

JOHN HICKENLOOPER  
Governor

ELLEN GOLOMBEK  
Executive Director

ELISE LOWE-VAUGHN  
Director, Workforce  
Programs, Policies &  
Strategic Initiatives



## DEPARTMENT OF LABOR AND EMPLOYMENT WORKFORCE DEVELOPMENT PROGRAMS

633 17<sup>th</sup> Street, Room 700  
Denver, Colorado 80202-3627

Category: Workforce Investment Act
Subject: <b>Rapid Response Policy Guidance</b>
Source: Federal/State
Revise/Replace: Replaces PGL 09-09-WIA
Contact: Workforce Development Programs Director
Distribution: Managers, Workforce Development Staff, Workforce Region Directors, Fiscal
Colorado One-Stop System Policy Guidance Letter # 13-11-WIA
Date: December 16, 2013

### I. REFERENCES:

- The Workforce Investment Act of 1998 effective August 7, 1998.
- The Workforce Investment Act, Final Rules; 20 CFR Part 652 et al.
- Training and Employment Guidance Letter 30-09: Layoff Aversion Definition and the Appropriate Use of Workforce Investment Act Funds for Incumbent Worker Training for Layoff Aversion Using a Waiver.
- Rapid Response Layoff Reserve Funds PGL 03-18-WIA
- Virtual Job Fair PGL 13-09-WP
- [PGL Attachment 7: Smart Forms Desk Aid \(contains links to all Rapid Response Smart Forms\)](#)

### II. PURPOSE

The purpose of this Policy Guidance Letter (PGL) is to provide information and guidelines for Rapid Response activities conducted by the State Rapid Response Team (SRRT) and Workforce Regions. The intent of this PGL is to establish a basic standard of service statewide. Workforce regions may improve or enhance this standard as indicated by local needs and resources.

### III. BACKGROUND

WIA Section 101 defines the term “rapid response” activity to mean an activity provided by a State, or by an entity designated by a State, with funds provided by the State under section 134(a)(1)(A), in the case of a permanent closure or mass layoff at a plant, facility or enterprise, or a natural or other disaster that results in

mass job dislocation, in order to assist dislocated workers (as described under Section 101(9)) in obtaining reemployment as soon as possible.

Services provided include:

- a. The establishment of on-site contact with the employers and employee representatives 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;
- b. The provision of information and access to available employment and training activities;
- c. Assistance in establishing a labor-management committee, when appropriate, voluntarily agreed to by labor and management, with the ability to devise and implement a strategy for assessing the employment and training needs of dislocated workers and obtaining services to meet such needs;
- d. The provision of emergency assistance adapted to the particular closure, layoff, or disaster; and
- e. The provision of assistance to the local community in developing a coordinated response and in obtaining access to State economic development assistance.

In addition, Sections 665.300 through 665.340 of the WIA Final Regulations issued August 11, 2000 further defines “rapid response” activities to include:

- a. Immediate and on-site contact with the employer, representatives of the affected workers, and the local community, which may include an assessment of the:
  - i. Layoff plans and schedule of the employer;
  - ii. Potential for averting the layoff(s) in consultation with the State or local 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.
- b. The provision of information and access to unemployment compensation benefits, comprehensive One-Stop system services, and employment and training activities, including information on the Trade Adjustment Assistance (TAA) Program.
- c. The provision of guidance and/or financial assistance in establishing a labor management committee voluntarily agreed to by labor and management, or a workforce transition committee comprised of

representatives of the employer, the affected workers and the local community. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers. (Suggestions for assistance to the committee are further defined in section 665.310 of the Final Rules and Regulations).

