the training grants that were awarded to Colorado companies through the Existing Industry process in FY 2013. Thirteen of the companies receiving Existing Industry grants returned a portion of their grant awards because: the actual cost of training was lower than expected; several grantees also failed to complete all the proposed training due to time constraints or had a change in the company's strategic priorities. The \$158,302.82 returned by company grantees for FY13 training was returned to the Existing Industry grant pool; it will be reallocated to other firms who meet all the Existing Industry criteria.

2. Supporting the Economic Competitiveness of Colorado and its Workforce

Colorado has long recognized that a well-trained workforce is a key factor in maintaining our state's competitive position in the global economy. In fact, most employers state that both the availability and quality of the workforce are major factors in deciding where to relocate operations or expand a facility. Thus, the Existing Industry program is an important tool to enhance the quality of the Colorado workforce in support of economic development activities. By providing customized training grants to qualifying primary employers to re-train their employees, Existing Industry funds support Colorado's economic health by ensuring a solid pipeline of employees trained in cutting-edge technology. In this manner, the program dually enhances our workforce's employability, while maintaining Colorado's overall economic competitiveness via the availability of a skilled workforce. This program is a true public-private model whereby state funds are used to leverage investments by companies for training that endows the workforce with important, transferable job skills. Additionally, employer investments in workers' skills tend to motivate individual employees to continue to upgrade their own skill sets in order to enhance their productivity and advance their family's opportunities. Grants also prevent worker dislocation and any demand for public support related to such dislocation.

3. Criteria for Selecting Company Grantees

Existing Industry training grants are targeted to Colorado firms facing technological changes or challenges that affect their productivity and/or economic competitiveness. Approved training must be for customized transferable job skills that result in measurable productivity gains. Grants are awarded to companies that a) demonstrate that training their existing employees will improve company productivity, processes, or efficiency to a level that will help to retain and/or expand jobs in Colorado; b) present a thorough training plan comprised of technical/transferable skills training; c) pay a self-sufficiency wage and offer health insurance to full-time, permanent employees; and d) pass the state's financial review. All training must be customized for the company's specific needs. Attachment D describes the grant criteria.

Despite the relatively short timeframe for training (i.e. state fiscal year), most employers report significant productivity gains as the direct result of training: increased sales, improved quality control, cost savings of managers/supervisors' time, decreased turnover rate, and increased profitability. Based on anecdotal feedback from companies who had received an Existing Industry training grant in prior years, these productivity results are sustained over time.

4. Number of New Jobs Created

Although the Existing Industry program's primary focus is on retention, it also has had a positive impact on job creation. In FY 2013, company grantees reported that 314 net new jobs had been created in their firms as a result of Existing Industry training investments. This is a significant investment in creating new jobs in primary industries.

Data related to personal and state income generated in relation to the number of trainees who moved off public support into these new jobs is not collected by the program administrator.

Company CFEI Testimonial Letters – FY2013

During the grant program for FY2013, at site visits and discussions with the company supervisors and managers questions were asked regarding the value of the **Colorado First and Existing Industry** training grant program. How valuable is this grant funded training? How does it affect the competitiveness of your company? How do your employees benefit from the use of these training funds? If you feel that these state dollars should continue to be used in this way will you send in your thoughts to be shared with the legislative audience that appropriates funds for this training? We received some very impressive and appreciative letters. Some of their comments:

“As a result of this training, our employees are more engaged and more empowered. They are able to apply what they've learned about ISO standards to their individual jobs, and this positively affects our company's overall performance. It also helps position us for future growth and a planned move to our newly-built Colorado Springs facility in early 2014.”

Bal Seal Engineering, Colorado Springs, Co

“Continuing to educate our employees supports our strategy to design a more efficient business. The added training funded from the grant focused on efficient manufacturing practices and supports the creation of a more robust and flexible workforce, which will allow Checkers to become a more competitive organization.”

Checkers Industrial Safety Products, Broomfield, Co

“The enormous benefits reaped by our staff have been tangible: increased staff interest in producing high-quality videos for our readers; greater skill in merging databases with geographic maps to create storytelling in a new way; improved headline writing techniques and use of other tools to exploit search algorithms (in essence, making The Post's stories pop to the top of Google search results lists). I hope you will have the opportunity to convey our gratitude to the legislators of Colorado for their investment in our employees and our 121-year-old company as we forge new business platforms in this new era.”

The Denver Post, Denver, Co

“The Colorado First & Existing Industry grant program has been key in our transition to new systems and technological processes. We have been able to train over 155 of our associates with this training grant, making possible development of our staff at an accelerated pace to meet our business needs. The training and education supported by the Colorado First & Existing Industry grant program helps to ensure that our associates receive the resources needed for FSA to remain competitive in a challenging business environment.”

Food Services of America, Loveland, Co

“I wanted to send a letter of appreciation to you and your team for the great assistance that you have provided L.P.R. Construction in obtaining the Colorado First grant money. In 2012 L.P.R. created over 100 new steel erection jobs in Colorado. Even with unemployment being at an all-time high it is still very difficult for us to attract new people to the ironworker trade. At any given time there are roughly 100,000 structural Ironworkers working in the United States and our trade is the seventh most dangerous job in the U.S. To make a safe place for our Ironworkers in 1992 L.P.R. designed and implemented the Beamsafe fall arrest system that would allow our Ironworkers to stay tied off 100% of the time when working above 6ft. Since 1992 we have had over 70 successful falls on this system that would have resulted in serious injury or death, in every case the worker was able to go back to work the same day. To provide our customers with a craft professional that is second to none takes an enormous amount of training. That being said, training is not a cheap endeavor, at L.P.R. our training budget is the second largest in the company behind only labor wages. The Colorado First grant enables L.P.R. to continue and provide the same award winning training to keep our employees safe and professional year after year.”

L.P.R. Construction, Loveland, Co

“Sparton is so pleased to have been awarded the Existing Industry grant this year. We’ve been able to successfully train our employees on many principles imperative to our success and growth thanks to these funds. Some of the valuable training included Lean 101, ASQ Green Belt, computer skills and financial acumen. The grant also allowed us to further our goals of creating a learning environment for our employees making us both competitive in the market and supporting our retention of great talent.”

