

# Larimer County Workforce Center Local Plan for Program Year 2016 – Program Year 2019

1. Provide an analysis of the economic conditions in the local area including:
  - a. Existing and emerging in-demand industry sectors and occupations; and
  - b. The employment needs of employers in those industry sectors and occupations;

Please see the 2015 Larimer County Economic and Workforce Overview report.

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

Please see the 2015 Larimer County Economic and Workforce Overview report.

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

Please see the 2015 Larimer County Economic and Workforce Overview report.

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

The Career Services Team (CST) is the Wagner-Peyser job seeker services portion of the Larimer County Workforce Center (LCWC). This team is responsible for services delivered to job seekers in-person, on the phone, or virtually. Services include job search and career pathway workshops, providing job seekers with core services (i.e., resume assistance, cover letter development, interviewing skills), assessing needs and making appropriate referrals internal or external to the agency and responding to general questions about Unemployment Insurance (UI) benefits.

The CST provides support to onsite hiring events, local and regional job fairs, along with an active and ever-evolving website that offers job search related information and videos, career assessments, and current labor market information. The CST actively offers positive and productive outreach activities including job search related eblasts and notifications, providing job search workshops and related activities onsite at community organizations and events, public libraries, correctional institutions, non-profits, post-secondary institutions, and meets other unique job search related needs of Larimer County. The CST serves as an internal expert for the job seeker side of Connecting Colorado.

The primary strength of these services is the ability to assist large numbers of job seekers through workshops, open hours to meet with an employment specialist, and providing in-person, phone, or virtual job search assistance. The limitation of these services is the inability to be more individualized with each job seeker and to allocate the amount of time needed to serve the volume of job seekers in ways they would appreciate, due to limited funding for these services. Limited public awareness and value of Connecting Colorado as a viable job matching tool is also an ongoing challenge. The CST is currently realigning the resources of this team to expand their ability to serve job seekers in more meaningful ways, including more outreach to the community.

In the effort to understand the workforce needs of employers, the Business Services Team (BST) outreaches to employers and coordinates with organizations that provide services to employers. The goal is to identify employers that have workforce needs and understand how to help them meet that need. In addition to these outreach activities, the BST coordinates with the CST to create streamlined processes for matching job seekers with hiring employers. For example, if a cohort of job seekers is identified who all have a similar career goal, BST can outreach directly to employers hiring for positions that match. Additionally, WIOA funding may be available to train the cohort in skills needed to fill the position. It is also advantageous to connect directly with job seekers based on their skills, abilities and career goals and match them with open positions. Additionally, this effort makes our job fairs and hiring events much more productive for job seekers and employers.

The Career Transition Team (CTT) is the Larimer County Workforce Center (LCWC) unit primarily responsible for the delivery of WIOA Adult, Dislocated Worker, Technology Employment in Colorado Partnership (TEC-P), Sector Partnership National Emergency Grant (SP-NEG), Trade Adjustment Assistance (TAA) and Trade Readjustment Allowance (TRA) programs. The inCompass Team is the LCWC unit primarily responsible for delivery for all WIOA Youth programs. These teams have the capacity to deliver the following workforce development activities:

Intensive Job Search Assistance: This service is provided to all CTT and inCompass participants. Some participants may benefit exclusively from this service or they may use Intensive Job Search Assistance as a complement to other services outlined below.

The primary strength of this service is a customized Individual Employment Plan (IEP)/Individualized Service Strategy (ISS) developed in partnership with each participant. The participant's IEP/ISS considers important life factors (i.e., resources, challenges, workplace and family values, and special family needs) that may affect a job search and the type of employment the customer secures. Through the IEP/ISS, staff works diligently with participants to create career pathway visions through the use of assessments, counseling, and case management services.

The major drawback of the Intensive Job Search Assistance service is that it is time/labor intensive for both the counselor and the participant. For best results, the counselor/participant must meet on a regular basis to continually adjust and refine the job search strategy. Counselors usually employ technology to maintain regular, real-time contact with their participants engaged in Intensive Job Search Assistance (i.e., phone, email, text, scanning technology).

Work-Based Learning (Internship Program): The primary work-based learning activity offered by the LCWC is the subsidized Internship program. LCWC's Internship program is coordinated by a cross-functional team called the Training Resources Team (TRT). This team meets the needs of local businesses and job seekers through active worksite development and placement. Often times, the work-based learning service builds opportunities for placement in a career pathway of interest, making the learning applicable to their longer term employment and training goals. Due to the unique model of the internship program, there are several access points throughout the agency, making it a popular service for a variety of customers. The capacity of this service is usually limited by the availability of employer worksites for certain participants with very specific skill development needs and/or a lack of financial/staff resources to fully meet employer and participant interest in the internship program.

Individual Training Accounts (ITAs): WIOA participants have the opportunity to apply for ITA scholarship funds for the development of in-demand work skills or credentials that lead to their identified career pathway. Participants in the Adult, Dislocated Worker, and Youth programs may be awarded up to \$4,000 in tuition assistance; more funding may be available if co-enrollment into another program/funding stream with training funds is available. The funding streams may include internal funding streams or co-enrollment opportunities with other agencies. These teams have developed strong partnerships with area training providers such as Front Range Community College (FRCC), Aims Community College, Northern Colorado Trucking Academy, Sage Truck Driving Schools, Columbine Health Systems, Fort Collins Digital Workshop, and Colorado State University. In addition, the CTT has developed a simple and standard working partnership with FRCC for specific training in Front/BackEnd Web Lab and Medical Coding Fundamentals. What makes this partnership unique is that WIOA directly recruits customers interested in this industry-approved trainings available to small cohorts of students. WIOA provides scholarship and intensive job search assistance during the duration of their relationship with CTT.

Despite these strong local partnerships, the CTT's capacity to provide ITA scholarship assistance is limited by fluctuating resources, the federally mandated Eligible Training Provider List (ETPL), and the overall availability of low-cost, quick, and in-demand skills training in the local area.

The LCWC remains an active participant in the Northern Colorado Sector Partnerships, specifically in Manufacturing and Healthcare. Through this partnership, the LCWC will continue exploring opportunities to learn what business talent needs are going unfilled and how CTT and inCompass services can provide training solutions to resolve these needs.

Please refer to questions 16 for a thorough review of WIOA Youth Services.

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

The socio-economic realities in Larimer County are undergoing a significant shift and will continue to change over the coming decades. The local Workforce Development Board (WDB) is working to understand the imminent changes and develop strategies to address them with key community partners. The overall vision and mission of the WDB are:

Vision: Cultivate a well-trained, productive, and competitive workforce in our region.

Mission: Connect community, government, business and education to shape a robust, talented and sustainable workforce.

In preparation for the transition to WIOA, the local WDB prioritized three functions to support the mission and vision. Those priorities are:

- Act as a convener: Convening, brokering, and leveraging with local workforce development system stakeholders to address local workforce issues and to identify expertise and resources to leverage support for workforce development activities.
- Local Plan: In partnership with the chief elected official for Larimer County, the WDB will develop a comprehensive 4-year local plan, and collaborate with other WDBs and Workforce Centers within the region to develop a regional plan to implement WIOA.
- Proven and promising practices: The WDB will lead efforts in Larimer County to identify, promote, and disseminate proven and promising strategies and initiatives to meet the needs of employers and workers.

