Local Plan Tri-County Workforce Area
PY16 – PY19

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WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
LOCAL PLAN FOR THE TRI-COUNTY AREA

Jefferson - Clear Creek - Gilpin Counties

1. *Analysis of the economic conditions in the local area including:*

Existing and emerging in-demand industry sectors and occupations;

The Tri-County area adopted three Target Industry Sectors identified by much of the Denver Metro area; they include Health Care, IT and Advanced Manufacturing. This year, due to large demand, the Construction Industry will be added as the 4th Target Industry Sector.

Tri-County Target Industry *Sectors*:

1. Healthcare
2. IT
3. Advanced Manufacturing
4. Construction

Additionally, six Industry Clusters were identified by the Jeffco Economic Development Corporation (JEDC). The industry clusters are subsets of the four target industries.

Industry clusters are groups of similar and related firms that share common markets, technologies or worker skill needs. The clusters can fall within any of the Target Industry Sectors.

Tri-County Industry *Clusters*:

1. Bioscience
2. Aerospace
3. Beverage/Food Service
4. Outdoor Recreation
5. Energy
6. Aviation

The employment needs of employers in those industry sectors and occupations;

Each industry sector is unique and therefore the approach for each sector is different. The Healthcare sector has had more time to evolve and is considered active whereas the manufacturing sector is in an infancy stage. Brief descriptions of each initiative are below:

- **Healthcare**- The Greater Metro Denver Healthcare Partnership (GMDHP) is a sector partnership in which the American Job Center (AJC) participates. The in-demand occupations identified through the partnership include: Medical Lab Technician, Medical Laboratory Scientist, Medical Coder, and Perioperative Nurses. This sector partnership is considered to be in the active stage.

- **IT**- The AJC is involved with the Tec-P grant which has identified a list of H1B IT and Advanced Manufacturing occupations. The industry needs well trained and experienced employees. Tec-P enables the AJC to use the grant as a tool along with other resources to provide job seekers with current training and to bridge the experience gap by subsidizing work based learning options. Although significant work has been done through the Tec-P grant, a local sector partnership has not been developed and therefore is considered to be in the exploring phase.

- **Advanced Manufacturing-** Lockheed Martin is the largest local employer in this industry. The AJC recently assisted with the development of a registered apprenticeship program to meet their need for NASA certified electronics assemblers. They also have demand for experienced Engineers. Additionally, there are many other manufacturing facilities in the area with a high demand for Machinist and other production occupations. This sector partnership is considered to be in the developing stage.

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- **Construction** – Demands in the Tri-County area continue to reflect an increased need of skilled workers. EMSI data indicates an increase of an additional 118 skilled workers will be needed in Jefferson County alone in 2016. The highest demand occupation at this time continues to be Electricians, followed closely by Construction Laborers and Carpenters. The county hosted a Skilled Trades Apprenticeship Industry Panel for staff in PY15, and is hosting a Construction Trades Job Fair in April 2016. A sector partnership has not formed for this sector however AJC will be working with local businesses to identify the possibilities and is therefore considered to be in the exploring stage.

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.

Within the four targeted sectors for the local area the top jobs include:

- Registered Nurse
- Occupational Therapist
- Medical Assistant
- Physical Therapist
- Licensed Practical Nurse
- Project Manager
- Certified Nursing Assistant
- Speech Language Pathologist
- Java Developer
- Software Engineer

Unemployment Rate, Colorado Central Planning Region, November 2015			
Area	Unemploy-ment Rate	Labor Force	Unemployed
Adams	3.8%	244,895	9,427
Arapahoe	3.2%	332,948	10,816
Boulder	2.8%	176,779	4,904
Broomfield	3.0%	33,676	1,000
Clear Creek	3.1%	5,565	171
Denver	3.2%	370,023	11,947
Douglas	2.7%	169,318	4,616
Gilpin	2.6%	3,378	87
Jefferson	3.1%	312,034	9,583
Larimer	2.9%	179,427	5,225
Arapahoe/Douglas Workforce Area	3.1%	502,266	15,432
Tri-County Workforce Area	3.1%	320,977	9,841
Boulder MSA	2.8%	176,779	4,904
Fort Collins-Loveland MSA	2.9%	179,427	5,225
Denver-Aurora-Lakewood MSA	3.2%	1,494,481	48,281
Colorado Central Planning Region	3.2%	1,828,043	57,776

Source: Local Area Unemployment Statistics (LAUS), U.S. Bureau of Labor Statistics

Source: Wanted Analytics

Skills & Certifications in Demand	
Skills	**Certifications**
Critical Care	Registered Nurse (RN)
Quality Assurance (QA)	Basic Life Support (BLS)
Behavioral Health	Continuing Education (CE)
Java	Certification in Cardiopulmonary Resuscitation
Structured Query Language (SQL)	Driver's License

Source: Wanted Analytics

3. 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.

The average unemployment rate in the Tri-County area is 3.1% (as of Nov 2015), substantially less than the 5% national rate of unemployment (Nov 2015) and lower than the overall State rate of 3.5% (Nov 2015). The employment picture however is not equitable for all participants. According to the Colorado Statewide Independent Living Council (CO SILC) people with disabilities experience unemployment rates higher than

individuals without disabilities. In Colorado urban areas, only 43.5 % of individuals with disabilities have a job and they also generally earn less. For PY15, workforce program participants who reported having a disability earned 23% less than the general population of participants. Program participants with barriers other than TANF earned 24% less in wages than the general population of program participants. It is also important to note that 29% of program participants had only a high school diploma or GED.

Among the five fastest growing occupations in the area, two do not require education beyond high school or GED. Job openings for Food Service workers and Janitorial/Housekeeping workers are growing at a fast pace. In the Denver Metro Area, there is less than one applicant for every server position posted.

The AJC will explore options for educating the workforce on career pathways leading from entry level service positions to sustainable careers. Not only will this meet the business needs but provide many inexperienced job seekers with viable career pathways.

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 WIOA One-Stop Operator for the Tri-County Local Area is the American Job Center, serving Jefferson, Gilpin, and Clear Creek counties. For the last several years the American Job Center (AJC) has successfully served job seekers from all walks of life and backgrounds. The AJC has developed and strengthened numerous partnerships to enhance the formal training opportunities, on the job training opportunities and skill development opportunities for job seekers. Training and preparing the local workforce cannot be done by the workforce system alone and must be a collaborative effort of education, business, government, and not for profit partners.

