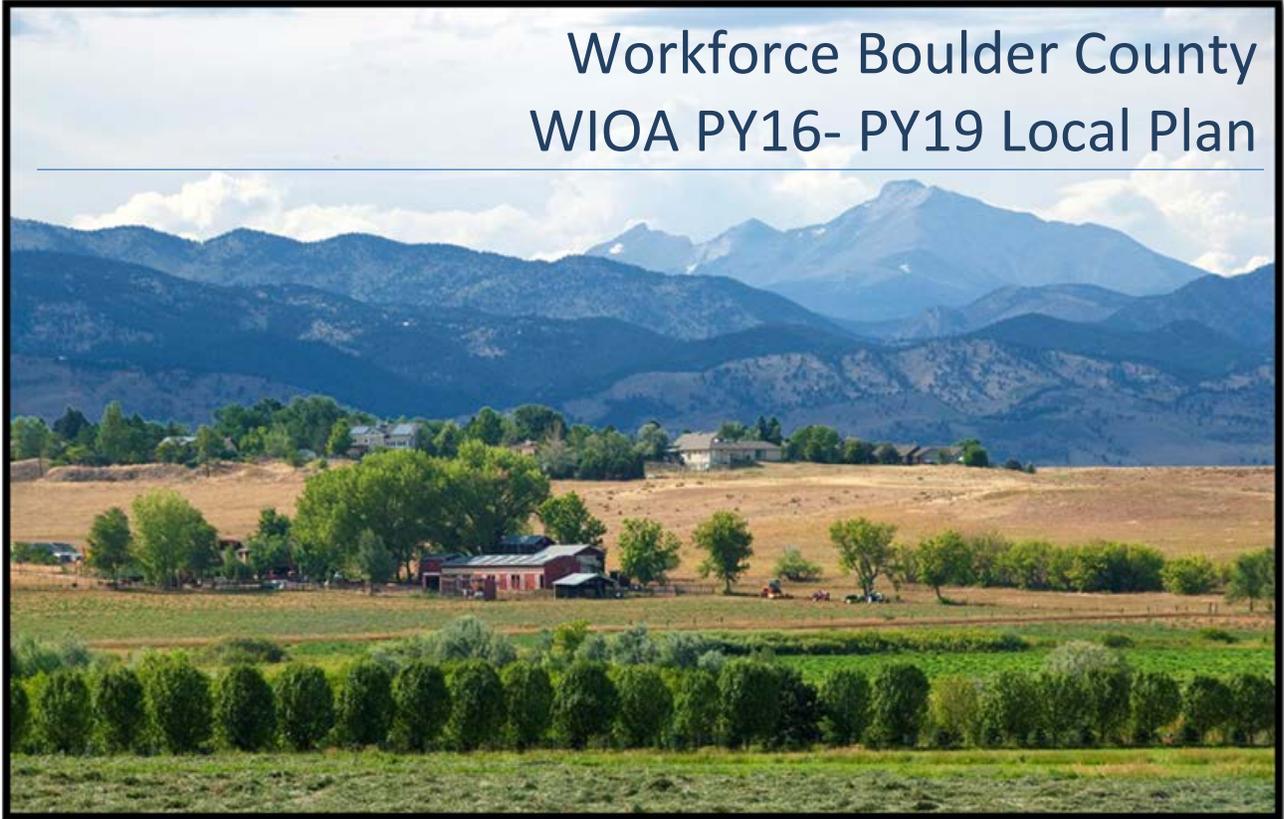


Workforce Boulder County WIOA PY16- PY19 Local Plan



Workforce Boulder County

May 2, 2016

Program Year 2016 to Program Year 2019

1) Provide an analysis of the economic conditions in the local area including:

1) Existing and emerging in-demand industry sectors and occupations:

The Central Colorado Planning Region (CCPR) runs along the I-25 corridor and includes Boulder, Denver, Adams, Arapahoe/Douglas, Broomfield, Jefferson and Larimer Counties. In the CCPR, the top 20 key industry sectors are diverse and generally high-tech in nature. Of these, the Professional, Scientific and Technical Services group employs the most people in the region, with 30,548 jobs (Table 1, below). The group includes occupations related to segments of the aerospace industry, computer system design and related services, engineering, the legal field and accounting.

Table 1: Regional Industry Growth – Boulder County

Industry Areas	2016 Jobs	2018 Jobs	2020 Jobs	Change	Annual Growth
Professional, Scientific, & Technical Services	30,548	33,207	35,440	4,892	3.20%
Private Households	1,837	1,993	2,110	273	3.00%
Beverage & Tobacco Product Manufacturing	711	772	805	94	2.60%
Securities, Commodity Contracts, & Other Financial Investments & Related Activities	1,903	2,040	2,155	252	2.60%
Electrical Equipment, Appliance, & Component Manufacturing	646	696	724	78	2.40%
Amusement, Gambling, & Recreation Industries	2,712	2,858	2,969	257	1.90%
Wholesale Electronic Markets & Agents and Brokers	1,373	1,434	1,499	126	1.80%
Other Information Services	497	528	538	41	1.70%
Non-store Retailers	1,292	1,350	1,378	86	1.30%
Food & Beverage Stores	4,626	4,788	4,894	268	1.20%
State Government	15,199	15,530	15,770	571	0.80%
Miscellaneous Manufacturing	1,011	1,030	1,051	40	0.80%
Data Processing, Hosting, & Related Services	922	951	954	32	0.70%
Sporting Goods, Hobby, Musical Instrument, & Book Stores	1,388	1,418	1,440	52	0.70%
Computer & Electronic Product Manufacturing	8,416	8,451	8,676	260	0.60%

As observed in the table, industries within the Boulder Workforce Area with the highest projected annual growth rates include: Professional, Scientific, and Technical Services (3.2% annual growth projection), Private Households (3.0%), Beverage and Tobacco Product Manufacturing (2.6%), Securities, Commodity Contracts, and Other Financial Investments and Related Activities (2.6%), and Electrical Equipment, Appliance, and Component Manufacturing (2.4%). Additionally, the average annual growth rate across all industry groups is predicted to be 1.5% through 2020.



Table 2 shows the top 20 occupations in the Boulder Workforce Area sorted by Location Quotient (LQ). The LQ is a computed ratio that shows an area's distribution of employment by industry compared to a reference or base area's distribution, which in this case is the national average. If an LQ is equal to 1, then the industry has the same share of area employment as in the reference area. By extension, an LQ greater than 1 indicates an industry with a greater share of local area employment than the reference area. In the table, all of the industries listed have a LQ above 1.0, which indicates that employment in each of these industries is more concentrated in the Boulder Workforce Area than the national average, the selected reference. Similar to the profile of the CCPR as a whole, the top 20 key industry sectors in Boulder County are also diverse and tend to be high-tech. Computer and Product Manufacturing and Publishing Industries (except Internet) show a marked difference from the national references, coming in at 6.47 and 5.88, respectively.

Table 2: Occupations by Location Quotient – Boulder County

Industry Areas	National Location Quotient
Computer & Electronic Product Manufacturing	6.47
Publishing Industries (except Internet)	5.88
Beverage & Tobacco Product Manufacturing	2.43
Data Processing, Hosting, & Related Services	2.41
Professional, Scientific, & Technical Services	2.36
State Government	2.29
Performing Arts, Spectator Sports, & Related Industries	1.69
Private Households	1.68
Sporting Goods, Hobby, Musical Instrument, & Book Stores	1.68
Other Information Services	1.57
Non-store Retailers	1.54
Securities, Commodity Contracts, & Other Financial Investments and Related Activities	1.51

Table 3 below shows the current and estimated numbers of jobs by sector, with projected change, hourly pay rates and educational requirements.

Table 3: Sector Staffing Patterns – Boulder County

Staffing Sector	2016	2020	% Change	Median Hourly	Education Level
Maids & Housekeeping Cleaners	1,014	1,161	14%	\$7.84	< HS
Market Research Analysts & Marketing Specialists	1,179	1,322	12%	\$30.29	Bachelor's
Software Developers, Systems Software	1,200	1,326	11%	\$56.31	Bachelor's
Computer User Support Specialists	1,199	1,336	11%	\$25.30	Some college
General & Operations Managers	1,432	1,571	10%	\$51.55	Bachelor's
Management Analysts	946	1,044	10%	\$40.79	Bachelor's
Customer Service Representatives	1,231	1,339	9%	\$15.40	HS or Equiv.
Sales Representatives, Services, All Other	1,169	1,259	8%	\$26.14	High or Equiv.
Bookkeeping, Accounting, & Auditing Clerks	1,005	1,089	8%	\$18.47	HS or Equiv.
Secretaries & Administrative Assistants, Except Legal, Medical, & Executive	2,356	2,516	7%	\$17.48	HS or Equiv.
Office Clerks, General	1,828	1,959	7%	\$17.97	HS or Equiv.
Accountants & Auditors	1,632	1,740	7%	\$32.59	Bachelor's
Atmospheric & Space Scientists	1,294	1,370	6%	\$44.77	Bachelor's
Software Developers, Applications	3,487	3,668	5%	\$48.47	Bachelor's
Postsecondary Teachers	3,304	3,457	5%	\$32.50	Doctoral/Profess.
Cashiers	1,749	1,839	5%	\$10.42	< HS

As observed in this table, jobs with the greatest projections of employment growth are Maids and Housekeeping Cleaners (14% change in jobs from 2016-2020), Market Research Analysts and Marketing Specialists (12%), Software Developers, Systems Software (11%), Computer User Support Specialists (11%), General and Operations Managers (10%), and Management Analysts (10%).

All occupations on the top 20 list are projected to have at least 4% growth in employment levels from 2016-2020, and 60% of the occupations listed above do not require a bachelor's degree to enter the field. Note, however, that jobs paying higher wages require some level of college education. Special review will be done of economic and growth projections for opportunities that are positive, potential job and career matches for priority populations.

2) The employment needs of employers in those industry sectors and occupations:

Table 4 lists the CCPR occupations that are most difficult to fill as reflected in an analysis performed using EMSI's real time job posting data from Career Builder. All jobs listed in Table 4 are rated as "difficult" to fill.

Table 4: Occupations with Hiring Ratios – Central Planning Region

Job Types	Avg. Annual Postings	Avg. Number of Hires	Ratio: Hires per Posting
Computer Occupations, All Other	20,476	3,493	0.2
Heavy and Tractor-Trailer Truck Drivers	38,715	13,500	0.3
Managers, All Other	9,376	3,218	0.3
Network and Computer Systems Administrators	14,712	4,781	0.3
Financial Managers	7,676	2,578	0.3
Management Analysts	9,337	3,841	0.4
Computer Systems Analysts	11,636	4,222	0.4
Securities, Commodities, and Financial Services Sales Agents	8,208	2,877	0.4
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	5,536	2,361	0.4
Registered Nurses	36,214	18,656	0.5
Software Developers, Applications	19,011	9,649	0.5
First-Line Supervisors of Retail Sales Workers	22,170	10,577	0.5
Computer and Information Systems Managers	5,368	2,568	0.5
Tellers	3,684	1,895	0.5
First-Line Supervisors of Office and Administrative Support Workers	15,253	9,629	0.6
Computer User Support Specialists	11,202	6,481	0.6
Civil Engineers	3,758	2,464	0.7
Mechanical Engineers	3,190	2,489	0.8
Medical Assistants	3,995	3,795	0.9
Medical Secretaries	3,667	3,486	1

Due to the CCPR’s diverse industry and occupation profiles, there is great variability in the region’s hardest-to-fill occupations. Eleven of the occupations listed align at the broad occupation level (first 4 digits of the SOC) with top occupations by key industry in Boulder County. This indicates a gap between the occupations making up the highest percentages of employment in local area key industries, and the ability to fill open positions in occupations that are expected to grow by an average of 7.5% from 2016-2020.