In addition to the priorities highlighted above, the WDB is also setting strategic goals to:

- Take action and coordinate meaningful follow-up to the regular board meetings.
- Build awareness of the WDB and conduct greater outreach and marketing for the WDB and the LCWC with the goal of creating more community engagement.

As it relates to the performance accountability measures that support economic growth and self-sufficiency, the Career Transition Team (CTT) and the CareerRise Team work diligently to recruit and enroll customers most likely to benefit from services—services that can assist customers in becoming equipped with the education and skills necessary to support their

economic growth and self-sufficiency. WIOA establishes core measures for Adult, Dislocated Worker, and Youth Funding, which includes the revision of the three Workforce Investment Act (WIA) measures, and two additional measures. WIOA establishes Youth measures which eliminates one measure, revises three WIA measures, and adds two new measures. Still to be determined is an employer measure that is expected to be implemented in year two of the law. WIOA performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery systems. Specific categories of the WIOA core measures include: entered into unsubsidized employment upon exit, retention of employment after exit in the second and fourth quarters, median earnings upon exit, credential attainment within one year of exit, measurable skills gain in real time, and indicators of effectiveness in serving employers.

Individuals with barriers to employment are often referred to WIOA Adult, Dislocated Worker, and Youth services via on-site, internal partners. These partners currently consist of the Career Services Team (Wagner-Peyser), Employment First (SNAP), and the Colorado Works (TANF) teams. The LCWC is committed to maximizing our mandated partner relationships to prepare WIOA candidates for success.

Beyond recruitment and hard-skill acquisition, staff also assist their customers in creating an awareness of current workplace trends and expectations (soft skills), so that the customers are not only prepared to secure and retain their employment, but also to create new and further economic opportunity for themselves and their families.

6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:
  - a. What outreach activities are planned to increase business engagement in your local area?
  - b. How will the Business Services Team be utilized for this purpose?
  - c. How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?
  - d. How will sector partnerships be utilized for this purpose?
  - e. What are your objectives and goals for these activities?

The Business Services Team (BST) is completing a rebranding of services provided to local employers. One of the goals of this process is to more effectively outreach to area employers by streamlining messaging and highlighting the value of our services. Additionally, each September, the LCWC hosts an annual Workforce Symposium in partnership with the Workforce Development Board (WDB). The audience for this event is Northern Colorado business professionals to learn about state and local workforce issues, to hear best practices from businesses that have effective solutions to workforce challenges, and receive training on how they can institute solutions to workforce challenges in their own businesses. Members of the WDB plan the event and facilitate conversations about a variety of workforce management strategies throughout the day. The Workforce Symposium also provides an opportunity to highlight the work of our sector partnerships.

BST assists businesses to understand and get as much value as possible from the services offered through the LCWC. To this end, the BST will use the new brand to refine messaging and employer outreach activities. Outreach activities include face-to-face meetings, presentations, a business focused web page, social media, employer workshops, business round tables, email newsletters, event posting on community calendars, brochures, event flyers, and working with partners to promote services.

The LCWC continues to convene and be an active partner in regional sector partnerships and attend sector meetings with the goal of understanding the workforce needs of the participating employers and supporting their efforts. Additionally, the LCWC is a lead organizer of the region's Public Partners Coordination Group which provides coordinated and effective responses to workforce needs identified by the sector partnerships.

BST employer engagement and outreach activities focus on in-demand industries and small employers. Sector partnerships provide an opportunity to focus on specific industries. LCWC staff support employers in the Transportation, Healthcare, Manufacturing, and Information Technology industries. Most employers in these industries (and throughout Larimer County) are small businesses and, because of this, the LCWC has formed strategic partnerships with the Larimer County Small Business Development Center, the local Chambers of Commerce in the County, and a variety of business associations. These partners are key to engaging small business and the BST's ability to assist with solutions to identified workforce challenges.

7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:
  - a. **Work-Based Learning Programs:** Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16.

One of the top priorities for the WDB is the development of a workforce and economic health dashboard that will help inform the Board and LCWC staff about the current status and future trends facing the County. Armed with quality data and sound interpretation, the Board and staff should be able to better navigate the rapidly changing workforce and economic environment in our region. Additionally, the WDB's focus on convening and collaborating with various organizations and workforce stakeholders will lay a foundation for much of the implementation that will occur via the BST.

A current strength of the LCWC is the implementation of work-based learning programs, most notably subsidized internships. Through the lens of a common mission, the LCWC committed staffing resources to organize an internal, cross-functional team of staff titled the Training Resources Team (TRT). TRT's mission is to implement the wide variety of work-based learning services including internships and on-the-job training (OJT) for customers from all LCWC programs. Combining staffing expertise across these local/state/federal funds allows this integrated team to work with industry partners in a concerted effort, resulting in less duplicated business contact matched with professional staff to address talent needs, regardless of the funding stream or targeted populations.

Internships supported through the WIOA Youth, Adult, Dislocated Worker, Colorado Works, ReHire Colorado, and Community Services Block Grant (CSBG) programs have a minimum of one of the following three goals. Often, a work-based learning program may incorporate two or three of these goals.

- **Career exploration through real-world occupation experience:** Clarifying an occupational direction through hands-on learning, prior to starting credential training, often helps participants make better career decisions. In addition, participants working diligently on their alternative diplomas increase their motivation to succeed if they have a career pathway identified and linked to their diploma work.
- **Work readiness and work literacy skill development:** Often time these types of skills are referred to as the “soft skills” of obtaining and retaining employment. Work-based learning programs are often the first work experience participants have as they grapple with and understand the responsibilities of work and/or re-enter the workforce after a gap.
- **Work history building, occupational skill acquisition, and connection to professional networks associated with their career pathway of interest:** Having tangible work-based learning experiences to discuss with future employers, in addition to surrounding oneself in a community of professionals, leads to higher employment success rates for participants. Work-based learning experiences can be constructed to ensure technical skills training is developed under the supervision of industry professionals.

The subsidized internship program continues to experience success and interest in the service has grown among job seekers and employers. The LCWC will continue offering this service and explore ways to grow and focus placements with in-demand and/or sector industries.

The LCWC continues to explore on-the-job training opportunities as a method of work-based learning. Current operations align to work directly with industry partners that identify a candidate who may benefit from an OJT.

In addition, the LCWC supports implementation of the Sector Partnership National Emergency Grant (SP-NEG). This grant provides an opportunity to embed a sector approach into work-based learning methods to create customized training activities for eligible workers. During PY16, through the advisement of industry partners, two cohort custom trainings will be developed in a minimum of one sector (Information Technology, Transportation, Healthcare, or Manufacturing). Work-based learning is expected to be a component of the customized trainings.

The LCWC remains actively involved in the Northern Colorado Manufacturing Sector Partnership. Through this partnership, the LCWC sponsors the locally designed Career Road Trip “Manufacturing Rocks!” model, administered by staff in the CareerRise program (i.e., services for youth and young adults) in conjunction with the BST. Career Road Trips (CRT) brings emerging industry leaders and young people together with the goal of experiencing future careers along with interacting with employers motivated to build a talent pipeline through career exposure and career pathways.

Four distinct service offerings comprise CRT in Larimer County, in addition to one unique CRT offering for secondary school educators. LCWC staff lead each activity including business tour coordination, pre-tour career exploration workshops, prep sessions on appropriate engagement with professionals during tour visits, research on current and future labor market predictions, and the experiential component of touring businesses to learn about the occupations offered and the products/services that are created.