#### **IV. POLICY/ACTION**

##### **A. RESPONSIBILITIES OF THE STATE RAPID RESPONSE TEAM**

1. The State Rapid Response Team (SRRT) provides guidance and assistance to local workforce regions to ensure consistency in the statewide operations and delivery of basic Rapid Response services. The SRRT is responsible for making the initial contact with all employers that have filed a Worker Adjustment and Retraining Notification (WARN) notice, and other employers that contact the SRRT requesting layoff assistance that do not meet the legal requirements of a WARN. An employer that submits a WARN notice must be contacted within 24 hours of receipt by the SRRT.
2. The SRRT will provide notification of known layoffs to affected regions and include Business Development Representatives (BDRs) as well and Rapid Response Coordinators in the notification process. The SRRT will facilitate and coordinate planning meetings, layoff transition workshops, and other employer requested layoff transition services in circumstances where 50 or more employees will be impacted. It is the region's responsibility to coordinate services in circumstances where less than 50 employees are impacted. When over 100 employees are impacted at a single facility, a zip code list will be requested from the employer to identify the region that will be invited to the layoff transition workshop(s).
3. The SRRT will collect all layoff and closure information from all workforce regions on a continuous basis and report all Rapid Response activity to the US Department of Labor, designated Colorado Department of Labor and Employment staff, workforce center directors, and the lead Rapid Response contact in each region on a bi-weekly and quarterly basis.
4. The SRRT will make the Layoff Transition Workshop packet material available to all regions on an as-requested basis. The packet is the standard information used in the Metro Denver area and must be augmented to meet the local needs of businesses in each workforce region. Rapid Response Workshop Packets are available in both English and Spanish versions. For translation into other languages, regions are advised to review their region's language assistance plan and to access translations services as advised. To request packets, regions are required to complete the Rapid Response Product Order form located in **Attachment 7** item 4, and click on the "Submit" button to route the form to the SRRT for processing. Regions are advised to maintain a sufficient level of inventory to meet business

demands. When requesting materials, regions are encouraged to allow a minimum of two weeks for the delivery. Orders that do not meet this minimum requirement are not guaranteed to arrive on time.

5. The SRRT will provide training and technical assistance to any region requesting services. Staff in the regions that conduct their own rapid response program can request training at any time and are encouraged to do so as staffing changes occur. The SRRT can provide training regarding the following topics: marketing the program and services to employers, employment attorneys, and business organizations; and conducting the layoff transition workshops. As part of on-going technical assistance, the SRRT will provide quarterly email updates and reports on the Rapid Response program activities and results. To request technical assistance, the region must complete the Technical Assistance Request form located in **Attachment 7** item 8, and click on the “Submit” button to route the request to the SRRT for processing.
6. The website, [www.colorado.gov/cdle/layoffassistance](http://www.colorado.gov/cdle/layoffassistance) provides information about Rapid Response services, the benefits of utilizing services, and the contact information for the SRRT. In addition, the website provides a summary of the Worker Adjustment and Retraining Notification (WARN) Act and the national phone number, 1-877-US2jobs to locate Rapid Response Coordinators in other states. This information can be helpful in providing contact information to employers that are conducting multi-state layoffs.
7. The State Rapid Response Team is responsible for maintaining the Rapid Response team room at <https://e-colorado.coworkforce.com> to provide program information and to facilitate the coordination of Rapid Response services. The team room content to be maintained includes, but is not limited to:
  - Layoff/WARN Report (Smart Form)
  - Scripted questions to complete the Layoff/WARN Report
  - Rapid Response Pre-Planning Session Guidelines
  - CDLE Layoff Transition Workshop Sign-In Sheet
  - Layoff Workshop Evaluation (Paper & Smart Forms)
  - Business Customer Satisfaction Survey (Smart Form)
  - Product Order Form (Smart Form)
  - Confidentiality Agreement (Smart Form)
  - Procedures for Scheduling & Coordinating a Rapid Response Virtual Workshop
  - Adobe Access Request (Smart Form)
  - Confidentiality Agreement (Smart Form)
  - Virtual Workshop Request (Smart Form)
  - Sample Script for a Virtual Workshop
  - Technical Assistance Request (Smart Form)

- Language Assistance & Disability Accommodation Request (Smart Form)
  - Language Assistance Services Provider List
  - Contact Information Change Request (Smart Form)
  - Contact list of regional and state-wide Rapid Response Coordinators & BDRs.
  - Electronic copies of workshop materials (English and Spanish)
  - Employer flyer to promote Rapid Response workshops
  - Smart Forms Desk Aid
8. The SRRT is responsible for maintaining the RRTeam Mailbox and the statewide workshop calendar and ensures that requests from the regions for technical assistance, virtual workshops and other requests are acknowledged within 48 hours and efficiently administered within the required timeframes.
  9. The SRRT provides technical assistance in the set-up of virtual Rapid Response workshops using Adobe Connect. This includes obtaining and communicating to the Workforce Region the virtual workshop link that will be used as well as participating in a test of the connectivity before the workshop. Refer to **Attachment 6 – Procedures for Scheduling & Coordinating a Rapid Response Virtual Workshop** for additional information on procedures for setting up virtual Rapid Response workshops.
  10. The SRRT in collaboration with the MIS team provides technical assistance to the regions in the set-up of virtual job fairs. For additional information on the procedures used for scheduling and coordinating a virtual job fair, refer to the Virtual Job Fair PGL 13-09-WP.

