



Colorado Rural Workforce Consortium

PY16 Local Area Plan

Colorado Rural Workforce Consortium – PY16 Local Area Plan

Mission: To foster business-focused workforce partnerships, effectively preparing rural Coloradans for the jobs of today and tomorrow.

Vision: Every Colorado business has access to a skilled workforce and every Coloradan has access to meaningful employment, resulting in statewide economic vitality.

The Colorado Rural Workforce Consortium (CRWC) is one of ten federally recognized Local Workforce Areas in the state of Colorado. The CRWC is made up of ten sub-areas covering 51 counties. The sub-areas include Pueblo, Broomfield, Upper Arkansas, Rural Resort, Northwest, Western, Eastern, Southeast, Southwest, and South Central.

1. Provide an analysis of the workforce development activities (including education and training) in the local area, including an analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of employers in the local area.

The *Eastern Sub-Area* covers just over seventeen thousand square miles in rural northeastern Colorado. The ten counties covered offer six full service locations, of which 4 are considered “single staff” offices. Additionally, outreach to the remaining four counties is offered on a consistent bi-weekly schedule. Supplementing in-person staff services are two virtual workforce centers located in Cheyenne and Sedgwick counties, with hours being offered at Wray Department of Human Services, Cheyenne County Department of Social Services, Akron Town Hall, Phillips County Family Literacy Center, and the Sedgwick Department of Human Services. The full scopes of Wagner-Peyser and WIOA services in addition to any special projects are offered at all contact locations. Sub-Local Area staff total 13, with 2 being part time and, on average, work with approximately ten thousand job seekers per year. The area boasts two community college systems, both with strong workforce ties. The vast majority of WIOA training dollars are spent at community college programs within the region. The partnerships that exist between workforce staff and the community college system representatives have proven successful with the recruitment, retention, and job placement of common customers. The colleges have been responsive with sectors-based initiatives in several areas, including wind energy, health care, and manufacturing. Additionally, the GED and ELL programs have provided opportunity to remedial skill building followed by movement into a credentialing program prior to job placement. Regionally, issues persist with geography, staffing levels, and absence of adequate local housing. Housing has been a topic of many conversations, including a recent resource summit offered by Progressive 15. Rental properties are scarce, and the “for sale” markets are observed to be missing the traditional “middle class family” housing levels necessary to attract potential employees to consider relocation to the area. As such, many newer employers are not greeted with a ready and available job seeker base, instead receiving applications from individuals who are most likely already employed. While this may meet the minimal level of need for the new employer, it creates a strain on our existing employers.

The Eastern Sub-Area provides resources to not only 10 Colorado counties, but is also called upon by both job seekers and employers outside of two state lines. Both Kansas and Nebraska closed workforce centers in close proximity to Eastern’s coverage area, creating an additional demand on an already under-staffed system. One of the strengths is the availability of technology and the successful outcomes from its usage. Concepts such as the Virtual Job Fair program have allowed the area to serve both

employers and job seekers without incurring the time and significant cost of travel. The implementation of this program with the Nebraska Department of Labor, in an effort to meet the needs of employers in the Sydney, NE area, increased the area's online monthly registrations from approximately 60 to over 600. Local employers continue to struggle with entry level staff, especially for efforts requiring multiple hires at one time. This confines the employer significantly when considering any substantial level of expansion of operations. The area has emphasized building on existing partnerships with county level Human Service partners to develop a customized plan for each county area, leveraging resources and planning for joint response to customer needs to better develop their level of self-sufficiency. Those impacted, if being referred from the human services system, will meet the requirements for the hard-to-serve populations. These efforts will continue and be further developed as the partnerships progress.

The *Northwest and Rural Resort Sub-Areas* provide full WIOA program services to Adults, Dislocated Workers and Youth populations as defined under that Act. WIOA Services and Activities include Education and training additionally, the Wagner Peyser Program supports basic Career Services. Capacity to provide these services has been demonstrated for over 17 years by the Sub-Area Operator. Career Services: Resume Preparation, Workshops, Interview Education and Coaching, Job Search Strategies, Labor Market Information, Work Experience, Internship Opportunities, supplemental Services etc. OJT and Classroom Training is utilized and focuses on Stackable Credentials for demand sector employment. Strengths in procuring relevant classroom training rests in relationship the workforce Centers have with area businesses and educational institutions. Local Community Colleges are incredibly responsive to developing programs or offering classes that have been identified as a need for the business community. Weaknesses in classroom training procurement include limited resources as compared to metro areas. While our community colleges are responsive as possible to the needs of the talent pipeline, there has to be enough of demand to for a class/program to support it from a business standpoint. Often times, there isn't the number of students at a given time to justify a class/program. Students must leave the local area to acquire the training. Work-based learning, conversely offers a great deal of strength to rural areas. Since the business train locally, there is no need for candidates to leave the area to receive training and return. They learn locally and they have the opportunity to stay local.

Workforce development at the *Broomfield Workforce Center* includes assessment, education, LMI, resource knowledge and employer outreach including round tables, job posting, on the job training, industry tours and hiring events. We have found this process has strengthened community relationships and client success.

The *Pueblo Sub-Area* is utilizing a talent pipeline service delivery model that aligns workforce development activities with the needs of business. A comprehensive list of high-demand occupations was created with input from business through SECTOR development efforts in Advanced Manufacturing and Healthcare as well as workforce intelligence that is acquired through business services. The local sub-area limits training sponsorship to high-demand occupations for Adult and Dislocated Worker programs. This same strategy will be extended to Youth programs in the upcoming program year. The strength of the talent pipeline service delivery model is informed choice. Job seekers are advised upon entry to workforce center services of high-demand occupations that provide the greatest opportunity for employment. A Job and Career Options workshop further enhances their ability to identify education and career pathways. The Pueblo Sub-Area is working in the K-12 system to expand vocational training in Advanced Manufacturing through the Manufacturing Education Partnership (MEP). The strength of this initiative is the alignment between business and education. The intentional benefit is youth gain a deeper understanding of the relationship between STEM and occupations in Advanced

Manufacturing. This project includes education of students, teachers, and counselors in possible careers in manufacturing as well as the development of the requisite skills required for the range of manufacturing occupations from production workers to management and engineers. The workforce development challenges primarily reside in the area of healthcare. There are wait lists for the registered nursing programs at Pueblo Community College and Colorado State University-Pueblo. There is a shortage of instructors and facilities (clinical & testing sites). In the last year, the Colorado Southern Healthcare Sector Partnership was formed. This group is comprised of business, workforce, and education. They have and will continue to take on this challenge.

The bulk of workforce development in the *South Central Sub-Area* is facilitated training and education tied to the two area post-secondary educational institutions, those being the Alamosa campus of Trinidad State Junior College (TSJC) and Adams State University (ASU). TSJC provides its workforce development training between two campuses, one in Alamosa and the main campus in Trinidad, CO, which lies outside of the South Central sub-area. Currently available certification and AAS/Licensure that connects to employer demands in the sub-area's major industry sectors is focused on Healthcare, including Administrative Medical Assistant, Certified Nurse Aide (CNA), Emergency Medical Technology and Nursing. ASU provides programs typically addressing academic degrees, though its Bachelor program is regularly accessed by the workforce development system for nursing training, either directly or through matriculation from the TSJC AAS/RN training. Other workforce development opportunities meeting moderate demand in the sub-area include Law Enforcement training, Automotive/Diesel Technology, Welding Technology and, intermittently, Commercial Truck Driving (CDL). Unfortunately, while there is an employer demand for transportation across industry sectors, job seekers most often have to access CDL training outside of the sub-area. An additional Adult Education focus at TSJC focuses on bringing those with barriers to employment to a state of basic skills and English as Second Language (ESL) proficiency through which to gain entry level access to the workforce.

Partner Agencies within the *Southeast Sub-Area* work hand in hand to coordinate efforts, leverage resources, reduce duplication of services to provide stabilization and work skills necessary to obtain and maintain employment.

The bulk of workforce development in the *Southwest Sub-Area* is facilitated training and education tied to the two area post-secondary educational institutions, those being Southwest Colorado Community College (SCCC) and Fort Lewis College (FLC). The offerings of these entities are supplemented by those of San Juan College (SJC) in Farmington, NM, which is approximately 50 miles from the largest municipal centers in the Southwest sub-area. SCCC provides its workforce development training between two campuses, one in Durango and one between Mancos and Cortez. Currently available certification and AA/Licensure that connects to employer demands in the sub-area's major industry sectors is focused on Health & Wellness, including Emergency Medical Tech, Medical Assistant, Nurse Aid, Nursing and Radiology Technician. FLC provides no programs typically addressing vocational training, instead focusing on academic degrees. The School of Business and the teaching program both supply some workforce for the region. SJC primarily provides additional options for Health & Wellness training, though only its School of Energy participates in the Colorado Eligible Training Provider list. This is the only area institution consistently providing Commercial Truck Driving training (CDL), which is an in-demand occupation across many industries in the sub-area. Grant funding has allowed intermittent provision of CDL training and introductory non-certification training in subjects such as electrical and mechanical technology at SCCC.

Other area workforce development options include one private industry provider of CDL training, though this has waned in frequency and capacity as the energy sector activity has declined. Distance education via sub-area adult education providers with the Utah State College has added some on-line opportunities, which are currently focused on long-term academic course work rather than shorter term vocational credentialing/licensure in in-demand occupations, and on introductory preparation for advancement to career pathway entry level jobs or to post-secondary programs in industrial trades and healthcare. The three primary adult education providers in the sub-area (located in Durango, Cortez and Ignacio) also focus on bringing those with barriers to employment to a state of basic skills proficiency and entry level access to the workforce, along with life skill development such as financial literacy.

The *Upper Arkansas Sub-Area* has a robust workforce development program that consists of actively engaged partnerships between the workforce centers, economic development entities from the four counties (Park, Custer, Fremont, and Chaffee), higher education (Pueblo Community College-Pueblo Campus, Pueblo Community College-Fremont Campus, and Colorado Mountain College). Additionally, the local Chambers of Commerce, veteran organizations, Colorado Department of Vocational Rehabilitation, Parole/Probation, and the Department of Human Services for the four counties in the Upper Arkansas sub-area are extremely active workforce development partners. The Upper Arkansas sub-area has two institutions of higher education available; Colorado Mountain College and Pueblo Community College. Customized training opportunities are available in limited area for those skill needs identified. In Chaffee and Fremont Counties, services are more seamlessly delivered due to the fact that there are workforce centers in Salida (Chaffee County) and Cañon City (Fremont County) respectively. Park County does not have a workforce center but is served by traveling workforce center employees who visit that area weekly and are collaborating with Park County Social Services to provide resources, workshops and services. Custer County also does not have a workforce center, but a virtual workforce center has been established using computers and tablets at the Custer County Library that enable business and job seeking customers to communicate electronically with the Cañon City Workforce Center utilizing Skype and GoToMeeting electronic formats. Staff from the Cañon City Workforce Center travel to Westcliffe and Silver Cliff to serve customers upon request. Finally, the educational institutions, economic development organizations, and Human Services entities are on the Upper Arkansas Workforce Development Board. Also, the Upper Arkansas Regional Supervisor and WIOA contractor are voting members on the Board of Directors for the Fremont County Economic Development and Custer County Economic Development Corporations.

The *Western Sub-Area* provides a comprehensive workforce development system made up of local education, economic development, businesses, and workforce partners. The local workforce system is part of a state wide system networked together by Connecting Colorado electronic case management, data collection and reporting system. Connecting Colorado system enables areas within the region to seamlessly serve customers by providing electronic access to employment services for both job seekers and employers. On the customer side of the program, the system provides real time information on local job listings, assessment and career assessment tools, resume posting and is accessible 24 hours a day. Connecting Colorado provides information on individual workforce programs including performance information on WIOA, Veterans, Wagner-Peyser and discretionary programs. The ability to track performance information is a valuable tool that will be used to track local and regional program performance. Recent system enhancements including an interface with Colorado Department of Human Services will provide a mechanism to share information which will enable the workforce center system and CDHS to better serve mutual clients.

The Western Sub-Area Workforce system is made up of three full service workforce centers in Montrose, Delta and Gunnison that serve the employment and training needs of the local area. Each Workforce Center and their community and educational partners offer a full array of employment services based on the individual needs of the customer. The region continues to work on providing local access points to the workforce system in areas that do not have a workforce center. Customers in these areas can access the workforce center services electronically through the Workforce Center at the Library program or by calling directly to a local workforce center. Under the Workforce Innovation Opportunity Act (WIOA), Western Sub-Area workforce centers will give priority for services for WIOA job training services to veterans, low income, and homeless populations.

2. The CRWC 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) in order to support economic growth and economic self-sufficiency.

The CRWC Workforce Development Board (CRWC WDB) is comprised of members of the ten Sub-Area Boards and is the federally recognized board for the CRWC Local Area. The work begins at the local level within the CRWC and the strategies roll up from those sub-area boards to the CRWC Workforce Development Board creating a shared vision.

The Vision of the CRWC WDB is that every business in the Local Area has access to a skilled workforce and every resident in the local area has access to meaningful employment, resulting in local economic vitality. In alignment with this vision, the CRWC Workforce Center's goal is to facilitate opportunity for anyone who is interested in increasing their value and relevance to the labor force with an emphasis on assisting youth and individuals with barriers to employment. The desired outcome is not limited to customers gaining entry to the workforce, but also equipping them to grow and advance thereby supporting economic growth for their community and economic self-sufficiency for themselves. The CRWC WDB's commitment to this vision is to meet or exceed performance indicators; as they are a demonstration of the effectiveness of the programming and services.

The CRWC boasts strong ties with the local community college systems within the local area and the vast majority of the WIOA training dollars are spent with the community college programs. The partnerships that exist between workforce staff and the community college system representatives have proven successful with the recruitment, retention, and job placement of common customers. The colleges have been responsive with sectors-based initiatives in several areas.

The CRWC WDB is committed to the development of working relationships with the mandated and community partners to better serve job seeker and business customers. The CRWC WDB is committed to working toward ensuring a skilled and qualified workforce that is a key to successful economic development. It is planned that the synergy of partnering agencies working together will result in effective use of resources and the development of new strategies and/or support of effective existing strategies and will result in the preparation of a skilled and trained workforce.

Some specific examples from two of the CRWC sub-areas:

The *Eastern Sub-Area* provides resources to not only 10 Colorado counties, but is also called upon by both job seekers and employers outside of two state lines. Both Kansas and Nebraska closed workforce centers in close proximity to Eastern's coverage area, creating an additional demand on an already under-staffed system. One of the strengths is the availability of technology and the successful outcomes

from its usage. Concepts such as the Virtual Job Fair program have allowed the area to serve both employers and job seekers without incurring the time and significant cost of travel. The implementation of this program with the Nebraska Department of Labor, in an effort to meet the needs of employers in the Sydney, NE area, increased the area's online monthly registrations from approximately 60 to over 600. The area's local employers continue to struggle with entry level staff, especially for efforts requiring multiple hires at one time. This confines the employer significantly when considering any substantial level of expansion of operations. The area has emphasized building on existing partnerships with county level Human Service partners to develop a customized plan for each county area, leveraging resources and planning for joint response to customer needs to better develop their level of self-sufficiency. Those impacted, if being referred from the human services system, will meet the requirements for the hard-to-serve populations. These efforts will continue and be further developed as the partnerships progress.

To achieve the performance accountability measures, the *Pueblo Sub-Area* convened their partners to form a steering committee comprised of leaders from various agencies in the community. From this effort, three process action team (PAT) charters were created and resourced with individuals from Adult Education Family Literacy Act grantees, Catholic Charities, Division of Vocational Rehabilitation, Department of Social Services, Pueblo Workforce Center, and Pueblo Community College. The three Process Action Teams include:

- *Identification of Duplication and Gaps* - Make our agencies more efficient and effective in serving our customers. The definition of customer for this process action team includes service agencies.
- *Business Outreach*- Increase connections between job seekers and business to speed up the identification of relevant job opportunities, sharing of business information, interviewing, hiring requirements and other meaningful interaction that supports rapid employment and reemployment
- *Staff Training* - Improve services for job seeking customers and partners through staff cross training at the information level not the "how to" level across agencies.

3. 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.

(i) Outreach activities planned to increase business engagement in the CRWC local area.

The *Eastern Sub-Area* plans to continue efforts to revise and repurpose marketing materials and outreach strategies. Methodologies being implemented thus far are increasing usage of press releases, especially for stories considered "human interest" such as testimonials. Additionally, workforce staff members have a goal of at least one entry to the Workforce Investment Works website per quarter are part of their performance review. This website will also be included in the marketing materials currently in development. Area staff is already ingrained in local chambers, economic development, educational, and community interest board and committees throughout the sub-area. This involvement provides the opportunity for networking and business engagement well beyond a mailing or flyer.

The *Northwest and Rural Resort Sub-Areas* workforce staff specializing in training and workforce development will develop work based learning opportunities along a continuum including: work experience, internships, apprenticeships and OJT opportunities, coupled with occupationally

specific training that results in industry recognized credentials. We will also focus on short term career and technical classroom training. Our objective is to create talent pipelines into demand occupations, satisfying the needs of employers to have access to a skilled workforce and job seekers to have access to upwardly mobile career options.

The *Pueblo Sub-Area* utilizes a variety of strategies to engage and connect with local businesses, primarily through the Business Services Unit (BSU). These strategies include:

Individual company contacts with the BSU staff maintaining and continuing to develop strong individual working relationships with companies in a variety of industry sectors. These contacts come in the form of the provision of services such as individual company account management; recruiting, screening and hiring services, assessments and training (incumbent worker, occupational skills, and on-the-job training); consulting services (labor market information, human resources augmentation, and BSU staff delivered workshops).

Services to multiple companies such as job fairs, hiring events, employer roundtables and similar events are conducted on a regular basis for both individual companies and groups of employers.

Community Partnerships - BSU staff are involved in local partnerships such as industry specific groups, business retention and expansion program, Chambers of Commerce activities and other partnerships with Workforce and economic development organizations.