- **CRT Service One:** Embedded in our local high schools, the LCWC manages large-scale tours partnering with local high schools across two districts in the spring of each year. In 2014-2015, 414 students and 38 businesses were served through this CRT service. This service is expected to grow throughout the four-year WIOA plan.
- **CRT Service Two:** A hallmark service for summer youth services in Larimer County, LCWC managed full-day, camp-like settings for youth (21 and younger) in all income brackets. During summer 2015, 51 students and nine businesses were served in a two-day span. This service is expected to grow throughout the four-year WIOA plan.
- **CRT Service Three:** The Colorado Workforce Development Council’s vision of regional sector partnerships led LCWC to support the Manufacturing sector in Northern Colorado. Industry leaders were eager to adopt the CRT model to expose middle school students to the world of Manufacturing. Approximately 210 middle school students and 12 manufacturing businesses were served during spring 2015. This service is expected to grow throughout the four-year WIOA plan and the LCWC plans to raise sponsorships from industry partners to create work-based learning opportunities for all interested youth ages 16-18 in the Manufacturing sector.
- **CRT Service Four:** As a result of the momentum built from the above services, and the need for secondary school educators to incorporate employment and career related learning in the classroom, the LCWC was approached by one of our K-12 partners, the Poudre School District (PSD), to manage a two-day professional development program for teachers. This fee-for-service CRT served 25 teachers and four businesses in summer 2015. District school leaders have initiated conversations regarding growing and advancing this service throughout the four-year WIOA plan.
- **CRT Service Five:** LCWC leadership received staff feedback asking for an all-staff training designed similarly to the CRT model. Therefore, a CRT day was created for staff. The day was designed around two concepts: (1) local sector partnerships; and (2) the changing demographics in our state and county. The first part of the day was for staff to attend two sites: one industry focused and one training focused. There were a total of eight sites, four were either Healthcare or Manufacturing (our local sectors) and

four were sites that trained in either manufacturing or healthcare. The second part of the day was designed to enlighten staff about the role of economic development within the LCWC as well as to help staff get a better sense of how millennials and five generations in the workplace are changing the work environment. Staff also toured the Colorado State University's Powerhouse Energy Campus, a nearly 100,000 square-foot LEED Platinum energy research complex, home to numerous research and policy centers, laboratories and start-ups.

In summary, 675 students, 25 educators and 70 LCWC staff matched with 63 unique businesses and/or training providers advanced work-based learning initiatives while also supporting local sector partnerships during the last two years. The LCWC will actively grow and enhance strategies for CRT services and plans to increase customers served, as well as the number and type of businesses.

- b. **Sector Partnerships Participation:** Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts.

Indicate PY16 specific planned objectives and measurable outcomes.

Moving into the third year of operation, the Manufacturing and Healthcare sector partnerships continue to serve as useful models for engaging private sector and public partners in beneficial business service efforts. With significant wins accomplished, sector partnerships are attracting more businesses and helping the BST grow deeper relationships with long-standing members. Moreover, the LCWC is seeing more crossover between sector partnerships and the local WDB, creating more synergy between the two and facilitating stronger relationships between private sector and the workforce system.

As mentioned above, the CareerRise Team and BST coordinate the Career Road Trips (CRT) for young adults, exposing them to careers and opportunities in the field of manufacturing. This activity opens the door for BST to offer additional services to the Manufacturers who host tours. Another example of collaboration through sector partnership is the organizing of a successful job fair at the annual Healthcare Summit hosted by a local Chamber of Commerce in conjunction with sector support. The job fair, organized by the BST, greatly added success to the entire event. Additionally, the BST adds value to the sectors partnerships through their standard programmatic offerings while augmenting their customized support for individual businesses.

- c. **Sector Partnerships - Status and Objectives:** In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY16? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY16 planned objectives and measurable outcomes. **Note:** For sector partnership definitions, please visit: <http://www.sectorssummit.com/colorado-sector-partnerships-map/>

The LCWC is actively engaged in the two sector partnerships that exist in our region; Manufacturing and Healthcare. These two partnerships are extremely active in Larimer County.

The Manufacturing Sector Partnership plans the following activities for 2016:

- Maker's Faire, 2016
  - Subcommittee will help to develop future Maker Faires and career fairs that highlight manufacturing as a career opportunity for young people and transitioning adults
- Career Road Trips - February / March 2016
- Create and fund two Scholarships for students pursuing manufacturing related areas of study. Scholarships will be \$2,000 each.
- High School Marketing/Business class to promote manufacturing careers
- Promote/Nominate people in manufacturing who are successful in their careers for committee/board leadership
- High School Summer Internship Pilot Program

The Healthcare Sector Partnership plans the following activities for 2016:

- Launch website
- Complete 10 Critical Occupations Analysis and share with stakeholders
- Spring youth tours
- Attract additional members to committees and full partnership
- Job Fair at Regional Health Sector Summit

- d. **Career Pathways:** Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced sector partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY16 planned objectives and measurable outcomes.

While the opportunity to develop additional sector partnerships (in addition to Manufacturing and Healthcare) may exist, the regional Public Partner team is holding off on creating new partnerships until additional resources can be allocated to the launch and ongoing management. In regards to career pathways, the Manufacturing sector has identified critical occupations and has started mapping the skills needed for each one. This effort was completed as part of House Bill 13-1165, which allocated resources to this process.

The Healthcare sector is actively pursuing funding to replicate what's being done in manufacturing with the goal to create career pathways for critical occupations. Additionally, the BST will actively work with educational partners and community-based organizations to identify target occupations to train participants/students to meet current and future workforce needs. The LCWC is committed to training staff in Labor Market Information tools, so they can provide customers with detailed information on appropriate career pathways.

The LCWC plans to further develop career pathways in the following ways:

- The LCWC currently supports the Manufacturing Rocks! Subcommittee of the Manufacturing sector partnership. This subcommittee is focused on providing Career Road Trips (CRT) for young adults in Northern Colorado. CRTs are important to effective career pathways because they offer young people an inside look at careers and industries as they make decisions on future occupational directions.

- The LCWC currently supports the Sector Partnership National Emergency Grant (SP-NEG). This grant provides the opportunity to embed a sector approach into career pathway creation. The LCWC will keep career pathways industry-driven and focused on solutions to emerging, existing, and anticipated workforce challenges.
  - To date, the most effective, mutually-beneficial work-based learning tool is subsidized internships. The LCWC will evolve internship services to include a focus on career pathways as established by the sector partnerships and other area industry partners. Aligning internships with career pathways will assist job seekers within internal programs to gain valuable hands-on experience in emerging and in-demand occupations and, subsequently, gaining long-term and satisfactory employment.
  - The LCWC will continue active partnerships with education providers, including higher education institutions that support sector partnership activities. In addition, the LCWC plans to continue supporting our higher education partners that convene industry led advisory boards to shape training curriculum. Through these partnerships the LCWC intends to deploy WIOA funded training resources when these advisory groups provide evidence in career pathway training that leads to employment.
8. Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable);

At the LCWC, there are a number of co-located partners that share a common mission of assisting individuals with barriers to employment. These partners include: Wagner-Peyser, WIOA Adult, Dislocated Worker and Youth, Trade Adjustment Assistance, Veterans programs, Temporary Assistance to Needy Families (TANF), Employment First (SNAP), ReHire Colorado, and the Community Services Block Grant (CSBG). As a result of these co-located partners, the LCWC is well prepared to maximize resources to expand access to activities, for eligible individuals with barriers to employment, that result in meaningful employment through the attainment of credentials. For partners that are not co-located, the LCWC will host conversations about resource maximizing and co-enrollment strategies through the development of local Memorandum of Understandings (MOU) with partner agencies. Current relationships are established with the local offices of the Division of Vocational Rehabilitation (DVR) and Adult Basic Education (ABE) partners.