## **B. RESPONSIBILITIES OF LOCAL WORKFORCE CENTERS**

### **1. Designation of a Local Rapid Response Lead**

- a. Each workforce region must designate a Coordinator to serve as the Rapid Response lead and service provider for local Rapid Response activities.
- b. Contact information for the Rapid Response Coordinator in each region must be kept up-to-date in the Rapid Response Team room at e-colorado.coworkforce.com. To update contact information, regions must complete and submit the Contact Information Change Request form located in **Attachment 7 item 10**.
- c. The workforce region must establish internal training procedures to ensure all new leads are trained or they may request that the SRRT provide the training. It is strongly recommended that regions designate a Business Development Representative (BDR) as the Rapid Response Coordinator or at a minimum, develop a local

integration strategy that includes BDRs as early as possible in the process. Including the BDR team lead at the earliest stage in the process will encourage the development of an effective strategy to foster talent transfer. Effective strategies may include but are not limited to offering customized hiring for the impacted employees and earlier identification of grant funds to serve the employees being separated.

- d. The Rapid Response and BDR contact lists (located in the Rapid Response team room) are utilized to coordinate regional Rapid Response activities, to issue program updates and keep workforce center staff in touch with their counterparts in other regions. These connections are useful when contiguous regions must coordinate a layoff event. It is the responsibility of the local workforce center to ensure that the regional Rapid Response contact and BDRs are trained and that all regional contact information is current. Regional Rapid Response leads and BDRs are expected to be members of the Rapid Response team room and to keep their contact information current. A workforce region may update the Rapid Response contact list by completing and submitting the Contact Information Change Request form located in **Attachment 7 item 10**. To obtain membership in the team room, regions must contact the SRRT via email to RRTeam@state.co.us using the email subject header “RR Team Room Request.”
- e. Regions must utilize the current versions of the Rapid Response Smart Forms by using the links provided in **Attachment 7 – Smart Forms Desk Aid**.
- f. It is the responsibility of the local workforce region to deliver appropriate language assistance services and special accommodations for individuals receiving Rapid Response services from the local workforce region staff.

## **2. Local Workforce Response to a Layoff**

The local workforce region’s Rapid Response Coordinator must provide notification to the SRRT team as soon as a layoff event is identified.

### **a. Layoff or Closure Affecting Fewer than 50 Workers**

- i. The local region takes the lead in providing layoff transition services to the employer and affected employees in accordance with the Rapid Response guidelines found in this PGL. However, if the region is unable to provide the layoff transition services the SRRT must be contacted as soon as possible to deliver services.
- ii. The Rapid Response Coordinator in the workforce region where the affected employer is located is responsible for contacting the SRRT to coordinate communications with the affected employer.
- iii. The region must complete and submit a Layoff/WARN Report for all WARN and Non-WARN layoffs. The region must complete

and submit the Layoff/WARN Report located in **Attachment 7 item 1**.

- iv. WARN/Layoff Reports must be communicated within 24 hours for inclusion in the SRRT database. In the event that the region receives only partial information from the business, the region must provide any information it has obtained on a partially completed WARN Notice Layoff Report and send it to the SRRT by clicking on the “Submit” button on the form. The local office must continue to update the SRRT until all information required for the WARN Notice Report is received.
- v. **Attachment 1 – Layoff/WARN Report Field Descriptions & Guideline Questions** provides definitions of the blank fields on the form as well as scripted questions that can be used when soliciting information from a business to complete the Narrative Section of the WARN/Layoff Report. The Narrative Section of the WARN Layoff Notice Report should include the information collected from the customer and any other pertinent information obtained through research that is useful as background information. Research data or other facts to be included in the Narrative Section must be verified through more than one source to ensure accuracy. The source of the information should be cited as part of the narrative.

**b. Layoff or Closure Affecting More than 50 Employees**

Upon receiving the notification of a layoff or closure that affects more than 50 workers, the region must immediately notify the SRRT by completing and submitting the Layoff/WARN Report located in **Attachment 7 item 1**. Clicking on the “Submit” button automatically routes the document and notifies the SRRT. The SRRT will take the lead in coordinating communications with the customer and is responsible for coordinating a response and collaborating with the region(s).

