

Upstate Regional Plan
Workforce Innovation and Opportunity Act (WIOA)
2016-2020
Regional/Local Plan

Planning Region: Weld

Local Areas Included in this Planning Region: Weld

Region Summary

The Board of Weld County Commissioners, the Weld County Workforce Development Board, and Employment Services of Weld County provide the following information as an overview of the Upstate Planning Region.

Located in the north central part of the state, Weld County is bordered on the north by Wyoming and Nebraska and on the south by the Denver metropolitan area. Covering 3,987 square miles, it is the third most extensive County in the state and its estimated 2015 population of 285,174 makes it the ninth most populous of the 64 counties in Colorado. Not only is the County unique in its size, the diversity in its population makeup and the mix of its industry sectors (some of which are high in rankings on the state or national level) make it distinct from other Colorado counties and regions. Weld County continues to rank in the top ten counties in the nation for agricultural sales (the only County outside of California in that top ten), and is the leading producer of oil and gas in the state accounting for approximately 86% of the state's total production.

Weld County is also, and historically has been, a leader and innovator in its governance structure and the development and operation of employment and training programs. Weld County was the first (September 9, 1975) and currently one of only two Colorado counties to adopt a Home Rule Charter. In 1979, employment and training programs were merged administratively and this resulted in the Job Service and Work Incentive Programs being contracted by the Colorado Department of Labor and Employment to the Weld County Commissioners providing local control of the programs and allowing County personnel to operate the Job Service. Also during this time period, Weld County was one of only 15 sites nationally selected under the Employment Opportunities Pilot Project (EOPP) which was to test a specific model that had a goal to move welfare recipients into unsubsidized employment.

Although not emphasized until the enactment of the Job Training Partnership Act (JTPA) in 1982, the Weld County Private Industry Council initiated relationships in 1979 with the chief local elected officials (The Board of Weld County Commissioners) for the coordination of all federal, state, and local resources and joint policy making decisions regarding employment and training initiatives and programs. This involvement and coordination has continued up to the present day's Workforce Development Board. The Workforce Board has continued to provide oversight and guidance to many of the WIOA partner programs, including the Temporary

Assistance for Needy Families (TANF), Community Service Block Grant (CSBG) funds targeted to employment and training, Employment First Programs, AmeriCorps, and the Training Innovation Growth Hope and Training (TIGHT) youth corps.

Weld County, through Employment Services of Weld County, has been on the cutting edge for innovative employment and training programs designed to best meet local needs while serving a broad spectrum of customers. In 1982, Weld was the only County in Colorado that opted to implement the state’s Welfare Diversion Program. Through the course of this program; along with the Job Alternative Program, the Work Incentive Program (WIN), Community Work Experience Program, and the Colorado Jobs Demonstration Project, a variety of modifications and waivers were requested and implemented. Interestingly enough, there is a strong similarity of what was developed in those programs to the requirements that were established under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and the Temporary Assistance for Needy Families (TANF) program that is operated today.

In the mid 1990’s Employment Services of Weld County responded to the states initiative to determine how best to structure and create a One-Stop Workforce system. In an effort to determine how the state could best develop a One-Stop environment, representatives from the Governor Romer administration visited numerous areas across the state to view and assess how programs and services were structured and provided. After visiting Weld County and viewing the numerous programs operated by Employment Services, as well as our organizational structure, the Governor determined that all workforce areas across the state should have the flexibility to structure employment programs in a way that best met local needs, while providing local structure and control similar to the Weld County model.

The Weld County Commissioners, in collaboration with the Weld County Workforce Development Board, have been an innovative engine in the development and implementation of employment and training programs since the 1980’s. A few examples of those various program development and collaborative partnerships include:

Year	Name	Purpose	Partners	Funding
1999	Youth Crime Prevention Initiative/Tony Gramscas Youth Services	Target services to disenfranchised youth, specifically adjudicated youth (led to the development of TIGHT)	Local communities, State historical entities, TANF, JTPA,WIA, Human Services Child Protection	YCPI/ TGYS,JTPA/WIA, TANF
2001	After School Learning Project/Latch Key Pilot Program	Positively engage young adolescents in meaningful learning and service activities while their parents are at work to support the family	Local school districts, SER, Aims	In Kind JTPA/WIA and School to Career
2003	Gee Whiz Health Camp *(PPA 2006) National recognition	Provide youth exposure to health careers and the types and variety of occupations involved	Employment Services of Weld County, Aims, North Colorado Medical Center, the University of Northern Colorado, Bonell Good Samaritan Center, Medline, Greeley Fire	WIA, TANF
2003	Nuclear Radiological Technician Certification	Develop a new program to meet identified community’s health care worker needs	Aims Community, North Colorado Medical Center, Poudre Valley Hospital, Weld County Workforce Development Board	WIA Competitive grant from CWDC

Year	Name	Purpose	Partners	Funding
2004	Expansion of CNA Programs	Increase the capacity to train entry level workers to meet identified needs/shortages and provide for opportunities for career advancement (resulted in the expansion of available courses and eventually in the development and construction of the Allied Health Sciences building at Aims)	Aims Community College & TANF	TANF
2004	TIGHT Youth Corps *(PPA 2007)	Program engages adjudicated at risk youth in valuable service projects that benefit the community; educational components designed to improve the members' functioning levels in reading and math and prepare them to re-enter school or obtain their GED; and life skill development activities to prepare them for life after their Corps experience	ESWC; Weld County Social Services; Island Grove Regional Treatment Center; North Range Behavioral Health; Weld County Health Department; 19 th Judicial District- Probation Department	Weld County CORE Services, TANF, and WIA in-kind
2006	Multi-disciplinary Youth Assessment Team *(PPA 2006)	Designed to provide a continuum of collaborative services for Weld County at-risk youth through a pro-active approach	ESWC; Weld Social Services; Island Grove Regional Treatment Center; North Range Behavioral Health; Weld County Health Department; School District 6; St. Vrain School District; Centennial BOCES; 19 th Judicial District- Probation Department; and Life Bridge	TANF and CORE Service funds. In-kind by WIA Youth
2006	Pillars for Successful Independence (PSI) *(PPA 2009)	Engage 14-15 year-olds in foster care in 4 skill building areas: Life Skills, Social Skills, Education, and Employment to prepare them for independence or emancipation and prepare youth for Chafee	Weld County Department of Human Services Child Protection	CORE Service funds, WIA in-kind
2007	TANF Summer Youth Employment *(PPA 2007)	Designed to benefit TANF low-income families by having their children in a positive summer program while the parent(s) are in a TANF work activity or beginning unsubsidized employment	Weld Social Services, multiple local area community work sites	TANF
2007	Workforce Innovation in Regional Economic Development	Focus services and develop training specific to the needs of employers in the energy and sustainable energy sectors. Eventually led to the development of a prep academy and 4 distinct credentials and an associate's degree in industrial manufacturing	Aims Community College, Greeley School District 6, Weld School District RE 8, Boulder & Adams County Workforce Regions, Brighton United Power, Energy Logic, Xcel Energy, Workforce Board of Metro Denver	WIRED Collaborative National Grant with other Colorado Workforce Regions
2009	HIRE Colorado	Provide paid work experiences for economically disadvantaged job seekers (TANF and UI) and support the creation of new jobs	Colorado Department of Labor, Colorado Department of Human Services, multiple local agencies and community employers	TANF, WIA
2011	Sustainable Manufacturing Sector Initiative	Focus services and training towards manufacturing/advanced manufacturing industry sector's needs. Upstate Colorado and Brighton Economic Development were co-conveners for this	Upstate Colorado, Brighton Economic Development, manufacturing sector employers, Aims, Front Range Community College, CAMT,	State Funding for Sector Initiatives

Year	Name	Purpose	Partners	Funding
		initiative	Adams County Region	
2011	H1B	Focus services and training towards incumbent workers in the manufacturing/advanced manufacturing industry sectors	Upstate Colorado, multiple employers, Brighton Economic Development	H1B
2014	Northeastern Colorado Collaborative of Counties	Provide job skills training, case management services, ESL, and other hard and soft skills training to the residents of counties in Northeastern Colorado region	County Departments of Human Services in Cheyenne, Kit Carson, Logan, Morgan, Phillips, Sedgwick, Washington, Weld, and Yuma	TANF, CSBG,

* Colorado Department of Labor - Promising Practice Award (PPA)

The information included in this Region Summary is provided to demonstrate the Upstate Region’s uniqueness in size, demographics, employment and training program leadership, and governance. The summary establishes the Weld Region’s experience in the delivery of a variety of programs utilizing a broad spectrum of funding sources, as well as the breadth of the collaborative and regionally focused efforts undertaken to meet the needs of employers, job seekers, and other workforce system partners.

A. As a Planning Region, complete the following questions:

1. Provide an analysis of the regional economic conditions, including:

a. Existing and emerging in-demand industry sectors and occupations; and

Weld’s commitment to Agriculture, Energy and Education make it distinct from all others Colorado counties. Weld County’s climate is ideal for crop and animal production and as such Weld is ranked 1st in the state and 9th in the nation regarding the market value of products sold with over 1.8B in total value. (2012 Census of Agriculture, USDA)

**■ Gross Farm Revenue and Net Income
2006-2016**

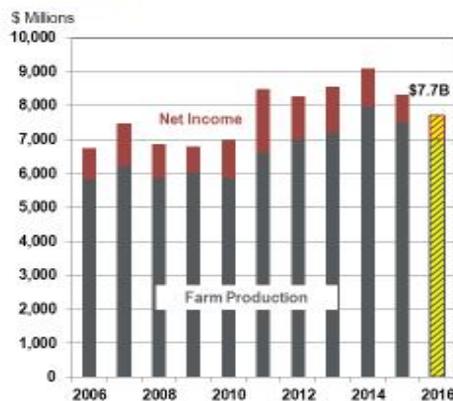


Photo courtesy of Sandy Witt.

Source: Colorado Business Economic Outlook Committee.

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Weld County is also a leader nationwide in the production of energy resources. Energy production is an important component of the Weld County makeup and includes both renewable and non-renewable production. Colorado is 6th in Crude Oil Production nationally

and claims approximately 86% of the statewide production. (Source: Economic Forecast 2016).

Crude Oil Production

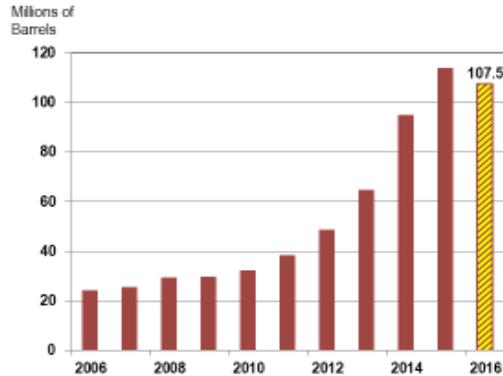
2006-2016

Largest Producers

1. Texas
2. North Dakota
3. California
4. New Mexico
5. Alaska
6. Colorado
7. Oklahoma
8. Wyoming
9. Louisiana
10. Kansas

Production boosted by

Horizontal drilling
Hydraulic fracturing



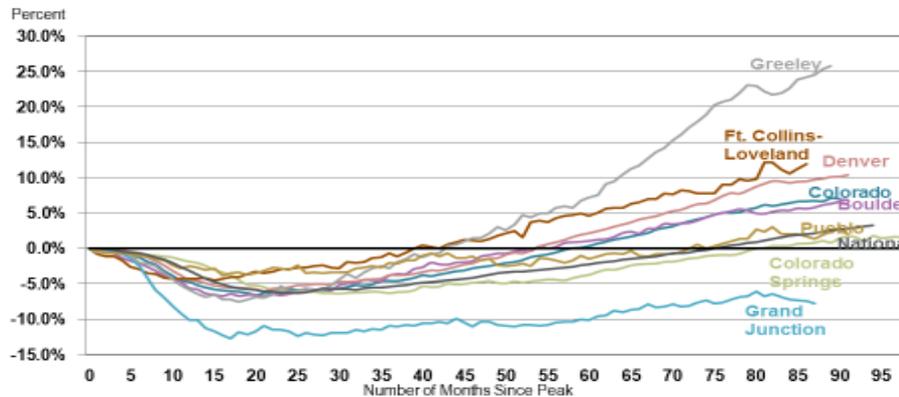
Sources: Rankings from the Energy Information Administration. Production data from Colorado Geological Survey Mineral and Mineral Fuel Activity Reports, Colorado Oil and Gas Conservation Commission, Department of Minerals and Geology, and Colorado Business Economic Outlook Committee.

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With the onset of the nation's housing crisis and the Great Recession in 2008, annual unemployment rates rose sharply. The State of Colorado experienced a slightly milder reaction to the economic downturn compared to the national average. Weld County's economy, by contrast, appears to have been more reactive in the recovery.

Employment Recovery

National, State, and Local

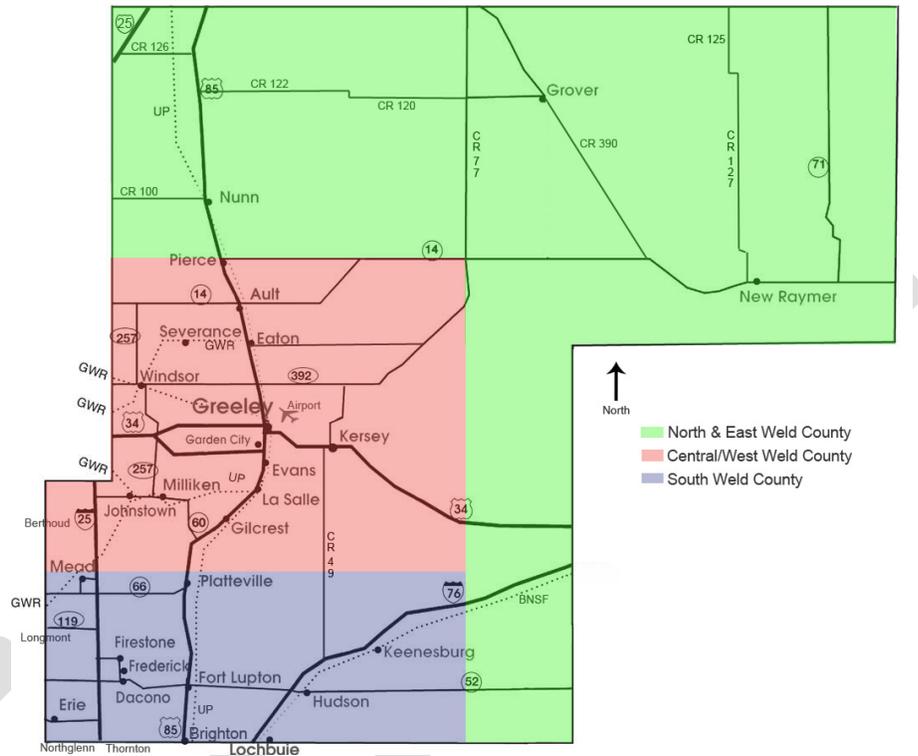


Source: Bureau of Labor Statistics (Seasonally Adjusted).