For WIOA Youth programs, the LCWC continues to expand access to eligible youth by ensuring a strong presence within the community and with core program partners. The LCWC currently hosts weekly orientations to explain eligibility requirements, services provided, and application instructions. The orientation is designed to be portable, resulting in off-site awareness opportunities to capture a wider audience. All youth-related services at the LCWC have a strong social media presence, including Facebook pages that now have

over 1000 followers. This platform is utilized to post events occurring within the LCWC as well as throughout the community, including lists of open positions defined as entry level career path opportunities.

The LCWC currently hosts two youth oriented Open House events per year. These events take place on a Saturday. The public and core partners are invited to the One-Stop locations to learn about WIOA and Wagner-Peyser services. Employers are also invited to participate. Attendees learn about what the employers are looking for in ideal employees. Many employers use these events to conduct onsite interviews and/or collect applications from interested attendees.

To expand access to youth who have become involved with probation and parole, LCWC staff meet regularly with probation and parole officers. This has led to the establishment of a referral form for parole officers to expedite the enrollment process for candidates, along with periodic visits to correctional staff to share services and explore ways to facilitate the employment transition of young adults from incarceration.

The WIOA Adult, Dislocated Worker and Discretionary Grant programs are well positioned to build co-enrollment opportunities outlined by WIOA. Currently, all WIOA Title I programs, along with Wagner-Peyser, are co-located in both our Loveland and Fort Collins locations. Access to services and appropriate co-enrollments, particularly for eligible individuals with barriers to employment, will continue to thrive. Similar services are also available to the residents of the Estes Valley through the creation of a LCWC office in Estes Park in 2014.

The LCWC continues to serve customers in new and creative ways that promote expanded access. Due to the demand for services and our current funding limitations, the WIOA Adult program reached its funding capacity nearly six months into PY 2015. In an effort to continue meeting the needs of customers that would qualify as WIOA Adults, the Career Transition Team (CTT) collaborated with ReHire Colorado to integrate services as available. Although the Colorado Department of Human Services funds ReHire Colorado, LCWC administers the program making the partnership seamless. Benefits of this collaboration include:

- **Benefits to WIOA Adult customers who do not have training/scholarship dollars obligated:**
  - Increased access to ITA and scholarship assistance
  - Colorado's Eligible Training Provider List (ETPL) is not necessary for the approval of training for customers
  - 2/3 of eligible ReHire Colorado applicants are selected to participate; chances of selection are favorable
  
- **Benefits to ReHire Colorado Customers:**
  - Access to skilled career counselors knowledgeable about the needs of the local labor market
  - Reliance on CTT staff expertise for case management of customers in the development and execution of a training plan

- CTT staff maintain strong working relationships with local training providers; CTT staff is knowledgeable of costs and availability
- **Benefits to ‘would-be’ WIOA Adult applicants:**
  - ReHire Colorado offers applicants another potential option for funding and services due to the limited opportunity in the WIOA Adult program
  - 2/3 of eligible ReHire Colorado applicants are selected to participate; chances of selection are favorable
  - Potential for co-enrollment into WIOA Adult services if participation extends beyond the end date of ReHire Colorado (December 31, 2016).

LCWC’s staff has worked closely with the local Adult Basic Education provider, Center for Adult Learning (CAL), to grow partnership opportunities to increase access to WIOA services for students enrolled in adult basic education activities. Adult Basic Education providers will organize LCWC information sessions at both Loveland and Fort Collins CAL locations to improved access to WIOA services.

The LCWC consistently achieves success in meeting enrollment and performance outcomes in the current service delivery structure. Expanding access for eligible individuals with barriers to employment will require further partnerships that outline resource alignment, resource obtainment, co-enrollment pathways, and shared participant goals.

9. Describe the strategy to work with adult education providers funded under Title II of WIOA and Vocational Rehabilitation to align resources available to the local area, to achieve the strategic vision and goals described in question 5.

The LCWC has relationships established with the Adult Basic Education (ABE) and Division of Vocational Rehabilitation (DVR) providers in Larimer County. These relationships have been in existence for years and have been utilized by local One-Stop staff as referring partner agencies for customers who may benefit from co-enrollment. Customers served by both partner agencies may be co-enrolled in the full array of LCWC services.

The LCWC will further discuss coordination of service delivery with both partner agencies in PY16. The goal is to reach local agreements regarding support of the One Stop delivery system, identify the service strengths of each agency, and develop an improved cross-agency referral process and co-enrollment linkages leading to the development and implementation of a Memorandum of Understanding (MOU). In situations where a MOU is developed at a state level, conversations will occur regarding operationalization of the state derived agreements.

WIOA expects increased partnership alignment to maximize resources and identify and utilize the strengths available through each system. As a result of this opportunity, cross-agency staff is enhancing current projects and creating new pilot partnership projects to advance the workforce preparation of customers engaged with these different providers.

One example of a current partnership where enhancements will be explored is the DVR-funded School to Work Alliance Program (SWAP). LCWC youth staff regularly attend SWAP quarterly meetings, which bridge into the secondary school services such as the Alternative Cooperative Education (ACE) programs that provide vocational transition planning for high school students with disabilities. This collaboration has expanded WIOA access to youth with disabilities and other barriers, primarily through a workforce transition program serving high school seniors on track to graduate. Participants work with LCWC staff to identify career pathways of interest, supported by a 200 hour paid internship, funded through WIOA Youth services.

Upon completion of the internship, scholarship assistance may be available to eligible participants to enter career pathways that require skills acquisition or training. Due to new regulations surrounding WIOA's emphasis on serving out-of-school youth, the LCWC will consider adjustments to this successful model by waiting to serve participants until they have graduated high school or seek alternate funds across our systems to maintain this current activity.

In 2016, the LCWC will launch a pilot project to increase access of LCWC staff to ABE students, at the ABE provider's classroom location. This partnership will result in on-site workforce preparation services provided by LCWC staff for all students, in tandem with the learning objectives led by ABE staff. Furthermore, it is anticipated that this partnership to result in up to 20 eligible students accessing WIOA Youth services and 20 eligible students accessing WIOA Adult services. The 40 students will have access to the full array of WIOA services including career pathway advisement, work-based learning activities, skill acquisition of credentials, and supportive services. Accomplishing this pilot project is the first step in aligning system resources and talents for participants with barriers to employment

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

The LCWC has robust linkages with the Unemployment Insurance (UI) program. Wagner-Peyser staff are currently engaged in two specific UI initiatives, as well as one that is close to implementation and one additional initiative still in the planning stages.

