2016 - 2019

PIKES PEAK WORKFORCE CENTER

Building a Better Workforce for a Brighter Future!

PIKES PEAK REGION

EL PASO AND TELLER COUNTIES

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

LOCAL PLAN FOR THE PIKES PEAK REGION

This is a DRAFT document. This document provides the initial Workforce Investment and Opportunity Act (WIOA) LOCAL PLAN for the four-year period beginning July 1, 2016. This plan is submitted by the Pikes Peak Workforce Center, the Pikes Peak Workforce Development Board and the El Paso/Teller Counties Consortium Executive Board. This plan is submitted for approval by the Colorado Workforce Development Council and provides an overall framework for local operations of the WIOA program for the four-year period beginning July 1, 2016. This plan will be reviewed and updated if required on an annual basis.

1. Analysis of local economic conditions; employer needs, and a description of the current labor market.

An analysis of the area's local economic conditions, employer needs, and a description of the current labor market is included in the first three sections of the Pikes Peak Area's Workforce Innovation and Opportunity Act (WIOA) Regional Plan.

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

Currently, the WIOA One-Stop Operator for the Pikes Peak Region is the Pikes Peak Workforce Center (PPWFC). Under the Workforce Investment Act (WIA), the PPWFC consistently operated high-quality and high-performing workforce development programs. This legacy continues now for the programs it operates under WIOA. This section provides an analysis of the performance of programs operated by the PPWFC for the two most recently completed calendar years (January 1, 2014 through December 31, 2015).

The tables below chart PPWFC's performance in accordance with WIA's performance indicators. WIA performance indicators apply for Program Year (PY) 2015 (July 1, 2015 through June 30, 2016). New performance indicators for the WIOA program do not officially start until July 1, 2016.

Simply stated, WIA performance indicators for Adult, Dislocated Worker, Youth and Wagner-Peyser programs include (in bold):

Adult Measures

- **Go to Work - Entered Employment Rate:** Of those who are not employed at the date of participation, the number of adult participants who are employed in the first quarter after the exit quarter divided by the number of adult participants who exit during the quarter.
- **Remain Working - Employment Retention Rate:** Of those who are employed in the first quarter after the exit quarter, the number of adult participants who are employed in both the second and third quarters after the exit quarter divided by the number of adult participants who exit during the quarter.
- **Earn an Income - Six Months Average Earnings:** Of those adult participants who are employed in the first, second, and third quarters after the exit quarter, the total earnings in the second quarter plus the total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

Youth Measures – Note: Youth measures are significantly different than Adult and Dislocated Worker measures.

- **Gain Credentials - Attainment of a Degree or Certificate:** Of those enrolled in education (at the date of participation or at any point during the program), the number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of youth participants who exit during the quarter.
- **Increase Basic Skills - Literacy and Numeracy Gains:** Of those out-of-school youth who are basic skills deficient, the number of youth participants who increase one or more educational functioning levels divided by the number of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the number of youth participants who exit before completing a year in the program.
- **Enter Education or Employment - Placement in Employment or Education:** Of those who are not in postsecondary education or employment (including the military) at the date of participation, the number of youth participants who are in employment (including the military) or enrolled in postsecondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

Pikes Peak Workforce Center WIA and Wagner-Peyser Performance For the Two Most Recently Completed Calendar Years January 1, 2014 through December 31, 2015			
Level of Service and/or Program of Enrollment	Entered Employment Rate	Employment Retention Rate	6 Month Average Earnings
(1) All PPWFC Customers (Wagner-Peyser + WIA)	57.81percent	78.43percent	$15,081
(2) Web Only Customers – Customers Receiving only Self-Service Note: As a general rule, customers not needing in-person services are the most job ready and/or qualified.	56.61percent	80.00percent	$16,877
(3) Customers Who Made at Least One In-Person Workforce Center Visit	58.77percent	77.01percent	$13,395
(4) Customers Receiving at Least One Staff-Assisted Service	61.66percent	80.38percent	$15,332
(5) Adult Program Enrollment	70.98percent	86.12percent	$17,114
(6) Dislocated Worker Program Enrollment	73.99percent	83.69percent	$22,100
Level of Service and/or Program of Enrollment	Received Degree or Credential Rate	Literacy and/or Numeracy Gain Rate	Employment and/or Education Placement Rate
(7) WIA/WIOA Youth Program Enrollment Data shown is for PY14 only (7/14 – 6/15) – two years of combined data is not available.	61.02percent	52.38percent	60.00percent

The Pikes Peak Workforce Center met and/or exceeded all the performance standards set by the State of Colorado for each of the above metrics. Each of the above rows represents increasing levels of services provided to the customer.

A. Represents the performance experienced by all customers regardless of their level of service.
B. Represents the performance experienced by customers who only received self-service through their Connecting Colorado account. Some of these customers reside out-of-state. Others registered for work in Connecting Colorado because they applied for Unemployment Insurance but never visited PPWFC in-person and received various self-service and/or job referrals on-line. Often, web-only customers represent those with the highest skills and work experience; they were not compelled to visit the workforce center in person.
C. Represents customers who made at least one in-person visit to a PPWFC office or hiring event.
D. Represents customers who not only visited a PPWFC office in-person, but also received at least one staff-assisted service in the form of a workshop, a vocational guidance session, labor market information orientation and/or another staff-delivered activity.
E. Represents customers who became enrolled in the WIA/WIOA Adult Program and received more intensive case management and/or training services.
F. Represents customers who became enrolled in the WIA/WIOA Dislocated Worker Program and received more intensive case management and/or training services.
G. Represents customers who became enrolled in the WIA/WIOA Youth Program and received more intensive case management and/or training services.

It is evident from the data above that increased levels of individualized and/or personalized services result in higher levels of performance outcomes. The challenge then becomes how to stretch WIOA's limited resources to provide more individualized services to increased numbers of individuals. This challenge will be one that the Pikes Peak Workforce Development Board along with all Core and partner programs will address during the four-year duration of this plan.

The PPWFC believes that one element contributing to success is a robust menu of employer and job seeker services. During the most recent two calendar years the mix of services is extensive and has included the following:

Service	Service Count	Unique Individuals
Resource Center Visit	130898	36221
Job Search Assistance	30770	19651
Job Search Workshop	9064	5706
Resume Preparation Assistance	4990	4059
Vocational Guidance	6711	4177
Pre-Vocational Services	8154	756
New Job Orders	74613	
New Job Openings	106904	
Customized Employer Hiring Events	465	

The Workforce Development Board (WDB) plans to convene a study group during PY16 that will develop an asset map of all Core and partner program resources and services, along with an analysis of what mix of services appears to yield the highest performance metrics and returns on investment. In addition it is planned that this

study group will examine alternative ways to deliver increased individualized services to increased populations
through means such as:

- Smart technology applications
- Computer-based training and services (CBT)
- On-line training and services
- Web-based/on-line training
- Webinars/video delivery
- Group services and processes
- Increased short-term training and stackable credential opportunities

This asset map will serve as starting point whereby these and additional services may be provided and shared in a comprehensive manner that avoids unnecessary duplication and yields increased effectiveness and reduced costs.

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

The Pikes Peak Workforce Development Board (WDB) intends to support National, State and community initiatives that are aimed at preparing a skilled and educated workforce. This vision extends well beyond the scope of WIOA planning and implementation.

The WDB recognizes that it is in the best interest of all community partners, including K-12 education, community colleges and institutions of higher education, private non-profits, governmental and economic development agencies, and business and industry, at all levels, to develop and support inclusive education and training activities. This will help increase wealth and reduce dependency for all, including individuals with disabilities, offenders, disconnected youth, limited English speaking individuals, individuals lacking basic educational skills and others with employment barriers.

The WDB recognizes it will take the efforts of all partners, at all levels, to engage effectively to work together to plan, manage, and use limited resources to make progress to address this vision. To help achieve this vision the WDB will act as a convener and moderator of conversations and initiatives to help meet the goals to prepare an educated and skilled workforce in such ways as:

- Support the development of career pathways that have effective training options and multiple access points and "on and off-ramps"
- Convene sector partnerships that will promote education and training that is finely tuned to the needs of business and industry
- Fund research and analysis to identify skills gaps along with program designs to address those gaps,
- Support (financially and otherwise) model programs that address the training and employment needs of individuals with significant barriers to employment
- Create an environment that promotes innovation at all levels
- Encourage Core and other WIOA partners to take steps to reduced administrative burden and artificial barriers to participation
- Support the development of employment and training services that is demand driven, technology enabled and affordable for the end user
- Explore existing/additional area registered apprenticeship opportunities and programs to support in-demand career pathways
- Explore existing/additional short-term opportunities for job seekers to obtain stackable credentials

A major part of the Pikes Peak WDB's strategic vision is that, at minimum, local WIOA and Core partner programs will have a high degree of accountability and that programs will be designed and operated to achieve and maintain high levels of successful performance. WIOA has a number of performance measures and program standards. To support data-driven decision making, the Pikes Peak Workforce Development Board will incorporate these performance metrics and accountability measures when preparing program plans and reviewing program performance of Core and partner programs as part of its continuous improvement process.