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Weld is one of the largest counties in both Colorado and the nation and has a total of there are 31 towns and cities. It covers 3,987 square miles and is bordered by Wyoming, and the Colorado counties of Larimer, Boulder, Adams, Morgan and Logan. According to the updated Census Data, Weld County's 2015 estimated population is 285,174 and is forecasted to reach 340,000 by 2020 and 600,000 by 2040. The median age for the County is 33.9 and

the majority of the population forecast indicates the young adult age groups (20-40) will grow as a result of the housing opportunities available. Data for January 2016 reflects an estimated labor force of 147,119 and a 3.3% unemployment rate. As exhibited in the map below (2014-2015 Economic & Demographic Profile – Upstate Colorado), the sheer size and diversity of Weld County can meet almost any need. Weld County ranked 4th in Area Development magazine’s (June 2015) 100 Leading Locations study and was ranked 1st in job growth on Forbes’ Best places for Business and Careers list (Leeds School of Business-Business Economic Outlook 2016).



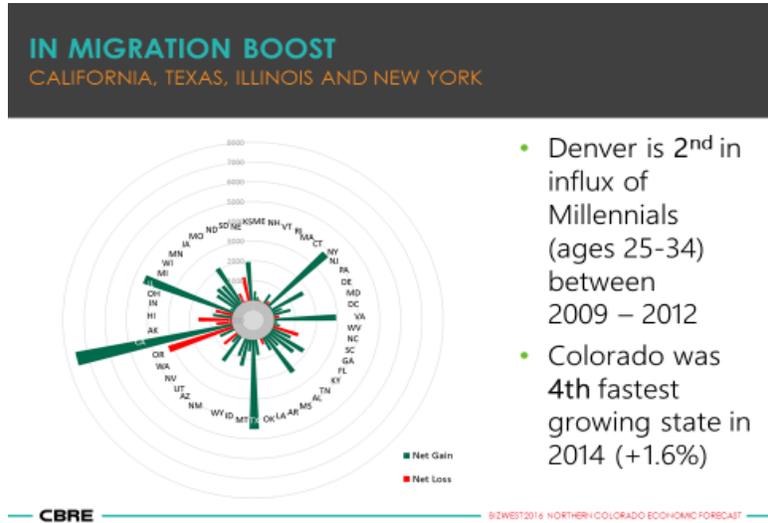
Weld is attractive to employers and job seekers alike due to a lower cost of living. The median house value of Weld County is estimated at \$212,000 with the Central/West area of the County being the most populace. This area offers an attractive lifestyles mix from mid-size cities to small rural communities and contains some of the most productive farm land in the country. With developed commercial/industrial sites, this area has seen numerous employers locate or expand, producing a vibrant business sector.

North & East Weld County is the home to the Pawnee National Grasslands. This area is the most rural in the County with an estimated population of less than 1,000 allowing it to become one of the most important energy regions for both oil/gas development and wind farms. Farming and livestock grazing is also very important to the area.

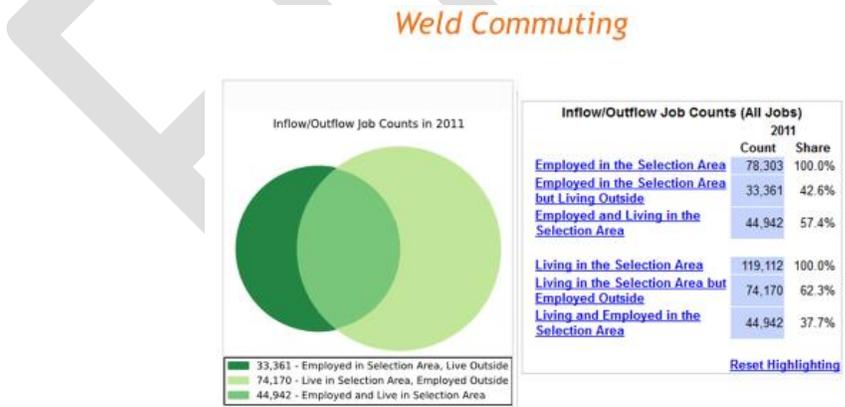
South Weld County has experienced some of the fastest growth recently and is strategically located just north of metro Denver and east of Boulder, which has fueled booming residential growth. Large tracts of undeveloped land provide opportunity for commercial and industrial businesses. This area is bordered on the south by Adams County and on the West by Boulder County and continued growth is anticipated. In response, Aims Community College

continues to meet the industry demand and has expanded their Ft. Lupton campus to meet the community's needs.

As a whole, Colorado has seen explosive growth among the millennial population. The increase in the millennial population will have important implications as those entering retirement age out of the workforce. As noted below, Colorado was the 4th fastest growing state in 2014 (Source: Economic Forecast 2016) and Weld County (Greeley MSA) is ranked 6th in the nation for population growth (U.S Census Bureau March 2016).



Also of note are the commuting patterns of Weld County residents. Over 57% of the jobs in Weld County are filled by residents of the County and 43% are filled by workforce from outside the County.



As reported by the Colorado Labor Market Information (LMI) Gateway and Economic Modeling Specialists International (EMSI), Inc., the top ten existing industries in Weld County are: Manufacturing (includes Agriculture); Construction; Retail Trade; Education Services; Mining; Accommodation and Food Services; Admin, Support, Waste Management, Remediation; Public Administration; and Transportation and Warehousing.

Rank	Industry Sector	Establishments	Employees
1	Manufacturing (31-33)	315	12,572
2	Construction	899	9,824
3	Retail Trade (44 & 45)	622	9,652
4	Education Services	95	8,995
5	Health Care and Social Assistance	444	8,934
6	Mining	236	7,821
7	Accommodation and Food Services	418	7,527
8	Admin., Support, Waste Mgmt., Remediation	373	6,038
9	Public Administration – Local, State, & Federal Government	72	5,101
10	Transportation and Warehousing (48 & 49)	422	4,212

An analysis was completed of the anticipated growth rates for each of the identified industries over short and long terms (through 2017 and 2019). Within these industries there is an anticipated growth between 4.6% and 20.2 % through 2017. When extending the time frame through 2019, projected growth rates rise to 8.4% and 35.1%.

<u>Industry</u>	<u>Growth %</u> <u>2017</u>	<u>Growth %</u> <u>2019</u>
1 Manufacturing (includes Agriculture)	6.3	11.4
2 Construction	8.3	15.1
3 Retail Trade	4.6	8.4
4 Education Services	11	18.6
5 Health Care/Social Assistance	4.7	8.7
6 Mining	20.2	35.1
7 Accommodation/Food Services	5.4	9.9
Admin,Support,Waste		
8 Mgmt,Remediation	10.1	17
9 Public Administration	3.83	6.43
10 Transportation and Warehousing	11.7	20.5

The table reaffirms that these industries will continue to be in-demand fields for the area, providing viable wages for employees.

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

In order, to analyze employment needs in the industry sectors, occupational data was also studied. To summarize, the following occupations are expecting growth in the Weld Region within the industry identified:

- **Manufacturing:** Slaughterers & Meat Packers; Welders, Cutters, Solderers, and Brazers; Machinists, First-Line Supervisors, and Production Workers.
- **Construction:** Laborers; First-Line Supervisors; Operating Engineers; Carpenters; and Plumbers, Pipefitters, and Steamfitters.
- **Retail Trade:** Salespersons; Cashiers; Stock Clerks; First-Line Supervisors; and Automotive Technicians.
- **Educational Services:** Postsecondary Teachers; Elementary Teachers; Self-Enrichment Education Teachers; Education, Training & Library Workers; and Secondary School Teachers.
- **Health Care & Social Assistance:** Registered Nurses; Nursing Assistants; Personal Care Assistants; Medical Assistants; and Pre-School Teachers.
- **Mining:** Service Unit Operators; Roustabouts; Heavy and Tractor-Trailer Truck Drivers; First Line Supervisors; and Operators
- **Accommodation and Food Services:** Combined Food Prep & Servers; Waiters & Waitresses; Cooks; First Line Supervisors; and Hosts/Hostesses
- **Admin. & Support, Waste Management, Remediation:** Customer Service Reps; Landscaping Workers; Janitors/Cleaners; Laborers & Freight Movers; and Security Guards
- **Public Administration:** Teacher Assistants; Elementary, Middle, and Secondary School Teachers; and Police and Sheriff's Patrol Officers.
- **Transportation & Warehousing:** Heavy & Tractor-Trailer Truck Drivers; Laborers & Freight Movers; Light Truck or Delivery Service Drivers; Bus & Truck Mechanics & Diesel Engine Specialists; and First Line Supervisors.

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

The knowledge and skills required for the occupations listed above are as diverse as the occupations themselves. The knowledge level ranges from entry level workers to post-secondary degrees. Included below are educational requirements for the respective occupations/industries:

- **Manufacturing:** Manufacturing production workers are often entry level workers. As a welder two year certificates are available. Machinists train in apprenticeship programs, vocational schools, community and technical colleges, or informally on the job. To become a fully trained tool and die maker requires a combination of several years of technical instruction and on-the-job training. A high school diploma is necessary.
- **Construction:** Laborers and helpers learn their trade through short-term on-the-job training. There are no specific education requirements. With operating engineers and plumbers there are apprenticeships opportunities and/or training by private trade schools.
- **Retail Trade:** Typically, retail sales workers do not need formal education. However, some employers prefer applicants who have a high school diploma or equivalent. However, in automotive technology some employers prefer automotive service technicians and mechanics that have completed a formal training program in a postsecondary institution.

- **Educational Services:** Preschool teacher requirements vary range from a high school diploma and certification to a college degree. Kindergarten and elementary school teachers must have earned a minimum of a Bachelor's degree. In addition, public school teachers must obtain and maintain a State-issued certification or license. Educational requirements do vary with the subject taught and the type of educational institution. Most commonly, postsecondary teachers must have a Ph.D. However, a Master's degree may be adequate for some postsecondary teachers at community colleges. In technical and trade schools, work experience may be important for attainment of a postsecondary teaching job.
- **Health Care & Social Assistance:** Most personal care aides are trained on the job. There are no formal education requirements for personal care aides, however most aides have a high school diploma. Nursing assistants must complete a State-approved education program and must pass their State's competency exam to become certified. Orderlies generally have at least a high school diploma. Most medical assistants have postsecondary education such as a certificate. Others enter the occupation with a high school diploma and learn through on-the-job training. Registered nurses usually take one of three education paths: a Bachelor's degree in nursing, an Associate's degree in nursing, or a diploma from an approved nursing program. Registered nurses must also be licensed.
- **Mining:** Most mining positions require a high school diploma. Heavy and tractor-trailer truck drivers also must attend a professional truck-driving school to receive a commercial driver's license (CDL).
- **Accommodation and Food Services:** Most food and beverage serving and related workers learn their skills through short-term on-the-job training. No formal education or previous work experience is required.
- **Admin. & Support, Waste Management, Remediation:** Generally, hand laborers and material movers need no work experience or minimum level of education. Most janitors and building cleaners learn on the job. Formal education is not required. Customer service representatives typically need a high school diploma and are trained on the job. Most grounds maintenance workers need no formal education. However, many states require licensing for workers who apply pesticides. Most security guard jobs require a high school diploma. Gaming surveillance officers sometimes need additional experience with security and video surveillance. Most states require guards to be registered with the State, especially if they carry a firearm.
- **Public Administration:** Teaching Assistant's educational requirements vary by school district and position and range from a high school diploma to an Associate's degree. Elementary, Middle, and Secondary school teachers must have at least a Bachelor's degree. In addition, public school teachers must have a State-issued certification or license. For Police and Sheriff Officers, education requirements range from a high school diploma to a college, or higher, degree. Most police and detectives must graduate from their agency's training academy before completing a period of on-the-job training.
- **Transportation & Warehousing:** Generally, hand laborers and material movers need no work experience or minimum level of education. Many diesel service techs & mechanics learn on the job; however, employers increasingly prefer those with postsecondary training certificates in diesel engine repair. Delivery truck drivers and driver/sales workers typically enter their occupations with a high school diploma or equivalent. They undergo 1 month or less of on-the-job training. They must have a driver's license from

the state in which they work. As mentioned under Mining, heavy and tractor-trailer truck drivers usually have a high school diploma, attend a professional truck-driving school, and must have a commercial driver's license (CDL).

~Source: Occupational Profiles, Colorado LMI Gateway, 01/25/16

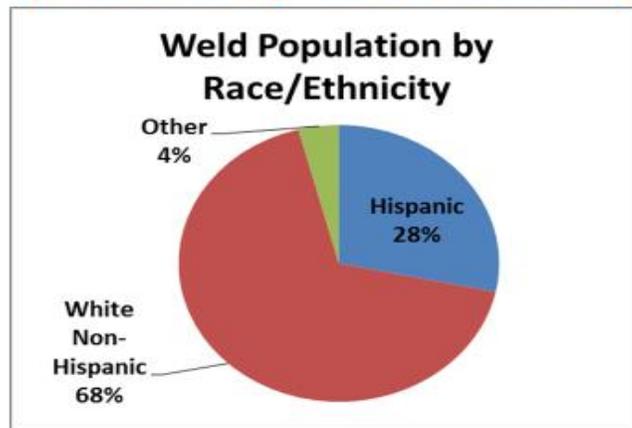
3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;

Summary area profile for Weld County, Colorado from Colorado LMI Gateway

Population: 285,174 (2015 Census) with a median age of 34, Weld County's offers a young population that grew by 53% from 2000 - 2014. There are 85% of the population who are HS+ graduates and per capita income is \$31,657 and median household income is \$55,332.

Cultural Diversity: Weld County is rich in cultural diversity and is more diverse than the state as a whole and is becoming more diverse over time. Almost 35% of the population classify themselves as Hispanic or "other" (Source: Colorado State Demographers Office).