Table 5 shows the top twenty unduplicated jobs listed over the last 120 days in the CCPR, as reflected in Help Wanted Online ‘Wanted Analytics,’ an online tool that allows occupational listings to be parsed by geographic area, industry and/or occupation, education level, skills and other factors.

Table 5: Projected Changes in Job Volume from Prior Year - Central Planning Region

Job Types	Volume	Same period prior year	Change
Retail Salespersons	2,279	2,037	242
Software Developers, Applications	1,899	1,654	245
First-Line Supervisors of Retail Sales Workers	1,822	1,565	257
Marketing Managers	1,736	1,526	210
Heavy and Tractor-Trailer Truck Drivers	1,437	867	570
Network and Computer Systems Administrators	1,409	1,392	17
Management Analysts	1,259	1,143	116
Computer System Analysts	1,138	1,338	-200
Computer User Support Specialists	1,137	1,157	-20
Web Developers	987	905	82
Information Technology Project Managers	986	932	54
First-Line Supervisors/Office & Administrative Support Workers	937	1,135	-198
Sales Managers	919	708	211
Customer Service Representatives	874	1,084	-210
Computer systems Engineers/Architects	810	560	250
Sales Representatives, Wholesale, and Manufacturing, Technical & Scientific Products	772	547	225
Sales Agents, Financial Services	769	930	-161
Accountants	686	725	-39
Sales Representatives, Wholesale, & Manufacturing, except Technical and Scientific Products	629	567	62
Tellers	572	702	-130

In the aggregate, Heavy and Trailer-Tractor Truck Drivers and various retail-related occupations show greatest growth from the prior year. Note, however, that several show negative growth.



Table 6, below, presents a local supply-demand report expressing the applicant-to-job order ratio for Workforce Boulder County job seekers and job orders.

Table 6: Boulder County Supply and Demand by Occupation - July 1, 2015 – March 15, 2016

	Applicants		Job Orders		Apps/Job Orders
	Total	%	Total	%	
Healthcare	276	1.6%	1616	5.1%	0.17
Sales	1402	8.4%	7105	22.4%	0.20
Computer/Math	1255	7.5%	5463	17.2%	0.23
Business/Finance	816	4.9%	2175	6.9%	0.38
Management	2056	12.3%	4508	14.2%	0.46
Healthcare Support	345	2.1%	649	2.0%	0.53
Education	652	3.9%	1156	3.6%	0.56
Architect/Engineer	705	4.2%	1198	3.8%	0.59
Science	464	2.8%	647	2.0%	0.72
Protective Services	158	0.9%	202	0.6%	0.78
Transportation	470	2.8%	569	1.8%	0.83
Install/Maint/Repair	387	2.3%	468	1.5%	0.83
Food Preparation	885	5.3%	999	3.1%	0.89
Office/Admin Support	2385	14.2%	2493	7.9%	0.96
Production	1016	6.1%	922	2.9%	1.10
Building Maintenance	482	2.9%	329	1.0%	1.47
Social Services	428	2.6%	284	0.9%	1.51
Arts/Entertainment	830	5.0%	472	1.5%	1.76
Personal Services	701	4.2%	203	0.6%	3.45
Construct/Extract	725	4.3%	206	0.6%	3.52
Legal	158	0.9%	43	0.1%	3.67
Farm/Fish/Forestry	143	0.9%	15	0.0%	9.53
	16739	100.0%	31722	100.0%	

Source: Connecting Colorado, Supply/Demand Report, Boulder County, 07/01/2015-03/15/2016

As observed in the table, jobs within some of the more technical areas, including Healthcare, Computer/Math, Business/Finance and Architect and Engineer show higher numbers of job orders relative to applicants, suggesting these positions may be more difficult to fill.



2) Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.

Boulder County has a robust economy fueled by high concentrations of businesses and workers in a diverse array of industries. Advanced Manufacturing, Professional Technical and Scientific, Information Technology and Healthcare are top industry sectors in the County.

These industries have historically been large economic drivers in the County, according to Leeds School of Business reports. Many of the occupations within these industries require a bachelor’s degree, technical skills and specialized STEM (science, technology, engineering and math) knowledge.

The chart below, taken from Connecting Colorado for Boulder County, shows that these economic drivers are also among the top five industry sectors utilizing our services.

Table 7: Boulder County Demand by Industry

Industry	PY '15 Job Openings	PY '14 Job Openings	'14-'15 change	Local Employers
Information Technology	12,035	10,110	19%	Integral Marketing, Core Logic, LogRhythm, Stratus Consulting, Tectonic Group
Professional, Scientific & Technical	5,885	10,601	-44%	Cadco, ParaScript, Arapahoe Dental, NexGen, Westcon Group
Transportation & Warehousing	5,533	2,004	176%	Capstone Logistics, FedEx, Denver Boulder Couriers, Dependable Transportation Services, Keeter Enterprises, Marvs Quality Towing, Via Mobility Services, Perfection Auto Body, Inc.
Healthcare and Social Assistance	4,986	3,222	55%	Always Best Care Boulder County, Brookdale North Boulder, Good Samaritan Medical Center, SCL Health, Vitals Home Health Care Solutions
Education Services	3,896	2,130	83%	Boulder Valley School District, Avid4, The Acorn School for Early Childhood Development, Thorne Nature Experience, Treehouse Learning
Totals	32,335	28,067		

*(*Compiled from Workforce Volume report for Boulder County run in 3 year comparison mode. Listed companies include companies posting directly to Connecting Colorado and companies posting jobs through US.Jobs (formerly called Job Central). Information, Manufacturing and Healthcare are Boulder County’s 3 Priority Industries as identified in the Governor’s Key Industry Blueprint. “Who are these Companies?” column includes companies that have posted jobs on Connecting Colorado since July 1, 2015).*

Also, according to the Colorado Workforce Development Council’s Talent Pipeline Report (January 2, 2015), certain skills have been identified that make employers more likely to promote individuals within their organizations. The top 15 skill clusters included for these promoted workers are economics, social media marketing, people skills, statistical analysis and data mining, software revision control system, software applications, being multilingual, politics, user interface, human resources recruiting, analytical and problem solving, software development skills, mobile development, legal skills, plus history, archaeology and anthropology. Specific analysis will be given to the talent pipeline report to identify positive, potential opportunities for ‘priority’ job-seekers as part of the overall workforce development goals.



The Colorado Talent Pipeline Report also noted core skills that are necessary for success in work or education beyond high school. These skills will be a focus of workforce and education programming driven by Sector Partnerships and Career Pathways within the Central Planning Region, and include:

- **Entrepreneurial:** Critical thinking and problem solving, creativity and innovation, inquiry and analysis, and risk taking
- **Personal:** Initiative and self-direction, personal responsibility and self-management, adaptability and flexibility, personal awareness, learn independently, and perseverance
- **Civic/Interpersonal:** Core academic foundation, collaboration and teamwork, communication, global and cultural awareness, and ethics and integrity
- **Professional:** Time management, career literacy, grit and resilience, work ethic—dependable and reliable, and self-advocacy

The Colorado Talent Pipeline Report also notes the top six “soft” skills required by employers (and their O*NET definition), which are:

- **Active Listening:** Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times
- **Critical Thinking:** Using logic and reasoning to identify the strengths and weaknesses of alternative solution, conclusions or approaches to problems
- **Complex Problem Solving:** Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions
- **Judgment and Decision Making:** Considering the relative costs and benefits of potential actions to make the most appropriate choice
- **Reading Comprehension:** Understanding written sentences and paragraphs in work-related documents
- **Speaking:** Talking with others to convey information effectively

Finally, using Help Wanted Online ‘Wanted Analytics,’ the top skills and certifications demanded in current job listings by employers in the CCPR are shown in Table 5:

Table 8: Top 10 In-demand Skills and Certifications

Top 10 Skills and Certifications in Demand	
Skills	Certifications
Quality Assurance	Driver’s License
Java	Certified Public Accountant (CPA)
Linux	Top Secret Sensitive Compartmentalized Information (TS SCI)
Customer Relationships Mgt.	Continuing Education
Structured Query Language (SQL)	Professional Engineer (PE)

It is instructive to note that three of the five listed skills are programming language related. All the data provided above will be used to provide direction to WfBC training and education strategies, and in the development of industry-specific Career Pathways.

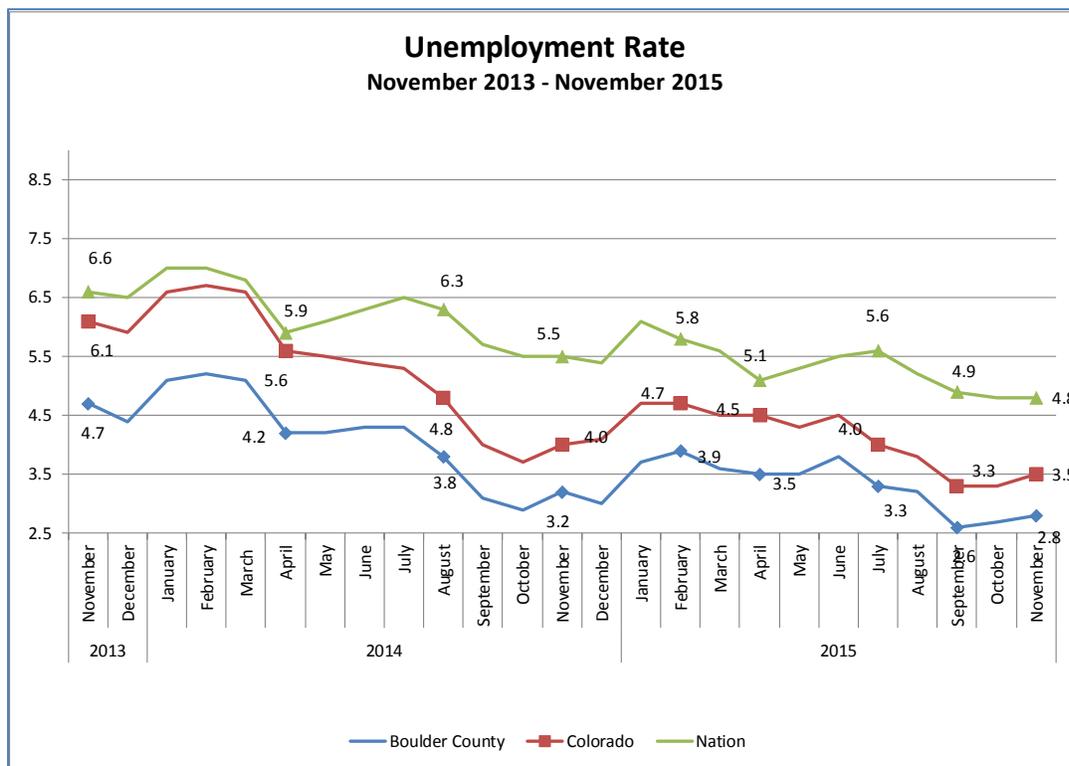


3) Provide an analysis of the workforce in the local area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the local area, including individuals with barriers to employment.

Currently within Boulder County there are 173,475 working individuals with an average annual wage of \$60,424. In addition to currently employed individuals, there are 11,072 current job openings within the County which reflects a sub-3% unemployment rate.

As the graph below shows, the unemployment rate has been in a general state of decline over the last three years, with the county consistently out performing both state and national trends.

Figure 1: Boulder County Unemployment Rate Compared to the State and Nation



Boulder County has a highly skilled and educated workforce in comparison to the State of Colorado and the nation. For example, Boulder County has a higher high school, Bachelor’s and graduate degree population, which helps to keep the unemployment rate low.

