Colorado Rural Workforce Consortium (CRWC)

PY15 WIOA and Wagner Peyser Transition Plan

Exhibit B

FY14 WDP Agreement
PY15 Local Plan
Signature Page

Workforce Region: Colorado Rural Workforce Consortium	CMS #54600
Address: 633 17th Street, 7th Floor	
City/State/Zip: Denver, CO 80202	

This Exhibit B provides the Local Plan required under the Workforce Investment Act of 1998 (WIA), (Public Law #105-220, et seq.), and the terms and conditions of the executed FY14 WDP Agreement covering the period of July 1, 2015 through June 30, 2016 for Program Year 2015. Because the WIA is rescinded effective June 30, 2015, this Local Plan, the funding streams, programs, and activities covered herein, are subject to the laws and regulations of the Workforce Innovation and Opportunity Act of 2014 (WIOA) of 2014 (Public Law #113-128 enacted 7/22/14) beginning July 1, 2015.

This Local Plan includes transitional activities to prepare for the full implementation of the WIOA to occur by July 1, 2016. Any WIA funding carried in at July 1, 2015 for use in supporting this Local Plan for PY15 is also subject to WIOA laws, regulations, and/or Federal policies.

We certify that all planned activities presented here in the Local Plan for implementation shall be performed subject to the above provisions.

By: _____
Debbie Bell, Chair **Date**
CRWC Local Elected Official Board

By: _____
Roni Wisdom, Chair **Date**
CRWC Workforce Development Board

By: _____
Clarke Becker, Director **Date**
CRWC

Colorado Rural Workforce Consortium (CRWC)
PY15 Local WIOA Transition Plan

The CRWC is one of the 10 federally recognized regions in Colorado. The CRWC is made up of 9 state run sub-regions and one county run sub-region (Broomfield), encompassing 51 counties and is responsible for the oversight of 31 Workforce Centers within those sub-regions. There are two sub-contractors charged with the delivery of WIOA services in 4 of the CRWC sub-regions. This plan is written assuming that Mesa County will be the 10th federally recognized region in Colorado and no longer a sub-region within the CRWC.

A. **Strategies to Address Continuous Improvement of Programs and Discretionary Initiatives, Plus Facilitate WIOA implementation.**

The CRWC strategy to continuously improve our Workforce programs comes from Workforce staff, Workforce leadership, and our CRWC Workforce Development Board and Sub-Regional Local Workforce Development Boards. The CRWC sub-region staff is all working closely with the planning regions within the CRWC sub-regions. Many times there are multiple planning regions represented within the sub-region. Most of the sub-regions have business services representatives that work closely with their economic development partners to assist with building a sector program. Some sub-regional examples of partnerships, sector objectives and statuses are below.

1. Business Services

a. Sector Partnerships Participation

Broomfield: We have large corporations located in Interlocken and elsewhere but they are singular corporations with no like industries. But understanding the value of sector thinking we work with all employers in our area to give them and our job seekers the best chance of making a connection.

Eastern: Through the Region 1 & Region 5 partnerships, Eastern has established stronger ties to the Healthcare and Energy sectors. The regional partnerships have provided access to numerous employers who do business, or have staff, in Eastern's defined area but may not have a physical location –this is especially true in the Energy Sector as many of the employers with the largest presence locally operate from out of state, or sometimes from out of country.

Northwest/Rural Resort: Business Service goals for the NW region are set for 564 Initial Contact of Businesses and 471 In Person contacts. Staff is taking a sector approach to contacting their local businesses, identifying trends, skills gaps and gathering information which becomes the basis for sector strategies.

Pueblo: Pueblo Workforce Center (PWFC) - Business Services Unit is organized by industry sector which allows for the development of individualized relationships with businesses and recognized sector expertise. This structure also provides for ease of development and enhancement of Sector Partnerships. Expansion of business services efforts during this program year centers around the full implementation of the CDL&E "11 Core Services".

Southeast: The Southeast Region actively with the Arkansas Valley Manufacturing Group, this group has been identified as the champion of the regions manufacturing sector. While participating as a member of the Arkansas Valley Manufacturing group the Workforce Center staff has been able to provide information regarding On the Job Training through the Workforce Investment Act. Healthcare is one sector partnership that is being explored further at this time.

South Central: The South Central Workforce Centers team is small and does not have a separate Business Services Team. Each Employment Specialist (ES) does work with area businesses to assist with their individual workforce needs. The role of the South Central Region has been to convene participants in education, healthcare, and others related to the industry that will promote dialog and cooperative efforts for maintaining, improving and streamlining the workforce for the healthcare industry. South Central Region staff is partnering with the Area Health Education Center (AHEC) for support and contact information to ensure all partners will be at the table and this partnership with AHEC has proven to be very helpful.

Southwest: The relationship between the workforce system and the locally identified Sector Partnerships in the SW sub-region has been more specifically developed and promoted through close work with the Region 9 Economic Development District (R9ED).

Upper Arkansas: There are two Sectors in the Upper Arkansas Region: the Healthcare and Wellness Sector and the Tourism and Outdoor Recreation Sector. The Upper Arkansas Area Council of Governments is the Sector Convener, with the Upper Arkansas Workforce Centers being an integral partner in the process. Workforce center business services staff attends sector meetings and contributes resources and services as appropriate.

Western: The Western Workforce Region will utilize the relationships developed by the Business Service and ES team to help expand participation on the region's Health & Wellness Sector Partnership and preparing for the launching of the Agricultural Sector Partnerships in the near future. The Health & Wellness Sector Partnership was successfully launched but has stalled recently. Currently the partnership is reorganizing and is seeking a new chairperson/champion.

b. Sector Partnerships - Status and Objectives

Broomfield: We are currently exploring all options involving Sector Partnerships. We have had some hands-on experience with sectors through grants we've shared with Boulder and Jefferson County.

Eastern: Eastern is engaged with both Regions 1 & 5, and will continue to play a co-convener role in each area. Both regions have facilitated their "kick-off" event and have outlined a draft work plan. Region 5 is farther ahead with an increased level of employer/industry engagement and has already begun to provide outreach to the schools. Region 1 lags behind in both engagement and expected outcomes.

- Goal for Region 5, Active: 6 Career Exploration Opportunities with local schools.
- Goal for Region 1, Emerging: To assist with the setting of at least two attainable industry objectives, providing support to outline the steps necessary to enhance outcomes.

Northwest/Rural Resort: Region 11 is building momentum with their Tourism and outdoor Recreation, Manufacturing, and Health & Wellness. Region 12 continues work in the Health & Wellness Sector. Region 13 is working to develop Creative Industries, Health & Wellness and is exploring Tourism and Outdoor Recreation.WFC staff are significant contributors in region 11 and convening in region 12 and at the table in region 13. Plans are to facilitate the movement of these regions forward in PY15.