Broomfield Sub-Area - The Broomfield Workforce Center will continue to partner with the Broomfield Economic Development and the Broomfield Chamber to coordinate message and marketing to area employers. Multi-sector, mini job fairs are being organized to offer optimal employer exposure and cooperation and to also maximize applicant response. Employer Round Tables are being organized to better inform program gain employer insight and needs Employer involvement in “mock interviews” will enhance applicant knowledge of expectations as well as create a venue for pre-screening potential employees

The *South Central, Southeast and Southwest Sub-Areas* will continue to promote and provide customized services to employers to meet their specific needs. The sub area will continue to promote job fairs and specific hiring events for employers whether they be brick and mortar or virtual. Participating in and hosting workshops, roundtables, and presentations for employers is part of the expectation of all centers within the sub area. All of the above are attended by or have participation from members of the board and those involved in the sectors group. In coordination with DVR, the sub-areas will jointly work to inform employers of informational and engagement opportunities, such as employer services available through workforce centers, and subsidized work-based learning opportunities. Workshops addressing such topics as labor laws/worker’s compensation and unemployment will be provided, along with marketing the range of services available directly to employers. Employer engagement and outreach will also occur at job fairs, economic development and chamber activities, and through the Sectors initiatives that have focused on Energy, Agriculture, Advanced Manufacturing and Health Care.

The *Upper Arkansas Sub-Area* is currently engaged in business outreach through the Fremont Economic Development Corporation and the Custer County Economic Development Corporation. Opportunities to engage and meet the needs of existing and new businesses will be pursued through continued membership on the economic development organizations. Future membership in the Chaffee County Economic Corporation is planned. An energetic outreach plan has been implemented in the Upper Arkansas sub-area that requires all Labor and Employment Specialists to form an aggressive outreach plan to meet small and in-demand

industry sector employers in their company areas. Also, a collaborative effort has been undertaken that will coordinate outreach efforts between the workforce center and various partner agencies and small and in-demand industry sectors.

The *Western Sub-Area* will continue to develop strategies and services that engage employers in workforce development programs. The Western Sub-Area Workforce Board also promotes services to businesses by actively engaging employers and promoting workforce center services. Primary outreach to employers is conducted by Western Workforce Center Business Service staff who actively promotes workforce center services through individual contact with employer customers. Business service staff focuses on learning the needs of local employers and in developing strong working relationships to meet those needs. Business service staff offers individualized recruiting, screening of applicants, assessment and training programs, occupational skills training and listing of jobs in a Connecting Colorado. In an effort to coordinate outreach services, Business Service staff have participated in the cross training of Colorado Health and Human Service business outreach staff in an effort to better serve area businesses. Sub-area Workforce Centers conduct employer round tables, workshops covering labor laws, ADA compliance, unemployment insurance and educational topics related to employment. These events promote workforce center services while covering topics important to employers. Additionally workforce centers host employer hiring events and job fairs for employers in order to help them meet their labor needs.

(ii) The Business Services Team will be utilized for this purpose in the following ways in the CRWC Sub-Areas:

The *Eastern Sub-Area* Business Services Team, in partnership with the state level business services initiatives, will be the primary access point for all sub-area employers. As the sub-local area offers a smaller workforce team, staff is trained in business services and can assist wherever needed including outreach and marketing efforts.

In the Northwest and Rural Resort Sub-Areas - Local career pathway development, led by the Business Services Team will continue to look at middle skilled occupations and develop local career pathway models.

The *Pueblo Sub-Area* BSU team is organized by industry sector with three Labor & Employment Specialists and an Administrative Assistant providing services to specific sector companies which both fosters positive relationships and allows staff members to develop “expertise” in different industry areas.

In the *Broomfield Sub-Area* the Business Service Representative is an essential component to all business engagement.

The *South Central, Southeast and Southwest Sub-Areas* do not have a designated Business Services unit; all staff within these Sub Areas are responsible for providing the employer outreach and engagement functions. A strategy for the sub-areas is to increase the workforce center’s ability to meet the needs of businesses will be to disseminate educational and marketing materials and designing workforce center staff time to be more flexible to meet with businesses and hear about their needs on a regular basis to encourage continuous improvement in this area.

The *Upper Arkansas* Business Services Team has the responsibility to perform physical outreach activities and identify opportunities that meet the needs of business in regards to training and other special initiatives of the small and in-demand sector employers in the sub-area. Additionally, the local Business Services Team members are also part of the Rural Consortium Business Services Committee as well as the State Business Services Team.

The *Western Sub-Area* Business Service Representatives provide direct services to employers and also support local workforce center staff in meeting the needs of business. The Business Service Representatives will continue to receive local and state training in business services and outreach as offered.

(iii) The members (particularly business members) of the CRWC WDB and Youth Council/committee will support these efforts in each of the CRWC Sub-Areas as follows:

The *Eastern Sub-Area* Workforce Development Board will be informed of all sector strategies, including outcomes, and consulted with on partnership strategies that foster representation from all 10 counties in the workforce area.

The *Pueblo Sub-Area* Workforce Development Board is supportive and directs the operations of the workforce system. The Pueblo LWDB is comprised primarily of businesses from the private sector, of which several are from in-demand employers. Staff from the Workforce Center is engaged with the LWDB by attending meetings, providing reports, program updates, and implementing initiatives directed by the Board. The Pueblo Sub-Area has a local Youth Committee which works with business and has created a number of initiatives to address the needs of youth participants and local businesses.

Broomfield Sub-Area - Members of the Broomfield WDB and Youth Committee will participate in employer events and also influence future programs and projects

The *Rural Resort and Northwest Sub-Areas* WDB and Youth sub-committee will identify industry sectors which are Economic Drivers for the areas and will work to make linkages between industry leaders and provide counsel to staff on making/improving the ties with industry via sector partnerships.

The *South Central and Southeast Sub-Area's* WDBs will be educated about all services and targeted populations under WIOA. The Sub Area WFC staff will guide the sub-area WDB members in using outreach and marketing efforts approved by the state. Board members are encouraged to champion workforce centers by including discussions of services for targeted populations when they share in their own work and community activities to help educate others in the community.

The *Southwest Sub-Area* WDB members will support these efforts by promoting the sub-area strategies for workforce development and employer services through their own professional networks.

The *Upper Arkansas Sub-Area* Workforce Development Board is supportive and directs the operation of the two workforce centers in the Upper Arkansas Sub-Area. The Upper Arkansas

WDB is comprised of 66.67% business and private sector members of which several are in-demand sector employers. Staffs from the workforce center are engaged with the sub-area WDB by attending meetings, providing reports, program updates, and implementing initiatives directed by the Board. The Upper Arkansas Sub-Area currently does not have a local youth council but may implement one should the need arise.

The *Western Sub-Area* WDB is very supportive of workforce center business services and often assists in the promotion and contact to local area employers. The Western Sub-Area WDB consists of private business members, economic development agencies and other community partners who promote workforce center services. Additionally WDB members are actively involved in discussing and addressing local workforce issues effecting employers. The Western Sub-Area does not have a Youth Council/committee.

(iv) Sector partnerships will be utilized for this purpose in each of the CRWC Sub-Areas as follows:

Eastern Sub-Area - Sector partnerships are traditionally employer led, and services will continue to be designed based on data and feedback from the local business communities. While the sub-area comprises 10 counties, board representation from all areas is imperative to maintaining the responsiveness intended in the sectors planning process.

Northwest and Rural Resort Sub-Areas - The Sub-Area WDBs and the Youth sub-committee will identify industry sectors which are Economic Drivers for the areas and will work to make linkages between industry leaders and provide counsel to staff on making/improving the ties with industry via sector partnerships.

The *Pueblo Sub-Area* has two active sector partnerships (manufacturing and healthcare). The manufacturing sector is built around the Southern Colorado Manufacturing Group (SCMG) which has been active for a number of years and focuses on addressing skills shortages in manufacturing, partnerships with secondary and post-secondary education, the development of a “manufacturing innovation center”, and assistance with accessing workforce development resources for companies. Efforts to organize and develop the healthcare sector have been ongoing for 2+ years and the current focus is on analysis of the local and sub-area health care sector and marketing the benefits of sector activities to health care providers and partners.

Broomfield Sub-Area - Through the NEG Grant Broomfield has begun to explore and create sector partnerships, specifically in the area of manufacturing. These partnerships are highlighted in our round tables and job fairs

As the *South Central Sub-Area* Sector Partnerships continue to grow, specifically for the Healthcare and Agriculture sector, they will naturally support employer outreach and engagement efforts by providing additional opportunities for employer participation.

The *Southeast Sub-Area* has two active SECTOR Initiatives currently. One is the Arkansas Valley Manufacturing Group where manufacturing employers meet monthly to discuss trends, challenges, and opportunities and partner with the local workforce center to talk about ways to recruit and engage new employees. They also connected with the local school systems to create a career pathway program for manufacturing. One new strategy for this plan will be to connect

with some of those manufacturing champions from Pueblo and have them travel to other, more rural areas in the sub-area to support growth of similar efforts. The Colorado Workforce Development Council has a new industry liaison to help increase coordination for efforts like this in other industries and will be helping to support this strategy. The second is the Health Care Sector Initiative that launched February 10, 2016. Two health care champions have been identified; the group is active in meeting to identify needs and strategies to benefit the health care sector. Workforce center staff fully participates in meetings. Several local board members are also engaged in these Sector Partnerships.

As the *Southwest Sub-Area* sector partnerships continue to growth, specifically for the healthcare sector, they will naturally support employer outreach and engagement efforts by providing additional opportunities for employer participation.

The *Upper Arkansas Sub-Area* has two sectors in place at the current time; the Healthcare and Wellness sector and the Tourism and Outdoor Recreation sector. Both sectors are represented on the Upper Arkansas Workforce Development Board and direct the workforce development activities of the Upper Arkansas Sub-Area.

The *Western Sub-Area* will continue to support sector partnerships within the sub-area as sector partnerships provide a framework for identifying and addressing the issues facing sector employers. Identification of these issues and needs is critical in developing local job training, school and educational programs that are responsive to employer needs.

(v) CRWC objectives and goals for these activities:

The *Eastern Sub-Area's* overarching goals throughout the area revolve around youth retention in the communities through fostering occupational options. This goal, along with any others defined through these continuing efforts, will be at the forefront of planning discussions with economic development, education (includes ABE), Vocational Rehabilitation, human services, and business representatives.

The objective of the *Northwest and Rural Resort Sub-Areas* is to create talent pipelines into demand occupations, satisfying the needs of employers to have access to a skilled workforce and job seekers to have access to upwardly mobile career options.

In the *Pueblo Sub-Area* the general goals of each active sector are to provide assistance in the development of a skilled workforce and the provision of business services which provide "value" to partner companies. Specific goals include: The Health Care sector has expanded through participation in the Southern Colorado Healthcare Group to include both Pueblo's two major hospitals as well as smaller employers in areas such as long term care facilities, home health care providers, and associated companies. The current goals of the Southern Colorado Manufacturing Group (SCMG) include increasing understanding of the realities of modern manufacturing in the community, the development of appropriate "career pathways" in manufacturing, and the implementation of a manufacturing innovation center providing services to best meet the needs of companies.

Broomfield Sub-Area - The overall objective is to insure that the workforce center remains relevant and aware of employer needs and also to educate possible applicants to the needs and requirements of local businesses.

The objectives and goals of the *South Central, Southeast and Southwest Sub-Areas* are:

1. To create a survey of all organizations in the sub-areas to understand emerging workforce needs and to explore creating a labor pool to share employees among each other.
2. To engage the Small Business Development Corporations in each area. There are many small businesses throughout the sub-area, as is consistent with national data on the presence of small businesses, so workforce center staff will be exploring new ways to increase outreach, marketing, and direct connections with small businesses over the next four years.
3. To engage local Human Services staff, primarily for TANF recipients, so there are additional opportunities to utilize existing partnerships to increase connections with small businesses.
To coordinate the updating of Comprehensive Economic Development Strategy (CEDS) plans through the sector partnerships represented in the regional planning group. This effort is an opportunity for partners to connect, collectively describe their economic needs for the sub area.
4. To engage more sub-area employers in work-based training opportunities, i.e., on-the-job training, internships, and subsidized work experience placements.
5. To educate more employers regarding the services available to them through the workforce centers.
6. To recruit more employers to participate on the sub-areas WDBs.
7. To engage a broad array of employers within the Healthcare and Agriculture sector in the evolving Sector Partnerships

In the *Western Sub-Area* the goal of business service outreach is to increase the number of employers that utilize workforce services and increase number of customers trained in work-based training programs. Workforce center staff will continue to offer business services that support business growth and economic development in the sub-area. Workforce Center goals include the following: increase the number of workshops and roundtables to educate employers on issues important to them, recruit employers to participate on the Western Workforce Development Board and to identify the critical needs of sector and non-sector employers to help guide program and service delivery.

4. Implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:

(i) Work-Based Learning Programs (incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16):

Eastern Sub-Area - With all county level unemployment rates under 3% as of January 2016, the area has increased marketing efforts for on-the-job training, and internship opportunities. As those who meet the traditional definition of dislocated workers are lower in the rural areas, those who would meet the incumbent worker definition are much fewer. Despite those odds, the area reserves that protocol as an available option. In smaller rural communities the cost-

effectiveness of customized training is difficult to maintain given the few numbers and rising educational costs. One area that has been effective is a Commercial Drivers' License outreach training program that was implemented through human service partners in Program Year 2015. While not customized in content, the delivery of the training is considered customized to fit the needs of the area geography.

One of the top priorities for the *Northwest and Rural Resort Sub-Areas* is to ensure all facets of customers such as youth, adults and dislocated workers have accurate, up to date knowledge/information concerning Work -Based Learning Programs. For youth, programs such career assessments, work experience and On the Job training is designed to lead to towards career pathway choices. Our area will be adding additional worksites for work experiences and summer employment opportunities by partnering with other agencies and new/ prior partner employers. This will require networking/partnering priorities to be established to address the ever changing workplace and its requirements. Real world knowledge is required for the youth to have adequate preparation to be competitive in the workplace. For adults/dislocated workers, our area will be working on increasing the numbers of hard to serve populations in career pathway through various programs such as Employment First and SNAP plus working with other populations. Job seekers will be provided career assessments for job placement, establish an increase in on going workshops to provide additional real world skills so adults can reenter the workplace with skills to compete. Our Business Service staff has a priority to search out opportunities to match employer's job requirements to increasing skills training such as On the Job Training plus assisting job seekers to develop a priority to seek employment in high demand sectors.

The *Pueblo Sub-Area* works directly with individual and groups of companies to identify skills/training needs for their current workforce and developing relevant training programs and resources to assist companies with incumbent worker training (grant funds and other sources) as well as apprenticeships, internships and other work-based training strategies. On-the-Job Training and Work Experiences are also a focus of the Pueblo Sub-Area and are developed and administered through processes developed in the Pueblo "pipeline" process to include the use of "high demand" occupations as the emphasis for OJT and other work-based training activities. Customized training opportunities are provided primarily through a partnership with Pueblo Community College's, Pueblo "Corporate College" which can develop and deliver non-credit training programs to meet the changing needs of companies in a timely manner and in many cases "on site" at company locations. Funding for these programs comes from grants and other funding coming through either/both Pueblo Workforce Center and Pueblo Community College. Business Services Unit staff also delivers training programs for employers in areas such as leadership and industry specific areas for manufacturing and health care based on company requests.

Broomfield Sub-Area - Through round table events, board meetings, hiring events, appreciation ceremonies and special grants such as NEG the Broomfield Workforce Center will educate, utilize and promote available training programs and activities.

Of these work-based learning activities, the *South Central Sub-Area* will implement on-the-job training, internships and subsidized work experience placements in PY16, both through workforce center programs and partner programs such as those implemented by DVR. Through collaborative employer outreach with partners, employers will be made aware of work-

based learning opportunities to enhance their own workforce, including information dissemination through economic development and Chamber of Commerce networks, as well as through individual contact with employers currently seeking to fill positions, especially those representing access to clearly defined career pathways, as well as those small employers working to expand their own workforce and contribute to industry workforce demand. The South Central Sub-Area WDB has not designated funds for incumbent worker training at this time.

The *Southeast Sub-Area* staff has a successful history of developing work experience placements for youth. Apprenticeship opportunities will be a priority for the sub area. Preliminary meetings with key employers, training providers and key partners have begun. Manufacturing employers have expressed considerable interest in pursuing apprenticeship opportunities. Staff will continue to conduct outreach with employers to determine whether or not they are in need of employees, staff will also market internships, apprenticeships, and on the job training when appropriate.

The *Southwest Sub-Area* will implement on-the-job training, internships and subsidized work experience placements in PY16, both through workforce center programs and partner programs such as those implemented by DVR. Through collaborative employer outreach with partners, employers will be made aware of work-based learning opportunities to enhance their own workforce, including information dissemination through economic development and Chamber of Commerce networks, as well as through individual contact with employers currently seeking to fill positions, especially those representing access to clearly defined career pathways, as well as those small employers working to expand their own workforce and contribute to industry workforce demand. The Southwest Sub-Area WDB has not designated sub-area funds for incumbent worker training at this time.

The *Upper Arkansas Sub-Area* is currently working with Chaffee County Economic Development Council and The Career Building Academy to provide a customized construction training program in partnership with the Salida School District. This project will begin in the spring of 2016 and end in the spring of 2017. Additionally the Upper Arkansas Sub-Area continually recruits employers and job seekers for work based learning opportunities.

The *Western Sub-Area* will utilize work-based learning programs as needed including using on-the-job training, work experience and internships to train individuals in high demand occupations. The Western Sub-Area Workforce Development Board has not designated funds for incumbent worker training programs at this time. These activities will be promoted through a number of methods including Business Service outreach, local promotion, direct marketing to employers where employers will be made aware of work-based learning opportunities that will enable them to develop a skilled workforce. Additionally local outreach efforts will include promotion through local Chamber of Commerce networks, sector partnerships and workforce partner programs.

(ii) Sector Partnerships Participation:

The CRWC has the following sector partnerships currently active or emerging:

Eastern: Healthcare and Wellness – Emerging
 Manufacturing - Emerging

Northwest: Healthcare and Wellness - Emerging
Pueblo: Manufacturing - Active
Healthcare and Wellness - Emerging
Rural Resort: Healthcare and Wellness - Active
Southeast: Manufacturing – Active
Healthcare and Wellness - Emerging
Southwest: Healthcare and Wellness - Active
Upper Arkansas: Healthcare and Wellness – Active
Outdoor Rec and Tourism - Emerging
Western: Healthcare and Wellness – Emerging

Sector Partnerships that are being explored:

Pueblo and Rural Resort: Information Technology
South Central: Innovative Industries
Southwest and Eastern: Agriculture and Agri-business

As all staff in the *Eastern Sub-Area* shares the responsibility for business service initiatives, the team leverages resources both internally and externally. Four of the six workforce center offices are considered “single staff” offices, and therefore require additional planning to execute larger hiring events. Even with constrained resources, workforce center staff members utilize technology and partner resources whenever possible. Traditionally, the area plans for a 5% increase in Wagner-Peyser services each year. This increase is feasible for the number of employers and hiring effort goals but not for job seeker registrations given the extremely low unemployment rates. Sector partnerships will continue to be designed to increase the bench strength of local employers and effectiveness will be measured through occupational area penetration as well as educational credentials obtained in targeted areas.