Formal education partners primarily include Red Rocks Community College, Front Range Community College and Arapahoe Community College. However, the AJC works with many education providers to ensure that job seekers needing formal training, and/or certifications are able to access quality educational programs. The Healthcare Sector Partnership is a great example of education and industry working together to train and prepare job seekers for the demanding occupations within our local hospitals.

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All four of the primary sectors also benefit significantly from on-the-job training experiences where job seekers can learn by doing the job. Additionally, registered

apprenticeship programs are proving to be an area of focus for the advanced manufacturing sector and efforts are underway to support other businesses interested in exploring the registered apprenticeship path. The AJC is working closely with employers in all of the identified sectors to align activities and training to meet the unique needs of each industry.

Job seeker services available range from job search and resume assistance to more in depth staff assisted services. The AJC also provides a wide array of workshops to prepare job seekers for interviews, conflict resolution, effective communication, generational challenges, goal setting, diversity and inclusivity in the workplace, intro and advanced computer classes, networking, getting hired, and LinkedIn. All workshops have been tailored to serve experienced job seekers, transitioning job seekers, and new job seekers of all ages. Staff are able to guide job seekers to the workshops that best meet individual needs and desires. The workshops serve as a tool to businesses and job seekers alike. Businesses hiring a job seeker from the AJC benefit from the extensive and diverse training opportunities provided to those job seekers. These are training programs that most businesses are unable to provide independently but are proven to increase new hire's likelihood for success. Job seekers can benefit from these workshops completely free of charge. Additionally the menu of services and workshops is continually being reviewed and improved upon to meet current community needs.

Weaknesses do exist however and over the next years further analysis will be done to determine alternative service delivery methods for job seekers. Everything from e-based learning options to workshops provided at various locations throughout the community will be considered. While some activities occur off-site currently, it will be important to provide a greater platform of services throughout the community specifically targeting individuals with transportation limitations. Stronger partnerships will need to be forged with all education institutions to ensure that the workforce system and education providers are working together to effectively train and prepare students and job seekers for business demands. Because businesses continue to face hardships finding qualified talent, our role is to work with all providers jointly to ensure young talent and mature talent are qualified to meet business needs.

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 Tri-County Workforce Development Board's (TCWDB) strategic vision and goals are outlined in their "Tri-County Workforce Development Board Strategic Plan PY15." The goals listed below will help ensure that the Tri-County area meets its performance goals by ensuring greater participation from the community and assisting in engaging those customers who would benefit most from assistance from a workforce center.

Goal 1:

Greater Center Support. Strategies for this support include greater involvement by the TCWDB in hiring events, such as participation and advertising, as well as participating in "industry panels" that help educate customers and staff on the current realities of the job market. Greater participation and communication will help the AJC better educate and prepare businesses and job seekers to be successful.

Goal 2:

Youth Services Support. Strategies for this goal include TCWDB members becoming more active in the Youth Committee and to assist in recruiting businesses to not only participate in the Youth Committee but to also attend youth oriented hiring events and panel discussions. This will allow for greater public exposure to the activities within the Youth Team to help engage more youth in the area.

Goal 3:

Career Pathways Support. The TCWDB is in full support of the state-wide career pathways initiative. The TCWDB's strategies for supporting these efforts, for all participant populations, include facilitating roundtable and other discussions to bring industry, education providers and job seekers together to discuss "skills-gaps" in the job market. The TCWDB will also assist in identifying the career pathways within the local area and help advertise and support their growth.

Goal 4:

Membership and Meetings. The TCWDB will ensure that an appropriate mix of private sector members are on the board. Maintaining a mixture of business representatives that reflect the job market in the area will help ensure that their needs, and the needs of the area, are met. The TCWDB will also adapt the meeting format to better educate board members about industry sectors and other initiatives for which they may not be familiar.

Goal 5:

Initiative Support. The TCWDB will support the AJC's "AddME" initiatives which focus on supporting targeted populations. The AJC will communicate when events for targeted populations (such as: people with disabilities, veterans, long term unemployed, single parents and others) are planned to allow for board member participation and advertising. The TCWDB will also assist in recruiting other businesses to attend these targeted hiring events to ensure that all people within the area are being served.

Accountability and transparency will continue to be a core focus of the TCWDB and to support this effort the local performance measures and achievement rates of local goals will continue to be monitored frequently. Adjustments will be made on an ongoing basis to ensure continuous improvement in all program areas. Economic vitality is the core of the TCWDB mission; therefore job seeker services leading to self sufficiency for participants must remain the AJC's focus.

The following measures will be monitored:

For Adult and Dislocated Worker Programs:

- Employment in 2nd quarter: The percent of participants in unsubsidized employment in the 2nd quarter after exit;
- Employment in 4th quarter: The percent of participants in unsubsidized employment during the 4th quarter after exit;
- Post-Program Earnings: The median earnings of participants in unsubsidized employment the second quarter after exit;
- Credential Rate: The percent of participants obtaining a post-secondary credential, or a high school diploma/GED during the program or within one year after exit and are placed or go into post-secondary training;
- In-Program Skill Gains: The percent of participants in an education or training program for a postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- Employer Satisfaction: Measure not yet defined by the US Department of Labor.

For Young Adult Programs:

- Placement Rate in 2nd quarter: The percent of participants in education, training or jobs, during the 2nd quarter after exit;
- Placement Rate in 4th quarter: The percent of participants in education, training or jobs, the 4th quarter after exit;
- Credential Rate: The percent of participants obtaining postsecondary credential, or a high school diploma/GED in the program or within 1 year after exit who also are placed or go into post-secondary training;
- Wage: The median earnings of participants in unsubsidized employment the 2nd quarter after exit;
- In-Program Skill Gains: The percent of participants in education or training for a postsecondary credential or employment and who are achieving measurable skill gain; and
- Employer Satisfaction Measure: Measure not yet defined by the US Department of Labor.

For Wagner-Peyser Programs:

- Employment in 2nd quarter: The percent of participants in unsubsidized employment in the 2nd quarter after exit;
- Employment in 4th quarter: The percent of participants in unsubsidized employment during the 4th quarter after exit;
- Post-Program Earnings: The median earnings of participants in unsubsidized employment the second quarter after exit;
- Employer Satisfaction Measure: Measure not yet defined by the US Department of Labor.

The TCWDB will regularly monitor the performance of the above measures and partner performance. Additionally it will be important to incorporate other beneficial metrics to determine program success and value to the community as the programs evolve and grow.