Population by Race/Ethnicity



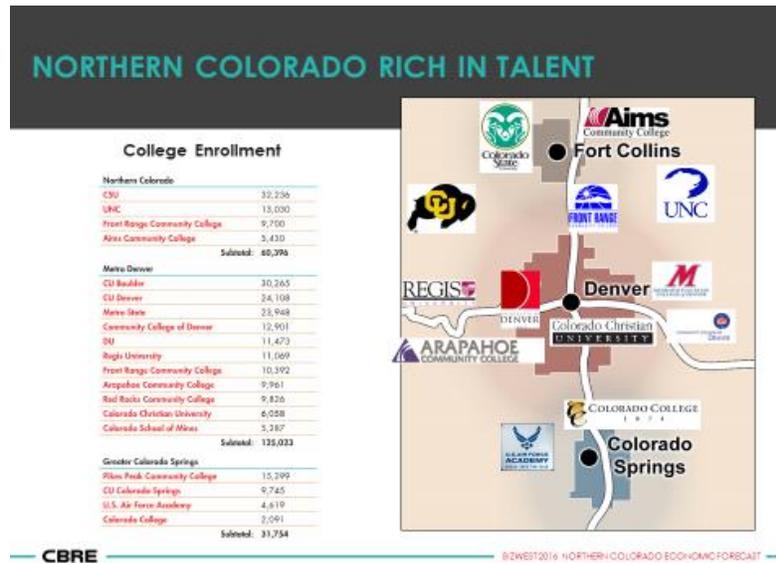
To ensure the population is being best served, Weld County departments and offices continue to utilize Language Line Solutions which provides on-demand over-the-phone interpretation with more than 200 languages via a toll free number 24 hours a day, 7 days a week, 365 days a year. Language Line Solutions interpreters ensure critical information and communication are supported for dependable operations as well as ensuring professional and polite service.

Education: Attaining a high school degree, or the general equivalency degree, remains a top priority to Weld County residents. Almost 90% of the Weld population has a high school degree or higher, above the national average of 86.9%. Adults over the age of 25 with a high school

diploma or higher are just below the State average:

Colorado 90.5% Weld **88.8%** U.S. 86.9%

Enrollments in institutions of higher learning also reflect more individuals are pursuing higher levels of education (Source: Economic Forecast 2016).



Weld County is served by 17 public school districts, which include numerous charter schools and ten private school education opportunities. Furthermore, the University of Northern Colorado and Aims Community College serve as public higher education facilities. Per ACS 2014 estimates, 77,722 residents are enrolled in school. This statistic ranges from nursery school/preschool to graduate/professional school.

The University of Northern Colorado offers a comprehensive baccalaureate and specialized graduate research Liberal Arts education through their six colleges: Education & Behavioral Science; Humanities & Social Science; Natural & Health Science; Performing & Visual Arts; Monfort College of Business and University College. In 2013, The College Database ranked UNC 12th in the nation on its list of “39 Colleges with Psychology at Their Core” and ranked UNC 44th in the nation in “Top US Colleges and Universities for teaching Education. The Monfort College of Business graduating students routinely test in the top 10% in the country and the School of Music Jazz and Symphony Orchestra have received numerous national “Best in Class” awards.

Aims Community College has two campuses located in Weld County. With a strong focus in academics and career and technical education, Aims offers 160+ degree and certificate programs. Two-Year Degrees Awarded includes an Associate of Arts, Associate of Science, Associate of General Studies and Associate of Applied Science. Regional institutions also include Colorado State University, Front Range Community College and Morgan Community College. The broad range of educational institutions, with their various areas of focus, allows for the region to have a strong talent pool for economic development.

In order to make higher education affordable, the Weld County Board of Commissioners implemented the Bright Futures Grant Program. Set up as a workforce development fund, this is a “first-in” tuition assistance program for Weld County high school graduates, GED recipients and Honorably Discharged U.S. Veterans. The program is funded by donations from taxpayers who then receive a property tax incentive of 50% of their donation amount in the form of a property tax credit on their Weld County portion of their property taxes, along with State and Federal deductions. Individuals can benefit from the program and attend any educational institution of their career choice.

Current Jobs Available:

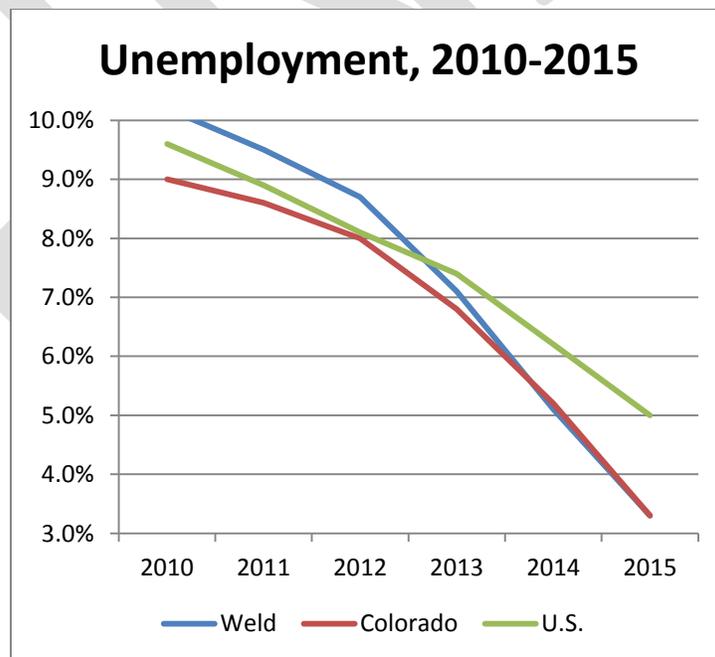
There are 3,394 job openings advertised online in Weld County, Colorado as of the third week of March, 2016 (Jobs De-duplication Level 2).

Wage Data:

The Preliminary average weekly wage for Weld County, Colorado in the 2nd quarter 2015 was \$862. This would be equivalent to \$21.55 per hour or \$44,824 per year, assuming a 40-hour week worked the year around.

Unemployment Rates and Area Labor Force:

With the onset of the nation’s housing crisis and the Great Recession in 2008, annual unemployment rates rose sharply. Weld County’s economy, by contrast, appears to have been more reactive. This could have been related to the regional economic expansion Weld County was experiencing.



The total civilian preliminary labor force (not seasonally adjusted) for the Greeley MSA (Weld County), Colorado in January, 2016 was 147,119, of which 142,202 were employed and 4,917

were unemployed. The unemployment rate for January 2016 was 3.3% as indicated on the Colorado LMI Gateway, Labor Force Information.

Current Employment Statistics:

Preliminary Employment by Industry for Greeley MSA, November 2015	
Total Nonfarm 105,900	Total Private 87,900
Goods Producing 33,600	Service-Providing 72,300
Private Service Providing 54,300	Mining, Logging and Construction 20,800
Manufacturing 12,800	Nondurable Goods 5,900
Trade, Transportation, and Utilities 18,400	Wholesale Trade 4,300
Retail Trade 9,700	Transportation Warehousing and Utilities 4,400
Information 600	Financial Activities 4,400
Professional and Business Services 10,000	Educational and Health Services 9,500
Leisure and Hospitality 8,100	Other Services 3,300
Government 18,000	Federal Government 600
State Government 4,600	State Government Educational Services 3,800
Local Government 12,800	Local Government Educational Services 8,100

4. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region, and explain how sector partnerships will be utilized to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.

Upstate Colorado provided the following analysis of the key industry sectors in Weld County in their 2014-2015 Economic & Demographic Profile (*Source: BEA, EMSI; GRP measures final market value of all goods and services produced in a region or sector and is the sum of earnings, property income and taxes on production. It does not include actual production value*):

Manufacturing Sector:

The manufacturing sector is a large sector in Weld and includes a wealth of companies producing a wide variety of products focused primarily in food manufacturing, wood products, chemical manufacturing, plastics/rubber products, fabricated metal products, machinery manufacturing, electrical equipment/ components, transportation equipment and miscellaneous manufacturing. Key manufacturers include: JBS, Vestas Blades & Nacelles (note: of the 4 production facilities located in North America, three are located in Weld County), Carestream Health, Leprino Foods, Sparton Medical Systems, PTI Group, Advanced Forming Technologies, etc. *In 2013, this sector employed 11,471 – 12.7% of total Weld employment and had an average earnings/job of \$42,982. Total 2012 employee earnings was \$660.2 million – 16.8% of total Weld employee earnings. Total 2012 Gross Regional Product (GRP) for the sector was \$1.094 billion – 14% of total Weld GRP.*

Energy Sector (Fossil & Renewable):

Shale oil mining production in 2013 had an estimated valued at \$3.9 million from the 20,000+ oil/gas wells throughout Weld – the highest producing County in the state. Located in the

Denver-Julesburg (DJ) Basin, the Niobrara formation is part of the Wattenburg field and has a 40+ year proven track record. The Niobrara – 7,000 feet down, is the most productive so far due to new horizontal drilling technology coupled with multi-stage hydraulic fracturing – fracking. In addition, Weld is home to two 300+ mega-watt wind farms operating with 125+ turbines each on over 60,000 acres of land in Northern Weld. *In 2013, the sector employed 6,048 – 6.7% of all Weld employment and had an average earnings/job of \$77,438. Total 2012 employee earnings was \$527.1 million – 13.4% of total Weld employee earnings. Total 2012 sector GRP was \$843.2 million – 10% of total Weld GRP.*

Health and Wellness Sector:

The cornerstone of Weld’s growing health sector is the regional 378 bed North Colorado Medical Center (NCMC) located in Greeley. Part of the Banner System: NCMC was named “A top 100 Hospital” in the 2013 & 2014 National Truven Health Analytics report. Key NCMC services include: Heart and Cancer Care, Trauma and Emergency Care, Surgical Care and Women’s Health plus a full range of specialty services including a regional burn unit and hyperbaric medicine facility. Air Life of Greeley provides immediate emergency transport with a 300 mile radius. The University of Colorado Health offers additional health options. *In 2013, the sector employed 7,931– 8.8% of total Weld employment and had an average earnings/job of \$44,271. Total 2012 employee earnings was \$475.8 million – 12.1% of total Weld employee earnings. Total 2012 sector GRP was \$511.7 million – 6% of total Weld GRP.*

Business Services Sector (Company Management, Administrative/Back Office Support):

Offering a central US location with easy access to Denver International Airport, a skilled labor force and exceptional quality of life, Weld is home to several large corporate/regional headquarters, business service centers and customer/administrative support operations. While the JBS North American Corporate HQ is the largest single employer in this sector other important players include State Farm Insurance Regional Operations Center, Animal Health International, Banner Health Corporate Center, Hensel Phelps Corporate HQ, Xerox, TeleTech, StarTek, Afni, etc. *In 2013, these two sectors together employed 6,843 – 7.5% of total Weld employment. The Company Management Sector had an average earnings/job of \$111,587 and Administrative/Business Services was \$30,649. Together, total 2012 employee earnings was \$385.6 million – 9.8% of total Weld employee earnings. Combined sectors total 2012 GRP was \$461.2 million - 6 % of total Weld GRP.*

Agriculture Sector:

Weld County’s agriculture base includes 1.9 million acres devoted to farming and raising livestock. With total market value of agricultural products sold at \$1.86 billion; Weld ranked 1st in Colorado and 9th in the nation in the most recent 2012 US Census of Agriculture. Weld continues to be the only County outside of California to consistently rank in the top ten. The bulk - \$1.4 billion of market value came from livestock sales. Weld is home to two of the largest cattle feeding operations in the nation and ranks 1st in sheep/lamb production. About half of the dairy cows in the state are also located in Weld. Cattle ranching, goat, hog, poultry and equine operations abound and key crops include: hay, wheat, corn, nursery stock, sunflowers, dry beans, onions and carrots. The impact of agriculture extends from the traditional farm production of commodities to large agribusiness/food manufacturing operations processing value-added consumer goods exported all over the world. *In 2013, the sector employed 3,521 – 3.9% of total*

Weld employment and had an average earnings/job of \$34,528. Total 2012 employee earnings was \$37.3 million – .09% of total Weld employee earnings. Total sector 2012 GRP was \$366.9 million – 5% of total Weld GRP.

Transportation Sector:

Transportation is a key industry within Weld County. It reaches across virtually every other sector and growth within this sector has a direct impact on the health in other sectors. The importance of this industry can be seen when looking at the transportation jobs within other sectors such as agriculture, energy, and manufacturing. The need for heavy and tractor-trailer truck drivers, as well as light truck & delivery drivers continue to be in demand and the expectation is to see continued growth within the industry. These two occupations represent nearly 65% of the employment within the industry. The growth rate for transportation is expected to be over 20% in the next few years compared to an anticipated national growth rate of 4.3% for the same time frame. *In 2015, Weld County employed 4,093 within the sector ~ 17% higher than the national average. The average earnings in this industry were \$73,167 compared to the national average of \$61,789.*

The Workforce Development Board has responded to the workforce needs within the manufacturing, energy, health, agriculture, transportation sectors by devoting staff resources to work on sector initiatives within each of these industries. Within the manufacturing and health industries, sector partnerships are clearly defined within the Region. There are active sector partnerships with which ESWC are fully engaged. Within the energy sector, ESWC will continue to monitor the changes within this sector. The Sector Partnership National Emergency Grant, which the WDB supports, not only trains workers in the Manufacturing Industry but the Grant works to support employers in all of the industries mentioned as it supports the training needs of the transportation workforce. The WDB continues to improve the workforce for Weld County employers as it engages and responds to employer needs.

In addition, regional partnerships have been formed in the region area and Weld County has been involved since their inception. There are monthly meetings of the Convener Team (combination of public and private partners), monthly meetings of work teams and Semi-Annual meetings of the entire partnerships.

The NoCo Manufacturing Partnership services the Weld Region and a portion of Larimer County. There are three task committees including the Manufacturing Network to better connect the manufacturing community, Manufacturing Rocks! to engage a future workforce towards manufacturing careers, and Manufacturing Talent which works with educators to prepare the next generation of manufacturers. Through this initiative, youth participate in manufacture related tours, including Owen Illinois, Burriss and Big-R Bridge with each tour providing hands on learning experiences.