The *Northwest and Rural Resort Sub-Area’s* Business Service Teams will continue to develop Sector Partnerships in the sub-areas by partnering with known employers and establishing new employer relationships to enhance Sector Partnerships. This team has modified its priorities to improve the outcomes to focus on Sector Partnerships and shared that change with workforce center staff so all have a focus on sector partnerships. Information will be shared between partners concerning career pathway options to assist job seeker with the reality of wages and high demand positions, vocational guidance, possible training programs, addressing barriers that limit job seekers for our area’s sectors and keeping in contact with local schools to exchange information on career pathways.

The *Pueblo Sub-Area* has two active sectors (Manufacturing & Health Care). Members of the Business Services Team (BSU) are active in leadership roles in both sectors. The working relationships developed by BSU with local/regional companies as well as other community partners are used to promote sector development and bring new members to the sector group.

Through the NEG Grant the *Broomfield Sub-Area* has begun to explore and create sector partnerships. Specifically in the area of manufacturing there have been round tables to assist in the development of programs to encourage participants to become involved in this field. We plan to offer assessment, certifications, and on the job training that lead to permanent employment with local business partners.

As the *South Central and Southwest Sub-Area* staff meet with employers/business, they market the benefits of being part of an industry partnership and encourage them to watch the video on the home page of <http://www.sectorssummit.com> to help them understand what a sector partnership is. As staff meet with employers/business they will request additional business connections through their networks.

The *Southeast Sub-Area* currently has two active Sector Partnerships. One is the Arkansas Valley Manufacturing Group where manufacturing employers meet monthly to discuss trends, challenges, and opportunities and partner with the local workforce center to talk about ways to recruit and engage new employees. They also connected with the local school systems to create a career pathway program for manufacturing. One new strategy for this plan will be to connect with some of those manufacturing champions from Pueblo and have them travel to other, more rural areas in the sub-area to support growth of similar efforts. The Colorado Workforce Development Council has a new industry liaison to help increase coordination for efforts like this in other industries and will be helping to support this strategy. The second is the Health Care Sector Initiative that launched February 10, 2016. Two health care champions have been identified; the group is active in meeting to identify needs and strategies to benefit the health care sector. Workforce center staff fully participates in meetings. Several local board members are also engaged in these Sector Partnerships.

The *Upper Arkansas Sub-Area* Workforce Development Board has identified two sectors to pursue at this time; Tourism and Outdoor Recreation and the Healthcare and Wellness sectors. The Healthcare and Wellness sector is in the active phase and the Tourism and Outdoor Recreation sector is now in the emerging stage of full implementation. The Upper Arkansas Sub-Area Business Services Team is committed to working with sector initiatives to address and meet their identified needs through collaboration and providing engaged partner services. By Q4 of PY16, both sectors will be fully functioning. Future sectors being considered by the Upper Arkansas Workforce Development Board include Construction, Mining/Extraction, Light Manufacturing, and Agriculture.

The *Western Sub-Area* Workforce Center staff will utilize sector relationships to recruit and educate potential sector employers to sector partnerships. The Western Sub-Area sector partnerships have stalled and are currently reorganizing. Workforce Center staff will assist the Health and Wellness and Advanced Manufacturing Sector Partnerships in an effort to support their reorganization. Specific planned objectives and outcomes will be developed upon their restart. Perspective sector partnership members will be referred to the Colorado Workforce Development Council website for additional information.

(iii) Sector Partnerships - Status and Objectives:

The *Eastern Sub-Area* is divided into two economic development regions. Region 1, which is comprised of Sedgwick, Logan, Phillips, Washington, Morgan, and Yuma counties, recently held a kickoff for a manufacturing sectors partnership and is currently in the grant development phase to enhance training dollars towards expanding work-readiness in this occupational area. Region 5, which supports Lincoln, Cheyenne, Kit Carson, and Elbert counties, is in year 2 of a health care sector partnership designed to expose youth to the opportunities in rural medicine. The unique message is that even though youth may leave the community for further education beyond an associate's degree, that there are plans to return to practice in the community of

origin. Both these initiatives have been a marketing tool to expose business members to local workforce and educational services, as well as to the opportunities that can exist with leveraged partnerships. Traditionally, the area plans for a 5% increase in Wagner-Peyser services each year. This increase is feasible for the number of employers and hiring effort goals but not for job seeker registrations given the extremely low unemployment rates. Sector partnerships will continue to be designed to increase the bench strength of local employers and effectiveness will be measured through occupational area penetration as well as educational credentials obtained in targeted areas.

The *Northwest and Rural Resort Sub-Areas* are involved in a Health Care Partnerships at the emerging/exploring level. The PY 16 plan has four steps 1) establish a Human Resource group with a strong portion from the health and wellness sector to establish a stronger relation and provide value to the health care employers in one county 2) conduct a Health and Wellness Career fair based on the stronger relation with health care employers which adds value 3) expand the first two steps into two additional counties 4)conduct a Sector Partnership Launch meeting during the summer of 2016 covering three counties in the sub-areas.

In the *Pueblo Sub-Area* the goals for the Manufacturing Sector during PY16 include:
(1) Planning for and implementation of a Manufacturing Innovation Center for Southern Colorado (2) The Manufacturing-Education Project which is a sub-committee of the Southern Colorado Manufacturing Group will apply for a \$25,000 Sector Grant to continue to develop links between middle and high school manufacturing focused programs in Pueblo's two secondary school districts (3) Planning funds from National Emergency Grant (NEG) Sector Grant utilized to identify relevant training opportunities and/or purchase of "tools" for capacity building of sectors

Goals for the Health Care Sector during PY 16 include:

(1) Redefining the existing working groups and goals within the sector (2) Development of health care career pathways (3) Develop additional health care training programs which meet the needs of local/regional employers (4) Expand health care "clinical" opportunities.

The *Broomfield Sub-Area* has begun to explore and create sector partnerships. Specifically in the area of manufacturing there have been round tables to assist in the development of programs to encourage participants to become involved in this field. We plan to offer assessment, certifications, and on the job training that lead to permanent employment with local business partners.

The *South Central Sub-Area* currently has two Sector Partnerships they are currently looking to focus on over the next year; Healthcare and Agriculture. Thus far the Healthcare Sector does have a champion identified. Once the growing season is over the Agriculture Sector will work on identifying a champion and what their goals and objectives are moving forward.

The *Southeast Sub-Area* currently has two active Sector Partnerships. One is the Arkansas Valley Manufacturing Group where manufacturing employers meet monthly to discuss trends, challenges, and opportunities and partner with the local workforce center to talk about ways to recruit and engage new employees. They also connected with the local school systems to create a career pathway program for manufacturing. One new strategy for this plan will be to connect with some of those manufacturing champions from Pueblo and have them travel to other, more rural areas to support growth of similar efforts. The Colorado Workforce Development Council

has a new industry liaison to help increase coordination for efforts like this in other industries and will be helping to support this strategy. The second is the Health Care Sector Initiative that launched February 10, 2016. Two health care champions have been identified; the group is active in meeting to identify needs and strategies to benefit the health care sector. Workforce center staff fully participates in meetings. Several local board members are also engaged in these Sector Partnerships.

The *Southwest Sub-Area* has launched an Energy and an Agriculture sector partnership. Both are stalled at this point with the exception of Renewable Energy where Geothermal is being explored. Advanced Manufacturing is also being explored. Health Care is an active sector partnership and continues to grow. SW Area Health Education Center (AHEC) is the convener of this partnership. The goal for PY16 is to increase the number of entities engaged in the Health Care Sector partnership by 5%.

The *Upper Arkansas Sub-Area* Workforce Development Board has two sectors at this time; Tourism and Outdoor Recreation is an emerging sector that is gaining traction quickly. The Healthcare and Wellness sector is an active sector seeking implementation of its first project in the near future. A small leadership team is reorganizing the Health and Wellness Sector in preparation for their first project. Business is driving the Tourism and Outdoor Recreation sector. Planning and efforts are underway to develop a cohesive vision for the entire sub-area. By Q4 of PY16, both sectors will be fully functioning. Future sectors being considered by the Upper Arkansas Workforce Development Board include Construction, Mining/Extraction, light Manufacturing, and Agriculture.

The *Western Sub-Area* has launched two sector partnerships in the sub-area. Health and Wellness and Advanced Manufacturing sector partnership are emerging partnerships and have stalled. The Health and Wellness Sector Partnership is being reorganized and will focus on the Health Care industry. The Advanced Manufacturing sector partnership is exploring merging with Mesa Counties Manufacturing Sector Partnership. The sub-area has a goal of restarting the Health Care Sector Partnership and merging the Advanced Manufacturing partnerships with Mesa Counties Manufacturing Sector Partnership.

(iv) Career Pathways:

The *Eastern Sub-Area* staff will remain ingrained in the sectors initiatives and seek out additional need/opportunities for career pathways planning. Business led feedback, labor market data, and trend analysis will assist with defining any future initiatives as well as the anticipated outcomes, both internal and external to the sectors discussions. For PY16, our goal is to develop one new career pathway plan with a rural municipality in the area of utilities (energy sector) that can be replicated throughout the sub-area. Discussions have already begun, targeting the Fort Morgan area.

In the *Northwest and Rural Resort Sub-Areas* the Identification and development of Career Pathways for the local sub-area is pursued by: (1) Utilization of Colorado Labor Market Information (LMI) Gateway, other data resources (e.g. , and local business services team intelligence to develop a matrix of the key industries and top positions within those industries in terms of criteria such as: total number of jobs and ability to fill (is the position “in-demand”), average wage, and anticipated future demand. Research and collaborate with education

partners (community colleges, career and technical training, professional organizations, high schools, private employers, organized labor) to identify current typical educational and professional paths for competency including progressive credentialing including available local training, work-based-learning and typical progressive job titles and experience. (2) Determining where gaps exist for access to career pathway stepping stones and use existing partnerships, industry sector-based groups and career and technical education advisory boards to pursue options for eliminating or addressing labor pool career pathway gaps in the sub-area. Overall, this information will provide additional employers to support the Sector Partnerships. The PY16 planned objective is to establish at least one Sector Partnership in Health and Wellness, continue the growth of partnership into PY 17 by expanding its influence, establish career pathways for certain occupations based on employer needs, and measure the number of clients/employers/education/other partners that are involved in the Sector Partnership career pathways.

The *Pueblo Sub-Area* will continue to utilize information from existing sector partnerships and relationships with business to identify high demand occupations and use this information to develop sample career pathway in manufacturing and health care. Additional focus for the development of career pathways will align with Pueblo's Talent Pipeline. Specific training opportunities utilizing a variety of types of training opportunities to include occupational skills training and work place training (OJT/WE) will be developed to meet the requirements of career pathways. It is also planned to utilize training and information provided by the Colorado Workforce Development Council, and Colorado Department of Workforce Programs for consideration in building the local Career Pathways.

The *Broomfield Sub-Area* will increase knowledge and enhance services by involving local business in the implementation of program Business Services. The Workforce Center as a whole is gaining insights to current career pathways.

South Central, Southeast and Southwest Sub-Areas- Career pathways and stackable credentials are important components of the Southern regional plan as well as the South Central, Southeast and Southwest Sub-Area local plans. The need for vocational and career technical education skills in areas such as welding, machining, manufacturing, and other skilled trades has been identified as an increased need. Though K-12 education has moved away from programs like this over the last ten years, the demand for these occupations continues to grow. Employers in manufacturing, transportation, logistics, healthcare, and agriculture all have a need for employees with these skills and are currently struggling to fill these positions.

The *South Central Sub-Area* has begun working on a Sectors partnership in Agriculture, but most recently has focused on the Healthcare Sector. All staff and WDB members participate in gathering area industry data to guide expenditure of time and program resources on the most prevalent industries and most in-demand occupations and defined career pathways within those industries. The Healthcare Sector is a natural choice for Sector Partnership re-development in the South Central, Southeast and Southwest Sub-Areas. As with much of rural Colorado, the primary industry sector in which Career Pathways is currently highly visible is Healthcare, and within that, specifically the nursing occupations. Regional training options allow employers to start job seekers in entry level Certified Nurse Aide (CNA) positions, and support their progress through Associate Registered Nurse training, with the possibility of advancement to the Bachelors Registered Nurse (BSN) level. Through the combination of post-secondary educational institutions in and near the sub-area, this pathway is well established and relatively accessible

for residents. The accessibility of the training in the sub-area also highlights the high demand for participants in this Career Pathway, based on employer demand for this skill set continuum. Specifically in the *Southeast Sub-Area* The Arkansas Valley Manufacturing Group recently began a program through a partnership with schools in the sub-area to provide hands on education and site tours for 6th - 8th grade students to introduce them to manufacturing as a career option and to help develop career pathways for these students. They raised \$50,000 in donations from community members and grant support to establish a physics curriculum using "See the Change USA" for all of these students. Las Animas, Swink, Rocky Ford, Cheraw, Wiley, and La Junta Schools participated in site tours. In addition, at Trinidad State Junior College, there are several programs including but not limited to, College in Colorado and "Find Your Passion" where a Career Navigator assists students with developing career pathways. The Adult Education program is also working with the Colorado Workforce Center and the Youth to Work program where students who are seeking their High School Equivalency are paired with a Labor and Employment Specialist who help them with job readiness skills, resume help, and informational interviews both on campus and in the community.

The *Southwest Sub-Area* has attempted Sectors partnerships in the Energy and Agricultural sectors, which are stagnant due to a current marked downturn in the Energy industry due to low fossil fuel prices and a historical lack of jobs and expansion in Agriculture, even with emerging small sub-sector development in solar, geothermal and local/organic food and specialty crop production. This has led to a re-focus on the Healthcare sector.

Upper Arkansas Sub-Area - Based on information gathered from employer and business services team members during multiple sector summits, the Upper Arkansas Sub-Area has existing sector partnerships in Healthcare & Wellness and Tourism and Outdoor Recreation. The construction sector has been identified as a key sector to roll out ideally in the next year. The Construction Sector is a growing sector in the Upper Arkansas Sub-Area particularly addressing a lack of affordable workforce housing in the Upper Arkansas Area. Based on the success of the Salida construction project, this may work into a long-term customized training program for Chaffee County in the construction sector. Additionally the Upper Arkansas Sub-Area will be working in collaboration with regional post-secondary educators to provide key career pathway credential training. CNA training is being considered for the Chaffee County Area and provided by Colorado Mountain College. The goals for PY16 are to provide CNA or other appropriate training in Upper Arkansas Sub-Area that meets the needs of businesses in the area.

The *Western Sub-Area* mirrors the State of Colorado and Western Planning Region where the Health Care is a primary industry sector. The Western Sub-Area Workforce Center utilizes information gathered from economic development, workforce centers, industry employers and education to enhance current sector partnerships and to plan for new ones. The sub-area has an active Sector Partnership Core Planning Team made up of key workforce, economic development, and business & education partners. This core group supports regional and local sector partnerships as well as assists industry groups in planning the launch and development of the sector partnerships in the Western Sub-Area. The Business Services Team, workforce staff and Workforce Development Board members participate in gathering area industry data to guide expenditures of time and program resources. Business Service staff work directly with employers within the sub-area which enables them to provide information on in-demand industry sectors, their employment needs and issues facing sector partners. This information is helps identify prevalent industries and in-demand occupations within the sub-area and will help

define career pathways within those industries. The Health Care sector partnership in the Western-sub area has stalled and is a natural choice for Sector Partnership re-development. Sector partnership work in the area focused on 3 areas of workforce development which will be re-visited as the renewed effort progresses and includes: recruitment, training and retention of Certified Nurse Assistants (CNAs), continuing education for a broad spectrum of health care therapeutic and diagnostic technicians (e.g., EMTs, Radiology techs, lab techs, nurses), local training simulation of specialty nursing and technician experience (e.g., trauma, burn care) and development of health care career pathways in nursing occupations.

5. Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

The *Eastern Sub-Area* Workforce Board will continue to partner with local community colleges to improve access to activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials. The local community college will continue to be actively involved in workforce investment activities, providing a strong bi-lateral referral source. Partnerships with county level human service departments, vocational rehabilitation, basic education, and economic development partners will continue to leverage existing services in a manner that avoids any duplication of services and meets the needs of the labor force in each community. Given the geography of the area, these discussions and subsequent implementation will look different from county to county.

The *Northwest and Rural Resort Sub-Areas* continue to increase coordination of efforts with partner agencies, community colleges, and community based organizations. WFC staff and other organizations will refer to the most appropriate provider including institutions and Governmental Agencies. (Each county has resources available). Community and Faith Based Organizations, community colleges, and other vocational training providers. Workforce Center resources and core Wagner-Peyser Act services, including Veteran's preference are offered at all of the Workforce Centers within the sub-areas. Stacking of credentials: Currently the Workforce Center has strong Youth, Adult and Dislocated Worker programs providing individuals with GED's, HS Diplomas, Home Health Aide certifications, CNA licenses, LPNs etc. Each credential or certificate better prepares individuals to work at higher paying and more full-time jobs. The Business Services Team and WIOA Career Coaches review job orders and hiring to determine if the skills gap can be met through credentials or licenses. If those are not provided locally, the WFC will work with the schools and training providers to offer a postsecondary credential or an industry recognized certification. Job applicants are encouraged to access CRWC videos regarding the core Workforce Center Orientation, and a second Programs and Opportunities Orientation, which are available on the internet or at WFCs. WFC staff then ask strategic questions to assist in determining the scope of services to offer, referrals to supportive services provided by other entities, and determining if training is appropriate. Partnerships are established among the organizations listed below, as well as others that may appear in relation to the need for specific credentials. Community colleges coordinate occupational training, remediation, academic credentialing, and transfer preparation for career pathways initiatives. This occurs as a result of working with employers and the Workforce Center to determine skills gaps.

In the *Pueblo Sub-Area*, planning is underway with mandated partners to identify processes that ensure the Workforce system is working together to serve individuals with barriers to employment. It is planned that a matrix of resources/services will be developed and available as a starting point for working together on cooperative services for shared customers. Identifying representatives from the partnering agencies is planned along with the development of a process to staff customer needs and the development of employment plans that jointly support the customer and address their needs. A consideration in the decision to support training for an individual will be based on employment opportunities. Career pathway information is key to assisting individuals with making informed choices about which training to pursue. Planning and conversation to identify appropriate training programs and to develop new training will be a focus of dialogue with partners and training entities. Performance tracking of training programs is being established between CDLE and CDHE and will be a requirement for approval of training initiatives. Credentialing and stackable credentials are a strategy that is supported to help develop career pathway opportunities for customers.