The current initiatives are:

- Links to Reemployment -- This partnership between the Colorado Department of Labor and Employment (CDLE) UI Division and LCWC provides UI claimants with reemployment services earlier in their claim cycle. These claimants are selected by CDLE as likely to exhaust regular UI benefits and may benefit from job-search assistance services. Once claimants have been selected by the CDLE, the LCWC conducts outreach and schedules each claimant for an orientation to LCWC services. Links orientations have been operational since October 2015.
- UCX Pilot – This pilot program is for veterans receiving UI benefits with military wages. The program went live January 2016. CDLE expects to serve approximately 300 veterans (statewide). Numbers for Larimer County are unknown and program participation is voluntary. If a veteran chooses to enroll, then he/she receives an email

with instructions and is asked to visit the local Workforce Center for services. The LCWC provides the veteran with information on services, conducts a triage assessment, and lowers the number of required job contacts. When involved in this program the veteran/claimant, may report Workforce Center services, such as workshops, job fairs, interview/ resume assistance, as legitimate job contacts. The purpose is to entice veteran/claimants to engage in Workforce Center services in order to reduce the number of weeks on UI benefits. The pilot will end June 30, 2016.

- UI Chat – The UI Office is piloting a six-month pilot program to allow customers to chat with UI customer service and is scheduled for implementation February 29, 2016. The chat pilot will initially only be available in the Fort Collins office and in English, Monday through Friday, 8:00 am - 4:00 pm, on a specific computer in the Resource Lab. However, if successful, this service will continue, on multiple computers, and in both Fort Collins and Loveland offices.
- Reemployment Services and Eligibility Assessment (RESEA) - The final initiative currently in discussion is similar to Links to Reemployment in that CDLE selects which UI claimants are required to attend and then the LCWC schedules selected candidates for participation. Claimants attend an orientation and receive one-to-one counseling with an employment specialist. The claimant is required to complete assessments, job contacts and other activities to create an individualized job search plan to be reviewed by the LCWC employment specialist. It is undetermined whether the LCWC will implement this program due to its similarity to the Links to Reemployment program which is currently operational.

Along with these initiatives, the LCWC continues to casemanage UI recipients in approved training status. The LCWC also manages the weekly customer flow for the UI “hotline” phone. Likewise, the Career Services Team is the local contact for UI-related questions/issues and continues to assist claimants as appropriate.

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

The local WDB recognizes and supports the idea that entrepreneurship is a viable opportunity for job seekers looking for the next opportunity. At the same time, the WDB has identified small-medium sized business support as a critical element in the suite of business services provided throughout the community. As a result, the WDB and LCWC have developed programs and partnerships to serve budding entrepreneurs and small business.

The LCWC was excited to see additional emphasis placed on promoting entrepreneurial skills training within the local plan. The LCWC has a strong relationship with the Larimer Small Business Development Center, as documented with a Memorandum of Understanding (MOU). Not only do the organizations reciprocate membership on each other’s boards, they also have a memorandum of understanding on how we partner when it comes to entrepreneurial and small business support to avoid duplication of services and to minimize

customer confusion regarding the functions of each entity. Additionally, the BST has specific programs to help entrepreneurs and small business owners scale their operations in Larimer County. The LCWC plans to grow current partnerships and develop new partnerships in an effort to support entrepreneurship in Larimer County.

As evidence, the LCWC has supported entrepreneurship services for nine years within the CareerRise program through an innovative public/private partnership titled the Young Entrepreneur Tournament (YET). YET, funded for three consecutive years by the OtterCares Foundation, provides an opportunity for participants (18 years of age and under) to learn, create, and grow an idea into a business plan and compete in a business pitch competition to win business seed funds. The program occurs over four consecutive Saturdays and a final pitch event is held the last week in May on the fifth Saturday.

Participants spend fifteen hours working with a contracted entrepreneurial facilitator to develop their ideas into feasible and attainable business plans. Participants have the opportunity to meet with local entrepreneurs for advice in building their business. Over the last five tournaments, 90 young adults have accessed entrepreneurial skills training.

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

The LCWC provides a comprehensive workforce development system in Larimer County. With three physical office locations designed to meet the needs of the customers residing in that respective geographical area of the County, the LCWC offers the following programs:

- Wagner-Peyser (Career Services and Business Services)
- WIOA Adult, Dislocated Worker, and Youth
- Trade Adjustment Assistance (TAA) and Trade Readjustment Allowance (TRA)
- Year-round youth services including Governor's Summer Job Hunt (GSJH)
- Larimer County Conservation Corps (self-sustaining conservation corps via contractual work and fee-agreements)
- Disaster National Emergency Grant (Disaster NEG) via CDLE
- Technology Employment in Colorado (TEC-P) Grant via Denver Workforce Center/Office of Economic Development
- Sector Partnership National Emergency Grant (SP NEG) via CDLE
- Employment First (SNAP) via MOU with Larimer County Human Services
- Colorado Works (Temporary Assistance to Needy Families (TANF) employment-focused services) via MOU with Larimer County Human Services
- ReHire Colorado via competitive grant from the Colorado Department of Human Services
- Larimer County Enterprise Zone
- Larimer County Economic Development Program Administration

- CDLE Disabled Veterans Opportunity Program (DVOP) and Regional Veterans Employment Representative (RVER) Programs Co-located at LCWC

As described in other sections within the Plan, the LCWC will partner with required WIOA partners to increase awareness of career pathways and will outline the critical role that workforce development plays in ensuring that all Coloradans have access to educational and career pathways that result in meaningful employment, contingent on available resources. For specifics, please refer to questions in B4, B5, B6, B7, B7iv, and B8.

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

**Comprehensive One-Stop Office**

Larimer County Workforce Center  
 Fort Collins, Colorado  
 200 W. Oak Street, Suite 5000

**Additional Workforce Center Locations** (not comprehensive)

Loveland, Colorado  
 418 E. 4th Street

Estes Park, Colorado  
 1601 Brodie Avenue

The LCWC has strong partnerships with libraries in each of the above towns/cities, as an affiliate site. To provide access for customers not familiar with the LCWC, onsite workshops are offered at the libraries in Fort Collins, Loveland and Estes Park. The LCWC coordinates with each library’s employment/business services personnel for training as needed so that LCWC staff is knowledgeable of the resources available to job seekers through the local libraries. The LCWC frequently informs customers of the services and classes available at the libraries which may assist in their job search.

- 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 LCWC implements the WIOA Adult, Dislocated Worker, and Youth Title I programs, the Wagner-Peyser labor exchange Title III programs. Current relationships are well established with our local Division of Vocational Rehabilitation (DVR) and Adult Basic Education (ABE) partners. In fact, LCWC recently conducted trainings at local ABE sites. This collaboration will likely result in co-enrollments between agencies and core job seeker services provided onsite. With respect to DVR, LCWC is currently working with DVR leadership to strengthening our collaboration.

As mentioned in B8, a current strength of the LCWC is the co-location of partners, i.e., Wagner-Peyser, Colorado Works/Temporary Assistance for Needy Families (TANF) program and Employment First/Supplemental Nutrition Assistance Program (SNAP). This co-location results in linkages between programs, which creates improved services to our businesses/employers and our job seekers.