Table 9: Education levels for Boulder County, the State of Colorado and the Nation

Degree Type	Boulder	Colorado	U.S.
High School Graduates	94%	90%	86%
Bachelor’s Degree or Higher	58%	37%	29%
Graduate or Professional Degree	26%	13%	11%

Although Boulder County has a robust and healthy economy with low unemployment rates and available high wage jobs, many residents continue to struggle with low-incomes, underemployment and long-term unemployment. Coupled with the rising costs of housing, many are in need of multiple community supports and direct services in order to get by.

Workforce Boulder County, along with its partner agencies, including Community Action Programs, Adult Basic Education, Colorado Works (TANF), the Division of Vocational Rehabilitation, Disabled Veteran Opportunity Program, Boulder County Public Health, Boulder County Housing and Human Services, and local municipalities and non-profit agencies are tasked with collectively addressing the many needs of community members. WfBC plans to work closely with key and required partners to streamline our services, develop stronger referral processes and create and support an employment continuum built on evidence-based practices.

To meet the needs of those with low skills, WfBC developed a comprehensive work plan with the Colorado Works Program that provides hands-on support to TANF recipients and TANF eligible individuals, WfBC provides comprehensive job readiness training, one-on-one coaching, GED preparation and testing and work-based learning opportunities. WfBC plans to request community organizations with expertise serving priority populations to assist with development and implementation of effective strategies to assist and serve these populations with employment needs. To further these efforts, WfBC Business Services staff has developed strong relationship with employers representing a diverse array of industries in order to understand their needs and develop services that are mutually beneficial to both the supply and demand side the local labor force. The team has developed a strong internship program that serves youth, individuals with barriers to employment, REHIRE participants, dis-located workers and TANF and TANF eligible clients.

4) 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.

Workforce Boulder County has demonstrated admirable innovation in the face of a massive recession, a natural disaster (the flood of 2013), industry downturns, fluctuations in funding and the many challenges affecting our most vulnerable populations. WfBC's resilience, flexibility and commitment to Boulder County residents support our ability to transform our workforce system under the new WIOA legislation. To this end, we value responsive government, innovation, and the partnership and a collaborative approach to the development of workforce systems.

WfBC provides a comprehensive array of services and supports including universal access for customers, sophisticated internal training workshops (including Strengths Finder and Myers Briggs), a learning lab, occupational skills training, work-based learning opportunities, self-directed services and resources and a comprehensive menu of business services. Our local system is integrated with critical business partners, economic development entities, and education and training providers in ways that ensure our ability to build and maintain a viable, well-trained workforce for Boulder County. Below, we outline some of our chief strengths as a workforce system, as well as some of the areas we anticipate working on in the coming years.

Key Strengths of WfBC Services and Capacity

The design and delivery of our services are based on customer assessments, the demands of the current labor market, and available resources within our system and through our partners (i.e. career and technical education and post-secondary schools). Customers' skills, knowledge and abilities are assessed, and workforce activities are developed and delivered to support effective matches between job seekers and local businesses. Additionally, WfBC recently restructured its Business Services Team to help staff better understand and deliver services that more immediately address the needs of both job seekers and business entities.

We have also developed tools and resources that streamline service delivery and administrative tasks across our multiple funding streams. For example, a universal application and eligibility matrix were created and launched this past program year. The application allows customers to complete one form for multiple grant-funded programs. The eligibility matrix is used by staff to quickly determine all the programs for which a customer is eligible to support efficient co-enrollment in services, thereby increasing the likelihood that they will enter and advance within the local labor force. These tools also speed up basic administrative processes, allowing for more time to be spent working one-on-one with job seekers.

With support from WfBC, WIOA customers move through a continuum of career services, including both an initial and a comprehensive assessment (and, as needed career development workshops and/or learning and development services). Based on an individual employment plan, job seekers are matched with either a work-based learning placement or an occupational skills training opportunity related to an in-demand industry sector. Supportive occupational skills training services focus on the specific needs of these targeted industry areas, which currently include Information Technology, Manufacturing and Healthcare. WfBC also enjoys strong relationships with key education providers in our area including Front Range Community College, Tech Tonic Academy, Agile University, Boulder Digital Arts, Black Fox Training Institution, Emily Griffith, Project Management Academy, Tuliva and Leaderquest.

Finally, WfBC recently worked to create a robust internal system designed to develop, place and maintain work-based learning opportunities. A cross-functional team was formed to strengthen related processes, develop outreach strategies and tactics, and build supports for customers. We continue to examine our approach and explore ways to expand our capacity to utilize and promote work-based learning opportunities for all customer populations.



Summary of Key Challenges Facing WfBC

Workforce systems and services need to continually evolve in response to the changing demands of industry areas, the increased skills and education requirements of today's jobs, and the specific needs of job seekers and employers. WIOA provides direction to meeting these challenges through its focus on improved coordination and integration across programs, utilization of sector partnerships and career pathways, stronger business engagement efforts and an increased focus on those with barriers to employment. WfBC is well positioned to implement WIOA changes, though to do so will require careful and sustained efforts in collaboration with our partners.

We also recognize challenges in meeting some of the unique employment needs of local industry groups. In particular, many of the jobs available in our local industry sectors are high-level occupations that require a college education, technical skills and key essential (soft) skills. Many of the long-term unemployed, under-employed and those with limited work history lack the qualifications needed for the majority of these available jobs. Overcoming these challenges will require a new strategy that goes beyond traditional labor exchange services. Meeting these industry needs will push us to further our efforts with business, education and community partners, leading to the development of responsive, industry-specific Career Pathways. While challenging, we are optimistic in our ability to develop and implement strategies that meet the needs of our three sector focus areas: Information Technology, Manufacturing and Healthcare.

A separate but related area reflects the challenges of providing customized services to individuals with significant barriers to employment. These barriers are quite varied and include individuals with disabilities, those with past involvement with the justice system, population groups with limited English proficiency, the long-term unemployed, individuals lacking basic educational requirements or employment skills, and those with limited work histories. As WfBC staff concentrates more effort on individuals with barriers to employment, service delivery can become increasingly time intensive, requiring more resources and interventions. In serving those with barriers, it will be imperative for WfBC to take a collaborative approach to service delivery, relying on the integration of core programs, knowledgeable cross-program staff and strategic work with our education and training partners.

5) Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) to support economic growth and economic self-sufficiency.

The Workforce Boulder County Board's strategic vision seeks to support both job seekers and employers to create a strong, vibrant and inclusive economy in Boulder County. By leveraging and strengthening our diverse partnership with employer groups, allied workforce efforts, and education and training providers, we will create the necessary conditions for moving all job seekers to high quality and sustained employment.

WfBC's vision provides direction to a set of strategic goals that are designed to demonstrate progress toward, and fulfillment of, WIOA performance accountability measures across core program areas. The following discussion summarizes each of these goals and provides example strategies for each. Performance on each goal will be assessed over the course of WfBC efforts, and adjusted in response to collected data. In each of these goals, consideration will be given to how priority populations can be incorporated and targeted for different opportunities.

Goal 1: Utilize new technologies and data sources to help guide and support all workforce development and employer support strategies, and provide visibility into performance measures. WfBC will invest in the acquisition and use of EMSI (Economic Modeling Systems International) to improve the efficiency and effectiveness of primary service efforts. This includes use of labor market data to keep pace with, and adjust to, changes in local market conditions, and the use of innovative technology tools that support evaluation data collection, service delivery, data sharing, and management across all WfBC strategies.

Goal 2: Develop strategies and provide intensive services targeted to individuals with significant barriers to employment. WfBC recognizes the need to implement intensive services to those demonstrating significant barriers to labor force entry. Efforts related to this goal include the provision of more work-based learning opportunities, access to in-demand industry certifications, job readiness training, and relevant skill building efforts. In addition, we will seek to tailor core services to people with disabilities, veterans, out of school youth, young adults with limited work history, those facing language barriers, those with criminal justice involvement, or who have experienced homelessness. In particular, work-based learning will be used for supporting priority populations to pursue different job opportunities. Efforts will be made to make these experiences flexible for the needs of the potential worker in terms of the number and types of potential learning sites available, and length of learning experience.

Goal 3: Support Sector Partnerships to increase focus on growing market segments and to drive the specification of career pathways. WfBC is actively engaged in one active (Advanced Manufacturing) and one emerging (Technology and Information) Sector Partnerships in Region 3 (Boulder, Adams, Jefferson County, Denver, Broomfield and Arapahoe Douglass). WfBC leadership will work with companies, education and community organizations to understand the needs of these growing sectors, and will support partnership efforts and to specify the training and education requirements needed to move job seekers toward employment. This will result in the development of relevant career pathways for each sector. Additionally, WfBC will begin to explore opportunities to engage in the active Health and Wellness Sector Partnership, as it represents a growing employment opportunity for area job seekers.

Goal 4: Strengthen strategic partnerships with education and training partners to focus curriculum and accelerate time to placement. WfBC recognizes the importance of moving job seekers through training and education activities as quickly as possible in order to help them obtain jobs within a realistic timeframe. The Board will work with local educational providers to explore opportunities to concentrate learning efforts. Additionally, the Board will support individual training accounts in in-demand industries sectors and occupations, and will work closely with the business community to develop a variety of work-based learning opportunities.

Goal 5: Streamline customer service and support efforts to improve efficiency and effectiveness. WIOA requires improved integration of services in order to better meet the needs of both job seekers and employers. WfBC currently utilizes paperless case management practices and recently launched a universal application and eligibility matrix tool that streamlines service and eases access to programs. Employment Advisors (EAs) will use the universal application as a tool to triage job seekers to services and programs for which they might be eligible. Additionally, EAs will use the service matrix as a tool to regularly evaluate and determine which services and programs are the best match for our customers.

Goal 6. Develop and implement systems and strategies designed to support effective employer engagement to better ensure job placement and long-term retention. WIOA places increased emphasis on the successful provision of employer engagement activities. WfBC will work to refine its communications, support and collaboration with



employers and industry groups to ensure their industry-based needs are understood and met, aid in the efficient placement of job seekers possessing requisite skills and support the advancement of entry level workers.

6) 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:

a) What outreach activities are planned to increase business engagement in your local area?

Workforce Boulder County utilizes industry associations, partner organizations, and local chambers to reach business customers. We are a member of local Chambers, as well as the Boulder County Business Partnership, a consortium of local city economic development agencies and chamber organizations. Staff also attends various local meetings and events to promote awareness of our business services and workforce programming.

Engagement efforts are also supported through participation in critical community events that help us connect with larger business and job seeker audiences. One example of this strategy is our participation in the Longmont Economic Development Partnership's Cornerstone Awards Gala, which recognizes new and expanding Longmont businesses and their contributions to the economic health of the community. Similarly, we attend the annual Colorado Latino Festival, sponsored by the Latino Chamber of Boulder County and the City of Longmont. This event is designed to provide the entire Latino community with resources related to education, business, professional development, family services, and employment opportunities.

To further our outreach goals, we are in the process of building a workshop-based Employer Education Series. These workshops will focus on solutions to common workforce challenges and building workforce best-practice skills in such areas as hiring and retention strategies, and attracting and developing a talented labor force. While the content will be highly useful to employers, we will also use the workshops as a strategy to build our portfolio of employer relationships.

Finally, we will be purchasing a license for Economic Modeling Specialist International (EMSI), a data system that provides tailored labor market information. Use of this system will provide staff access to current, high quality data on local businesses to support proactive business engagement, while also providing additional opportunities to market our workforce services.

b) How will the Business Services Team be utilized for this purpose?