Broomfield Sub-Area - Co-location of core programs will assist in providing direct referral and services to individuals with barriers to employment. Through the efforts of our Workforce Center and Health and Human Services Department, we have the capability to assess and immediately introduce job seekers to the many services offered by our Workforce Center. Health and Human Services can provide Food Assistance, Medicaid, and other social support programs that will stabilize the family and make it more feasible for them to exit their crisis mode and start giving some energy toward their future needs and the supportive service offered by Health and Human Services. Our Health Department (under the umbrella of Health and Human Services) can provide a myriad of services at low or no-cost such as nutrition classes, family planning, WIC, immunizations, school physicals, and a visiting nurse. By providing these very important no-cost services, it allows those with barriers to feel at ease with taking care of their basic needs and thereby allowing them to train their thoughts toward their future. With the help of the comprehensive services offered by our Workforce Center we will have created a ring of services for our customer.

The Workforce Development Boards in the *South Central and Southwest Sub-Areas* will support the efforts of the WFC staff and partner staff of adult education, vocational rehabilitation and TANF/SNAP programs to ensure that all residents, and particularly those with barriers such as low educational attainment, disabilities and barriers associated with low income status (housing, child care, mental health concerns) will have ready access to the career services offered at the WFCs and through Connecting Colorado. Every effort will be made to not only assist these individuals in attaining stop-gap employment, but to provide them with the information, advisement and supportive services needed to enter career pathways in Sector partnerships and other industries with in-demand occupations, whether through work based training or occupational certifications. Particularly in areas such as Healthcare, these certifications/licensures meet the criteria of portability and being stackable.

Southeast Sub-Area - Through WIOA regional planning, the required WIOA partners continue to meet together to discuss a variety of issues, including enhancing the existing WFC work with educational providers. The goal is to develop strategies to increase the focus on educational access and use of career pathways knowledge to guide the continuum of job seeker and targeted populations toward meaningful and self-sustaining employment.

Upper Arkansas Sub-Area - Planning is underway with mandated partners to identify processes that ensure the Workforce system is working together to serve individuals with barriers to employment. It is planned that a matrix of resources will be developed and available as a starting point in working

together on cross serving customers. Identifying representatives from the partnering agencies is planned along with the development of a process to staff customer needs and development of employment plans that jointly support the customer and address their needs. A consideration to support training for an individual is, “will there be an opportunity for employment?” Career pathway information is key to assisting individuals with making choices about which training to pursue. Career pathways planning with schools, the community and other educational entities to identify and align appropriate training programs and to develop new training will be a focus of dialogue with partners and training providers. Performance tracking of training programs is being set up and will be a requirement for approval of training initiatives. Credentialing and stackable credentials are a strategy that is supported to help develop career pathway opportunities for customers.

The *Western Sub-Area* Workforce Development Board will work with the entities delivering core services to expand access to employment, education, and support services to eligible individuals with barriers to employment. The Workforce Innovation and Opportunity Act (WIOA) stresses workforce core and required partners collaborate to provide access to employment, training, education and support services for eligible customers. The Western Sub-Area staff, working with sub-area partners will develop processes that insure the local workforce system is working collaboratively to serve individuals who need employment, education and training services. Priority for workforce services under WIOA will target individuals with barriers to employment and will drive local service delivery. Western Sub-Area Workforce Centers are working with required partners to provide access to partner services at workforce centers in the sub-area. Additionally Western Sub-Area workforce centers are partnering with Health and Human Service Directors, Adult Education and Literacy and Colorado Vocational Rehabilitation to explore co-location, develop access to programs, and develop access points for outlying communities. The Western Sub-Area Workforce Development Board will support the efforts of the WFC staff and partner staff of adult education, vocational rehabilitation and TANF/SNAP programs to ensure that residents, and particularly those with barriers such as low educational attainment, disabilities, homeless and other barriers associated with low income status will have ready access to the career services offered at the WFCs and through Connecting Colorado. Every effort will be made to not only assist these individuals in attaining employment, but to provide them with the information, advisement and supportive services needed to enter career pathways in Sector partnership and other industries with in-demand occupations, whether through work based training or occupational certifications. Particularly in areas such as Healthcare, these certifications/licensures meet the criteria of portability and being stackable. The Western Sub-Area will support the co-enrollment of individuals in core and partnering entities programs based on the individual needs of the customers and considering career pathway and industry demand for occupational opportunities. Planning and discussion to identify in-demand and viable occupational training programs will be a focus of partnering and training entities.

6. Describe the strategy to work with adult education providers funded under Title II of WIOA and Vocational Rehabilitation to align resources available to the local area, to achieve the strategic vision and goals described in question 2.

The *Eastern Sub-Area* continues to be on the forefront of coordinating DVR and workforce services. While the 10 counties encapsulated in the workforce area are spread across two different DVR districts, there is a high degree of program coordination between the divisions. Two offices are considered fully co-located, with DVR in the same building as the Fort Morgan and Sterling workforce centers. The remaining 4 offices still boast strong ties between programs. Referrals, case management, and resource planning ensure that the systems avoid any duplication of services or resources. Discussions are currently occurring to expand the number of DVR staff in the upper 6 counties from 2 to 3, which

will assist with the increase of referrals being made. Also, increasing levels of cross program awareness have made the relationships even more productive, as referrals and services requested are usually within the scope and means of the requested program.

The *Northwest and Rural Resort Sub-Areas* work to strengthen partnerships with adult education programs through, quarterly meetings with Colorado Mountain College staff and DVR staff to coordinate services and align resources to maximize benefits to clients and minimize redundancies. Information on workshops and events are shared with all partner agencies. These partnerships ensure that clients experience a seamless transition between programs. WIOA, CMC, and DVR Staff are in communication between meetings, as needed, to refer clients and coordinate services between programs.

The *Pueblo Sub-Area* is working collaboratively with Division of Vocational Rehabilitation (DVR) and Adult Basic Education to align our service delivery strategies through both a state-wide “Job Seeker Lean Initiative” as well as the previously mentioned Process Action Teams. Through these efforts, duplication of and gaps in services will be addressed.

Broomfield Sub-Area - Adult Education (Front Range Community College, Coal Creek Adult Education Center and Boulder Valley Adult Literacy) and Vocational Rehabilitation are members of our local board and assist in the formation of policy and program.

The *South Central and Southeast Sub-Area* process action teams are focusing on cross training staff and planning for future needs by eliminating duplication and connecting staff to integrated systems and customer databases and will result in coordinated efforts and knowledge of ways to better serve individuals with barriers. DVR staff will develop training for the business services workforce center staff to assist with cross promotion of services. This will enable those staff members to speak about vocational rehabilitation services when meeting businesses to market both programs simultaneously.

In the *Southwest Sub-Area*, partnerships between the workforce system, adult education providers and the Division of Vocational Rehabilitation (DVR) programs have been long-established, with a particular focus on co-enrollment and collaborative case planning for workforce participants in the WIA/WIOA programs. These partners in the Southwest Sub-Area have begun meeting to enhance those relationships with the development of strategies such as inter-agency staff cross training (e.g., development of a desk aide that will contain sufficient information about each partner’s programs, eligibility and services to strengthen the mutual referral process for participants).

The *Upper Arkansas Sub-Area* is working collaboratively with DVR to align our service delivery strategies. DVR has been looking at the potential to co-locate in the Cañon City Workforce Center. Currently the Upper Arkansas Sub-Area is working with three customers together. The hurdles to employment are more easily addressed when resources can be shared allowing for greater wrap around services for our customers. Additionally, the Upper Arkansas WIOA partners have established combined training opportunities, one which has already taken place. Representatives of Solvista, Human Services, DVR, SWAP, CSBG, WIOA employment services and training staff members and employers all participated in a combined training. Conversations with educational providers has occurred but it is uncertain at this time what services will be available. GED and ABE planning is underway to identify opportunities to deliver these services.

In the *Western Sub-Area*, the partnership between the workforce system, adult education providers and the Division of Vocational Rehabilitation (DVR) programs are well established and have worked

collaboratively in the past. The local system has worked well in serving the needs of clients by collaborative working together to coordinating career, training and case management services. While this has worked well, the sub-area will work on improving these partnerships and formalize strategies to align resources to better serve clients. For example, DVR is collocated in the Delta Workforce Center. The Western Sub-Area Workforce Centers and DVR are currently exploring co-location in Montrose and Gunnison Workforce Centers to provide access to DVR and workforce services. Additionally the partners in the Western Sub-Area have begun meeting to enhance these relationships and explore staff cross training of staff. The Western Sub-Area Workforce Development Board has representatives of DVR, Adult Education and WIOA providers on the sub-area board who will represent and provide input on their respective agencies.

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

In all CRWC Workforce Centers, individuals that require assistance with unemployment applications are assisted through use of computers and staff assistance. Additionally the customer is provided information on how to apply for assistance on their own. The Unemployment Division has a designated “red” phone, set up at the Workforce Centers, and there are specific times during the week where a designated unemployment specialist staff member can speak with the unemployed customer if they have an issue that requires one to one interaction. Phones and computers are also available during the Workforce Centers business hours, Monday through Friday, for job seekers to use to call unemployment. Links to reemployment and future use of the Reemployment Services and Eligibility Assessment programs (RESEA) has allowed staff to interact in a timely manner with individuals receiving unemployment and connecting them with other Workforce Center services. It is planned that unemployment staff will market the services and resources available through the workforce system to unemployed individuals. The La Junta Workforce Center is one of the pilot sites for the UI Chat option, this allows for customers to utilize a chat feature to communicate with a UI Representative online. As soon as this is available all CRWC workforce centers will be utilizing this option. It has been discussed and is being planned through efforts of the State job seeker Lean event that training and educating unemployment representatives would be conducted to help those representatives, working with individuals applying for unemployment, be able to better explain how working with the local Workforce Centers adds value to the individual in their job search efforts. Every CRWC sub-area has at least one staff person with CYBS access to assist with determining eligibility for the WIOA Dislocated Worker Program, check the status of a UI claim and answer basic questions. This effort provides an immediate resource to the claimant, as well as alleviates some of the unemployment insurance call center traffic. The UI Hoshin Planning initiative meetings are attended by the Eastern Director, as the rural workforce representative to the committee. These meetings are designed to meet/exceed a prescribed set of performance criteria in the areas of office efficiency (speed of claims, decrease in secondary calls, etc) and effective knowledge of workforce systems in an effort to make appropriate referrals. These efforts will continue locally, as well as on the state level.

8. Describe how the local board will coordinate workforce investment activities carried out in the local area with economic development activities carried out in the planning region, and promote entrepreneurial skills training and microenterprise services;

The *Eastern Sub-Area* Board representatives, as well as workforce staff, are well ingrained in economic development activities throughout the sub-area. Labor market information, accessed through programs such as EMSI and customized to a targeted area/county, has fostered stronger inclusion of

workforce into the economic development planning functions. Entrepreneurial resources are strongly promoted in the sub-area, not just through traditional means such as the Small Business Development Centers, but also through grants at the community colleges and regional economic partnerships. The Northeast Colorado Economic Developers (comprised of six counties: Logan, Morgan, Sedgwick, Phillips, Washington and Yuma) are currently seeking foundation funds to develop a technology based incubator site in the Julesburg and workforce is actively at the table. Given the increased efforts with broadband connectivity, more options such as this example should be on the horizon.

The Workforce Centers in the *Northwest and Rural Resort Sub-Areas* connected via one Director for both the sub-areas that comprise the Northwestern planning region. Therefore, the Northwest Sub Areas work very well together; labor market intelligence is collectively acquired, staff engage in economic development activities for both sub-areas and can readily identify need and opportunities for workforce investment activities including the promotion of entrepreneurial skills training and microenterprise services.

The *Pueblo Sub-Area* is committed to collaborating with economic development with a focus on business as a primary customer of the workforce system. Business creates the jobs but cannot be successful without a skilled and trained workforce. Economic entities realize that in order for business to expand or to start up a new enterprise the partnership with workforce needs to be effective. The workforce system is committed to using its resources to assist business with their expansion or recruitment of new businesses. Strategic conversation between the entities has led to results and committeeman to work together in support of additional efforts to assist business. Pueblo Workforce Center staff provides labor market data and meets with “prospect companies” interested in relocating to Pueblo with the Pueblo Economic Development Corporation (PEDCO) Additionally the Small Business Development Center assists customers with business plan development and strategies to be a successful entrepreneur. Their assistance will be utilized for appropriate customers.

Broomfield Sub-Area - Economic Development is a full-time position with Broomfield County, and a member of our Workforce Board. This close relationship simplifies the process of combining the two programs. By setting out to examine the needs and interest level of our local area we can develop a plan to meet the needs of those interested in self-employment. Receiving assistance from the Small Business Administration is another option we can use.

The *South Central Sub-Area* has strong relationships with economic development partners within all six counties. To further enhance the coordination of services between workforce and regional economic development, the agencies must continue to collaborate, especially when it comes to developing new economic development strategies and feeding that down to workforce to create pipelines for future employees. Another important area of coordination will be to bridge the gaps in expectations between employers and employees. The economic development partners in the region receive great value from the data provided by the workforce centers as it pertains to regional wage analysis, job trends, unemployment data, and other sources of information that impacts businesses and economic development. In addition, the regional planning group felt that there is a natural three-way partnership between regional economic development, workforce centers, and local human services departments and strengthening the coordination and relationships between these agencies will be a key strategy for the Southern region. Entrepreneurial skills training is provided in the sub-area through another economic development partner, the San Luis Valley Small Business Development Center (SBDC), housed at the Depot in Alamosa, with a satellite office at the Chamber of Commerce in Monte Vista. Training

includes the key Leading Edge Strategic Planning Series, focused on all aspects of starting, growing and sustaining a small business, which is supplemented by on-going special topic workshops and free on-line training. Through a menu of Small Business Administration (SBA) loan programs, the SBDC can assist local entrepreneurs in acquiring funds to support a variety of microenterprise activities.

The *Southeast Sub-Area* has strong relationships with economic development partners within all eight counties. To further enhance the coordination of services between workforce and regional economic development, the agencies must continue to collaborate, especially when it comes to developing new economic development strategies and feeding that down to workforce to create pipelines for future employees. Another important area of coordination will be to bridge the gaps in expectations between employers and employees. The economic development partners in the region receive great value from the data provided by the workforce centers as it pertains to regional wage analysis, job trends, unemployment data, and other sources of information that impacts businesses and economic development. In addition, the regional planning group felt that there is a natural three-way partnership between regional economic development, workforce centers, and local human services departments and strengthening the coordination and relationships between these agencies will be a key strategy for the Southern planning region.

Members of the *Southwest Sub-Area* WDB and workforce system staff regularly participate in networking meetings and collaborative events of local economic development entities, and support the sub-area's Comprehensive Economic Development Strategy (CEDS) prepared by the Region 9 Economic Development District, which in term coordinates economic activities with those of Region 10 (correlating with the Western workforce sub-area) and Region 11, which includes Mesa County (included with the Southwest and Western Sub-Areas to make up the Western CDLE/CRWC planning region). Entrepreneurial skills training is provided in the sub-area through another economic development partner, the Small Business Development Center (SBDC), housed at Fort Lewis College (FLC) in Durango, CO (La Plata County). Participants in workforce development system programs have access to this training at locations throughout the sub-area on a rotating basis. This training includes the key Leading Edge Strategic Planning Series, focused on all aspects of starting, growing and sustaining a small business, which is supplemented by on-going special topic workshops and free on-line training. Through a menu of Small Business Administration (SBA) loan programs, the SBDC can assist local entrepreneurs in acquiring funds to support a variety of microenterprise activities.

The *Upper Arkansas Sub-Area* Workforce system is committed to working with economic development as realizes that business is a customer of the workforce system. Business creates the jobs but cannot be successful without a skilled and trained workforce. Economic Development entities realize that in order for business to expand or to start up a new enterprise the partnership with workforce needs to be effective. The workforce system is committed to using its resources to assist business with their expansion or recruitment of new businesses. Strategic conversation between the entities has led to results and a commitment to work together in support of additional efforts to assist business. Workforce Center staff are engaged regularly with the economic development organizations in the sub-area serving on their boards and providing regular feedback and dialogue with them. Two of the economic development organization directors serve on the local workforce board providing valuable input and feedback regarding the value of services and potential future beneficial activities. This substantial relationship also keeps the Workforce Center staff apprised of potential new opportunities for assisting with training workers for new and emerging industry in the sub-area. The sub-area is served by a very active Small Business Development Centers (SBDC). The SBDCs provides free and low cost assistance to entrepreneurs. Both Upper Arkansas Area Council of Governments and Business

Lending Center branch of the Southern Colorado Economic Development District provide microenterprise financial services throughout the sub-area in addition to the many local banks and bank branches. Often the banks and small business lending institutions partner on financial services for startup entrepreneurial endeavors. The workforce center has a working relationship with the lenders for referrals for workforce development services to entrepreneurs.

The *Western Sub-Area* is committed to collaborating with economic development entities within the sub-area to meet the needs of businesses and promote economic diversity. Members of the Western Sub-Area WDB include local economic development entities who keep the board updated on economic development activities, sector partnerships, economic planning and provide input into the sub-area workforce system. The workforce system is committed to using local workforce resources to assist businesses with their expansion or recruitment of new businesses. WDB members and Workforce Center staff have actively participated in state and local economic development planning to provide input into economic development activities including participating in the Colorado Blueprint and Comprehensive Economic Development plans. Strategic conversation between the entities has led to results and commitment to work together in support of additional efforts to assist business. Participants in workforce development system programs have access to entrepreneurial and small business development training offered at locations throughout the sub-area. This training includes small business development classes and advisement, Leading Edge Planning and entrepreneurial training which focus on all aspects of starting, growing and sustaining a small business. These activities are supplemented by on-going special topic workshops and free on-line training which is promoted by the local workforce centers. The Western Sub-Area is supportive of these efforts by assisting with startup, promotion and referral of workforce customers to these local resources. Additionally the Western Sub-Area Workforce Centers have worked closely with economic development entities to support such programs like the Small Business Resource Center in Montrose which assists local entrepreneurs in acquiring the skills needed to succeed.