Sparton Medical, Frederick, Co

These are genuine expressions of thanks from Colorado companies that were strengthened by the **Colorado First and Existing Industry** grants this year. With this grant funding for customized training they can continue to grow and provide gainful employment for existing employees and additional new employees. This coming year (Fiscal 2014) an additional \$1,500,000.00 was appropriated to the **Colorado First & Existing Industry** grant program via House Bill 13-1004 Colorado Careers Act, section 2 making the total grant program dollars \$4,225,022. Thank you to Representative Duran and Senator Heath for their efforts regarding this bill, along with the

entire legislative committee group working on behalf of this important issue for Colorado employees.

If we are serious and committed to supporting and aiding our industries in Colorado; if we are dedicated to providing a place where companies can grow and prosper thereby providing job opportunities we will increase the program funding on a permanent basis enabling us to reach additional companies and provide increased employment for Coloradoans.

Please contact Barbara McDonnell, Interim VP, Academic and Student Affairs/Provost, 720-858-2322 to reach executives at these companies for a first hand tour sharing how grant funds have made a difference.

(Testimonial letters follow)

Attachment A

Colorado First 2013

College	Company	Grant Award	Contributions from Company	Proposed Trainees	Trainees Completed Training	Grant Funds Returned	# new jobs created	Avg Pre-Training Wage	Avg Post-Training Wage	# unemployed prior to training
CCA	247 Express Logistics, Inc.	\$7,400.00	\$11,426.16	8	8	\$0.00	10	\$17.00	\$18.10	5
FRCC-L	Avago Technologies Wireless Mfg (USA)	\$88,853.76	\$536,283.44	103	103	\$0.00	103	\$17.31	\$27.57	17
ACC	Baxter Healthcare Corporation	\$26,496.72	\$0.00	42	0	\$24,534.00	0			0
ACC	BEST USA	\$7,100.00	\$0.00	9	0	\$6,100.00	0			0
FRCC-W	Checkers Industrial Safety Products	\$31,514.40	\$48,620.72	40	40	\$6,846.67	20	\$16.26	\$17.07	2
FRCC-W	Datalogix	\$42,365.87	\$211,106.38	82	82	\$13,230.91	72	\$73.31	\$75.50	9
PCC	Evraz Rocky Mountain Steel	\$77,112.00	\$535,275.00	119	70	\$29,400.00	98	\$21.02	\$21.02	5
FRCC-L	Food Services of America	\$85,409.64	\$298,093.84	155	155	\$8,782.00	155	\$21.47	\$21.47	8
FRCC-L	L.P.R. Construction Co.	\$43,197.84	\$177,650.00	50	37	\$10,399.48	111	\$15.28	\$17.00	3
FRCC-L	LEED Fabrication Services, Inc.	\$17,145.00	\$46,435.00	20	20	\$0.00	45	\$16.00	\$18.00	2
Aims	Leprino Foods	\$142,370.00	\$789,249.01	168	168	\$0.00	168	\$21.89	\$28.59	30
FRCC-W	Mountainside Medical, LLC	\$8,900.00	\$42,056.00	10	10	\$0.00	21	\$25.81	\$26.21	4
ACC	National Bank Holdings Corporation	\$51,840.00	\$103,192.68	60	60	\$0.00	60	\$30.00	\$33.00	2
Aims	Norfolk Iron and Metal	\$34,560.00	\$85,300.00	40	32	\$6,400.00	33	\$13.07	\$14.32	0
CCA	On Deck Capital, Inc.	\$43,190.95	\$131,063.24	50	23	\$21,595.53	27	\$14.00	\$14.50	1
FRCC-L	OtterBox	\$108,000.00	\$223,503.00	125	125	\$0.00	125	\$22.76	\$23.16	10
CCA	Panorama Consulting Solutions	\$25,920.00	\$64,852.00	30	8	\$17,600.00	17	\$34.86	\$45.43	2
Aims	PTI Group USA Mfg	\$99,514.44	\$495,872.00	250	250	\$0.00	250	\$12.50	\$14.50	0
CCA	RK Mechanical, Inc.	\$107,460.00	\$193,326.40	125	110	\$11,940.00	0	\$19.49	\$23.23	22
FRCC-L	SA Technology	\$13,000.00	\$0.00	15	0	\$12,750.00	0			0
ACC	Sierra Nevada Corporation	\$152,000.00	\$452,084.00	180	165	\$12,000.00	293	\$33.71	\$33.71	19
FRCC-L	Summit Technologies, Inc.	\$4,200.00	\$5,902.00	4	4	\$0.00	4	\$12.00	\$13.00	0
Aims	TeleTech	\$165,600.00	\$482,140.00	197	197	\$0.00	197	\$10.62	\$10.62	25
ACC	The TriZetto Group, Inc.	\$87,966.00	\$3,086,879.00	106	57	\$37,651.20	160	\$25.24	\$25.24	11
FRCC-L	Tojmar, Inc.	\$21,924.00	\$33,576.64	51	51	\$0.00	53	\$23.66	\$24.75	12
FRCC-W	Trimble Navigation Limited	\$104,166.00	\$100,000.00	130	42	\$65,289.36	26	\$37.04	\$41.23	2
CCA	Veracity Credit Consultants	\$19,926.00	\$0.00	74	0	\$18,450.00	0			0

College	Company	Grant Award	Contributions from Company	Proposed Trainees	Trainees Completed Training	Grant Funds Returned	# new jobs created	Avg Pre-Training Wage	Avg Post-Training Wage	# unemployed prior to training
PCC	Western Forge Corporation	\$30,186.00	\$80,300.00	36	25	\$13,194.93	18	\$17.54	\$18.08	0
FRCC-L	Wolf Robotics, LLC	\$6,600.00	\$23,760.20	7	6	\$800.00	29	\$31.57	\$32.52	0