Some of these measures are similar to WIA. But while similar, they are different:

- Employment entry and employment retention measures are extended over a longer performance period and will provide better measures of long-term success.
- Measures of employer satisfaction have been added (employer satisfaction measures have not yet been defined by the US Department of Labor).
- Earnings measures have been changed from average earnings to median (midpoint) earnings, providing a measure not subject to extreme values at either the low or top ends of the earning scale

For Adult and Dislocated Worker Programs:

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

For Young Adult Programs:

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

For Wagner-Peyser Programs:

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

On a regular basis the WDB will review routinely available performance data of WIOA Core and partner programs to benchmark progress and measure the success of the One-Stop system in meeting its required goals and outcomes.

It is anticipated that PY16 will see the development of additional program measures (but not measures with specific performance standards outcomes) that will be used to compare programs and service strategies. These measures could include such indicators as:

- The average cost per participants that received training
- The percent of participants that received training services
- The percent of participants that obtained a training related job
- The percent of individuals with barriers to employment that were served by each Core program,
- The number of participants enrolled in more than one Core program
- The percent of the local allotment that is spent on administrative costs
- Where possible, employers and participant satisfaction indicators

4. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:

a) What outreach activities are planned to increase business engagement in your local area?
b) How will the Business Services Team be utilized for this purpose?
c) How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?
d) How will sector partnerships be utilized for this purpose?

a) Outreach Activities: Limited funding is available to support paid outreach activities. Typically, paid advertising and outreach activities routinely include:

- Radio spots promoting the Summer Job Hunt Job Fair for youth and "youth friendly" employers,
- Colorado Springs Business Journal promoting various business services events, and activities
- KRCC Public Radio and KRDO Radio news about PPWFC programs and services (scripts change monthly)

Since funding to promote business services is limited, the Region relies upon alternative ways of promoting business services, including:

- Success stories posted on the Workforce Investment Works (WIW) website,
- Enhanced PPWFC website,
- Job seeker and employer newsletters,
- Business services alignment and marketing coordination with other Core and partner programs
- PPWFC's Youth Program targets the area's small employers in its job development activities for year-round and summer employment
- Media sponsored outreach activities such as "Get a Job Mondays" (in partnership with the Gazette newspaper) and KRDO Jobs Wednesday (in partnership with KRDO ABC Affiliate radio station)
- A number of local media outlets promote the PPWFC services by publishing information contained in PPWFC (PSA) Public Service Announcements (for example, during the month of January, 2016 there were 69 press pickups from PPWFC PSAs in the Colorado Springs Business Journal ("At the Workforce Center" section) and the Gazette (Newspaper Calendar Section)
- Social media, including Facebook, LinkedIn, Twitter and Instagram is heavily used to promote One-Stop services, events and job seeker successes, especially hiring events, job fairs, and "Ringing the Gong!" when a customer obtains employment in the Workforce Center
- Peer-to-peer marketing and outreach by WDB members and the boards and commissions of WIOA's Core and partner organizations and business-to-business activities supported by the PPWFC Business Services Team
- Promotion of yearly State of the Workforce event to include a report out to the community and recognition of business partners
- Under WIOA, outreach activities will include and expand upon the outreach and marketing activities of Core and other partner programs. It is anticipated that most marketing materials that are developed will also market and promote the services of WIOA's Core and partner programs

Finally, nothing supports successful outreach better than success itself. During PY16 and beyond the Business Services team will seek to expand its success in hosting customized hiring events, matching employers and job seekers. During CY 2015 the PPWFC:

- The PPWFC hosted 254 custom hiring events – this averaged more than one hiring event per day for each day PPWFC was open for business,
- 79 Unique employers were served,
- 4006 job seekers attended these hiring events,
- Attendance averaged about 15 people per event
- 1013 people were hired from these events year-to-date
- 25percent of those that attend were offered jobs!

b) Business Services Team: The Region's Business Service Team (BST) will expand over the next several years to include the cooperative efforts of all WIOA Core and partner organizations, including representatives from

c) Vocational Rehabilitation, Adult Education, TANF, and other partners.
The PPWFC plans to study expanded use of PPWFC's Business Services Newsletter and LinkedIn as a business services marketing tool. Currently, PPWFC has a LinkedIn page for the PPWFC that is not used to its full potential (for example to advertise hiring events, building openings, initiatives, partnerships, events, etc.). In addition, during large business events, the Business Services Team has to contact employers separately via individual email accounts versus having all business contacts in one location. Combining these contacts and using Business Services Newsletter emails and LinkedIn as a networking and advertising source would greatly expand the number of business and individuals PPWFC and other Core and partner programs are able to reach. Working with the State, the Business Services Group will also be involved with the Rework America Connected program to explore job-seeker badging and buy-in from the local business community through LinkedIn.

The Workforce Development Board is interested in the Business Services Team's collaboration with the business services units of other required partners, particularly those housed in TANF and DVR. This would allow the pooling of resources resulting in a greater impact, achievement of common goals, and avoiding duplication of services.

d) Workforce Development Board/WDB Standing Committee Support: One expectation of any representative serving on the Workforce Development Board is that they help promote One-Stop Center services and programs, including the services and activities of all Core and partner programs.

Also, the Pikes Peak WDB is considering three standing committees that will increase the WDB's depth and scope of knowledge and expertise. The following Standing Committees are under consideration:

- One-Stop Partner Standing Committee,
- Disability Issues Standing Committee, and
- Youth Issues Standing Committee.

One benefit of any such standing committee will be that they provide additional expertise in promoting One-Stop services and additional outreach to disconnected youth populations and the disabled community. Another benefit would be to identify and minimize areas of service redundancy between community partners.

e) Sector Partnerships: During PY16-17, PPWFC will request that all partners, service providers, board and committee members and others associated with the governance and operation of WIOA encourage and facilitate the engagement of employers in Regional Sector Partnerships.

The Business Services Team participates in several Sector Partnerships in collaboration with the Colorado Springs Regional Business Alliance. These include:

Sector Partnership	Partnership Status	Current Goals/Objectives
Advanced Manufacturing	Established	• Increase internal membership • Develop internal committees to create strategies to increase industry's footprint in El Paso/Teller Counties • Improve internal and external communication; deliver messages with one voice • Cultivate programs that teach school age children about manufacturing and engage them in the industry
Health and Wellness	Established	• Recruit more C-level staff (decision-makers) • Develop funding sources
Hospitality	Emerging	• Inform education providers of alternative career pathways

In conjunction with the Workforce Development Board, one PY16-17 goal for the Business Services Team will be to explore the creation of one additional sector partnership.

Answers to question 5 (b) and 5(c) provide additional information regarding the Region's Sector partnership and Career Pathway activities and programs.

5. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:

a) Work-Based Learning Programs: Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16-17.
b) Sector Partnerships Participation, Status and Objectives: Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY16? Indicate the current status of your partnerships, (active, emerging, or exploring),
c) Career Pathways: Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area.

a) Work-Based Learning Programs:

PPWFC will use paid work experiences including on-the-job training opportunities to develop work-based learning opportunities. The target audiences for these endeavors include job seekers transitioning to new careers and hard-to-serve individuals such as ex-offenders and youth. The PPWFC has an established work experience program that will be used to carry out this initiative. However, securing sufficient funding to accomplish is an impediment that will need to be resolved. A relatively limited number of participants are anticipated for PY16 for work-based learning programs. This is due to the fact that many work-based training programs have a relatively high cost-per-participant (i.e. On-Job-Training and Work Experience).

b) Sector Partnerships Participation, Status and Objectives:

Advanced Manufacturing

The PPWFC is heavily involved in the Advanced Manufacturing Sector Partnership. The sector is still in its infancy due to the nature of Advanced Manufacturing. Hiring trends are cyclical and each manufacturer has a specific set of skills and experience needed for their area of expertise. Establishing training programs that collectively meet the needs of the Advanced Manufacturing industry is difficult. Adding to this problem is that employment is not always available for trainees due to the cyclical nature of the industry.

To combat this problem, the Advanced Manufacturing Industry Partnership is actively working to increase their internal membership. This would give the industry a greater voice in developing curricula or career pathways that meet the industry needs. In addition, growing their membership numbers allows them to create a bigger footprint in the Region in the sense that there will be more community awareness of the

Advanced Manufacturing industry and their contributions to the local economy.

The industry is aware that the younger, school-age generation is vital to the Advanced Manufacturing industry. The sector partnership, in collaboration with PPWFC, area school districts, and secondary education providers/support are working together to develop programs that teach secondary school children about the Advanced Manufacturing field. Exposure to occupations outside of the traditional four year degree programs is essential to filling middle-skill positions in the future.

Health and Wellness

Health and Wellness is an established sector partnership in the Pikes Peak Region. This sector partnership is reassessing the structure of the sector partnership. While the sector partnership has been successful in implementing initiatives and achieving goals, the lack of C-Level participation is an impediment to moving the sector partnership forward.

