

B. FOR YOUR LOCAL AREA IN THE PLANNING REGION

1. PROVIDE AN ANALYSIS OF THE WORKFORCE DEVELOPMENT ACTIVITIES (INCLUDING EDUCATION AND TRAINING) IN THE LOCAL AREA, INCLUDING AN ANALYSIS OF THE STRENGTHS AND WEAKNESSES OF SUCH SERVICES, AND THE CAPACITY TO PROVIDE SUCH SERVICES, TO ADDRESS THE IDENTIFIED EDUCATION AND SKILL NEEDS OF THE WORKFORCE AND THE EMPLOYMENT NEEDS OF EMPLOYERS IN THE LOCAL AREA.

The Adams County Workforce Development Board (ACWDB) continues to strategically guide the workforce development activities in the local area through the Adams County Workforce and Business Center (ACWBC). The Business Services team participates in Sector Partnership activities to monitor the training needs of identified key industries. ACWBC currently offers all the core services developed by the statewide business leadership team for employers. Job Fairs, Job Posting, and Labor Market Information currently make up the majority of the employer services actively requested in the region.

ACWBC Business Services will continue to collaborate with employers to offer work-based learning options that meet the needs of both the job seeker and the employer. Examples include:

- Independent Electrical Contractors Rocky Mountain (IECRM). ACWBC collaborates by presenting workforce services at quarterly meetings to all the IECRM Apprenticeship partners. This opens up a pipeline for Customized Training, On-The-Job Training and any related Supportive Services.
- Centura Health. ACWBC partners with this Healthcare employer to create apprenticeship programs. ACWBC coordinates orientation sessions with other workforce regions and then works to recruit a screen candidate pools for occupations identified in Sector Partnership discussions.
- Ball Metal. ACWBC coordinates recruiting candidates for H1B affected occupations that qualify for funding through the Technology Employment Colorado Partnership (TEC-P).
- Joyful Journey. ACWBC partners with this Adams County Community Partner employer to fund temporary employees to support humanitarian needs related to the pandemic.

ACWBC will hold sector round table discussions to gather information on industry specific hiring problems related to COVID recovery. ACWBC will gather information for individual employers through one-on-one visits with employers and track services accordingly through Connecting Colorado.

Tec-P 2.0 ACWBC in partnership with other workforce regions, supports the Technology Employment Colorado Partnership (TEC-P 2.0). This partnership assists with funding tuition for job seekers to help them obtain industry recognized credentials in the Technology sector where jobs have been lost overseas in recent years. These positions have been categorized with an H1B designation. ACWBC supports tuition, On-The-Job Training and Incumbent Worker Training in this sector through this grant which in turn builds new partnerships and collaborations with tech employers and tech educators.

Sector Partnerships also help identify and address the needs of employers in the local area. The Construction Sector Partnership, for instance, has identified a strong need for a youth talent pipeline and has developed three programs for high school students to engage with the construction industry, including a program with a waiver from the Colorado Department of Labor and Employment (CDLE) for youth who receive training to work in otherwise restricted, hazardous occupations. These programs are currently operating in almost all Adams County school districts. The Greater Metro Denver Healthcare Sector Partnership has identified needs and helped develop registered apprenticeships and a pre-apprenticeship in healthcare partnerships within the industry and other workforce centers.

The Workforce Innovation and Opportunity Act (WIOA) programs through the ACWBC provide workforce development services to job seekers including education, training, and work-based learning. ACWBC Case Managers are integrated into teams, which include members from WIOA programs as well as from the TANF

program. This provides cross-training among staff, which increases collaboration to provide wraparound services to meet the needs of job seekers and opportunities to blend and braid funding.

Job seekers are enrolled in workforce programs for assistance with job searching and career planning. Included in the enrollment process, staff work with job seekers to develop employment goals, identify skills gaps, and discuss training and work-based learning opportunities through WIOA programs. The ACWBC has developed a broad series of workshops that include job search skills such as resume writing and interviewing, career exploration, networking skills, and a local job club to provide regular networking opportunities for job seekers. In addition, identified staff are now in roles as job developers with the primary goal of matching candidates to open positions through Connecting Colorado and local businesses with hiring needs. Job seekers have their resumes forwarded to hiring managers and job developers solicit feedback for those who are ultimately not hired so they can prepare for future interviews. Many job seekers have been hired before working with job developers by participating in job search workshops and mock interviews offered by ACWBC staff.

ACWBC Job Development will strengthen services by utilizing data in the following ways:

- Utilize data and employer feedback from Job Development employer engagement to inform job seekers of consideration status and strategies to improve job seeking and interviewing
- Utilize data and employer feedback from Job Development employer engagement to inform ACWBC staff on appropriate strategies for job seekers
- Utilize data and employer feedback from Job Development employer engagement to inform Business Services team of hiring trends and practices, employer needs, potential collaboration opportunities and other areas for future engagement

Job seekers needing assistance with training are required to complete research on labor market information to determine their training is marketable, in-demand, and will provide a sustainable wage. Customer choice is highly valued, and customers are assisted with research on potential training options with access to the Colorado Eligible Training Provider List (ETPL) and Labor Market Information (LMI) tools such as O*NET and Colorado LMI Gateway. Adult customers complete a Vocational Training Packet subject to a Training Review Committee to approve funding for training. Youth customers must present five jobs they could reasonably expect to obtain upon successful completion of a training subject to a Training Review Committee to approve funding. The ACWBC has sent job seekers through in-demand trainings in industries such as transportation, healthcare, IT, finance, manufacturing, and construction. Training is provided by local community colleges, universities, private training providers, and apprenticeship programs, and the ACWBC encourages new training providers to apply to become a WIOA Eligible Training Provider.

2. DESCRIBE THE LOCAL BOARD'S STRATEGIC VISION AND GOALS FOR PREPARING AN EDUCATED AND SKILLED WORKFORCE (INCLUDING YOUTH AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, AND NEW AMERICANS,), INCLUDING GOALS RELATING TO THE PERFORMANCE ACCOUNTABILITY MEASURES BASED ON PRIMARY INDICATORS OF PERFORMANCE DESCRIBED IN SECTION 116(B)(2)(A) IN ORDER TO SUPPORT ECONOMIC GROWTH AND ECONOMIC SELF-SUFFICIENCY.

The ACWDB has adopted the following strategic vision statement:
Connecting business with a talented workforce.

The ACWDB has identified three areas of focus: Economic Mobility (serving New Americans, youth and those with barriers), System Capacity-Building, and Labor Market Intelligence.

The ACWDB is committed to continuing to meet or exceed expectations for CWDC's designations as a High Performing Local Workforce Development Board Including:

1. Board membership is diverse and knowledgeable
2. Board members actively participate in board meetings
3. Board members services as liaisons between the community and the ACWBC
4. Board members accomplish their goals and strategic priorities through data driven, business-led meetings
5. 100% of members oriented within six months of appointment.
6. Majority of Adams County's key industries represented on the board.
7. 50% of members attended or support a talent development system event besides board meetings
8. 80% of board members meet or exceed attendance policies for board meetings.
9. 50% of board members attend a community event while representing the ACWDB or the ACWDB provides leadership in impacting a community goal or issue.

Strategic goals in alignment with state goals, include:

GOAL 1: Provide equitable access to opportunities for education, training, and high-quality jobs

Strategy 1.1 - Continue to blend and braid funding across internal and external partner programs to align and streamline services to meet the unique needs of diverse populations

Strategy 1.2 - Provide opportunities to target populations to access lifelong reskilling, upskilling, and next-skilling to the future of work without creating financial burden

Strategy 1.3 - Support employers to help them enhance job quality and implement skills-based practices

GOAL 2: Continue to improve the utilization of available resources by businesses and job seekers to succeed in the wake of the pandemic

Strategy 2.1 - Continue to support the development of career pathways, work-based learning opportunities, and apprenticeships in collaboration with employers and partners

GOAL 3: Enhance organizational capacity and partnerships to address community-level issues impacting economic mobility

Strategy 3.1 - Continue alignment and information sharing across partners to address community issues including childcare, transportation, affordable housing, and bridging the digital equity divide

Strategy 3.2 - Expand staff training to address community issues impacting economic mobility

GOAL 4: Achieve a high standard of workplace effectiveness

Strategy 4.1 - Continue to provide staff-delivered services, career advising and navigation through technology

GOAL 5: Identify and address Continuous Improvement initiatives

Strategy 5.1 - Improve efficiencies through the utilization of Lean practices

3. DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE UTILIZED TO FACILITATE ENGAGEMENT OF EMPLOYERS, INCLUDING SMALL EMPLOYERS AND EMPLOYERS IN IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS, IN WORKFORCE DEVELOPMENT PROGRAMS. SPECIFICALLY:

i. What outreach activities are planned to increase business engagement in your local area?