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: What outreach activities are planned to increase business engagement in your local area?***

Over the last two years the outreach and marketing efforts have not only been conducted by the workforce employees but also inclusive of partner organizations like TANF, DVR and Jeffco EDC. The collaboration of multiple organizations all working with the business community has helped streamline and leverage the limited resources available as well as present a cohesive framework for the local business community needing qualified and talented job candidates. The following are a few of the outreach and marketing activities that will continue in collaboration with the partners:

- AddONE website to increase exposure to new businesses and feature the local business community.
- Participation in Jeffco EDC industry roundtables to talk about our business services and talent pool. These are quarterly meetings attended by small and large businesses and provide a great opportunity for business education.
- Targeted outreach to businesses based on available talent identified in the local and statewide talent pool.
- Job Fairs- multiple employer events can be general, industry specific or targeted to a specific job seeker category.
- Hiring events- On site or off site events customized for a single employer
- Information sessions- Businesses present information about their current hiring needs, their culture, hiring process etc.
- Speed Interviewing- multiple employers with current openings conduct short interviews with multiple job seekers

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

The Business Services Team will conduct business outreach by networking to develop new business relationships within the targeted sectors, identifying new opportunities within in-demand occupations and working closely with partner business services teams to develop a common message and service portfolio on which the business community can rely. Additionally, they will work closely with the employment services and talent

pool teams to identify specific job seeker qualifications, skills and occupations to target local businesses that may be good matches.

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

The TCWDB will continue to strategically prioritize goals around the efforts noted above. All business members regularly participate in hiring events, recruitment efforts, promotion of the AJC activities and services, networking, industry panels, and the AddONE initiative. Similarly the Youth Committee members and business members will participate with hiring events and job fairs. Promotion of the work-based learning experiences and internship opportunities will be critical to the success of the youth program and support of the business community.

How will sector partnerships be utilized for this purpose?

The Healthcare Sector Partnership has provided several opportunities for collaboration and workforce system exposure to previously untapped employers. Attendance at the Denver Area Healthcare Recruiters Association to promote services will continue. The IT Sector has developed significantly due to the Tec-P grant and work will continue for the next several years. The employer advisory group for Tec-P will guide the business engagement strategy in the IT sector. Advanced Manufacturing sector efforts are just beginning and shaping up differently than other sectors. Each business within this sector is facing unique challenges to finding and retaining skilled workers however the awareness of the industry and the AJC services is gaining momentum. Further focus on this sector will increase outreach opportunities and enhance the available services business services teams can provide.

What are your objectives and goals for these activities?

The AJC has done extensive work to align the job seeker services teams with the business services teams. The data gathered this year has led to more targeted outreach efforts in the business community to better meet the needs of the job seeker community and talent pool members. Concurrently the job seeker services teams use labor market data to inform and guide job seekers. The primary goal is to ensure that the local business community has access to talented and qualified job candidates while preparing, developing and guiding job seekers appropriately to be the best fit for those open positions. These efforts must happen in unison with education providers, both K-12, higher education, adult basic education providers and vocational education institutions.

The partnerships already established support these efforts however further enhancement will be necessary. The AJC is committed to the strengthening of these partnerships.

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:*

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.

The AJC will customize Work Based Learning programs to meet the needs of both the businesses and job seekers.

- Expand On-the-Job Training (OJT) services for healthcare and advanced manufacturing. Explore additional OJT opportunities for the local area's in-demand occupations.

- Extend the current youth focused internship program to adults. Reach out to participants in Employment First, TANF, SNAP and Vocational Rehabilitation for internship opportunities.

- Incumbent worker services will be provided through the use of TEC-P grant funds and additional opportunities will be explored through WIOA programs as appropriate.

The Workforce Innovation and Opportunity Act program helps youth invest in their career and education

- Current apprenticeship models will be evaluated for effectiveness and new opportunities will be developed with established registered apprenticeship programs. In partnership with GMDHP and trade associations, the local area will seek opportunities to create apprenticeship programs in the identified sectors.

- Business Services and the Youth Team will implement a coordinated outreach effort to obtain work experience and OJT training opportunities in various industries. This outreach effort will include a defined marketing campaign to local businesses with the intent to entice the business with the opportunity to have their hiring needs met while allowing youth in the community a work experience opportunity.

The AJC will continue to partner with local agencies including the Jefferson County Transition Program to promote opportunities for youth with disabilities through the Project Search program. This program offers work experience opportunities for youth with

significant disabilities. The partnership has shown success over the past year with Children's Hospital in regards to employment opportunities. AJC will continue to partner and look to expand efforts with a Jefferson County employer.

Sector Partnerships Participation:

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

The AJC will expand its efforts regarding work based learning programs in the Healthcare, IT and Advanced Manufacturing sectors by building upon relationships with partner businesses and following their guidance in promoting workforce programs to new businesses. Future prospects include developing OJTs with a local hospital for entry level RNs and discussing apprenticeship programs for critical care, ER, and peri-op nurses. The measurable outcomes will be a direct result of how many OJTs, Work Training Experiences (WTEs), and apprenticeships the AJC is able to create with the employers.

The Youth Team will expand the summer Job Safari program in an effort to offer opportunities for youth to be exposed to career paths within the targeted sectors. Job Safari will be focused on four sectors including Healthcare, Hospitality, Manufacturing, IT and two training and employment pathways (apprenticeship and entrepreneur). They will consist of two 6-week courses with industry experts, business tours and curriculum specifically designed for these efforts.

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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/

Greater Metro Denver Healthcare Partnership – Active

The AJC actively participates in all Partnership sponsored events, attend meetings and events, share information among staff, recruit job seekers and promote employment opportunities within our WIOA programs. Goals include recruiting more job seekers into the in-demand occupations within the healthcare sector and supporting the initiative further with continued financial contributions towards OJTs and certifications.

Metro Denver Manufacturing Partnership - Emerging

This Partnership was developed last year and reconfigured in February 2016. A primary goal involves strengthening and increasing membership with new businesses. The AJC will host events and meetings, and provide administrative assistance as required. Finally a survey of local champions will identify the sector priorities and help facilitate the development of strategies and objectives to move the partnership forward.

Construction and IT sector partnerships will be explored and developed with the business and education community based on local business needs and desires. The partnerships can help facilitate career pathways, greater employee retention and unified skill attainment metrics for job seekers. The TCWDB looks forward to investigating these opportunities with the many stakeholders in the coming years.