Collective impact events, in which feedback is gathered from the industry on important healthcare needs, have been a focus of the sector partnership. The result of the collective impact events is that asset maps have been developed detailing the presence of healthcare providers and identifying areas where there is a healthcare desert. This information is essential to meeting the healthcare needs of the Region and the Regional Business Alliance may use this information to direct new providers as to where their services are needed most. In addition, the Collective Impact events have provided a forum for healthcare providers to discuss the new IT infrastructure needed to be in compliance with Affordable Healthcare Act and electronic records requirements. Now that the need has been identified, the sector partnership is developing mandates and action items to address this issue.

Currently, the healthcare sector partnership is focusing on the production of a series of workforce-centered webinars. Topics for the webinars include items such as healthcare worker safety, workforce shortages, employee retention, training, and laws and regulations. A barrier to completing this initiative is funding. The healthcare sector partnership is investigating grants as source of funding, as well as corporate sponsorship.

Hospitality

The hospitality sector activities and initiatives are sporadic in nature. Currently, the sector is experiencing a revival and sector partners are planning activities to raise awareness of the importance of hospitality in the Pikes Peak Region. Education providers will participate in activities that raise awareness of alternative career pathways to traditional four-year college degree programs. Future activities will include the development of educational/industry credentials for individuals seeking employment in the hospitality sector.

Emerging Industries

Attachment 1 the Pikes Peak Regional WIOA Plan provides long-term 10 year Occupational and Industry Employment growth projections (2014 – 2024). Please reference that information for additional details.

Review of current sector partnerships and industry projections for the Colorado Springs MSA, illustrates the need to expand sector partnerships beyond the typical industries. The projected top industries through 2024 are Accommodation and Food Services, Administrative and Support, Waste Management and Remediation Services, Arts, Entertainment, and Recreation, Construction, and Healthcare and Social Assistance

With the exception of the Healthcare and Hospitality Sector Partnerships, there are no sector partnerships that meet the needs of these growing industries. A challenge is that the previous focus industry sectors are not predicted to provide significant growth in the next years. The Pikes Peak Workforce Development Board will work with the Regional Business Alliance and local post-secondary education providers to evaluate current sector partnerships and develop new sector partnerships that accurately reflect the top emerging industries for the Region. One goal for PY16 is that the PPWFC establish at least one new sector partnership that addresses the needs of one of the aforementioned emerging industries.

Challenges

While PPWFC would like to expand current sector partnerships and establish new ones there are some obstacles that will make that difficult. Based on the "Skills Report 2018" study conducted in collaboration with Pikes Peak Community College and the University of Colorado at Colorado Springs (see Attachment 2), there is a disconnect between employers in the Pikes Peak Region and job seekers.

Most employers believe that they offer competitive wages and benefits compared to other markets and that they have workplace environments that are inviting to younger generations such as millennials. However, the "Skills Report 2018" study shows this to be untrue. The Information Technology, Computer, and Mathematics industries are prime examples of this disconnect. While these industries have a solid base, they face challenges with growth because of difficulties in attracting and retaining skilled employees.

Research conducted by the sector partnership and supported by the Pikes Peak Region's "Skills Report 2018" indicates that these industries are losing qualified and experienced job seekers in the 20-35 age range to more desirable markets. Employers who are cognizant of the fact that they may lose employees to more desirable markets offer higher wages and better benefit packages to attract and retain employees. This means that single jobseekers are more likely to take a job offer or switch employment to cities like Denver, Colorado or Austin, Texas. Both of these cities offer higher wages than the Pikes Peak Region. On average, employers offer 15 percent higher wages in Denver than in Colorado Springs. However, the cost of living is 12.79percent lower in Colorado Springs than in Denver for an individual making $50,000 per year (Bankrate).

Attachment 1 to the Pikes Peak Regional WIOA Plan provides a comparison of wage rates for selected occupations. The Colorado Springs MSA and the Denver MSA are compared. Please reference Attachment 1 for additional details.

Also, there are additional factors that must be considered. The "Skills Report 2018" survey revealed that wages are not the only obstacle in attracting and retaining qualified employees. The prestige of other markets and more attractive cultural and social scenes are deterrents to attracting and retaining qualified employees.

The "Skills Report 2018" demonstrated that millennials are drawn to cities that have a more vibrant culture and social scene for young adults. Job seekers who are older and married with children are more likely to remain in the Pikes Peak Region. To mitigate the effects of culture and social norms some industries in the Pikes Peak Region are working in conjunction with PPWFC to develop a series of promotional videos that present the Region in a younger and more diverse light.

c) Career Pathways:

PPWFC will use paid work experiences, including on-the-job training opportunities, to develop career pathways for job seekers. The target audience for these endeavors include job seekers transitioning to new

careers and hard-to-serve individuals such as ex-offenders and disconnected out-of-school youth. The PPWFC has an established work experience program that will be used to carry out this initiative. However, securing sufficient funding to accomplish is an impediment that will need to be resolved.

PPWFC is working with various sector partnerships to develop training activities for educators. During the Summer of 2016 "Industry Week" summit will be held. Twenty-four educators will receive information on career pathways and tours of five industries: Hospitality, Aerospace and Defense, Manufacturing, Information Technology, and Healthcare. The teachers participating in this even will also receive two CTEs.

The Pikes Peak Manufacturing Sector Partnership utilizes School Districts 11 and 49 as a means to attract talent into the advanced manufacturing sector. There are 19 school districts within the Region that will be invited to participate in an ongoing workforce discussion group led by PPWFC and the Regional Business Alliance to further the conversation and share best practices around career pathways.

Finally, PPWFC will continue to participate in the Pikes Peak United Way Cradle to Career initiative to further collective impact within the Region and advance career pathways for students at all levels.

6. Describe how the local board, working with the entities carrying out Core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

The Pikes Peak Workforce Development Board will work with Core and other partner programs to expand access to WIOA employment and training services for individuals with barriers to employment. This will be a long-term and multi-year initiative that will begin during PY16. It is anticipated that steps will include:

- Explore customized training opportunities that support sector partnerships and demand occupations,
- Communicate with local employers to identify common training needs that can be provided via cost-efficient methods to upskill eligible participants,
- Explore the pay-for-performance models with area training providers,
- Follow a pilot group of participants who remain enrolled in WIOA to determine what contributes to WIOA program retention and completion,
- Look at adding incumbent worker training to PPWFC's "menu" of services that will add stackable credentials to employed workers enabling the backfilling of open positions with WIOA customers, and
- Explore pre-apprenticeship training activities with area apprenticeship program service providers, and
- Expand knowledge in the community at large about the availability and benefits of registered apprenticeship programs.

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

The Region's Core WIOA partners include three providers of adult education services and the Colorado Division of Vocational Rehabilitation. Representatives of these organizations are members of the Pikes Peak Workforce Development Board and each organization shares the Region's commitment to support Sector Partnership and Career Pathways initiatives:

School District 11	A MOU between the PPWFC and School District 11 will be developed for PY16. This MOU will address such items as: • Program Access, • Shared Space/Co-Location (if applicable) • Cross-Referrals • Information Sharing • Cost Sharing (if applicable) • Collaborative Services • Co-Enrollments • Coordinated Case Management
Pikes Peak Library District	A MOU between the PPWFC and the Pikes Peak Library District will be developed for PY16. This MOU will address such items as: • Program Access • Shared Space/Co-Location (if applicable) • Cross-Referrals • Information Sharing • Cost Sharing (if applicable) • Collaborative Services • Co-Enrollments • Coordinated Case Management
Community Partnership Family Resource Center	A MOU between the PPWFC and the Community Partnership Family Resource Center will be developed for PY16. This MOU will address such items as: • Program Access • Shared Space/Co-Location (if applicable) • Cross-Referrals • Information Sharing • Cost Sharing (if applicable) • Collaborative Services, • Co-Enrollments • Coordinated Case Management
Colorado Division of Vocational Rehabilitation	A MOU between the PPWFC and the Colorado Division of Vocational Rehabilitation will be developed for PY16. This MOU will address such items as: • Program Access • Shared Space/Co-Location (if applicable) • Cross-Referrals • Information Sharing • Cost Sharing (if applicable) • Collaborative Services • Co-Enrollments • Coordinated Case Management

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

The following organizations have co-located with the Pikes Peak Workforce Center:

- Pikes Peak Small Business Development Center (SBDC)
- Colorado Procurement Technical Assistance Center (PTAC)

Each of these organizations provides multiple levels of services to PPWFC entrepreneurs and employers. With respect to economic development, PPWFC and the area's economic development organization partner closely to work on mission-essential initiatives.

- The **Pikes Peak Small Business Development Center (SBDC)** helps existing and new businesses grow and prosper. Its goal is to help emerging and existing entrepreneurs better control their business operations by providing free consulting and guidance in all aspects of funding and developing small businesses. The SBDC provides entrepreneurial training and small business startup guidance.
- The **Colorado Procurement Technical Assistance Center (PTAC)** helps to generate employment and improve the general economic conditions of the state and local economy by assisting Colorado companies (including those eligible for preferential consideration) in obtaining and performing work under local, state, and federal government contracts.
- The PPWFC is a member of and supports the mission of the **Colorado Springs Regional Business Alliance** to enhance the quality of community by serving the business development needs of the Region so that economic growth exceeds population growth through an entrepreneurial culture of innovation to achieve economic prosperity for the Region.