9. Provide a description of the workforce development system in the local area that identifies the programs that are included in that system. Also describe how you will partner with the required WIOA partners to increase awareness of career pathways and the critical role that workforce development plays in ensuring that all Coloradans have access to educational and career pathways that result in meaningful employment.

The *Eastern Sub-Area* has a fully integrated approach to WIOA, Wagner-Peyser and TAA services in the northeastern Colorado counties. All training provided is proven to be in demand, and the majority of training dollars are spent through our community college partners. Very few training institutions exist in the area outside of the community college system. The Workforce Development Board will set pace and tone for additional career pathway projects, as there is a strong education representation on the Board. As needs are identified, in any occupational area, we will begin the process of designing a solution.

Northwest and Rural Resort Sub-Areas - Asset mapping has been carried out in the sub-area localities through the normal course of business. Community resources are in a constant state of update for each office. Working relationships are maintained with these agencies and groups especially when there is a common thread within our missions. With the goal of sharing available resources and minimizing duplication of services, the workforce center strives to augment available resources in our communities and promote synergistic service delivery. The workforce center brings information regarding career pathways to the table as a means of enhancing overall relevance and further developing talent pipelines. The Workforce Centers in the Rural Resort and Northwest Sub-Areas are connected via one

Director for both the sub-areas that comprise the Northwestern planning region. Therefore, the Rural Resort and Northwest Sub Areas work very well together; labor market intelligence is collectively acquired, staff engage in economic development activities for both sub-areas and can readily identify need and opportunities for workforce investment activities including the promotion of entrepreneurial skills training and microenterprise services

The *Pueblo Sub-Area* has engaged in planning with mandated partners from the Department of Social Services, Division of Vocational Rehabilitation, Pueblo Community College (Carl Perkins), Adult Basic Education (ABE) providers and mandated programs housed at the Pueblo Workforce Center which include Wagner Peyser, Workforce Innovation Opportunity Act (youth, adult and dislocated worker programs), Veterans programs, and unemployment programs such as RESEA. In Pueblo, there are currently no programs from Housing & Urban Development or the Community Development Block Grants that are delivering employment and training services. Career pathways is a topic of importance in conversation amongst the mandated and community partners and they are currently looking at what exists and what might be needed to improve services to customers in helping them make informed career decisions. It is planned that efforts to develop and implement career pathway tools and/or processes will continue to increase the awareness of the availability of tools to make informed career and training choices.

Broomfield Sub-Area - Broomfield has an expanded workforce development system due to our Workforce Center being under the Department of Health and Human Services (HHS). Customers of any given division have access of all programs and services under HHS. Our model has been around for fourteen years and so the cooperative concepts in WIOA are not new to us. We understand the value of working together and how that benefits those we serve. The Central Planning Region plans to develop an IGA with all WIOA partners as not every county has the required partners located within their borders. Given our familiarity with multiple divisions working together, we have high expectations that the required WIOA partners will see to it that their services will integrate with ours.

The *South Central Sub-Area's* workforce development system is historically made up of a wide network that includes education (secondary, adult literacy & post-secondary), economic development (county-level and regional) and human service organizations (government and non-profit) providing both employment assistance and supportive services to address/reduce barriers to employment.

Southeast Sub-Area - Career pathways are important in all fields, but local manufacturing companies are making this an increased focus for the next four years. Oliver Manufacturing, based in La Junta, employs around 60 individuals; Senior staff is thinking about ways to create career advancement opportunities to support promoting from within and helping existing employees navigate into other areas of the company. This is not only a career pathway for that individual, but it opens up a lower level position for someone new in the community. A primary need, and not just in the manufacturing industry, is math skills, both basic and advanced. Local workforce centers, postsecondary educational institutions, and employers, will be partnering over the next four years to explore strategies to increase math skills through tutoring, providing access to workforce center programs in the workplace, and adult educational opportunities.

The *Southwest Sub-Area's* workforce development system is historically made up of a wide network that includes education (secondary, adult literacy & post-secondary), economic development (county-level and regional) and human service organizations (government and non-profit) providing both employment

assistance and supportive services to address/reduce barriers to employment. These partners in the Southwest Sub-Area have begun meeting to enhance those relationships with the development of strategies such as inter-agency staff cross training (e.g., development of a desk aide that will contain sufficient information about each partner's programs, eligibility and services to strengthen the mutual referral process for participants).

Staff from the *Upper Arkansas Sub-Area* have engaged in planning with mandated partners from the Department of Social Services, Vocational Rehabilitation, Pueblo Community College – Carl Perkins, Adult Basic Education (ABE) providers Wagner Peyser, Workforce Innovation Opportunity Act youth, adult and dislocated worker programs, , and programs that are cooperatively working with unemployment such as Links to Reemployment. The Upper Arkansas Area Council of Government's Housing and Community Service Block grants are not delivering employment and training services but are collaborating with the workforce system to provide services as appropriate. Career pathways is a topic of importance in conversation amongst the mandated and community partners and they are currently looking at what exists and what might be needed to improve services to customers in helping them make informed career decisions. It is planned that efforts to develop and implement career pathway tools and or processes will continue to increase the awareness of the availability of tools to make informed career and training choices.

The *Western Sub-Area's* workforce development system is comprised of a network of core, required, and optional partners that provide employment & training and support services to address and reduce road blocks to employment. The Western Sub-Area workforce system is made up of the core partners of Workforce Centers (WIOA Adult, Dislocated Worker and Youth Programs, Veterans Program and Wagner Peyser Programs), Colorado Vocational Rehabilitation and adult education & literacy programs in the area. The systems required partners include Colorado Department of Human Services, (TANF/SNAP), educational partners (secondary, higher education, Carl Perkins, post-secondary) and other community partners including economic development (county and regional level) The Western Sub-Area's workforce development system is led by the sub-areas Workforce Development Board who is committed to developing a workforce system that is responsive to the workforce needs of job-seekers and employers.

The development of career pathways is a topic of importance among the mandated, and community partners as they assess what pathways are currently developed and these pathways may be used to improve services to customers by helping them make informed career decisions. It is planned that efforts to develop and implement career pathway will increase the awareness of training, work based learning and educational opportunities for customers to make informed career and training choices.

10. Describe the one-stop delivery system in the local area, in particular:

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

The *Eastern Sub-Area* is comprised of ten counties, and offers physical locations in Fort Morgan, Sterling, Yuma, Elizabeth, Burlington and Limon. Additionally, virtual workforce center stations have been installed in the libraries in Julesburg and Cheyenne Wells.

Workforce center staff provides outreach to the following locations on a bi-weekly rotational schedule unless otherwise noted:

- Cheyenne County Human Services

- Yuma County Human Services (Wray location, weekly)
- Akron Town Hall
- Sedgwick County Human Services
- Phillips County Family and Education Center

The *Northwest Sub-Area* has five full-service one-stop centers, located in Steamboat Springs, Craig, Rangely, Granby and Meeker. Satellite offices/Virtual Workforce Centers are located in the following Libraries: Hayden Public Library, Oak Creek Library, Bud Werner Memorial Library, Moffat County Library, Meeker Public Library, Fraser Valley Library, Juniper Library, Kremmling Library, Rangely Library, Granby Library and Hot Sulphur Springs Library

Pueblo Sub-Area – The Pueblo Workforce Center is designated as the “comprehensive” one stop center for the CRWC. While the physical location for the Pueblo Workforce Center is currently at 212 W. 3rd Street Pueblo, CO, an electronic link existed with the Pueblo West Library in order to deliver workshops, employer forums, and other job search activities. Plans are in place to re-establish this link and address the technology issues which were encountered in the past.

The *Rural Resort Sub-Area* has five full-service one-stop centers are located in Glenwood Springs, Rifle, Edwards, Frisco and Leadville. Satellite offices/Virtual Workforce Centers are located in the following Libraries: Parachute Library, Rifle Library, Silt Library, New Castle Library, Glenwood Springs Library, Carbondale Library, Lake County Library, Avon Public Library, Eagle Public Library, Gypsum Public Library, Vail Public Library, Frisco Library, Silverthorne Library and Breckenridge Library.

Broomfield Sub-Area - The Broomfield Workforce Center is centrally located in the Broomfield Health and Human Services building at 100 Spader Way.

The *South Central Sub-Area* has two full-service One-Stop Centers within the sub area; they are located in Alamosa and Monte Vista. The Alamosa Workforce Center is the one office within the sub area that has Trinidad State Junior College co-located in the center. Partnerships with some area libraries have been forged over the couple of years. This has resulted in expanding range of services to remote rural areas of the sub area or in those communities without a One-Stop Center. Participating libraries include Conejos, Ft. Garland, Monte Vista, and Center. Over the next year more outreach will be conducted with Saguache and South Fork libraries

The *Southeast Sub-Area* has four full-service One-Stop Centers within the area; they are located in Lamar, La Junta, Trinidad and Walsenburg. The Trinidad Workforce Center is the one office within the sub area that has Vocational Rehabilitation and Trinidad State Junior College co-located in the center. Partnerships with some area libraries have been forged over the couple of years. This has resulted in expanding range of services to remote rural areas of the sub area or in those communities without a One-Stop Center. Participating libraries include libraries in Eads, Fowler, Ordway, Rocky Ford, Springfield, Las Animas, Walsenburg, La Veta and Trinidad.

The *Southwest Sub-Area* has two full-service one-stop centers, one in Cortez and the other in Durango. Network sites include libraries in Dolores, Dove Creek, Mancos and Pagosa Springs.

Upper Arkansas: The Upper Arkansas Sub-Area has two full-service physical locations: 3224 Independence Road, Canon City and 448 E 1st Street, Salida. Additionally, satellite offices within the Upper Arkansas Sub-Area are located at the Park County DHS offices, 825 Clark Street, Fairplay, and

59865 Hwy 285, Bailey. There are also electronically linked satellites at the libraries in Guffey, Fairplay, Bailey, Lake George, Buena Vista and Westcliffe.

The *Western Sub-Area* one-stop delivery system is comprised of three full service centers offering workforce development programs. The physical locations of the Western Sub-Area workforce centers are as follows:

- Delta Workforce Center, 206 Ute Street, Delta CO
- Gunnison Workforce Center, 109 East Georgia, Gunnison CO
- Montrose Workforce Center, 504 North 1st, Montrose CO

In addition to physical workforce centers, the Western Workforce Centers have virtual linkages with local libraries in Montrose, Delta, Gunnison, Ouray and Nucla through the “Virtual Workforce Center at the Library” program. The program provides access points for workforce customers in outlying areas that do not have a physical workforce center so they can access workforce center services electronically. Online tools, Unemployment Insurance information and job listings in Connecting Colorado are accessible through the virtual linkage for those customers needing access to a computer and internet connectivity.

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

The *Eastern Sub-Area* workforce team boasts strong partnerships with mandatory partners. Rural philosophy has been one of strong partnership both in planning and operations as a tool for programmatic sustainability. Workforce center staff provides business services, as well as the full spectrum of WIOA and TAA services. Division of Vocational Rehabilitation is co-located in two of the six physical locations, and outreach is provided to the remainder on a consistent schedule. Whenever feasible, co-case management is facilitated to lessen the possibility of duplication of effort or expense. At the time of this plan, nine of our ten county Human Service Departments have a county coordination plan (formal and informal), each developed based on local need. Outreach hours in Cheyenne, Yuma, Sedgwick, and Phillips counties all utilize county human service resources to offer services outside of a reasonable commutable distance to the area’s closest physical location. Co-case management with TANF and SNAP is planned whenever possible, and discussions regarding the duplication of forms and other paper-based requirements are now occurring. Where the Eastern Sub-Local Area can further develop partnership, is with the Adult Basic Education partners. Informally and to varying degrees, staff members have partnered with their ABE counterparts but a formal planning process has yet to occur. The goal is to incorporate these discussions into the Board’s strategic planning session in July 2016.

The *Northwest and Rural Resort Sub-Areas* proactively communicate with one-stop partners to ensure that progress is being made and establish processes for easy interplay between one-stop services. This enables all affiliated offices to be informed and avoid duplication of efforts. Work cooperatively to establish regular meetings and integrate computer programs with partner agencies.

Pueblo Sub-Area - Key strategies for the integration of core programs in the Pueblo Sub-Area include the co-location of several mandated partners, cross training of staff in programs and delivery of services and shared systems. Future plans include the development of a “joint staffing” process, shared forms and assessments, and employment plans.

Broomfield Sub-Area - In the City and County of Broomfield, The Broomfield Workforce Center is a part of the Self-Sufficiency Department under Health and Human Services by design to enhance communication and integration between required partnerships. Title I and Title III programs are provided in house and Title II, IV and other required partners are either on the board or are a part of the Health and Human Services System.

South Central and Southeast Sub-Areas: In every one of the Workforce Center in the South Central Sub Area Wagner-Peyser and WIOA programs are administered. Workforce Innovation and Opportunity Act activities are a natural partner for adult education and literacy in the Sub Areas. This also connects strongly to career pathways - if students earn a GED, they are a natural audience for climbing the educational ladder, so it is important to communicate the availability of adult education and literacy programs in the sub area. There is strong, existing coordination between adult education providers, workforce center staff, and Department of Human Services (DHS) staff. This coordination can continue to improve, and one such opportunity is in exploring combining work based training while individuals are in adult education to improve outcomes for participants. The workforce center also has provided, and will continue to provide, career fairs and other services to adult education students. The workforce center also has provided, and will continue to provide, career fairs and other services to adult education students. One Stop center staff has also been trained to provide direct referrals to some of the colleges for GED testing.

The *Southwest Sub-Area* is creating a desk aide that identifies all basic program components for all program staff– chat/phone and face to face visits to provide soft hand offs.

The *Upper Arkansas Sub-Area* has established a Upper Arkansas WIOA Collaborative. This meeting brought together representatives from TANF and Human Services, DVR, Post-Secondary Schools who provide Adult Education, Solvista, SWAP, CSBG, WIOA employment services and training staff members, county governments, section 8 and self-help housing, Loaves and Fishes, economic development organizations and key employers have all been involved. Many ideas have been suggested. The following are several ideas being pursued:

Collaborative training opportunities, Consolidating and collaborative forms, Consent to Release, Referrals, Services provides, Initial assessments, Combined staff reviews of customers, Combined assessments, Cross-training of staff of mandated partners is being explored.

The *Western Sub-Area* Workforce Centers have established strong working relationships with core and required partners. Western Sub-Area Workforce Centers currently offer WIOA Title I, Adult, Dislocated Worker and Youth Job Training Programs and WIOA Title III, Wagner Peyser Act, Employment Services to customers. Services under these titles are fully integrated and are accessible to customers at each sub-area workforce center. Under WIOA Title II, Adult Education and Literacy program services are delivered by multiple educational partners within the sub-area. These programs are working closely with the Western Sub-Area Workforce system to develop key strategies for program integration including the cross training of staff, developing access to Adult Education and Literacy program services at local workforce centers and a structured program referral process. WIOA Title IV includes Vocational Rehabilitation partners who provide employment and training activities to individuals with disabilities. Colorado Division of Vocational Rehabilitation (CDVR) works closely with workforce centers to serve the needs of individuals with disabilities. CDVR is working with workforce centers in the sub-area to provide access to program services, exploring co-location where feasible and cross training of program staff.

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

Eastern Sub-Area - Under the direction and guidance of the Colorado Rural Workforce Consortium, as well as the Eastern Sub-Area Workforce Development Board, Title I programs (Adult, Dislocated Worker, Youth, TAA, Hire Colorado, and Migrant Seasonal Farmworker) are coordinated and administered by the workforce center staff. Under WIOA, services to the unemployed, under-employed, veterans, offenders, low- income, benefits-attached, single parents, UI exhaustees, displaced homemakers, homeless, individuals with disabilities, individuals with barriers and those who are basic skills deficient are given immediate priority of service. Currently, the Sub-Area boasts a 64.2% “hardest to serve” enrollment rate.

WIOA services include, but are not limited to:

- Offering career services both in person and in group format as feasible.
- Utilizing labor market information and business level interactions to design training opportunities that meet the current and future need of the communities.
- Offering career services such as orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market, navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited; to comprehensive assessment, counseling, case management, pre-vocational services. Training, OJTs, and internship or apprenticeship opportunities will continue to be offered, as well as supplemental services designed to increase the level of successful training completion.

The Division of Vocational Rehabilitation representatives are, at minimum, consulted on any job seeker who self identifies as disabled. For those participants who would benefit from a dual system approach, communications between workforce and vocational rehabilitation are facilitated to analyze resource needs and availability. For any needs projected as unmet, there is a coordinated plan between the two entities. The county level human services departments are ingrained in varying levels throughout the area. With the upcoming coordination between IT systems, staff will have a better opportunity to appropriately identify common customers. The partnership in Morgan County is our primary model, with staff meetings occurring with all DHS and workforce center staff as well as vocational rehabilitation and a contractor from Goodwill Industries. Plans to utilize common forms are in the finalization stages, and the first co-sponsored job fair will occur on April 20th. TANF funds are used to offset any WIOA funds for supplemental services and training services, including work experience and on-the-job training scenarios.

Northwest and Rural Resort Sub-Areas - These services include, but are not limited to: Wagner-Peyser, DVOP, LVER, Governor’s Summer Job Hunt, TAA Case management, Formula funding for WIOA Adult, Dislocated Worker and Young Adult programs. Enhanced and other discretionary funding: Hire for Colorado, TEC-P Sector Grant, NEG, TANF and SNAP E&T/EF, Garfield County Jail, Temporary Aid for Needy Families (TANF): provides program compliance and support to custodial parents with minor children. All workforce development services are offered along with support services, education support and child care. Supplemental Nutrition Assistance Program/Employment First (SNAP E &T/EF): provides program compliance and support to food stamp only adults who are not exempt from the federal programming. Education, support services, and community services is offered along with workforce development services.

In the *Pueblo Sub-Area*, planning between mandated partners is underway to identify roles and receive commitments to work together in support of new initiatives. Pueblo has implemented a steering committee made up of “decision makers” from the mandated partners as well as additional relevant community partners. This will integrate and improve the workforce system to better meet the needs of job seekers and business.

Broomfield Sub-Area - Each of the one-stop partners will be utilized based upon the individual needs of the clients.