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

Under the direction of the Larimer County Board of Commissioners and the Workforce Development Board, LCWC administers, supports and co-locates the following core programs: WIOA Adult, Dislocated Worker and Youth, Wagner Peyser, Temporary Assistance for Needy Families (TANF) Works Program, Employment First (SNAP) Program, Veterans services including Disabled Veterans Outreach Program, Local Veterans Employment Representatives, Trade Adjustment Assistance and Unemployment Insurance initiatives including Links to Reemployment. Program integration is managed through a unified Leadership Team with a coordinated and, at times, cross-functional service delivery system that includes common core services including customer orientations, workshops, resource lab, referrals to targeted programs and co-enrollments as appropriate. Resource sharing is accomplished through an approved Cost Allocation Plan outlining common costs and methodology for cost allocation. Core services provided through other one stop partners including ABE and DVR will be coordinated through the development of a Memorandum of Understanding developed at the State and local levels.

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

The current technology LCWC utilizes to reach remote areas includes Connecting Colorado and the LCWC website. LCWC staff is involved in statewide work groups to improve the functionality of Connecting Colorado for both the employer and job seeker. LCWC has participated in virtual job fairs and will continue the use of virtual capability when appropriate. The CareerRise team will soon reach their customers by text messaging and this will likely lead to other teams utilizing this technology.

Staff across LCWC teams are supporting a new project, “Skillful: A Markle Foundation Initiative”, that will utilize technology for middle skill customers. Many of these individuals will be located in another part of the state and all the services provided will have to be conducted remotely. The Career Services team (Wagner-Peyser) hope to pilot instant messaging as a method to connect with remote job seekers.

Aside from technology, we have expanded our service outreach in a variety of ways. Following the flood of 2013, LCWC opened an office that now serves the Estes Valley. This area would have formerly been considered a “remote” location. We now have a staff member who is engaged in the Estes community supporting job seekers, businesses and economic development activities. Along with this office, our BST is involved with every

Chamber of Commerce in Larimer County, including our smaller towns that do not have a One Stop located within the town.

- 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 LCWC offers a wide variety of assessments tools through the One-Stop center, many of which are accessible across partner agencies. Career assessments help participants identify their work values, aptitudes, and interests. These are helpful to begin to identify careers and career pathways of high interest. Many customizable career research tools including Labor Market Information and job descriptions, are offered. During PY16, an easily accessible inventory list of all assessments will be made available to industry, job seekers, and partner agencies in an effort to increase coordination across participating programs and to reduce duplication. Data reporting of actual assessments occurring at the LCWC are reported into Connecting Colorado. This ensures that assessments are not duplicated in partner program. Releases of information are completed, as required, to allow for the sharing of assessment results with other partners and/or partner agencies.

The test for Adult Basic Education (TABE) is the common education assessment utilized at the LCWC. The LCWC has created informal service agreements with program partners to accept TABE results, up to six months within the previous testing date, in an effort to minimize duplication and redundancy. These results are shared after the participant has signed a Release of Information agreement between the participating agencies.

The following are common career awareness, clarification, and exploration assessments utilized at the LCWC: Strong Interest Inventory, Myers-Briggs Personality Type Indicator, College in Colorado, My Next Move, jobZology, EMSI Career Coach, Prove-It, and ONET. Each of these assessments serves different purposes to aid job seekers in the identification of occupations that match well with their specific interests and circumstances.

The following are common labor market identification tools utilized at the LCWC: Wanted Analytics, Economic Modeling Specialist International. (EMSI), ONET OnLine, Connecting Colorado Supply/Demand reports, in addition to more anecdotal tools including: industry input through Sectors strategy conversations, Workforce Development Board sponsored business panels, and training vendor industry advisory groups.

- 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

LCWC will take steps to ensure that appropriate auxiliary aids and services are made available when necessary to afford an individual with a disability an equal opportunity to participate in and enjoy the benefits of services as well as provide the following notification on our marketing collateral: Auxiliary aids and services are available upon request to individuals with disabilities.”

The three LCWC facilities are accessible for individuals with disabilities. Yearly training will be conducted with the Wagner-Peyser job seeker team/LCWC staff for the purpose of understanding technology and materials available for customers with disabilities. Additionally, the Career Services team has identified a staff member to spearhead accessibility needs for job seekers utilizing services. In addition, the Larimer County policy establishes a uniform policy and procedure ensuring that communications with applicants, participants and members of the public with disabilities are as effective as communications with others as well as an internal grievance process provided for prompt and equitable resolution of complaints alleging any action prohibited by regulations implementing the Americans with Disabilities Act.

We are in the process, as Colorado DVR aligns under CDLE, to create a robust partnership with our local DVR partners.

- 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 local WDB understands the importance of having eligible providers of services that deliver high quality, relevant training that meets the current and future needs of the business community, while serving the interests of the workers and job seeking population.

As the primary service provider, the LCWC works hand-in-glove with the Board to ensure that a high level of quality service is delivered in the community. The Board receives regular updates from the Workforce Center Director and management team on program metrics. Detailed updates are also given the Executive Committee of the WDB on a monthly basis. On an annual basis the WDB reviews and votes on the annual plan, which is designed to detail how the LCWC will meet the needs of employers and the job-seeking population.

What’s more is that the LCWC management team gets together on a weekly basis to discuss challenges and opportunities facing the Workforce Center. This is where much of the internal quality assurance occurs.

It is in everyone's best interest to make sure that the providers of services are well informed about the issues facing the workforce and business community. To do this, the local WDB strives to have participation from the Workforce Center and many of its partners in the WDB activities, which are designed to inform people on various workforce related topics and connect individuals and organizations throughout the county. The WDB provides six meetings per year where specific workforce topics are addressed in depth. A diverse group of stakeholders is invited to attend and participate in these meetings, including some of the training providers. As a result the WDB is better informed of the needs of business and the challenges facing the workforce system and can communicate that back to the eligible provider of services.

- 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.

LCWC will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. Eligible program 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. In addition, LCWC provides navigation support from training vendors not yet approved on the ETPL. If the training vendor takes the necessary steps to comply with the ETPL requirements, access to training choices increases. It's common for LCWC staff to work with training vendors that are new to the ETPL system to ensure training candidates receive quality training they choose participate in. Upon selection, in accordance with local policies and available funding, LCWC 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, LCWC will work with our local Board to achieve the 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 LCWC has a strong history of serving individuals with barriers across our One-Stop locations. From July 1, 2012 through June 30, 2015, the WIA/WIOA Youth program maintained a steadfast commitment to serving many of the hardest to serve youth in Larimer County. Over this timeframe, 71% of youth entered services as disconnected from school, 43% entered services with a documented disability, 31% entered services as Basic Skills deficient, 22% entered services as offenders, 19% entered services as pregnant or parenting, and 8% reported homelessness. The LCWC intends to maintain an on-going commitment to recruit these participants, in addition to other targeted populations in need of services.

From July 1, 2012 through June 30, 2015, the WIA/WIOA Adult program provided services for adults with barriers in Larimer County. Over this timeframe, 53% of adults were verified to enter services attached to low-income households, 12% entered services as offenders, and 7% entered services with a documented disability. The LCWC values WIOA's focus of serving populations with barriers to employment. WIOA is an opportunity to grow the recruitment strategy with partner agencies that specialize in targeted populations. To continue this strategy, we expect to host planning meetings with key stakeholder agencies will be held to determine unique strategies.

The LCWC's objective and goal is to maintain the current strength of serving individuals with barriers to employment in the WIOA Youth program while building upon the current strength of serving individuals with barriers to employment in our WIOA Adult program. The LCWC will meet the 51% statutory targeted populations enrollment objective set forth by the Colorado Department of Labor and Employment (CDLE).