The Northern Colorado Healthcare Sector Partnership serves the same regional area. The partnership has been strategizing ways to connect youth with hands on experiences as related to healthcare and with overwhelmingly positive support. The intention is to continue facilitating Healthcare Boot Camps and expanding the number of youth provided with this opportunity.

In the Upstate Region, it is an expectation that employers are best served through providing, quality, timely outreach. ESWC provides industry specific information to employers on a

quarterly basis through an email blast titled “Did You Know...”. For instance, in the Manufacturing and Healthcare Did You Know... emails, information is relayed to employers about Sector Partnership meetings and calls. Employers are encouraged to participate in their respective sectors. This sector and cross sector informative email firmly identifies ESWC as the employers resource of choice. ESWC also hosts a Sector Partnership Employer Workshop, which is a facilitated panel discussion for local employers to learn the benefits of being involved in Sector Partnerships. The most recent panel consisted of a three member panel with which staff had developed good working relationships. The CWDC Sector Partnership Expert contributed technical information and business leaders from Banner Health and Aqua Hot Systems brought forth their expertise as chairs from their respective sectors. The planned objective is to hold facilitated opportunities on a regional basis for the sectors the panel members represent; in the referenced workshop it was healthcare and manufacturing sectors.

Partnering with Chambers throughout Weld County strengthens our connections with key business individuals in the local communities. These events include the Southeast Chamber, the Carbon Valley Chamber, the Ft. Lupton Chamber, the Greeley Chamber, the Johnstown-Milliken Chamber, Erie Chamber and the Evans Chamber. Serving on the Erie Economic Development Committee and several Aims Community College Advisory Boards supports this function as well.

Weld County currently is engaged in the Sector Partnership National Emergency Grant (SP NEG), which is designed to support two of our identified in-demand industries, Manufacturing and Transportation. Employers will be served by developing a strong qualified workforce in these industries. Employers also have an opportunity to voice their needs and concerns by participating on a SP NEG Leadership Team. When forming the SP NEG Leadership Team, ESWC envisioned which employers might be most impactful on the team and who would be likely to participate. Ultimately, ESWC invited industry representatives who were both leaders in the industry and who had been engaged with the services of ESWC in the past. The team works towards facilitating Regional Discussions with employers, workforce, and public partners. This forum is not designed to compete with already established Sector Partnerships, rather it is to expand upon those meetings and allow for further discussion.

5. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.

Career pathways may be used to help employers better understand the path an employee is able to take in his/her career. A pathway may also help a potential employee understand what is required to begin on a path within a certain industry. A career pathway is an option to identify what additional training needs to be accomplished in order for a candidate to be successfully employed. A clearly defined career path will support employers by creating a more employable workforce. Often, the path may include work-based learning opportunities such as work experience, job shadowing, on-the-job training or apprenticeships.

The Business Services Unit hosts an Employer Workshop on Apprenticeships, having the State Apprenticeship Expert lead a discussion on how an employer can engage in registering an apprenticeship at his/her place of business. This has opened many doors for discussions with various employers throughout the County.

Upholding the importance of apprenticeships, the WCWDB has supported these discussions as is evident with the Salud Family Health Centers. The WCWDB has been in a collaborative partnership with Salud Family Health Centers for a number of years, and over the last three years has specifically supported the apprenticeship initiative providing official support to secure grant funding to begin the new initiative. Although the grant application was unfunded, Plan de Salud was approved by USDOL to facilitate health related apprenticeship training programs, to include Medical Assisting. ESWC remains committed to supporting apprenticeships and work based learning opportunities and will remain connected with Salud Family Health Centers as well as initiate additional related initiatives with additional partners.

Career pathways is an active workforce development strategy in Weld County. Through the WCWDB, the standing Youth Committee has been committed to Career Pathway initiatives and strives to align existing programs and services while expanding services with careful oversight to prevent duplication of services. The Greeley Mayor has identified youth employment as a priority and is also committed to expanding employment related opportunities to youth to include work based learning. In 2015, with the leadership of the ACE program (Achieving Community Excellence) and in collaboration with Greeley/Evans School District 6, and multiple community and business partners, over 50 youth were provided with a paid summer internship. Interns were paid \$10.00/per hour and were hosted by a variety of area businesses to include corporate, public and private host sites. All interns were paid by the hosting business with a limited scholarship made possible by State Farm for non-profit agencies to host interns. This program will be expanded in 2016 to 100+ youth interns and will include additional supports provided by ESWC to include resume preparation, interview skills, access to the Work Readiness Credential (WRC) and additional employment related services. Additionally, through the existing partnerships already in place, work based learning opportunities are provided to youth in Weld County comprised of in-school and out-of-school youth. The vast majority of in-school youth receiving paid internship opportunities are funded outside of WIOA allowing ESWC to provide services and program funding to youth participants experiencing barriers to employment and representing hard-to-serve populations. In alignment with work based learning opportunities, ACE has had two annual Youth Leadership Summits and is currently coordinating the 3rd Annual Youth Leadership Summit to take place in June of 2016. The summit is currently funded through a grant awarded by State Farm. Several community members and business leaders visited Kalamazoo to experience a Youth Leadership Summit and have since facilitated the first like event in Colorado. The Leadership Summit is a Regional initiative and has welcomed youth participants from across the State to participate. ESWC has been involved with this initiative from its inception in both planning and practice and has promoted the participation of out-of-school youth as well as participants of WIOA and the Weld County Youth Conservation Corps (WCYCC) comprised of TIGHT and AmeriCorps members.

In the healthcare industry, ESWC in partnership with Aims Community College continue to organize a three day hands on Health Care Career Pathways exploration referred to as a Healthcare Boot Camp. This invaluable opportunity, targeting young adults, includes a tour of Aims and the ability to participate in four (4) classes designed especially for ESWC participants. These include, Surgical Technician, Nursing (CNA, LPN, RN), Radiology Technician and Fire Science classes. ESWC believes it is also important to engage the young adults with mental

health professions therefore a tour of Weld County's Crisis Center is included and the opportunity to complete a course to receive the Question, Persuade, Refer (QPR) certificate is incorporated to empower young adults to recognize and respond to peers exhibiting suicidal signs. In 2015, the 16 participating young adults learned how to suture a chicken breast using two different techniques, operate an x-ray machine by practicing on personal belongings, hold a fire hose and fully suit up as a fire fighter. Participants also experienced possible scenarios health care professionals may encounter with the help of "Sim Man". Sim Man provided opportunities for participants to assess situations, take blood pressures at various intervals, respond to particular medications given, and even witnessed physical signs of distress. In addition, they experienced an actual college class environment with current instructors and most importantly they were connected to a post-secondary institution that partners closely with ESWC so their transition from High School Education/GED obtainment into community college may not be as overwhelming. Many of the young adults walked away from the experience motivated and encouraged to further their education and start a career in the Health Care sector.

To complement existing Career Pathway initiatives, such as the Healthcare Boot Camp, Aims provides opportunities for concurrent enrollment, also referred as dual credit opportunities for in-school youth. Concurrent enrollment opportunities are extensive and include, but are not limited to, health care, criminal justice, oil & gas, welding, automotive services, graphic design and communication media. Youth electing to participate in concurrent enrollment courses are able to obtain an associate's degree in harmony with their high school diploma. Additionally, ESWC strives to extend similar opportunities to youth outside of a traditional secondary educational environment. As such, stackable certificates are an emphasis for ESWC to ensure access and availability for individuals who have significant barriers to employment. ESWC has been actively engaged with Aims advisory committees to stress this importance. ESWC representatives have been a member of the Surgical Technology Advisory Committee since its inception, initiated the Multi Industry Systems Technology (MIST) certificate over ten years ago (has since been renamed to Industrial Technology), and engaged Aims with local business leaders to create Oil & Gas stackable certificates leading to a two year degree amongst numerous additional initiatives.

Aims Community College is in partnership with various school districts and youth are able to receive college credit while in secondary education. This provides the opportunity to explore careers and complete one or two years of college credit while also working on the high school diploma. With this availability, more of the youth are able to be involved in a variety of career pathway options.

6. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.

One of the more current and innovative workforce development initiatives in Weld County is the Bright Futures program. The Board of County Commissioners made a financial commitment to invest in the Education of its residents setting an example nationwide with their Bright Futures program which will single-handedly have an impact on educating the workforce of tomorrow. This innovative program allows Weld residents the opportunity to attend post-secondary schools

by providing tuition assistance of up to \$3,000 a year for a total of four years. This became available to any high school graduate or GED recipient beginning in 2016 and forward. The program is also open to returning Veterans. More details on the Bright Futures Program can be viewed at: <http://www.weldCountybrightfutures.com/assets/cc2b016412dC4Bc4AD4A.pdf>

An additional outreach method to highlight is the Open Jobs List that ESWC sends out weekly. This tool provides up-to-date information about new and current job postings within Weld County. There are two main distribution lists which are utilized. First, the report is sent to all agency Case Managers and Managers which allows Case Managers to in-turn provide relevant job information to ESWC clients. Secondly, the report is distributed to over sixty public partners, some of which include: Weld County School Districts; Aims Community College; Division of Vocational Rehabilitation; SER-National; Department of Corrections, Adult Parole; and CDLE Veterans. It is so widely utilized among the community that some of the individuals receiving the report repost or resend the information to their respective networks. For example, one ESWC Manager who also participates in the Carbon Valley Network shares the report with those non-profit agencies that comprise the network. Another example is the report is used at the Department of Human Service entry points. Clients seeking services at the Department of Human Services in areas such as TANF, Food Stamps, Child Support, etc., can access the reports and are encouraged to sign up for Connecting Colorado to discover more about the jobs which are available.

Committees of the Weld County Workforce Development Board also utilize strategic planning as a means to support the local workforce development system. The standing Youth Committee is committed to analyzing business needs within the Weld County planning region as well as surrounding area. The Youth Committee has been connected with the Aims Surgical Technology program advisors and as a result have been informed of the current nationwide labor shortage in Sterile Processing Departments with limited talent pipelines of individuals to meet future needs in this high demand occupation. In collaboration with Aims Community College, the Youth Committee and ESWC staff members have coordinated and supported the creation of a Sterile Processing Technician certification program which is not currently available in Colorado; Aims is in the process of obtaining State approval and anticipates the first cohort to begin in January 2017. Sterile Processing Technicians clean, process and sterilize surgical instrumentation. Each operating room has a Sterile Processing Department that is closely aligned with Surgery Departments and oftentimes falls under the direction and supervision of Surgical Services. Sterile Processing Technicians must obtain a working knowledge of surgical instrumentation, infectious processes, and sterilization techniques. Sterile Processing Departments are experts on surgical supplies and equipment as they gather and process these items for surgical procedures for both inpatient and outpatient facilities. Creating the first Sterile Processing Certification program in Colorado is one example of the WCWDB and standing committees supporting local workforce development and being on the cutting edge of program development to meet identified industry sector needs.

In the implementation of the Sector Partnership National Emergency Grant, which addresses workforce needs in the Manufacturing and Transportation Industries, a Leadership Team was formed to ensure that the efforts and direction of ESWC staff stay in-tune with employers within these sectors. The team includes key Weld County employers within manufacturing and

transportation; education partners; and ESWC managers. This task force convenes on a quarterly basis to analyze current workforce development efforts and share insights to any changes required to address these sector employers' needs. The idea of ESWC hosting on-site job fairs was mentioned to this task force and received resounding support.

Employers from the SP NEG Leadership Team fully utilize the recruiting events hosted by ESWC including customized hiring events and onsite job fairs which are open to all Weld County employers. Initiated in 2015, the use of on-site job fairs has met with strong employer support. The venue allows for 6–8 employers at a time and one of the two events per month is industry specific. For example, recent events have included a transportation and education focused job fair. Employers appreciate having the one on one interaction with job seekers. Employing this strategy of workforce development will continue to be a part of the regional plan.

Additionally, other events which ESWC either hosts or participates in are shared with the membership of the Workforce Development Board and the SP NEG Leadership Team. Notifications of events are sent through email and members of each respective group are encouraged to attend. As an example, ESWC is a part of a Regional Workforce Development Group known as WYCO (Wyoming Colorado.) This group is made up of workforce staff from Boulder, Larimer, and Weld Counties as well as Wyoming. In recognition of the labor shed drawing from all of these areas, the partnership hosts two Regional Job Fairs annually and employers from the Weld County Workforce Development Board, the Leadership Team, and throughout Weld are asked to participate. Held in the spring and fall, the Job Fairs support the workforce on a regional level and these events have garnered huge support from employers in Weld County. More than 30% of the employer representation at these events has been from Weld County and this successful strategy will be continued.

Another strategy Weld County utilizes in developing effective workforce practices is being seen as an instrument of change. Weld County continues to be a leader throughout the state by participating in pilot projects and being involved on various task forces. During the upcoming year, ESWC will participate in a state task force in the development of a Business Services Policy Guidance Letter. Under WIOA, businesses are emphasized as a primary customer accessing services through one-stop centers and this task force will identify how to provide a unified voice and consistent Business Services message statewide. Weld County Staff will provide valuable input into this undertaking and will ensure that Weld County's existing practices are understood and well represented.

Weld County's participation in Unemployment Initiatives and the diligence in serving the UI population serve as another example of how strategies and services are currently being used to support the local workforce development system that also meets the needs of businesses in the Weld County planning region. Most recently, Weld has administered the LINKS program. During orientation, the facilitator explains WIOA, workshops, the work readiness credentials test (WRC) and during their one on one meeting are offered referrals to open positions. Clients are made aware that by signing up for any of the services, it becomes a requirement by Unemployment Insurance (UI), and if they agree, sign a client agreement at their appointment and are provided a copy. As a continuation of services targeted towards the unemployed, Weld will be implementing the RESEA project in the near future.

7. Describe efforts that have taken place or anticipated efforts to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements.

