

ADAMS COUNTY WORKFORCE & BUSINESS CENTER

WIOA Local Plan

2024-2027



Veterans Memorial



ADAMS COUNTY
WORKFORCE AND BUSINESS CENTER
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1. 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...7

2. Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth, individuals with barriers to employment, and New Americans), including goals relating to the performance accountability measures based on primary indicators of performance described in WIOA section 116(b) (2)(A) in order to support economic growth and economic self-sufficiency32

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- c. How will the members (particularly business members) of the LWDB and Youth Council/ committee support these efforts?36
- d. How will sector partnerships be utilized for this purpose?36
- e. What are your objectives and goals for these activities?36



Adams County Governemnt Center

<p>4. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board’s strategy, including:</p> <ul style="list-style-type: none"> 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 PY24 and PY25, and identify targets for work-based learning activities for your youth, adults/ dislocated workers, transitional jobs, and incumbent workers. 37 b. Apprenticeships: USDOL and CDLE are emphasizing the importance of apprenticeships. Please provide a detailed response which includes the steps you will take to increase apprenticeship opportunities for your customers during the next program year 39 c. Sector Partnerships Participation: Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. Indicate PY24 and PY25 specific planned objectives and measurable outcomes 40 d. Sector Partnerships - Status and Objectives: In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY24 and PY25? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY24 and PY25 planned objectives and measurable outcomes. Note: For Sector Partnership Information, please visit: https://www.colorado.gov/cwdc/sector-partnerships 41 	<ul style="list-style-type: none"> e. Career Pathways: Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY24 and PY25 planned objectives and measurable outcomes 42 f. Skills Based Hiring: Explain what services are offered to employers to implement skills-based hiring practices, which could include assistance with job postings, interview procedures, onboarding mechanisms, or referrals to outside training resources on this topic..... 43
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Rotella Park

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Forward

The mission of Adams County is to responsibly serve the community with integrity and innovation. It is that commitment to innovation that has placed the Adams County Workforce and Business Center (ACWBC) as a workforce development leader in Colorado and across the nation.

Adams County is in the North Denver Metro area with an amazing mix of urban and rural communities. Adams County is the state's 5th largest county serving a diverse population of more than 522,000 residents. Being centrally located, Adams is key in the logistics, manufacturing, and transportation industries. Core to the region is small business and the ACWBC is highly involved in economic development and direct business consulting working to help business owners with limited resources.

In 2020, the ACWBC began a unique journey to go beyond federal requirements and look to how the ACWBC impacts the lives of its residents. Though federal requirements looked at specific programs, like Workforce Innovation and Opportunity Act (WIOA) Title I programs, ACWBC wanted a wholistic tracking measure to analyze the impact to the community across all programs. This method has allowed the county to understand the true impact of the ACWBC. Local control has been essential for innovation in the ACWBC. To create a unifying goal for the ACWBC, four areas of customer success were used to measure impact: obtaining employment, obtaining a credential through training, maintaining employment in a program like the Job Success Program that focuses on economic sustainability, and completing a work experience. Since 2020, over 2,800 client successes have occurred. During the second year of the program, successes grew by nearly a third and during PY22 successes totaled nearly 1,000, an increase of nearly 60%.

ACWBC focuses on being nimble in changing economic and regional conditions. During the



COVID pandemic, ACWBC was the first workforce center to reopen operations in Colorado. By quickly moving workshops online, switching to alternate communication methods, and being agile with funding, ACWBC was able to continue to meet customer's needs in a very challenging time.

The innovative policies of the ACWBC are not kept hidden but shared across the region and beyond. Adams is a key player in statewide groups committed to improving how we serve our customers. Work in programs such as understanding the return on investment of customers' wages and evaluating the performance of WIOA have been nationally recognized and implemented by other workforce regions across the country. With our local control, strong partnerships and ability to be agile, the ACWBC can serve its customers in the most efficient and effective way making for a stronger Colorado economy.

- 1 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

Forward

education and skill needs of the workforce and the employment needs of employers in the local area.

The Adams County Workforce Development Board (ACWDB) strategically guides the Adams County Workforce and Business Center (ACWBC) to serve as a comprehensive hub for workforce development. We provide a diverse array of essential services and support, available both virtually and in-person, to ensure accessibility for all customers. Our offerings include workshops focusing on career, financial, and personal development, a learning lab for high school equivalency diploma preparation, educational and credential-based training, work-based learning opportunities tailored to our region's specific, high-demand industries, career coaching, a wealth of career resources, and a comprehensive suite of business services.

Furthermore, the ACWBC provides Career Services to thousands of individuals each year, encompassing essential activities such as resume building, interview coaching, networking guidance, and career exploration.