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.

The AJC will continue to use the Career Development Compass as the launching point towards developing career pathways for job seekers. The Career Compass is a web based tool that includes information on targeted occupations of the region, high growth industries, saturation rates and growth potential. The Compass allows staff quick access to a multitude of information that is available to guide and direct career planning activities. Using career pathways maps, ladders and lattices, and industry competency models during advising is just one example of how the local area staff has standardized the approach to individual career pathways planning with job seekers.

Additionally the Business Services Team will continue to host industry awareness panels and business tours to further enhance the knowledge and awareness of staff and enable them to better guide job seekers along career pathways.

PY16 planned objectives and measurable outcomes include the following:

Produce and host quarterly career pathway education activities. The activities will heighten the awareness of staff, job seekers, community partners, educators, counselors, and parents of local area students to the range and scope of opportunity that the local target industries present. The expected outcome will be an increase in employment placements into businesses which demonstrates a clearly defined career pathway for customers.

The AJC will enhance and re-launch the AddME initiatives that support career pathways understanding and development. The healthcare academy and the incorporation of career

pathway maps and competency descriptions serve as a model for future academies. Academies are an in-depth way to educate staff and customers on the needs and expectations of featured occupations from entry level through to advancement opportunities.

A secondary desired outcome of the AddMe activities will be to increase the awareness and reinforce the relationship of local area employers to the AJC's contributions in the development of a well trained talent pipeline that can meet their current and future demands.

Additional activities will include educational workshops for business partners and industry awareness panels for staff and customers.

Business services teams will guide the development of the following activities as industry needs dictate:

- Tours through local businesses and schools for a real world view of in-demand occupations.
- Demonstrations of work place activities in healthcare businesses, manufacturers, and information technology businesses. Equipment, machines and various simulations will be incorporated at hiring events to allow customers to get an understanding of the work environment.
- The AJC will assist employers with research on existing registered apprentices and/or help them apply and develop registered apprenticeship programs. Apprenticeship models can work for a variety of employers and sectors.
- Continue to develop and foster growth in the relationships already developed with the trade unions and local area apprenticeship programs.
- Share the career pathways materials with school counselors, Adult Basic Education providers, and DVR counselors. Create Job Safari activities that are sector specific and focus on in-demand occupations. Align the youth events with each career themed quarter.

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);

- Enhance coordination efforts with multiple partners including: Temporary Aid for Needy Families (TANF), Employment First (EF), Child Care Assistance Program (CCAP), and Child Support and Fatherhood Services. The efforts will be directed towards increasing the understanding amongst partner agencies about the AJC career development services.

- Streamline WIOA eligibility to improve access to individualized career services, training activities and supportive services in coordination with all partners to lessen duplication and ensure easy access.

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- Provide career pathway guidance for customers with employment challenges including entry level opportunities with clear identification of career pathways, and opportunities for certifications and other industry specific qualifications.

- Utilization of supportive services funding for participants when appropriate and in coordination with partner programs. Supportive service awards are intended to enable participants in workforce-funded programs and activities to secure and retain employment.

- Development of a seamless point of entry to increase co-enrollment into WIOA.

- Develop WIOA training and partner engagement opportunities for all stakeholders, required, and non required partners to further enhance the many workforce access points and ensure cohesive and coordinated services for all customers.

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 AJC works with Vocational Rehabilitation services to assist mutual customers in receiving in-demand certifications via training, job coaching and development services to secure and retain employment. Resources will continue to be coordinated with each agency and identified through an MOU.

The AJC works with three adult education providers. MOUs will be established to continue partnership and services.

Required WIOA Partners	MOU Arrangements	Partner Name
WIOA Title II – Adult Education & Literacy Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Jefferson County Public Schools The Learning Source Community Education Outreach
Vocational Rehabilitation Act Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Colorado Department of Labor & Employment

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

UI claimants will be invited for a mandatory orientation as part of a reemployment program known as Links to Reemployment, where they will learn the requirements to stay in compliance with UI. Beyond UI compliance items, the focus will be on services that are offered at the American Job Center to support career development and career transitions. Each UI claimant will be invited to meet one on one with an AJC staff member to discuss career guidance, career counseling, career assessments, onsite workshops, and additional training/certification programs that may support the individual's goals.

AJC will also be participating with UI on the UCX Veterans Enhanced Job Contacts Pilot Initiative. UI will utilize personalized messaging in an effort to increase participation in workforce center activities by veterans.

Additionally, the AJC will be working with UI on an online live chat pilot program so customers can connect with a dedicated UI representative to assist them with UI eligibility questions or concerns. The AJC will also continue to manage a four-hour weekly, on-site, UI hotline for customers to speak with a dedicated UI representative to assist with UI eligibility questions. Finally, on-going UI training and account access will continue for our team of Career Specialists.

Unemployment Insurance claimants coming to the AJC on a walk-in basis will also be able to access one on one career services and explore the many opportunities for getting back to work quickly.

AJC staff will utilize the UI Activities Report to identify and notify all local area UI claimants of services that are available to them through the local workforce center. Outreach materials will include information on workshops available, assessments, hiring

events, career planning instructions and other workforce programs. The outreach will encourage and support rapid participation of claimants in services to expedite their return to work, and thus minimize their reliance on unemployment benefits.

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 AJC works closely with the Jefferson County Economic Development Corporation (J EDC) on many initiatives. Some collaboration opportunities include business roundtable events, registered apprenticeship program development with local businesses, and the AddONE website and program. Partnership with JEDC has increased the AJC visibility and allows for greater support of businesses relocating and expanding in the Tri-County area.

The AJC also works closely with the local economic development offices for each municipality including, Arvada, Wheat Ridge, Lakewood, Golden, Evergreen and Conifer, as well as Clear Creek and Gilpin counties.

The Jefferson County Business Resource Center (JCBRC) provides small businesses and new entrepreneurs with a number of resources and training opportunities. The AJC and JCBRC collaborate on programs and workshops to support the development of small businesses and provide entrepreneurs with the necessary skills and training to launch successfully. More recently AJC staff marketed the programs to low income customers utilizing other human services programs. The objective is to expose more people to these opportunities and expand the possibilities of entrepreneurship leading to self sufficiency.

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.

WIOA requirements are new and many community partners are still learning about the new partnership requirements. The AJC's goal is to strengthen established partnerships and develop new ones. Every partnership is at different stages but ultimately stronger partnerships will lead to better and more efficient services for customers. All required partnerships will be formalized through the following MOUs.