Colorado SBDC
PIKES PEAK Small Business Development Center

colorado springs
regional business alliance™

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

The WIOA system is new and not all required (and optional) partners are familiar with the program services and eligibility requirements of all the other One-Stop partners. A major goal for the Pikes Peak Workforce Development Board (WDB) for PY16 will be to develop an asset map of the services and resources and key requirements of each Core and other required and optional programs that participate in the Pikes Peak One-Stop services delivery system. The Pikes Peak WDB will support efforts and initiatives providing information sharing and cross-training among and within the various partner organizations.

The following table summarizes the various WIOA required partners for the area's programs, including anticipated arrangements for inter-agency Memorandums of Understanding (MOUs).

Required WIOA One-Stop Partners	MOU Arrangements	Partner Name
1. WIOA Title I - Adult Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
2. WIOA Title I - Dislocated Worker Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
3. WIOA Title I - Youth Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
4. WIOA Title I - Job Corps Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services	CHP International
5. WIOA Title II - Adult Education and Literacy Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals Information Sharing and Program Access Services	Colorado Springs School District 11 Pikes Peak Library District Community Partnership Family Resource Center
6. Wagner-Peyser Act Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment

Required WIOA One-Stop Partners	MOU Arrangements	Partner Name
7. Vocational Rehabilitation Act Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services	Colorado Department of Labor and Employment
8. Older Americans Act - Community Services Employment Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services	AARP - Senior Community Services Employment Program
9. Carl Perkins Post-Secondary CTE Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services	Pikes Peak Community College
10. Trade Adjustment Act Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
11. Jobs for Veterans State Grant Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance	Colorado Department of Labor and Employment
12. Community Services Block Grant Employment/Training Program	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services	Reach Pikes Peak
13. Housing and Urban Development Employment/Training Program	N/A – No Active Program in El Paso or Teller County	N/A - No Local Program
14. Unemployment Compensation Program	MOU for PY16 – Will Provide Funding, Oversight, and Guidance, Including UCX and RESEA Program Services	Colorado Department of Labor and Employment
15. Section 212 Second Chance Act Offender Reintegration Program	N/A – No Active Program in El Paso or Teller County	N/A - No Local Program
16. Temporary Assistance to Needy Families (TANF) Program	MOUs for PY16 – Will Provide Co-Location, Coordination and Cross-Referrals and Information Sharing. Teller County Program Provides WIOA Program Access to the Teller County TANF Caseload. The El Paso County Program will Provide Welfare Diversion Employment and Training Services to TANF Applicants	El Paso County Department of Human Services Teller County Department of Human Services

A number of other partners and program service providers will be involved in the delivery of WIOA and Wagner-Peyser program services during Program Years 2016-17. The following provides a list of partners and providers (non-inclusive):

- Pikes Peak Community College
- University of Colorado at Colorado Springs
- Goodwill Industries
- AspenPointe
- School-to-Work Alliance Programs (SWAP)
- Urban Peak
- Springs Rescue Mission
- Foster Care Emancipation Program
- Marian House (Catholic Charities)
- Colorado Department of Corrections
- El Paso County Veteran's Service Office
- Mount Carmel Center of Excellence
- Community of Caring/Aspen Mine Center
- Peak Vista Community Health Centers
- YMCA
- Fort Carson United States Army Base
- Colorado Department of Military and Veterans Affairs

The Pikes Peak Region has a robust sense of collaboration. Through community partnerships the mission of WIOA is spread throughout various organizations. Leading up to the submission of this Local Plan we have met with all required partners several times. All partners now have more detail about the services the required partners are to be providing in the Region. Going forward we will be meeting quarterly to ensure that we are meeting the vision of WIOA and talking with one voice. Also, the Region's One-Stop system will start looking at a 'no door is the wrong door' approach for our customers. Partners will learn what the intake or triage looks like for the different partners and be able to make sure customers get the service they need, whether it is through the workforce center or another partner.

To support these efforts, the Pikes Peak Workforce Center and Workforce Development Board will continue to
engage local education and service providers to develop and maintain a workforce services asset map identifying all relevant resources to aid job-seekers, employers, and incumbent workers seeking training and/or career advancement opportunities.

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

The Pikes Peak Region has initiated and/or implemented a number of service strategies that provide excellent customer service to unemployment insurance recipients. It is expected that these services and initiatives will be continued and/or expanded upon during PY16 and beyond. Enhanced UI services provided by the Pikes Peak Workforce Center (PPWFC) include:

- Select PPWFC staff are highly knowledgeable about Colorado Unemployment Insurance program laws, rules and regulations and can directly assist customers with many of their questions and concerns
- The PPWFC provides a facility that houses Unemployment Insurance Division staff making weekly visits on-site to the PPWFC to meet directly with UI claimants to address their concerns and questions
- One day each week the PPWFC has established a "hot line" call-in technical assistance service whereby UI Claimants can reach the Denver UI Division via a dedicated phone number thereby avoiding most wait times
- The PPWFC cooperates with the UI Division to register and orient Recently Separated Veteran (UCX) claimants so that jobseeker services provided by the PPWFC count towards the veteran's job search requirements
- The PPWFC participates in Colorado's UI Reemployment Services and Eligibility Assessment (RESEA) program. RESEA provides selected UI Claimants who are early in their claim period with an orientation to Workforce Center resources, referrals to additional WFC services and programs along with a review and check on the claimant's compliance with UI job search and availability requirements. RESEA services are provided to UI claimants who are statistically projected to have difficulty in obtaining suitable employment. It is planned that 300 RESEA customers will be served during PY16

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

a) Identify your key strategies for integrating the core programs (WIOA Title I, II, III, and IV programs), as well as all required partner programs, within the local one-stop system of comprehensive and affiliate offices.
b) Describe the roles and resource contributions of each of the one-stop partners.
c) Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means; include your intended use of virtual job fairs, the upcoming virtual job shadowing capability, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.
d) Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.
e) A description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and
f) A description of how the local board will ensure the continuous improvement of eligible providers of services through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers;
g) Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for the training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
h) Outreach to Individuals with Barriers to Employment: Describe how you will engage your LWDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are your objectives and goals for this effort?

This section provides a response to each of these topics and questions:

a) **PPWFC Locations and Satellites:** PPWFC, the current One-Stop Operator provides access to WIOA and/or Wagner-Peyser universal services at a number of locations. Current locations include:

Office Type	Location	Target Groups Served	Hours/Availability
Comprehensive – Co-Located with El Paso County Citizens Service Center – Includes DHS	Pikes Peak Workforce Center 1675 Garden of the Gods Road Colorado Springs, CO	All Customers – Universal Services	Monday – Friday 8:00 AM – 5:00 PM
Comprehensive – Co-Located with El Paso County Citizens Service Center – Includes DHS	Youth Zone Pikes Peak Workforce Center 1675 Garden of the Gods Road Colorado Springs, CO	Youth	Monday – Friday 8:00 AM – 5:00 PM
Satellite – Co-Located with El Paso County Veterans Service Office and El Paso County DHS	5850 Championship View Colorado Springs, CO	Veterans and Other Walk-Ins	Tuesdays 8:00 AM – 5:00 PM
Satellite – Co-Located with Mount Carmel Center of Excellence	530 Communication Circle Colorado Springs, CO	Veterans, Transitioning Military and Eligible Spouses	Tuesdays 8:30 AM – 5:00 PM
Satellite – Co-Located with Calhan Community Outreach Center – Includes DHS	328 10th Street Calhan, CO	All Customers – Universal Services	Wednesday 9:00 AM – 4:00 PM
Satellite – Co-Located with Community of Caring at Aspen Mine	166 E Bennett Ave Cripple Creek, CO	All Customers – Universal Services	Monday – Thursday 9:00 AM – 3:00 PM
Satellite – Co-Located with Peak Vista Community Health – Includes DHS	350 Lyckman Drive Fountain, CO	All Customers – Universal Services	Monday and Wednesday 8:00 AM – 4:30 PM
Satellite – Co-Located with Discover Goodwill Retail Store	15821 Jackson Creek Parkway Monument, CO	All Customers – Universal Services	Tuesday Noon – 4:30 PM
Satellite – Co-Located with Woodland Park Library Resource Center	218 E Midland Ave Woodland Park, CO	All Customers – Universal Services	Thursday 10:00 AM – 5:00 PM

b) Program Integration Across Locations: The first step that will be taken to enable program integration across multiple programs will be the development of a detailed asset map detailing the services, programs and resources of each Core and partner program. This process will be convened by the Pikes Peak Workforce Development Board and the PPWFC. Step two will be to cross-train appropriate staff so that appropriate cross-referrals might occur to maximize service delivery to each customer. Memorandums of Understanding will be developed with each Core and partner program and Colorado will sponsor various training and orientation sessions about each partner.

c) Contributions of One-Stop Partners: The following table summarizes information about the required Core One-Stop Partners. Information including the name of the organization, primary target groups and a summary of services is provided:

One-Stop Partner Name	Primary Target Groups	Summary of Services Provided
WIOA Adult Program Colorado Department of Labor	Low-Income and Basic Skills Deficient Adults Age 18 and Over w/ Barriers to Employment or Training	Comprehensive Re-Employment and Training Services
WIOA Dislocated Worker Program Colorado Department of Labor	Laid-Off Individuals w/ Limited Reemployment Opportunities	Comprehensive Re-Employment and Training Services
WIOA Youth Program Colorado Department of Labor	Disconnected and Low-Income Youth Age 18-24 Years Old	Comprehensive Re-Employment and Training Services
Job Corps Program CHP International	Disconnected and Low-Income Youth Age 18-24 Years Old	Comprehensive Re-Employment and Training Services
Adult Education and Literacy Colorado Springs School District 11 Pikes Peak Library District Community Partnership Family Resource Center	Limited English Speakers Non-High School Completers Basic Skills Deficient	Adult Education, GED Training and English as a Second Language Instruction
Wagner-Peyser Act Program Colorado Department of Labor	Job Seekers Legally Permitted Work in the United States	Job Search Assistance and Universal Career Services
Vocational Rehabilitation Program Colorado Division of Rehabilitation	Adults and Youth With a Documentable Disability; Such Disability Causes Problems Obtaining or Retaining Employment	Comprehensive Re-Employment and Training Services

Senior Community Services Employment Program - AARP	Unemployed Individuals 55 Years Old and Over with Low Family Income	Subsidized Employment and Work Experience With Public and Non-Profit Organizations
Carl Perkins Career and Technical Education Program Pikes Peak Community College	Pikes Peak Community College Career and Technical Education Students	Financial Support to PPCC Career and Technical Education Programs
Trade Adjustment Act Program Colorado Department of Labor	Workers Who Lost Employment due to Foreign Competition	Comprehensive Re-Employment and Training Services
Jobs For Veterans State Grant Program – Colorado Department of Labor	Veterans w/ Significant Barriers to Employment	Comprehensive Case Management and Career Services
Community Services Block Grant Program – Reach Pikes Peak	Low-Income Individuals and Families	Emergency Services and Matched Savings Accounts for Employment and Training
Housing/Urban Development Employment Programs	N/A – No Local Programs	N/A
Unemployment Compensation Program – Colorado Department of Labor	Unemployment Compensation (UI) Applicants and Claimants	Unemployment Compensation Insurance
Second Chance Act Offender Reintegration Program	N/A – No Local Programs	N/A
Temporary Assistance to Needy Families – El Paso and Teller County Departments of Human Services	Low-Income Temporary Assistance to Needy Families - Applicants or Recipients	El Paso County - TANF Diversion Employment Services Teller County - WIOA Access for TANF Recipients

d) Access Improvements via Technology:

Technology improvements necessary to impact such large programs as WIOA/Wagner-Peyser/Adult Education/Vocational Rehabilitation will be complicated to implement and expensive to develop. Realistically, improvements cannot be made without agreement and funding from the major State partners. These improvements cannot be made only at the local level.

That being said, because of shared interests between the Colorado Department of Labor and the Colorado Department of Human Services, a number of improvements to Connecting Colorado will be implemented during late PY15 that will enhance communications and the coordination of services between WIOA and El Paso and Teller County Departments of Human Services.

This improvement is one result of the Connecting Colorado/Colorado Benefit Management System (CBMS) interface. This interface will increase WIOA/DHS communications and share select data and information between the Workforce Center and DHS databases. This MIS and case management improvement will improve the client experience and enhance the experiences of practitioners and users of the system. Workloads will be reduced and accuracy in eligibility determinations will increase because key eligibility and

participation information will be shared across the computer platforms.

The Region is a willing partner to help develop and manage technology improvements that will reduce waste and increase efficiency across all Core and partner programs. Unfortunately, major changes in recordkeeping and case management systems are outside the control of the partners and will require State funding and permissions to change.

e) Assessment Types Across Programs:

The Workforce Development Board's asset mapping project has been mentioned several times in this Regional Plan (Responses to Questions 2, 9 and 11(c) above). One of the outcomes of the services mapping project will be identifying the various types of assessments that are currently being used across all Core and other partner programs. For assessments in particular, it will be important that Memorandums of Understanding between the required One-Stop partners incorporate appropriate safeguards and language in the partnership agreement so all partners are able to share assessment results with other partner programs. This will eliminate duplication of customer assessments so customers are not required to be assessed more than once in the same subject or skill area.

f) Section 188 Access

The US Department of Labor just published (mid-February, 2015) 200+ pages of draft Section 188 implementation regulations for WIOA. Once these regulations are finalized the Region will review all Section 188 requirements to ensure that its access to programs and facilities meet updated requirements.

That being said, Section 188 of WIOA is the part of WIOA law that outlines non-discrimination and equal opportunity requirements for the WIOA program. Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. WIOA also requires that American Job Centers be fully accessible physically and programmatically, offering accommodations as needed and incorporating Universal Design wherever possible.

With WIOA's increased emphasis on services to most in need populations and with the new partnerships that will be forged between Wagner-Peyser, WIOA, Adult Education and Vocational Rehabilitation it is vital that the entire One-Stop system is aware of its responsibilities to provide access to programs and facilities that do not discriminate against individuals and that reasonable accommodations are always made.

To this end the PPWFC and Pikes Peak Workforce Development Board will support efforts during PY16 and beyond to continuously monitor the Region's compliance with Section 188, whether that be an annual evaluation of accessibility of facilities or regular reviews of program requirements or updating staff on a regular basis about how to provide programs and services that are physically and programmatically accessible.

Todd Spoth

g) Workforce Development Board Continuous Improvement Process:
The response to Question 21 of this Local Plan provides a description of the roles and responsibilities envisioned for the Pikes Peak Workforce Development Board (WDB). The Board's responsibility to support a "continuous improvement" process is well documented in the answer to Question 21 and that information is not repeated here in this section.

h) Customized Training, Individual Training Accounts and Customer Choice:
The Region will serve as the local point of contact for Colorado's Eligible Training Provider List (ETPL). It is anticipated that this list will become active early in PY16 once it has been fully developed and tested by the Colorado Department of Higher Education. Local staff will approve new schools and programs consistent with State and local policies and the ETPL will be the primary source of schooling and education for WIOA customers seeking occupational training. It is anticipated that the new requirements for schools wanting to provide occupational training will increase the quality of training that is offered due to additional qualification requirements imposed by the State of Colorado Department of Higher Education. Consistent with WIOA, using the ETPL customers will have a choice of which school they want to attend using their WIOA funding.

While funding availability will change from year to year, it is not anticipated that WIOA's Individual expenditure caps will fully pay all the costs for the customer's desired training program. One important role of the WIOA case manager will be to help customers maximize the amount of grant and scholarship funding they might receive and also encourage the customer to consider the arguments for and against using student loans to help pay the remainder of their educational costs.

It is anticipated the Pikes Peak Workforce Development Board will support various customized training programs in the future. It is anticipated that customized training will provide groups of individuals the occupational training they need on a contracted class-size basis in line with specific employer needs and requirements. It is anticipated that such customized training will yield higher outcomes and reduced costs.

Consistent with State policies concerning providers and programs on the ETPL, the region's choice to offer customized training opportunities from time to time will not limit the customer's choice to attend other educational programs.

i) Outreach to Individuals w/ Barriers to Employment:
The following table summarizes outreach services to individuals with significant barriers to employment:

Summary of Services to Key WIOA Target Groups			
Target Group	Partner Name(s)	Description of Services	Funding Source(s)
Veterans w/ Significant Barriers to Employment	Colorado Department of Labor and Employment	WIOA Outreach and Intensive Case Management	Jobs for Veterans State Grant
Basic Skills Deficient	School District 11 Pikes Peak Library District Family Resource Center	Adult Education and GED Training Adult Education and GED Training Adult Education and GED Training	AEFLA AEFLA AEFLA
English Language Learner	School District 11 Pikes Peak Library District	WIOA Outreach/ESL Classes WIOA Outreach/ESL Classes	AEFLA AEFLA
TANF Welfare Recipients	El Paso County DHS Teller County DHS	TANF Welfare Diversion Program WIOA Outreach and Workshops	TANF TANF/Wagner-Peyser
Individuals w/ Disabilities	Division of Voc. Rehabilitation Goodwill Industries	WIOA Outreach/Joint Programming WIOA Outreach/Joint Programming	WIOA and DVR WIOA and Non-Profit Organization
Low-Income Individuals	Pikes Peak United Way Discover Goodwill El Paso/Teller DHS	WIOA Outreach/Cross-Referral WIOA Outreach/Select Programming WIOA Outreach/Support/Emergency Services	Non-Profit/Organization Non-Profit/Organization TANF
Homeless	Pikes Peak Workforce Center Springs Rescue Mission Marian House/Catholic Charities Urban Peak	Emergency Assistance to Homeless Veterans WIOA Outreach/Support/Emergency Housing WIOA Outreach/Support/Emergency Services WIOA Outreach/Housing for Homeless Youth	CO Department of Veteran Affairs Non-Profit/Organization Non-Profit/Catholic Charities Non-Profit/Organization
Offenders	Pikes Peak Workforce Center Road to Work Program	Comprehensive Employment and Training Services for High Risk Parolees	Colorado Department of Corrections (DOC)
Disconnected Youth	School District Eleven Pikes Peak Community College Judicial System Foster Care Emancipation	Sector Training and High School Alternatives WIOA Outreach SERVICES ARE PLANNED FOR PY16	District 11 and Special Grants WIOA Court System(s) TANF/WIOA

12. Provide a description of how the local board will coordinate education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

In Colorado, youth are eligible to receive a high school education or participate in GED classes until the age of 21. Out-of-school youth are able to receive these services via alternative education programs such as School District 11's Adult and Family Education program and the Pikes Peak Library District Adult Literacy program. To increase enrollment of out-of-school youth into the WIOA program, improve basic skills, and attainment of secondary school credentials, PPWFC developed a partnership with School District 11 prior to the implementation of WIOA.