Weld County has a strong history of working with many community partners. In recent months, Aims Community College (Carl Perkins), Division of Vocational Rehabilitation, Right to Read, Community Education Outreach, Intervention Community Corrections Services, Global Refugee Center, Service Employment Redevelopment (SER) – Jobs for Progress National, Inc., Rocky Mountain Service Employment & Redevelopment, and the Community Resources and Housing Development Corporation, have met and reviewed a draft Memorandum of Understanding regarding the coordination of services under WIOA. Each partner is committed to the development and collaboration of services not only with the workforce center but with one another.

a. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;

Upstate Colorado, the lead regional economic development agent in the Upstate Region, has a long standing and collaborative partnership with ESWC. In the past ten years, this partnership was strengthened when Weld County received the Sectors and H-1B Technical Skills Training Grant. Working with Upstate as the convener through the Sustainable Manufacturing Sector Initiative, ESWC was able to provide training and related activities to workers to assist them in gaining the skills and competencies needed to obtain, or upgrade, employment in high-growth industries or economic sectors. Additionally, there has been, and continues to be, representation on the Weld County Workforce Development Board (WCWDB) by the Upstate Colorado President and CEO. This longstanding relationship facilitates regional discussions with Upstate, employers, and other workforce partners regarding current workforce programs and conversely provides Upstate the ability to inform ESWC, the Workforce Board, and partners regarding economic development activities within the region.

Employment Services provides Upstate customized analysis and labor profile statistics specific to potential companies exploring Weld County for business location or expansion. This analysis researches labor markets, talent pool availability, hiring trends, local and regional job seekers registered in Connecting Colorado, education attainment statistics in the labor market, etc. If the potential employers want more detailed information (e.g. wage rates in similar companies, shift differentials, commute times, etc.) concerning comparable companies, additional research is completed for the employer. This collaborative effort and the willingness to respond to potential companies requests has resulted in numerous positive results in attracting large industries to the local area such as Owens Illinois, Vestas, and Lepirino Foods. Conversely, where companies are in a position where they need to downsize or close, Employment Services and Upstate representatives visit with the companies to determine if there is a way to respond to the companies needs and when necessary, provide rapid response activities to the affected employees.

The collaboration with Upstate as a key partner facilitates regional discussion through its involvement with partner economic development entities including the Colorado Office of Economic Development and International Trade and the Southwest Weld Economic Development group that borders Adams and Boulder counties.

b. Describe how the planning region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.

As mentioned above, a Memorandum of Understanding is in place with Right to Read, the local entity delivering the adult education and literacy activities under Title II of WIOA. The Executive Director is member of the WCWDB and currently serves as chair of the Youth Committee. Similar to Upstate Colorado as mentioned above, the WCWDB serves as a conduit for information sharing and regional discussions regarding current workforce programs and the development of initiatives to meet adult learner needs.

Collaboration has taken place to provide a bridge for adult learners to work seamlessly between adult basic education/ESL, Aims Community College, and Employment Services. A model to reinforce a no wrong door approach for each agency was developed under the Weld Alliance Career Education Pathways partnership in 2011. This effort has allowed for further coordination with additional agencies such as Lutheran Family Services, the Global Refugee Center and Weld County Volunteer Agency (VOLAG) serving the refugee population, to provide additional services for Weld's refugees and individuals in need of ESL.

c. Describe how the planning region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.

The Weld Region has had, and continues to have, an excellent working relationship with the local Division of Vocational Rehabilitation (DVR) and has had a strong partnership that has been in place for many years. DVR serves on the WCWDB, participates in regional sector work, and is in leadership roles on ESWC committees. It is anticipated that with the move by DVR to CDLE, increased opportunities to serve individuals with disabilities will occur. DVR is currently actively involved in a variety of collaborative efforts with ESWC such as job fairs and sector planning discussions. The MOU with the WCWDB will outline collaborative efforts for business hiring events as well as assisting clients in accessing workforce system services.

d. Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

ESWC has extensive experience in serving Unemployment Insurance (UI) claimants. In 2012-2013, processes were implemented under the Emergency Unemployment Compensation Program (EUC) and a major component of that initiative was the development of a UI eligibility assessment. With program requirements for extended

benefits, UI claimants were required to participate in activities designed to increase employment job searches and employability skills to find and obtain employment. Services for UI claimants have included:

- Assessments including basic skills, interest inventories, aptitude and attitudinal assessments
- Testing including the Work Readiness Certification
- One on one or group staff assistance regarding labor market and occupational information
- Interview and resume workshops
- Individualized job search assistance
- Referral services to training including WIA/WIOA funded training
- Resources are utilized to provide assistance with applications for Federal Pell Grants, including linkages with community colleges and universities, including on site material and appropriate web based sites
- Other allowable services as identified under the Wagner Peyser Act

Building upon these strategies, ESWC continues successful coordination with the Division of UI to assist claimants by implementing UI profiling strategies through a program known as LINKS to Re-employment. In addition, the UI Division has been working with local offices to rollout the Reemployment Services and Eligibility Assessment (RESEA) program. It is anticipated that this service will have similar results in assisting clients from the start with the goal of assisting them find employment on an expedited basis.

Employment Services anticipates that by Program Year 16 the UI chat function will be available in the Greeley office which will then allow UI clients to video-chat on line with UI representatives concerning questions about their claim.

e. Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A);

ESWC will provide Rapid Response workshops for affected employers and workers, immediately after the State (or Workforce Center) is notified either by WARN Notice or by other means, of a current or projected permanent closure or mass layoff; or a dislocation as a result of such disaster. The Rapid Response team for ESWC includes a representative from the Business Services unit and case managers from the Adult Special Programs team that serves Dislocated Workers and Trade Adjustment Assistance (TAA) customers. These individuals are able to speak to services available to Dislocated Workers as well as to those services available to any potential trade affected workers. The Rapid Response team works in tandem with representatives from the Business Services Unit (BSU) and the TAA Program. The BSU representative is determined by the sector industry of which the affected employer is a part. ESWC has the technology and capability to deploy the Rapid Response team to any part of the County at any time that is convenient for the employer and the affected workers, and the Rapid Response workshop

is available in both English and Spanish to best accommodate the needs of the employer and the affected workers.

Immediate and on-site contact with the employer, representatives of the affected workers, and the local community, may include an assessment of the:

- i. Layoff plans and schedule of the employer;
- ii. Potential for averting the layoff(s) in consultation with Upstate Economic Development or the State economic development agencies, including private sector economic development entities;
- iii. Background and probable assistance needs of the affected workers;
- iv. Reemployment prospects for workers in the local community;
- v. Available resources to meet the short and long-term assistance needs of the affected workers.
- vi. The State Rapid Response Unit is informed of any layoffs in Weld County and provides packets of information that are provided to affected workers during workshops.

8. Provide a description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

As a region, Weld has had a longstanding commitment to serving those with barriers including those with disabilities and ESWC has developed and maintained both facility and program accessibility to career services. School district's SWAP programs and DVR participate on Workforce Development standing committees and staff members from DVR, SWAP and ESWC cross train with one another. Additionally, Business Services sends the list of open jobs weekly to DVR, school districts and community agencies such as SER Jobs for Progress so they can review and make referrals to employment or use the list as a discussion for careers.

A survey from the Department of Labor regarding the accessibility of our workforce center, its programs and services for people with disabilities, was completed in December 2014. The survey was a great opportunity for self-assessment and analysis to determine, as a center, if we are both accessible with programs and services. Staff of ESWC are trained in working with those with Disabilities through the use of the ADA endorsed site www.wiawebcourse.org and are aware of Section 188 Implementation of the Nondiscrimination and Equal Opportunity Provisions and Access for All; a resource manual for meeting the needs of one-stop customers with disabilities.

9. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services or discuss why these are not appropriate for the planning region at this time.

As a region, the most obvious need for future investment in Weld County is the long-term investment in the road and bridge infrastructure. The Weld County Region encompasses 3,987 square miles. Due to physical constraints alone, transportation and supportive services are an essential part of assistance. According to the 2010-2014 American Community Survey 5-Year Estimates, there is a total of 111,725 workers 16 years and over utilizing a car, truck or van as their means of transportation to work. Public transportation (excluding taxicab) totaled 765 while Taxicab, Motorcycle, Bicycle, Walking and Other Means totaled 5,039.

A transportation plan has been created and takes a look at the condition of the current transportation system, and uses County land use forecasts and regional travel demand models to outline a plan that will develop and maintain a safe and efficient long term roadway network in Weld County. The plan strives to improve the movement of people and goods to all Weld County communities by enhancing regional arterial roadways. Current highway access for the region includes I-25 and State Highway 85 for North/South demand, with I-76, State Highway 34 & State Highway 14 catering to the East/West demand. General Aviation access can be found in the region at the Greeley/Weld County Airport as well as the Erie Municipal Airport. Freight Rail Access is demonstrated in the following map:



10. If determined appropriate by the planning region, describe how administrative cost arrangements have been coordinated, including the pooling of funds for administrative costs or discuss why these are not appropriate for the planning region at this time.

Weld County is the only County in the Upstate Region and as a result, the pooling of funds for administrative costs is not necessary. However, the Department of Human Services has a cost allocation plan which allocates costs based on time charged by staff. As one of the five divisions in the Department, ESWC staff primarily charge to programs related to employment grants. Approximately 50% of the staff charge to TANF, Employment First Food Stamps, AmeriCorps, Community Service Block Grant, and Child Welfare programs. Indirect costs such as rent, phone lines and administrative cost pool costs are then reimbursed by the percent of staff time spent in the respective grants. Therefore, all grant programs effectively support the one-stop center.

11. The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.

Since the local area is also the Planning Region (Weld), there isn't a level of consensus needed as there is in other Planning Regions. The process for agreement with the Governor regarding performance accountability measures will be the same in Program Year 16 as they were for WIA. As additional guidance is received from the US Department of Labor, the Colorado Workforce Development Council (CWDC), and the Colorado Department of Labor and Employment (CDLE) regarding the use of the performance adjustment model and how it will apply to the Weld County Region, ESWC and the WDB will negotiate standards as specified by the Council and CDLE.

12. Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

Employment Services of Weld County currently operates a number of the programs identified as partner programs in WIOA, including the Workforce Innovation and Opportunity Act Title I Adult, Dislocated Worker, and Youth Programs, the Title III Wagner Peyser Act (WP), Trade Adjustment Act (TAA), the Migrant and Seasonal Farm Worker program (MSFW), and provides functional supervision to the Disabled Veteran Outreach Program (DVOP) staff under the Jobs for Veterans State Grant (JVSG). All program individuals are registered in Connecting Colorado and as such, basic information is not duplicated. As additional coordination between major program systems such as the Colorado Benefits Management System (CBMS) and Connecting Colorado take place, the ability to have a more technology enabled intake and case management system should become more available. As additional agreements between the WIOA Core Partners take place, particularly at the state level, additional means to cross share information will take place. Currently, job openings are shared with partner agencies via email and as interagency agreements and Memorandum of Understanding (MOU) are developed at the state level, partners may be able to access Connecting Colorado directly.

13. Briefly describe the activities and steps taken to develop this regional plan.

After the passage of the Workforce Innovation and Opportunity Act of 2014, and the issuance of the Notice of Proposed Rulemaking (NPRM), information regarding the regional and local plan development was discussed with the Board of Weld County Commissioners and the Weld County Workforce Development Board. As additional guidance and clarification from the US Department of Labor, the Colorado Workforce Development Council, and the Colorado Department of Labor emerged, the Weld County regional plan was developed after an analysis of local data was undertaken. With discussion at the managerial level of ESWC, the Weld County Workforce Development Board members, and workforce partner programs, the thoughts were formulated into a plan.

The Weld County Workforce Development Board (WCWDB) worked on the development of this Region/Local Area Plan on a number of occasions in open Board meetings and was able to obtain input from workforce system partners, community agencies, and employers. After an analysis of local labor market data was compiled and reviewed, the Board identified and approved the targeted industry sectors. In March 2016 the Board developed a meeting devoted specifically towards partner agencies to obtain additional input and review and develop the Core Partner Memorandum of Understanding (MOU) regarding the operation of the workforce system.

The Board's standing Youth Committee also discussed the contents of the plan on a number of occasions and developed and approved the Request for Proposals concerning the provision of the required youth elements. Additionally the Committee identified career pathways as being a priority and a collaborative partner task force was developed to address the gap in educational services for individual literacy gaps between the 6th and 9th grade levels.

After input from the Board, Youth Committee, and the partners, this plan was then made available for public comment for a period of 30 days by posting it on the County website at: <http://www.co.weld.co.us/apps/legalNotices/> After the 30 day review period and the incorporation of relevant comments received, the plan will be approved by the Board of County Commissioners, and submitted prior to the May 2, 2016 deadline.

14. Describe the process used by the local boards in this planning region 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 plan prior to its submission.

Notice of the Plan availability for review was provided to Weld County Workforce Development Board members (WCWDB), Chambers, economic development community partners, school districts, youth serving agencies and employers in the identified sector initiatives (both locally and regionally).

As mentioned in item 13, employers and labor representatives on the WCWDB had input opportunity. Following that support, the plan was made available to the public, and comments were solicited, by posting it on <http://www.co.weld.co.us/apps/legalNotices/> After the 30 day deadline for commentary and with Commissioner approval, the plan will be submitted.

B. For Each Local Area in the Planning Region

The Colorado Workforce Development Council Continuous Improvement Management System (CIMS) questions are incorporated into the local area plan below. Quarterly reports will be required that highlight the specific questions that will impact performance incentives. The quarterly report will be reviewed by the CDLE Regional Liaisons and Program Monitors, plus the Colorado Workforce Development Council. Additional guidance regarding performance incentives and quarterly reporting will be provided in a separate PGL.

Note: In the event that a single local area also comprises a regional planning area, questions 1-3 can be eliminated from the local plan because they duplicate questions in the regional plan.

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 Weld County Workforce Development Board (WCWDB) has a long established history of focusing workforce development activities and services, including training and education activities, towards the existing in-demand and emerging industry sectors in Weld County. As a designated local area, Weld County will continue to focus workforce development activities and efforts on meeting the needs of the identified in-demand industry sectors as identified in the Regional portion of this plan. The Workforce Board has and will continue to focus efforts on convening sector targeted work groups that result in coordinated initiatives between partners that are designed to meet the identified needs of the in-demand sector employers.

As an example, through the WIRED Initiative, the WCWDB and Employment Services worked with Aims Community College to develop two Multi Industry Systems Technician (MIST) certificates based on the needs identified by manufacturing/advanced manufacturing industry employers. Due to the success of the MIST program and through continued input by manufacturing sector employers, the program was eventually expanded to four certificates and an available AAS degree. The program has continued to be modified based on input from manufacturing sector employers, as well as input from the WCWDB, and has since been renamed to Industrial Technology program. These certificates and degree options are a viable training option for the manufacturing/advanced manufacturing sector. Links with efforts taking place under the Colorado Blue Print and the Colorado Advanced Manufacturing Alliance (CAMA) continue.