The following outreach activities will continue to be utilized to increase business engagement in the Adams County area:

- Continued participation in Economic Development Business Retention visits and ACREP activities like North Metro Lead.
- Continued participation in networking events hosted by community partners like IECRM's quarterly apprenticeship forum.
- Sector-based outreach for the purpose of sector grant initiatives which includes quarterly Industry Round Tables and sector data collection.
- Regional cold canvassing of developing areas in partnership with the chambers of commerce frequent ribbon cutting and small business forums.
- Email blast advertising the recruiting and wage subsidy benefits of working with the workforce center
- Job development employer engagement calls and emails for job seekers
- Targeted outreach to employers with occupations indicated by TANF participants for the purposes of Subsidized Employment services
- Targeted outreach for business education services to employers who could benefit from Enterprise or Opportunity Zone benefits offered by the county's economic development services
- Targeted outreach to employers for specific grants such as COResponds, Tec-P, and the Upskilling grant (RUN)..
- Host sector specific round tables on the topic of post COVID hiring struggles and changing economic conditions.

ii. How will the business services team be utilized for this purpose?

- The Business Development Representatives will coordinate all outreach efforts.
- Job Developers will engage employers by advocating for job seekers enrolled in job development services and follow up on reverse referrals.
- Business Services team members will engage employers for skills and credentials in demand when job postings are submitted.
- Business Services team members will engage employers who would likely be good work-based learning placement options (example: Employer bank for Subsidized Employment)

iii. How will the members (particularly business members) of the Local Workforce Development Board (LWDB) and Youth Council/committee support these efforts?

The ACWDB will be informed of sector selections and consulted on short-term and long-term partnership strategies. The ACWDB will promote workforce development programs within their industries and attend talent development system activities.

iv. How will sector partnerships be utilized for this purpose?

After the ACWDB advises on sector strategies, ACWBC will work with sector partnerships to discover how workforce can be engaged. Any action will be based on employer-driven strategies.

- Sector Partnerships will be consulted for critical occupations and possible apprenticeship development
- Sector Partnerships will be used to facilitate cross regional job fairs
- Sector partnerships will be utilized to distribute sector data to engage employers in need of LMI material.

v. What are your objectives and goals for these activities?

The goals and objectives for Adams County employer engagement are as follows:

- a. Leverage any and all workforce tools to facilitate the growth of the Adams County economy and its employers
- b. Build, cultivate, and maintain partnerships with Adams County employers through consistent quality delivery of the statewide core services
- c. Act as a convener or mediator for sector leaders in Adams County and the region to provide a platform to influence the regional training pipeline.
- d. Work with the educational community to identify career pathways of targeted sectors and relate those to the staffing patterns of active Adams County employers

- e. Utilize data and employer feedback from round tables to inform ACWBC staff on appropriate strategies for job seekers
- f. Share data and employer feedback from round tables with community partners and county leadership

4. DISCUSS THE IMPLEMENTATION OF INITIATIVES DESIGNED TO MEET THE NEEDS OF EMPLOYERS IN THE LOCAL AREA THAT SUPPORT THE LOCAL BOARD'S STRATEGY, INCLUDING:

- a. **Work-Based Learning Programs:** Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY22 and PY23, and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.

Measurable outcomes for all Work-Based Learning programs will be determined specifically for each grant program set forth through the Workplan process.

Emergency Disaster Grants: The ACWBC will meet the humanitarian assistance needs of the community by utilizing services of the Department of Labor's two disaster grants. The two grants, Recover CO and CO Responds, are both federally funded for disaster relief, but have separate purposes.

Recover CO allows the ACWBC to supplement the Dislocated Worker funding to upskill individuals who were laid off because of the impact COVID had on area employers. Individuals can obtain funding for individual training accounts for marketable credentials. This grant parallels annual funding for Dislocated Workers so it will allow for greater flexibility to better serve Adams County job seekers.

COResponds allows the ACWBC to fund temporary employment for COVID-related humanitarian occupations that will assist employers in maintaining safe environments for workers and customers. ACWBC has partnered with other workforce regions to form an upper region "hub" to fund COVID Screeners, sanitization workers, and COVID safety business planning consultants. This grant will serve job seekers who are dislocated workers, but also those who have been unemployed for 27 weeks or more. ACWBC has entered into an agreement with a Temporary Agency to act as the Employer of Record in some circumstances.

The scope of the COResponds grant was updated in 2022 so that work-based learning and other customized training services can utilize this grant. The changes have opened up new partnerships with the County's Child Care Assistance program (CCAP) and the Early Childhood Partnership of Adams County (ECPAC). This will lead to a new pipeline of training for childcare centers and licensing childcare facilities. A new partnership with the school district 27J will help support after school programs and BASE programs that have been affected by COVID changes. The change also allows COResponds to provide supportive services for job seekers who may need financial assistance due to being dislocated workers or long-term unemployed.

Apprenticeship State Expansion (ASE) Grant and ESF Supplemental Funds: The ASE Grant will be used to provide tuition support, supportive services such as tools or scrubs, or a portion of on-the-job training wages for new apprentices. ASE funds have supported apprenticeships for medical assisting, pharmacy technician, software developer, CDL, digital marketing, home finance, and other diverse occupations including nontraditional industries for registered apprenticeships. ASE will continue to support registered apprentices and will continue to be braided with other funds such as WIOA and ESF Supplemental. ESF Supplemental funds will be leveraged as appropriate to help fund apprenticeships, other training, supportive services for adults and youth who may not meet eligibility criteria for WIOA or need additional funding beyond the cap of other grants.

Youth Work Experiences: The WIOA Youth Program will continue to provide quality paid work experiences for participants. Case managers will assess youth participants on caseload to determine their needs. Youth who can benefit from a paid work experience will be offered an opportunity and matched based on their work history, current skill levels, and intended career pathway. By providing referrals of appropriate candidates in industries

that align with their intended career pathways, the WIOA Youth Program will expend program funds and ensure the success of work experiences. The Youth Program plans to continue offering a summer work experience through College Works, a summer bridge program providing work experience for youth on a college campus, in addition to services to help youth transition to postsecondary education. This model has been highly successful in ensuring postsecondary enrollment and success. Work experience opportunities will be promoted through a list of partner worksites that have agreed to be work experience placement sites. The WIOA Youth Program will continue to secure additional worksites that offer internships, paid work experiences, or summer employment for youth by conducting outreach to businesses, networking at events, and working with the ACWDB to find new contacts. On-the-job training opportunities are offered to youth as well. They are advertised prominently at the top of the Adams County Open Jobs List regularly sent to all employees of the ACWBC and, in the past, have been provided through reverse referrals from employers and as part of registered apprenticeships.

Youth Apprenticeships: The WIOA Youth Program will continue to provide information about apprenticeship opportunities available to youth interested in postsecondary training and/or employment through the ETPL, apprenticeship websites, and an extensive list of local apprenticeship opportunities. Youth are also encouraged to enter pre-apprenticeship programs as appropriate before entering registered apprenticeships. The healthcare pre-apprenticeship through the **Health Education and Resources Institute** will continue to be advertised in info sessions for participants and case managers for new cohorts. Case managers will also promote known local pre-apprenticeships, which are currently only available in construction, to youth interested in that industry. The WIOA Youth Program will also partner with the Adams County Education Consortium to provide apprenticeships for youth not eligible for WIOA and receive referrals for youth who are eligible for WIOA.

Adult/DW: The WIOA Adult/Dislocated Worker (AD/DW) staff **and the Business Services staff** will continue to collaborate to train job seekers to meet industry needs by utilizing real-time labor market information. On-the-job training (OJT) programs, customized training programs, internships, and work experiences with various regional employers will be pursued based on sector initiatives, **Colorado Labor Market Information and ONet*** data. Staff will work with employers on job placement and advancement of trained participants. In addition, job seekers will be assessed and screened for job openings, identifying skills and training gaps. ACWBC will focus on training activities and workshops that upgrade job seekers' skills and make them more marketable for sustainable employment. OJT is marketed to key sector industries.

Incumbent Worker Training (IWT): Business Services will monitor Worker Adjustment Retraining Notification (WARN) notices to identify employers who may benefit from layoff aversion assistance. In addition, they will monitor labor market data for drops in job growth in an industry and target that industry with IWT as additional support for layoff aversion. Agreement plans will be offered to provide IWT to employees that need an industry certification due to a change in industry standards.

Two grants will utilize this service. The Technology Employment in Colorado Partnership (TEC-P) will use IWT to support HIB-affected occupations in the Information Technology industry. The Upskilling Grant (RUN) will offer IWT opportunities to employers so they can support their current workforce to advance within the company. ACWBC has updated the local policy and created local documentation to implement this service. ACWBC will create IWT branded material to use for employer outreach. (IWT employer requests, pre-award checklist etc.)