Attachment B
Existing Industry 2013

College	Company	Grant Award	Contributions from Company	Proposed Trainees	Total Trained	Grant Funds Returned	# new jobs created	Avg Pre-Training Wage	Avg Post-Training Wage
FRCC-W	Addco USA Inc.	\$108,000.00	\$160,000.00	125	122	\$2,400.00	0	\$10.92	\$10.92
FRCC-W	Ascent Solar Technologies	\$34,781.40	\$109,071.92	60	60	\$0.00	15	\$30.02	\$29.74
Aims	Associated Building Specialties	\$17,172.00	\$32,480.00	30	30	\$0.00	8	\$21.54	\$23.60
PCC	Bal Seal Engineering	\$22,032.00	\$51,260.00	51	51	\$0.00	26	\$13.84	\$14.29
FRCC-W	Brooks Automation, Inc.	\$40,623.12	\$129,368.16	66	66	\$1,200.00	1	\$35.04	\$35.04
FRCC-W	Career Connection Inc (CCI)	\$308,000.00	\$502,800.00	375	337	\$30,400.00	0	\$10.50	\$10.50
RRCC	Community Power Corporation	\$22,356.00	\$39,568.00	26	26	\$0.00	4	\$30.48	\$30.48
CCA	Compass Holdings	\$8,880.00	\$15,137.36	10	10	\$0.00	14	\$14.00	\$16.00
ACC	Custom Window Company	\$22,383.00	\$0.00	27	0	\$22,383.00	10		
CCA	Dawn Food Products, Inc.	\$54,000.00	\$89,882.00	63	63	\$0.00	3	\$17.89	\$18.34
PCC	Entegris	\$43,200.00	\$180,040.80	50	43	\$5,600.00	0	\$21.86	\$21.86
MCC	Erker Grain Company	\$15,551.94	\$24,147.84	18	18	\$11,591.94	2	\$18.67	\$18.67
PCC	Ford Motor Credit Company	\$38,231.47	\$89,744.51	76	76	\$0.00	0	\$18.47	\$19.02
CCA	General Air Service & Supply	\$52,434.00	\$87,630.00	61	25	\$28,652.50	6	\$20.58	\$21.40
CCA	Geotech Environmental Equipment	\$35,856.00	\$87,408.15	80	80	\$0.00	4	\$15.00	\$15.00
PCC	GPS Source Inc.	\$8,200.00	\$16,842.20	35	35	\$0.00	11	\$15.00	\$15.60
CCA	Intertech Plastics, Inc.	\$23,457.60	\$38,576.18	35	35	\$0.00	33	\$19.06	\$19.06
ACC	Karcher North America	\$39,852.00	\$160,091.92	70	70	\$0.00	2	\$17.35	\$17.87
FRCC-W	Manpower Inc.	\$208,000.00	\$338,000.00	250	230	\$16,000.00	0	\$13.44	\$13.44
CCA	Media News Group	\$33,750.00	\$60,956.00	200	200	\$0.00	0	\$24.75	\$24.75
ACC	Merritt Colorado	\$52,704.00	\$126,540.00	62	62	\$0.00	0	\$18.15	\$18.50
RRCC	MillerCoors	\$67,564.80	\$389,006.92	200	200	\$0.00	0	\$29.76	\$29.76
FRCC-W	Mountainside Medical, LLC	\$12,800.00	\$84,060.48	15	15	\$0.00	0	\$30.30	\$30.75
PCC	Multi-Duff Manufacturing, Inc.	\$8,600.00	\$18,850.72	10	10	\$0.00	1	\$25.31	\$25.31
Aims	Niwot/Specialty Products Company	\$21,600.00	\$58,848.00	25	25	\$0.00	6	\$18.09	\$18.09
FRCC-W	Northwest Pipe Company	\$19,008.00	\$35,363.60	22	22	\$2,336.00	0	\$17.89	\$18.78
RRCC	Nova Engineering	\$11,400.00	\$17,600.00	13	13	\$0.00	2	\$23.12	\$23.12

College	Company	Grant Award	Contributions from Company	Proposed Trainees	Total Trained	Grant Funds Returned	# new jobs created	Avg Pre-Training Wage	Avg Post-Training Wage
RRCC	Phenova, Inc.	\$15,055.20	\$53,208.80	24	24	\$0.00	2	\$27.27	\$28.50
RRCC	POWER Engineers	\$5,041.40	\$7,209.40	10	7	\$1,212.42	0	\$42.75	\$42.75
PCC	Quantum Corporation	\$54,000.00	\$0.00	112	112	\$0.00	0	\$34.40	\$35.43
PCC	RMB Products	\$35,748.00	\$93,851.36	65	65	\$0.00	16	\$28.92	\$26.85
FRCC-W	RMI Laser, LLC	\$32,383.80	\$54,351.20	38	13	\$19,726.96	2	\$25.70	\$27.33
CCA	Rocky Mountain Prestress	\$53,676.00	\$119,560.00	63	63	\$0.00	35	\$20.24	\$20.81
CCA	SMA America Production, LLC	\$66,782.02	\$109,443.60	82	82	\$0.00	58	\$19.17	\$19.17
RRCC	Sorin Group USA, Inc.	\$24,224.40	\$42,577.00	29	29	\$0.00	0	\$26.27	\$26.27
Aims	Sparton Medical Systems	\$93,992.40	\$240,951.00	166	166	\$0.00	8	\$21.90	\$22.53
PCC	The Trane Company	\$27,648.00	\$86,267.00	32	29	\$2,400.00	25	\$26.11	\$27.22
PCC	Trinity Packaging Corporation	\$17,280.00	\$116,400.00	20	2	\$14,400.00	7	\$11.00	\$13.50
CCA	Trustile Doors, LLC	\$53,973.00	\$87,999.00	63	63	\$0.00	9	\$21.55	\$22.30
FRCC-W	ZOLL Data Systems, Inc.	\$36,212.40	\$78,109.76	50	50	\$0.00	14	\$35.43	\$35.43