As a member of the COETC TAA grant that provided resources to support the education/training, Aims utilized the foundations of the Industrial Technology program developed under the WIRED initiative, along with input provided by the WCWDB's Oil and Gas Task Force (which included employer representatives from many of the County's oil and gas industry sector employers), to develop certificate and degree programs for careers in the oil and gas sector. Although this industry sector is currently experiencing an ebb in the demand for workers state wide, there continues to be a need in the Weld County area. Once the commodity market rebounds, it is anticipated the need for a trained workforce will also rebound significantly. Both of these sector focused programs provide additional options for unemployed and incumbent workers to gain skills, as well as certificates, for these targeted industry sectors.

Aims Community College, in partnership with ESWC, has intentionally designed certificates to be stackable thereby increasing the value and opportunity to apply gained skills and knowledge within various sectors.

Through the H1-B training grant, the WCWDB identified the funds would be utilized to enhance the higher level training options and needs primarily for employers in the Sustainable Manufacturing Sector. Funds were used to increase the higher level skills needs of the incumbent workers in high demand occupations for the targeted industry sector employers. Upstate Colorado Economic Development was identified as the convener for this Sector initiative to facilitate the connection of employers needs with training providers. The training and subsequent certifications provided information on the needs of this industry sector and an identification of the various skill needs and training options for both incumbent workers as well as the long-term unemployed to assist them in acquiring the requisite skills for high skill, high demand occupations.

The Weld County Workforce Development Board and Employment Services of Weld County have continued to work on meeting the health sector needs in the local area since the development of the collaborative efforts with partners for the Gee Whiz Health Camps, the development of a Nuclear Radiological Technician Certificate, and the collaboration to expand entry level health worker training available in the early 2000's. Since that time the Board has continued to be active in working with a variety of partners to develop activities and services meet the health and wellness sector needs. Efforts have resulted in additional career pathways for youth and adults and Employment Services staff actively participate in the existing sector initiatives.

The Youth Committee and ESWC staff have been connected with the Aims Surgical Technology program advisors and have been informed of the current nationwide labor shortage in Sterile Processing Departments with limited talent pipelines of individuals to meet future needs in this high demand occupation. In collaboration with Aims Community College, the Youth Committee and ESWC staff members have coordinated and supported the creation of a Sterile Processing Technician certification, which is not currently available in Colorado, under STEM Career Pathway funding. By creating the first Sterile Processing Certification program in Colorado the Weld County Workforce Development Board, our partners, and the Board's Standing Committees have taken a lead in the development of activities and services to meet the needs of the health and wellness industry sector employers not only in the local region but in the state as well.

Aims Community College, the University of Northern Colorado, and IBMC represent the primary post-secondary educational institutions in Weld County. Fort Morgan and Front Range community colleges as well as CSU and CU provide required support for additional educational opportunities. Various workforce development activities and sector initiatives have identified additional proprietary schools and other training options available, including on-line training that can meet the needs for employers, incumbent workers, and job seekers. Employment Services of Weld County utilizes these institutions to train clientele whose interest include, but are not limited to, truck driving, healthcare, manufacturing/industrial technology, information technology, welding, animal care, administrative assistance and GED preparation. Training dollars are spent only in areas identified as an in-demand or growing industry sectors.

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 Weld County Workforce Investment Board developed its strategic vision and plan in 2014 covering the period of 2014-2016. This vision continues to be implemented and it is the intent that once final WIOA implementation guidelines and regulations are issued, the Board will develop a new strategic plan covering the period of 2016-2019.

As indicated in its 2014-2016 Strategic Plan, the Weld County Workforce Development Board Envisions:

- A workforce development system understandable to its customers and easy to use
- A workforce development system administered locally
- A workforce development system focused on outcomes and performance
- A workforce development system supportive to individuals' growth to become productive employees and to develop skills to progress in the level of performance
- A workforce development system flexible and pro-active in changing resources to meet customer needs

The Weld County Workforce Investment Board realizes the following opportunities and challenges:

- Retain current businesses
- Retrain underemployed population into higher demand roles
- Serve in an information provider role to advise legislators on the impact of their decisions
- Take on a greater role in helping influence how our future workforce is developed
- Maintain activity within sector initiatives
- Helping current employers develop their future leaders
- Continue to link with post-secondary institutions and job seekers on needed skills and training
- Align career pathways efforts for students across the County
- Become more informative in sharing labor market information with educators and students
- Preparing older workforce to take on new roles
- Helping Veterans apply current skills as they relate to the civilian world
- Immigration and refugee job seeker populations with limited language skills
- Serving as liaisons with employers to help them succeed when hiring refugees
- Continuing to promote short term training for industry specific needs
- Enhanced communication and information strategies amongst the board and entire County
- Develop a resource map of activities
- Become community ambassadors on the role and function of the Workforce Development Board

To implement these efforts, the Board has developed the following standing committees:

Workforce Awareness	Employment Program Development	Youth Council
<p>Strategies:</p> <ul style="list-style-type: none"> - Continue sector initiatives - Involve employment services programs - Enhanced communication and information strategies 	<p>Strategies:</p> <ul style="list-style-type: none"> - Continue sector initiatives - Ensure all training providers meet industry standards and have measurable outcomes identified by law 	<p>Strategies:</p> <ul style="list-style-type: none"> - Continue sector initiatives - Provide service in the community - Encourage participation and leadership

Workforce Awareness	Employment Program Development	Youth Council
<ul style="list-style-type: none"> - amongst the board and entire County - Retain current businesses - Highlight ESWC successes - Involve Legislative Representatives 	<ul style="list-style-type: none"> - Utilize tools to effectively set direction to meet workforce needs - Recommend approval of grants - Promote the development of partner resources to address skill shortages and retraining needs - Continue to link with post-secondary institutions and job seekers on needed skills and training for the future 	<ul style="list-style-type: none"> - Take on a greater role in affecting how the future workforce in Weld County is developed - Continue to seek additional opportunities to collaborate - Align efforts with youth service agencies

To provide more detail, the three tables listed below provide an outline on how future board priorities are aligned with specific goals existing within the current WFB committee structure.

Workforce Awareness Committee	
Goals	Strategies
Support marketing efforts for the Workforce Development System and Workforce Development Board.	Continue sector initiatives <ul style="list-style-type: none"> - Create task force groups to address specific sector needs - Invite rural chamber reps to General Membership meeting - Distribute Board Newsletter to rural Chambers of Commerce
Create measures of customer satisfaction.	Involve employment services programs <ul style="list-style-type: none"> - Follow up on surveys each program provides clients and businesses
Increase awareness of Employment Services in Weld County and actively solicit public and private sector support.	Enhanced communication and information strategies amongst the board and entire County <ul style="list-style-type: none"> - Work as community ambassadors on role & function of WDB - Accompany ESWC staff on employer visits - Conduct presentations at Chambers of Commerce - Accompany staff at community events to share info on ESWC services
Support economic development efforts resulting in new and expanding business usage of the services provided through Employment Services.	Retain current businesses <ul style="list-style-type: none"> - Employer visits - Job fairs to connect employers with potential employees - Partner with and support local economic development entities
Identify opportunities to support public relation activities to celebrate the success of the workforce system.	Highlight ESWC Successes <ul style="list-style-type: none"> - Coordinate specific employment activities in recognition of Workforce Development Month - Host recognition/appreciation events - Initiate publication of program/participant accomplishments
Identify legislative changes and trends at the national and state levels to determine their impact on the local workforce system.	Involve Legislative Representatives <ul style="list-style-type: none"> - Provide information to legislators on the impact of their decisions

Employment Program Development Committee

Goals	Strategies
Develop plans for local workforce investment systems and set local workforce policy for Employment Services.	Continue sector initiatives <ul style="list-style-type: none"> - Identify and respond to funding opportunities to serve citizens - Alignment of resources under the Workforce Innovation and Opportunity Act - Business Relations process - Increase availability to employers of tools such as: online training, labor market information, awareness of state resources available to businesses, on-the-job-training, and work experience
Identify eligible training providers and require that they meet industry standards.	In alternate years review and ensure all training providers meet industry standards as required by law
Set local performance standards and recommended goals in accordance with WIA/WIOA and establish objectives for the workforce system partners, assessing the effectiveness of local workforce systems.	Ensure employment and training programs have measurable outcomes identified by law
Supply information on labor market needs through workforce systems.	Utilize tools to effectively set direction to meet workforce needs <ul style="list-style-type: none"> - EMSI - HWOL - Economic Forecast
Review and recommend approval of grants, contracts and plans affecting adult customers of Employment Services of Weld County.	Employment and training grants address short and long term workforce training needs in Weld County <ul style="list-style-type: none"> - Approval of the contracts, grants and plans
Design and refine programs and systems to become increasingly responsive to business needs.	Promote the development of partner resources to address skill shortages and retraining needs <ul style="list-style-type: none"> - Helping Veterans apply current skills as they relate to the civilian world by prioritizing services to Veterans and partnering with Veterans organizations - Improve services to immigration and the refugee job seeker populations with limited language skills - Continuing to promote short term training for industry specific needs through sector planning initiatives
Coordinate services with other workforce system partners and community efforts to provide the best possible service to both job seekers and employers.	Continue to link with post-secondary institutions and job seekers on needed skills and training for the future

Youth Committee	
Goals	Strategies
Design and refine youth programs and systems to become increasingly responsive to business needs.	Continue sector initiatives and career pathways <ul style="list-style-type: none"> - Participate in projects to build relevant employment skills - Promote sector initiatives by inviting individuals to share applicable information with the Youth Council and report to the Workforce Development Board
Recommend goals and objectives for youth programs and systems.	Provide service in the community to meet the needs of youth participants, local businesses and the community in general
Promote positive communications with the Workforce Development Board concerning youth programs.	Encourage participation and leadership within the Youth Committee while increasing effective communication with the Workforce Development Board to gain guidance and support
Analyze private sector job opportunities for youth job seekers, including estimates by occupation, industry and location.	Take on a greater role in affecting how the future workforce in Weld County is developed <ul style="list-style-type: none"> - Continue to link with secondary, post-secondary institutions and job seekers on needed skills and training for future employment - Align youth services with emerging career pathways via partnership with local school districts and employers - Become more engaged in sharing labor market information with educators and students
Leverage funds for youth programs from various funding streams and maximize their impact.	Continue to seek additional opportunities to collaborate with workforce system partners, businesses and educational facilities <ul style="list-style-type: none"> - Remain actively engaged with local and state AmeriCorps and Youth Corps Associations for additional funding opportunities - Continue to build relationships with rural areas in Weld County to maximize grant awards to benefit the Youth Corps and positively impact local communities
Set policy and build a youth development system.	Align efforts with workforce system partners and youth service agencies by reviewing other agencies' goals and objectives

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?

The Business Services Unit (BSU) engages employers by sending industry specific information through email updates entitled “Did You Know...” This method of outreach is done on a quarterly basis. Additionally, the Business Services Manager (BSM) participates with the Erie Economic Council and is able to engage with employers through this forum; this Council meets quarterly. The BSM also facilitates the Leadership

Team of the Sector Partnership National Emergency Grant (SP NEG) and coordinates annual Regional Industry Discussions.

ESWC has excellent representation throughout Weld County through its involvement in numerous Chambers. Although Weld County is vast geographically, staff attend meetings at Chambers in every area of the County! Meetings at the following chambers of commerce are attended on a routine basis: Erie Chamber, Evans Chamber, Carbon Valley Chamber, Ft. Lupton Chamber, Johnstown/Milliken Chamber, and the Southeast Weld County Chamber. Connections have also been established with numerous economic developers for individual towns and communities; as well as with Upstate Colorado which is the leading Economic Development agency in Northern Colorado. Another way in which ESWC serves the public and increases connectivity with public partners is through participation with numerous Advisory Committees for Aims Community College. A newly formed Public Partners Committee has been identified. During the Sector Academy held in November 2015, it was determined that there was a need for Public Partners in Northern CO to have one unified, singular voice. This call to action resulted in the formation of a Public Partners Collaboration which held the first meeting in the Spring of 2016. The goal of the group is to find a way to work together cohesively as partners and not inundate employers with numerous, repetitious requests by multiple public partners. The group is in formative stages; however, has developed the Mission Statement which follows: *Provide a collaborative and coordinated group of public partners that Sector Industry Partners can work with to meet their workforce and training needs/challenges.*

ESWC has found that through these connections and relationships, we are able to stay on the pulse of the business community employment needs. These successful strategies will continue under the new plan.

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

The Business Services Team (representing the Weld County Workforce efforts) has facilitated sector partnerships for a number of years. The statewide business services team inception has strengthened efforts to encourage business participation. Business Services Representatives (BSR) will continue to participate on the sub-teams of professional development, tool box development, the Connecting Colorado and state marketing workgroups. Management staff has participated in the development of the goals and objectives for the initiatives discussed in each group. A planned objective is to continue with the statewide business services team and volunteer or develop professional and marketing tools.

The Business Services team uses the sector approach to engage employers in meaningful discussion regarding their current and future needs. BSR's keep employers informed of various initiatives and opportunities designed to improve, or increase, the pipeline for future workforce needs; the availability of services or resources for the sustainability or improvement of their current workforce; and/or opportunities for the employer to partner with education entities to inform students of the various career pathways in their specific industry sector. The Workforce Development Board developed a marketing campaign to

encourage more sector involvement and ESWC has distributed “Did You Know...” emails in the Manufacturing, Healthcare, and Oil and Gas Sectors; as well as a cross sector version. A planned objective is to generate a “Did You Know...” for at least one sector on a quarterly basis.

The team participates on regional sectors in healthcare and advanced manufacturing. The local sector initiatives include partnering with healthcare providers, school districts and Aims Community College to integrate career pathways with the sector strategies. Joint support with the regional sector group has moved initiatives into better strategic plans. A planned objective is to help facilitate opportunities on a regional basis in healthcare and manufacturing.

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

WCWDB members are always kept abreast of local initiatives and members are strongly encouraged to help “spread the word” to other members of the business community regarding programs available through ESWC. Additionally, the WCWDB and the Youth Committee have identified the key sector partnerships as mentioned previously, and are involved through task forces specific to initiatives and/or the measurement of the progress and the results of services and initiatives. The healthcare sector is planning to host a job fair in 2016, and tours of manufacturing plants by students hosted by the manufacturing partnerships are also being planned. Measurable outcomes will be to develop and report on results through a best practices submission and quarterly report to the CWDC.