On-the-Job Training (OJT): These programs will be promoted using the Business Information outreach service. Business Development Representatives will discuss hard-to-fill occupations with employers and complete a "M.A.T.C.H. Form" to identify the skill gap. Those positions will be marketed separately to job seekers with the additional information that the employer will accept lower qualifications and is willing to do additional training. The employer will interview the customer and agree to hire the individual with wage reimbursement assistance from the workforce center for the additional training. A training plan will be developed for each opportunity to identify the skills that will be trained by the employer.

OJT will be a prominent service for the implementation of the Tec-P Grant where employers can offer the hands-on training in the IT industry to supplement the credentials job seekers already have. The IT industry will be targeted because many IT employers require training on employer-specific software and OJT will help them bridge that training gap.

OJT will also be utilized with apprenticeship programs. The construction and manufacturing industry have both

pre-apprenticeship and apprenticeship programs that need financial support for apprentices who have completed classroom training. ACWBC will utilize OJT to connect employers to apprenticeship programs to assist students in obtaining required training hours. We have already partnered with IECRM to be a part of the pipeline supports for the Electrician sub-industry on construction.

A CDL apprenticeship has been created in the Transportation industry with Excel Driving Services. ACWBC will use OJTs to support the overwhelming need for CDL drivers in Adams County through this apprenticeship.

Internships: These programs will be promoted to WIOA Adult/DW participants through an Employer Bank, which serves as a list of employers who agree to train and mentor individuals. Business Development Representatives will discuss with employers the options of serving as an internship workplace. All the aspects of skill training, mentoring, and progress reporting expectations will be discussed. If the employer agrees, then they will be placed in the Employer Bank. When job seekers need experience or mentoring to become job-ready, they will be paired up with an employer and an internship training plan can be developed. A training plan will identify targeted skills and track progress.

Internships will be utilized through TANF funding for a type of Internship called Subsidized Employment (SE). Participants in TANF will review the Employer Bank with a qualified TANF case manager to select paid internship positions that will offer additional wage support. The service will also help build job skills and promote job readiness for those who have struggles to re-enter the workforce. Employers will benefit from additional labor support and a pipeline for a trained candidate pool for entry-level positions.

- b. **Apprenticeships:** U.S. Department of Labor (USDOL) and CDLE are emphasizing the importance of apprenticeships. Please provide a detailed response which includes the steps you will take to increase apprenticeship opportunities for your customers during the next program year.
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ACWBC will continue working to increase apprenticeship opportunities by supporting the state's efforts to encourage the escalation of Industry Recognized Apprenticeship Programs (IRAP) into Registered Apprenticeship (RA) programs. ACWBC will also work with Sector Partnerships to find new critical occupations and develop new RA opportunities. Job seekers will be educated on the career pathways offered in RA programs. ACWBC will continue developing relationships with trade associations and community service groups utilizing RA programs.

ACWBC has partnered with many existing registered apprenticeships in our local and surrounding areas and will continue to promote these opportunities to job seekers. These have included the following industries and apprenticeship sponsors/companies/training providers:

- Manufacturing: Lockheed Martin
- Healthcare: Centura Health, HealthOne, Front Range Community College, Arapahoe Community College, Arbor Family Medicine, Boulder Community Health, VCA Animal Hospital, Community College of Denver.
- Electrical: Denver Joint Electrical Apprenticeship and Training Committee (DJEATC), Independent Electrical Contractors Rocky Mountain (IECRM), International Brotherhood of Electrical Workers (IBEW)
- Construction: Associated General Contractors (AGC), Colorado Laborers and Contractors Training (CLCET), DenverWorks
- Finance: Gemtrago
- Marketing: Two Octobers
- IT: Techtonic, ACI, ActivateIT, Denver University
- Culinary: Colorado Chefs Association, Omni Interlocken Hotel
- Early Childhood Education: Red Rocks Community College, Front Range Community College
- Transportation: Excel Driving Services

ACWBC will continue to screen participants for eligibility for funding for apprenticeships. ACWBC will receive referrals from apprenticeship programs and screen interested participants for eligibility through WIOA or partner programs such as Employment First (EF), Division of Vocational Rehabilitation (DVR), Temporary Assistance to Needy Families (TANF), a Apprenticeship State Expansion (ASE), Technology Employment Colorado Partnership (Tec-P 2) and Stimulus Upskilling Grant (RUN)

Additional steps for increasing apprenticeship opportunities will include developing plans for technical assistance grants for work-based learning and applying for funding grants for apprenticeships.

- c. **Sector Partnerships Participation:** Explain how you will utilize the relationships built by your business services team to enhance or expand participation in sector partnerships and also expand business services efforts. Indicate **PY22 and PY23** specific planned objectives and measurable outcomes.
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Business relationships will be used to enhance or expand participation in Sector Partnerships by offering several deliverables:

- Business Service team members and the Regional Veterans Employment Representative (RVER) are assigned sector areas to serve as subject matter experts for that workforce sector. Each Business Services staff member acts as a point of contact for job seeker inquiries regarding specific industry practices.
- Business Services triages the needs of employers and identifies the WBL service that can financially support a talent pipeline. This may include Internships, OJT, Apprenticeships, and Incumbent Worker Training.
- Business Services Sector Partnership activities frequently create cross regional partnership deliverables such as industry job fairs, resource fairs and apprenticeship fairs. These activities expand the effectiveness of common workforce services.
- Because Sector Partnership activities are industry driven, it allows Business Services to expand opportunities to promote industry networking activities between the decision makers of that industry. This makes it much easier to quickly implement action steps.
- Information from Sector Partnership discussions help inform individual job seekers regarding expected wage and specific skill information required to gain employment in the potential industry.
- Sector Partnership input on resume and interview guidance specific to an industry helps create more prepared job seekers and expands connection services such as OJT's and Apprenticeships.
- Sector Partnerships offer training guidance as to what available credentials and/or training institutions are most desirable to employers and vocational guidance as to the career pathway options and critical occupations that are available.
- Relationships in the sectors are conducive to continuous improvement of services by giving feedback on what service delivery meets their needs and what services need to be adjusted.
- Funding any work-based learning solutions that are considered during the Sector Partnership process.
- The Business Services Team will continue involvement in five Sector Partnerships: Healthcare, Manufacturing, Construction, Technology, and Retail and Hospitality. ACWBC has taken on the convener role to transition the Freight Industry Sector Partner (F.I.S.P.) to a regional Transportation and Logistics Sector Partnerships. The initial objectives of the Transportation partnership will be to install the "Colorado Delivers" brand into a website or internet accessible resource site.
- Outreach discussions will include information about Sector Partnerships.
- Measurements of outreach effectiveness will include penetration rate (monthly, quarterly, program year-to-date, and annual), Active Employers and Sector Partnership goal achievements.
- Outreach canvassing will target employers who fall into a sector strategy. Sector outreach strategies will be monitored to ensure diversified employer groups are contacted regularly.
- ACWBC will maintain contact with local area schools to exchange ideas on the talent pipeline and career pathway to ensure that all entities have a shared understanding of the Sector Partnership vision.
- ACWBC will reference Colorado Workforce Development Council (CWDC) tools and resources as we develop sector partnerships.

Feedback obtained during Sector Partnership convenings will be used to outreach to employers of critical occupations. Members of sector partnerships will also be asked to give advice and/or offer referrals for possible outreach efforts. The marketing of services and resources will be done through Business Information outreach activities, the ACWBC website, and Constant Contact campaigns. Sector Partnership opportunities and workforce intelligence reports are reviewed with the ACWDB. The goal is to engage board members to utilize

their networks to enhance and guide the efforts of the Business Development Representatives (BDRs)/RVER and to provide support for sector strategies.

- d. **Sector Partnerships - Status and Objectives:** In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY22 and PY23? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY22 and PY23 planned objectives and measurable outcomes. Note: for sector partnership information, please visit: <https://www.colorado.gov/cwdc/sector-partnerships>

The Business Services Team is involved in six Sector Partnerships:

- **Greater Metro Healthcare Sector Partnership:** ACWBC serves on the convener team. The partnership is active in developing new Registered Apprenticeships in the industry. ACWBC will effectively coordinate new apprenticeship creation and candidate sourcing. This will be measured by the number of new healthcare credentials supported by WIOA and other funding and healthcare related work-based learning enrollments
- **Metro Manufacturing Partnership:** The partnership is exploring a relaunch with a new convener team and new objectives. ACWBC's role in this new design will be to support the convener team. ACWBC will support industry awareness outreach and identify critical occupations, skills, and resources. This will be measured by the completion of a mission and objective statement from this partnership with ACWBC having identified a role.
- **Construction Sector Partnership:** ACWBC serves as part of the convener team in this active partnership currently conducting outreach to area high schools. ACWBC will support youth outreach and industry awareness activities. This will be measured by the number of outreach events that occur in metro area schools.
- **Tech Talent:** ACWBC serves as support for this active partnership. ACWBC will provide OJT, Work Experience, and Internship opportunities created through Tech Partner networking. ACWBC will also offer Incumbent Worker Training (IWT) for occupations like Software Development and Cybersecurity. ACWBC will continue to support IT activities related to critical occupation identification and obtained industry related credentials through Workforce Innovation and Opportunity Act (WIOA) Funding. This will be measured by the progress tracked through the TEC-P 2.0 grant administration and quarterly reporting to grant coordinators. The activities will include work-based learning opportunities and training opportunities through ActivateIT, ACI, Spark Mindset, and DU University.
- **Retail/Hospitality:** ACWBC serves in a support role for this sector partnership. The partnership is currently exploring a new direction.
- **Transportation and Logistics:** ACWBC has been participating in the Freight/Transportation Sector Partnership. The group has been chaired by CDOT however, ACWBC is taking on the leadership role as this industry refocuses. The partnership will continue to develop career pathways and expand the development of the new CDL apprenticeship program through excel driving services. The partnership will look to create a transportation resource page and develop a logical landing spot to promote the industry. The partnership will leverage workforce services to create enhanced occupation promotion during National Transportation awareness month, in May.