Previously, collaboration between the two entities consisted of PPWFC referrals to D11's Adult and Family Education (AFE) program. Individuals who were basic skills deficient, or wished to obtain a secondary credential were referred to AFE. Youth 21 years of age and younger attend classes for free while PPWFC pays for their textbooks. Youth who enroll at PPCC but are basic skills deficient are referred to AFE, with PPCC paying for the first class and PPWFC paying for subsequent classes.

The partnership has grown and D11 now hosts a PPWFC Intake Specialist one day per week. The Intake Specialist provides interested students information on the WIOA program, screens youth for eligibility, and completes the eligibility process. This partnership allows for wraparound services, increased support for the youth and better outcomes for secondary credential attainment and improved basic skills.

Due to the success of the D11 and PPWFC partnership, the WIOA youth program is expanding services. This collaboration will expand to include the Pikes Peak Library District allowing services to be offered to a larger geographic area, providing adult education alternatives to our disconnected clients who are basic skills deficient.

In addition to supporting attainment of basic skills and secondary school credentials, the local area assists individual in obtaining post-secondary training including pursuance of degree programs. Individuals wishing to receive tuition support must complete the Free Application for Federal Student Aid (FAFSA) if their chosen program qualifies. While waiting to see what financial aid they are eligible for, participants must complete a PPWFC application for financial assistance, provide proof of enrollment, class schedule, and a tuition bill.

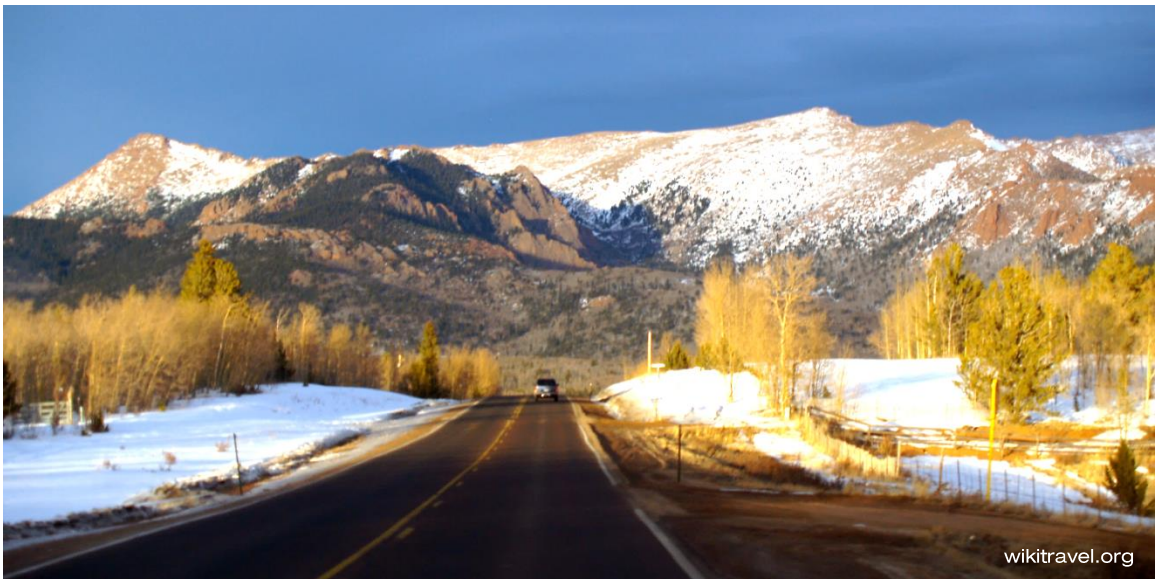
Individuals are instructed to accept all financial assistance that is free, meaning they decline all loans. The individual then provides an update tuition bill. The participant works with their case manager to help determine the best use of the ITA during training or college. Once a decision is made on how much PPWFC will contribute towards tuition a training voucher is completed. The training voucher contains the participate information, school information, classes to be taken, start and end dates for training and is signed off by the participant, case manager, and team lead. The training voucher is then given to the training provider with a copy to the PPWFC Finance Unit. Tuition is only paid at the end of training when Finance receives notification from the training provider that the participant has completed training.

Local post-secondary providers and the PPWFC are invested in the growth of the local workforce. To gather information on what the local area needs to maintain and grow a skilled workforce the Pikes Peak Community College, the University of Colorado at Colorado Springs, and PPWFC collaborated on a "Skills Report 2018" study which surveyed area employers. he study provided extremely useful information on the workforce in the local area and indicates that local area needs more cultural and social changes to grow and retain the skilled workforce that will enhance a thriving local economic area.

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

WIOA Title I funding is not sufficient to significantly expand services to adults and dislocated workers using historical WIA training/service models. While occupational training will continue to be offered, a significant redesign will be needed to significantly increase the number of individuals served by the Adult and Dislocated Worker programs. The Workforce Development Board will help ensure this dilemma will be a focus of all Core and partner programs for the foreseeable future. While still to be determined, changes are anticipated in the following areas:

- Secure additional funding (WIOA Core and partner programs) through special grants and awards
- Provide shorter duration training activities that provide appropriate certifications and credentials for work
- Use technology to deliver training and services using methods such as:
  - Connecting Colorado customer toolbox links to on-line content
  - Webinar technology to provide access to workshops at remote locations
  - Video/audio conferencing across One-Stop partners to discuss the needs and concerns of shared customers
  - Computer-based and on-line training to serve higher numbers of trainees at lower costs
  - Provide more intensive (non-training) services to help customers enter and retain employment
  - Provide more options for group training instead of individualized training referral



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

Participants with disabilities are provided access to dual enrollment with DVR and PPWFC. Other disabled youth investment activities include access to adult basic education services, including individual tutoring, through School District 11's ABE programs and programs offered by the Pikes Peak Library District. Participants who present with more severe employment limitations due to disability, are provided access to Discover Goodwill's Pursuits program (a job readiness program designed specifically to assist this population). These programs have shown competitive efficacy as documented disabled participants have historically performed as well or better than their counterparts in all common measures areas.

Participants are supported with access to work experience opportunities that have been developed with local employers that provide a variety of levels of accommodation depending on the work limitations of each individual participant. PPWFC's Opportunity Internships for Youth program is a nationally-recognized best practice for work experience programs. It has been highly successful in enhancing job readiness for participants, is well received by our business community, and is easily adaptable and expandable to meet the needs of participants and employers alike.

WIOA requires that 14 youth program services be made available for youth engaged in WIOA Youth programs.

	Program Element	Service Provided
1	Tutoring/Study Skills Training	Paid tutoring or coordination of free tutoring services available through school
2	Alternative Secondary School Services or Dropout Recovery	Referral to and coordination with alternative schools and credit recovery programs
3	Work Experiences	In-house Opportunity Internship program (currently with 65 participating employers and 140+ job descriptions)
4	Occupational Skills Training	Referral to and tuition assistance provided for accredited occupational programs
5	Career Pathways	Referral to and tuition assistance provided for pre-apprenticeship, apprenticeship programs, and dual enrollment programs
6	Leadership Development	Organized volunteer activities, leadership seminars, youth ambassador opportunities
7	Supportive Services	Tuition assistance, school supplies, books, work and interview clothes, transportation assistance, rent, food, utilities, etc.
8	Adult Mentoring	Matching mentors with young people who need or want a caring, responsible adult in their lives to improve their well-being by providing a role model who can support the young person academically, socially and/or personally.
9	Follow-up Services	Vocational guidance, employment services, and supportive services
10	Comprehensive Guidance and Counseling	Provision of vocational guidance, availability of employment, expected salary, level of education needed, length of completion, continuing education, industry growth, employment retention, counseling on possible negative factors of selected industry
11	Financial Literacy	Financial literacy classes, budget formation with case manager
12	Entrepreneurial Skills Training	Entrepreneurial skills classes, referral to small business services
13	Provision of Labor Market and Career Awareness Information	Labor Market Information provided by case managers on an individual basis
14	Post-Secondary Preparation Activities	Life skills classes, budgeting assistance, housing search assistance, assistance completing school applications and the FAFSA

Homeless Youth

Increased efforts to bring services to youth who are homeless led to the development of partnerships with service providers who work with homeless youth. These providers include Urban Peak, the Joel Home, and Springs Rescue Mission. Urban Peak shelters youth ages 15-21. Urban Peak provides temporary shelter, permanent housing, life skills training, and job readiness services. The Joel Home is a transitional housing program for young adults ages 18-23 who have aged out of the foster care system. PPWFC's other partner in this endeavor is the Springs Rescue Mission. Their goal is to prepare homeless youth to obtain jobs and become successful employees.