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

Involvement in the sector partnerships allows for connections to be made with local employers. It is through these connections that information can be shared about Weld County initiatives. The Weld County Workforce Development Board (WCWDB) identified two regional partnerships (Health Care and Advanced Manufacturing), as well as local sector partnerships focusing on: manufacturing; energy (with an emphasis on the oil and gas industry and the supply chain); health care; transportation and logistics (Adams County is a partner in this effort); and administrative support (with an emphasis on call center and back office support for all industries). These industry sectors are areas of emphasis for not only the Business Services representatives, but also the other programs and services offered within ESWC. Employment Services will utilize the Sector Partnership and Career Pathway tools available through, and in partnership with, the Colorado Workforce Development Council (CWDC) as appropriate. Staff currently participate in the Sector Summits hosted by the CWDC and are committed to involvement in career pathways efforts as they are developed. ESWC will also continue to participate on the statewide peer networking calls.

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

It is the goal of ESWC to be responsive to the needs (both stated and unstated) of Weld County employers; to be inclusive of both small and large employer needs; and to actively promote development of a stronger workforce in in-demand industries.

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.

Youth: ESWC will continue to provide WIOA Youth with opportunities to participate on a paid work experience/limited internship or On the Job Training placement. At least 20% of WIOA Youth funds will be spent on these areas. WIOA Youth will continue to be provided with career pathway opportunities, to include apprenticeship exploration. At the inception of WIOA, ESWC facilitated apprenticeship tours in the Denver Metro area in partnership with the Colorado Sheet Metal Workers Joint Apprenticeship and Training Institute, participated in the annual Colorado Construction Career Days and coordinated a Healthcare Boot Camp. Each of these initiatives were aligned with work based learning opportunities. Activities such as these will continue and avenues for expansion will be explored.

The Business Services Team will support the WIOA Youth team in the development of work experiences and internships. In the manufacturing partnership, ESWC is a vital part of the 'Manufacturing Rocks' committee's work which resulted in tours of manufacturing plants within Larimer and Weld counties. Student tours are scheduled to take place throughout PY16. The goal of these tours is to generate interest in the industry, as a whole, and to educate the student population, and school district staff, on the career paths necessary to work in the industry.

In addition, ESWC supports work-based learning through a variety of avenues, leveraging funds and increasing the total number of youth served by ESWC. Additional initiatives include facilitating Corps based models, including AmeriCorps grant funding. The Weld County Youth Corps is a proven strategy for engaging young people in service to their communities and stewardship of their environment while cultivating valuable skills to meet the challenges of the 21st century. Youth Corps participants earn a living stipend and also gain technical training and work experience. Youth Corps participants improve Colorado's public lands, conserve natural resources and help underserved populations while building bright futures for their selves. In collaboration with the Colorado Youth Corps Association (CYCA), the Weld County Youth Conservation Corps creates collaborative and innovative partnerships across the County and eastern plains.

Built upon the foundation of a Youth Corps model, the TIGHT (Teamwork, Innovation, Growth, Hope and Training) program provides critical services for hard to serve, out of school youth with significant barriers to employment. TIGHT is fully funded by the

Department of Human Services of Weld County through CORE service and Temporary Assistance for Needy Families (TANF) funding. TIGHT was developed to delay or eliminate out of home placement for youth involved with DHS. The TIGHT Youth Corps addresses this community need providing youth with opportunities to increase basic skills, while simultaneously gaining invaluable entry level employment skills to include the soft skills employers' desire.

The Weld County Commissioners are supportive of activities to enhance Youth Entrepreneurship and as an engaged member of the Workforce Development Board, conversations to expand in this area are facilitated. The Youth Standing Committee will explore the development of a structured program, in partnership with the Small Business Administration and the University of Northern Colorado's Monfort School of Business which will serve both youth and adults.

Adult/DW: Business Services is collaboratively engaged with the development of On the Job Training (OJT) opportunities for all WIOA related programs. Business Services along with the entire team of ESWC is committed to generating a minimum of twelve OJT placements during Program Year 16.

The TANF and Employment First (EF) programs have work based learning experience opportunities for their customers. CWEP is a community work experience program and AWEP is an alternative work experience program. Work supplementation provides wage supplementation in addition to benefits. EF has a work fare program which assists customers in work based learning while meeting program requirements of being involved in an activity in exchange for their food benefits.

Weld continues to be interested in apprenticeships and is exploring that avenue for the near future.

Transitional Jobs: At this time Weld County does not plan to utilize transitional jobs in PY16. If in the future this changes a modification will be completed.

Incumbent Worker Training: At this time Weld County does not plan to set aside funds for incumbent worker training. If needed during PY16, a modification will be completed.

Unless otherwise noted as measurable outcomes, additional outcomes for work-based learning will include best practices submissions or results/progress in the quarterly CWDC report.

- 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.

The ESWC Business Services Unit will use the connections made at the NoCo Manufacturing Sector Partnerships to promote Career Pathways within Manufacturing. It is an objective of the partnership to interest students in manufacturing careers. The BSU

Team will assist in this effort by arranging tours of Weld County manufacturers during PY16. Within the Healthcare Sector Partnership an objective is to hold an annual Healthcare Job Fair. ESWC will host an industry specific (healthcare) On Site Job Fair during PY16 as well as assist the Partnership with the planning of a regional job fair. The job fairs will reach those within the Sector Partnership and will also be a way of encouraging participation to those companies not currently engaged in the Partnership.

- 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/>**

There are two active regional Sector Partnerships in Weld County, the NoCo Manufacturing Partnership and the Northern Colorado Healthcare Sector Partnership. It is an objective of ESWC to have representation at the Full Partners meetings of each partnership; to participate in subcommittee meetings; and to participate on Statewide Sector calls. ESWC expects to participate in a minimum of four Full Partners meetings; monthly subcommittee meetings; and quarterly state wide calls. The local sector and NEG sectors for manufacturing and transportation are discussed elsewhere in this plan.

- 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.**

During PY16, the Business Services Team plans to provide the public with up to date information on the top industries within Weld County. To that end, the Business Services Team will generate and post quarterly Industry Overview Updates to the ESWC website. Not only does this provide the public current local industry information, it provides a means of comparison from one quarter to the next. This information can then be analyzed to determine whether development of additional Sectors is warranted and used to promote career pathways. A focus on stackable certificates, from Aims Community College, will be used to help present short term credential opportunities that then can lead to additional educational opportunities within the career. Employment Services of Weld County will also provide more extensive information to Bright Futures recipients so they are able to have a good understanding of the benefit of stackable credentials and particularly for those that align with the in-demand industry sectors in the Weld County region.

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);

An exciting new program available in Weld County is “Bright Futures.” ESWC and the Workforce Development Board will help promote the Weld County Bright Futures Grant Program. The program provides tuition assistance for all 2016 and future Weld County High School graduates, GED recipients, and Honorably Discharged US Veterans to further their education or training, which will create a diverse, well-educated workforce that will lead to good paying jobs and a stable economy in all workforce Sectors.

Because of the focus on providing services to individuals with barriers to employment, this program will allow ESWC to integrate this program in the options available to assist individuals to either start, or continue in career pathways.

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.

Employment Services of Weld County (ESWC) has had long standing relationships with Right to Read, the predominant local Title II Adult Education and Literacy provider, and the regional office for the Division of Vocational Rehabilitation (DVR). The Director of Right to Read and the Regional Supervisor for DVR have been part of the Weld County Workforce Development Board for more than 20 years and as a result have been involved in the collaborative development of programs, services, initiatives, and business services activities to the benefit of the local community.

ESWC staff have ensured linkages between youth programs and the DVR SWAP programs available in local area schools, and have previously been a part of the local Community Transitions Team, and the City of Greeley Commission on Disabilities. Assistive/Adaptive technology continues to be available in both the Employment Services resource room and the Assessment and Learning Lab for customers in need of such devices and equipment. Additionally, DVR utilizes the Assessment and Learning Lab for a variety of assessments for their customers.

The Business Services Unit (BSU) of Employment Services of Weld County has, and will continue to coordinate services and events with and through the DVR regional Business Outreach Specialist (BOS). The coordination of services includes, but is not limited to, hiring events, career events and job development for co-enrolled clients by targeting business engagement opportunities and expanding awareness of employment opportunities for individuals with disabilities. The Memorandum of Understanding between the Board of Commissioners of Weld County on behalf of the Weld County Department of Human Services, Division of Employment Services outlines the roles and responsibilities of both ESWC and DVR regarding the provision of services and the alignment of resources to achieve the Weld County Workforce Development Board’s strategic goals.

Right to Read has been a significant partner with ESWC in the delivery of Adult Education and Literacy services for many years. Specifically, Right to Read has provided services to the

refugee population for both the Wagner Peyser and TANF programs in addition to services to WIA and WIOA customers in need of literacy services. In addition to the provision of services to joint clients, Right to Read is also involved in the coordination of services to customers for hiring events, career events and job development for co-enrolled clients by targeting business engagement opportunities and expanding awareness of employment opportunities. The Memorandum of Understanding will outline the roles and responsibilities of both ESWC and Right to Read regarding the provision of services and the alignment of resources to achieve the strategic goals.

Right to Read, Aims Community College, and the Employment Services of Weld County Assessment and Learning Lab have collaborated on projects designed to identify and define what each partner organization provided in services and programs, the types of student needs that were addressed, and identify how collaborative efforts could have the most impact. These efforts began in 2011 and have continued and resulted in collaboration with Right to Read in 2015 on a partnership grant to hire a navigator position to strengthen the relationships between partners.

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

ESWC has extensive experience in serving Unemployment Insurance (UI) claimants. In 2012-2013, processes were implemented under the Emergency Unemployment Compensation Program. A major component was the development of a UI eligibility assessment. With program requirements for extended benefits, UI claimants were required to participate in activities designed to increase employment searches and employability skills to find and obtain employment. Services for UI claimants have included:

- Assessments including basic skills, interest inventories, aptitude and attitudinal assessments
- Testing including the Work Readiness Certification
- One on one or group staff assistance regarding labor market and occupational information
- Interview and resume workshops and assistance
- Individualized job search assistance
- Referral services to training including WIOA funded training
- Resources are utilized to provide assistance with applications for Federal Pell Grants, including linkages with the educational opportunity center, community colleges and universities, on site material and appropriate web based sites
- Other allowable services as identified under the Wagner Peyser Act

Building upon these strategies, ESWC continues successful coordination with the Division of UI to assist claimants by implementing UI profiling strategies through a program known as LINKS to Re-employment. In addition, the UI Division has been working with local offices to rollout the Reemployment Services and Eligibility Assessment (RESEA) program. It is anticipated that this service will have similar results in assisting clients in finding employment on an expedited basis. Employment Services also has identified staff that can assist UI claimants with basic questions regarding their claims as well as assist them in resetting passwords if needed.

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;

ESWC works closely with the Weld County Economic Development organization, Upstate Colorado. The ESWC Business Services Unit is routinely called upon by Upstate Colorado to assist with providing industry specific labor market information. They also request ESWC presence at meetings when prospective employers express interest to establish, or expand, their business in Weld County; this partnership is expected to continue. Additionally, ESWC will host quarterly employer workshops. These workshops include information necessary for small entrepreneurs such as CO Civil Rights, Child Labor Laws, etc.

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.

Employment Services of Weld County operates a number of the programs identified as partner programs including: Workforce Innovation and Opportunity Act Title I Adult, Dislocated Worker, and Youth Programs; the Title III Wagner Peyser Act (WP); Trade Adjustment Act (TAA); the Migrant and Seasonal Farm Worker program (MSFW); the work components for the Temporary Assistance for Needy Families (TANF) and the Employment First programs; AmeriCorps; the TIGHT Youth Corps funded by CORE Service and TANF funding; services funded by CSBG; targeted programs for UI; and provides functional supervision to the Disabled Veteran Outreach Program (DVOP) staff under the Jobs for Veterans State Grant (JVSG).

As discussed in the Region Plan, Career Pathways initiatives are an active workforce development strategy in Weld County. Through the Workforce Board, the standing Youth Committee has been committed to Career Pathway initiatives and strives to align existing programs and services while expanding services with careful oversight to prevent duplication of services. Partner programs are represented on the Board, and the Director of Right to Read is the chair for the Board's Youth Standing Committee.

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.**

Employment Services of Weld County operates two comprehensive one-stop centers as follows:

Main Location: 315 N 11 Avenue Bldg. B Greeley, CO 80631

South County Location: 2950 9th Street Fort Lupton, CO 80621

Additionally, linkages and collaborative efforts with the High Plains library district and the associated Carbon Valley Library allow customers to be able to link electronically.

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.

Employment Services currently operates the programs under Title I of WIOA; the Title III Wagner Peyser program; TAA; MSFW; the work components for the Temporary Assistance for Needy Families (TANF) and the Employment First programs; and an AmeriCorps program; As previously indicated, Employment Services of Weld County (ESWC) has had long standing relationships with Right to Read, the predominant local Title II Adult Education and Literacy provider, and the regional office for the Division of Vocational Rehabilitation (DVR) as well as with representatives from SER for the Senior Community Service Employment Program (SCSEP). The Director of Right to Read and the Regional Supervisor for DVR, and representatives from SER have been part of the Weld County Workforce Development Board for more than 20 years and as a result have been involved in the collaborative development of programs, services, initiatives, and business services activities to the benefit of the local community. Through the execution of the current Memorandums of Understanding, collaboration with partners will continue.

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

Contribution of resources for the programs operated by Employment Services fall under the County's cost allocation plan which allocates costs based on time charged by staff. As one of the five divisions in the Department, ESWC staff primarily charge to programs related to employment grants. Approximately 50% of the staff charge to TANF, Employment First Food Stamps, AmeriCorps, Community Service Block Grant and Child Welfare. Indirect costs like rent, phone lines and administrative cost pool costs are then reimbursed by the percent of staff time spent in the respective grants. Therefore, all grant programs effectively support the one stop center.

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

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 use of virtual job fair technology will be offered to businesses and job seekers in outlying locations. The information about the virtual job fair service will be included in the email campaign distribution of "Did You Know..."

Self registration and referral through Connecting Colorado is available from anywhere in the County where there is internet access and the extensive resources available through the US Department of Labor and other sites are also able to be accessed. Additionally, many of the services and activities provided by the Employment Services Assessment and Learning lab can be accessed via the internet from any location that provides that access.