**3. Conducting Rapid Response Planning Meetings**

Employers must be contacted upon receipt of information about a layoff or closure. The purpose of the contact is to:

- Obtain any needed missing information not included in the WARN letter or Layoff/WARN Report.
- Gain a better understanding of the needs of the business customer and identify the workforce system or other resources available to meet those needs.
- Promote the benefits of the Rapid Response program to the business.
- Interview the business customer to determine the:

- Number of workshop(s) that will be required along with the estimated dates and times of the workshops.
  - Number of participants for each session at each location
  - Audio Visual (AV) requirements for all locations
  - Language translation or interpretation services needed
  - Onsite procedures that need to be followed such as security procedures if applicable.
  - Other services that may be beneficial to the customer; for example, virtual workshops, virtual job fairs or onsite job fairs or reverse hiring events.
- In certain circumstances such as in the case of a satellite or remote office, the business may opt for a virtual workshop delivered via Adobe Connect. When a business opts for a virtual workshop, the business must be informed that workshop participants are expected to participate in a test of the connectivity prior to the Webinar event. Adobe Connect will provide a test link URL when the Webinar event is scheduled. **Attachment 6 – Procedures for Scheduling & Coordinating a Rapid Response Virtual Workshop** provides detailed information on how to schedule and coordinate a Virtual Workshop using Adobe Connect. Prior to scheduling a Virtual Workshop, the facilitator must apply for Adobe Connect Access by completing and submitting the Adobe Access Request form located in **Attachment 7 item 6**.
  - Businesses must be provided with the agenda and content of the Rapid Response workshops and must be informed about the 10 quality Rapid Response Principles: Timeliness, Convenience, Customer Choice, Consistent and Accurate Information, Leveraging Resources, Active Promotion, Layoff Aversion, Measures of Success, and Partnerships. It is encouraged that all available services be easily accessible for the dislocated workers, onsite and in a timely fashion. The delivery of Rapid Response services facilitates access to workforce services, and while it is a local decision, it is encouraged that the workshop might satisfy the requirement for the WIA orientation.
  - An outline of the Layoff Transition Workshop must be provided to the customer as part of the planning session and any modifications needed to the content or timeframe should be indicated on the outline and later confirmed with the employer via email. See **Attachment 3 – Layoff Transition Workshop Outline** for additional information. Sessions may be conducted onsite at the customer location or at another location such as a workforce center depending upon the customer’s needs. All required participants must be invited to the planning meeting. Participating individuals might include: union representatives (if applicable), the State Rapid Response Coordinator, the regional Rapid Response Coordinator, the designated Business Development

Representative in the Region, the Trade Adjustment Assistance (TAA) representative (if applicable), and other interested parties identified by the employer, workforce region or the SRRT.

- For the employer's convenience, the region is encouraged to offer electronic copies of the workshop materials to the business as well as a flyer to be used by the business to promote the workshop to its employees. Electronic copies of these documents are located on e-Colorado in the Rapid Response Team Room.
- As part of the planning process, and to ensure the universal access of Rapid Response services, the region is required to inform the employer that language translation assistance and/or disability accommodations are available to any of its employees that request them. Additionally, the region should provide the employer with the link to the Language Assistance/Disability Accommodation Request form requesting that the employer distribute the link to its employees along with instructions explaining how to complete and submit the form. (The link for this form is located in **Attachment 7 item 9**.) Once submitted, the form will be automatically routed to the SRRT for processing. The SRRT will coordinate with the region to ensure that any needed services are delivered. While the SRRT maintains a list of preferred language assistance and interpretation vendors in its e-Colorado Rapid Response team room, regions are strongly encouraged to coordinate with their local management team to understand its language assistance plan and to determine the translation vendor of choice to be used.
- To ensure program continuity, quality and a consistent brand across the State of Colorado, it is important that the information discussed at Rapid response workshops be consistent throughout the State while also providing relevant information on the services available in the region. To meet the goal of consistent branding, it is strongly advised that the unemployment insurance video and the Rapid Response job seeker video be shown at all Rapid Response workshops. For convenience, these videos are also available from the Rapid Response team room at [e-colorado.coworkforce.com](http://e-colorado.coworkforce.com).