The WfBC Business Services Team has been a state leader in the support of partnership efforts, and was successful in building one of the state's first regional partnerships: The WY-CO Partnership. This partnership -- consisting of Boulder, Larimer and Weld Counties in Colorado, and Laramie County in Wyoming -- was active for more than 5 years, and led to greatly improved services to a host of business customers. This work involved regional planning, industry surveys, the development of reports describing regional labor market trends, and development of strategies to support specific sectors.

WfBC Business Services Team members are also active participants on the Statewide Business Services Leadership Team (BLT), which represents the Advisory Committee as well as the Partnership Engagement Work Group. The purpose of this parent group is to create an integrated system that responds rapidly to Colorado business needs through ease of use in technology and services, resulting in ready access to a skilled and competitive workforce. The BLT supports regionalism, standardization of services for businesses, professional development of staff, data driven strategies and continuous improvements efforts (e.g., upgrades to the Connecting Colorado job matching

database, enhancements to cross region communication, efficiency of business services practices, reducing time to fill positions, etc.).

WfBC also recently restructured its Business Services Team to increase the integration of business services activities across teams and programming. This move was designed, in part, to create a centralized, cross-functional team that has the ability to streamline the job seeker to employer matches. The Business Services Team is divided into two sub-areas: Business Engagement and Business Development. The Engagement Team works closely with job seeker services staff in efforts to forge linkages between job seekers and relevant businesses. The Development Team works closely with WIOA Case Mangers and Work-Based Learning Coordinators in order to drive talent development activities that meet the demands of key industries. This new structure increases the capacity of all staff to have a stronger understanding of the needs of business, thereby guiding relevant job seeker services, one-on-one counseling and career development workshop content.

Finally, the Business Engagement Team will continue to represent WfBC at economic development and Chamber events. These and other forums will be used to further our engagement efforts and to market a menu of direct services developed by the Statewide Business Leadership Team and the Service Delivery Work Group. These services will be offered to all employers, and include:

- Assessment services which are used to measure a job seeker, potential employee or current employee’s skills, interests and personality traits. Assessments are used to identify areas of improvement, determine promotions or are used in the hiring process to determine the best candidate for a given position.
- Business education trainings including seminars provided by subject matter experts, roundtable discussions on specific employment or business interests, workshops focused on learning and practicing skills, and focus groups to obtain input on specific business needs or emerging issues.
- Provision of critical business information related to incentive or benefits programs relevant to businesses (e.g., Federal Bonding, Labor Laws (Child Labor, Wage & Hour, Sign Posting), O-net Info, Disability Information, Unemployment Information, Youth Information (Governor’s Summer Job Hunt), Training Programs Information (WIA, OJT, WE, H-1B, etc.), Connecting Colorado Training Information and Veterans Information).
- Hiring events customized for a single employer to assist with recruiting, interviewing and hiring. Also Job Fairs designed for multiple employers including those targeting youth or are provided as an on-line virtual event (includes chat rooms, teleconferencing, webcasts, training and workshop videos, webinars, employers’ online hiring sites, and email to exchange information about job openings and resources).
- Job order and posting services.
- Provision of labor market information including state and local labor market conditions, industries, occupations and characteristics of the workforce, area business identified skills needs, employer wage and benefit trends, short- and long-term industry and occupational projections, worker supply and demand, and job vacancy survey results.
- Rapid response services to aid businesses facing restructuring and downsizing, including onsite workshops for employees in transition, job placement assistance, and information on unemployment benefits.
- Applicant screening to help an employer increase the quality of referrals or reduces the employer’s time reviewing applications.
- Training and retraining services of current or future employees.
- Employers’ use of WfBC facilities to support meetings, trainings, orientations, interviewing, access to resources room (computers, copiers, scanners, etc.) and conferences.

c) How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?



The LWDB will network with key industry representatives, create linkages between business leaders and WfBC, and assist with the promotion of business services. The board will provide support in creating and approving business engagement strategies, and will work to help identify industry needs, particularly those in our targeted industry sectors: information technology, manufacturing, and healthcare.

The LWDB will also work closely with staff to help deepen Sector Partnership efforts and to develop industry-specific Career Pathways. Recently, the board membership was broadened to include members from the identified key industry sectors, and individuals were also recruited from the local brewing and beverage industry; a vibrant and growing market in Boulder County and throughout the Central Planning Region. These subject matter experts will work alongside staff to develop strategies that efficiently and effectively connect job seekers with available opportunities.

d) How will sector partnerships be utilized for this purpose?

WfBC is currently engaged with one active (Advanced Manufacturing) and one emerging (Information Technology) Sector Partnerships. The Metro Manufacturing Partnership (MMP) officially launched as a sector partnership in October 2014, and WfBC is a convening partner (along with Adams, Denver, and Jefferson Counties). Four task groups were created to focus on the topics of Workforce, Youth, Supply Chain/Database, and Regulatory/Legislative issues. The Workforce and Youth task groups will consolidate efforts to build the manufacturing talent pipeline, and the Supply Chain and Legislative groups will continue to build on their initial momentum to recruit additional employer members. The MMP will survey employers to identify and prioritize a list of occupations on which to focus training and education development through the partnership, a preliminary step in the development of Career Pathways.

The Metro IT Partnership is supported by the Technology Employment in Colorado Partnership (TEC-P). TEC-P is a regional, joint project that benefits long-term unemployed and underemployed people on the Front Range and Western Slope in Colorado through collaboration activities between employers, education institutions and job training programs. This partnership, which has active involvement from our Board and staff, is convening an advisory group of employers, IT Associations, and Workforce representatives. In addition, Tech Tonic Group and Front Range Community College, members of our LWDB, are participating trainers for, and advisors to, the Partnership.

Sector Partnership strategies ensure that the collaborations provide quality services to employers and workers in targeted industry areas. As our Sector Partnerships evolve from “exploring” to “active” across the Central Planning Region, business engagement strategies will be reinforced and the credibility of the workforce system will be strengthened.

e) **What are your objectives and goals for these activities?**

The goals and objectives for business engagement are as follows:

1. **Cultivate business partnerships** in order to inform and build opportunities to grow the talent pipeline.
 - a. Utilize business expertise to drive WIOA occupational skills training and work-based learning opportunities to grow our talent pipelines.
 - b. Create a comprehensive slate of proven training opportunities.
2. **Develop a well-integrated industry driven workforce development system** that links talent with opportunity.
 - a. Understand skill requirements to support employment entry and advancement.
 - b. Inform and develop viable Career Pathways for job seeking populations, including those with barriers to employment.
3. **Respond to the current and future labor market demands** through the use of data, industry feedback and subject matter expertise.
 - a. Utilize data to inform program investments.
 - b. Create sound reporting systems that support future workforce development strategies.



7) **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 PY16.

Workforce Boulder County developed an internal team to support work-based learning programs. This team, a subgroup of the Business Services Team, serves all customer populations including but not limited to: CO Works, Adults (WIOA and TANF eligible), Dislocated Workers, Veterans, Youth and Young Adults, and REHIRE Participants. The work of this team led to improvements to the provision of on-the-job training and internship opportunities including more streamlined processes, updated forms, performance reporting mechanisms, more targeted outreach strategies and improved communication linkages across teams. Based on recent promotion efforts, there are approximately 100 current open internship opportunities.

WfBC has also been in the forefront of utilizing and promoting incumbent worker training. In the past, WfBC developed and supported incumbent worker training initiatives through Business Services Solutions Grants, WIRED Initiatives, H1B Technical Skills Grant and other WIA-supported incumbent worker training projects. As one of the early adopters of these services within the State of Colorado Workforce System, WfBC helped to guide other regions and the state on the use of forms, the development of related processes and the implementation of business engagement strategies.

We see incumbent worker training services as an important strategy for building the skills of entry-level workers, and creating an entry point for new workers. These services have also helped our local area build stronger partnerships across in-demand industries and to deepen our credibility within the business community.

Over the years, WfBC has developed a strong network of key training providers such as Front Range Community College, Manufactures Edge, as well as business organizations. This network continues to work collaboratively to identify areas of



opportunity for workforce development activities and to promote the use of WfBC services. We will continue to expand our menu of training opportunities in ways that reflect the needs of employers in our key industry sector areas.

- b. **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.

The WfBC Business Services Team enjoys strong relationships within our key industry sectors: Information Technology, Manufacturing and Healthcare. All three targeted sectors are represented on our LWDB and these members have helped to inform, guide and educate our team on current industry environments. WfBC anticipates the use of new data tools (EMSI) and technologies, well-practiced core program collaboration, transformation of our board from an operational focus to a strategic focus, and strengthening efforts throughout the Central Planning Region will greatly enhance these partnerships and accelerate local business services efforts.

The recent restructuring of the business services team will systematically address the deeper needs of local industry. Integrating Business Development Representatives with Case Managers and Work-Based Learning Coordinators allows staff team on developing access to entry points into work, as well as identifying mechanisms for helping job seekers progress along a Career Pathway.

Moving forward, WfBC will continue to work on furthering the current IT and Manufacturing Sector Partnerships, and begin exploring opportunities within Healthcare and the Brewing Industry (a sub-sector of manufacturing). We plan to meet all of the outlined performance measures for the TEC-P and NEG Initiatives (see below). Finally, we plan to train core program staff on the best ways to support job seekers to benefit from Career Pathways within Information Technology and Manufacturing.

- c. **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 PY16? Indicate the current status of your partnerships, (active, emerging, or exploring)

WfBC is engaged in two Sector Partnerships which are geared toward informing Career Pathways, developing industry-driven programming and building a skilled workforce for the current and future labor force.



Advanced Manufacturing: The Metro Manufacturing Partnership convened for the first time in October 2014. In the first year, the partnership found many small-scale successes in advancing outreach in K-12 education but struggled with generating industry engagement. At the MMP Sector Summit in November, 2015, the MMP decided to re-launch the partnership in 2016 by securing commitments from a group of industry representatives to act as the convening team. The new relaunch aims to build a coalition of manufacturers in greater Denver that would strengthen the industry through partnership, identifying shared needs and opportunities for growth, while positioning multiple programs and systems in the public sector to respond quickly to economic changes. WfBC will continue to support the development of the MMP as manufacturing is a key Boulder County industry, with many opportunities for growth within the region.

The current goals of MMP include:

1. **Build “the big table” of the many diverse manufacturers** in the Greater Denver area that can help align and leverage existing efforts.
2. **Create (with a skilled facilitator) a comprehensive agenda** that directly supports MMP’s greatest shared needs and biggest opportunities for growth.
3. **Position the multiple programs and systems in the public sector (economic development, education, workforce development and others) to respond** accurately, in coordination and at the scale needed to address the organization’s needs.
4. **Development of sector partnerships will include strategies** about how to give priority populations access to these opportunities, and will team with community organizations as appropriate who can provide support to these job seekers. Efforts will also be made to identify sectors that have specific interest in hiring a diverse workforce.

As the partnership continues to evolve, it is expected that a clear set of Career Pathways will be identified that address skills gaps and guide local and regional residents toward employment in manufacturing and progression towards a sustainable career.



Information Technology: Participation in this sector includes the Technology Employment in Colorado Partnership. This group is focused on connecting the long-term unemployed and underemployed with the Information Technology industry. The National Emergency Grant (NEG) provides the opportunity to further embed a defined sector approach into work-based learning to create customized information technology training activities for eligible workers. For each of these efforts, WfBC is conducting targeted outreach to Information Technology employers, participating in both the TEC-P business outreach and marketing workgroups, and seeking to cultivate relevant education and training partners.

Over the next 2.5 years, WfBC plans to serve 100 participants through the TEC-P Grant. Participants will be enrolled in a variety of opportunities including, occupational skills training, internships and on-the-job training experiences. The NEG grant will serve 44 individuals with similar services within the IT industry sector over the next year.

- d. **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.