Attachment C

COLORADO FIRST STATE TAX IMPACT- FY 2013

PRE-TRAINING	YEAR 1 (current 2013)	YEAR 2 2014	YEAR 3 2015
		2.8% wage inflation	
		3.2% attrition	
NUMBER OF TRAINEES PREVIOUSLY EMPLOYED	1,657	1,604	1,553
PRE-TRAINING AVG. HOURLY WAGE	\$ 20.12	\$ 20.68	\$ 21.26
PER CAPITA AVG. ANNUAL INCOME	\$ 41,850	\$ 43,021	\$ 44,226
AGGREGATE WAGES	\$ 69,344,787	\$ 69,005,275	\$ 68,667,425
ESTIMATED EFFECTIVE INCOME TAX RATE ⁴	3.20%	3.20%	3.20%
TOTAL STATE TAX:	\$ 2,219,033	\$ 2,208,169	\$ 2,197,358
POST-TRAINING	YEAR 1	YEAR 2	YEAR 3
NUMBER OF TRAINEES EMPLOYED	1,848	1,789	1,732
POST-TRAINING AVERAGE HOURLY WAGE ²	\$ 21.99	\$ 22.61	\$ 23.24
PER CAPITA AVG. ANNUAL INCOME ³	\$ 45,739	\$ 47,020	\$ 48,336
AGGREGATED WAGES	\$ 84,526,042	\$ 84,112,202	\$ 83,700,389
ESTIMATED EFFECTIVE INCOME TAX RATE ⁴	3.20%	3.20%	3.20%
TOTAL STATE TAX:	\$ 2,704,833	\$ 2,691,590	\$ 2,678,412
STATE TAX IMPACT			
DIFFERENCE IN TAX RETURN FROM PRE & POST TRAINING	\$ 485,800	\$ 483,422	\$ 481,055
CUMULATIVE INCREASE IN TAXES	\$ 485,800	\$ 969,222	\$ 1,450,277
STATE COST - CO FIRST PROGRAM	\$ 1,653,919	\$ 1,168,118	\$ 684,697
LESS PORTION PAID EACH YEAR	\$ 485,800	\$ 483,422	\$ 481,055
REMAINING COST TO PAY EACH YEAR	\$ 1,168,118	\$ 684,697	\$ 203,642
EXCESS OF REVENUE OVER COST	\$ (1,168,118)	\$ (684,697)	\$ (203,642)
STATEWIDE ASSUMPTIONS			
STATE COST - CO FIRST PROGRAM	\$ 1,653,919		
PRE TRAINEES	1,657		
POST TRAINEES	1,848		
PRE-TRAINING AVERAGE HOURLY WAGE	\$ 20.12		
POST-TRAINING AVERAGE HOURLY WAGE	\$ 21.99		
Annual Work Hours	2,080		
Estimated Annual Employee Attrition Rate ¹	3.2%		
Estimated Wage Inflation ²	2.8%		
Estimated Effective Income Tax Rate ⁴	3%		

Footnotes:

1- Based on BLS.gov labor turnover rate estimate of 3.2%

2- Based on BLS.gov wage inflation estimate of 2.8%

3- Assumes continued full-time employment

4- Based on Colorado Legislative Staff Estimate



ATTACHMENT D

Colorado First & Existing Industry Customized Training Programs ~ A Snapshot of Policies and Procedures ~

The following bullet points present a snapshot of the policies, procedures, and rules that apply to all Colorado First and Existing Industry customized training grants that are awarded. For more detail, refer to the program statutes (23-60-306 and 23-60-307) and the program guidelines and procedures.

Preparing/submitting grant applications:

- Grant applications must contain original signatures. An application packet must be submitted to OEDIT and CCCS by the published deadline including: original application, original Application Criteria form, and company financials for Existing Industry to OEDIT only.
- The financial cover page indicating the type of grant must be included.
- Colleges may include an administrative fee – equal to eight-percent of the training costs or minimum \$1,000 and max of \$8,000 annually – in its grant budget. References to the “total grant award” include this administrative fee.
- Grants will only be awarded to companies who meet a sustainable wage threshold: average company wages must be greater than \$11.96/hour in urban areas; in rural Colorado, a company’s average wages must be at least \$9.79/hour.
- All grant-funded training must be customized to meet the company’s specific needs. The grant narrative must clearly explain how training will be customized.
- In no circumstances may grant funds be awarded for training that is for seasonal, part-time, or other non-permanent positions. Only permanent, full-time, non-retail positions in the state of Colorado are eligible for grant-funded training.
- Only private sector companies are eligible to apply for grant funding.
- Training priorities are for transferable job skills. Training that is mandated by a federal or state regulatory agency (e.g. FAA, OSHA, etc.) is not eligible for grant funds.
- Grant funds may only pay for the direct costs of developing and delivering training.
- Applicant companies must pay for a minimum of 40% of the total training costs.
- Companies who have received an Existing Industry grant **must wait three years** before submitting another Existing Industry grant application. If the company has faced severe technological changes before it is eligible for new funding, a clear description of how the company’s needs have changed and what new training needs have emerged must be included in the grant proposal, where indicated.

Paying for training once a grant has been approved:

- The administrating college should not transfer any grant funds to a company or training vendor without a signed contract or service agreement in place.
- In pass through grants, the college may not retain any grant funds, other than its 8% administrative fee, without a signed contract and invoice from the company for services. The same rules apply to the training modules not delivered by the college in split-delivery grants.
- Only direct costs in developing and delivering training may be paid with grant funds – administrative or indirect costs must be paid for with other resources that are not associated with the Colorado First or Existing Industry programs.

- Receipts incurred for all grant-funded training expenses must be retained.

Delivering a company's training plan:

- No grant-funded training may begin before the college has received official notification of the grant award.
- The state's customized training allocation is awarded for the state fiscal year – however, a company's training grant covers only the time period from when the grant is awarded until May 31st of that fiscal year.
- Grant-funded training must be completed by May 31st of the fiscal year. Extensions no greater than one month may be granted in special circumstances and when the request has been made and authorized in writing.
- If unanticipated circumstances require the company to change its training plan, the company and college must sign and submit a new grant Training Budget page describing the new training. No new training may commence until the revised plan is approved by CCCS and OEDIT.
- It is the college's responsibility to monitor all grant-funded training. Unless the college is delivering training, all grant-funded company training must be monitored.

Certifying training:

- Employees eligible to participate in grant-funded training are permanent, full-time employees of the company receiving the grant. No seasonal, part-time, or other non-permanent positions are eligible for training. No trainee may be registered at the college for any classes that are similar to those being provided through the training grant.
- Original signatures on the Training Affidavit form are the only valid means to certify that an employee participated in the training class. Acceptable forms of identification are to be verified by valid company personnel and acknowledged by personnel on the Training Affidavit.
- Each trainee must sign the correct affidavit form for the training class. At the completion of training, the company representative must sign the affidavit form(s), certifying that training occurred and that each employee who signed an affidavit is eligible to have participated in grant-funded training.