Pueblo: Pueblo (Region 7) currently has two "active" Sector Partnerships (Advanced Manufacturing and Health & Wellness). The Advanced Manufacturing Sector Partnership, which is built around the Southern Colorado Manufacturing Group (SCMG) has been in existence since 2007. Health & Wellness is also an "active" industry sector. PWFC staff have been actively involved in the "convening", organization and ongoing activities of the Southern Colorado Health Care Sector Partnership (SCHCP) as well as partnership sub-committees (Data, Image & Assets, and Training/Education).

Southeast: The Southeast Region is participating in an active manufacturing sector partnership and assisting in the exploration of a healthcare partnership. The manufacturing sector will continue to meet on at least a monthly basis. The group is exploring apprenticeship opportunities for the region. The region anticipates developing the healthcare sector over the next year; the workforce staff will continue to be an active partner over the next year.

South Central: the South Central Region is exploring a potential Healthcare sector partnership and are hopeful that within the next year this partnership will be in an active status.

Southwest: The SW workforce sub-region launched an Energy Sector Partnership in 2013 and an Agriculture Sector Partnership in 2014. Advanced Manufacturing and Health Care are the additional sector partnerships on which focus is intended in the future. The objective is to work with State Sector support team to identify strategies to increase Sector partner engagement with the planned outcome that one or more Sector partnerships in the Southwest sub-region will be active and run by industry leaders by the end of PY15. The status of these four sector partnerships are: Energy – Emerging, Agriculture – Exploring, Advanced Manufacturing – Exploring, Health Care – Exploring

Upper Arkansas: There are two Sectors in the Upper Arkansas Region: the Healthcare and Wellness Sector and the Tourism and Outdoor Recreation Sector. Both Sectors are in the beginning phases, with the Health and Wellness Sector commenced last year and the Tourism and Outdoor Recreation Sector about to be launched.

Western: The region has been actively involved in the planning and launching of the Health & Wellness and Advanced Manufacturing sector partnerships. The Region has participated in both sector partnership launch meetings and currently serves as the convener for the Health & Wellness Sector Partnership. Both sector partnerships were launched successfully and are reorganizing. The Health and Wellness Sector Partnership lost its chairperson/ champion and is focused on finding a new champion/chair. The Advanced Manufacturing Sector partnership is planning to merge with Mesa Counties' Manufacturing Partnership. The status of the Region's Sector Partnerships are as follows: Health and Wellness - Launched/ refocusing, Advanced Manufacturing - Launched , Agricultural – Exploring, Energy – resting. Objective: Work with the state Sector Support team to identify strategies to increase sector partner engagement. Outcomes are to Reconvene the Health and Wellness Sector Partnership to identify a new chairperson and determine if the sector partnership will continue and Reconvene the Western Region's Sector Core Planning Group to explore and plan for an Agricultural Sector Partnership launch in PY15.

c. Career Pathways

Broomfield: The WF plan is to listen to the CEO/Business needs and train to those needs. Career Pathways is not an instant process. It takes time to develop improved skills and experience and to convey those skills in an interview. Careers are stalled due to a lack of interview skills so this is where we start. Teaching strong interview skills by practice interviews, role playing, role reversal and video are some ways to sharpen interview kills. Our Human Resources Department also plays a big role in this work by actually working directly with Workforce users and helping them perfect their interview skills.

Eastern: In an effort to maintain the pulse of local business, Eastern staff remained ingrained in all Chambers of Commerce, college advisory committees/boards, and local employer groups as available. Informally, we continue a career pathways concept currently in the Wind Energy sector, with hopes of capitalizing on the overall success in Energy and transition that momentum to both the Oil/Gas and Utilities sectors. Goal #1 for Career Pathways – Establish Oil/Gas and Utilities presence on the LWIB as part of the board re-organization planned for PY15 with an outcome of LWIB engagement. Goal #2 for Career Pathways – Begin discussion and planning with industry and the two community colleges in the region in an effort to bridge the local learning gap with an outcome of Industry goals established, with clear definition of workforce impact.

Northwest/Rural Resort: Information collected through business service/employer outreach efforts is critical sector intelligence data that is then used to develop solutions to workforce demands in that sector now and in the future. Without this information, career pathways cannot be identified or promoted locally. Skills gaps are identified and the best courses for training to those gaps can be developed to meet demands. Job Seekers job seekers are able to train for and fill the demands locally - providing for a robust local economy.

Pueblo*:* Business Services Unit staff will utilize both the PWFC "Pipeline" and established relationships with business/industry, education, and economic development for new and/or enhanced Sector Partnerships. Additionally, these same "tools" will be utilized to identify and develop Career Pathways. The Workforce Center has identified a list of high demand of jobs in Pueblo and works with the Colorado Department of Labor on High demand jobs across the State, this information will be discussed with engaged partners to help determine how this information can be utilized to educate youth, young adults and adults on career opportunities.

Southeast: All Southeast Region staff conducts outreach to businesses on a continuous basis. Local Workforce Development Board Members are actively involved in existing sector partnerships and they will continue to promote and identify new opportunities as they arise. All staff in the Southeast Region will conduct 25 outreach contacts businesses on an ongoing basis in order to determine their need for employees as well as their need for training. Staff in the Southeast Region has already met with local employers to discuss the opportunities that are available through apprenticeships. Staff in the Southeast Region also conducts outreach at the schools to inform youth of the training opportunities available to them.

South Central: In PY15, work with existing Sector Partnerships will include engaging the employers in "mapping" occupations (current and planned) to reveal the potential pathways from one occupation to another, combined with descriptions of skill sets needed for each. The likely Sector Partnerships to begin this process in PY15 will be Health Care and Ag related industries. <u>Objective 1</u>: Convene one meeting each with WFC staff, LWDB members and employers in the Health Care and Ag sectors to "map" local occupations. <u>Outcome</u>: Production of a visual Career Pathways diagram reflecting local occupations in these sectors and training options for each, which will then guide future career counseling for WIOA participants.

All South Central Region ES staff conducts outreach to businesses on a continuous basis. Local Workforce Development Board Members are actively involved in existing sector partnerships and they will continue to promote and identify new opportunities as they arise. Staff will conduct 25 outreach contacts businesses on an ongoing basis in order to determine their need for employees as well as their need for training.

Southwest: In PY15 work with existing Sector Partnerships will include engaging the employers in "mapping" occupations (current and planned) to reveal the potential pathways from one occupation to another, combined with descriptions of skill sets needed for each. The likely Sector Partnerships to begin this process in PY15 will be Energy and Health Care. Objective 1: Convene one meeting each with WFC staff, LWDB members and employers in the Energy and Health Care sectors to "map" local occupations. Outcome: Production of a visual Career Pathways diagram reflecting local occupations in these sectors and training options for each, which will then guide future career counseling for WIOA participants.

Upper Arkansas: The Upper Arkansas Region will engage with the local school systems to identify opportunities for students in areas of high demand in relation to relevant employment trending. Additionally, those needs identified from the Upper Arkansas Healthcare Sector will also be incorporated into the Workforce Investment Act Career pathways program planning in the areas of CNA, nurse, phlebotomist, and medical assistant training. The Region will work with partners to disseminate relevant employment trending data and form strategic rubrics to deliver employment services and training programs.