Sector Partnership Objectives common to each group

- Support industry to identify clear and stated improvement goals
- Support Industry to develop action steps and deadlines related to identified goals
- Leverage grant funding and workforce resources to ensure progress of action steps
- Effectively serve as convener for the Transportation/Freight Sector partnership activities

- e. **Career Pathways:** Explain how you will utilize information gathered through your business services team to provide a baseline for consideration of new or enhanced sector partnerships, and how this information will be

used to inform changes to or development of career pathways in your local area. Indicate specific PY22 and PY23 planned objectives and measurable outcomes.

The Business Services team will use information gathered during Business Information outreach services, information from Adams County Regional Economic Partnership (AC-REP), and the Adams County Community and Economic Development office to monitor the needs of employers in designated sector areas. That information will be compared to information gathered during Sector Partnership discussions. This comparison will be used to enhance Sector Partnership activities and career pathway guidance. ACWBC will monitor sectors that may benefit from Sector Partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities and supply/demand changes. Information gathered through the Sector Partnerships will be utilized to determine industry need and develop effective career pathways to meet the need. Education partners are included in Sector Partnerships. ACWBC will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

- PY22 objectives
 - Identify critical occupations
 - Obtain feedback from employers on critical occupations and any industry credentials that would support a positive impact on skills gaps
 - Identify industry-specific service opportunities and the workforce needs of key industries
 - Develop industry-specific initiatives and identify key lag measures to indicate success
- PY23 Objectives
 - Utilize Sector Partnership discussions and task group activities to build career pathways for critical occupations in each of the Adams County key industries.
 - Create systems to inform job seekers of critical occupation career pathways.
 - Support various training mechanisms to bridge any knowledge or skills gaps that will better connect job seekers to career pathway that were identified in PY22.
 - Support work-based learning opportunities for critical occupations

f. **Skills Based Hiring:** Explain what services are offered to employers to implement skills-based hiring practices, which could include assistance with job postings, interview procedures, onboarding mechanisms, or referrals to outside training resources on this topic.

- Business Education events to inform employers of skills-based hiring practices, advantages, methods/strategies, onboarding, and resources using a combination of outside training and data reports.
- One-on-one employer meetings to address specific positions and practices through the lens of skills-based hiring practices, including but not limited to job posting review, interview procedures, bias reduction strategies, and potential onboarding and retention plans.
- ACWBC Business Services staff have completed training through Skillful on Skills-Based hiring and will partner with Economic Development, Small Business development, and other employer resources to offer training.
- ACWBC reviews all Jobs posted on Connecting Colorado. When job descriptions are identified that could benefit from changing to a skills-based approach, a Business Development Representative will reach out to offer a consultation.

5. DESCRIBE HOW THE LOCAL BOARD, WORKING WITH THE ENTITIES CARRYING OUT CORE PROGRAMS, WILL EXPAND ACCESS TO EMPLOYMENT, TRAINING, EDUCATION, AND SUPPORTIVE SERVICES FOR ELIGIBLE INDIVIDUALS, PARTICULARLY ELIGIBLE INDIVIDUALS WITH BARRIERS TO EMPLOYMENT, INCLUDING HOW THE LOCAL BOARD WILL FACILITATE THE DEVELOPMENT OF CAREER PATHWAYS AND CO-ENROLLMENT, AS APPROPRIATE, IN CORE PROGRAMS, AND IMPROVE ACCESS TO ACTIVITIES LEADING TO A RECOGNIZED

POSTSECONDARY CREDENTIAL (INCLUDING A CREDENTIAL THAT IS AN INDUSTRY-RECOGNIZED CERTIFICATE OR CERTIFICATION, PORTABLE, AND STACKABLE);

The ACWBC will receive \$550,000 in grant funds from the U.S. Department of Labor's Technology Employment in Colorado Partnership 2.0 (TEC-P 2.0). Denver Economic Development & Opportunity (DEDO) Workforce Services was awarded the \$7.38 million grant for 2021-2025. As a workforce system, we recognize that we are stronger together, so DEDO is partnering with other local area workforce programs including Adams, Arapahoe/Douglas, Boulder, Larimer, Tri-County (Jefferson, Gilpin, Clear Creek), and Weld and providing each county with funding. This grant will focus on training and upskilling the local workforce in key industries such as cybersecurity, advanced manufacturing and software development.

ACWBC, working with the entities carrying out core programs, will:

- Continue to partner with the local community college and training providers to improve access to activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials. The local community college will continue to be actively involved at the locations where the workforce investment activities are being provided, to be visible and readily available to the clients.
- Continue to develop partnerships with employers, adult education partners, and training providers to develop specific career pathways. ACWBC has developed long-term relationships with several career and technical education institutions that are approved to provide training.
- Leverage funds by co-enrolling individuals that are appropriate for multiple programs to support training, career pathways, and availability of supportive services. ACWBC has developed a screening tool for all available grants to identify opportunities for co-enrollment to braid and blend funding and maximize every program dollar. Youth are screened for WIOA Youth eligibility first to facilitate ease of co-enrollment with Adult or DW. Youth that are eligible for WIOA Adult or DW Programs after beginning participation in the Youth Program will be co-enrolled with appropriate documentation from the original enrollment to facilitate ease of co-enrollment. All participants referred for the State Apprenticeship Expansion Grant are screened for WIOA eligibility.
- Leverage funds by referring to and co-enrolling with WIOA partners such as EF, TANF, and DVR for additional access, particularly for those with barriers to employment.
- Partner with nonprofit agencies such as those co-located in the Adams County Pete Mirelez Human Services Center and partners who provide wraparound supports for people with barriers to employment such as the Center for People with Disabilities and A Precious Child.
- Continue partnering with providers of supportive services such as transportation assistance, work uniforms, etc. to eligible individuals with barriers to employment.

6. DESCRIBE THE STRATEGY TO WORK WITH ADULT EDUCATION PROVIDERS FUNDED UNDER TITLE II OF WIOA AND VOCATIONAL REHABILITATION TO ALIGN RESOURCES AVAILABLE TO THE LOCAL AREA, TO ACHIEVE THE STRATEGIC VISION AND GOALS DESCRIBED IN QUESTION 5.

DVR is an active member of the ACWDB. DVR has been a long-time partner, and we will continue to work together to improve coordination and sharing of resources to serve our job seekers with disabilities. We will work closely with the state on the emerging opportunities for our job seekers, which include co-enrollment in WIOA for OJT, Work Experience, and Training. We will continue to seek opportunities to partner with adult education providers such as Metro State University Family Literacy Program for English as a Second Language (ESL) classes, citizenship classes, and General Education Development (GED) preparation classes. We will also seek opportunities for co-enrollment of customers from adult education providers into WIOA for potential training and/or career pathways. The WIOA Youth Program has several Title II organizations on the Youth Vendor List to provide adult education services including GED preparation. ACWBC also purchased software,

Aztec, offered at no charge to customers, for adult basic education. The software is complemented by on-site GED preparation classes.

The ACWBC has hired a Disability Program Navigator (DPN) to work onsite. This stands to greatly enhance the coordination and sharing of resources between DVR and the ACWBC, as this person will serve as a liaison between the two agencies. The DPN will coordinate with DVR to ensure that our shared job seeker customers are receiving the resources and services needed to be successful. They will carry a caseload of job-ready individuals who are referred to us directly from DVR. The DPN may also case manage individuals who were “walk-in” ACWBC customers or who were referred from other agencies; some of whom may be referred to DVR as well. The ACWBC services will be centered around obtaining and maintaining employment. Co-enrollment in WIOA, and other State and Federally funded programs, will be encouraged for any/all individuals who are eligible and stand to benefit from the additional funding and services provided.

The DPN will also conduct outreach in the community, to promote the programs and services available through DVR and the ACWBC. Outreach will also include providing information to businesses that are hiring and facilitating job development opportunities.

7. DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE UTILIZED TO STRENGTHEN LINKAGES BETWEEN THE ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS.

ACWBC staff will conduct Unemployment Insurance (UI) eligibility work search agreements during staff-assisted registrations for new and returning job seekers. The ACWBC will help participants with filing their UI claims by phone, in person, and online. Most of the Wagner-Peyser Career Services staff have Colorado Unemployment Benefits System My UI + access to provide limited technical assistance with UI claims. If unable to assist participants with their UI claim through My UI+, participants will be referred to the UI Hotline. The UI Hotline is a designated phone line available in all three ACWBC offices and provides phone access to a state UI representative. Staff will assist participants to complete their UI profile process. ACWBC will provide referrals for training and education programs for UI claimants to WIOA and other partner agencies that administer similar services. Staff will also offer technical assistance for Federal Pell Grants at all three workforce center locations. In addition, the Reemployment Services and Eligibility Assessment (RESEA) Initiative will be administered by ACWBC. RESEA participants are offered intensive job search assistance and assessed for skills gaps and training needs for successful reemployment. Veteran Priority of Service is observed at all levels of service within the ACWBC.

8. DESCRIBE HOW THE LOCAL BOARD WILL COORDINATE WORKFORCE INVESTMENT ACTIVITIES CARRIED OUT IN THE LOCAL AREA WITH ECONOMIC DEVELOPMENT ACTIVITIES CARRIED OUT IN THE PLANNING REGION AND PROMOTE ENTREPRENEURIAL SKILLS TRAINING AND MICROENTERPRISE SERVICES.

Adams County has 11 separate Economic Development (ED) agencies. ACWBC will continue to work closely with each one of these. The Adams County Workforce Director sits on the board of the Adams County Regional Economic Partnership (ACREP and formerly known as Adams County Economic Development). Commerce City has a strategic plan focused on workforce development – created by the ED department and ACWBC. We are also closely tied to regional and state economic development agencies, providing them with workforce intelligence to attract potential employers to the state. The President/CEO of the Brighton Economic Development sits on the ACWDB.

To promote entrepreneurial skills training and microenterprise services, the majority of ACWDB members are from the small business sector (20 or less employees), which comprises 90% of all employers in Adams County. The Senior Director of the Small Business Development Council is a member of the ACWDB.

9. PROVIDE A DESCRIPTION OF THE WORKFORCE DEVELOPMENT SYSTEM IN THE LOCAL AREA THAT IDENTIFIES THE PROGRAMS THAT ARE INCLUDED IN THAT SYSTEM. ALSO DESCRIBE HOW YOU WILL PARTNER WITH THE REQUIRED WIOA PARTNERS TO INCREASE AWARENESS OF CAREER PATHWAYS AND THE CRITICAL ROLE THAT WORKFORCE DEVELOPMENT PLAYS IN ENSURING THAT ALL COLORADANS HAVE ACCESS TO EDUCATIONAL AND CAREER PATHWAYS THAT RESULT IN MEANINGFUL EMPLOYMENT.

ACWBC takes an integrated service approach in providing Wagner-Peyser, WIOA, Trade Adjustment Act (TAA) and other discretionary grants in Adams County. We have developed long-term relationships with educational institutions, employers, and approved training providers to provide training for occupations in demand (based on business input and labor market information). ACWBC and the board will take the lead in creating localized career pathways incorporating sector partnership information, educational institution (state-required) created pathways, and livable-wage employment strategies that improve local job quality among employers.

10. DESCRIBE THE ONE-STOP DELIVERY SYSTEM IN THE LOCAL AREA, IN PARTICULAR:

a. Identify the locations of the comprehensive physical one-stop centers (at least one) within your local area; also list the locations of your network of affiliate sites, both physical and electronically linked, such as libraries.

The Adams County comprehensive one-stop centers are located in the following areas:

- Westminster: Adams County Human Services Center, 11860 Pecos St., 80234
- Brighton: Brighton Workforce Center, 36 South 18th Avenue, Unit A, 80601
- Aurora: Aurora Service Center, 3155 N. Chambers Road, Unit C, 80011
- ACWBC is currently in partnership with Resource Connect through Children’s Hospital. This partnership helps to provide workforce services to parents of children who are receiving care through Children’s Hospital.

b. Identify your key strategies for integrating the core programs (WIOA Title I, II, III, and IV programs), as well as all required partner programs, within the local one-stop system of comprehensive and affiliate offices.

The ACWBC continues the integration of the core WIOA programs through the certification of a One-Stop Center and Delivery System. To be certified as a one-stop center WIOA specifies that the CWDC and local WDB’s establish certification criteria. One-stop centers and the one-stop delivery system must meet or exceed the standards established for each of the following areas:

Focus Area	Criteria	Standards
1. Effectiveness	<ul style="list-style-type: none"> • Performance Accountability as outlined in grant agreements and expenditure authorizations • Local Performance Measures • Sector Partnerships • Career Pathways • Enrollment Objectives for targeted populations • Alignment of Services with needs of the area • Fiscal Responsibility • Service Hours 	<ul style="list-style-type: none"> a. Outcomes defined in grant agreements and expenditure authorizations b. Thresholds related to negotiated performance targets c. Coordination of goal settings across programs exists d. Active involvement in initiatives and discretionary grants; expected outcomes for initiatives and discretionary grants are met e. Demonstrate that strategies are based on an analysis of the local area f. Satisfaction of employers with services provided

		g. Expenditure rate exceeds the minimum requirements to maintain compliance
2. Physical and Programmatic Accessibility	ADA Guidelines	a. In compliance as shown by an inspection, audit, or review in the last 3 years.
3. Continuous Improvement of the One-Stop and One-Stop Delivery System	The Colorado Workforce Development Council (CWDC) established Continuous Improvement Management System (CIMS) incorporated into the annual planning process	Standards are connected to current goals and may shift as goals change. a. Business Services activities in compliance with annual goals b. Re-employment and Youth activities in compliance with annual goals c. Marketing and Outreach activities in compliance with annual goals
4. Integration of Available Services	Service Coordination Agreements	At a minimum, a. An MOU is in place b. The MOU(s) includes all required partners c. Co-enrollment is addressed d. A referral procedure for all programs is in place e. Demonstrate that the level of integration has improved in the past 3 years

The ACWDB is responsible for assessing the one-stop center and the one-stop delivery system with the above criteria and submit a record of the assessment and certification determination to CWDC. The local policy, 35.3000.WBC.02.17.v.1 One-Stop Certification, contains the criteria for assessing the one-stop center and the one-stop delivery system.

ACWBC currently operates WIOA Title I (Adult, Dislocated Worker, Youth, Migrant and Seasonal Farm Worker); Title III WP; TAA; and the work components for the TANF and EF programs. DVR, Metro State University Adult Education and Family Literacy (AEFL), and Front Range Community College are key education members of the ACWDB and have been involved in the collaborative development of programs, services, initiatives, and business services activities to the benefit of the local community. Through the execution of the current Memorandums of Understanding (MOU), collaboration with partners will continue.

- Both satellite offices will be fully integrated in this approach and partake in work experience rotations.
- MOUs are in place with local partners.
- Infrastructure Funding Agreements (IFA) are in place with all state (UI, DVR, JVSG) and local partners (Rocky Mountain SER, SER Jobs for Progress National, Community Resource and Housing Development Corporation, Asian Pacific Development Center, Community Educational Outreach, The Denver Indian Center, Front Range Community College, and MSU AEFL).
- TANF Colorado Works participants complete hours as agreed with case manager to meet monthly requirements as volunteers in community non-profit organizations.

ACWBC was re-certified as the One-Stop Center and One-Stop Delivery System for Adams County in September 2020, for a three-year term ending June 30, 2023.

c. Describe the roles and resource contributions of each of the one-stop partners.

Partner program contributions and roles are outlined in each partner’s Memorandum of Understanding and typically consist of staff resources to assist shared customers, involvement in Business Services hiring events, shared training when appropriate, and staff resources to assist customers in accessing one-stop services available in Connecting Colorado such as the review of open job listings.

WIOA, EF and TANF case managers provide wrap around services which include collaboration to support training, employment, and benefits for participants. ACWBC matches job seekers with the best funds for their unique needs, ACWBC will maximize funding for participants while meeting or exceeding program enrollment goals.

- d. Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means; include your intended use of virtual job fairs, the upcoming virtual job shadowing capability, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.
-

All ACWBC services are available virtually including program orientations, case management appointments, and all participant workshops and trainings. ACWBC utilizes technology to enhance our services and increase access to services for those participants who are able to connect with us virtually. For those participants with limited resources, referrals are provided to low-cost internet resources.

Through the utilization of CARES Act funding, ACWBC provides Chromebooks to participants who do not have access to a computer or laptop to increase their ability to access our services and/or complete online training.

With the onset of the pandemic, the ACWBC increased the utilization of virtual job fairs.