Required WIOA Partners	MOU Arrangements	Partner Name
1. WIOA Title I- Adult Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
2. WIOA Title I – Dislocated Worker Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
3. WIOA Title I – Youth Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
4. WIOA Title I – Job Corps Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	CHP International
5. WIOA Title II – Adult Education & Literacy Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Jefferson County Public Schools The Learning Source Community Education Outreach
6. Wagner-Peyser Act Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
7. Vocational Rehabilitation Act Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Colorado Department of Labor & Employment
8. Older Americans Act – Community Services Employment Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Colorado Department of Human Services - SCSEP
9. Carl Perkins Post-Secondary CTE Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Red Rocks Community College
10. Trade Adjustment Act Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
11. Jobs for Veterans State Grant Program	MOU for PY16 – Will provide funding, oversight, guidance	Colorado Department of Labor & Employment
12. Community Services	MOU for PY16 – Will provide	Jefferson County Community

Block Grant Employment/Training Program	coordination, cross-referrals, information sharing and program access services	& Workforce Development Division
13. Housing & Urban Development Employment/Training Program	MOU for PY16 – Will provide coordination, cross-referrals, information sharing and program access services	Jefferson County Community & Workforce Development Division
14. Unemployment Compensation Program	MOU for PY16 – Will provide funding, oversight and guidance including UCX and RESEA program services	Colorado Department of Labor & Employment
15. Section 212 Second Chance Act Offender Reintegration Program	N/A – No active program in Jefferson, Clear Creek, Gilpin counties	N/A – No local program
16. Temporary Assistance to Needy Families (TANF) Program	MOUs for PY16 – Will provide co-location, coordination, cross-referrals and information sharing	Jefferson County Department of Human Services Clear Creek County Department of Human Services Gilpin County Department of Human Services

Additional partners include, but are not limited to:

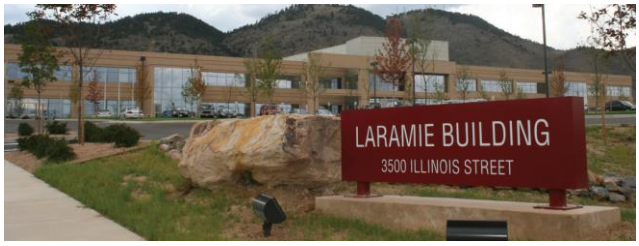
Other Human Services Department and non- profit agencies within the Tri County area
Other Jefferson County Public School programs
Jefferson County Justice Services
Jefferson County Sheriff's Office
Jefferson County Economic Development Corporation
Jefferson County Business Resource Center

The AJC collaborates on many initiatives, grants and services and will continue to do so throughout the implementation of WIOA. The primary goal is to serve the business community and job seeker community jointly. Employment programs are critical to the success of business and attainment of self sufficiency for job seekers, however the workforce system cannot operate independently. The partner organizations and services they provide are essential to the success of all customers and the AJC remains committed to collaboration and integration with all partners.

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

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 primary Tri-County area One Stop location is in Jefferson County:



Laramie Building
3500 Illinois Street
Golden, CO 80401

WIOA services are also available in Clear Creek and Gilpin counties but these locations are not considered One Stop locations. Numerous services are provided at these locations and not all required partners are located on-site.

Clear Creek County
1531 Colorado Blvd
Idaho Springs, CO 80452

Gilpin County
2960 Dory Hill Rd.
Suite 100
Black Hawk, CO 80422

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 AJC is conveniently located within the same building as a few core partners like TANF and Division of Vocational Rehabilitation (DVR). Additional non-core partners are already located within the same building including Justice Services, Child Support Services, Employment First, and Child Care Assistance. The Jefferson County Human Services building is located next to the One Stop location and contains many public assistance programs as well as Children, Youth and Families. All customers within these programs are great candidates for WIOA so the co-location makes it much more convenient for customers to access the employment services offered by AJC.

Fortunately the one-stop location offers additional space so plans will be developed over the coming year to incorporate services of required partners. The first priority is to identify space for the Adult Basic Education services. Efforts will also be made to identify other locations for key services i.e. workshops and training services.

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

The AJC will work with each partner to identify the best strategy that meets organization and customer objectives. The partner list in question #12 identifies the roles of each partner.

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 AJC is exploring multiple options to enhance the use of technology throughout the local area. While not all job seekers will be able to benefit due to limited access to internet, many others will. The AJC has already taken advantage of virtual job fairs and is investigating the virtual job shadowing tools. All options will be evaluated. Additionally, the AJC will continue to hold job fairs and hiring events in each county to best serve job seekers in the more remote locations. AJC staff work closely with each community to meet their individual needs.

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 AJC will continue to provide introductory services to all job seekers. Those job seekers who present with employment challenges will have access to Career Advisors who will facilitate the following:

- Appropriate assessments to assist with transferable skills, “soft’ or basic employment skills, identifying strengths, values and interests.
- Assessment user guide will be used to identify what assessments are used in the WFC and by other partners.
- TORQWorks; StrengthsFinder; jobZology; Conover;
- Financial aid education with the assistance of the Educational Opportunity Center.
- Assisting job seekers in identifying other services that can assist with employment challenges including human services and community partners.

- Integrate the newly adopted Colorado Employment Skills Certificate (CESC) into the framework of our Career Center services, assessment lab offerings, and career pathways development activities.

- Enter and track assessments provided to job seekers into the Connecting Colorado database, and utilize that data to populate and provide the CESC to participating job seekers.

- Create a method for long-term tracking of participant activities so once a job seeker exits the workforce system their achievements will be stored and recalled at a later date as necessary. This documentation of assessments and training would ideally eliminate a duplication of services over time, and create a historical record of the job seeker's career pathway, so that they may effectively build upon their activities continuously.

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;

- Services and activities will be designed to address the special needs of job seekers with disabilities. Workforce partners such as DVR will assist in answering disability related questions, addressing employment concerns, disclosure rules, and accommodations through one-on-one advising and group workshops. AJC customers will receive training on career exploration, assessments, networking and interviewing skills that highlight their abilities. Hiring events will be co-hosted with DVR and other agencies who serve individuals with disabilities. Success will be measured by increased employment of AJC customers with disabilities. Our Career Resource Center staff will research and update appropriate assistive technology equipment to assist individuals with disabilities in job search.