Western: The Western Regions Core Sector Planning Group has identified 2 additional sector partnerships for possible launch in the near future. They include the Agriculture and Energy Sectors. The selection of these sectors was based on economic and demographic information and occupations that could provide a livable wage for workers. As a result of working with businesses, workforce center staff has a strong knowledge of what jobs are in demand and the skills and education required for these jobs. This local information will be utilized to help the sector planning group identify business needs especially in talent development, retention, and recruitment. Objective 1: Convene a meeting of interested Health and Wellness Sector partners including training and educational entities to map local training providers and occupations to be used to guide job seekers. Outcome: The Health & Wellness Sector Partnership will develop a career pathway for one occupation within the Health and Wellness sector to be used to guide WIOA participants.

d. Work-Based Learning in Youth, Adult/DW, Transitional Jobs and Incumbent Worker Training

Broomfield: Already performing these functions for youth and are already in compliance with WIOA in this area. Broomfield will look at developing ways to maximize work-based learning in Adult/DW. The LWDP has not approved funds for Transitional jobs or Incumbent Worker Training. If this should happen, plans will be developed

Eastern: Eastern has a strong work experience track record, with emphasis planned for incorporating internships and OJTs to meet/exceed the 20% requirement in PY15. This will be accomplished by 1) Engaging local youth providers to develop a stronger referral network for "out of school" youth. 2) Enhancing the youth council/sub-council perspective by adding at least 3 private business representatives who would traditionally employ youth. Eastern is already working to add an Apprenticeship Representative to the LWDB. Goal – Increase AD/DW OJTs by 15% in the first year of WIOA.

Northwest/ Rural Resort: The Business Services Team will identify 50% of the opportunities that develop into work-based ties for Youth, Adult and Dislocated Worker in PY15. The LWDB's in these regions have not approved funds for Transitional jobs or Incumbent Worker Training. If this should happen, plans will be developed

Pueblo: The Pueblo Workforce Center will identify placement opportunities for work experiences and internships and will recruit youth, adults and dislocated workers for these opportunities as part of a career decision making program designed specifically to meet the 20% of youth program funds and to assist long-term unemployed adults with reentering the workforce. It is planned to assist 5% of the total number of adults and dislocated workers through work experiences and internships as part of the Adult Workforce Partnership Grant Program. On the Job training will be utilized as training tool when appropriate and possible. The Workforce Center in the plan will be asking the Pueblo Workforce Board to approve moving of some funds from the Adult program to transitional jobs and Incumbent worker training but a definite amount has not been targeted until the regulations that define when and how these funds can be utilized is received.

Southeast : In the Southeast Region, staff has a successful history of developing work experience placements for youth. Apprenticeship programs have not been developed in the region. An increase in these can be

achieved through a team approach with ES staff in their Business Services role. Southeast Region staff will continue to conduct outreach with employers to determine whether or not they are in need of employees, staff will also market internships, apprenticeships, and on the job training when appropriate. The SE region has not made the decision to allocate funds to transitional jobs or Incumbent worker Training.

South Central/Southwest: In these sub-regions, WIOA contractor staff (The Training Advantage – TTA) have a successful history of developing work experience placements for Youth. (Apprenticeship programs do not exist in the SC sub-region.) An increase in these placements can be achieved through a team approach with ES staff in their Business Services role. WIOA Contractor will work with ES staff to identify businesses willing to work with participants in the Youth, Adult and DW programs to develop and implement work experience, internship and OJT placements. Communication has begun between the healthcare providers and the South Central Region staff in the area of an industry partnership. Once this partnership begins to emerge and grow into an active partnership career pathways can be discussed and marketed on a larger scale. The SC region has not made the decision to allocate funds to transitional jobs or Incumbent Worker Training.

Upper Arkansas: UAACOG is the WIOA subcontractor for the Upper Arkansas Workforce Region (UA). The funding percentage spent on work experiences for youth was approximately 23%. Expending 20% of allocated funds on work experience, OJT's, apprenticeships and summer youth employment will not be a problem. The opportunities for apprenticeships in the UA Region are limited. The opportunities for OJT's are limited in the UA Region as well, particularly as they align with our main sectors of Health & Wellness and Hospitality & Tourism. UAACOG will seek out other sector identified career paths such as construction, retail and mining to see if OJT's might fit with those sectors. Regarding the transitional and incumbent worker training, it is yet to be determined if these will be approved by the WIB.

Western: In the WE sub-region, WIOA contractor staff has a successful history of developing work experience placements for Youth. WIOA Staff will work with ES staff to identify businesses willing to work with participants in the Youth and the Adult/DW program to develop and implement work experience, internship and OJT placements. The Sub-region will meet 20% requirement of WIOA Youth program expenditures on work-based learning placements and Increase the knowledge of WIOA staff in the use of internships, apprenticeships and OJTs for WIOA Adult and Dislocated Worker programs. Staff will conduct at least two WIOA in-service training sessions on internships, work experience, apprenticeship and OJT's and increase utilization by 5%. The use of transitional jobs component under WIOA will be determined based on the region's training budget and the individual needs of the person. The Western Region will explore the use of incumbent worker training. This information will be presented to the Western Workforce Board for their input and approval, however, It is expected that the local board will not designate a percentage of the budget for this activity.

e. RVERS

The primary duties of RVERs are:

- Conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups;
- "Facilitating" employment, training, and placement services furnished to veterans in a State under the applicable State employment service delivery systems. Facilitate is defined as capacity building within all programs in the WFC.
- Working with other service providers in order to promote veterans as highly skilled and experienced members of the workforce;
- Advocating for veterans employment and training opportunities with businesses, industry, and community-based organizations is also a primary duty;
- Conducting outreach that includes, but is not limited to, planning and participating in job fairs, promoting employment and training opportunities for veterans with business organizations, unions, and apprenticeship programs;
- Promoting credentialing and training opportunities for veterans with training providers and licensing agencies;
- Establishing and maintaining regular contact with employers to include federal contractors ;
- Active involvement with the WFC employer or business services/relations team;

- Coordinating the Regional Manager's Report on Services to Veterans using the format found in VPL 01-10. Reasonable attempts are made to include best practices and success stories, special projects, and other RVER and DVOP activities.

The CRWC is supported by the RVER positions in Grand Junction, El Paso and Adams. The RVER provide ongoing training for workforce center staff and service delivery partners on the federal requirements governing the veterans' program and on the special needs and barriers specific to veteran job-seeking clients. RVERs promote veteran job seekers to the business community by advocating and marketing veterans as a good source of employees with marketable skills and experience. Job development is an on-going process. The RVERs will continually train, monitor, and when necessary, retrain the One-Stop staff to recognize and respond to veterans. The training, monitoring and retraining will help keep WFC staff aware of veteran's employment and training needs. The synergy from these relationships builds and enhances the veterans' employment and training program's ability to effectively serve veterans and helps to produce more opportunities for employment.