ACWBC Business Services created a new way to hold Hiring Events (just one employer). Using Zoom licenses, a format was created to allow employers a way to do a 10-15 virtual presentation to job seekers online. Job seekers can ask questions and receive answers as a group. The format has sped up the process, so employers do not have to dedicate 2-3 hours of time on repetitive discussions and transporting marketing materials back and forth. The events are branded as "Get Hired!" events and will continue to be an option offered to employers. Virtual Job Shadow (VJS) services are available for youth and those job seekers changing career pathways. The VJS allows job seekers to sign into a web portal to read about key information on a desired occupation and watch videos designed to show the environment and work conditions typical of the occupations. It also offers labor market data such as wage and standard vocation preparation length to obtain the needed skills desired by the industry.

- e. Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.
-

- GED Flash is a tool that provides GED preparation and pre-tests.
- Aspiring Minds: Prove-It provides industry-specific assessments that assist businesses in effective screening of applicants. This can also be used to demonstrate skill attainment.

Through a partnership with adult education and DVR, assessment results are shared to avoid duplication of effort and multiple assessments of customers being served.

- Aztec is a software tool that assesses math and language arts skills and identifies appropriate training modules to increase these skills. This tool also assesses GED readiness and provides GED preparation and pre-tests.
- CASAS web tests assess basic skills in reading and math to identify current grade level equivalency.
- NorthStar software which assesses and builds digital literacy.

- f. A description of how entities within the one-stop delivery system, including your centers, one-stop operators, and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic

accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.

The WIOA AD/DW, Youth, and Wagner-Peyser programs will continue to develop and foster strong partnerships with SWAP/DVR to identify eligible customers for co-enrollment. The BDRs will market this population, focusing on the participants' capabilities to local businesses. Every effort will be made to accommodate customer needs through adaptive services and accessible meeting space. With the addition of the Disability Program Navigator (DPN), this full-time staff member will be dedicated to this population. The DPN will provide case management services to DVR referred customers and train staff on the use of adaptive services and providing services to individuals with disabilities. In addition, The Center for People with Disabilities is given space monthly to meet with clients at the ACWBC.

- g. A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, workers, and job seekers:
-

Continuous improvement strategies will be developed from data tracking, feedback received through work-based learning opportunities and recommendations from sector partners.

The Business Services Team will continue involvement in sector partnerships: Healthcare, Manufacturing, Transportation, Aerospace, Technology and Construction. Outreach discussions with employers will include information about Sector Partnerships. Measurements of outreach effectiveness will include penetration rate (Monthly, Quarterly, Program YTD, and Annual), active employers, number of local job postings by industry, number of WBL enrollments and Sector Partnership goal achievements. Outreach canvassing and cold calling will target employers who fall into a sector strategy. Sector outreach strategy will be monitored to ensure diversified employer groups are contacted regularly. Business Services will stay in touch with local area schools to exchange ideas on the talent pipeline and career pathways to ensure that all entities have a shared understanding of the Sector Partnership vision. ACWBC intends to reference CWDC tools and resources as we develop sector partnerships.

The Business Services Team will monitor sectors that may benefit from sector partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities, and supply/demand changes. Education partners are included in sector partnerships. Information gathered through the sector partnerships is utilized to determine industry need and develop effective career pathways to meet the need.

We will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

Customer Satisfaction Surveys will be utilized to improve processes to better service job seekers based on feedback received on workforce programs.

- h. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
-

WIOA Youth customers under 18 are provided the ACWDB approved youth vendor list, and WIOA AD/DW customers and WIOA Youth customers over 18 are given the Eligible Training Provider List (ETPL) website to research providers and determine who will best meet their training needs. Case managers provide counseling and guidance for the customer to make informed employment choices. If a customer wants to utilize a vendor that has not been approved and is not on the ETPL (for those 18 years and older), then new potential vendors

are requested through the county procurement RFP process. Training providers not on the ETPL will be encouraged to follow the state process for approval.

- i. Outreach to Individuals with Barriers to Employment: Describe how you will engage your LWDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are your objectives and goals for this effort?
-

During meetings, the ACWDB reviews services and initiatives to include outreach efforts to individuals with barriers to employment. These meetings are further utilized to develop strategies for effective outreach to targeted groups. The ACWDB shall coordinate the workforce investment activities authorized under the WIOA, as amended, with economic development strategies implemented by Adams County and develop other employer linkages with such activities. The ACWDB shall promote the participation of private sector employers in the Colorado Workforce Development System (CWDS) to ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the ACWBC or other organizations. This will assist these employers in meeting hiring needs while providing work-based learning opportunities for both youth and adults. The ACWDB will identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers. The ACWDB will connect with representatives of secondary and postsecondary education programs in the local area to develop and implement career pathways that meet the current and developing needs of business.

- j. Describe your specific outreach strategies to eligible New Americans and your objectives for this effort. In addition, what strategies will you deploy to ensure your services and programs effectively serve eligible New Americans?
-

The U.S Census American Community Survey, 2019 indicates Adams County has a population of 504,108 residents. Of these residents, 77,166 are foreign born with the following countries of origin: 3,916 Europe, 13,489 Asia, 3,165 Africa, 136 Oceania, 55,899 Latin America, and 591 Northern America. The WBC has an Outreach Coordinator that brings workforce services to New Americans and their families not reached through normal workforce intake activities at their living, working, and gathering areas. Many New Americans in the local region are special immigrant visa holders, victims of trafficking, Deferred Action for Childhood Arrival (DACA) recipients, and/or legally resident visa holders. WBC outreach activities result in the availability of referrals to employment and training; referrals to support services; referrals to education/English and a Second Language (ESL); as well as the availability of testing, counseling, and other job development services. Other New Americans such as refugees and asylees are made aware of workforce services through community outreach events, community event days, and school cultural events in partnership with Adams County Head Start, Rocky Mountain SER, Centro de la Familia Migrant Head Start, Migrant Education, Catholic Charities, Almost Home, Colorado Legal Aide, Salvation Army, BUENO Hep, Homeless Gear, Precious Child, Services de la Raza, Salud Family Health Clinics, and Human Service Departments. WBC supports New Americans with education and learning English as a second language with referrals made to the following local partners: Aims community College, Front Range Community College, Community College of Aurora, Brighton Methodist Church, St. Augustine Church, Intercambio, Adams City High School, Coal Creek Adult Education Center, Language Education Institute, Centro San Juan Diego, and the New America School. Services from the workforce center are provided in the primary language of this served population in the Adams County region; English and Spanish. Language services are available for other languages as needed.

11. PROVIDE A DESCRIPTION OF HOW THE LOCAL BOARD WILL COORDINATE EDUCATION AND WORKFORCE INVESTMENT ACTIVITIES CARRIED OUT IN THE LOCAL AREA WITH RELEVANT SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS AND ACTIVITIES TO COORDINATE STRATEGIES, ENHANCE SERVICES, AND AVOID DUPLICATION OF SERVICES:

The ACWDB has membership representing the technical schools, junior colleges, secondary schools, and small business development council of Adams County. The ACWDB coordinates with Rocky Mountain Partnership (RMP) Collaborative Action Network (CAN) and has a summer bridge program, College Works, with Metro State University to coordinate secondary and postsecondary options for workforce development. ACWDB partners with all secondary school districts, charter schools, and alternative programs such as Gateway to College. The Colorado Department of Education expanded high school graduation requirements to include workforce-related options such as industry certifications and credentials.

12. PROVIDE A DESCRIPTION AND ASSESSMENT OF THE TYPE AND AVAILABILITY OF ADULT AND DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES IN THE LOCAL AREA; IN PARTICULAR, IDENTIFY HOW THE LOCAL AREA WILL EXPAND SERVICES TO DISLOCATED WORKERS UTILIZING ALL SOURCES OF FORMULA AND DISCRETIONARY FUNDS TARGETED TO THE DISLOCATED WORKER POPULATION.

To maximize outreach effectiveness, the WIOA AD/DW Team recruit from programs such as Wagner-Peyser, EF, TANF, training providers, and community partners. Through a partnership with Wagner-Peyser, RESEA customers brought in for orientation are screened for appropriateness for the WIOA program. Wagner-Peyser staff have been trained on the WIOA intake process to streamline enrollment into WIOA. This has expedited the process and enabled more applicants/customers to quickly move to the next step for services.

ACWBC supports job seekers who present as unemployed or underemployed. Customers are screened through a comprehensive assessment interview. Case managers look to identify Dislocated Workers (DW), those who qualify for Priority of Service (AD-POS) under the Adult program, and job seekers eligible for other workforce grants. Cases are presented in front of a Training Review Committee (TRC). The TRC evaluates the probable successful result of the proposed training and placement given the newly obtained marketable credential and/or skill. Frequently, the training presented relates to a work-based learning option. Some customers are presented as a group from a registered apprenticeship cohort that have already gone through an orientation, employer interview, and skill assessment.