The SRRT will email any updates regarding pertinent UI information, and new versions of the UI DVD will be mailed upon request to each Rapid Response lead in the regions and also made available from the Rapid Response Team Room. The UI and Job Seeker DVDs include both English and Spanish versions, and both versions are subtitled and can be used to accommodate the hard of hearing and deaf. If language needs other than English or Spanish are identified, these can be addressed by hiring a translator. A list of translators and interpreters are listed in the e-Colorado Rapid Response team room. The State strongly encourages that WIA Coordinators in the regions collaborate with the lead BDR to assist with the transitional needs of dislocated workers and where possible offer customized transition and hiring events with local and regional companies that would benefit from a skilled labor pool.

- Regions are responsible for distributing workshop packets and maintaining a sign-in sheet in the classroom using Attachment 4 –Layoff Transition Workshop Sign-In. At the conclusion of the workshop facilitators are responsible for soliciting evaluations using the Layoff Transition Onsite Workshop Evaluation form located The Sign-In Sheet and the Onsite Workshop Evaluation Form when complete must be emailed to [RRTeam@state.co.us](mailto:RRTeam@state.co.us) for entry into the Rapid Response database.
- Regions are responsible for ensuring that the appropriate number of workshop packets are available for all workshop sessions and are expected to maintain an inventory of Rapid Response workshop materials in the region to avoid inventory shortages and last minute requests for materials. The local Rapid Response Coordinator is responsible for ordering Rapid Response materials when the inventory is low using the Rapid Response Product Order form, located in **Attachment 7, item 4**. A minimum of two weeks should be allowed for processing orders.
- Regions are responsible for utilizing the most current versions of the Rapid Response smart forms to initiate and complete Rapid Response processes. **Attachment 7 – Smart Forms Desk Aid** describes these forms and provides links to the most recent versions. The smart forms can also be found in the e-Colorado Rapid Response Team Room.

#### **4. Conducting Rapid Response Follow-Up**

At the conclusion of delivering Rapid Response services, the region is expected to follow up and request that the business complete the Business Customer Satisfaction Survey located in **Attachment 7 item 3**. Once the customer completes the survey and clicks on the “Submit” button located on the form, the form will be automatically routed to the SRRT for processing where the results will be tabulated, recorded and tracked in the statewide Rapid Response database.

#### **5. Early Response System & Layoff Aversion**

Layoff Aversion is defined by the Employment and training Administration as 1) a worker’s job is saved with an existing employer that is at risk of downsizing or closing; or 2) a worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences little or no unemployment. (Refer to the **Training and Employment Guidance Letter 30-09: Layoff Aversion Definition and the Appropriate Use of Workforce Investment Act Funds for Incumbent Worker Training for Layoff Aversion Using a Waiver.**)

## 6. Collaboration

Regions are strongly encouraged to develop local networks to foster early intervention. This can be achieved by collaborative partnerships with local Chambers of Commerce, Small Business Development Centers, Community-Based organizations, Economic Development, Manufacturing Extension Partnerships, Business Development Representatives, Workforce Investment Boards, turnaround companies, and other organizations that will aid in early intervention and avert layoffs.

## C. LAYOFF/WARN NOTICE REPORTING REQUIREMENTS

### 1. State Rapid Response Reporting

- a. The SRRT is required to report all Rapid Response activities to the U.S. Department of Labor (USDOL) on a quarterly basis. This report must include information on all employer contacts, regardless of size, and the service provided.
- b. The SRRT must complete and submit a Layoff/WARN Report using the form located in **Attachment 7 item 1** whenever a WARN notice is received or contact is made with a business regarding a layoff or closure.
- c. If employers inquire about the requirements of filing an official WARN report, they must be directed to the WARN notification website <http://www.doleta.gov/layoff/warn.cfm>. It is prohibited to provide legal guidance regarding whether or not a business must file a WARN. Instead, the business should be advised to seek legal counsel. In no way should the region or SRRT interpret the WARN requirements.
- d. Companies that experience a layoff event are separated into two categories: WARN events and Non-WARN events that do not meet the federal requirements needed to file a WARN. Under no circumstances must any entity be provided information about companies that have notified the SRRT or region of a layoff event. Because of the sensitive nature of layoff events, it is imperative that the layoff information be kept confidential. If an entity or individual inquires about a WARN, they must be advised to contact the CDLE Government Policy & Public Relations Department to complete a Colorado Open Records Act (CORA) request to obtain WARN information.