The results of the employer outreach activities are tracked and measured through Connecting Colorado, our state database for employment services. The data is real time and allows the state to measure the success of outreach activity conducted by our RVER staff. Based on the results of this activity we can adjust our outreach activities, as required, to ensure we are effectively marketing our veteran job-seeking clients to Colorado business owners and employers. The expected outcome of the RVER outreach activities is to meet and exceed our negotiated performance measures in the areas of entered employment, employment retention and average wages.

f. WIOA Partnerships

Broomfield: Broomfield does not plan to use Business Services to incorporate all new partners under WIOA. This is a management responsibility and the Broomfield Workforce Director along with the Workforce Center Administrator will take the lead on this function. All resources will be utilized including Business Services. The Broomfield Workforce Director serves as a board member for the 17th Judicial District Community Corrections Program so, is well versed with offenders. He has already reached out to the Department of Vocational Rehabilitation and already has an established relationship with Adult Education.

Eastern: Eastern has strong partnerships with both regional DVR counselors, we well as their operations supervisor. Inclusion of the supervisory position on the Eastern WFDB is projected for PY15, as well as increased caseload coordination. Both Northeastern Junior College and the Morgan Community College have integrated Adult Ed programs that partner with their respective local workforce office. MCC and Eastern completed three (unfunded) grant proposals during PY14 and will continue to partner to increase capacity in their catchment area. Through the Rural Solutions network and two Human Service Directors on the WIB, Eastern has a minimal partnership with the Human Services representatives in the area. This partnership can be enhanced through more emphasis on defining mutual goals and leveraging resources needed to achieve them. This will be a focus in PY15. Eastern has two state-run prisons, one private contracted facility and several regional jails in the region. In addition to these, there is one regional halfway house in the Sterling area. Most of the offenders that are released to the halfway house will access services in the Sterling office. Support, by way of staff development, is needed to better equip staff to effectively work with this challenging population, as well as more outreach to these entities to define referral points and possibly engage more offenders prior to release.

Northwest/Rural Resort: Overall, the Statements of Work with our partner agencies includes the work of WFC staff in Business Service. Staff have identified and are helping to develop jobs (transitional and higher skilled) for all customers, but in particular – the harder to serve populations. The procedures incorporate the value that business service activities provide into an inclusive plan.

Pueblo: A Roadshow was held in Pueblo on April 30, 3015, the partners agreed to meet at future dates, to be determined, It is planned that a number of meetings will be conducted to discuss the Pueblo Talent Pipeline and to identify strategies to support the pipeline and meet the needs of job seekers and business. Additionally plans are being developed to conduct asset mapping of the engaged partners and to develop a customer relations management system to leverage resources and reduce duplication.

Southeast : The region has already begun reaching out to not only required partners but also optional partners under WIOA. There have been some meetings to share what each agency has to offer and meetings will continue in order to determine how agencies can best partner to maximize services to customers.
South Central/Southwest: The sub-regions' ES and WIOA staff will convene a partner forum built on the existing local partnerships with the WIOA core and required partners to: Map the current business services activities conducted by each entity and Develop joint Business Services activities in each area where overlap is identified.
Upper Arkansas: A Roadshow was held in Cañon City on April 30, 2015, the partners agreed to meet at future dates, to be determined, it is planned that a number of meetings will be conducted to identify strategies to support the Upper Arkansas talent pipeline and meet the needs of job seekers and business. Additionally plans are being developed to conduct asset mapping of the engaged partners and to develop a customer relations management system to leverage resources and reduce duplication.
Western: The Western Workforce Region plans on coordinating outreach Business Service activities with the region's core and required partners. During the regional planning process, the Western Region plans to discuss and coordinate business outreach and job development efforts with WIOA partners. The region plans to include business service coordination and outreach efforts in the local plan.

g. LWDB Roles

CRWC Board: The Workforce Board in collaboration with the CRWC Leadership team will continue to strategize for opportunities to allow businesses to have input on workforce policies and programs. This will allow for a stronger connection between companies and the resources of the workforce system. Additionally, it will add value for industry engagement by establish relationships that accelerate industry-wide product and process innovation. We plan to develop opportunities to promote industry recognized credentials. The Workforce Board supports proactive integration of sector strategies as a core way of doing business. Additionally, the board plans to strengthen and recognize existing work and build upon regional differences and strengths. We plan to communicate key information to stakeholders. Long spells of unemployment and adverse conditions for labor market incorporation has likely increased poor life outcomes, such as problems with the legal system, low-wage employment and little socioeconomic mobility. The CRWC plans to explore the characteristics of young people who are disproportionately affected by unemployment and the detrimental effects of unemployment on lifelong attainment to help provide insight for planning purposes. The Youth Subcommittee to the WDB plans to provide opportunities that help youth into positive labor market and education pathways, among them workforce development and enhanced vocational training. As an outcome of the LEAN Event for Work Based Learning, planned for June 15-19, 2015, we are optimistic that a higher volume of quality work based learning opportunities will be made available Consortium wide. This will allow for training at the work site that can develop and improve the skills of new employees and also increase technical skills of incumbent workers, promoting career advancement. Below is more information on the local sub-regional WDBs.
Broomfield: Understanding the new requirements will direct them both into following the new processes. Accepting the new world of WIOA will be a requirement to serving on the Broomfield Workforce Board.
Eastern: The Board will be going through a membership transition beginning with the July 2015 meeting, and recruiting new members based on geographical location and industry sectors. The intent is to ensure that all ten counties have a seat on the board, and the primary industries of the area are more than adequately represented.
Northwest/Rural Resort: The elements of the LWDB Strategic Plan will address these areas. The LWDB has already identified sub-committees for many of these areas of focus.
Pueblo/ Upper Arkansas: The topics of supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning have been topics on the WIA Board agendas and it is planned to continue under WIOA for future Workforce Board agenda.
Southeast: Several workforce board members are active participants in the current manufacturing sector partnership as well as the exploration of the healthcare sector. Board members also attend sector trainings in order to assist in developing Sector Partnerships in other industry areas as the opportunities arise.
South Central: Board members attend sector trainings in order to assist in developing Sector Partnerships in other industry areas as the opportunities arise. The LWDB will 1) participant in learning sessions during regular LWDB meetings to become fully informed regarding the theory and practice of Business Services, Sector Partnerships, Career Pathways and Work-based Learning. 2) Learn talking points to share in their other activities in their work and community involvement to help educate others on the same.