South Central, Southeast and Southwest Sub-Areas - One stop partners will be exploring ways to streamline and integrate initial intake processes, blending of funding to maximize resources, enhance service delivery and eliminate duplication of services. A strategy will be for workforce and other partners such as adult education and human services to pool funds to share testing and assessment licenses. One additional step would be for the state to coordinate assessments between agencies to move towards a system where agencies all share the same testing and assessment tools. An example of this strategy is to coordinate TANF assessment forms with workforce comprehensive assessments - if the agencies could combine their forms, this could reduce duplication. Finally, if data systems and client databases can be integrated or shared between government agencies on a state level, this could increase coordination and administrative cost arrangements since staff would have access to the same information about a client. Planning will continue this year with mandated partners and as the value and synergy of working together is better realized there will be new initiatives where agencies will begin to share in those costs. Building a collaborative workforce system will result in the willingness to support the value of working together and identifying ways to improve the system for job seeking and business customers.

Upper Arkansas Sub-Area - Planning between mandated partners is underway to identify roles, seek commitment to work together to support new initiatives. It is felt that the partnering programs will support the workforce system as they realize the value to the joint mission of working together to serve the job seeking and business customers and they realize the synergy that is a result of working together in those efforts.

Western Sub-Area - The roles and resource contributions of workforce center partners are currently being explored and developed in the Western sub-area. The Sub-Area is working with partners to define roles and responsibilities under WIOA legislation and to develop a Memorandum of Understanding (MOU) with required partners that will define agency roles and contributions to the workforce system. The MOU process will not include required partner's financial or in-kind contributions to the workforce system infrastructure for this year.

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.

Broomfield Sub-Area - While Broomfield is located in the metro Denver area we are a relatively small community so we do not have a large land mass to cover. Our outreach is continuous and purposeful. During the recession our Workforce Center had a traffic increase of 70%. This large number illustrates that our outreach efforts have been successful and that our Workforce Center is a staple of in Broomfield Community. Broomfield County has a Communications Department that uses all forms of social media communication, and we work regularly with them to deliver our message regarding our services and other special events.

Eastern Sub-Area - Virtual job fairs, and the virtual workforce centers in two area libraries, have strengthened outreach efforts in a lean and cost effective manner. One great example is the ongoing partnership with the Nebraska Department of Labor that was a result of the workforce center in Sydney, NE being closed. Sydney boasts an extremely robust retail economy with Cabela's largest retail outlet and corporate office as well as a Walmart Distribution Center. Housing is very tight in their local area, and so recruitment is done mainly external to town center but within a commutable distance. This radius would include Sedgwick and parts of Logan County. The virtual job fair format has run three times thus far in PY15, and the marketing on both sides of the state line has resulted in our average web traffic going from around 65 to over 600 for the month of March 2016. Job shadowing and youth internships have been implemented by the City of Fort Morgan, and plans are to extend that proven concept to some local employers who have immediate hiring need. The exposure of Youth to occupations that do not require a post-secondary commitment are traditionally under marketed. As the oil/gas industry continues to show declines, job shadowing gives youth a non-college track perspective – such as city utility positions – that pay a very livable wage.

The Workforce Centers in the *Northwest and Rural Resort Sub-Areas* have and will continue to facilitate access to services including, but not limited to, the following:

- Virtual Job Fairs held in every Sub-Area serving specific business' and job seeker needs
- Job Shadowing Capability through virtual means, phone, email, or in person coaching
- Interactive Video Service (IVS) presentations offered at local CMC campuses to hold informational roundtables and workshops
- GoTo interactive meetings held online for educational and communicative means with partners, businesses, and colleagues
- Video Conferencing (or Web Conferencing) for board members and other stakeholders
- Interactive Voice Recordings (IVR) emails sent out to partners, businesses and clients to inform of events
- Constant Contact email announcements of events
- Referrals to multiple partner agencies tailored to each specific Sub-Area
- Internet communication with all partners and system users
- Utilizing local libraries as Virtual Workforce Centers
- Offering services in conjunction with schools and other partner agencies
- Offer workshops and instruction to job seekers on computer literacy
- Responding to layoffs through Rapid Response procedure
- Collaborating with partner agencies to offer programming
- Working closely with partner agencies to serve job seekers effectively

The *Pueblo Sub-Area* is planning to utilize technology for distance delivery strategies to include workshops and other training opportunities for both job seeker and business customers. Immediate plans are to utilize the “virtual job shadowing” technology to assist job seekers in career exploration and decision making.

Broomfield Sub-Area - While Broomfield is located in the metro Denver area we are a relatively small community so we do not have a large land mass to cover. Our outreach is continuous and purposeful. During the recession our Workforce Center had a traffic increase of 70%. This large number illustrates that our outreach efforts have been successful and that our Workforce Center is a staple of in Broomfield Community. Broomfield County has a Communications Department that uses all forms of social media communication, and we work regularly with them to deliver our message regarding our services and other special events.

South Central and Southeast Sub-Areas - Partnerships with some area libraries have been forged over the couple of years. This has resulted in expanding range of services to remote rural areas of the sub area or in those communities without a One-Stop Center. Library staff has been trained on Connecting Colorado to assist job seekers navigate in the job seeking activities. Participating libraries include Conejos, Ft. Garland, Monte Vista, Center, Eads, Fowler, Ordway, Rocky Ford, Springfield, Las Animas, Walsenburg, La Veta and Trinidad.

In the *Upper Arkansas Sub-Area* virtual job fairs are routinely used to allow job seekers and businesses to remotely access employment opportunities. In Chaffee and Fremont Counties, services are more seamlessly delivered due to the fact that there are workforce centers in Salida (Chaffee County) and Cañon City (Fremont County) respectively. All Park County Public Libraries are Colorado Virtual Workforce Center sites. This means that each library has a dedicated computer station for accessing the Colorado Workforce Center. The station is equipped with computer, monitor, printer, video camera, head set (headphones and microphone), and signature pad. This allows the customer to interact with Workforce personnel, fill out forms, and sign documents without having to travel to the Workforce offices, saving the customer time and money. The customer can use the computer to complete applications, write resumes, and communicate with Workforce personnel. Park County employers and job seekers are able to access virtual job fairs and virtually contact the Upper Arkansas workforce centers for services. Similarly, a virtual workforce center presence has been established using library computers and tablets at the Custer County Library that enable business and job seeking customers to virtually communicate with the Cañon City Workforce Center utilizing Skype and GoToMeeting electronic formats. The sub-area is open to any innovation that will enhance service delivery to business and job seeking customers.

The *Western Sub-Area* Workforce Development Board will facilitate and increase access to workforce center services through use of technology and cross training of staff. Sub-Areaal cross training of workforce center and partnering agency staff will start the spring of 2016. Local cross training will include sub-area workshops as well as webinars on the use of the Workforce Center's Connecting Colorado system. Additionally the Western Sub-Area Workforce Development Board and workforce centers will utilize virtual job fairs to promote and assist local employers in finding qualified workers. The sub-area will also utilize virtual job shadowing and other innovative strategies to assist customers in exploring careers. Immediate plans are to utilize the "virtual job shadowing" technology to assist job seekers in career exploration and decision making. The sub-area will continue to use and expand computer access points for customers like those offered by the Virtual Workforce Center at the Library program.

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.

The Rural Consortium has combined resources to provide the following assessments in the workforce centers:

- A Game – Assess value levels in seven essential work ethic categories and provides feedback on occupations that most align with scoring outcomes.
- COPS/CAPS/COPES - Consists of the Career Occupational Preference System Interest Inventory (COPS), the Career Ability Placement Survey (CAPS), and the Career Orientation Placement and

Evaluation Survey (COPES), which an individual's occupational interests, abilities, and work values are displayed together in a single concise Comprehensive Career Guide

- ACT Work Keys/Key Train - WorkKeys assessments have been used for more than two decades to measure essential workplace skills and help people build career pathways.
- Prove-It- Hundreds of skills and behavioral assessments for clerical, software, technical, call center, industrial, financial, legal, medical, etc.
- TABE – Assesses aptitude in areas such as math and reading comprehension and ties results to grade level equivalents.
- 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.

The CRWC One-Stop Centers have a history of coordinating the administration of these instruments with partners, including school districts, community colleges, Human Services Departments and employers –both public and private. This cooperative effort has, and will continue to reduce or avoid duplication of efforts and expenses. Many of the instruments have licensing fees. By coordination and communication we can avoid duplication of purchases of licenses. There is a commitment between the local partners to align tools in order to work together to better serve our customer. Planning is ongoing for the use of common employment plans and assessment tools between all mandated partners. It is recognized that some of those decisions will have to be approved at various State and/or Department levels.

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; and

All of the entities within the CRWC Local Area comply with section 188 and provisions of the ADA of 1990. All One-Stop Center programs work proactively with community partners whose core client bases are those with disabilities – such as DVR, SWAP and BOCES. Each site is housed in facilities that accommodate those with disabilities through physical accessibility or alternate meeting locations if needed. Every effort will be made to accommodate customer needs through adaptive services and accessible space when available. Further accommodations via are computers technology to provide items like enlarged print of text and voice to text capability is available in most all One-Stop Centers or is being planned for the near future.

Referral processes and resource lists are in place so that if the One-Stop staff cannot or do not know how to provide direct accommodations, other agencies can be utilized. All persons receive the notice of Equal Employment Opportunity Rights upon registration for the Workforce Centers. When users register online, the notice automatically appears and they have to click on the “I have read and understand” button. In addition, those who apply for WIOA and other specialized programs are given Notice of Complaint procedures to follow if they feel those rights have been violated.

The partnership with Division of Vocational Rehabilitation (DVR) will enable the One-Stop system to utilize their expertise to help identify issues and also develop strategies for correcting any access issues to programs and facilities including “cross training” of staff on use of assistive technology and other

areas to be determined. The availability of interpreters for deaf individuals is an area of immediate concern, which will require coordination to provide resources and reduce costs to both agencies. There are already some one stop centers within the CRWC Local Area that are co-located with DVR and more are being planned/discussed at this time.

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 CRWC Workforce Development Board will continue to support continuous improvement through active feedback and performance monitoring of the local area's training providers as specified in the upcoming PGL (to be issued in June, 2016). The Sub-Area Workforce Development Boards will be tasked with becoming more involved to identify needs of local employers, and job seekers. Utilizing the employer and job seeker recommendations the staff and board will coordinate with the local training providers to insure the needs of the employers and jobseekers are being met. In partnership with the sub-area staff, the sub-area Workforce Development Boards will periodically review training results to determine the effectiveness of programs and make recommendations as to their long term sustainability based on established standards. Those providers who do not produce results may lose their eligibility standing to provide future training funded by the One-Stop Center programs.

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

The CRWC Workforce Centers, through guidance from the CRWC Workforce Development Board and the Sub-Area Workforce Development Boards, will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. WIOA participants who seek training services may, in consultation with Workforce Center staff, select a training vendor from the list of providers approved through the Colorado Eligible Training Provider List (ETPL) process. Upon selection, in accordance with local policies and available funding, Program Staff will refer the participant to the eligible provider and arrange for payment through an individual training account. At this time, we do not intend to develop contracts for training services. However, should circumstances including customer demand and limited training opportunities warrant the development of customized training, the Workforce Centers will work with the Workforce Development Board and CDLE Procurement to achieve those objectives.

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?

The CRWC Workforce Development Board and the Sub-Area Workforce Development Boards provide operational oversight to the workforce centers in the sub-areas. To that end, organizations serving the population with recognized barriers are represented on the WDB such as alternative schools, Department of Human Services, Division of Vocational Rehabilitation, School-to-Work Alliance Program,

ex-offenders, prisons, veterans, etc. Board members provide input into the workforce system on how to best serve and recruit individuals from these groups.

Through close affiliation moving toward further integration with partners and programs such as Employment First and Colorado Works (TANF), we make every effort to ensure that those looking to enter the workforce have access to programs that stabilize their basic needs, thus allowing each individual to focus on skill gain to ensure a job ready individual, at service exit. The Workforce Centers fully embrace the spirit of WIOA and its focus on the harder to serve populations. With a new and re-invigorated focus on this population, an opportunity to grow our network presents itself. Through the Workforce Centers, we have created new partnerships with area providers such as Community Veteran's Service Officers, Probation, Parole, Colorado Department of Corrections, Community Corrections, Women in Transition, FIRC, area soup kitchens and homeless shelters, etc., to ensure that we capture the holistic needs of our low income and offender reentry populations, respectively.

The CRWC Workforce Development Board Youth Committee will be entertaining proposals for youth projects from all of the CRWC sub-areas. These proposals will be targeted toward the out-of-school youth and hard to serve youth populations. The budgets for these projects are yet to be determined. In the sub-areas that have a Youth committee, they are engaged with coordinating services among community agencies, providing feedback for delivering strategies for youth and in providing feedback for ensuring quality services to youth.

Long-term unemployed individuals are actively recruited and referred directly by community organizations, Unemployment Insurance and other state workforce partners. The Colorado Unemployment Insurance Division promotes local workforce center services through letters, promotional material, websites and direct referral. An increased awareness of workforce center services will be accomplished thru a number of methods including information provided thru business networks of the WFD Board and Youth Committee. All sub-area Workforce Centers are delivering the State of Colorado's Links to Re-Employment program which targets long-term unemployed individuals to provide a fast-track referral to the WIOA Dislocated Worker Program and workforce center services.

The CRWC is committed to recruiting and working with diverse populations including hard to serve populations, homeless individuals and other target groups. The CRWC staff makes every effort to ensure that those looking to enter the workforce have access to programs that stabilize their basic needs, thus allowing each individual to focus on skill gain to ensure a job ready individual, at service exit.

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

Eastern Sub-Area - In the majority of the secondary educational systems contained within the Eastern Sub-Area, workforce staff members are already working with counselors, teachers, and administrators to deliver services customized to meet their needs. Whether it is occupational exploration/hiring events external to their campus, or bringing employers into the schools, workforce is viewed as the one point contact for accessing local employers. For post-secondary educational systems, both community colleges in sub-local area are ingrained in the workforce system. The Sterling Workforce Center remains co-located on the Northeastern Junior College (NJC) campus, and their advisory council meetings are attended by at least one workforce staff member. Morgan Community College (MCC), although not co-located with the Fort Morgan office, has overlap with three MCC representatives on the Eastern

Workforce Development Board. Additionally, the Sub Local Area is on the College Advisory Board as well as three curriculum advisory councils (Nursing, Industrial Manufacturing, and Perkins). Both relationships are strong in referral processes, communications, and co-representation.

Northwest and Rural Resort Sub-Areas - The Workforce Centers have developed a strong partnership with the local high schools and community colleges in coordinating education and workforce invest activities strategies enhance services and avoid duplication. The workforce centers have a strong presence in the local secondary and postsecondary education programs. The workforce centers have quarterly partnership meeting with Colorado Mountain College to share information on the WIOA Adult, Dislocated Worker and Youth programs. Colorado Mountain College also shares information on their programs, changes, and new programs ways to avoiding duplicating services. Colorado Mountain College and the workforce discuss issues confronting their programs and identifying collaborative solutions. Recently during our partnership meeting it was discussed the new changes to the statewide GED program. The local board is comprised of local post-secondary and postsecondary education members. As part of the local board meeting they discuss the WIOA programs and interface with the secondary education and post-secondary education. The workforce centers partners with the local high schools and community colleges in job fairs for adults and Youth Summer Job Hunt Job Fairs, orientation programs for new students, GED & ESL and student presentations. The workforce center markets the WIOA and training program through Connecting Colorado; providing informational messages on the home page, sending out email blasts to customers regarding WIOA training, weekly job search Virtual workshops, employer roundtables web based & in person partnering with Colorado Mountain College, job fairs, Summer Job Hunt Program for youth and by mailing out information to job seekers and employers about our events.

Pueblo Sub-Area - Representatives from Adult Basic Education and Carl Perkins programs are a part of the Pueblo steering committee and dialogue amongst the mandated partners will result in plans on how to coordinate education and workforce investment activities as well as reduce duplicate efforts.

Broomfield Sub-Area - The Boulder Valley School District Adult Education, Coal Creek Education Center and Front Range Community College are all active members of our board. Information is shared and coordination is maintained.

South Central, Southeast and Southwest Sub-Areas - Workforce Innovation and Opportunity Act activities are a natural partner for adult education and literacy in these sub-areas. This also connects strongly to career pathways - if students earn a GED, they are a natural audience for climbing the educational ladder, so it is important to communicate the availability of adult education and literacy programs in the Sub-Area. A significant challenge with adult education and its coordination with workforce activities is the systems infrastructure, including broadband Internet access and IT systems that is needed to ensure everyone across the Sub-Area can access services. These sub-areas consists of multiple counties and the rural nature of many of these communities makes transportation a challenge for individuals accessing services in person. Several areas continue to struggle with Internet access or systems literacy, so enhancing technological and digital capacity of adult education and workforce will require the infrastructure to support job seekers. There is strong, existing coordination between adult education providers, workforce center staff, and Department of Human Services (DHS) staff. This coordination can continue to improve, and one such opportunity is in exploring combining work based training while individuals are in adult education to improve outcomes for participants. The workforce center also has provided, and will continue to provide, career fairs and other services to adult education students.

The *Upper Arkansas Sub-Area* in conjunction with the Workforce Development Board is working diligently with all mandatory and recommended partners to insure a smooth delivery of services to customers. The local secondary school districts are becoming more engaged in the WIOA services delivery strategy. Our post-secondary educators have been engaged with the WIOA programs and workforce centers in order to meet the demands of the employers and customers. These partners have provided and are willing to continue to provide industry credential training. Upper Arkansas sub-area also works with the Goal Academy to provide Workkeys testing services for their students to gain Colorado Career Ready Certificates.

The *Western Sub-Area* Workforce Development Board will coordinate educational and workforce activities to enhance services, reduce duplication, and develop local coordination strategies. Representatives from Adult Education and Literacy programs, local schools, technical colleges and colleges are a vital part of the Western sub-area WFD Board. These members represent education and assist the sub-area WFD Board in coordinating education and workforce investment activities. The Western sub-area WFD Board will assist the Colorado Rural Workforce Consortium Board in developing local Memorandum of Understanding (MOU) that clearly define local coordination and service delivery.

12. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area; in particular identify how the local area will expand services to dislocated workers utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.

The *Eastern Sub-Area* offers the full range of WIOA Adult, Dislocated Worker and Youth services at all physical and virtual workforce center locations, as well as all outreach sites. One-on-one orientations are generally held to better acquaint the job seeker to the services available and begin the initial assessment processes. As most staff members are WIOA trained, there are very few referrals made within the system after the first point of contact. From that point on, efforts are made to determine eligibility, hard to serve status, and outcomes projected based on program services. During program enrollment, and based on assessment and occupational goals, job seekers can access core, intensive and training services as prescribed in the Act. Decisions regarding programs services are coordinated with any other service delivery provider to ensure that objectives are in alignment and services are not duplicated. After program exit, services are provided during follow-up up to and including supplemental services necessary in order to increase the likelihood of retaining employment.