Closing-out a grant:

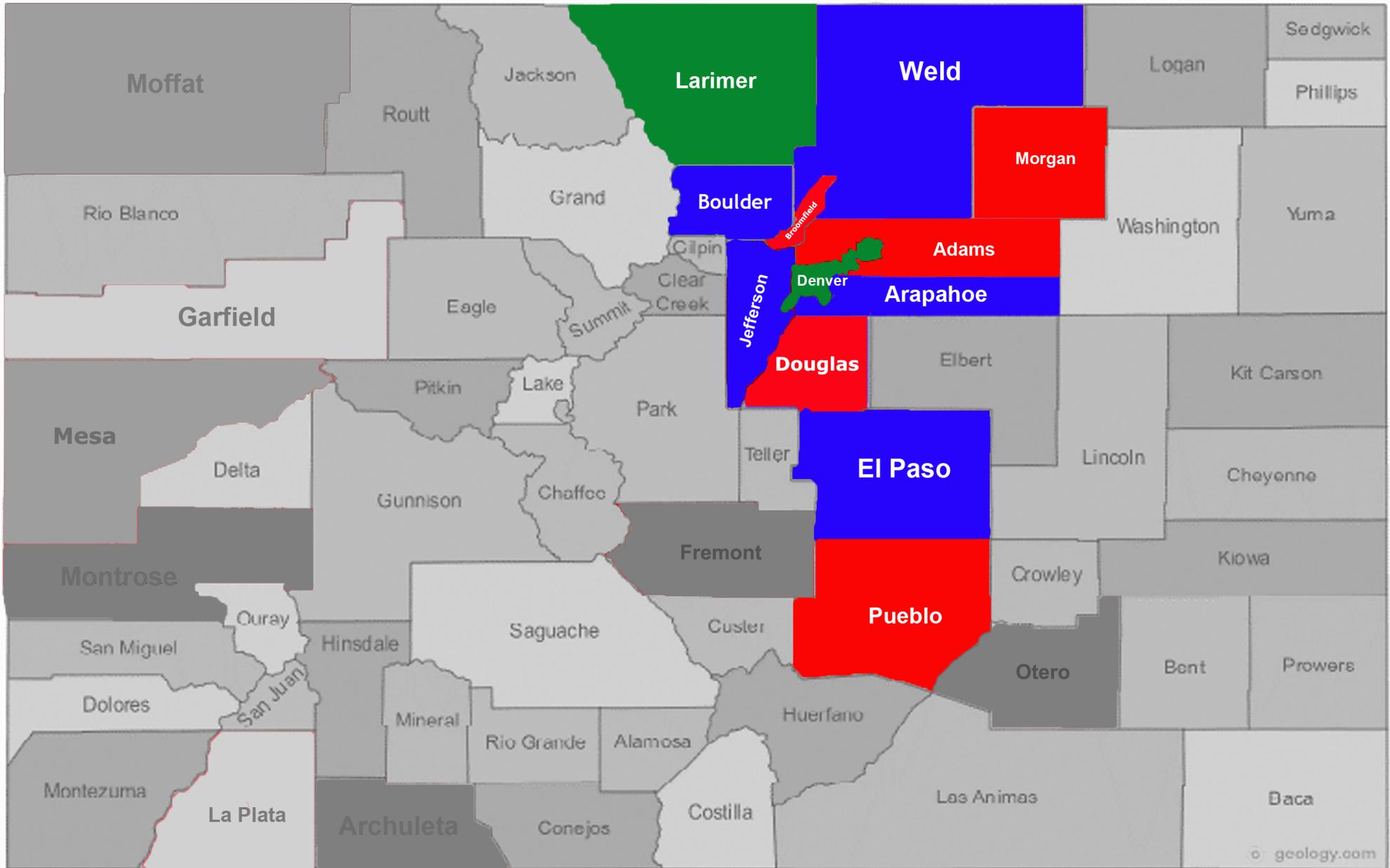
- Upon completion of training, the college must prepare and submit the appropriate close out materials to the CCCS. Please note: if feasible, the close-out should be completed within 30 days of the completion of training.
- No successive fiscal year grant awards will be made to a college until all grants from the preceding fiscal year have been closed-out and approved by CCCS.
- A final report form, completed affidavits, trainee profile reports (for Colorado First grants), and fiscal documents must all be submitted to close out a grant. A grant is not considered closed until all required paperwork and any refunds due have been received and all close out documents approved.
- Upon successful closing of a grant by CCCS, the administrating college will receive a signed copy of its final report form indicating that the grant has been successfully closed.

Attachment E
Colorado First and Existing Industry Grant Funded Counties
Fiscal Year 2013

County	Colorado First	Existing Industry	Total Grants
Adams		3	3
Arapahoe	5	3	8
Boulder	1	6	7
Broomfield	1	1	2
Denver	5	7	12
Douglas		1	1
El Paso	1	6	7
Jefferson	2	6	8
Larimer	9		9
Morgan		1	1
Pueblo	1	3	4
Weld	4	3	7
TOTALS	12	40	69

Attachment F

FY 13 Colorado First & Existing Industry Grant Funded Counties



1 - 4 Grants

5 - 8 Grants

> 9 Grants

COLORADO FIRST and EXISTING INDUSTRY

CUSTOMER TESTIMONIAL LETTERS

FISCAL YEAR 2013

1. Rocky Mountain Prestress – Denver
2. Bal Seal Engineering – Colorado Springs
3. Checkers Ind Safety Products – Broomfield
4. Ford Motor Credit Company – Colorado Springs
5. Datalogix – Westminster
6. The Denver Post – Denver
7. Food Services of America – Loveland
8. L.P.R. Construction – Loveland
9. Norfolk Iron & Metal Company – Greeley
10. On Deck – Denver
11. Power Engineers – Lakewood
12. Sparton Medical – Frederick
13. Summit Technologies – Berthoud
14. Zoll – Broomfield



July 18, 2013

Yvonne Gilstrap
Planning and Grants Manager
Colorado Community College System
9101 East Lowry Boulevard
Denver, CO 80230-6011

Dear Ms. Gilstrap:

We wish to express our sincere thanks for the opportunity and benefit of being awarded one of the State's Existing Industry training grants for 2013. The training courses given to our employees were directly applicable to their jobs, our industry, and the application of business practices we continue to develop and expand.