WfBC will be working strategically to outline at least two sets of Career Pathways opportunities, those focused on the Information Technology Sector Partnership, efforts underway within the MMP.

In partnership with the Colorado Workforce Development Council, WfBC has provided a business services staff member to act as a Project Manager for the overall creation of Information Technology competency models and Career Pathways. This WfBC Business Services staff member, serving as a project manager, reports to the Colorado Technology Association (CTA) and WfBC, and is dedicated to Career Pathway efforts under this Partnership.

The purpose of the Information Technology Sector Partnership is threefold:

1. To create competency models for approximately five to ten top in-demand Information Technology jobs for inclusion in the Rework America Connected Initiative (Rework America) site roll out in March 2016
2. To organize and manage skill panels for Rework America
3. To map career pathways in alignment with the statewide framework of the Colorado Workforce Development Council and the Colorado Community College System (CWDC and CCCS)

The role of the dedicated project manager in this effort is to:

- Create competency definitions for top jobs
- Engage with business experts in the IT field
- Share results of the Competency Review Meetings to influence curriculum alignment,
- Map out and specify education and training steps that correspond to a Boulder-specific IT Career Pathway
- Coordinate advocacy/media campaigns associated with this IT Career Pathways Project

WfBC also actively participates in the MMP, which launched as a sector partnership in October 2014, and now has new commitments from a number of key industry leaders for efforts in 2016 and beyond.

The work of this partnership is being implemented through four task groups, focusing on Workforce, Youth, Supply Chain/Database, and Regulatory/Legislative issues. WfBC, a founding member of MMP, will continue to support the development of this partnership through participation in the task groups as manufacturing is already one of Boulder County's key industries and is projected to grow within the region.

As a part of this work, the MMP will survey relevant businesses in an effort to identify and prioritize a list of occupations and their corresponding training, education and skills requirements. The survey will serve as a foundation for defining multiple Career Pathways for the manufacturing sector. As the partnership continues to evolve, it is expected that a clear set of Career Pathways will be created that address skills gaps and guide local and regional residents toward employment in manufacturing, ensuring access to stable and well-paying jobs.

- 8) 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 Local Workforce Development Board supports the overall development, implementation and evaluation of strategies designed to aid individuals with employment barriers prepare for and obtain jobs. Additionally, the local board plays a critical role in Sector Partnership efforts that help to drive the specification of Career Pathways. Workforce Boulder County is actively engaged in one active (Advanced Manufacturing) and one emerging

(Technology and Information) Sector Partnership. Strong relationships have been built with education providers to support industry-recognized credentials that are both portable and stackable, and with business groups to help craft plans and strategies to build the skills of applicants and grow the talent pipeline.

With Techtonic Group (Techtonic Academy) as a local board member and community partner, Boulder County has a unique opportunity to co-create wider access into the Information Technology Industry. Techtonic Group, a local software development business, has created an academy that promotes and supports careers in Information Technology and coding for non-traditional students, youth with barriers and the long-term unemployed. WfBC's core program staff from Wagner-Peyser programs and WIOA programs work together to support customer recruitment and placement in Techtonic's work-based learning program. WfBC provides the wages and support services, while Techtonic Academy provides learning experiences, mentoring and exposure to the industry's culture and dynamic work environment. This is a prized example of an industry driven Career Pathway, one which offers individuals with barriers to employment a rich opportunity to learn, grow, and build a career that is sustainable and well-paying. WfBC continues to support the evolution of this programming and will explore opportunities to secure similar initiatives.

The relocation and integration of the Longmont workforce center into a modernized county building, "The St. Vrain Community Hub" in August, 2015, further promotes expanded access to employment, training, education, and support services for a wide array of customer populations. The multi-agency co-location at The Hub has improved service and program integration, and allows for individuals with barriers to employment to receive wraparound support. The Hub design offers a one-stop shop where the "Any Door is the Right Door" concept is fully realized. The Department of Housing and Human Services, Public Health, Mental Health Partners and Workforce Boulder County are developing stronger linkages, deeper cross-program awareness and inter-departmental initiatives to support overlapping customers.



Another example of how WfBC is working to expand access to services is reflected in the receipt of a HB14-1335 Employment-Focused Programming grant from the Colorado Department of Human Services. Efforts under this grant seek to develop, improve upon, and expand program delivery that results in employment entry, retention or wage progression for Colorado Works recipients. WfBC and the Boulder County Department of Housing and

Human Services served as a pilot group to be a part of the Colorado Works programmatic shift away from process, and towards outcomes, particularly in employment areas. The work under this grant focuses on three strategic domains, identified by the Colorado Department of Human Services, to cultivate this programmatic shift:

- Creating an employment-focused program (skill acquisition and culture change)
- Assessment and employment planning
- Employment-focused services

Through this grant, WfBC fine-tuned an Employment Navigation Service as a cross-department project with HHS. Employment Navigation Services include the creation of unique employment plans targeted to each individual's unique career goals, interests and skill sets.

As part of the HB14-1335 Employment-Focused Programming grant, WfBC looked at its client population and determined that people with barriers to employment often require immediate, unsubsidized employment as a first priority versus long-term training options. This population does not have the financial resources to go without wages (or potential loss of benefits) in order to participate in long-term training.

Finally, WfBC will continue develop approaches to engage and serve individuals with barriers to employment. These approaches include, but are not limited to the following:

- Expand the Youth program to include access to more work-based opportunities for clients, including those with barriers to employment.
- Strengthen partnerships with ABE and DVR through cross-training activities, sharing of knowledge and data and reinforcing our referral processes.
- Leverage the Adult and Youth WIOA and Employment First teams to co-enroll applicants between the programs to better meet the diverse needs of clients (including vocational training scholarships, paid internships, and on-the-job training opportunities).
- Continue developing strategies with internship staff to create individualized opportunities for work, career exploration, and job-shadowing experiences based on youth clients' interests, as well as providing labor market information in support of Career Pathways development.
- Expand workshops and job clubs opportunities for youth to aid soft-skills development while they are enrolled in internship or other work-based learning activities.
- Fully implement use of the universal application and the eligibility matrix tool to more easily guide and streamline the process for service delivery and co-enrollments. Staff will analyze the value and customize the services per individual customer, taking into consideration core WfBC programs, including Wagner-Peyser, Adult, Dislocated Worker, and Youth.
- Conduct targeted outreach through Community Justice Services. A staff member will attend the local community re-entry resource group to identify clients transitioning out of the justice system. Partner attendees will mutually educate one another on resources and services that support re-entry.
- Outreach to monolingual Spanish speaker(s) and develop partnerships with other agencies that provide direct services to this population.

9) 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.

The Division of Vocational Rehabilitation (DVR) has been a long-standing member of the Local Workforce Development Board. Moreover, Workforce Boulder County has worked directly with DVR to coordinate co-enrollments into WIA/WIOA and in the provision of cross-training to systems staff. The DVR Business Outreach Specialists (BOSS) are currently building closer ties to both the Statewide Business Services and local Business Services teams. Additionally, the Business Development Representatives (BDR) and BOSS staff are developing strategies to align local outreach efforts including communicating about services, helping to fill openings and developing hiring incentives. A Memorandum of Understanding will be initiated by leadership at the Division of Vocational Rehabilitation and completed by July 1, 2016, specifying, among other things, formal referral processes and ways to align resources.

The development of a stronger collaboration between WfBC and DVR will lead to further systems improvements, better services to individuals with employment barriers, and further cross-training of staff in order to better link customers with job opportunities. It will also prove beneficial to map the resources of each partner in order to avoid duplication, build an understanding of the specific wrap-around services each provide, and develop agreements about co-enrollment strategies.

WfBC also intends to develop a formal MOU with three Adult Basic Education (ABE) providers in Boulder County by July 1, 2016. These providers include: The Boulder Valley Family Literacy Program, St. Vrain Community Adult Education and The Learning Source. WfBC also provides services for adult learners including a GED lab and a self-directed learning lab (online training in Microsoft Office Products, etc.), which will help to provide needed services to DVR population groups.

The formal partnership between DVR, ABE and WfBC will link to WfBC's local goal to develop strategies and provide intensive services targeted to individuals with significant barriers to employment. Over time, this partnership will improve customer service and support efforts across organizations, leading to more efficient and effective service provision.

10) Describe the strategies and services that will be utilized to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

Workforce Boulder County also has Employment Advisors in each office who provide services to any Unemployment Insurance claimant. These services range from assisting with how to apply for UI benefits on-line, to giving general UI information regarding job search and how to maintain logs and reports. Bilingual (English/Spanish) staff are employed to better assist mono-lingual Spanish-speaking customers, including assisting them in filing for UI benefits.

WfBC also has robust linkages with UI Programs which includes co-location, service delivery and implementation of UI initiatives.

Currently, an UI Officer is co-located at the Longmont WfBC site. Wagner-Peyser services are engaged in two specific UI initiatives, a third that is close to implementation, and fourth that is in the planning stages.

These initiatives are as follows:

1. **Links to Reemployment:** This partnership between the Colorado Department of Labor and Employment (CDLE), Unemployment Insurance Division and WfBC provides UI claimants with reemployment services earlier in their claim cycle than before the partnership. Claimants are selected by CDLE who are likely to exhaust regular UI benefits and may benefit from job search assistance. Once claimants have been selected by the CLDE, WfBC conducts outreach and schedules each claimant for an orientation. Links to Reemployment Orientations have been in effect since October 2015.
2. **UCX Pilot:** This program is for veterans receiving UI benefits with military wages. The program began in January 2016, and plans to serve approximately 300 veterans statewide. The number of participants for Boulder County is unknown and program participation is voluntary. If a veteran chooses to enroll, he or she receives an email with instructions and is asked to visit a local workforce center for services. The goal is to encourage veterans to engage in workforce center services to reduce the number of weeks on UI benefits. This pilot will end June 30, 2016.
3. **Reemployment Services and Eligibility Assessment:** This initiative is similar to Links to Reemployment in that CDLE selects which UI claimants are required to attend and then WfBC schedules selected candidates for participation. Claimants attend an orientation and receive one-on-one counseling with an Employment Advisor. The claimant is required to complete assessments, job search contacts and other services to create an individualized job search plan that is reviewed by program staff. WfBC is still determining whether to implement this program given its similarity to the Links to Reemployment Program.
4. **UI Chat:** WfBC will be a pilot one-stop Center that offers “UI Chat” accessibility on resource room computers. Customers will have direct access to UI staff to ask questions and receive immediate responses. The chat feature will be installed on the resource room computers.

In addition to these efforts, WfBC will support the State Unemployment Program’s new efforts to modernize the Unemployment Insurance System. In this area, WfBC will provide feedback as the State implements new technologies, processes and customers communications. A detailed MOU with UI will be in place on July 1, 2016.

11) 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.

Workforce Boulder County has well established relationships with Economic Development Partners. Importantly, the Workforce Director is a member of the Boulder County Business Partnership, a consortium of local city economic development agencies and chamber organizations. Members of this Partnership meet quarterly to share key economic development information related to growth and retraction, industry trends, support networking, and to share information on events and other business related news.

The WfBC Business Development Team also works with economic development agencies to share information, serve common business customers, and develop strategic industry engagement tactics. Also, when new companies are considering Boulder County as their home, WfBC supports local economic developers by providing workforce data reports and attending introductory meetings with the companies to provide an overview of workforce center business services.

Boulder’s Local Workforce Development Board expanded its membership in 2016 to include a representative from the Boulder Economic Council (an arm of the Boulder Chamber of Commerce) and a local entrepreneurial industry consultant and coach. *Inc.* magazine recently dubbed Boulder “America’s Startup Capital,” and as a home to Tech Stars (leading worldwide accelerator), the Deming Center for Entrepreneurship (Leeds School of Business), Boulder Startup Week, the Silicon Flatiron Center and Boulder Open Coffee Club, there is potential for WfBC to be a strategic partner in supporting entrepreneurship and microenterprises in Boulder County.