Youthful Offenders

PPWFC continues to work with youthful offenders and is expanding the number of service providers that refer youth for services. The Dale House has a long standing history of referring youth to PPWFC to receive assistance in completing secondary education, employment readiness skills, employment placement assistance, and supportive services. PPWFC has worked with youth corrections in the past on a case-by-case basis and is now working with the Department of Youth Corrections to improve wraparound services for youth offenders while they are incarcerated and once they are released. Early intervention will help improve the recidivism rate provided youth offenders are able to obtain basic education and gainful employment.

Youth with Disabilities

PPWFC has a partnership with Discover Goodwill. Youth with disabilities are referred to Discover Goodwill for specialized services such as the Pursuits Program. The Pursuits Program is an intensive 12 week program that focuses on providing youth with the life skills necessary to live independently. In addition, Goodwill is an excellent resource for job coaches. Job coaches are utilized when it is determined that a youth may not be successful in an internship or unsubsidized employment due to their disability. The job coach helps by facilitating communication between the employer and employee, establishing a schedule and work routines, monitoring tasks, and teaching the youth the appropriate way to behave in the workplace.

PPWFC also works closely with the Colorado Division of Rehabilitation, the School to Work Alliance Program (SWAP), and the Transitions programs to jointly manage cases in our respective programs. This removes the duplication of services and allows each partner to focus on and provide the service that they are best equipped to handle.

During PY16 and beyond, the PPWFC plans to expand its partners who specialize in the service delivery for individuals with disabilities. The Pikes Peak Workforce Development Board (WDB) is considering the creation of a Disabilities Issues Standing Committee to further this objective. The WDB recognizes that it needs to partner
with a number of organizations having expertise in disability issues and services to help the local WIOA program provide the best services possible for this population.

One goal for PY16 is that PPWFC would like to find suitable partners that are service providers who are familiar with obtaining accommodations for individuals over the age of 18. Many youth may have received accommodations during secondary school due to their disability, but never obtained documentation of this or transferred such accommodations to post-secondary school. The discontinuation of these services when youth enter post-secondary education creates an unnecessary barrier to their success.

Career Pathways

Recently, PPWC and the School District 11 Wasson Academic Campus, in collaboration with the Advanced Manufacturing Sector Partnership and Pikes Peak Community College rolled out a pilot certificate program. Students at Wasson are able to obtain OSHA 10, Manufacturing, and Soldering certificates. There are plans to expand the number of certificates that are available. The certificates will be stackable, meaning that they build on previous certificates to advance the student's knowledge in a particular area and increase their marketability in a specific industry.

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

The Region currently has three Title II funded adult education and literacy providers. The chart which follows summarizes the Region's cooperative arrangements with each of these providers:

Colorado Springs School District 11	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services.
Pikes Peak Library District	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services.
Community Partnership Family Resource Center	MOU for PY16 – Will Provide Coordination, Cross-Referrals, Information Sharing and Program Access Services.

Because of Title II funding provided to each of these organizations, the cost of these programs (to individual customers) is relatively low. For individuals in need of financial assistance the PPWFC will use funds made available under WIOA and/or the Colorado Employment Support Fund (ESF) to pay for adult education/ESL/GED training for individuals it refers to the above programs.

Each provider above has a contract with the Colorado Department of Education (CDE) that expires at some point during PY16. It is anticipated that CDE will competitively select new providers by the end of PY16 and that CDE will include the Pikes Peak Workforce Development Board (WDB) in its application review process.

Consistent with instructions issued by the CDE, each current adult education/literacy provider agreed to have a single entity represent them on the Pikes Peak WDB. The agreed upon WDB representative is the Colorado Springs School District 11 Adult and Family Education program.

Currently the Pikes Peak Workforce Center Computer Lab houses two of School District 11's GED Fast Track classes. Along with Pikes Peak Community College and School District 11, the PPWFC is collaborating on a Career Pathways grant that provides certifications in select occupational fields in addition to the student's basic education and/or ESL activities. The WDB is hoping to help expand these services in PY16.

In cooperation with the Pikes Peak Library District (PPLD), the PPWFC hosts evening classes for two library district GED programs and the Region has just recently started to have conversations with Pikes Peak Community College on ESL program collaborations. We have also started conversations with PPLD to provide information sessions using one of PPWFC's events room once a month to provide awareness of their services and the services of the PPWFC to customers visiting the El Paso County Citizens Service Center. A future goal is that PPWFC will be able to issue library cards to workforce center customers to allow them to utilize more of PPLDs online services at the PPWFC facility. In addition, WIOA young adult program staff members provide outreach at libraries that attract out-of-school youth. We also speak about the services of the workforce center at all of PPLDs GED classes.

In Teller County the WIOA young adult team is active with the Community Partnership Family Resource Center
that provides Teller County GED classes. This is a growing program and is in the beginning stages. The PPWFC

has supported the Community Partnership program through donations of some of its used computers. Finally, PPWFC is co-located at the Woodland Park library which enables the WIOA/Wagner-Peyser program to reach more customers.

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

The following provides a summary of the Region's public transportation infrastructure:

El Paso County:

- The major transit system operating within Colorado Springs/El Paso County is **Mountain Metropolitan Transit** (MMT). Appendix X provides a copy of MMT's route map. MMT services are provided only within the most populated areas of Colorado Springs.
- **Mountain Metro Mobility** is an ADA paratransit service provided for individuals who, because of their disability, are unable to use Mountain Metro fixed-route bus service. Riders must have a disability that prevents them from using fixed-route bus service some or all of the time.
- **Bustang** (a bus service operated by the Colorado Department of Transportation) provides several daily options of bus service between Colorado Springs, Monument and downtown Denver.
- **Silver Key** provides limited transportation assistance for seniors to attend employment, training and volunteer opportunities.
- El Paso County is served by two cab companies: **Yellow Cab** and **Springs Cab.**

Teller County:

- There are no fixed route public transportation services in Teller County with the exception of Ramblin Express. **Ramblin Express** operates a casino shuttle service connecting Colorado Springs, Woodland Park, and Cripple Creek and is scheduled every one or two hours.
- **Peak Transit** is a demand-response service and a private shuttle operator providing service to local airports and ski resorts, as well as private charter service. The Teller Senior Coalition and Teller County Department of Social Services contracts with Peak Transit to provide transportation services for seniors, disabled, court-ordered rehabilitation defendants, and welfare-to-work clients using a pre-approved voucher system. Peak Transit also offers 24 hours, seven-day service in a 50-mile radius area from Woodland Park. Fares are $5 for pickup and $1 per mile thereafter.
- Teller County is served by **Teller Cab**.

Conclusions:

Both El Paso and Teller Counties have limited public transportation options. This lack of availability has a negative impact on low-income individuals and others that might not own and/or drive an automobile. While some areas of Colorado Springs are well served by public transit, significant areas of town and centers of employment are not served at all. For example, neither of the area's two newest hospitals (located in the north/northeast quadrant of Colorado Springs) is served by public transportation and there is no public transportation to/from the Colorado Springs airport. Notably, the following areas of the Pikes Peak Region lack access to public transit:

- El Paso County north of the Air Force Academy south entrance, including major portions of northern Colorado Springs, Black Forest, and Monument
- El Paso County west of Manitou Springs (including all of Ute Pass)
- All of Teller County, including Woodland Park, Florissant, Cripple Creek, and Victor
- El Paso County South of Fort Carson, including most of the City of Fountain
- El Paso County east of Peterson Air Force Base/Peterson Road, including Falcon, Peyton, Calhan and Elicott

Because a lack of reliable and affordable transportation negatively impacts the Region's unemployed and WIOA's targeted populations and their ability to attend work and training, the Pikes Peak Workforce Development Board will support efforts to obtain additional funding for the area's public transit providers and encourage all partners to reserve supportive service funding from their program budgets as applicable to help pay for necessary participant transportation supportive services for work and training. Further, the Board recognizes that, depending upon the individual circumstances of the participant, transportation services might be better directed towards providing transportation assistance in the form of gas vouchers, auto repair, automobile insurance, and vehicle ownership.

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

The Pikes Peak Region operates a consolidated WIOA and Wagner-Peyser Act program. Currently all Wagner-Peyser and WIOA staff are employees of El Paso County, share a common management, and these programs all share offices at the main One-Stop Center location at 1675 Garden of the Gods Road in Colorado Springs.

This level of integration and consolidation is shared throughout the Pikes Peak One-Stop service delivery system. Program plans and budgets are jointly developed annually and internal cost allocation plans ensure that each program pays its fair share of costs. Data systems are integrated via "Connecting Colorado" and host all Wagner-Peyser and WIOA participant records and management information. State and local policy guidance is also integrated top to bottom.