Southwest: The LWDB will: 1)Participant in learning sessions during regular LWDB meetings to become fully informed regarding the theory and practice of Business Services, Sector Partnerships, Career Pathways and Work-based Learning. 2) Learn talking points to share in their other activities in their work and community involvement to help educate others on the same. 3) Identify employers who would be good candidates for WFC staff contact, with a goal of increasing the number receiving Business Services, participating in Sector Partnerships, and providing Work-based Learning placement sites. 4) Develop effective linkages with employers to support utilization of the Workforce system. 5)Promote business representation on the local board 6) Lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment

Western: The Western Region's Workforce Development Board will focus on meeting the requirements of the Workforce Innovation and Opportunity Act (WIOA). The LWDB will be asked for their continued support for business services, sector partnerships, career pathways and work based learning.

The Western Workforce Development Board will be educated on the new legislation and requirements and will be asked to be involved in the new requirements. The role and makeup of the Western Workforce Region's Youth Council will be determined by the workforce board. It is anticipated that the Youth Council will transform into an advisory committee that will promote and coordinate youth services, programs and best practices in the region.

2. Re-Employment and Youth Services

a. Increase Enrollments

1) Promoting Career Services to prospective customer

2) Streamlining intake procedures

3) Developing additional career services, including assessment methods and tools.

4) utilizing at least 70% of available funds for the program year

5) Other strategies to increase enrollments and the use of career services.

Broomfield: We have access to TANF funds and many other Human Services programs to help assist with serving low-income individuals. We are broadening the format and base of our marketing strategy and have created a list of local non-profits and are physically dropping brochures, calendars and event flyers to these locations in hopes of enticing these individuals to utilize our services. Our intake procedures are very streamlined and our goal is that anyone interested in a case management program in contacted within 48 hours and has an appointment with a counselor within two weeks of filling out an interest card. We will continue to offer Myers Briggs, TABE and all of the assessment provided through the Connecting Colorado toolbox. We strongly suggest customers utilize the assessments available through our local library. We do not foresee any issues with utilizing at least 70% of our funding. Broomfield Workforce Center is a part of Health and Human Services, so strong relationships already exist with our TANF, Family and Children's Services and Eligibility Programs.

Eastern: Eastern will be working on a revision for all marketing materials, including how materials and information can be most effectively disseminated. Goal#1: New marketing materials and dissemination plan in place by December 3, 2015. Eastern has embraced the Fast Pass concept for Adult and DW enrollments, and is researching ways to replicate the same process for the Youth customers. All intakes can be handled the same day as requested, as long as the customer has the appropriate documentation. All orientations and assessments are held on a 1:1 basis. In close collaboration with our Adult Ed/Community College partners, Eastern will explore available resources related to career services and more-reasonably expenses assessment tools. Goal #1: Explore additional career services and assessment options, resulting in an implementation plan that coordinates services through partner agencies by June 30, 2016. Eastern will explore all options available, taking into account limited staff and budget resources.

Northwest/Rural Resort: Both regions have embraced the CRWC Re-Gen model which is indispensable for identifying additional needs of customers who are in the WFC Offices or in contact with staff. Additionally, partnerships are being strengthened locally with partner organizations (DHS, Voc. Rehab, Corrections). Statements of Work are being developed with these partners to outline agency interplay and processes. The CRWC Re-Gen Project did an outstanding job of streamlining intake procedures. This model (value stream map) will be used as the basis for intake protocols moving forward. Assessment tools will include TABE, College in Colorado and other assessment instruments approved by the CRWC. Harder to serve populations

less frequently utilize "traditional" media outlets, therefore, we are reworking our outreach efforts and will utilize Constant Contact, texting, QR Codes and approved Social Media to the fullest extent allowable.
***Pueblo**:* The Pueblo Workforce Center will extend our service delivery model to connect with Wagner-Peyser staff and community partners. Job seekers who self-identify as having interest in high-demand occupations will be considered for enrollment in the appropriate WIOA program for career services. High demand occupations will be promoted by educating community partners and job seekers. Intake procedures were streamlined in the third quarter of program year 14, and will continue to be utilized to increase enrollments for career services. Combined with increased enrollments, The Workforce Center will increase sponsorship in certificate training programs, work experiences, and on-the-training to utilize at least 70% of available funds.
Southeast: The region will continue to follow the enrollment flow process as discussed with all regions through the streamlining process. The region will continue to maximize the opportunities available through quick fix enrollments; for example when assessing an individual that may only need minimal services in a short period of time to gain employment. The region will continue to utilize Prove It, Gain, and TABE with customers of the Workforce Center. The region will monitor spending on a quarterly basis to ensure funds are being spent as noted in the plan
South Central/Southwest The sub-region will participate in all future state-developed outreach and marketing strategies to promote career services in the local communities. WFC staff will make one-on-one contact with WFC customers to conduct quick assessments of need and inform them of the continuum of services available. The sub-region will continue using current assessment methods and tools, including intensive and motivational interviewing, TABE, CHOICES and Prove It, and will adopt all additional tools made available through CDLE & CRWC. Spending will be monitored on a quarterly basis to identify client and case management spending opportunities that will result in a 70% expenditure of funds.
Upper Arkansas: The CRWC Re-Gen process has been helpful in streamlining intake procedures and enrollment processes. With more emphasis on OJT's, work experiences, internships and apprenticeships, utilizing 70% of the PY funding should not be a problem as these types of trainings cost more than core and intensive services. The most effective ways to promote intensive services to customers are through our partnerships with: Wagner Peyser Staff members, Community Colleges & Training Institutions, Area high schools, Public service organizations, Word of mouth from current and previous participants, Probation, Voc Rehab. Additionally, COG staff members provide outreach within the areas served by the UA Region via memberships in chambers of commerce, economic development organizations, service organizations and staff participation on various local committees including HB 1541 and SB 94. UAACOG WIA Program purchased the Gallop Strengths Finder Assessment to use in the case management process. UAACOG WIA is currently testing a new service delivery system in the outlying areas where we partner with the Department of Human Services during their customer staffing and develop a service strategy with all parties including the customers in the room.
Western: The Western Workforce Region implemented the "ReGen" process in 2014. The process has increased the number of enrollments in the WIA program and the number of referrals to other resources and programs. Additionally the Region plans on targeting long term unemployed through various initiatives like "Hire for Colorado" and UI profiling which targets long term unemployed. The Western Region will participate in state and consortium developed outreach and marketing efforts to promote career services to customers. Objective: Update Workforce Center marketing and orientation materials to include the benefits of Career Services. Outcome: Updated Workforce Center orientation and marketing information to include Career Services and their benefits. The Western Region will continue to streamline intake and assessment procedures to provide quality services in a timely manner. The region will be utilizing the CAPs assessment system for WIOA customers to better assess work interests, abilities and values. Currently the region uses the TABE, CHOICES, Prove It, and Work Keys assessments and will use additional tools made available through CDLE & CRWC.

b. Veterans

The DVOP specialists within the CRWC are located in the Pueblo WFC and the Broomfield WFC. Case management will be facilitated using the case management approach taught by the National Veterans Training Institute (NVTI). A veteran who is placed in case management by a DVOP specialist is coded with a Veteran Service (VS) code. VS is not a program in the sense of WIA, but rather a code to identify eligible veterans who are being case managed by a DVOP specialist. DVOP specialist's first approach will be the

utilization of intensive services before using core services. The intensive services and the purpose for which they are used by the DVOP specialists are:

- Comprehensive Assessment (CA): Comprehensive and specialized assessments of the skill levels and services which may include diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Counseling (CS): A client centered service that may involve personal, financial, life management, case management, career guidance and counseling. This service also includes referrals to other assistance, as well as, arranging for additional support services not previously acquired.
- Individual Employment Plan (IE): A formal written document outlining a course of action that will lead to the individual entering employment; to include short and/or long term goals to remove barriers to getting and keeping employment.
- Pre-Vocational Services (PV): Short-term pre-vocational services such as GED, ESL, remediation and workplace literacy.

c. Out of School Youth

The CRWC has typically focused on out-of-school youth in the past and therefore believe we will be able to show a 60% percentage of funds expended on this population by the end of PY15. The CRWC has a LEAN project underway that will streamline all our work based learning processes making it easier to move youth into these services. The CRWC sub-regions have many partnerships established throughout the CRWC with educational entities, from high schools to Adult Education providers to vocational/technical & community colleges, that promote those entities' referrals of potential participants both when exiting a secondary educational program or prior to enrollment in a post-secondary education/vocational program. There is also regular contact with social services providers to identify potential out of school participants currently receiving TANF, food stamps and other support. Staff maintains contact with probation and other juvenile justice providers to provide information and promote referrals. The CRWC utilizes many assessment tools throughout the sub-regions such as College in Colorado, Choices, TABE testing, Key Train, Work Keys and Prove It. There are other tools utilized in some but not all centers such as MyNextMove for career decision making and Gain for academic placement assistance.

d. Adult Program Strategies

The CRWC will be looking at stronger partnerships with Human Services, as well as local community providers within the sub-regions to assist with referrals to the Adult WIOA program. We will be utilizing the CRWC Re-Gen Value Stream Map as the basis for procedures and expedited enrollments ("FastPass") from initial contact with customers. Additional Staff training will be developed for all staff and provided at a minimum via webinars but will hold some face-to-face training as well if budget allows. Training would include program re-design and recruitment methods, expanding on the Re-Gen concept. The CRWC will also be researching other assessment tools that are available to assist with serving the adult population, especially the hard-to-serve individuals. Currently most sub-regions are using the TABE tool for assessing basic skills. We primarily use the online version but this could become quite costly with the expansion into the adult program. Some sub-regions may return to the paper tool to save funds and may also explore other options available. All regions will be looking to their various Adult Ed. partners to assist with the remediation of adults that are basic skills deficient. The Broomfield sub-region is looking at the possibility of establishing an in house GED program. The CRWC will be keeping an eye on this as a possible best practice that could be replicated in other regions. The Pueblo Workforce Center and adult basic education partners have received the Adult Workforce Partnership grant and will sponsor remediation for basic skills deficient adults who are unable to meet the requirements of a post-secondary education or meet the basic skills requirements of employers. A pilot of this partnership in the third quarter of PY 14 was very successful and a plan to strengthen the partnership is moving forward.

The CRWC believes a good marketing strategy will be core to the identification and enrollment of "hard to serve" populations into the WIOA Adult program. The LWDB will be a large part of this strategy by making sure the board composition and knowledge is such that they can be a strong advocate of the workforce system in their respective sub-regions. The CRWC will be working with the GPPR staff in developing new marketing materials to promote the changes in program design and population targets as well.

e. Individuals with Disabilities

All of the CRWC sub-regions have strong partnerships already developed with their local Division of Vocational Rehabilitation (DVR), with some offices having co-located DVR case managers. With the move of DVR from the Department of Human Services to CDLE we envision that even more co-location will be possible over the next couple of years. This co-location will greatly streamline services by reducing confusion and duplication while optimizing coordination on plans for our customers. The CRWC will be exploring the development of procedures for co-enrolling with the DVR programs which will be advantageous to both DVR and WIOA programs and give the customer a more robust package of services. The sub-regions plans are to work with all engaged partners to identify ways to improve access and ways to make the services and programs more attractive to this population.

Many of the workforce centers in the CRWC have assistive technology already present in the center and others have equipment on order, or anticipate ordering equipment to include adjustable workstations, visual magnification equipment, hearing augmentation devices, and supportive software. During 2015 each workforce center in the region will be evaluated for physical accessibility requirements.

f. Unemployment Insurance Claimants

While workforce staff do not determine eligibility for UI benefits, customers needing UI assistance are provided information on UI benefits and offered access to resource computers and Workforce Center phones to file UI claims. The CRWC sub-regions works closely with the UI Division to share information on local issues and solutions. This coordination has resulted in many strategies to better serve UI customers. The region has actively participated in UI related work groups to develop program guidance and more effective ways to deliver program services. One example of the sharing of information between workforce centers and the UI Division was the creation of the UI Hotline which enables an individual to get through to unemployment in a few minutes vs the occasional long wait times. Staff provide information readily for training/educational opportunities and have FASFA information on hand for all interested customers.

g. WIOA Partnerships

The CRWC sub-regions will participate in the regional planning process of core and required partners. The sub-regions will discuss and develop program coordination and integration of services between partners in accordance with WIOA legislation. Most of the CRWC sub-regions have established strong partnerships with the core and required WIOA partners. The Workforce Centers have worked with education, economic development, housing and veteran programs to better serve mutual clients and customers. Additionally sub-regions will be reaching out to their local housing programs for assistance in providing information on financial literacy and financial counseling for individuals facing foreclosure. It is expected that the regional planning phase of the transition to WIOA will result in additional strategies to integrate services and streamline the mutual referral process.

There are many established partnerships throughout the CRWC, however, there is always room for improvement in this area. Going forward a philosophy of integration of services will have to be shared by all WIOA partners in order to provide services without redundancy or marginal services. The basic foundation of integrated services in that there is no wrong door. Wherever the client first contacts a service provider is where their services begin. This requires that all partners are knowledgeable (not necessarily experts) of all the programs and services in the network. It will take commitment and trust to bring so many organizations together. It will have to start with a series of face to face meetings, which over time, will build a solid network.

h. LWDB Roles

Currently the CRWC plans to keep the CRWC Youth Council in place as a Committee. It is anticipated that the sub-regional youth councils in place currently will continue as well. This group has been very active. The Youth Council and the Workforce Board are strongly aligned to ensure that projects receive the support needed to succeed. The LWDB and Youth Committee will participate in learning sessions during regular board meetings to become fully informed regarding the intent and practices of reemployment and youth services. In addition they will learn talking points to share in their other activities in their work and community involvement to help educate others in the community.