WfBC also partners with its sister agencies, Community Action Programs and the Foothills United Way, to offer low-income residents opportunities to increase their assets and better their lives. The Personal Investment Enterprise (PIE) program provides individual development accounts that allow participants to save up to \$5,000, with a \$4,000 of this amount being matched. Participants can save for three specific asset areas:

- Education – money can be saved to pay for a whole variety of educational costs from books to tuition to computers needed for courses
- Homeownership – the money can be used for the purchase of a first time home
- Business – the money can be used to cover many different business costs

All participants are required to complete Boulder County’s Financial Foundations or Financial Stability classes offered by Workforce’s Learning and Empowerment Team. There are specific requirements for each asset area as well, like meeting with the Small Business Development Center and creating an approved business plan before making business purchases.

Outcomes from the PIE program are impressive.

- 88% of respondents met their savings goals within the program
- 82% continue to save on a regular basis for things like emergency funds, home improvement, children's education, and home improvement
- Of those saving for business 83% are still in business today
- 50% of those hired employees for their business
- They hired on average 8-9 employees
- Of those saving for education 67% reached their educational goal

WfBC will continue to support the PIE Program through the provision of training support and referral services.

12) 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.

Workforce Boulder County is the operator and service provider for all employment and training services for WIOA Adult, Dislocated Workers, Youth and other populations including but not limited to Colorado Works, Employment First, Veterans, individuals with disabilities and other job seeking customers. WfBC also administers and operates Wagner-Peyser funded labor exchange services, which include core job seekers services, and core business services. The system includes the job seeker resource rooms and self-directed computer labs in Boulder and Longmont, as well as a learning lab in Longmont which offers customized GED preparation and testing. Both Title I (Adult, Dislocated Worker and Youth) and Title III (Wagner-Peyser) Programs have been well integrated for many years.

In May, 2016, WfBC, in partnership with Adams and Broomfield Counties, will host a cross-training for local partner staff including Adult Basic Education, the Division of Vocational Rehabilitation, Colorado Works and Workforce. The training sessions will include:

- An interactive, cross training session on Eligibility, Benefits, and Referrals for all WIOA required partners
- A discussion on Career Pathways systems and programs, and how partners can collaborate on this work
- A session to provide partner program staff an overview on Connecting Colorado capabilities

The goals of the training include:

1. Provide cross training for workforce center and other program staff so that access¹ is achieved at the local area
2. Provide cross training to frontline staff to support WIOA shifts towards collaboration, and a human centered focus across agencies
3. Provide training to partner programs on Connecting Colorado capabilities

These training sessions are an initial phase to support increased awareness of workforce development programs including access to services and career pathways. WfBC intends to build upon this training by developing a customer road map, a detailed directory/menu of all locally relevant programs and services for staff, and an on-going training and awareness road show for internal and external partners.

To further these aims, Boulder County recently hired a Communication Specialist. This individual is housed within the Community Services Department, of which WfBC is a Division. This position will further develop and support strategies to increase public awareness of the value of workforce services and programs, utilizing a variety of platforms. This will include updating collateral materials, website design, improving content and diversifying communication outreach strategies.

¹ According to WIOA proposed regulations, "Access" to programs and services means having either: program staff physically present at the location, having partner program staff physically present at the one-stop location appropriately trained to provide information to customers about the programs, services, and activities available through partner programs, or providing direct linkage through technology to program staff who can provide meaningful information or services.

13) 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.**

Workforce Boulder County maintains two comprehensive physical one-stop centers. These are:

WfBC – Longmont Office
515 Coffman St.
Longmont, CO 80501

and

WfBC - Boulder Office
5755 Central Ave. Suite B
Boulder, CO 80301



WfBC also maintains resources and services through their website at www.wfbc.org.

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.

WfBC's key strategies for integrating the core programs include program cross-training for front-line staff, holding on-going awareness events; engaging partner leadership as members of the local board, and the development of formal, streamlined referral processes across programs. A Memorandum of Understanding will be completed between core required programs by July 1, 2016. The MOUs will include a description of how to access services, coordination requirements, a list of services to be provided by each partner, procedures for sharing data and a description of referral processes.

WfBC is co-located with other key partners including Aging Services, Housing and Human Services programs including, TANF, Public Health and Mental Health Partners. The St. Vrain Community Hub offers state of the art space for customer and partners to collaborate and develop innovative service delivery practices. August, 2016 will mark one year in this location, and WfBC looks forward to expanding access to services, clarifying community awareness of programs and services, and discovering ways to enhance partnerships for the benefit of the community. WfBC will think strategically about how future partner co-location could be of benefit to customers and improve core program integration.

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

WfBC will continue to co-locate Title I and Title III core programs as well as Colorado Works (TANF), Employment First, Veterans Services including the Disabled Veteran Outreach Program, Trade Adjustment Assistance, Governor's Summer Job Hunt, Housing and Financial Counseling, discretionary programs (Hire for Colorado, REHIRE, TEC-P Sector Initiative, the National Emergency Grant) and Unemployment Insurance initiatives.

Resource sharing is accomplished through an approved Cost Allocation Plan outlining common costs and methodology for cost allocation. Core services, provided through other one-stop partners including Adult Basic Education and the Division of Vocational Rehabilitation, will be coordinated through the development of a Memorandum of Understanding developed at the State and local levels.

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.

The St. Vrain Community Hub one-stop center is a model for service integration and increased access to services for all clients. The modernization of this location in August of 2015 and the co-location of key partners are supported by a service delivery design that values a customer-centered approach and a welcoming and inclusive environment. The staff and design of the Hub support and facilitate easier access to services.

In order to reach remote areas, WfBC utilizes the technology of Connecting Colorado, the WfBC website (www.wfbc.org), on-line workshop registration and access to online learning and assessments. WfBC has also participated in virtual job fairs and will continue to evaluate and use virtual capability when appropriate. WfBC has begun to conduct outreach and service delivery to mountain communities where unemployment rates can be

notably higher than with Front Range communities. Staff has also provided workshops at the Nederland Public Library, and will continue to explore the value and need for additional services for mountain community residents.

In 2015, WfBC migrated to the Boulder County information technology network. Boulder County supported this \$300,000 project. This has ensured remote access and on-going support from County information technology, as well as easy and consistent access to County resources, and increased efficiency and productivity that comes with a consistent, non-disparate network environment (i.e. email and calendaring, file sharing).

To further efficiency aims, WIOA program staff has converted to paperless practices and fillable electronic forms so that case managers can communicate and facilitate service delivery virtually, whenever appropriate. This creates greater access to services as well as efficiency in case management practices. In addition, an email goes directly to the team of job seeker services staff for quick response, questions and guidance (wfbcadvising@bouldercounty.org).

Finally, the Boulder County Department of Housing and Human Services recently launched a comprehensive, interactive, resource website for county residents called Boulder County Connects: <https://bouldercountyconnect.force.com/Home>. This platform allows residents to explore and connect to resources, including Workforce Boulder County services and programs, chat with staff and manage their benefits on-line.

- 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.**

WfBC integrates targeted assessment tools and processes throughout all stages of career planning to best guide job seekers in the community towards sustainable employment. Assessments help identify interests, self-awareness, transferrable skills, academic aptitude, strengths, and potential career paths and occupations of people in the community seeking to gain or enhance employment opportunities. Specific examples include:

Myers Brigg Type Indicator Form Q: Encourages self-awareness, identifies strengths related to employment and generates ideas for possible career paths/ occupations.

College in Colorado: Generates ideas for possible career paths/ occupations, identifies transferrable skills/ skills learned in prior employment or life-situations that can be applied to future employment, self-assessment for personal values and basic academic skills. College in Colorado works in partnership with O*NET, which is the nation's primary source of occupational information. O*NET is continually updated by surveying a broad range of workers from each occupation.

O*NET OnLine: An interactive application for exploring and searching occupations, provides Career Exploration Tools, a set of valuable assessment instruments for workers and students looking to find or change careers.

Strengths Finder: Identifies top areas of strengths and areas where people already excel. It provides people talking points to highlight their abilities for future and current employers.

VIA Strengths: Highlights key character strengths and positive components and self-assessment for personal values.

Test of Adult Basic Education (TABE): Assesses aptitude areas such as mathematics and reading comprehension to thoughtfully guide individual education plans for the GED program and capacity for specific occupational skills training.

KET Fast Forward Learning System: Designed to help adult learners prepare for high-school equivalency tests (GED), college, and careers.

Kenexa Prove It!: Useful to both job seekers and businesses wanting to assess skill mastery. There are hundreds of skills assessments for clerical, software, technical, call center, industrial, financial, legal, medical, etc.

WIOA program staff also conducts both an initial and comprehensive assessment for all program participants. These assessments help in the creation of an individual employment plan that matches an individual’s skills, knowledge, abilities and career goal interests. Staff utilizes Connecting Colorado to track customer assessments to prevent unnecessary duplication or too many assessments. Cross-program staff will also work together to share assessments to avoid duplication or multiple assessments per customer. For example, if a customer completes the Accuplacer assessment for enrollment in community college, this assessment will take the place of the TABE for WIOA customers.

WfBC has also recently launched a Universal Application which assesses a customer’s eligibility for multiple programs. Partner staff will be trained on the use of this tool in order to widen access to services and streamline the process for applicants. The application will also be made available to partner programs, to further standardize practices.

- f. **A description of how entities within the one-stop delivery system, including 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.**

WfBC will take steps to ensure the appropriate auxiliary aids and services are made available when necessary to afford an individual with a disability an equal opportunity to participate in, and benefit from, available services. WfBC will work closely with DVR to provide cross-training on technology tools and resources. Both WfBC offices are accessible for individuals with disabilities. WfBC will also utilize other community resources available (Center for People with Disabilities, Imagine, Mental Health Partners, etc.) to increase and maintain staff capacity as well as provide supports for customers with disabilities.

- 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, and workers and jobseekers.**

The LWDB will support continuous improvement by thoroughly reviewing and advising staff on the appropriateness of training providers based on new guidance regarding the Eligible Training Provider List (ETPL) slated to be available by June 30, 2016. WfBC will also support on-going cross-training of system partners, vetting provider services with LWDB business representatives and analyzing customer feedback including job seekers, workers and employers. WfBC also intends to expand the practice of utilizing and supporting evidence-based

interventions and data-driven decision making. Through research and use of EMSI and other labor market reporting system WfBC will identify current trends that inform program development, service delivery and specific guidance provided to partners and customers.

- 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.**

Training contracts will not be utilized by WfBC. Instead, Individual Training Accounts will be continued. The LWDB will review, revise, and approve policy to reflect the specific requirements of training providers as well as ensure that informed customer choice is maintained.

- 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?**

WfBC is actively refining its outreach and communication strategies and tactics. WfBC leadership has been working closely with the Boulder County Community Services Department Communication Specialist to review current communications, to both update and upgrade collateral and on-line materials. All public facing content will be improved and designed to clarify the messaging related to local services and program.

WfBC staff has also created a “WfBC Road Show,” a dynamic, interactive presentation about programs and services including those focused on target populations such as individuals with disabilities, low-income families, veterans, long-term unemployed, justice involved, individuals experiencing homelessness and English Language Learners. The “WfBC Road Show” will be made available to internal and external partner agencies and will compliment other cross-training programs that occur throughout the coming years.

Newspaper articles, radio interviews, and partner newsletters and websites will also be used to reach out to customer groups. WfBC will work with the Statewide Awareness Committee (sponsored by The Colorado Workforce Development Council/CWDC) to support and accelerate local and statewide awareness of the value of workforce development programs.