- AddABILITY activities are designed to address the special needs of job seekers with disabilities, providing accommodations needed to participate, connecting individuals with workforce staff and with local employers. Workforce partners such as the DVR are invited to answer disability related questions addressing employment concerns, disclosure rules and accommodations. Workforce staff will provide participants training on career exploration, assessments, networking and interviewing skills that highlight

their strengths and what they have to offer employers. At the conclusion of the activities, an Invite Only Job Fair is hosted by the AJC. The hiring event features local employers dedicated to the concept of hiring job seekers who may have some challenges to employment based on a disability. Success will be measured by the number of positions filled by the AddABILITY participants.

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;

- Extensive work has been done locally to identify the in-demand occupations and training programs that support those occupations. The effort will be continued and updated frequently to ensure real time data is available, training for staff is current, and that the TCWDB is able to adequately identify strategies to meet the needs. Partnerships with higher education and all training providers are critical to this process and representation on the TCWDB helps facilitate this process so business, education and workforce are all able to inform the system and make necessary changes.

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.

- Local staff will approve training providers and programs consistent with state policy and ETPL guidelines. Consistent with past WIA programs, customers will be able to choose the ETPL approved provider that best meets individual needs. Staff will consistently ensure customers are accessing all funding sources to best leverage and maximize the WIOA funds. Guidance will be regularly provided to all customers about the many options including financial aid.

- The TCWDB will support a variance of training options for customers including customized group sessions provided on site and e-learning options. AJC staff are committed to the investigation and evaluation of a broad array of opportunities to present to the TCWDB for approval.

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 AJC is fortunate to have many strong partnerships with organizations that serve the identified populations. Strategies for co-enrollment with several programs have been developed throughout the last year primarily focused on Employment First, TANF, Child Support Services, Justice Services and Division of Vocational Rehabilitation. Additional efforts are underway to increase awareness of the services the AJC has to offer with other targeted groups including homeless individuals. Primary objectives are to increase the performance and success rates with individuals facing employment barriers due to the improved service delivery models utilized by the AJC and collaboration with partner agencies. When services are provided efficiently customers can access the services they need without duplicating efforts and wasting time. Additionally, the AJC has undergone continuous improvement processes to identify the best practices for career development. Regular monitoring to improve outcomes will be conducted with the TCWDB.

- The TCWDB and Youth Committee support many of the AJC activities including hiring events, AddMe academies, industry panels, business tours, work training experiences, OJTs, and internships. Many initiatives are focused on targeted populations so board members are informed about the purpose and results regularly. The TCWDB reviews AJC's dashboard monthly and discusses enrollments into the AD/DW/YT WIOA programs and the specific performance metrics attached to the job seeker services.

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- The Youth Committee has set priorities for the next years and begun work on ensuring these priorities are met. The first priority was ensuring there is proper representation from each area. Recruiting needs have been identified that include representation from community colleges, Criminal Justice System (probation), Family Tree, JeffCo CTE, JeffCo Virtual, Office of Student Engagement, tech schools, Trade professionals and additional employers. The priorities set forth by the committee include planning of regional job fairs, county wide award ceremony, summer job safari program, re-branding and marketing efforts/plan of

workforce services including WIOA program and the development of career path programs. These efforts along with the members of the committee align with the needs to target out of school youth and individuals with disabilities. Additionally a sub-committee to the Youth Committee will be formed that focuses on those serving youth with disabilities. Efforts of this group will be to enhance the LWDB and Youth Committee plans/efforts to target youth with disabilities.

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;

Workforce will actively pursue more partnerships with secondary and post-secondary programs in an effort to develop models that are effective and have shared positive results for all job seekers. The AJC partners with Jefferson County Schools and the Office of Student Engagement currently to develop a district option for GED study, tutoring and testing options. Additional services for adult job seekers will be developed in the coming year to better support and prepare adults with basic skills deficiencies.

- The Youth Committee will engage the community college system for expertise and input in decision making at the committee's level as to how best to provide a pathway for youth and create resources designed to proactively educate and create awareness of programs as youth enter education programs.

- The AJC will actively partner with the Learning Collaborative and Red Rocks Community College to provide extra support to students in need and help them reach success in their education plans. This collaboration will be a mutual referral source as well as resource to shared students.

- Strategies will be developed to enhance career pathway development and opportunities in secondary school. Several initiatives are underway to create clear paths for young adults that lead to careers either through post secondary school, vocational training programs and/or apprenticeship programs. The earlier the paths are identified for young people the more likely they will achieve success. All partners thus far are committed to this goal and next steps will be to develop specific strategies and best practices. Some strategies will include joint grant applications to enhance this work.

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.

AJC's Business Services Team currently reaches out to local employers (community based, faith based, non-profit organizations in targeted sectors) for employment opportunities including WTE, OJT, and apprenticeships. Staff work with job seekers including dislocated workers to determine if education or specific certifications are needed to obtain employment. Concurrently staff evaluate if the dislocated workers are eligible for the TAA program (discretionary grant). Due to the lengthy TAA eligibility process individuals are served through DW (when applicable) to ensure access to supportive services leading to employment. All efforts are made to minimize the gaps dislocated workers may face. Due to the extensive labor market data all staff access when working with job seekers they are readily able to guide dislocated workers effectively into in-demand occupations and targeted sectors.

Additional resources are needed however to adequately serve all customers so continued evaluation of grant opportunities will be necessary.

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 Youth Workforce Team developed a strategy for the year that includes the following program focus:

Re-branding/Marketing strategy specifically focused to re-brand messaging and programming to reach out-of school youth. This is supported by the Youth Committee in efforts led by them. Additionally youth team staff will lead partnerships in the community to work to foster and expand relationships as referral sources as well as additional service providers working with out of school youth.

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Career Path programs will be created with respect to "paths" for youth and young adults to enter the workforce. These programs will include all aspects of employment and education opportunities including career readiness programs, labor market information, career exposure opportunities, work experience partners and educational paths and resources. This will further be supported by acknowledging different "entrances" to the

path that each individual may have and the obstacles that need to be overcome in order to be successful on an individual's identified path.

Focus will be placed on work experiences that include a tiered level of funding specific to industry and sector information and individual goals. Additional focus will be placed on the follow up portion of the program to ensure retention of education or employment programs. Retention curriculum and services will be developed to further ensure a young adult's success post-active program participation.

All program efforts will be supported by the sub-committee of the Youth Committee focused on providing services to youth with disabilities. The focus of this committee along with the workforce team will be on creating resources available and expanding work/training programs to provide effective supports for those with disabilities.