All of the employees who attended training courses received valuable information they could immediately put into action. For example:

- The Performance Metrics course provided an expanded understanding of our ongoing efforts to measure work performance and continuous improvements. Attendees included new supervisors and managers, as well as those more experienced.
- The four Kaizen courses provide valuable training to review existing work processes, analyze how they could be done differently, brainstorm ideas, and finally create results that made a difference in specific processes.
 - One example was our use of carts to move various materials (i.e., rebar, steel plates, etc.) from one work area to another. To improve the process, the outcome was that they designed a better cart system to more safely move material. The cart is larger and taller to reduce excessive bending and reaching, and the materials are now at waist-height, and the cart has a larger surface to lay out the materials.
- Train the Trainer courses provided information on the human factors in work environments, which included Job Instruction and Job Relations. Attendees received great instruction on effectively communicating job expectations and how to coach and give feedback to others.

In addition, these courses provided a valuable investment to our employees' career growth and development.

We greatly appreciate the opportunity to benefit from the State's recognition that training offered to local businesses further develops the strength of Colorado companies.

Best regards,

A handwritten signature in black ink that reads "Susan Maynard".

Susan P. Maynard, SPHR
Human Resources Director
303-964-7032 (direct line)
maynards@rmpprestress.com
www.rmpprestress.com



June 13, 2013

Colorado First and Existing Industry Training Funds
Colorado Community College System
9101 East Lowry Blvd.
Denver, CO 80230-6011

To whom it may concern:

On behalf of Bal Seal Engineering, Inc., I would like to extend my sincere thanks to the Colorado Community College System for its assistance in obtaining funds through the First & Existing Industry grant program.

As a manufacturer of sealing, connecting, conducting and EMI shielding components with a history in Colorado, Bal Seal has always worked to ensure that its employees understand how ISO standards impact industry worldwide. The CFEI grant, coupled with valuable assistance from the Colorado Association of Manufacturing Technology and Pueblo Community College, made it possible for us to deepen that understanding through the development of a flexible, customized employee training program.

As a result of this training, our employees are more engaged and more empowered. They are able to apply what they've learned about ISO standards to their individual jobs, and this positively affects our company's overall performance. It also helps position us for future growth and a planned move to our newly-built Colorado Springs facility in early 2014.

CCCS' staff was extremely helpful throughout the grant application process. Because they took the time to understand our unique needs as a manufacturing operation, they were able to guide us in crafting our proposal to make the best use of the funds. They explained all of the necessary steps, and helped us navigate the administrative side of the process so that we could focus on developing a program that worked for us.

I strongly encourage any Colorado company considering a CFEI grant application to do so with CCCS' expert assistance. Our employees – and our organization – will be enjoying the benefits of this program for years to come.

Best regards,



Matt Pilarski
Plant Manager
Bal Seal Engineering, Inc. • Colorado Springs Facility

From: Joel Miller [jmiller@checkersindustrial.com]
Sent: Friday, April 26, 2013 12:30 PM
To: Gilstrap, Yvonne
Cc: Dan Trojan
Subject: RE: Thank you!

Yvonne,

It was great to see you as well and we really do enjoy having the opportunity to show you our products and the efficiencies/improvements we have gained in the past year with the help of the Colorado First Grant!

As we briefly discussed during our meeting, we would like to express our appreciation to everyone involved in making the Colorado First Grant available to Checkers this past year. We are going through significant change and with this come the major task to get employees up to speed leading edge manufacturing practices. While this takes times, often 2-3 years, the funds supported or ability to augment our internal training program to both new and longstanding employees at Checkers in preparation in the new philosophies required changing an established culture.

Continuing to educate our employees supports our strategy to design a more efficient business. The added training funded from the grant focused on efficient manufacturing practices and supports the creation of a more robust and flexible workforce, which will allow Checkers to become a more competitive organization. We have taken key steps required to empower our employees to make suggestions, to be and get involved in the "change" process, and put these "changes" in place. Furthermore, the programs we have launched from this training will prepare us for the anticipated growth we will gain from the competitive advantages our business will acquire from gaining "knowledge workers", eventually allowing us to increase jobs while retaining key employees.

The message is becoming clear, Checkers truly values its employees and understands investing in their future not only benefits them personally, but the company and the community as well. Certainly our journey towards excellence is just starting and we have a long way to go, but without the funds we would not be able to reach many of our goals we set as quickly.

We would invite your team back at any time to see the continued efficiencies and progress that is being made at our location and look forward to working with you this next year with other grant opportunities!

Best,

Dan Trojan – Vice President of Operations
Joel Miller – Manager – Business Analyst



FORD CREDIT

9930 Federal Drive
Colorado Springs, CO 80921

May 6, 2013

Re: Colorado First & Existing Training Grant

At Ford Motor Credit Company, our primary objective is to support the sale of Ford and Lincoln vehicles and the financing needs of Ford and Lincoln dealers and customers. Personnel development is critical in achieving this objective. Providing the necessary training is integral, as it helps employees optimize use of internal system resources and develop knowledge of job-specific functions and interpersonal skills.

Ford Motor Company unveiled "Go Further" as the company's global brand promise a little over a year ago. The words were new, but the sentiment has lived in the DNA of the company throughout its history. Ford Credit embraces the "Go Further" philosophy in all aspects of our business, including training and development. Preparing our employees through the use of a training curriculum designed to enhance their industry-specific knowledge sets us apart. Effective training can contribute to employee satisfaction, which in turn can have a positive impact on customer satisfaction.

The Colorado Springs Business Center is one of four full-service locations in the Ford Credit U.S. organization, and it services customers and dealers in all four time zones. Training is absolutely necessary, and the Colorado Existing Industry grant has helped support many training initiatives over the last eight months and allowed Ford Credit to continue to "Go Further."

In the coming months, our company will be hiring new employees for the Colorado Springs Business Center. Based on our experience with the Colorado First and Existing Industry grant program, we look forward to the opportunity to continue to leverage it in the future. The support provided by the Colorado Economic & Workforce Development staff has been superb and much appreciated!

Kelvin Dick

A handwritten signature in cursive script that reads "Kelvin Dick".

Process & Quality Manager
Colorado Springs Business Center

Heidi Wilcox
Datalogix
10075 Westmoor Dr.
Westminster, CO 80021
May 31, 2013

Yvonne Gilstrap
Planning & Grants Manager
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230

Dear Yvonne:

Thank you very much for your on-site visit to Datalogix last month. I appreciate the time that both Claudia and you have given during our first year as we learn to navigate through the grant process.