WfBC partnerships with the St. Vrain Valley School District School to Work Alliance (SWAP), DVR, ABE, the Department of Housing and Human Services, Public Health, Imagine, Veteran Services (DVOP/LVER), other local areas, Community Justice Services’ Reentry Services and other community agencies will help to expand awareness of WfBC services and programs. In addition, the LWDB will assist in building and communicating message to the networks within their industry sector or area of work.

The goals and objectives of this effort include, but are not limited to:

1. Improve public perception and awareness of workforce development services for individuals with barriers to employment.
 - a. Well-developed and deployed outreach strategies to specified customer markets.
 - b. Refinement and clarification of WfBC messaging.

2. Customers with barriers to employment are consistently more aware or quickly made aware of relevant programs & services, as evidenced by increasing customer contacts and services.
 - a. Individuals with barriers to employment will have increased opportunities to enter employment and advance in their career.

14) Provide a description of how the local board will coordinate education and workforce investment activities in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services

The focus of the LWDB is to maximize tools, communication, and partnerships in support of Workforce Boulder County’s strategic initiatives to serve clients. The Board supports Business Services, Sector Partnerships, Career Pathways, and Work-Based learning by engaging with business partners to provide organized, evidence-based information to WfBC and their training partners. This allows WfBC to guide job-seeking clients to in-demand occupations and growing industries, while providing them opportunities for career identification, development, and growth. The LWDB is also committed to promoting youth career development opportunities in Boulder County’s key industries. This will be done by working with board members to expand learning and education opportunities for youth in relation to in-demand occupations, including soft skills training and utilization of the WDB for work-based learning openings.

WfBC has strong, long-standing partnerships with Front Range Community College, Boulder Valley School District, and St. Vrain Valley School District. To further that work, WfBC has established a committee involving Boulder Valley and St. Vrain Valley School Districts’ Career and Technical Education staff and Front Range Community College. This committee will meet regularly to develop strategies that assist young adults in moving through the employment continuum toward sustainable careers. For its part, WfBC WIOA Programs will support work-based learning opportunities in in-demand industry sectors, and provide career guidance and job search assistance. This collaborative effort will help to build a strong, systematic approach through the development of local Career Pathways, and each partner will support student career development through education and work-based learning opportunities.

All workforce development programming, activities and investments will be guided by current local labor market and business demand. WfBC will utilize economic reports, EMSI data, and local board knowledge in order to inform the development of services, investments in secondary and post-secondary training, through the identification of industry areas for work-based learning opportunities.

15) 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.

Workforce Boulder County has developed a number of strategies designed to expand services to adult and dislocated workers. In particular, WfBC has applied for and received the National Emergency Grant (NEG) which provides support to dislocated workers who are currently unemployed by temporarily expanding capacity to serve this client group and meet the increased demand for employment and training services. WfBC is also the recipient of ReHire, a Colorado Department of Human Services (CDHS) grant. This latter grant is designed to place eligible, low-income individuals into internships that build skills leading to long-term unsubsidized employment. The program targets three populations: Veterans, non-custodial parents, and persons aged 50+. WfBC staff is already working with community partners and Boulder County businesses engaged with the ReHire target populations and TANF-eligible populations to establish a referral process.

In addition to these two larger projects, WfBC has invested in a number of strategies that will further their success with unemployed adults and dislocated workers. These include:

- Co-location in the new Longmont building, the St. Vrain Community Hub (the Hub) with other community service providers, including Housing and Human Services, Mental Health Partners, and Public Health, will allow for increased cross-program/department integration of services, especially for clients accessing services from multiple Boulder County departments.
- The use of the Universal Application tool which supports efficient enrollment of dislocated workers.
- The functional integration of service delivery teams and programs to provide key services by enhancing intake and outreach process to include adults who are low income or basic skills deficient.
- The expansion of existing partnerships with the Business Services and Internship staff to assist individuals with job placement, job development, and work experience needs.
- Refocusing Case Management by improving staff competencies to serve diverse client needs. WfBC expects this will involve additional staff training, and will shift the service delivery model to a more time-intensive one with a greater demand for essential services. These include one-on-one coaching, job development, referrals to Business Services, and competency development through workshops and available trainings.

In addition to the strategies above, many staff have completed the Empowering Pathways intensive training, which is geared toward improving client interactions through more effective communication and coaching. Empowering Pathways also includes seven action groups based on seven elements of employment: Retention, Assessments, Job Seeking Tools & Connections, Livable Wage & Cliff Affect Mitigation, Peer Mentoring, Program Movement, and Workshops. These effective skills will be used in working with adults and dislocated workers to improve the likelihood of successful job acquisition.

16) 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.

Workforce Boulder County has developed a host of educational, skills-based learning opportunities and work support services for County youth. These include efforts to help youth obtain their GED, provide access to scholarships and postsecondary learning preparation, and opportunities to develop job skills through employer-based internships. Examples of these services include:

- **Tutoring and Study Skills Services:** WfBC has a Learning Lab available for GED Preparation and postsecondary preparation. The Learning Lab also focuses on math and reading remediation. The Youth Program partners with the provider, RAFT, in order to provide one-one tutoring services with the goal of a GED or postsecondary preparation.
- **Alternative Secondary School:** The Learning Lab for GED assist youth in obtaining their high school equivalency provides referrals to supportive services and connects students to secondary school options. The lab can be used to support postsecondary preparation and transition.
- **Occupational Skills Training:** This service provides scholarships and support to youth in specific careers. The focus is on short term certifications and also training related to identified industries including Information Technology, Healthcare, and Manufacturing. In many cases, work experiences are provided pre and/or post training.
- **Education offered concurrently with workforce preparation:** This service includes the concurrent provision of paid work experiences, workplace education activities, and GED preparation, and will be expanded in the 2016 Program Year along with efforts to provide workplace education with postsecondary preparation.
- **Training and workshops for resume preparation and interviewing skill development:** These services will be augmented to include an internship club for youth that provides career exploration and an academic and occupational learning component.
- **Leadership Development Activities:** Youth participants can complete Project Success, an 8-week group that incorporates project planning and a service learning component covering a variety of work readiness and essential skills for youth. Topics include relationships, time and stress management, career direction, budgeting, managing a household, and leadership and integrity. Each group decides on a team or individual public service project that they complete before the final group session/celebration.



In addition to the education and skill-related opportunities, WfBC offers a host of additional services that are designed to support youth over the course of their employment preparation and acquisition efforts. These include:

- **Basic Supportive Services:** This includes such things as transportation, school supplies, obtaining work or interview clothing, eye glasses, light car repair, etc.
- **Financial Literacy:** Here, participants participate in financial literacy workshops that are supplemented with support from a case manager.
- **Follow-up Services:** These services are critical following a youth's exit from the program to help ensure they are successful in employment and/or post-secondary education and training activities. All youth receive some form of follow-up services for a minimum duration of 12 months and can include regular contact with a youth participant's employer, assistance in addressing work-related problems, help in securing a better paying job, career pathway participation, accessing relevant education or training classes, and work-related peer support groups.
- **Comprehensive guidance and counseling:** Case managers provide ongoing consultation, targeted support and referrals. Mental Health Partners is co-located in Longmont office. Funds are also available to support counseling as needed.
- **Career awareness and career exploration:** This service is tailored to the individual youth and will be expanded in the Program Year 2016 to include career field trips, job shadow experiences, and informational interviews.

WfBC is focusing some of its recruitment efforts on the Out of School Youth populations, and connecting with community partners that serve this population. A strategy of pairing GED or post-secondary preparation activities alongside career exploration and work-based learning/work experiences is a primary focus for Program Year 2016. WfBC will also target homeless youth, with a goal of providing resources and connections that can help in such areas as required government documentation and the processes necessary for a successful job search.

The Youth and Business Services Teams have come together to develop strategies to expand opportunities for work-based learning and WfBC currently has 100 internship opportunities for youth in a variety of job areas including, administration, human services, information technology and business. Finally, the Department of Vocational Rehabilitation (DVR) and SWAP partner with WIOA Youth to provide integrated services to youth with disabilities. Both DVR and WfBC provide internship development and DVR and SWAP provide job coaching, where necessary.

17) 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.

Workforce Boulder County has relationships established with Adult Basic Education (ABE) providers in Boulder County and continues to explore partnerships and how to streamline service delivery for shared clients. WfBC and ABE were both participants in the recent Job Seeker Lean Processing Event. This event focused on creating enhancements in the coordination and access of services as well as developing a system of services that are non-duplicative, human-centered, and easy to access and enriched through the use of technology.

A local Adult Basic Education provider is an active member of the WfBC Board. WfBC's Learning and Empowerment Team Program Manager works closely with all Adult Basic Education providers in the local area in order to streamline services, develop stronger referral processes and share knowledge.

WfBC is taking an active role on the Statewide WIOA Cross Training Task Force. This task force is responsible for developing and implementing a cross-training program with WIOA partners. Curriculum is currently being developed and is expected for roll out in late Spring 2016.

18) 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.

Workforce Boulder County maintains comprehensive policies, vetted and approved by the LWDB, addressing the use of supportive services and related allowances. Currently, local WIOA customers are eligible to receive supportive services for transportation and several other key necessities which directly support employment and training. The WfBC policy also addresses the coordination and referral of services to other entities in order to avoid duplication of resources and set limits on the funding and duration of such services. WfBC Program Staff responsible for approving supportive services are required to adhere to the guidance and procedures set forth in the local policy.

Program staff will conduct an assessment to ensure supportive service needs are documented on all customers who are eligible for and enrolled in WIOA programs. WfBC participates in RTD's Reduced Fare program that allows other programs with limited funding, such as Employment First, to provide more ticket books to clients at a reduced cost. This provides greater transportation assistance for job search and training activities.

WfBC will also work more closely with the Boulder County Transportation Department's Mobility for All Program. A potential pilot program using Uber is currently being explored to provide low-income works access to additional modes of transportation to and from work. Meetings have been set up with Mobility for All and WfBC staff to explore this pilot project.

Additionally, program staff will comply with WfBC policies for procuring goods/services and fiscal procedures. These policies address the competitive bid process, exceptions for sole source procurement, and required forms. All supportive services should be purchased directly from an authorized WfBC vendor, when available. A list of vendors is on file in the fiscal department. After services have been completed and invoices have been received, payment will be made directly to the vendor by voucher.

19) 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.

Workforce Boulder County was a key contributor to the recently convened Lean Event for Job Seeker Services. The Executive Director is on the steering committee, along with leaders from other regions, the Colorado Department of Labor and Employment and the Colorado Workforce Development Council. The Engagement Team Program Manager is a member of the working group that has been tasked with implementing the lean concepts and the

future vision for service delivery. The ultimate intention and goal is to create a system where the delivery of products and services is matched to customer needs, and requires minimum time and resources.

The vision for this State of Colorado Lean Program is:

- Employers and job seekers who work with us across Colorado feel they are an asset in a welcoming environment
- Knowledgeable staff provides timely, personalized and one-on-one services supported by technology enabling universal and easy access to the best available job market information
- The statewide team will consistently show empathy and relate to jobseekers using the integrated and one-stop service approach

The objectives of this initiative are:

- Identification of primary Career Services across all partners
- 20%-50% reduction in duplication of services across all partners
- Streamlining of services offered and tracked by all partners in a common solution
- Improved clarity on the nature of service delivery partnerships and coordination (e.g. MoUs) that must be established in each workforce development area.