The county coordination planning process, started in late 2015, has already developed county level relationships into a much stronger source of WIOA program referrals. Displaced Homemakers have been a traditionally under-marketed population in the area, and more awareness is being created outside of workforce center staff through this process, especially from human service partners.

The *Northwest and Rural Resort Sub-Area's* Workforce Teams assist in recruiting adult (AD) and dislocated workers (DW) through Wagner-Peyser, Employment First and Business Services to name a few community partners. Workshops include Links to Reemployment, Employment First, facilitated workshops, and job referrals. The populations targeted are those clients with barriers which include; but not limited to; Veterans, U.I. recipients either receiving or exhausted their unemployment benefits, Displaced Homemakers, Homeless, Individuals with Disabilities and basic skills deficient to name a few. When appropriate the staff provides orientation, intake, and eligibility determination into the WIOA where information is obtained from WIOA Self-Assessment is available to gather information for adult and dislocated worker employment and training. The assessment is the gathering, analyzing and

interpretation of information about the client's employment potential either through additional training or schooling. The training services include occupational skills training, including training for nontraditional employment; on-the-job training; programs that combine workplace training with related instruction, which may include cooperative education programs; training programs operated by the private sector; skill upgrading and retraining; entrepreneurial training; and customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training. The Labor Market Survey information provides statistics on occupational trends, unemployment rates, and other economic statistics. The targeted industries are natural resources energy oil and gas; health and wellness; tourism and outdoor recreation including retail, infrastructure/engineering including construction and wellness; transportation and logistics; financial services; agriculture; education and training.

The *Pueblo Sub-Area* provides career services for adult and dislocated workers. Additionally, individual employment plans are developed for job seekers who require career services to attain employment. Available programs are provided based on the individual needs to achieve their employment goals. These services include "one to one" career planning, adult basic education and GED, work-based training, occupational skills as appropriate as well as job search and work readiness training. The Pueblo sub-area has a number of dislocated worker programs and funding sources. Planning is underway to determine the most appropriate funding source or combination of sources ("braiding") to best meet the planned goals/outcomes of the individual job seeker. Funding sources are available for dislocated workers who are both newly as well long-term unemployed. Career coaches are trained in the criteria and use of all funding sources and corresponding programs.

Broomfield Sub-Area - Adult and Dislocated Workers services included, but are not limited to: intensive case management, assessment (including LMI, interest profiling and skills), certification / education, increased access to employers, job search assistance, resume critique, interview preparation and on-the -job training.

The *South Central and Southwest Sub-Area's* Adult and Dislocated Worker (DW) programs have access to all of the offerings on the CO ETPL. These include a variety of trainings in the Healthcare field, but also include Commercial Driver's License (CDL) training, law enforcement training, business administration, early childhood education, and energy/construction support occupations such as welding, along with a wide variety of other training that is accessed based on participant choice, aptitude and position availability. Currently the sub-area is participating in the Hire for Colorado program for the long-term unemployed. The Dislocated Worker program in general is the hardest WIOA program to find interest in for the South Central sub-area. A high percentage of those laid off find new jobs on their own. For those who remain unemployed, two conditions predominate: 1] hesitance on the part of the unemployed to jump into a new future vs. hoping that their old jobs/occupations will return, and 2] difficulty making a large number of the unemployed eligible under the DW program. Many of those that are interested end up being enrolled in the WIOA Adult program because of the latter problem. The South Central sub-area has begun holding weekly meetings under the Long Term Re-employment (LTR) program (formerly UI Profiling) and is utilizing lists of those over 13 weeks on UI provided by state Hire for Colorado staff, along with distributing flyers and brochures regarding Dislocated Workers services and regularly reminding workforce system partners of the program. Employers with job openings are being contacted and advised of the availability of OJT services when they hire an applicant eligible for the DW program.

In the *Southeast Sub-Area* the provision of services to low income and Basic Skill Deficient adults will draw on case management strategies used with youth/young adults, and will include the same type of assessment methods and tools. Existing working partnerships with Adult Education entities and social services providers will provide the necessary referrals of customers with these barriers. In addition to assessments, local area will promote the following training opportunities to include: Occupational Training, On the Job Training, Work Experience, Registered Apprenticeships, and Internships.

The *Upper Arkansas Sub-Area* offers a variety of training opportunities including: accountants, all aspects and types of nursing, fire-fighters, elementary school and special education teachers, computer information specialists, electricians, machinists, welders, excavating, massage therapy, respiratory techs, EMT's and is open to other training opportunities that are in high demand areas. Due to the rural nature of the area, training opportunities are more limited however the post-secondary schools have been very willing to change curriculum in order to meet the need of the employers and the job seekers. Pueblo Community College and Colorado Mountain College are the main post-secondary training providers located in our Sub-Area. We do utilize several training providers in Pueblo and Colorado Springs as well which opens up the training opportunities for our customers. Work-based training is another resource that will be pursued to offer opportunities to train workers utilizing work experience, on-the-job training, and apprenticeships as appropriate. The Dislocated Workers population in the Upper Arkansas area is unique. The wages of those job seekers who have been dislocated generally are much greater than the jobs currently available. This discrepancy tends to make additional training more important with our dislocated worker population as they transition from one career path to another. Finding the training opportunities that will afford the dislocated worker a similar salary base can be challenging however many have chosen to enter the medical field which is a growing sector in the Upper Arkansas sub-area.

The *Western Sub-Area* Workforce Centers provide comprehensive employment and training activities for adult and dislocated workers designed to help an individual acquire a combination of basic academic, critical thinking, digital literacy and occupational skills needed for success in today's labor market. In addition to the WIOA Adult and Dislocated Worker programs, the sub-area provides services for dislocated workers through the Wagner Peyser (ES) program, Unemployment Insurance special initiatives like HIRE for Colorado, Links to Re-employment and National Emergency Sector Grants. These program services provide career and training services to Dislocated Workers. Individual employment plans are developed for dislocated workers and adult clients who require career and training services to attain employment. Western Workforce Center program services are tailored to the individual needs of each customer in order to help them achieve their employment goals. The Western Workforce Centers continue to serve a large number of dislocated miners in the Delta County area by providing re-employment and transition services.

13. Provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which description and assessment shall include an identification of successful models of such youth workforce investment activities; in addition, indicate how services to out-of-school youth will be expanded and enhanced to incorporate additional work-based learning opportunities.

Eastern Sub-Area - Given the expanse in geography of the Eastern Sub-Area, in PY13 it was decided to centralize the Youth Council where it was most active (Morgan County) and offer engagement on a "sub-council" format in the remaining counties. Each office contains at least one staff member who is the primary point of contact for youth services, and they were tasked with joining or forming a local

committee designed to coordinate the delivery of youth services in that community. From this effort, career camps in Limon, A-Game sessions and work experience opportunity development in Burlington, and truancy retrieval in Elizabeth, Sterling, and Fort Morgan has occurred. Local partners, such as the schools, have benefited also from a dramatic increase in outreach and assistance with state level ICAP requirements. These efforts are planned to continue and be enhanced in the coming years. Targeted populations, including the goal of increased enrollments for out-of-school youth, will be served through the collaboration of the local partnerships - which can include K-12 Schools, Board of Cooperative Education Services, Community Colleges, Adult Education, Human Services, Family Centers, Intergovernmental Oversight Groups (Senate Bill 94), District Court/Probation staff, Economic Developers, Chamber of Commerce representative, as well as local resource centers and community service organizations.

Northwest and Rural Resort Sub-Areas - Comprehensive asset mapping of youth resources has been carried out in the Sub-Area localities. Working relationships are maintained with these agencies and groups particularly when there is a common thread within our missions. With the goal of sharing available resources and minimizing duplication of services, the workforce center strives to augment available resources in our communities and promote synergistic service delivery. Since most partner programs for youth are often geographically limited in their service delivery, each community within the sub-area is unique in its makeup and availability of services. The Workforce Center is the common and identifiable source for workforce investment activities taking lead within the communities in offering comprehensive services to youth and augmenting other services available through partner programs. Referrals are occurring both formally and informally as partnerships and informational exchanges are developed, increasing connections to out-of-school youth. As out-of-school youth are identified or referred to the Workforce Center, they are assessed for need and benefit for the full array of 14 program elements – with an emphasis on engaging in work-based learning for the development of good work habits, career exploration, crystallization of career pathway choices, and occupationally specific skills acquisition. Through our engagement with sector employers, the youth are navigated into talent pipeline opportunities.

The *Pueblo Sub-Area* provides career services for youth program participants. Additionally, individual employment plans are developed for youth participants who require career services to reach their career goals. Available programs are provided based on the individual's needs to achieve their employment goals. These services include "one to one" career planning, adult basic education and GED, work-based training, occupational skills as appropriate as well as job search and work readiness training. Individuals with disabilities are served through collaborative efforts between PWFC youth programs and partner agencies. Work-based training is a tool that has been implemented and will be expanded to include "transitional job training". A greater emphasis will be placed on serving youth who are in post-secondary education, expanding career decision making utilizing career pathways in high demand occupations so the individual is able to make "informed choices" and the needs of business are met.

Broomfield Sub-Area - Youth services include but are not limited to: intensive case management, individual assessment, certifications / education assistance, increased access to employers, job search assistance, resume and interview preparation, informational interview opportunities and work experiences.

The *South Central and Southwest Sub-Areas* have long had an active WIA/WIOA Youth focus supplemental to the basic programs. A special WDB project in the past focused on career exploration and job shadowing models, and WFC staff annually help organize career & job fairs for high school

students at schools throughout the sub-area. The WIA/WIOA Youth program in the South Central sub-area uses the work experience model frequently with its participants, who generally have little to no work history. OJTs are also available for those who have selected a career pathway and are ready to enter full-time employment. The program works closely with SWAP and DVR to serve both in-and-out of school youth with disabilities. All partners are aware of the shift in focus to out-of-school youth/young adults under the WIOA legislation, and this is already benefitting many additional out-of-school participants in the SWAP and adult education programs in the sub-area. With 75% of the sub-area's Youth program participants being Out-of-School, the potential for increase in work based learning is growing. The only work based strategy with no local opportunities is Registered Apprenticeships, primarily because there is little to no organized trade union presence in the area.

The *Southeast Sub-Area* will continue current and on-going strategies for Out of School Youth to include the following:

- Partnerships with educational entities, from high schools to Adult Education providers to vocational/technical & community colleges, that promote those entities' referral of potential participants both when exiting a secondary educational program or prior to enrollment in a post-secondary education/vocational program.
- Regular contact with social services providers to identify potential Out of School participants currently receiving TANF, food assistance and other support.
- Contact with Probation and other juvenile justice providers to provide information and promote referrals.
- ES identification of potential Out of School youth participants from the population accessing career services in the WFC Resource Centers.

The Southeast Sub-Area will continue using current assessment methods and tools, including in-depth interviewing to identify social & economic barriers, GAIN to identify basis skills deficiency, and College in Colorado to assist with career exploration. The Sub-Area will adopt all additional tools made available through CDLE & CRWC. Particularly useful with Out of School youth/young adults, Motivational Interviewing skills are being developed, in part through training at the CRWC Youth Conference, which promote self-assessment and goal setting skills for the participant.

Sub-Area staff will continue the existing working partnership with DVR to co-enroll when appropriate and mutually assess and plan with participants with disabilities. Staff will continue to conduct outreach with employers to determine whether or not they are in need of employees, staff will also market internships, apprenticeships, and on the job training when appropriate.

In the *Upper Arkansas Sub-Area*, Youth WIOA activities include:

- Work-based learning activities,
- GED services for those youth who have dropped out of traditional school, training services including access to any of the training opportunities above.
- Career exploration activities including assessments of potential career paths in key Upper Arkansas high demand sector industries those being, health and wellness, tourism and outdoor recreation, corrections and construction.

The Upper Arkansas WIOA Program is working together with DVR and our area SWAP partners to provide similar types of activities for those youth with disabilities and in particular work-based learning opportunities with local employers who are disability friendly. Entrepreneurial activities for youth that include: leadership, financial literacy, labor market research and information, adult mentoring all based on school retention or alternative education opportunities are currently being developed for the Upper

Arkansas sub-area. These opportunities will be available for any youth in the sub-area and for those youth with disabilities all reasonable accommodations will be made.

The *Western Sub-Area* competitively procures the WIOA Youth Program for the sub-area. The Training Advantage, a community based non-profit organization, was selected under the procurement process to provide WIOA Youth program services in the sub-area. The WIA/WIOA Youth program uses the work experience model frequently with its participants, who generally have little to no work history. OJTs are also available for those who have selected a career pathway and are ready to enter full-time employment. The program works closely with SWAP to serve both in-and-out of school youth with disabilities. All partners are aware of the shift in focus to out-of-school youth/young adults under the WIOA legislation, and this is already benefitting many additional out-of-school participants in the SWAP and adult education programs in the sub-area. With 80% of the sub-area's Youth program participants being Out-of-School, the potential for increase in work based learning is growing. The only work based strategy with no local opportunities is Registered Apprenticeships, primarily because there is little to no organized trade union presence in the area. The Western sub-area provides employment and training services for youth program participants. Individual employment plans are developed for youth participants who require WIOA services to reach their employment and career goals. Workforce Center services are provided based on the individual needs of the customer in order to help them achieve their employment goals. These services include "one to one" career planning, adult basic education and GED, work-based training, occupational skills as appropriate as well as job search and work readiness training. Individuals with disabilities are served through collaborative efforts between Western Workforce Center's Youth Programs and partner agencies.

14. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of adult education and literacy activities under title II in the local area, including a description of how the local board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

Eastern Sub-Area - Three funded Adult Basic Education provider systems exist within the sub-local area, with a designated location nominated by their system to serve on the Eastern Workforce Development Board. Anticipations are that a consortium level MOU will be developed to address goals and objectives for the braiding of systems under WIOA. Items for potential inclusion will be:

- Joint marketing and communication plans
- Combined planning for hiring and occupational exploration events.
- Maintain ABE representation on the workforce development board.
- To dissect both intake and case- management process, identify where commonalities and differences exist to better move common customers through both programs most effectively.

The Workforce Centers in the *Northwest and Rural Resort Sub-Areas*, are striving to strengthen the collaboration with the Adult Literacy Education Centers. This will allow a more seamless transition from the Adult Education into the workforce. It will allow for the Workforce center to offer grade equivalent assessments in order to be placed in the proper GED preparation classes. This collaboration also offers the screening process for our WIOA programs to a wider range of applicants. Every effort is made to refer the students/clients not only to the Adult Literacy Centers but to any other services they may need. The services can include workshops for the job seekers, Public Assistance, Employment First, and other community based support. The Workforce Centers will work with the Adult Education Centers

through each contact person as well as the Advisory Board meetings if applicable. The Adult Education Centers also has a representative on the Workforce Development Board for the Northwest sub-area.

Pueblo Sub-Area - Adult education providers are mandated partners with the Pueblo sub-area “one stop” and their services are available to individuals who require GED, High School Equivalency and/or basic skills remediation. Two new tests will be available in a few months for assessing a level of High School equivalency Results and outcomes will be provided to the Local Workforce Development Board (LWDB) as needed. Joint outreach efforts to reach those individuals who require assistance will continue and be expanded as necessary.

Broomfield Sub-Area - These activities will be performed via the Central Planning Region (CPR) of which Broomfield is a member. Broomfield does not have access to an adult education program so our next best option is to work with the CPR in order to offer these services to our customers.

The *South Central and Southeast Sub-Area's* WDBs will support collaboration between adult education and workforce center activities for the sub-area. This collaborative has been strengthened by the appointment of an Adult Basic Education representative to the local board. This also connects strongly to career pathways - if students earn a GED, they are a natural audience for climbing the educational ladder, so it is important to communicate the availability of adult education and literacy programs in the Sub-Area. There is strong, existing coordination between adult education providers, workforce center staff, and Department of Human Services (DHS) staff. This coordination can continue to improve, and one such opportunity is in exploring combining work based training while individuals are in adult education to improve outcomes for participants.

The *Southwest Sub-Area* has a long history of partnership with area adult education & literacy providers, who are, and have always been, represented on the local WDB. The WIOA programs work closely with adult education providers to ensure that all participants needing high school equivalency training and testing are supported both with educators and supportive service resources to complete that goal. In addition, the Southwest sub-area WIOA programs are partnering with adult education & literacy programs on Financial Literacy, entry level Healthcare career pathway training (CNA) and access to distance & on-line training when appropriate.

The *Upper Arkansas Sub-Area* is working currently with Pueblo Community College (PCC) and Colorado Mountain College (CMC) to provide adult literacy activities but currently they are not providing these activities in the Sub-Area. The main issue with providing these programs is the follow through with adult learners and the financial profitability of these programs. We are looking to offer cohorts that can be funded using WIOA funding streams, or other partner streams, to provide these adult learning opportunities. This will meet the needs of our colleges and our customers.

The *Western Sub-Area* Workforce Centers have established partnerships with Adult Basic Education (ABE) & literacy providers in the area. These partnerships have been and continue to be strong linkages in serving customers who need adult basic education and literacy services. Additionally, adult education and literacy providers have representation on the Western Workforce Development Board to insure input into the workforce system. The WIA/WIOA programs work closely with adult education providers to ensure that participants needing high school equivalency training and testing are supported with quality instruction and supportive service resources needed to attain their education goals. In addition, the Western sub-area WIOA programs are partnering with adult education & literacy programs on Financial Literacy, job search skills instruction and orientation to Workforce Center services. Adult

education and literacy providers are mandated partners with the Western sub-area Workforce Centers and their services are available to individuals who need a GED or High School Equivalency and/or basic skills remediation. Performance information including outcomes will be provided to the Local Workforce Development Board (LWDB) as needed. Joint outreach efforts to reach those individuals who require assistance will be explored and coordinated locally.

15. Provide a description of how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area.

Transportation is a significant challenge for the workforce in the CRWC. Public transportation is very limited in most of the rural areas. If there is a bus service available, bus passes can be provided, otherwise, if appropriate, customers are offered gas reimbursement vouchers which directly correlate to the distance, estimated mpg and number of times to training or work activities. If there are no other options then shuttle and taxi services can be utilized. Other supportive services are provided based on state and local policies and which are not available from other community resources. They include interview/work clothing, tools, study materials for training, car repairs, rental payment for those facing eviction during training, eyeglasses and limited health care expenses, driver's license document cost, travel assistance, testing and certification fees and other training related costs. Clients in need of extensive assistance for food, housing or child care are referred to other community resources. Workforce Center staff will work with workforce partners to coordinate and provide support services for individuals that co-enrolled in individual program services to avoid duplication of services. All supportive services are reviewed for applicability in relation to the Individual Employment Plan, and other resources are to be considered exhausted prior to allocation of WIOA funds.