3. Outreach Strategies

a. Workforce Investment Works

All CRWC sub-regions has a staff person designated as being responsible for collecting and submitting success stories to the website on a quarterly basis. Sub-regions strive to meet the minimum of three postings per

quarter. All staff have been introduced to the website and all are charged with making sure any stories they are aware of get to the designated sub-regional representative for submission. We expect this practice to continue for PY15.

b. Business Engagement

The CRWC will continue to maintain a Business Services Group at the CRWC level comprised of Business Services staff from the 10 sub-regions. This allows sharing of ideas between sub-regions which improves services throughout the CRWC. We will also continue to be represented on the statewide business services group in order to take advantage of best practices from the metro regions that can be replicated in the rural regions. Staff in all sub-regions collaborate with local chambers and local economic development organizations. Sub-regions will continue to host job fairs, roundtables and various other presentations that are relevant for local employers. Board and Council members play a key role in referring their peers to the workforce center, while wearing their workforce "hat" throughout their normal business day. This level of board engagement is crucial to the success of the CRWC. Members of the LWDB are encouraged to share positive experiences with the workforce system with their industry peers and actively recruit both potential LWDB members and companies which may not be currently using the WFC services. Business engagement is increased by providing high quality services to existing business customers as well as through Sector Partnerships. The objective throughout the CRWC is to Increase community awareness of Workforce Center services, resources and opportunities and to Increase the number of job orders posted in Connecting Colorado during PY 15.

c. Outreach to Targeted Groups

The CRWC Sub-Regions will employ multiple methods to conduct outreach to the targeted groups in the region. Some examples from each sub-region are below.

Broomfield: Different methods will have to be used for each population. Veterans: We can use a direct mailing campaign either through the U.S. mail or through military websites. Traditional and social media will be used. We also have a Veteran's Museum and a Veteran's Services Officer in Human Services that can assist with outreach. Out of school youth: We'll perform outreach in locations where out of school youth might be. In certain cases they are on public assistance and we can easily identify them. Our Child Welfare Division or our Health Department can identify out of school youth. We have already established and will continue to strengthen relationships with the court and probations systems, CASA, The Autism Society, DVR and local area non-profits. Disabled Individuals: Would also be in our Human Services caseload. We will also work with our DVR partners to help identify participants. The long term unemployed can be found through Connecting Colorado and Workforce walk-ins. And once again in the Human Services case load.

Eastern: With new WIOA legislation, CDLE logo, and national WFC tagline, Eastern is planning to revitalize written marketing materials. This revision will allow the centers to streamline marketing to fit the needs of the local audience. Additionally, the strong partnership with DVR already is represented in the level of co-staffing occurring between DVR and Workforce staff. Veterans still remain an elusive customer category but staff will continue to market through local service organizations to ensure this population is adequately served. Board and Council engagement will be necessary to assist with referrals, outreach, marketing development, and program design.

Goal #1 – New marketing materials by December 31, 2015

Goal #2 - 5% increase in Veterans, long term unemployed by final reporting of PY15 outcomes.

Goal #3 – Develop strategies to outreach to displaced homemakers – through county court or screening UI registrants for affected spouses.

Northwest/Rural Resort: Outreach is being focused on the populations that we will be serving. Harder to serve populations less frequently utilize "traditional" media outlets. Therefore, we are reworking our outreach efforts and will utilize Constant Contact, texting, QR Codes and approved Social Media to the fullest extent allowable. Outreach efforts of staff include re-contacting persons who have gone inactive in Connecting Colorado.

Pueblo: The Pueblo Youth Council will sponsor career and resource fairs to increase awareness about community resources and to educate targeted groups about high demand occupations. The objective is to align workforce services with the needs of employers through these efforts and a targeting these efforts toward high demand occupations. Convening meetings with K-12, post-secondary, and apprenticeship

programs as well as second chance programs to formalize and market career pathways will be an area of focus.

Southeast/South Central: The LWDBs will be educated about all services and targeted populations under WIOA. The Southeast Region WFC staff will guide the LWDB members in using outreach and marketing efforts approved by the state. They will be encouraged to include discussion of services for targeted populations when they share in their own work and community activities to help educate others in the community.

Southwest: The SW LWDB will be educated about all services and targeted populations under WIOA. The SW sub-region WFC staff will guide the LWDB members in using outreach and marketing efforts approved by the state. They will be encouraged to include discussion of services for targeted populations when they share in their own work and community activities to help educate others in the community.

Upper Arkansas: The Upper Arkansas Region LWDB is already engaged in services offered to returning veterans, out-of-school-youth, disabled individuals, long-term unemployed, and other targeted groups. Monthly reviews are conducted with the LWDB to keep members engaged in service delivery to these targeted populations. As new strategies are developed, the LWDB will be engaged and informed.

Western: The Western Workforce Development Board will be provided information and educated on the new requirements under WIOA including program services and targeted populations. The region will provide and assist board members in learning about workforce center target groups. Workforce board members will be encouraged to assist with outreach and current marketing efforts approved by the state. The Western Region will be compiling baseline data to be used to set regional and office goals pertaining to outreach efforts and to increase awareness of services to these target groups.

d. LWDP Participation

The CRWC WDP is comprised of representatives from the LWDP's in the sub-regions therefore the outreach will happen at that level. The various methods are outlined below for each sub-region.

Broomfield: Workforce leadership will have to coordinate with City Council as they make all appointments to Boards and Commissions in Broomfield. We will also use the Broomfield Chamber of Commerce and Economic Development to help find a short list of candidates. The Workforce Center has many employer contacts to draw from. A public announcement in the local newspaper is another idea. Most of our current Workforce Board members would qualify to remain on the Board under the new rules. In all cases our Website would be used. Our Workforce Investment Board and Youth Council will remain instrumental as a resource for innovative new programs and as a conduit for distributing workforce information. They are committed to providing access to their hiring practices, participating as educational resources and utilizing / partnering with workforce programs to enhance development.

Eastern: The Eastern Workforce Board has been struggling with board engagement and, while the region maintains at least the 51% business majority, the board struggles with maintaining a quorum at quarterly meetings. Beginning with the July 2015 meeting, a new emphasis will be given to ensuring that the board maintains energy, strategic plan, and targeted membership. As Eastern covers 10 counties, representation from each county is as crucial as representation from the three industry sectors as previously defined by the WIB; that will be the goal for PY15.

Northwest/Rural Resort: There are ongoing, active recruitment efforts for the LWDB. It has become a dynamic group with amazing dedication to our local economies which is very attractive to business operators who wish to contribute on a local level. The LWDB quarterly meetings have a value added bonus (education/speakers) which make board membership and attendance very worthwhile to businesses on many levels.

Pueblo: Business members of the LWDB are “recruited” by industry sectors to provide for a broad representation of local sectors/industries. Members of the LWDB are encouraged to share positive experiences with the workforce system with their industry peers and actively recruit both potential LWDB members and companies which may not be currently be using Workforce Center services.

Southeast/South Central: Board members take an active role in the recruitment of new members. Current members are aware of the requirement of maintaining at least 51% of the board from private business.