AJC and School to Work Alliance Program (SWAP) will be re-evaluating the partnership and how to best utilize resources available to their customers with regards to school district/DVR and workforce involvement. A clear path for these youth and young adults will be developed to ensure a smooth transition from school to DVR to workforce with respect to timing and program benefits for each customer. The focus for workforce will be on those out of school youth and working with them post-DVR and school involvement to ensure retention and transition is continued into their young adult lives.

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.

The local area currently has three Adult Basic Education providers. In the partner list included above they are each identified and MOUs will be developed with each of them. Once the Colorado Department of Education implements the competitive grant process for the providers the TCWDB will assist with application reviews.

Additionally, one Adult Basic Education provider was elected to represent Title II on each LWDB. The TCWDB now has a member from one of the three local providers representing Title II.

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.

In regards to public transportation, the TCWDB will work with the other workforce boards within the Central Planning Region in an effort to consolidate "purchasing power" to help influence lower prices for public transportation for customers.
The TCWDB will coordinate other transportation services with the other social services providers within the area to ensure that customers are receiving the transportation benefits they require to be successful in job search/placement, and to also ensure that services are not being duplicated. This approach will apply to other appropriate supportive services, such as childcare and food benefits as well.

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.

Wagner-Peyser services are provided on-site and there is a seamless transition for customers between Wagner-Peyser and WIOA programs. Extensive training has been provided to staff to adequately identify the applicable services for each employment program. Most importantly however is that customers experience excellent customer service regardless of the employment program serving them. This requires great coordination amongst internal teams and communication to ensure zero duplication. Over the last year the AJC has undergone significant process improvements to develop coordinated and collaborative service delivery models between Wagner-Peyser and WIOA.

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

The administrator for the disbursal of Title I and III funds in the Tri-County Area is the Jefferson County Government. The fiscal agent for these funds is the Community and Workforce Development Division, Department of Human Services, Jefferson County, CO.

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.

When required, either by law or out of necessity, the Tri-County area will follow the Jefferson County Purchasing Office's procurement rules when awarding sub-grants or contracts in the area.

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 performance metrics are known for the WIOA programs however the standards will not be determined until later in 2016. As always the TCWDB will be actively engaged with the negotiations.

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:

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 TCWDB will remain engaged by participating in multiple AJC activities, assisting with data updates as needed, providing hiring and recruiting information as available, recruit other local area employers to be supportive and well informed of the AJC business services available. TCWDB assists with marketing the AJC services as well as provide necessary guidance for program improvement. Since many TCWDB members utilize the AJC services they are equipped to provide a direct feedback loop ensuring that services remain highly effective. During each monthly meeting Career Pathways, Sector Partnerships, Job Seeker Services, Business Services and Youth Services have standing agenda time dedicated. The discussions facilitate and direct AJC program staff on strategies moving forward.

The Youth Committee will continue efforts to support the plan and directions the committee identified for PY16 which include support in regional job fairs, Job Safari, marketing and re-branding efforts and career path program development. Additionally

the committee will ensure its membership is inclusive of all necessary stakeholders to be successful in the efforts.

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 local area has created a web link for which businesses can acquire information about TCWDB. They can complete an application for membership, or request additional information about services and activities from the local area. If/when an opening on the Board occurs, the Nominating Committee will begin researching for an appropriate replacement and will recruit the entire TCWDB to nominate and seek out potential board members. A "rack card" has been created with a description of the TCWDB's responsibilities and membership requirements. This is provided to current board members to assist in recruiting future members. Linked below is the application webpage which also contains information about the board. An emphasis to recruit board members from the area's targeted sectors is always the highest priority.

http://jeffco.us/bcc/volunteer-boards/tri-county-workforce-developmentboard/

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

The Tri-County area will utilize the WIW website by posting hyperlinks on the area's website (jeffco.us/american-job-center) to the success stories posted on the WIW website. This will not only allow customers to see Tri-County's success stories, but the successes state-wide within the workforce system.

The Tri-County area will ensure the minimum of three success stories are posted every quarter by designating a 'lead' on each WIOA team to gather the stories each quarter and forward them to the Special Projects Coordinator, who will then review and post the stories to the WIW website. To make obtaining stories from customers easier, Tri-County has developed three different methods to gather the stories: paper copy, emailed digital version, and a Survey Monkey link.

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.

Consistent with section 108(c), the TCWDB will make the local plan available on the Jefferson County website and shall create a sole-purpose email address for the public to send comments. The TCWDB will also have copies available (hard or digital) for board members at the April meeting. This will enable the local plan to be shared with business members, labor organizations, and education entities and allow for their respective organizations to review and make comments. These actions will take place during the 30-day public comment period and before the local plan is submitted to the State. An additional section will be added to the bottom of the local plan which will contain the comments received during the 30-day comment period and sections that were changed due to the comment period will appear *italicized* in the document.

Public Comments

Colorado Center on Law & Policy (CCLP) submitted comments during the 30-day public comment period. The comments are appreciated and will be evaluated for incorporation into ongoing program development strategies over the next four years. Additionally, the local area acknowledges a valid concern expressed by the Colorado Center on Law & Policy in demonstrating how services to different "hard to serve" populations will be measured under WIOA. Therefore, the Tri-County area will make a request to the Colorado Department of Labor & Employment to develop tracking tools that the Tri-County area can use to account for and report outcomes in serving individuals with barriers and WIOA priority of service designated customers.

CCLP Comments:

In the Plan, please specify how services and related outcomes to different 'hard to serve' populations are provided, measured and reported. We recommend specific language about your goals for these populations, and how you measure and report services (and outcomes) provided to youth and young adults, homeless people, individuals with behavioral health and other disabilities, returning citizens, mature workers and veterans. We ask that you describe how you identify 'hard to serve' populations during intake, and then provide responsive and culturally sensitive services based on personal needs. This will assist all partners to provide better support and be more accountable to these participants.