The primary goal of Datalogix University is to invest every employee and ultimately increase their individual market value. We want to empower every individual to rise to their highest level of personal achievement.

As a rapidly growing company, we deal with quite a bit of change throughout the organization. We need adaptable employees that can be flexible and learn new things quickly. Investing in our employees helps us to more effectively navigate through this change.

We start investing in every new employee from the moment they accept an offer. We send them industry information and Datalogix case studies to get them immediate exposure to what we do. We then continue the learning process with our DLX 101, DLX Data, DLX Stats and DLX Vertical sessions. And, the funding that we have received from the state helped us to do all of this faster.

Thank you very much for the opportunity to participate in this great program for the state of Colorado!

Sincerely,



Heidi Wilcox
Dean, Datalogix University

THE DENVER POST

101 W. Colfax Ave., Suite 600
Denver, CO 80202
(303) 954-1201
Fax: (303) 820-1369
www.denverpost.com

June 19, 2013

Yvonne Gilstrap
Planning & Grants Manager
Colorado Community College System
Education Services
9101 East Lowry Boulevard
Denver, Colorado 80230

Dear Mrs. Gilstrap,

It has been my pleasure to help administer the Colorado state funds allotted to MediaNews Group and The Denver Post through the Colorado Existing Industry Grant in 2012-13.

The enormous benefits reaped by our staff have been tangible: Increased staff interest in producing high-quality videos for our readers; greater skill in merging databases with geographic maps to create storytelling in a new way; improved headline writing techniques and use of other tools to exploit search algorithms (in essence, making The Post's stories pop to the top of Google search results lists).

An interesting result of the training we were able to offer is the emergence of a grassroots effort to learn more about data mapping. Some employees who were able to study the techniques of John Keefe, a master online-map builder, now meet with regularity to reinforce their new knowledge. They learned how to marry data with maps using Google Fusion Tables and want to share that experience with other interested staffers. It's become an informal club, of sorts, to carve out time to keep skills fresh. These mapping techniques have come in very useful this summer as we create maps of wildfire burn areas all around the state of Colorado.

I hope you will have the opportunity to convey our gratitude to the legislators of Colorado for their investment in our employees and our 121-year-old company as we forge new business platforms in this new era.

Most sincerely yours,



Vickie Makings
The Denver Post

FOOD SERVICES OF AMERICA®



May 13, 2013

Yvonne Gilstrap
Planning & Grants Manager
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230

Dear Yvonne,

Thank you for visiting Food Services of America (FSA) on May 2, 2013. It was a pleasure to talk about our business and give the Colorado First committee a tour of our expanding facility.

The Colorado First and Existing Industry grant program has been key in our transition to new systems and technological processes. We have been able to train over 155 of our associates with this training grant, making possible development of our staff at an accelerated pace to meet our business needs. The training and education supported by the Colorado First grant program helps to ensure that our associates receive the resources needed for FSA to remain competitive in a challenging business environment.

Best Regards,

A handwritten signature in black ink, appearing to read 'Laura Grandt'. The signature is fluid and cursive, with a large loop at the end.

Laura Grandt
Associate Services Manager
Food Services of America



L.P.R. Construction Co.

1171 Des Moines Avenue
Loveland, Colorado 80537
(970) 663-2233
(303) 665-7501
(970) 663-2073 Fax
<http://www.lprconstruction.com>

May 23, 2013

Colorado First Training Grant

Dear Yvonne Gilstrap,

I wanted to send a letter of appreciation to you and your team for the great assistance that you have provided L.P.R. Construction in obtaining the Colorado First grant money. In 2012 L.P.R. created over 100 new steel erection jobs in Colorado. Even with unemployment being at an all-time high it is still very difficult for us to attract new people to the Ironworker trade. At any given time there are roughly 100,000 structural Ironworkers working in the United States and our trade is the seventh most dangerous job in the U.S. To make a safe place for our Ironworkers in 1992 L.P.R. designed and implemented the Beamsafe fall arrest system that would allow our Ironworkers to stay tied off 100% of the time when working above 6ft. Since 1992 we have had over 70 successful falls on this system that would have resulted in serious injury or death, in every case the worker was able to go back to work the same day.

In 1998, L.P.R. was awarded VPP (Voluntary Protection Program) status with OSHA. The VPP program is used by OSHA to promote companies that are exemplary in safety & health. At the time of the award L.P.R. was the first steel erector and sub-contractor to receive this prestigious recognition. L.P.R. has now received this award for fifteen year straight.

In 2010 L.P.R. received the AGC (Association of General Contractors) of America Education in Excellence award for best craft training program in the U.S. This award was given based on L.P.R.'s apprentice Ironworker, supervisor and safety training programs.

I have been very blessed to work the last eighteen years for a company that feels so strongly about providing a well-trained, safe and professional work force to our customers. To provide our customers with a craft professional that is second to none takes an enormous amount of training. That being said, training is not a cheap endeavor, at L.P.R. our training budget is the second largest in the company behind only labor wages. The Colorado First grant enables L.P.R. to continue and provide the same award winning training to keep our employees safe and professional year after year.

Thank You,

Bryan McClure Sr. Training Manager



"L.P.R. Construction has been nationally recognized by Associated Builders and Contractors as an Accredited Quality Contractor for its commitment to safety, training, employee benefits and community relations."

May 28, 2013

Yvonne Gilstrap
Planning & Grants Manager
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230

Dear Yvonne,

On behalf of Norfolk Iron & Metal Company, we would like to thank you for selecting our company as one of the recipients of the Colorado First Grant for 2013. Our facility was recently expanded from 110,000 sq. ft. to 250,000 sq. ft. beginning in May 2012. Due to the large growth, this allowed us to add over 30 additional positions to our company.

Our first priority is training our employees to work safe, emphasize our policies, safety equipment, teamwork and work process instructions. With that said, we spend a great deal of time training our new employees to ensure they are adequately prepared to start their new position. The training is customized for each position within the company to fit our company's specific needs. The benefit Norfolk Iron & Metal Company received from the Colorado First Grant was to assist our training goals in training each new employee in terms of their scope of knowledge and skills in our increasingly competitive business. It also helped us meet our current needs in this area with employees to train them in order to effectively meet the needs of the job they are hired to perform.

We are again, very grateful for being one of the companies selected for the Colorado First Grant. We appreciate all efforts put forward in your selection process.