Southwest: One of the functions/responsibilities of the LWDB members is to assist in recruiting new board members to meet the minimum board make-up requirements. SW WF staff will assist the board in ensuring

correct membership. Membership requirements are tracked by the LWDB secretary, who makes the board aware of changes.

Upper Arkansas: The Upper Arkansas LWDB is currently at 66.67% business participation. Monthly reviews are conducted with the LWDB to keep members engaged in service delivery to these targeted populations. As new strategies are developed, the LWDB will be engaged and informed.

Western: The Western Workforce Development Board has been informed of the new membership requirements under WIOA. The Board has started recruiting additional members based on the new requirements and is striving to meet the new federal requirements. The Colorado Rural Workforce Consortium Board is the official board for the Workforce Consortium and has to meet the new federal requirements.

The marketing or recruiting of members for the Western Workforce Development Board will be shared by the Board and Workforce Center staff. Currently the board has added representatives from Health and Human Services (TANF) and Adult Literacy/GED. The board is recruiting representatives from the business sector currently to insure compliance with the 51% requirement.

e. Partnerships

Most partnerships will be developed at the local sub-regional level. The CRWC will be working at the state level to help garner the participation at this level to help them filter down to the local level. We are hopeful that some partnerships can be defined and contracts handled at the state level, especially with DHS programs. Sub-regional specific narratives are below.

Broomfield: We currently have strong relationships with all identified groups in this section. For starters, Workforce is under the Department of Health and Human Services in Broomfield. We have strong connections with upper level leadership in Corrections through our Directors Community Corrections Board membership. Community College staff currently sits on our local Workforce Board. Human Services has several in-school programs with our local High Schools, which would offer an introduction to Workforce Programs. Workforce also has its own pathway to High School students through our Youth Program and our annual Governor's Summer Job Hunt program. High School students currently work with Workforce Staff in the planning of our annual Youth Fair.

Eastern: Eastern excels at leveraging resources among partners, both mandatory and elective. With the Department of Education's ICAP requirement, most of our school districts have welcomed workforce staff to assist with the mandated process. Both community college presidents are on the WIB, and staff are conversely engaged in each of the schools' advisory councils. Two areas exist for enhancement: Human Services and Corrections. The Eastern region has three larger prisons; Limon, Sterling, and Kit Carson. Opportunity exists to provide a stronger pathway to employment post-incarceration, especially support during halfway-house and community correction involvement. Human Service agency partnerships have existed during the "Get to Work" program, which gained state level attention as a model for Employment First and TANF work readiness support. Due to significantly decreases in regional staffing, the centers were unable to universally support a three-hour daily class. In PY15, goals for the regional should include exploring options to meet the needs of this traditionally barrier-laden population.

Northwest/Rural Resort: Both regions are developing a communication plan to be included in the statements of work with partner agencies. Initially, the use of Constant Contact will be utilized to push information to partners regarding career pathways and their developed and emphasis their importance.

Pueblo*:* It is planned to meet with educators and partners to inventory what is currently being offered; to identify new strategies for delivery of information and to identify new tools and products to assist with educating the public about career pathways and the opportunities that exist in high demand areas.

Southeast/South Central: The upcoming WIOA regional planning process will play a significant role in bringing the required WIOA partners together to discuss a variety of issues, including enhancing the existing WFC work with educational providers. This will include joint development of strategies to increase the focus on educational access and use of career pathways knowledge to guide the continuum of job seeker and targeted populations toward meaningful and self-sustaining employment.

Southwest: The upcoming WIOA regional planning process will play a significant role in bringing the required WIOA partners together to discuss a variety of issues, including enhancing the existing WFC work with educational providers. This will include joint development of strategies to increase the focus on educational

access and use of career pathways knowledge to guide the continuum of job seeker and targeted populations toward meaningful and self-sustaining employment.

Upper Arkansas: A Roadshow was held in Cañon City on April 30, 2015, the partners agreed to meet at future dates, to be determined, it is planned that a number of meetings will be conducted to identify strategies to support the Upper Arkansas talent pipeline and meet the needs of job seekers and business. Additionally plans are being developed to conduct asset mapping of the engaged partners and to develop a customer relations management system to leverage resources and reduce duplication.

Western: The Western Region will participate in the WIOA regional planning process and plans to play a significant role in bringing the required WIOA partners together to discuss a variety of issues. The meetings will also enable the Workforce Centers to strengthen existing relationships with partnering agencies and educational providers. It is envisioned that these meetings will include the development of joint strategies that increase educational access and set into motion a plan to create career pathways for the region. The development of career pathways will help align education, economic development and workforce centers in the future. The development of these strategies will help guide the development of job seeker services and provide guidance for workforce center customers including targeted populations toward meaningful and self-sustaining employment.

B. Organizational/Infrastructure Changes

1. Organizational changes

In 2016 Broomfield Health and Human Services will share a new building with the Broomfield Workforce Center. This building is being constructed with the full intention of integrating Human Services and Workforce more strongly. This will be a great benefit to the customers of both divisions.

In July 2015 the Eastern Region Fort Morgan office will be relocating to a newer and less expensive office location less than 100 yards from the current location.

The Southeast Region consolidated the La Junta and Rocky Ford office into one central location in La Junta during PY14, resulting in a significant cost savings for the region. The move afforded easier access to businesses and job seekers in a more employer central location. The move also provided the opportunity to efficiently deploy resources in a timely manner.

In the South Central Region, the only significant change was a reduction in office space in the Monte Vista Center. Resulting in a significant cost savings for the region by reducing monthly rent in approximately 50%, move did not impact staffing.

One Upper Arkansas Regional Employment Services team member retired in June, 2014 and that open position will not be filled due to declining Wagner-Peyser and Employment Support Funding. Additionally, the Salida Workforce Center was relocated to a much smaller, less expensive office space. UAACOG added an employment specialist position in May 2015. This brings our staff up to 5. Depending on the amount of AD/DW and Youth participants required for 2015, the available funding and the increase in staff involvement per participant, we may add another staff member.

2. Organizational Chart - See Attachment 1

3. Cost Allocation Plan – The CRWC follows the CDLE Cost Allocation Plan for all indirect allocations. We are currently developing a Cost Allocation Plan for all directly allocated expenses. This will be based on numbers of participants served in each of the affected programs. This new CAP for direct charges will be final prior to June 30, 2015.

4. Regions intent to utilize the new WIOA provision allowing transfer of finds between the Adult and Dislocated Worker programs.

a. Percent of funds planned for transfer:

The CRWC is planning to transfer 48.5% of the Dislocated Worker funds to the Adult program.

b. Plan to meet WIA negotiated performance measures for the Dislocated Worker program with transfer of funds.

The CRWC has been steadily increasing the DW numbers in all 10 regions and this has been with the current 50% transfer of funds that is in place. Since we are not transferring even the full 50% this year and with the ReGen process improvement measures fully implemented in all the CRWC sub-regions we feel this trend can continue into PY15 with little difficulty.