ACWBC has training partnerships with Front Range Community College, Emily Griffith Technical School, Truck Driving/CDL training providers, and several computer support training programs. Work-based learning partnerships include Centura Health, HealthOne, Lockheed Martin, Tectonic, IECRM, IBEW, Adams County and ITi. . Some individuals registered in Connecting Colorado have been contacted by the WBC because they meet the basic requirements for an On-The-Job Training situation. The TRC system can approve the wage subsidy model at a rate of 50% of the hourly wage while remaining within a per-participant cap. The WBC also can utilize work experiences for youth and subsidized employment for TANF participants. This internship model uses a qualified employer bank of employers willing to provide training, even when they cannot hire.

ACWBC will expand services for Dislocated Workers by utilizing the Rapid Response and RESEA programs to identify eligible participants quickly and deploy strategies that will inform those individuals of relevant services. Intake and case management processes have been streamlined and remote work options have been put in place to enhance DW services.

The funding choice for each participant is determined by the eligibility criteria for DW, AD-POS, or the grant-specific criteria with programs like the ASE grant. Whenever possible, individuals are co-enrolled in various programs so case managers can utilize braided funding to provide more comprehensive training assistance. ACWBC has also collaborated with DVR to provide a continuation of services when fund caps are depleted. This will provide services to be extended for those DWs with disabilities.

13. PROVIDE A DESCRIPTION AND ASSESSMENT OF THE TYPE AND AVAILABILITY OF YOUTH WORKFORCE INVESTMENT ACTIVITIES IN THE LOCAL AREA, INCLUDING ACTIVITIES FOR

YOUTH WHO ARE INDIVIDUALS WITH DISABILITIES, WHICH DESCRIPTION AND ASSESSMENT SHALL INCLUDE AN IDENTIFICATION OF SUCCESSFUL MODELS OF SUCH YOUTH WORKFORCE INVESTMENT ACTIVITIES; IN ADDITION, INDICATE HOW SERVICES TO OUT-OF-SCHOOL YOUTH WILL BE EXPANDED AND ENHANCED TO INCORPORATE ADDITIONAL WORK-BASED LEARNING OPPORTUNITIES.

WIOA activities available in the local area include all 14 program elements. Youth case managers complete a comprehensive assessment to determine participants' highest needs and offer them opportunities to earn a GED, earn a high school diploma, enter work-based learning activities, attend training, and obtain employment, among other activities. Youth are also offered supportive services on an individual basis determined by need, funding availability, and active program participation.

Disabilities are identified in the initial assessment and discussed as part of the comprehensive assessment for youth. Youth are coached on self-advocacy, given information about accommodations in the workplace, and are referred to DVR and CPWD as appropriate for additional services. The ACWBC also provides referrals to supportive services such as Community Reach Center for mental health counseling, therapy workbooks as supportive services for youth with mental disabilities, accommodations/adaptive software for workplaces, and other services that provide youth with disabilities the opportunity to access the youth program elements. Braided funding with DVR and SWAP has allowed youth with disabilities to participate in longer paid work experiences to address individual needs.

Services to out-of-school youth have been expanded with WIOA. Youth needing a GED are offered online software to complete high school equivalency preparation, and onsite GED prep classes are offered. The ACWBC has received grant opportunities to expand apprenticeships for opportunity youth and to expand thriving work-based learning communities to serve out-of-school youth as well as adults. The Business Services team continues to do outreach to employers to encourage new apprenticeships to register with the Department of Labor and encourage sector partnerships to develop internships, pre-apprenticeships, and other forms of work-based learning. One successful model has been the healthcare pre-apprenticeship program developed out of the youth subcommittee of the healthcare sector partnership. Its success rate has led over 80% of participants to be employed directly in healthcare upon completion of the pre-apprenticeship, with many entering registered apprenticeships.

Other successful work-based learning models have included College Works, a summer bridge program designed to target low-income youth of color in Adams County at risk of "summer melt" who are considering going to college but not attending. Out-of-school high school graduates are offered work experiences on a college campus with peer mentoring, workshops that provide postsecondary transitional services, and supportive services. This program has successful completion and matriculation rate of over 80% in the first semester of college, and data is emerging to show successful retention rates as well.

The WIOA Youth Program will continue to use up-to-date information explaining different techniques and programs that are effective when working with the youth population. This will be done by adopting best practices from counties throughout the state that have been successful in recruiting, increasing enrollments, and keeping the participants motivated and active in the program. We also partner with the Denver Opportunity Youth Initiative, which has developed a Career Navigator Toolkit with best practices for youth case managers. The youth staff members have developed community contacts and utilize community resources offering additional assistance for youth. They also provide job readiness workshops to youth in the community.

The youth staff will continue to partner with businesses for reverse referrals, SWAP, Chafee, and Ongoing Adolescent Child Protection for presentations, referrals, and partnership to enroll participants and provide wraparound services. The youth staff will continue to partner with the Educational Opportunity Center for referrals and partnership to enroll out-of-school youth. The youth staff will also outreach through strategically placed flyers (laundry mats, apartment complexes, mobile home parks, recreation centers, etc.) throughout the

community. To streamline the intake process, all youth staff have mobile technology. This provides greater convenience for youth because staff can meet with them in their community.

14. PROVIDE A DESCRIPTION OF HOW THE LOCAL BOARD WILL COORDINATE WORKFORCE INVESTMENT ACTIVITIES CARRIED OUT UNDER THIS TITLE IN THE LOCAL AREA WITH THE PROVISION OF ADULT EDUCATION AND LITERACY ACTIVITIES UNDER TITLE II IN THE LOCAL AREA, INCLUDING A DESCRIPTION OF HOW THE LOCAL BOARD WILL CARRY OUT, CONSISTENT WITH SUBPARAGRAPHS (A) AND (B)(I) OF SECTION 107(D)(11) AND SECTION 232, THE REVIEW OF LOCAL APPLICATIONS SUBMITTED UNDER TITLE II.

ACWBC works with local education providers to support the in-demand industries previously identified. The Program Coordinator for the Adult Education program for Metro State University is a member of the ACWDB. The Vice President for the Westminster Campus of Front Range Community College is also a member of the ACWDB as well as the Executive Committee for the ACWDB. The ACWDB will continue to be involved in the review of the Carl Perkins Plan prior to its submittal and vote on its support.

15. PROVIDE A DESCRIPTION OF HOW THE LOCAL BOARD WILL COORDINATE WORKFORCE INVESTMENT ACTIVITIES CARRIED OUT UNDER THIS TITLE IN THE LOCAL AREA WITH THE PROVISION OF TRANSPORTATION, INCLUDING PUBLIC TRANSPORTATION, AND OTHER APPROPRIATE SUPPORTIVE SERVICES IN THE LOCAL AREA.

The ACWDB has directed the ACWBC to attend several local service provider meetings that include the following:

- Local Coordinating Council, which focuses on public transportation primarily for low-income individuals and individuals with disabilities.
- Brighton Resource Coalition, which meets quarterly to discuss services provided in the local area. Services include mental health, domestic violence, education, senior services, housing, financial, food assistance, utilities, etc.
- Colorado Migrant and Rural Coalition, which meets monthly to discuss services provided across the state to the agricultural communities.
- Northern Area Migrant Coalition, which meets monthly from February-October to discuss services provided to local farm workers. Services include housing, food assistance, legal, employment, health services, education, and libraries.

16. PROVIDE A DESCRIPTION OF PLANS AND STRATEGIES FOR, AND ASSURANCES CONCERNING, MAXIMIZING COORDINATION OF SERVICES PROVIDED BY THE STATE EMPLOYMENT SERVICE UNDER THE WAGNER-PEYSER ACT (29 U.S.C. 49 ET SEQ.) AND SERVICES PROVIDED IN THE LOCAL AREA THROUGH THE ONE-STOP DELIVERY SYSTEM, TO IMPROVE SERVICE DELIVERY AND AVOID DUPLICATION OF SERVICES.

The ACWBC has provided integrated services under the Wagner-Peyser Act for over 20 years and has assured services are coordinated with other programs to avoid duplication of effort between programs. Plans and strategies for these integration efforts include initial assessments that identify employer and job seeker interests to ensure seamless Wagner Peyser customer service delivery.

17. IDENTIFY THE ADMINISTRATOR/ADMINISTRATIVE ENTITY RESPONSIBLE FOR THE DISBURSAL OF TITLE I AND III FUNDS IN THE LOCAL AREA, AS DETERMINED BY THE CHIEF ELECTED OFFICIAL OR THE GOVERNOR, AND THE FISCAL AGENT, IF DIFFERENT.

The Adams County Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) has designated the Adams County Treasurer as its Fiscal Agent, authorized to receive funds on behalf of the CLEO/BOCC and disburse them at the request of the ACWDB as described in the law.