Sincerely,



Ron Wildeman
General Manager



707 17th Street

Suite 2100

Denver, CO 80202

www.ondeckcapital.com

April 1, 2013

Colorado First & Existing Industry Grant Program
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230

Attention: Yvonne Gilstrap, Planning & Grants Manager

Dear Ms. Gilstrap,

Thank you for the opportunity to participate in the Colorado First Grant Program! The resources provided allowed us to execute on our robust hiring plans and ramp up our Denver presence.

In just under three months we've grown to employ 21 professionals; 17 have been hired locally and all have a wage level of over \$60,000/year. With the continued help of these funds, our plan is to grow this office to over 200 individuals over the next two years.

Please feel free to contact me with any follow-up questions.

Best,

Abigail Smith
Denver Manager, On Deck Capital
Asmith@ondeckcapital.com



POWER ENGINEERS, INC.

3940 GLENBROOK DRIVE
PO BOX 1066
HAILEY, ID 83333 USA

PHONE 208-788-3456
FAX 208-788-2082

July 1, 2013

Yvonne Gilstrap
Rocky Mountain Education Center
Red Rocks Community College
13300 W. 6th Ave., Box 41
Lakewood, CO 80228-1255

ENERGY

FACILITIES

COMMUNICATIONS

ENVIRONMENTAL

Subject: 100006.84.02 Colorado Existing Industry Grant

Dear Yvonne:

We are writing to express our gratitude for the Colorado Existing Industry Grant that was awarded to POWER Engineers in September 2012. The Red Rocks Community College commitment provides tremendous support for our training initiatives. This grant has strengthened our ability to continue and further develop the capabilities of our Denver workforce so that we can stay competitive.

Once again, thank you for awarding POWER Engineers with these training funds. Your support means so much to us!

Sincerely,

Tiffany L. Murphy
Training Administrator

Enclosure(s): Final Report



sparton
MEDICAL

SPARTON MEDICAL
4300 GODDING HOLLOW PARKWAY
FREDERICK, CO 80504
303.678.8585
FAX 303.678.8138
WWW.SPARTON.COM/MED

DIVISIONS
MEDICAL
DEFENSE AND SECURITY

May 31st, 2013

Yvonne Gilstrap
Planning & Grants Manager
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230
Phone 303-595-1607

Greetings Ms. Gilstrap,

Sparton is so pleased to have been awarded the Existing Industry grant this year.

We've been able to successfully train our employees on many principles imperative to our success and growth thanks to these funds. Some of the valuable training included LEAN 101, ASQ Green Belt, computer skills, and financial acumen. The grant also allowed us to further our goals of creating a learning environment for our employees making us both competitive in the market and supporting our retention of great Talent.

We appreciate being awarded this grant and know that we have emerged stronger, more sustainable and competitive as a result. We look forward to achieving much in the future thanks to the Existing Industry Grant program.

Kind regards,

Barb Snyder

Barb Snyder
Director of HR



July 9, 2013

Planning & Grants Manager

Yvonne Gilstrap

Colorado Community College System

9101 E. Lowry Blvd.

Denver, CO 80230

Yvonne,

We wanted to take a moment to thank you for coming out to visit our facility this spring. It truly was a pleasure working with you as well as the team from FRCC on our Colorado First Grant.

Obtaining the grant was instrumental in helping us obtain our ISO 9001:2008 certification. The funding we received as a result of our partnership enabled us to provide the necessary training and create new positions within our company, allowing us to gain the industry leading certification needed to be competitive and improve our process. These factors will allow us to gain new contracts and be competitive in our industry hopefully allowing us to continue to hire and train Colorado workers.

Thank you again for allowing us the opportunity to participate in the Colorado First Grant program as it has greatly benefited our company. We would appreciate the opportunity to continue this relationship in the future.

Best Regards,

Jenna Conover

Administration

Summit Technologies Inc.

295 Bunyan Ave Berthoud, CO 80513

June 04, 2013

Yvonne Gilstrap
Planning and Grants Manager
Colorado Community College System
9101 E. Lowry Blvd.
Denver, CO 80230

Ms. Gilstrap,

Thank you for your recent visit to our Broomfield facility and for your interest in our operations and your support for our grant related training.

Being a medical and emergency services technology company training is a very high priority for our functional groups. Effective training is not only important to our customers but for our own personnel as well. As part of the reorganization activities I am directing in our operations group we have instituted a formal training department to make sure our focus on training gets the priority it deserves.

The Colorado First and Existing Industry grant program has been an important and valuable resource and has allowed us to offer training that coincides with our company initiatives to increase efficiency and quality through LEAN, Six Sigma and Value Stream Improvement processes. In addition to the funding that helped defray the training costs the instructors and program resources grant made possible increased the value of the program for my teams.

The programs offered were applicable to each functional group within our company and helped us emphasize the power of intradepartmental cooperation and the value of standardized processes which are resulting in higher efficiencies.

As we discussed during your visit, ZOLL is making considerable investments in expanding its business and is making considerable capital investments in both personnel and material resources in its Colorado facilities. Having access to these grants and the associated training resources has provided valuable support for our expansion efforts.

We are pleased to see the State of Colorado working together the companies and education providers to proactively support our business and operations.

Please let me know if you have any questions or need additional information. Thank you again for your assistance and support.

Sincerely,



Dan Porter, Director
Professional Service Department
ZOLL Medical Corporation – Data Management Group

Checkers Industrial Safety Products
Colorado First Final Report
June 2013
Joel Miller, Business Analyst

Company gains

15. What outcomes did the company realize as a direct result of training?

At Checkers, we are going through significant change and with this comes the major task to get employees up to speed leading edge manufacturing practices. While this takes times, often 2-3 years, the funds supported or ability to augment our internal training program to both new and longstanding employees at Checkers in preparation in the new philosophies required changing an established culture.

Continuing to educate our employees supports our strategy to design a more efficient business. The added training funded from the grant focused on efficient manufacturing practices and supports the creation of a more robust and flexible workforce, which will allow Checkers to become a more competitive organization. We have taken key steps required to empower our employees to make suggestions, to be and get involved in the “change” process, and put these “changes” in place. Furthermore, the programs we have launched from this training will prepare us for the anticipated growth we will gain from the competitive advantages our business will acquire from gaining “knowledge workers”, eventually allowing us to increase jobs while retaining key employees.