There are some innovative solutions to the transportation issues in the rural areas on the table in some of the sub-areas. A few are listed below:

- Northwest Transportation Planning Region (TPR) has a regional transportation coordinating district that has been discussing ways to increase medical-related transportation, but the council is hoping to explore other transportation needs. In most areas, there are military veteran medical transportation services and senior transportation services
- In Lake County, the Summit Stage is increasing its services to five times a day, which is important for a community where 70% of the population commutes out. There are also efforts to explore a transportation network between Lake County and Chafee.
- In the South Central Sub-Area, although there are significant barriers, the regional planning group is exploring several ideas to expand transportation services including partnerships with school districts to utilize school buses, working with local rafting and outdoor recreation providers to share busses and shuttles, and expanding local ride-sharing services. There is also discussion of leveraging the buying strength of a larger region by combining resources to move towards a coordinated regional solution.
- Several Sub-Areas have purchased bicycles for participants when it is a viable option.

16. Provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) and services provided in the local area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Eastern Sub-Area - Already offering a fully integrated Wagner-Peyser and WIOA system, with staff cross trained, offers the job seeker the benefit of being able to work with one point of contact from initial registration up to and including post-training job placement. The workforce center staff in the sub-area are all employed at the state level, so no division of staffing nor programming exist within the one-stop delivery system. One enhancement is the registration of partners such as several human services representatives, as well as a vocational rehabilitation staff member, on Connecting Colorado so that they can provide registration assistance and basic job search options for customers without a referral to a workforce representative. It is always beneficial to maximize the resources provided in one visit, particularly initial visits, and prior to referrals to other parts of the system.

Northwest and Rural Resort Sub-Areas - Wagner-Peyser Act creates a public labor exchange systems comprised of services to job seekers and employers with preference for Veterans. Job seekers have easy access to employer listings. Employers have easy access to listing their openings. One-stop partners would have access by referring their participants. In addition to job listings, job seekers would have access to basic computer literacy focusing on job search techniques and use of e-mail. Professional quality services will include job search navigation, job ready assessment, vocational counseling, labor market information and workforce development opportunities. Job retention skills and resume building skills would be included. Workshops and assessments are available to customers to assist with their pre-employment ability. From the Business Services staff, current information based on employers' wants regarding resume formats and interview questions would be available. In addition to job listings, employers would have access to additional business services provided by Business Services staff through workshops and presentations regarding Wage and Hour Law, tax incentives and similar current information. To support the labor exchange, current and accessible Labor Market Information would be available to assist in career pathway choices. Information available would be jobs in demand, future projections, wage scales and training requirements. Internal meetings as well as team meetings will be held frequently to promote services provided by Wagner-Peyser staff to avoid duplication of services. WFC staff uses Connecting Colorado in a comprehensive manner when meeting with customers to input and verify services to avoid duplication and track delivery of services. Professional development would be available to Wagner-Peyser staff in order to provide the best services. Staff would be fully trained in state-of-the-art computer skills, specific computer program skills (Word, Excel), current resume techniques based on employers' requirements, interviewing skills, vocational guidance skills and current referral information for other agencies both within and outside of the one-stop partners. Information would be shared from the Business Services staff.

Pueblo Sub-Area - The Wagner Peyser programs are located within the Pueblo Workforce Center and their services are currently coordinated with the Workforce Innovation and Opportunity Act (WIOA) training programs. Staff from the Workforce Center is engaged in planning with other mandated partners to develop strategies for the coordination of services and identify ways to reduce duplicative efforts. Staff from the Wagner Peyser programs area also engaged with the mandated partners in planning on how to provide business services and as possible create a single point of contact as well as a process or system for tracking and coordinating services and outreach to businesses.

Broomfield Sub-Area - The Broomfield Workforce Center is a part of Broomfield Health and Human Services which include TANF, SNAP, WIC, Child Support, Medicaid, Public Health and Family and Children Services. We are also housed in the same building as Mental Health. Communication and cooperation between departments is expected and consistent.

The *South Central, Southeast and Southwest Sub-Areas* have long and well established partnerships with the core and mandatory WIOA partners. Staff will serve and participate in many of the community networking meetings and boards to enhance coordination of services, expand service delivery and identify ways to maximize resources while reducing duplication of services within the sub area. Quarterly performance reports will continue to be provided to South Central Workforce Development Board.

The *Upper Arkansas Sub-Area* actively partners with the Human Services departments in each of the four counties in the sub-area; Park, Fremont, Custer, and Chaffee. Wagner-Peyser personnel visits the Employment First workshops each week to present workforce center services, instructs the job-seekers on the use of Connectingcolorado.com, refers interested individuals to the sub-area's WIOA program, discusses the Federal Bonding Program, the Work Opportunity Tax Credit Program, Veteran's Program and Veteran Priority of Service, etc. Additionally, the sub-area partners with the Colorado Department of Vocational Rehabilitation in the four counties to serve the job-seekers with barriers to employment, works with mental health organizations to provide employment and training information, works with veteran organizations to help veterans gain employment and training, and partners with local institutions of higher learning. The Wagner-Peyser programs are located within the Upper Arkansas Workforce Centers and their services are currently coordinated with the Workforce Innovation And Opportunity Act training programs. Staff from the Workforce Center will be engaged in planning with other mandated partners to develop strategies for the coordination of services and identify ways to reduce duplicative efforts. It is planned that staff from the Wagner-Peyser programs area will be engaged with the mandated partners in planning on how to provide business services, and as possible, create a single point of contact as well as a process or system for tracking and coordinating services and outreach to businesses.

The *Western Sub-Area* Workforce Centers deliver State Employment Services (ES) under the Wagner-Peyser Act. Western Workforce Center staff provides both employment and business services that connect job seekers and employers. Wagner Peyser programs are provided in each sub-area workforce center where services are coordinated with the Workforce Innovation and Opportunity Act (WIOA) training programs, veteran service programs and with other partnering and workforce center programs. Staff from the Western Workforce Centers is engaging community partners to coordinate outreach to employers in an effort to reduce duplication of services and to promote the workforce system. Additionally workforce center staff is coordinating with mandated partners to develop strategies for the coordination of services and identify ways to reduce duplicative efforts. Staff from the Wagner Peyser programs is working with partnering agencies on the effective use of the Connecting Colorado system which offers online career services and job listings.

17. 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.

The administrative entity and the fiscal agent for the Colorado Rural Workforce Rural Consortium Local Area (CRWC) is the Colorado Department of Labor and Employment (CDLE). The CRWC Administrative and Finance Staff located in the CDLE office in Denver oversee all budgets, financial tracking, performance tracking, program monitoring and reporting in all areas.

18. A description of the competitive process to be used to award the sub-grants and contracts in the local area for activities carried out under this title.

The CRWC will be posting an RFP on the State BID System later in calendar year of 2016 for any sub-areas in which the Sub-Area Workforce Development Board votes to competitively bid the WIOA programs. There are currently three sub-areas that have contractor employees administering all of the WIOA programs and one sub-area that has contractor employees administering the WIOA Youth program. The current contracts expire on 6/30/17. All of these contractors are collocated within the workforce centers in these sub-areas. The CRWC will be releasing a solicitation to determine if there are vendors interested and able to provide any of the 14 Youth elements. This will be released the spring of 2016.

19. Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under subtitle B, and the one-stop delivery system, in the local area.

The performance levels are not negotiated at the local area level. CDLE negotiates with the federal Employment and Training Administration (ETA) for state performance levels and then a regression model is used to take those numbers down to the local area level. These performance numbers will be available after the plan submission date and will be incorporated into the plan once they are available.

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

- (i) **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 CRWC Workforce Development Board (CRWC WDB) is comprised of members of the ten Sub-Area Boards and is the federally recognized board for the CRWC Local Area. The work begins at the local level within the CRWC and the strategies roll up from those sub-area boards to the CRWC Workforce Development Board creating a shared vision. The CRWC WDB delegates many responsibilities to the sub-area WDB's and supports the efforts being made in the local areas regarding strategic planning, identification and prioritization of local industry sectors of emphasis, as well as assistance with employer/business engagement as new programs and/or pathways are being developed.

Sub-Area Specifics:

Roles and responsibilities of the *Eastern Sub-Area* Workforce Development Board will include strategic planning, identification and prioritization of local industry sectors of emphasis, as well as assistance with employer/business engagement as new programs and/or pathways are being developed. Youth council continues to be a dynamic mix of community partners that share information, leverage resources, and develop innovative activities to acclimatize the youth to workforce services and philosophy. Both bodies will be asked to maintain commitment in attendance, engagement, and assist with targeted recruitment initiatives to ensure that services result in a product that remains relevant to local business.

The role of the *Northwest and Rural Sub-Areas* Workforce Development Boards is first and foremost, to leverage the contacts available through Board Membership, and target local area employers. A cornerstone function and responsibility of the Board is not just policy, monitoring and strategic oversight, but also to expand the reach of the Workforce Center and its programs to ensure it has maximum visibility to area employers. The development of sector initiatives and career pathways is driven through the convening and coordinating efforts of Workforce Center staff. The Workforce Center and Workforce Development Board is primarily tasked to ensure the information is shared with all of its communities. Work-based and experiential learning is strongly supported by the Board and through their leadership; it is a focal point of Workforce Development.

Members of the *Pueblo and Upper Arkansas Sub-Areas* Workforce Development Boards have attended the Workforce Council's Sector Academies and have taken leadership roles in the development of sectors in the Pueblo Sub-Area. Manufacturing and health care are two active sectors. Dialogue with the mandated partners on how to coordinate efforts around work based learning opportunities is a part of the Pueblo business services task group mandate. Staff from Pueblo's business services regularly report to the (LWDB) at their Board meetings. Career pathways are being discussed and efforts to identify what is currently in place are being conducted. Efforts to review new materials are being explored. It is planned that the mandated partners will join in the effort to develop and utilize a common tool in order to facilitate conversation and provide assistance to youth or adults whenever they interact with an agency within the Pueblo partnership programs. Regular updates will be provided to the LWDB and Youth Committee to receive their feedback and solicit their involvement in these efforts.

Broomfield Sub-Area - It is in the best interest of the members of the board and committee (especially the businesses) to support the initiatives of the workforce center. The board will promote and, where appropriate, participate in workforce programs.

South Central, Southeast and Southwest Sub-Areas - Sub-Area WDB will continue its' current role of support of all WFC activities, and will become more involved with the priorities of WIOA. Specifically, the LWDB will: Participate in learning sessions during regular LWDB meetings to become fully informed regarding the intent and practices of Reemployment and Youth Services. Learn talking points to share in their other activities in their work and community involvement to help educate others on the same.

The *Western Sub-Area* Workforce Development Board (WDB) is supportive of business services, sector partnerships, career pathways, and work based learning and is exploring ways to be more actively involved in each area. Members of the Western Sub-Area Workforce Development Board have attended the Colorado Workforce Development Council's Sector Academies and have taken leadership roles in the development of sector partnerships in the Western Sub-Area. Health & Wellness and Advanced Manufacturing sector partnerships were launched successfully in the past and are currently undergoing reorganization to enable them to be more effective. Coordination and communication with required workforce partners including Colorado Vocational Rehabilitation, WIOA programs and school based work programs have started in the sub-area. The Western Sub-Area WDB is very supportive of Work-based learning opportunities including internships and work experience opportunities for youth. The Western Sub-Area WDB supports business services that are highly efficient and exceed the expectations of the business customer. The sub-area Business Service staff will continue to focus on relationship building with employers and meeting the needs of employers. Career pathways especially in the Health & Wellness Sector are being developed to assist students and trainees in learning about possible health care careers and the training, education and work experience required. While efforts have started in the development of career pathways, it is evident that additional work from workforce

system partners is needed to further develop career pathways in a number of other industries sectors. The Western Sub-Area WFD can be a catalyst in starting this effort locally. The Western sub-area WFB does not currently have a Youth Council/Committee. Regular updates will be a provided to the LWDB on career pathways, sector partnerships, business services and work-based learning efforts to receive their feedback and solicit their involvement in these efforts.

- (i) **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 CRWC Workforce Development Board (CRWC WDB) is comprised of members of the ten Sub-Area Boards and is the federally recognized board for the CRWC Local Area. The CRWC WDB delegates many responsibilities to the sub-area WDB's including the task of making sure the boards remain business/industry focused and all the partners are represented. The sub-area board members then make up the CRWC WDB and with the guidance of the CRWC Board Liaison the makeup of the CRWC WDB is monitored and kept in balance.

Sub-Area Specifics:

Eastern Sub-Area Workforce Development Board members will be representative of priority industry sectors as defined by the board, mandatory WIOA partners (such as Human Services, Division of Vocational Rehabilitation, and Adult Basic Education), and at least one County Commissioner. Every attempt will be made to ensure that each county in the area is adequately represented. Annually, all County Commissioners will be contacted to provide an annual update on activities in their catchment area, as well as to solicit business referrals to represent their county. Current Board members actively recruit additional members in a strategic manner to meet the composition goal of the Board. Any business not otherwise contacted, but deemed relevant, will be contacted by the Eastern Sub-Local Area Workforce Director.

The *Northwest and Rural Resort Sub Areas* Workforce Development Boards, in conjunction with the Local Elected Official, will maintain an active role in Board Recruitment. The recruitment, nomination and approval process for key partners begins once a vacancy is formally identified whereas, business recruitment is ongoing to assure at least 51% representation. The Board will take all steps to ensure that at least 51% of Board composition falls within private sector membership, and will make every effort to target high priority and in-demand industry clusters.

Pueblo and Upper Arkansas Sub-Areas Workforce Development Boards members are encouraged to recruit new members that meet the requirement for business/private sector participation. Additionally, the Board opportunities are marketed by the workforce center staff who, through experience in working with the local employers, know which ones would be dynamic contributors to the workforce development effort. The workforce center staff actively recruits key business leaders from the four counties in high-demand, sector areas.

Broomfield Sub-Area - The Broomfield Workforce Center's Business Services provides excellent customer service to our local companies making it easy to recruit because the employers have benefited from workforce programs. We will continue to monitor employment engagement and reach out to businesses as required.

South Central, Southeast and Southwest Sub-Areas Board members take an active role in the recruitment of new members. Current members are aware of the requirement of maintaining at least 51% of the board from private business.

The *Western Sub-Area* will market opportunities for Workforce Development Board participation and membership to local employers to insure that at least 51% of WDB are business representatives. The Western WFD Board and the Lead Elected Official are active in recruiting new board members in high demand industries or in active sector partnerships. The Western WDB is always exploring ways to increase membership and encourages board members to recruit future board members from their business networks.

21. 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?

Eastern Sub-Area staff will have the requirement of at least 1 Workforce Investment Works (WIW) submission per quarter. Given the count of 11 program level staff, this method should far exceed the 3-per-quarter requirement. The WIW website has become a service resource for staff when faced with the need for a creative approach to reach customer goals, as well as for partner agencies to see the benefit of increased collaboration. The WIW site allows staff in a very rural area to leverage the creativity in similar communities on a national basis, and the Sub-Area finds that level of insight very beneficial.

Northwest and Rural Resort Sub-Areas - A key deliverable for the Workforce Development Board is "telling the Workforce Story". Through Workforce Investment Works, the Board tasks the Workforce Center in identifying true system success stories from both the employer and participant side, and share those stories on the WIW website on a quarterly basis. The WIW website link and a selected quarterly success story from our Sub-Area is published in the RR/NW Quarterly Business Newsletter that has a distribution of over 1200 businesses. Efforts to increase awareness of Workforce Center services showcased on The Workforce Investment Works Website improve within in our Sub-Areas as staff and WDB members increase their use of the website and promote the website locally. The Workforce Development Board is committed to having at least three success stories submitted per quarter and will ensure that this continues.

Pueblo Sub-Area - Information promoting the Workforce Investment Works website will be conducted to the LWDB and the mandated partners so they can help promote the site and the services and successes of the customers in the Pueblo Sub-Area. The website and its contents will be promoted to the mandated partners so that they will also capture customer successes and post testimonials on the site. Pueblo Workforce Center staff is expected to capture customer testimonials so that the Center can post those to the website.

Broomfield Sub-Area - The Broomfield Workforce Center will continue to utilize all marketing tools to recruit participants for programs and services. The Broomfield staff are committed to post success stories along with all the CRWC sub-areas to make sure a minimum of three are posted each quarter.

The South Central and Southeast Sub-Areas will continue with the utilization of Workforce Investment Works to promote successes that are occurring whether it is with an employer, WIOA participant, job

seeker, or a community partner. The sub area has an individual that works with all staff to gather successes on a monthly basis and they are posted as they are received

Southwest Sub-Area - ES, WIOA and partner entities submit success stories regularly. Three of these stories are uploaded quarterly by the WFC Sub-Area Supervisor.

The *Upper Arkansas Sub-Area* has posted several success stories, both job-seeker and employer based, on the Workforce Investment Works website and will continue to do so. Information marketing the Workforce Investment Works website will be communicated to the LWDB and the mandated partners so they can help promote the site, services, and successes of the customers in order to capture successes and post those on the site. Upper Arkansas Workforce Center staff is expected, and it has been identified in their performance plans, that they will capture customer testimonials so that the Center can post those to the website.

The *Western Sub-Area* will utilize the Workforce Investment Works (WIW) website to increase the awareness of workforce services and successes. Information promoting the Workforce Investment Works website will be presented to the sub-areas Workforce Development Board and with mandated partners so they can help promote the site and list customer testimonials and successes. The website and its contents will be promoted locally with Western Workforce Center staff and workforce customers to insure that at least three success stories are posted each quarter. The success stories will be shared with the Western Workforce Development Board.

22. Describe the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

The CRWC Local Area Plan was developed through a very transparent and engaged process with staff, partners and Local Elected Officials from all over the Consortium. The input and contributions of many are evident in the comprehensive compilation of efforts from each Sub Area of the Consortium. In addition, the Regional draft plans are available on the Colorado Workforce Development Council (CWDC) website since April 8th. The Consortium will post this fully compiled local plan on the CWDC website for 30 days, beginning May 3rd, 2016. The final plan, including any additional comments, will be submitted in a timely manner to be accepted by the Colorado Department of Labor (CDLE) and the CWDC and be in effect by July 1st, 2016.