### 2. Local Workforce Region Reporting

Local workforce regions must complete a Layoff/WARN Report whenever a contact is made with an employer due to a layoff or closure, using **Attach 7 item 1**. The final report must be completed and submitted to the SRRT for

processing by clicking on the “Submit” button on the form. At a minimum, the following information should be provided: 1) company name, 2) company address, 3) company contact information, and 4) approximate number of employees being laid off as well as expected layoff dates. A partial report, even if the employer has not provided all of the requested information, must be submitted and updates provided to the SRRT as the details become available. In the case of partial information, regions must include in the comments section that the employer was contacted, but would not or could not provide the needed information.

### **3. Notice of Confidentiality**

Layoff information is to be considered confidential and is protected to minimize any negative impact to the business and its employees. All employer specific information, including names, layoff data and known services from the Rapid Response program must be safeguarded from disclosure.

Anyone wishing to be placed on the distribution list of the Rapid Response Bi-Weekly and/or quarterly reports must first complete, sign, and submit the Confidentiality form exhibited in **Attachment 7 item 5**. Clicking on the form’s “Submit” button will automatically route the form to the SRRT for processing.

### **4. Inquiries from the Press and Other Entities**

Under no circumstances must the press or any other entity be provided information about companies that have notified the SRRT or region of a layoff event. Because of the sensitive nature of layoff events, it is imperative that the layoff information be kept confidential. (Refer to the **Notice of Confidentiality** section of this PGL for additional information.) If an entity or individual inquires about a WARN or Non-WARN event, the entity must be directed to contact the CDLE Government Policy & Public Relations Department to complete a Colorado Open Records Act (CORA) request for information. Note that while WARN data is considered public information; the State of Colorado does not publish WARN data on a public website nor make this information available to the public at large without a Colorado Open Records Request (CORA). In the case of both WARNs and Non-WARNs the entity requesting information must be directed to contact the CDLE Government Policy & Public Relations Department. Contact information for the Government Policy & Public Relations Department may be obtained from the State of Colorado’s website at [www.colorado.gov/cdle](http://www.colorado.gov/cdle)

## **D. RAPID RESPONSE EXPENDITURES**

In the past some regions received WIA 25% funds to conduct Rapid Response activities on behalf of the State. Those regions were responsible for charging the cost of these activities to the Rapid Response funding so that it could be properly reported to the State and Federal offices. Currently Workforce regions do not

receive these funds and are to charge their Rapid Response activities to their Dislocated Worker program formula funds.

## **E. LAYOFF RESERVE FUNDS**

Local WIBs and One Stop Operators may choose to access layoff reserve funds to augment services delivered to dislocated workers in the event of disasters, mass layoffs, plant closings or other substantial dislocation events.

Access to these funds is subject to availability and may vary from year to year. To submit a request for emergency reserve funds, refer to **PGL 03-18-WIA Rapid Response Layoff Reserve Funds**.

## **F. ATTACHMENTS**

#1 Layoff/WARN Field Descriptions and Guideline Questions

#2 Planning Meeting Outline

#3 Layoff Transition Workshop Outline

#4 Layoff Transition Workshop Sign-In Sheet

#5 Layoff Transition Onsite Workshop Evaluation Form

#6 Procedures for Scheduling & Coordinating a Rapid Response Virtual Workshop

#7 Smart Forms Desk Aid

**Note: Attachment 7** contains descriptions and links to all Smart Forms used to initiate key Rapid Response processes. The Smart Forms included are:

- Layoff/WARN Report
- Layoff Transition Workshop Virtual Evaluation
- Business Customer Satisfaction Survey
- Product Order Form
- Confidentiality Agreement
- Adobe Access Request
- Virtual Workshop Request
- Technical Assistance Request
- Language Assistance & Disability Accommodation Request
- Contact Information Request

## **V. IMPLEMENTATION DATE**

The implementation date of this revised Rapid Response Policy Guidance Letter must be considered effective upon receipt.

## **VI. INQUIRIES**

Please direct all inquiries to the State Rapid Response Team Coordinator via email at [RRTeam@state.co.us](mailto:RRTeam@state.co.us)

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Elise Lowe-Vaughn, Director  
Workforce Programs, Policy and Strategic Initiatives