Typically, Wagner-Peyser provides "front-end" universal services to employers and job seekers. WIOA serves a much smaller number of customers and provides additional core, intensive and training services to selected target groups and special populations such as:

- Dislocated Workers
- Disconnected Youth
- Adult Public Assistance Recipients
- Adults that are Basic Skills Deficient
- Adults that are Low Income
- Other Adults with Barriers to Employment

In addition to the main PPWFC office, the workforce center has seven satellite offices. These offices are co-located with other community partners. Two of our satellite offices are co-located with the Department of Human Services and Veterans' Service Office. One of those offices is also located in Mount. Carmel Center of Excellence. These offices are also staffed by the State Disabled Veterans Outreach Specialist (DVOP) personnel who assist veterans with significant barriers to employment. We also have a staff member that works three days a week at Fort Carson Army base, the state's largest Army installation. The Region's other satellite office partnerships consist of Discover Goodwill of Southern Colorado in Monument and their Possibilities program which helps those with disabilities, the Woodland Park Library and the Community of Caring/Aspen Mine Center in Teller County which helps those who need public assistance. Satellite offices are also located in Fountain and Calhan. See response to question #11(a) for exact locations and hours of service.

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

The Pikes Peak WIOA Region and Local Area include El Paso and Teller Counties. El Paso County and Teller County have jointly agreed to serve as the Grant Recipient for WIOA funds; El Paso County serves as the administrative entity and fiscal agent.

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

The Region's WIOA One-Stop Operator needs to be competitively procured with a contract in place by July 1, 2017. At a minimum, the one-stop operator must

- Coordinate the service delivery of required one-stop partners and service providers.
- Local Boards may establish additional roles including
    - Coordinating service providers in the center and across the One-Stop system
    - Being the primary provider of services
    - Providing some of the services within the center
    - Coordinating service delivery in a multi-center area.

Between now and July 1, 2017, the Pikes Peak Consortium Executive Board and Workforce Development Board plan to undertake the following to be used to select a WIOA One-Stop Operator:

- Establish official WIOA roles and responsibilities for:
    - Consortium Executive Board
    - Pikes Peak Workforce Development Board
- Adopt compliant by-laws and procedures
- Determine appropriate procurement firewalls and procedures
- Determine the appropriate role of the One-Stop Operator
- Conduct market research on One-Stop Operator options
- Request information from other workforce areas
- Conducting a cost and price analysis
- Determine competitive selection process
- Develop and issue competitive procurement
- Issue One-Stop Operator award/contract

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

While WIOA's performance metrics are known, no performance levels (performance standards) have been negotiated with the Governor at this time. The negotiation of performance standards will not occur until after July 1, 2016 when final WIOA regulations are issued and the US Departments of Labor and Education set national standards for the WIOA Core programs.

Section 3 of this Local Plan describes the measures that will be used by States and One-Stop partners to measure program performance in the area.

21. Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:

a) LWDB Roles: Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/ committee members (in particular business members) to make to support these initiatives?

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

The Pikes Peak Workforce Development Board (WDB) will support a continuous improvement process that will focus on the overall performance outcomes of services provided by the One-Stop system, including each Core and partner program. It is anticipated that a standing agenda item for the WDB Executive Committee will be a review of performance goals and measurable accomplishments for key programs and that the entire WDB will review One-Stop System accomplishments and performance at least annually. This performance feedback will support continuous activities and enable future program designs and plans and programs to be adjusted accordingly.

Three standing committees are being considered to provide additional advice and expertise to support the WDB's decision making process:

- Youth Standing Committee
- One-Stop Partner Standing Committee
- Disabilities Standing Committee

Finally, the WDB will review the results of WIOA Core and Partner programs on a regular basis and provide a forum for discussion about and innovative programs and processes supporting continuous improvement.

a) Workforce Development Board Roles:

Roles and functions Pikes Peak Workforce Development Board include (but are not necessarily limited to) the following:

- Spreading good news about local workforce development program successes
- Providing strategic guidance and oversight with respect to local workforce issues
- Convening workgroups and or studies to help improve the effectiveness of WIOA and other Core programs
- Supporting data-driven planning and continuous improvements in the One-Stop System
- Providing peer-to-peer marketing and outreach of WIOA Core and partner programs to businesses and the community at large
- Developing the Local and Regional Plan in partnership with the Consortium Executive Board
- Conducting research, data collection, and analysis related to the workforce needs of the Regional economy
- Leading efforts to engage employers and entities in the Region whose employment opportunities reflect existing and emerging employment opportunities
- Developing effective linkages with employers in the Region to support employer utilization of the workforce development system in the Region and to support local workforce investment activities,
- Helping to ensure that workforce investment activities meet the needs of employers and support economic growth in the Region
- Developing and implementing proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships
- Developing Career Pathways within the Service Area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment
- Developing strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, and job seekers
- Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills
- Leveraging resources and capacity within the workforce development system, including resources and capacity for services for individuals with barriers to employment

- Helping to ensure the appropriate use, management, and investment of funds to maximize performance outcomes (In partnership with Local Elected Officials)
- Selecting the One-Stop Operator in partnership with the Consortium Executive Board
- Identifying eligible providers of youth and adult workforce investment activities in the Region
- Annually assessing the physical and programmatic accessibility of all one-stop centers in the Region

b) Workforce Development Board Participation: The By-Laws of the Workforce Development Board requires that membership consist of not less than a 51 percent private sector majority. Vacancies on the Board will be staggered and candidates recruited and vacancies appointed by membership category (such as Business, Education, Organized Labor, etc.) Where necessary a nominating committee will be established by the WDB and nominees may also be recruited by El Paso and/or Teller County in the same manner as they recruit for membership on various County boards and commissions.

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

The Region's Public Information Officer routinely utilizes the Workforce Investment Works (WIW) as a means to share good news and consistently posts at least three success stories on WIW per quarter. PPWFC WIOA program teams assemble their success stories monthly and the best of these are posted on WIW on a quarterly basis.

The PPWFC will seek to expand its use of the Workforce Investment Works website during PY16. PPWFC receives a number of positive comments as part of its customer satisfaction surveys. One strategy will be to obtain necessary permissions from customers to allow posting of their positive feedback comments on WIW. Another strategy will be to invite all partner agencies to have their success stories shared and published on the WIW website.

The Pikes Peak Workforce Investment Board also serves to spread good news about local workforce development program successes. The WDB maintains a standing agenda item where workforce development success stories are shared and publicized.

Finally, during the fall of each year the WDB hosts a "State of the Workforce" event (in conjunction with the Governor's Workforce Development Month). At this event the successful interventions of individuals and organizations are recognized.

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

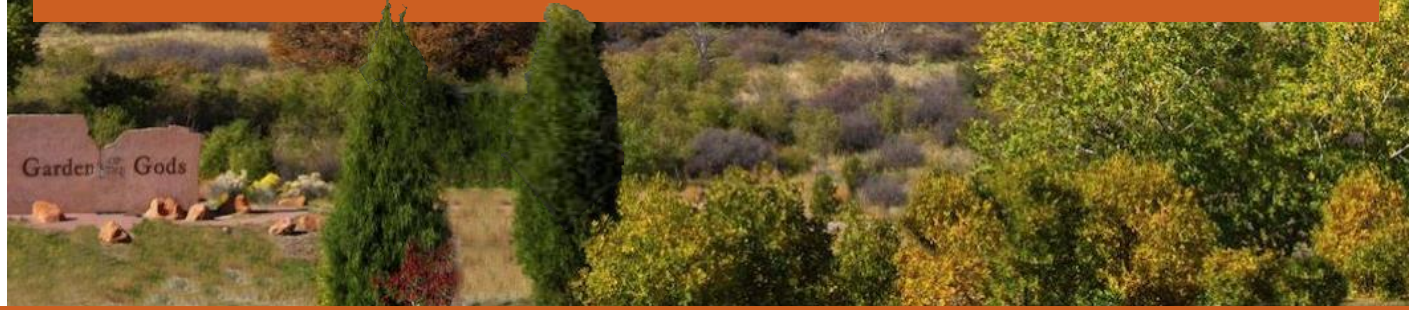
The Pikes Peak WDB will provide a public review and comment period of not less than 30 days. A draft of the Pikes Peak Regional and Local plan will be posted on the WIOA plan public comment website maintained by the Colorado Workforce Development Council. Public comments may be submitted and recorded on that website and all such comments received, along with comment responses will be included in final plan submission.

A legal notice summarizing the availability of the Regional and Local Plan for review, the public review and comment process, and the link to the Workforce Council's public comment website will be published by El Paso County. All Workforce Development Board members will be advised of the comment process, including representatives of business and industry and labor organizations. Finally, sufficient time will be provided between the close of the comment period and the submission date of the final plan to address any issues and/or make adjustments to the plan based upon comments received. Comments will be reviewed by the WDB Executive Committee and El Paso County Grant Recipient staff.

2016 - 2019

PIKES PEAK WORKFORCE CENTER
Building a Better Workforce for a Brighter Future!

PIKES PEAK REGION

EL PASO AND TELLER COUNTIES

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
REGIONAL PLAN FOR THE PIKES PEAK REGION