- 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.**

ESWC offers an on-site Assessment and Learning Lab. The lab offers the Workplace Readiness Credential, Behavioral Traits Assessments, Prove-its!, GED preparation and much more. Duplication among assessments is avoided by having constant communication among partners. For example, DVR routinely has clientele referred to the Lab; as does the Department of Corrections (through both Youth & Adult programs).

It is pertinent to note that the Workplace Readiness Credential was piloted in 2015 and out of the 7 County offices that participated, 75% of the assessments taken during the 6 month pilot emerged from Weld. This credentialing system covers critical soft skills many of our local employers have identified when assessing potential job candidates. The skills include: Attitude, Communication, Planning and Organizing, Critical Thinking, Interpersonal/Social Skills, Teamwork, Professionalism and Media Rules.

- 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**

ESWC has facility and program accessibility to career services. School district's SWAP programs and DVR participate on Workforce Development standing committees and staff members from DVR, SWAP and ESWC cross train with one another. Additionally, Business Services shares the list of open jobs weekly with DVR, school districts and community agencies such as SER Jobs for Progress so they can review and make referrals to employment or use the list as a discussion for careers.

A survey from the Department of Labor about the accessibility of our workforce center, its programs and services for people with disabilities was completed in December 2014. It was a great opportunity for self-assessment and analysis to determine as a center, if we are accessible with both programs and services. All staff is required to complete disability awareness online web training and are aware of Section 188 Implementation of the Nondiscrimination and Equal Opportunity Provisions and Access for All; a resource manual for meeting the needs of one-stop customers with disabilities.

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

The Weld County Workforce Development Board reviews performance of WIOA programs on a quarterly basis. As more of the WIOA performance measures are implemented across partner programs, the Board will also be provided that information.

Regarding the delivery of training services to customers, the Eligible Training Provider List has recently been updated and by utilizing a system of review and update, ESWC works to ensure that employer, worker and job seeker needs are being met. The Weld County Workforce Development Board is able to provide input regarding the needs of employers and workers, and this information is then shared with providers of services to ensure services are structured to meet those needs.

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

Training services for customers identified as in need of such services, will be provided by the educational entities that are on the Eligible Training Provider list maintained by the state. Typically contracts for training will not be utilized and the funding for the training services will be made via a process for the Individual Training Account under the WIOA program. Training and training funds will be utilized only in areas identified as in-demand occupations or growth industry sectors. In the case of on-the-job training, associated opportunities are individualized with the final choice made between employer and employee which will include the individual training account. In order to ensure customer choice in training, clientele work with Case Managers in selection of providers from the ETPL.

- 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?**

In outreach to individuals with barriers to employment, Veterans and their eligible spouses receive priority of service. In addition to the priority given in all employment related services, Employment Services is fortunate to house a DVOP on site to immediately address the triaged Veteran's needs. In addition, ESWC has a staff member represented on the CVEP Committee. The priority of service extends to BSU hosted events, such as hiring events and job fairs, where Veterans are granted early admittance to the event. ESWC has agreed to participate in the Veterans UCX Enhanced Job Contacts Pilot Initiative giving Veteran's "credit" for work done at ESWC.

In 2015, ESWC began the Hire for Colorado – Governor’s Long Term Unemployed Initiative. Working collaboratively with the State, ESWC has been able to speed up the delivery of services to those unemployed for 26 weeks or more. Within the eligibility group, ESWC also targeted Veteran’s, individuals age 50 and older; youth ages 18 to 24, ex-offenders/parolees and individuals with disabilities. Recruitment efforts to reach eligible job seekers include multiple methods such as targeted mailings to registered UI recipients, phone calls, job fairs etc.

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;

Employment Services has a long standing history of collaborative partnerships and efforts with both Adult Education, Aims Community College and other education partners to increase training opportunities in the health care, energy, transportation, manufacturing, administration, information technology and other local demand occupational areas. Our educational partners are critical in the development of training to meet employer needs. ESWC Leadership has been asked to participate with Advisory Committees at Aims Community College in the following areas: Manufacturing/Industrial, Construction, and Healthcare. Additionally, Aims has representation on the SP-NEG Leadership Team and on the Weld County Workforce Development Board.

A number of school districts participate on the Youth Committees. Schools throughout Weld County are informed and invited to participate in career events and all schools have a designated ESWC case manager which includes intentioned outreach efforts to each school with a consistent ESWC staff member. Each school receives distribution of materials as appropriate in an effort to provide youth with opportunities to participate and connect with ESWC initiatives.

The standing Youth Committee has dedicated several agendas toward the strategic alignment of delivery of services, leveraging funds while avoiding duplication of services in an effort to maximize available resources to youth in Weld County. As a result, increased collaborative efforts with DVR / SWAP and area school districts have taken place. One example is SWAP Coordinators working in partnership with ESWC staff to identify appropriate worksite placement opportunities for youth with disabilities and the internship program for Greeley/Evans School District students. Initiatives, such as the internship program, provide meaningful work based learning opportunities for in-school youth allowing ESWC to extend and dedicate resources to relevant work based learning opportunities to out-of-school youth. The collaborative approach ensures WIOA continues to provide invaluable services and resources to out-of-school youth while supporting initiatives to also serve in-school youth through alternative funding sources.

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.

When a resident of Weld County finds they are unemployed or underemployed, there are a variety of services and training opportunities available to them through Employment Services of Weld County. Once identified a client is in need of, and appropriate for, enrollment into either WIOA Adult or Dislocated Worker program, they will begin with one on one intensive case management with a knowledgeable case manager. Case managers have been trained to utilize information gathered by assessments and interviews with the client to develop the best plan for the client to obtain sustainable employment as quickly as possible. This plan may include referrals to any number of in house or community resources to assist the client in overcoming any challenges they may have that prevent them from working at their full potential. These include, but are not limited to, Right to Read for ESL clients, Aims and the ESWC Assessment and Learning Lab for GED, EOC for scholarship information, DVR and North Range for physical and mental issues. The ESWC Registration Unit has developed free workshops for clients in need of assistance with their resume, interview skills, navigating job search as a current parolee, and/or on-line applications. Relationships are being established, and sometimes re-established, with other agencies that also offer job search services such as the Goodwill Industries and the local library system in an effort to eliminate any and all challenges presented by the client. Furthermore, the Business Service Unit has worked diligently with the case managers from all the programs, including Employment First and TANF, to create work sites and On the Job training opportunities.

If training is determined the best course of action, Weld County has a variety of training activities available to all residents seeking additional education to make them more employable. Training has occurred in such industries as health care, business administration, transportation, oil and gas, renewable energy, and manufacturing to name a few. Clients have taken the opportunity to attend the University of Northern Colorado (UNC), Aims Community College, Front Range Community College and Aurora Community College to earn certificates, credentials and post-secondary degrees. There are also a number of vocational trainings that include three truck driving academies, computer skills training, and adult education at the local community colleges.

The resources available are strong and geared towards meeting the current needs of Weld County's prevalent industries; however there is always room for improvement and Weld is already looking to the future. Through the Sector Partnership National Emergency Grant that targets Dislocated Workers, strides have been made by the Leadership Team to develop industry specific regional planning meetings for Transportation and to continue to strengthen the one for Manufacturing. In early Leadership Team meetings, that included representatives from both Manufacturing and Transportation companies as well as training facilities, employers were able to explain what skills they needed in potential employees and where the training facilities were not meeting those needs. Through this dialog, Aims Community College re-configured and enhanced the Advanced Industrial Credential that was first developed as the Multi Industry Systems Technician program (MIST) of 2008. Aims has also included several endorsement requirements for their new Truck Driving School so their students can be more competitive in the workforce.

WIOA case managers have effectively used the myriad of adult and dislocated worker employment and training activities available to serve almost 500 job seekers. Key people are being brought to the table to address current gaps in services or training as well as keeping an

eye on future employment needs. Focus is being sharpened on the hard to serve populations and the tools needed to assist them in overcoming their unique obstacles are constantly being developed and refined.

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.

As a region, Weld has a commitment to serving individuals with barriers, including those with disabilities. ESWC has facility and program accessibility to career services and school district's SWAP programs and DVR participate on Workforce Development standing committees and staff members from DVR, SWAP and ESWC cross train with one another. Local SWAP and Transitional Teachers often bring students to ESWC for a facilitated workshop to assist youth with disabilities to enhance employment related skills. Workshop topics include, but are not limited to, Connecting Colorado, job search, completing job applications, interview skills and resume preparation. Youth also navigate public transportation system to attend the workshops further developing life skills to be utilized to increase their independence. ESWC's strong collaborative partnership with SWAP has led to successful work experience placements for youth with disabilities. ESWC provides the wages and Weld County provides Workers Compensation coverage while SWAP provides extensive individualized job coaching as necessary. Leveraging resources and aligning the delivery of services has proved to be successful and impactful to youth participants.

ESWC has historically engaged and targeted out-of-school youth in WIA and has continued to have this level of focus in WIOA. Through the WCWDB and the Youth Committee, disenfranchised out-of-school youth has been identified as a priority target youth group in an effort to help meet the needs of Weld County communities. ESWC has historically planned not less than 70% of funding being spent toward out-of-school youth and has exceeded that level of expenditures annually. This has consistently been achieved through extensive community partnerships to include, but not limited to, local Truancy Officers, 19th Judicial District, Platte Valley Youth Services Center, Senate Bill 94, Youth and Family Connections, Child Welfare, Right to Read, North Range Behavioral Health, Aims Community College – Academic Pathways and area alternative High School programs. With confidence, ESWC has planned to meet the 75% expenditure requirement for out-of-school youth and 20% work based learning expenditures during the initial year of WIOA and will continue to meet the identified targeted goals in subsequent years

Since 1993, the Weld County Youth Conservation Corps (WCYCC) has continued to serve youth and young adults from ages 14-24 by providing youth with meaningful service opportunities in the realms of conservation (land, water, and energy) and community service. Projects include a board spectrum from voluntary community service to contracted chainsaw work. WCYCC's programs have developed to incorporate environmental education, experiential learning, and service learning and values such as leadership and peer accountability. Based on the Civilian Conservation Corps model, WCYCC AmeriCorps

members gain three to six months of full-time hands on work based learning experiences in a variety of skills and receive employment preparation support, post-Corps placement assistance as well as an AmeriCorps educational award.

In addition to the provision of services to disenfranchised youth through WIOA Youth programs, Employment Services continues to explore options for expanding services and alternatives for youth who are involved in the social services or juvenile justice systems through the use of the Teamwork, Innovation, Growth, Hope and Training (TIGHT) Youth Corps model. TIGHT, facilitated under the WCYCC umbrella, was intentionally designed to meet a specific community need; to delay or eliminate the need for out of home placement. TIGHT members are provided team-based learning experiences, and opportunities for, developing job readiness skills such as communication, pro-social behaviors, leadership, and responsibility. Youth are simultaneously engaged with educational activities to promote a successful re-entry into a traditional or non-traditional school setting or toward the obtainment of a High School Equivalency (HSE/GED) credential.

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.

ESWC works with local education providers in support of the in-demand industries previously identified. The Executive Director of Right to Read is the WDB Youth Committee Chair and a general Board member, Community Educational Outreach attends as an associate member and a representative from Aims Community College is also a general member of the Board. The WDB has historically reviewed the Carl Perkins Plan prior to its submittal and has voted on its support. With the passage of WIOA and the inclusion of application under Title II, the Board will utilize a similar approach in the review and approval of those plans.

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 Weld County Workforce Development Board and ESWC have adopted a supportive services policy to ensure that services are provided on a consistent and equitable basis for those individuals who need such services to assist them in obtaining or retaining employment, or to participate in and complete career or training services and who are unable to obtain such services through other program means. The supportive services that may be provided are: transportation, child care/dependent care, job related medical expenses, special clothing, license costs, assistance to secure bonding, books and supplies for training and work tools.

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.

Employment Services of Weld County has been providing services under the Wagner Peyser Act for approximately 36 years. During that period ESWC has assured services are coordinated with other programs, and that there is not a duplication of effort between programs.

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.

The administrative entity for the disbursement of Title I and Title III funds in the Weld County area is the Board of Weld County Commissioners, and through the Weld County Department of Human Services.

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.

Employment Services of Weld County does not intend to award sub-grants or contracts for any activities carried out under this title. The procurement process for Weld County is located at www.co.weld.co.us

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 process for agreement with the Governor regarding performance accountability measures will be the same in Program Year 16 as they were for WIA. As additional guidance is received from the US Department of Labor (USDOL), the Colorado Workforce Development Council (CWDC), and the Colorado Department of Labor and Employment (CDLE) regarding the use of the performance adjustment model and how it will apply to the Weld County Region, ESWC and the WDB will negotiate standards as specified by the Council and CDLE.

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 Weld County Workforce Development Board continues to be a high-performing board. Each member of the WCWDB is encouraged to be involved on one of the three standing Board Committees. These committees include the: Awareness Committee, the Employment Programs Development Committee, and the Youth Committee. Each committee has differing areas of focus; however, members on each committee are asked to help spread the word and participate in the initiatives and work being done by ESWC in the respective areas.

- 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.**

A roster of the Workforce Development Board members is kept by the Board of County Commissioners and by ESWC staff. This dual monitoring provides a double check and ensures compliance of the business representation percentage. As vacancies occur, the Board of County Commissioners list openings in the Greeley Tribune and the Business Services Team in tandem with the BOCC and the WCWDB conduct outreach to possible board candidates. Workforce Board members are asked, and encouraged, to recruit for vacancies. The outreach is strategic and targets both employers within 1) geographic areas unrepresented on the board and 2) industries without board representation.

- 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?**

Since the inception of the Workforce Investment Works site in Program Year 13, ESWC has submitted approximately 100 customer quotes, industry partnership, workforce innovation and success stories. Staff continue to refer clients to this site so they can see the successes of the Colorado workforce development system and will be encouraged to share their own story once they have completed their program. The WDB and their committees are well aware of this site and continue to bring awareness to potential clients and businesses.

- 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.**

Local plan discussion took place at the Workforce Development Board General Membership and sub-committee meetings in early 2016. This Board and its subcommittees are a collaborative cross section of business representatives and labor organization representations.

Their comments are included in the plan presented for public comment. Additionally, the Weld County Board of Commissioners provided their input at various stages of the process. The plan was published and available for comment March 28, 2016 through April 27, 2016; the Weld County Clerk to the Board did not receive any suggestions from the public.

FINAL