14. 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;

Relationships with the educational institutions are critical for many of the services the LCWC delivers on a regular basis. The first thing the WDB does to help coordinate education and workforce activities with secondary and postsecondary programs is to make sure there is regular communication between institutions. The WDB meetings serve as a place to convene education partners to learn about what the other is doing and how the organizations can collaborate. The WDB also has school district staff on the Board, and invites a number of different representatives from the school districts in the region to participate on the WDB. Moreover, the school districts are encouraged to leverage the WDB to reach out to the community and share what they are doing as it is related to workforce development.

Specifically, the LCWC has made significant investments in providing services with many local secondary education partners. From July 1, 2012 through June 30, 2015 the CareerRise young adult team provided services to 6,843 young adults ages 14-21. The majority of this data set came from our growing partnership with secondary education partners and includes the following activities:

**Presentations** - Schools may request a one to two hour, group presentation on work preparation learning. In 2015, the Career Rise team provided 95 of these types of presentations to local schools:

- Workforce Center Overview - Resources, services, internships, scholarships, etc.
- Job Search - Focused job search, self-marketing, and tips for applications
- Resume Building - Developing targeted resumes and identifying employer needs
- Interviewing Skills - Practicing common questions with tips and techniques
- Professionalism 101 - Activity on workplace expectations and success

- Career Exploration - Reviewing interest assessments, career pathways, and resources
- Generational Differences - Activity on the dynamics between generations at work

**Mock Interviews** - Students practice common questions, review their portfolio, and receive expert advice.

**Drop-In Hours** - Schools may host a Career Specialist at their site for easy access to job related information and queries.

**1-on-1** - Schools may request a Career Specialist to meet with students for a job search consultation, portfolio review, mock interview, etc.

**Career Road Trips** - Partnership developed to tour behind-the-scenes of local, emerging businesses. See question B7i for an analysis of Career Road Trip activities associated with K-12 partners.

**Youth Jobs** - Staff provide local business contacts that hire youth, promote upcoming hiring events in our monthly newsletter, and share current job postings on our Facebook page.

**You Pitch an Idea!** – Schools are suggested to pitch an idea that’s linked to supporting employment success for their students. The LCWC considers customizing a service pending the idea.

In regards to higher education, the WDB has members from the community colleges in the region (Front Range Community College and Aims Community College) as well as from the major four-year institution (Colorado State University) on the Board. They are encouraged to share information about their programs and initiatives to explore possible ways to work together and avoid duplication of efforts.

The LCWC also supports staff to serve on various advisory boards at the community college level to bring a workforce perspective. Additionally, the BST connects with the community colleges to support their students in connecting to employment.

The Colorado State University Career Center regularly participates in WDB and LCWC events and the LCWC has staff that serves on the CSU Career Center Board, ensuring that the tie between the university and the workforce system is strong. The LCWC also hosts an annual seminar for the Core Career Counseling graduate class.

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

See question B4 for a full analysis and availability of WIOA Adult and Dislocated Worker activities.

In addition to the Adult and Dislocated Worker formula grants, the LCWC also administers a variety of education and training grants intended to serve Dislocated Workers. These grants, each targeted toward serving Dislocated Workers, include TEC-P, Hire for Colorado, and the Sector Partnership National Emergency Grant (NEG).

Utilizing appropriate co-enrollment service strategies, the LCWC is able to expand the capacity to serve Dislocated Workers through increased Individual Training Account (ITA) and supportive service access. In addition, TEC-P customers are not required to use training providers on Colorado's Eligible Training Provider List (ETPL), thereby opening up training opportunities not available to them through traditional WIOA formula grants.

The LCWC administers the Links to Reemployment initiative. Customers connected to this initiative are automatically eligible for Dislocated Worker services. Through this initiative, the LCWC has developed seminars that introduce the full array of LCWC services, including an overview and suggested action steps to consider the additional services provided through the Dislocated Worker program. This initiative is expected to expand our footprint to eligible workers.

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

The LCWC provides a wide range of workforce development services for all age ranges, beginning at 14 years of age. The future talent pipeline can begin in these early years as young adults make choices related to their career pathways as a result, the LCWC has a variety of youth services. These activities can be divided into two basic categories: services to all youth ages 14-24 regardless of WIOA eligibility and services to WIOA eligible youth, ages 16-24. All targeted populations are encouraged to integrate into each of the service offerings, including youth possessing disabilities, youth living in poverty, or youth disconnected from school. The organizational philosophy is to provide access to services to all youth while wrapping intensive services around those most in need. As a result, the LCWC CareerRise team has a menu of workforce activities including:

**CareerRise Program:** (i)ndependence begins when we get involved. Serving ages 14-24, Larimer County Workforce Center CareerRise programs inspire independence. Helping young action-takers accept more responsibility for early career achievements is the mission. The CareerRise team partners with resources across Larimer County to provide forward-thinking training, employment skills development, paid opportunities, entrepreneurial workshops, and educational assistance for younger job-seekers in our community to serve, work, and excel using their unique talents. Specific services include:

- **Year-Round Employment Support:** Get prepared, get hired. For ages 14-24, youth can learn skills critical for successful job applications, create winning resumes, interview with ease, and develop overall professionalism in order to earn (and keep)

job opportunities. Activities include: workforce preparation workshops, access to youth-friendly employer database, CareerRise newsletter where subscribers receive monthly updates on youth-friendly employers, hiring events, job search tips, and access to meet with a CareerRise team member to obtain customized support to maximize a young adult's job search. Support could include developing a job search plan, resume review, identifying employment opportunities, application assistance and more. This service is available to all youth.

- Summer Opportunities: Young Entrepreneur Tournament (YET) serves youth ages 18 and younger. This five-part workshop assists in identifying and preparing a business plan and wraps-up with youth presenting their business plan to local business leaders and competing for a cash award. Career Road Trips (CRT) for ages 14-24. Take a ride with the Larimer County Workforce Center to experience careers of the future. See behind the scenes of local businesses and get ideas from real professionals on how to get to your dream career. This service is available to all youth.
- Larimer County Conservation Corps (LCCC): Through conservation projects and environmental education, the LCCC empowers our corps members to become environmental stewards, while developing self-sufficiency and work preparation skills to help them become productive members of our community. The LCCC is an accredited corps through the Colorado Youth Corps Association.

To date, the LCCC operates four seasonal programs: AgriCorps focuses on local food projects on community farms serving youth 14-16 years old; the Land program focuses on a variety of conservation projects and serves youth ages 16-19; the Sawyer program manages Pine Beetle kill tree removal and fire mitigation, serving young adults 18-24; and lastly our Water & Energy program provides energy conservation education and audits for residents of Larimer County and serves young adults ages 18-24.

Each of our programs is unique within the corps, but each one reflects the core values of environmental conservation and individual development. The majority of work done by LCCC crews is supported through fee-for-service contract dollars and grant funding which may include WIOA placements. This service is available to all youth, through competitive interview selections.