Deliverables include documentation of the following:

- Existing jobseeker services offered by all programs
- Services currently tracked by all partners in a common solution
- The jobseeker customer intake process for all impacted programs
- Improvement recommendations
- Implementation plan

WfBC will focus its lean efforts on enhancing universal access through creating a detailed directory or menu of all locally relevant programs and services for staff, with appropriate training and follow-up. This tool allows the streamlining of services to include following targeted populations: the Unemployed (including Long-Term Unemployed), Justice Involved, Veterans, Older Workers, Adult Basic Education students, English Language Learners, Individuals with Disabilities, TANF recipients, TANF eligible, Employment First customers and Youth. WfBC will also develop a simplified triage approach adaptable for all partner customers.

To further coordination efforts, WfBC has developed a Universal Application which allows for customers to complete one form to help staff determine which programs and services may be the most beneficial. This form acts as a mechanism to support the “Any Door is the Right Door” concept. It eliminates multiple visits, accelerates service delivery and program enrollment. Along with the Universal Application, WfBC created a Service and Program Eligibility Matrix, a reference tool to determine eligibility more quickly and to identify co-enrollment opportunities, and a service strategy that can allow for more rapid re-employment. These tools will be utilized to further develop and establish WfBC’s triage approach for all customers.

20) Identify the administrator/administrative entity responsible for the disbursement 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.

All Title I programs (WIOA Adult, Dislocated Worker and Youth) are implemented through Workforce Boulder County, as is Title III (Wagner-Peyser) under the auspices of the Boulder County Board of Commissioners.

21) 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, Workforce Boulder County does not utilize any subcontractors to provide services. WfBC follows both their Division and County policies for grant purchases. WfBC released an RFI (Request for Funding Information) for the WIOA Youth Element in January of 2016, to gauge interest in the community and follow through with partnerships as appropriate. WfBC received a single response to this RFI. WfBC is also awaiting guidance on the final procurement rules for the one-stop operator and will follow county procurement policies to ensure a competitive process as required.

22) 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.

Once guidelines and baseline targets are identified WfBC will negotiate with the state.

23) Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:

- a) LWDB Roles: Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/ committee members (in particular business members) to make to support these initiatives?**

The LWDB is committed to continuous system improvement through a variety of key initiatives and strategies, including continued statewide Business Services standardization efforts and collaborations. WfBC successfully cultivates and maintains relationships with local, key-sector employers and industries through collaborative partnerships, membership in professional organizations, and usage of statewide data sources. WfBC has partnerships with the Denver Metro Manufacturing Partnership, Colorado Small Business Development Center, Colorado Urban Workforce Alliance (CUWA), all local area Chamber of Commerce organizations, WfBC's own Local Workforce Development Board, and many other local and regional committees that provide an opportunity to network with potential employer partners. WfBC's strategies for engaging with employers include the following:

- The Business Services Team will lead the overall coordination of business relationships within WfBC, making sure to maintain a connection to the work of the Statewide Business Services work groups to implement statewide changes, suggestions, and best practices, and regional partnerships.
- Use of marketing materials developed by the Statewide Business Services Performance Measures work group to market services and programs to businesses and employers.
- Convening a local “Business Services Summit” with other agencies and organizations within Boulder County who work with the local business community. By having a united community approach to employer development, WfBC will increase employer connections and expand career opportunities to clients.
- Continued use of available labor market data and workforce volume reports to identify target areas for outreach.
- A job retention action project through Empowering Pathways that examines tools that can be provided to assist employers with issues related to retention, such as training needs, options and useful assessment tools.
- Synthesizing local Chamber memberships to produce valuable and appropriate results, and further development of WfBC’s relationship with the Boulder Small Business Development Center (SBDC).

WfBC continues to explore the need and role of a Youth Standing Committee. The Standing Committee’s role would be to provide information and assistance in carrying out activities within WIOA law and other issues related to the provision of services to youth. The Standing Committee would be chaired by a member of the WDB and include other members of the WDB and community partners such as DVR, ABE, the School to Work Alliance Program, local Career and Technical Education Centers, and other appropriate agencies and businesses.

- b) LWDB Participation: Describe how you will market opportunities for participation on your LWDB to businesses in your local area to ensure representation of industry sectors with the greatest labor force demand. Describe how you will maintain a minimum of at least 51% of businesses as active members and participants on your LWDB.**

The Workforce Boulder County Board is appointed by the Chief Elected Official (the Boulder County Board of Commissioners) biannually in January and June. The board’s current membership consists of 53% business representation including members from local targeted industry sectors of Information Technology, Healthcare and Manufacturing.

WfBC conducts a recruitment campaign two times per year when necessary. This campaign includes networking with economic development agencies, attending local business events, email communications, local television announcements, and information posted on the WfBC website and Boulder County’s website as well as social media postings. The business services team determines specific industries in which to target recruitment based on labor market data and demand, and specific industry related projects such as Career Pathways program development in Information Technology, talent development needs in Healthcare, and labor shortages in Manufacturing.

24) Describe how you will use the Workforce Investment Works (WIW) website to increase the awareness of the services and successes for each of the service areas: business, re-employment, and youth. How will you ensure that your local area posts a minimum of three success stories per quarter on WIW?

The Workforce Investment Works campaign is intended to educate the nation about the Workforce Investment System and its many successes across the country, and to connect citizens to the right resources. Workforce Boulder County is committed to supporting this campaign and to increase local, regional and national awareness of their services and the successes for each service area.

WfBC has an established process for collecting, organizing and submitting local success stories to the WIW website on a quarterly basis. WfBC has a designated staff member who is responsible for championing this activity and ensuring that local stories reflect a diverse cross-section of WfBC services. These stories are also shared within WfBC, with their sister agencies, and are presented regularly at LWDB meetings.

Workforce Boulder County has an internal working group, “Connecting WfBC Committee” which supports internal awareness, cross-team collaboration, sharing of knowledge, communication of success stories and consolidation of key best practices to be shared throughout the local area. Members of this committee support the use of the WIW website.

25) 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.

To ensure that Workforce Boulder County Local Plan is community-informed, Boulder County, and all Colorado Counties, will provide an opportunity for online public comment on the Colorado Workforce Development Website regarding their local plans during the month of April. While Boulder County will participate in this online public comment, this is also an opportunity for key partners and stakeholders to offer deeper feedback to help best shape the implementation of the local plan. WfBC looks to partners to help co-create solutions that generate an economically self-sufficient and resilient community. WfBC will hold a “Community Conversation” Session during the month of May for community insight and input, and feedback on their local plan. This will occur on:

Wednesday, May 11, 3–4:30 p.m.
Room 112, St Vrain Community Hub
515 Coffman Street, Longmont

Public Comments Addendum

Boulder County Local WIOA Plan Comments from the Colorado Center on Law and Poverty

In the Plan, please specify how services and related outcomes to different ‘priority’ populations are provided, measured and reported. We recommend specific language about your goals for these populations, and how you measure and report services (and outcomes) provided to youth and young adults, homeless people, individuals with behavioral health and other disabilities, returning citizens, mature workers and veterans. We ask that you describe how you identify “priority” populations during intake, and then provide responsive and culturally sensitive services based on personal needs. More transparency about how “priority” job-seekers are assessed, intake and directed to relevant programs and resources will assist all partners to provide better support and be more accountable to these participants.

Specific recommendations include:

1. Page 4 – second paragraph – add: “Special review will be done of economic and growth projections for opportunities that are positive, potential job and career matches for ‘priority’ populations.
2. Page 7 – bottom of page – add: Specific analysis will be given to the talent pipeline report to identify positive, potential opportunities for ‘priority’ job-seekers as part of the overall workforce development goals.
3. Page 8 – add bullet under soft skills: 1) ability to overcome significant barriers that leads to outstanding performance and provides inspiration to others at a workplace.
4. Page 10 – add to bottom of page: “We plan to request community organizations with expertise serving ‘priority’ populations to assist with development and implementation of effective strategies that assist and serve these populations with their employment needs”
5. Page 11 – end of first sentence: “WfBC also plans to replicate these services for ‘priority’ populations, and partner with community organizations to provide specific insight about and supports to these job-seekers”
6. Page 12 – end of first sentence: “WfBC will ensure that access to these trainings is provided to community organizations, and made public on a regular basis. These trainings also solicit expertise from the community regarding the hosting of these trainings for ‘priority’ jobseekers
7. Page 12 – bullet on staff training: “Additional training is planned to develop greater cultural sensitivity of staff around the specific needs and characteristics of different ‘priority’ populations, including with intake and other staff who are the first point of contact for participants
8. Page 13 – bullet on special needs – add bullets 1) behavior that is influenced by trauma (most ‘priority’ populations); 2) have different methods for receiving and retaining information due to disabilities or learning styles
9. Page 14 – sentence before Goal 1 add: in each of these goals, consideration will be given to how ‘priority’ populations can be incorporated and targeted for different opportunities.
10. Page 15 – end of Goal 2 – add: “In particular, work-based learning will be used as a proven strategy for supporting priority populations to pursue different job sectors. Efforts will be made to make these experiences flexible for the needs of the potential worker in terms of number of potential learning sites, type of sites available, and length of learning experience.”
11. Page 19 – add sentence before ii: “Work-based learning will be used as an important strategy for serving youth, and WfBC will look at diverse types of employers for learning experiences.”
12. Page 20 – add: #4) Development of sector partnerships will include strategies about how ‘priority’ populations have access to these opportunities, and will incorporate community organizations so they can provide support to ‘priority’ job-seekers. Efforts will also be made to identify sectors that have specific interest in hiring a diverse workforce”

13. Page 26 – add to last sentence: “These efforts will require working closely with specific service providers who have expertise in preparing ‘priority’ populations for employment. These organizations will be recruited for more involvement in the development, implementation and refinement of these efforts.
14. Page 35 – Add to f: WfBC acknowledges that accessibility to our programs can be improved by expanding staff knowledge of the requirements of the American Disabilities Act, especially for individuals with ‘hidden’ disabilities including cognitive, behavioral and development disorders, and behaviors resulting from trauma. WfBC will also work to expand the ability of staff to accommodate participants in the workforce center, and work with employers to do the same.
15. Page 39 –add bullet: “Convene a Standing Committee/Advisory Committee of Workforce Boards focused on serving ‘priority’ populations.
16. Make public the specific goals and performance indicators for the number of ‘priority’ populations are to be served, trained, and placed annually.

WIOA PY 16, PY 19 Local Plan

Attention Home Comments

Pg 14 “Workforce Boulder County recognizes the need to expand office space to a location beyond Longmont and is exploring space and funding options for a second GED Learning Lab location in Boulder County”

*Creating a Boulder GED lab would be helpful to our client base, and especially important as transportation is a major barrier to all of our clients.

Pg 39/40 –* Please add a line about targeting low SES/homeless youth. Also addressing common barriers for this demographics including assistance with getting social security cards/state ID’s, birth certificates and registering for selective service.

Feedback from clients is that the workforce center is not youth friendly, and they are often sent away if they cannot correctly identify specifically what program they are interested in. It is my understanding that the county is taking an “any door is the right door” approach, and taking time to help clients understand the variety of program available to them would be especially helpful to youth clients. Also the location of the WFBC in Boulder is a barrier as it is located a great distance from the other Boulder County services.

Pg 44 “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, WfBC does not utilize any subcontractors for the provision of services. We do follow both the WfBC and County policies for grant purchases. We released an RFI for the WIOA Youth Element in January of 2106, to gauge interest in the community and follow through with partnerships as appropriate. WfBC is also awaiting guidance on the final procurement rules for the one-stop operator and will follow county procurement policies to ensure a competitive process as required.”

*Attention homes would like to be notified when RFP’s are released.



Pg44 LWDB Roles: Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/ committee members (in particular business members) to make to support these initiatives?

*Attention homes would also like to be invited to sit on the youth counsel. Attention homes would also be interested in taking a more active role in youth job fairs, including hosting on site job fairs for the community.