Specific recommendations include:

1. P. 2 – add to paragraph before first bullet: "Sector partnerships are an important part of workforce development over the next four years. In each sector partnership we hope to incorporate expectations to train and hire individuals from 'hard to serve' populations. A significant goal of WIOA is to emphasize access to opportunities for these populations, and Jeffco hopes to engage employers in this overall goal."
2. P. 7 – after first paragraph - add: The One-Stop is continuously trying to develop and expand partnership with non-profit operators in these three counties to provide additional sources of unique training opportunities as well as ongoing supports (in-kind, educational, skill development, emotional)"
3. P. 7 – end of first complete paragraph, add: "Our role is also to assist all 'hard to serve' workers to be adequately prepared for and referred to positive and available job opportunities that offer viable career pathways, and provide required and requested supports at the same time."
4. P. 7 – end of Goal 1, add: "These strategies and activities are also focused on engaging and serving 'hard to serve' populations."
5. P. 8 – end of Goal 2, add: "These strategies and activities are also targeted at recruiting and assisting youth and young adults who have experienced homelessness, or are otherwise at-risk"
6. P. 8 – middle of Goal 3, add: "non-profit organizations in community"
7. P. 8 – end of Goal 3, add: "These strategies and activities are also focused on engaging and serving 'hard to serve' populations."
8. P. 8 – add a Goal #6: "#6. Convene, staff and facilitate a standing committee that addresses issues and activities specifically related to all 'hard to serve' populations".
9. P. 8 – add bullet to measures for adults: "Specific performance measures for 'hard to serve' individuals will be developed, tracked and reported for same categories as overall population. These will be defined separately for tracking, then incorporated into overall total measures for adults."
10. P. 9 – add bullet to measures for Young Adults: "Specific performance measures for 'hard to serve' individuals will be developed, tracked and reported for same categories as overall population. These will be defined separately for tracking, then incorporated into overall total measures for adults."
11. P. 10 – add bullet to Wagner-Peyser: "Specific performance measures for 'hard to serve' individuals will be developed, tracked and reported for same categories as overall population. These will be defined separately for tracking, then incorporated into overall total measures for adults."
12. P. 11 – add bullet to business outreach strategies: "Convene quarterly meetings of Sector Partnership Managers and ask them to bring colleagues in the field. These meetings will be used to share ideas and problem-solve human resource and other related issues together with workforce staff"
13. P. 12 – end of first paragraph: "The business services team will also engage new businesses and employers by discussing the possibility of 'work-based learning' opportunities for 'hard to serve' populations (especially people who have experienced

homelessness and/or people living with disabilities) as a way to recruit potential workers and train new populations for a longer term labor pool"

14. P. 12 – end of Sector Partnership answer, add: "Sector partnerships will be viewed as an important chance to cultivate deeper relationships with employers, and to negotiate opportunities for 'hard to serve' populations (especially individuals who have experienced homelessness and/or are living with disabilities) within each partnership. The relationships of these partnerships can lead to significant development of new job and career opportunities for these populations."
15. P. 13 – end of first paragraph, add: "Another important goal for each Sector Partnership is to create specific opportunities for 'hard to serve' populations (especially individuals who have experienced homelessness and/or are living with disabilities) that can lead to new job and career options for these populations."
16. P. 13 – add to second bullet under Work Based Learning: "Also reach out to other non-profit training programs who are providing employment services to 'hard to serve' populations (including people who have experienced homelessness and/or are living with disabilities"
17. P. 13 – bottom of page – add bullet: "– "Every effort will be made to develop and offer work-based learning experiences as an opportunity to support 'hard to serve' (including individuals who have experienced homelessness and/or living with disabilities) to try different job sectors. Workforce staff will develop flexible experiences in such areas as number of potential learning sites, type of sites available, and length of learning experience, to meet the needs of the participant. In this way there will be potential for 'hard to serve' to experience a variety of employment options and to identify ones that could be positive career choices"
18. P. 17 – add second bullet: "Also enhance outreach and coordination activities with non-profit organizations in community who work with diverse 'hard to serve' populations and provide complementary services to ones needed to obtain employment. Examples could be Jefferson action Center, Family Tree, Strive, Jefferson County Mental Health and other organizations who serve homeless individuals, youth, mature workers, restored citizens, people with disabilities, single parent families and long-term unemployed individuals in these three counties"
19. P. 17 – final bullet before #9, add: "Facilitate ongoing staff training that provides new skills and cultural sensitivity to the diverse employment needs and learning styles of 'hard to serve' populations
20. P. 18 – add to last sentence before chart: "MOUs may also be developed with different community-based organizations who provide important complementary services needed for people with disabilities and other 'hard to serve' populations (including people who have experienced homelessness) to offer relevant supports and resources as part of an overall employment service plan for these individuals"
21. P. 20 – last sentence before #9, add: "These opportunities will also be described and offered to 'hard to serve' populations; Jeffco recognizes that many individuals in these populations maybe successful in starting businesses and being self-employed"

22. P.22 – add as partners: "Jefferson County Mental Health; Jefferson Co. Action Center; additional non-profit providers who serve veterans, mature workers, restored citizens, youth and young adults, homeless individuals, single-parent and other low-income families, people with mental and behavioral health issues, and long-term unemployed individuals"
23. P. 24 – add final bullet: "If a participant requires assessment or other services to be delivered by a staff rather than through technology, he/she will be offered alternative ones given by the workforce staff directly. The workforce center recognizes that technology and different programs will not work for all participants and that alternate options should be available upon request".
24. P. 25 – add second bullet to ADA question: "The Tri-County Workforce Area" recognizes that workforce services can be improved by building and expanding staff knowledge of the requirement of the American Disabilities Act (especially in terms of responding beyond having assistive devices and mobile accessibility). This knowledge expansion will including providing trainings that address the potential workforce service needs of individuals with 'hidden' disabilities including behavioral health and developmental disorders, cognitive issues and brain injuries, learning disabilities, and issues related to trauma. A diverse training menu will be offered to staff, and may include trainings such as "Trauma Informed Care; "Bridges Out of Poverty"; Motivational Interviewing"; "Mental Health First Aid"; and trainings related to serving veterans, mature workers, individuals who have experienced homelessness, and different learning styles. Mesa Co. will ensure that the workforce centers are accessible to individuals with any type of disability. This will include attention given to how 'hard to serve' populations are welcomed at workforce centers, how they are assessed, how they are given guidance and accurate information regarding relevant opportunities, how they are offered assistance to navigate an employment plan and the workforce system, and how they will be offered consistent and ongoing support throughout their involvement with the workforce system. It is our goal for this understanding to be passed along to different employers and business sectors as well as part of cultivating an inclusive and thriving workforce system."
25. Additional comments: "Convene a Standing Committee/Advisory Committee of Workforce Boards focused on serving 'priority' populations.
26. Make public the specific goals and performance indicators for the number of 'priority' populations are to be served, trained, and placed annually.

Jefferson - Clear Creek - Gilpin Counties