**Workforce Innovation and Opportunity Act (WIOA) inCompass Program:** Education and employment are everything, but not everyone is on an equal playing field when it comes to how and when these goals are achieved. The Larimer County inCompass team supports a variety of customized services for those, ages 16-24, facing financial and/or other obstacles. Paired with a Career Specialist, youth design a career plan that could include: financial support and training for obtaining a GED, paid work based learning activities including internships, scholarships for post high school training, intensive career guidance and employment support. See question B.4 for an analysis and availability of WIOA Youth activities.

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

As previously mentioned, the LCWC has relationships established with the ABE providers in Larimer County. These relationships have been in existence for years. Currently, participants served by both of these partner agencies can be found co-enrolled into the full array of LCWC services.

Additionally, the LCWC is actively pursuing a new pilot partnership aligned with the ABE providers in Larimer County. In March 2016, the LCWC will launch a pilot project to increase access of LCWC staff to ABE students, at the ABE provider's classroom location. This partnership will result in on-site workforce preparation services provided by LCWC staff for all students, in tandem with their learning objectives led by ABE staff. This partnership will result in up to 20 students accessing WIOA Youth services and 20 students accessing WIOA Adult services. These 40 students will have access to the full array of WIOA services including career pathway advisement, work-based learning activities, skill acquisition of credentials, and supportive service access. Accomplishing this pilot project will be the most recent effort to coordinate workforce investment activities between both systems.

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

The WIOA Center including Adult, Dislocated Worker, and Youth recently updated the Supportive Service policy to include the provision of transportation assistance. In addition, the total supportive service maximum has been increased from \$300 to \$400 per enrollment year for each participant in accordance to the goals outlined in the IEP/ISS.

Other programs operated within the LCWC may also provide transportation assistance and/or supportive services as allowable within the specific funding. Transportation assistance may take the form of gas cards, bus passes for public transportation, alternative modes of transportation (i.e., bicycles), car repairs, and other realistic activities that support customers navigating personal and public transportation options to engage and retain employment.

The Fort Collins Chamber of Commerce, a partner of the LCWC, is conducting extensive efforts related to transportation with specific emphasis on the I-25 corridor. For more information regarding those efforts, please check their website at <https://fortcollinschamber.com>. As with all of partnership activities related to transportation and other supportive service activities, the LCWC actively collaborates and coordinates fund acquisition and service provision as beneficial to the customer and appropriately consistent with the vision and mission of the LCWC.

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

Plans and strategies for coordinating Wagner-Peyser funding to improve services and avoid duplication fall into three focus areas: (1) streamlining processes for connecting job seekers and employers; (2) coordinating efforts with external organizations that serve job seekers and students; and (3) coordinating efforts with external organizations that serve employers.

The Career Services Team (CST) and Business Services Team (BST), both funded by Wagner-Peyser, have goals that will streamline how to connect job seekers and employers. To this end, each team will coordinate with higher education, school districts, WIOA programs, WIOA mandated partners, community based organizations, and other stakeholders. Within this coordination, the CST will work with these organizations to register their participants and students in Connecting Colorado. This will provide valuable record of their career goals and a method for effectively connecting them with appropriate employment opportunities.

20. Identify the administrator/administrative entity responsible for the disbursement of Title I and III funds in the local area, as determined by the chief elected official or the Governor, and the fiscal agent if different.

At the time of writing this Plan, all Title I programs (WIOA Adult, Dislocated Worker, and Youth) are implemented through the Larimer County Workforce Center, as is Title III (Wagner-Peyser) under the auspices of the Larimer County Board of Commissioners.

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

Currently, LCWC does not utilize subcontractors for the provision of services. However, the LCWC follows both LCWC and County policies for grant purchases. During PY15, the LCWC is intending to release a RFI for the WIOA Youth Elements to gauge interest in the community and follow through with partnerships/agreements as appropriate. Larimer County is also awaiting guidance on the final procurement rules for the one-stop operator and will follow county procurement policies to ensure a competitive process as required.

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

The following WIOA Primary Performance Indicators have been proposed in the Law:

- the percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program;
- the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
- the percentage of program participants that obtained a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within one year after exit from the program. For those participants who obtained a secondary school diploma or its recognized equivalent, the participant must also have obtained or retained employment or be in an education or training program leading to a recognized postsecondary credential within one year after exit from the program;
- the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment;
- the indicator(s) of effectiveness in serving employers.

Per guidance from the Colorado Department of Labor and Employment, for purposes of this local plan submission, LCWC will provide the PY15 Common Measures Goals until which time PY16 Measures have been negotiated.

23. Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:
- a. **LWDB Roles:** Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/ committee members (in particular business members) to make to support these initiatives?

The WDB and Youth Committee recognize the increased focus on business services, sector partnerships, career pathways, and work-based learning and is committed to advance each one at a high level. Current and future support of business services includes relationship building with the private sector and partnership on the annual Workforce Symposium event. Moreover, the WDB will promote the events, programs, and initiatives of the BST to WDB members and guests at the WDB meetings.

In regards to sector partnerships, the WDB and its Executive Committee have already created a standing agenda item to update on active sector partnerships at their meetings. Additionally, the WDB has encouraged members and active participants to also engage in sector partnerships as appropriate, leading to greater cross-over between WDB and sector partnership members. The development of career pathways is predominantly under the auspice of the sector partnerships; however, it is LCWC staff that is helping to drive that activity on a committee level. That information is shared with the WDB and the community-at-large.

Work-based learning, in its many forms, is supported by the WDB. The WDB has hosted community dialogue about apprenticeships and how they can be successfully deployed in industries other than the trades. As a result of this, a local health provider received additional support for the development of a registered apprenticeship program in Larimer County. The WDB is also looking at ways to further support the internship and on-the-job-training programs offered by the LCWC, which will augment the outreach and marketing that the Business Services Team is conducting.

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

The WDB membership is active in recruiting new members and affiliate participants. Using an ad hoc committee, the WDB has identified both industries and individual firms to target for potential membership. The industries are identified by looking at the where the greatest need is in the community. For example, there is data and anecdotal evidence that the building trades is facing challenges in finding qualified applicants for their vacant positions. The WDB's ad hoc membership committee identified people within its network to reach out to and discuss the possibility of membership on the WDB. The WDB is also exploring ways that it may leverage active sector partnerships to find potential members with a keen workforce focus. Another way the WDB is actively working on private sector member recruitment is by working with local/regional economic development professionals to understand what firms may be expanding, relocating, or those that are facing workforce challenges that they would like to address on a regional level. The key to each one of the strategies is to have an engaged and informed membership so that each individual feels empowered to tap their network for new potential members.

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

Understanding the benefits in building value and demonstrating ROI to stakeholders, LCWC will continue to post success stories, customer quotes and Innovative processes to the Workforce Investment Works website. This process has been institutionalized within our Workforce Center teams and staff have been assigned to calendar, collect and submit to the Site in an effort to provide a minimum of three entries per quarter.

In addition, we have provided a link on our local website providing customers the opportunity to view testimonials and successes of the Workforce System.

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

In concert with the Workforce Development Board, LCWC has established a multi-tiered process for public comment on the local Plan. Notice for public comment is on the Larimer County website as well as on the local LCWC website including the draft plan narrative. The full draft narrative and executive summary will be available to the Workforce Development Board list serve in preparation for the Board Executive Committee and full Board Review. The Board includes representatives of business and labor organizations. All notifications will be provided to allow for a minimum 30 day comment period and adjustments to the Plan if necessary based upon the comments. Comments will be collected and reported through a tracking document.