18.A DESCRIPTION OF THE COMPETITIVE PROCESS TO BE USED TO AWARD THE SUB-GRANTS AND CONTRACTS IN THE LOCAL AREA FOR ACTIVITIES CARRIED OUT UNDER THIS TITLE.

Currently, ACWBC is utilizing the Request for Proposal (RFP) process to award contracts to sub-recipients through funds received from House Bill 21-1 264 Workforce Innovation Grant Program (Innovation Grants). The following is the focus of this grant:

- Supporting work-based learning, skill development, training completion, and quality job placement.
- Supporting employer and small business to mitigate financial hardships resulted from the public health emergency or providing greater opportunities for communities disproportionately affected by COVID-19 to engage in talent development.
- Increasing participation by underserved communities including, but not limited to. Black, indigenous, and people of color, people with disabilities, new Americans, ex-offenders, and older workers.

ACWBC will follow county procurement policies to ensure a competitive process as required.

ACWBC will follow Adams County guidelines and requirements found in the following sections of the Policy & Procedure Manual:

- 1008-Annual (Renewable) Service Agreements
- 1050-Informal Bid Policy and Procedure
- 1060-Formal Invitation for Bid (IFB)
- 1070-Formal Request for Proposal (RFP)
- 1078-Request for Proposal Evaluation and Best and Final Offers
- 1079-Insurance and Bond Requirements
- 1080-Single Sourcing Policy
- 1081-Professional Services
- 1095-Renewals and Extensions

19. PROVIDE A DESCRIPTION OF THE LOCAL LEVELS OF PERFORMANCE NEGOTIATED WITH THE GOVERNOR AND CHIEF ELECTED OFFICIAL PURSUANT TO SECTION 116(C), TO BE USED TO MEASURE THE PERFORMANCE OF THE LOCAL AREA AND TO BE USED BY THE LOCAL BOARD FOR MEASURING THE PERFORMANCE OF THE LOCAL FISCAL AGENT (WHERE APPROPRIATE), ELIGIBLE PROVIDERS UNDER SUBTITLE B, AND THE ONE-STOP DELIVERY SYSTEM, IN THE LOCAL AREA.

Outcomes will be measured using CDLE’s statewide database, Connecting Colorado. Negotiation of actual standards for each of the performance outcomes specified above will be conducted at such time as CDLE designates. Current Standards are as follows:

ADULT	Employment Rate, 2 nd quarter after exit	81.00%
	Employment Rate 4 th quarter after exit	72.60%

	Median Earnings in the 2 nd quarter after exit	\$7,200.00
	Credential Attainment Rate	85.00%
DISLOCATED WORKER	Employment Rate 2 nd quarter after exit	76.40%
	Employment Rate 4 th quarter after exit	76.90%
	Median Earnings in the 2 nd quarter after exit	\$10,000.00
	Credential Attainment Rate	75.00%
TRADE ASSISTANCE	Employment Rate 2 nd quarter after exit	81.00%
	Employment Rate 4 th quarter after exit	76.20%
	Median Earnings in the 2 nd quarter after exit	\$8,025.00
	Credential Attainment Rate	85.00%
YOUTH	Education or Training Activities or Employment Rate 2 nd quarter after exit	68.00%
	Education or Training Activities or Employment Rate 4 th quarter after exit	71.00%
	Credential Attainment Rate	55.00%
WAGNER PEYSER	Employment Rate 2 nd quarter after exit	81.00%
	Employment Rate 4 th quarter after exit	76.20%
	Median Earnings in the 2 nd quarter after exit	\$8,025.00

20. PROVIDE A DESCRIPTION OF THE ACTIONS THE LOCAL BOARD WILL TAKE, IF ANY, TOWARD ACHIEVING THE HIGH-PERFORMING BOARD DESIGNATION AS OUTLINED IN THE COLORADO HIGH-PERFORMING LOCAL WORKFORCE DEVELOPMENT BOARD RUBRIC (PGL GRT-2019-01, ATTACHMENT 3).

The ACWDB was designated as a high-performing board for PY18, PY19, and PY20 by the CWDC and plans to continue to operate as a high-performing board and apply for annual designation.

A roster of the ACWDB members is kept by ACWBC Coordinator. This monitoring ensures compliance of the business representation percentage. As vacancies occur, the Adams County BOCC list openings on the county website, and the Business Services Team, in tandem with the BOCC and the ACWDB, conduct outreach to possible board candidates. ACWBC engages a very targeted recruitment strategy by analyzing industry needs for additional representation on the ACWDB and specifically recruit employers in that industry.

ACWDB members are asked and encouraged to recruit for vacancies. The outreach is strategic and targets both employers within 1) geographic areas unrepresented or underrepresented on the board and 2) targeted industries within Adams County.

There is an ACWDB onboarding orientation to assure that board members have a base knowledge when voting on important issues. A membership spreadsheet was created and includes contact information, meeting attendance, talent development, and community event activity attendance, orientation completion, orientation acknowledgement, and an at-a-glance for high-performing board metrics. The spreadsheet is maintained by the ACWBC Coordinator.

Board members are also encouraged to attend events hosted by ACWBC Business Services team to increase awareness of the board and the workforce center's service offerings to employers.

21. USE OF EVIDENCE IN DECISION MAKING AND PROGRAM IMPLEMENTATION

Colorado is focused on enhancing its use of evidence to inform workforce development strategies and to influence the design and execution of initiatives. By measuring progress and the results of implementation, the state overall and each local area will be able to collect data that can move our work along an evidence continuum. When we refer to an 'evidence-based' program or strategy, it is helpful to have a shared definition. Evidence of effectiveness exists on a spectrum, including:

- a. **Strong evidence:** meaning at least two evaluation reports have demonstrated that an intervention or strategy has been tested nationally, regionally, at the state- level, or with different populations or locations in the same local area using a well-designed and well-implemented experimental design evaluation (i.e., Randomized Controlled Trial (RCT)) or a quasi-experimental design evaluation (QED) with statistically matched comparison (i.e., counterfactual) and treatment groups. See CLEAR.dol.gov for full definitions of strong or moderate study design. The overall pattern of evaluation findings must be consistently positive on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- b. **Moderate evidence:** meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented experimental or quasi-experimental design showing evidence of effectiveness on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- c. **Preliminary evidence:** meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented pre/post-assessment without a comparison group or a post-assessment comparison between intervention and comparison groups showing evidence of effectiveness on one or more key workforce outcomes. The evaluation may be conducted either internally or externally.
- d. **Pre-preliminary evidence:** meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

For interventions at each tier of evidence, it is important to leverage administrative data analysis or increasingly rigorous evaluation to build new evidence, improve programs and participant outcomes, and progress to the next tier.

Please describe which level of evidence applies to the overall approach of your local area in implementing programs. If any specific programs have a higher use of evidence than your programs overall, please highlight those programs. Additionally, would your local area be interested in receiving technical assistance on the application of evidence-based practices to workforce development?

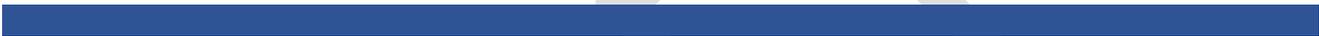
ACWDB uses pre-preliminary data such as Emsi/Burning Glass and Connecting Colorado reports for pre-preliminary evidence to be informed of programs performance data for intervention and to determine areas in need of improvement related to workforce and education. ACWBC is a member of the WIDE Data Analysis group which is focused on workforce development data gathering and analysis. The goal of this group is to provide evidence-based performance data to guide local workforce initiatives. Adams County is open to any future technical assistance from state agencies and other public partners. Adams County is also beginning a deep dive into the experiences of our customers via two projects:

1. WIOA Program Evaluation – This project focuses on using quantitative and qualitative data to evaluate the effectiveness of our training efforts and how they impact our customers' outcomes

2. Blueprint Initiative – This multiyear project uses Appreciative Inquiry to drive continuous process improvement. This project focuses on all of Adams County Human Services with ACWBC staff members representing half of the project leadership. A major component of this project is creating customer journey maps for various customer groups we serve. This allows the ACWBC to further understand the points of pain and joy as a customer works with us. We will be using this research to evaluate our business processes and optimized delivery to better serve our customers.

22. DESCRIBE THE PROCESS USED BY THE LOCAL BOARD, CONSISTENT WITH SUBSECTION (D), TO PROVIDE AN OPPORTUNITY FOR PUBLIC COMMENT, INCLUDING COMMENT BY REPRESENTATIVES OF BUSINESSES AND COMMENT BY REPRESENTATIVES OF LABOR ORGANIZATIONS, AND INPUT INTO THE DEVELOPMENT OF THE LOCAL PLAN, PRIOR TO SUBMISSION OF THE PLAN.

In accordance with the WIOA, Section 108(d), the ACWDB shall make copies of the proposed local plan available to the public through electronic and other means, such as public hearings.



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