In collaboration with local community colleges and training providers, the ACWBC actively works to enhance the skills of our workforce, aligning them with the evolving needs of our economy. A particular focus is placed on bridging the technology gap, ensuring resources and educational pathways are readily accessible to all.

Through partnerships with both state and local organizations, the ACWBC remains dedicated to making tools and training opportunities available to those in need. As demands for credentials evolve, the ACWBC remains steadfast in its commitment to meeting the credentialing needs of our local workforce, thereby contributing to the ongoing growth and prosperity of our community.

The ACWBC has forged robust internal partnerships to deliver comprehensive services across various departments within Adams County. Collaborating closely with Adams County Human Resources (People and Culture), the ACWBC receives referrals from the

HR department for employees seeking assistance. These referrals may involve job search aid for positions outside the county or guidance on soft skills and applications to facilitate promotions within the county. Strict confidentiality is maintained throughout the process, ensuring privacy for the individuals seeking assistance. Additionally, the ACWBC collaborates with Head Start and Economic Mobility to provide paid internship opportunities to parents of children enrolled in the Adams County Head Start program. This initiative enables Head Start parents to engage in flexible, part-time work experiences while enhancing their skills and earning income. Furthermore, this collaboration benefits Economic Mobility by facilitating efficient access to community resources and services for the broader community.

The Workforce Innovation and Opportunity Act (WIOA) programs through the ACWBC provides workforce development services to job seekers including education, training, and work-based learning. The ACWBC Case Managers are integrated into teams, which include members from WIOA programs as well as the Temporary Assistance for Needy Families (TANF) program. This provides cross-training among staff, which increases collaboration to provide wraparound services to meet the needs of job seekers and opportunities to blend and braid funding.

Job seekers are enrolled in workforce programs for assistance with job searching and career planning. Included in the enrollment process, staff work with job seekers to develop employment goals, identify skills gaps, and discuss training and work-based learning opportunities through WIOA programs. The ACWBC has developed a broad series of workshops that include job search skills such as resume writing and interviewing, career exploration, networking skills, and a local job club to provide regular networking opportunities for job seekers. In addition, identified staff are now in roles with the primary goal of matching candidates to open positions through Connecting Colorado and local businesses with hiring needs. Job seekers have their resumes forwarded to hiring managers and job developers solicit feedback for those who are ultimately not hired so they can

prepare for future interviews. Many job seekers have been hired by participating in job search workshops and mock interviews offered by ACWBC staff.

Job seekers needing assistance with training are required to complete research on labor market information to determine whether their training is marketable, in-demand, and will provide a sustainable wage. Customer choice is highly valued, and customers are assisted with research on potential training options with access to the Colorado Eligible Training Provider List (ETPL) and Labor Market Information (LMI) tools such as O*NET and Colorado LMI Gateway. Adult customers complete a Vocational Training Packet subject to a Training Review Committee to approve funding for training. Youth customers must present five jobs they could reasonably expect to obtain upon successful completion of a training subject to a Training Review Committee to approve funding. The ACWBC has sent job seekers through in-demand trainings in industries such as transportation, healthcare, IT, finance,

manufacturing, and construction. Training is provided by local community colleges, universities, private training providers, and apprenticeship programs, and the ACWBC encourages new training providers to apply to become a WIOA Eligible Training Provider.

As a participant in the Statewide Workforce Information Data Experts (WIDE) Group, ACWBC has enhanced our ability to assess and articulate our influence on the local community. WIDE focuses on information innovation and consistency and has created nationally recognized techniques for data analysis and sharing.

These projects include:

- Creation of a return on investment and economic impact report in partnership with the Colorado Department of Labor and Employment's (CDLE) Unemployment Insurance system highlighting the ACWBC's influence to the community.
- Creation of a value of business services for a consistent statewide report on our impact to regional businesses.
- Regional workforce profiles highlighting the economic conditions of local areas.

In addition to work in WIDE, ACWBC innovates through the creation of a one-of-a-kind tracking system based on the Four Disciplines of Execution. The Wildly Important Goal (WIG) created by ACWBC, allows tracking of all programs provided and not just employment.

Highlights of these reports include:

- \$26 million Return on Investment during Program Year (PY) 21
- After successfully exiting the WIOA Adult program within four years, participants were earning 2.3 times their previous wage
- During PY22 the ACWBC helped participants achieve 984 successes (obtaining employment, maintaining employment, obtaining a credential, or completing a work experience)



Adams County Fair

Labor Market Analysis

ADAMS COUNTY WORKFORCE & BUSINESS CENTER

Provide an analysis of the regional economic conditions overall, as well as for each area included in this planning region, including:

- Existing and emerging in-demand industry sectors and occupations; and
- The employment needs of employers in those industry sectors and occupations.

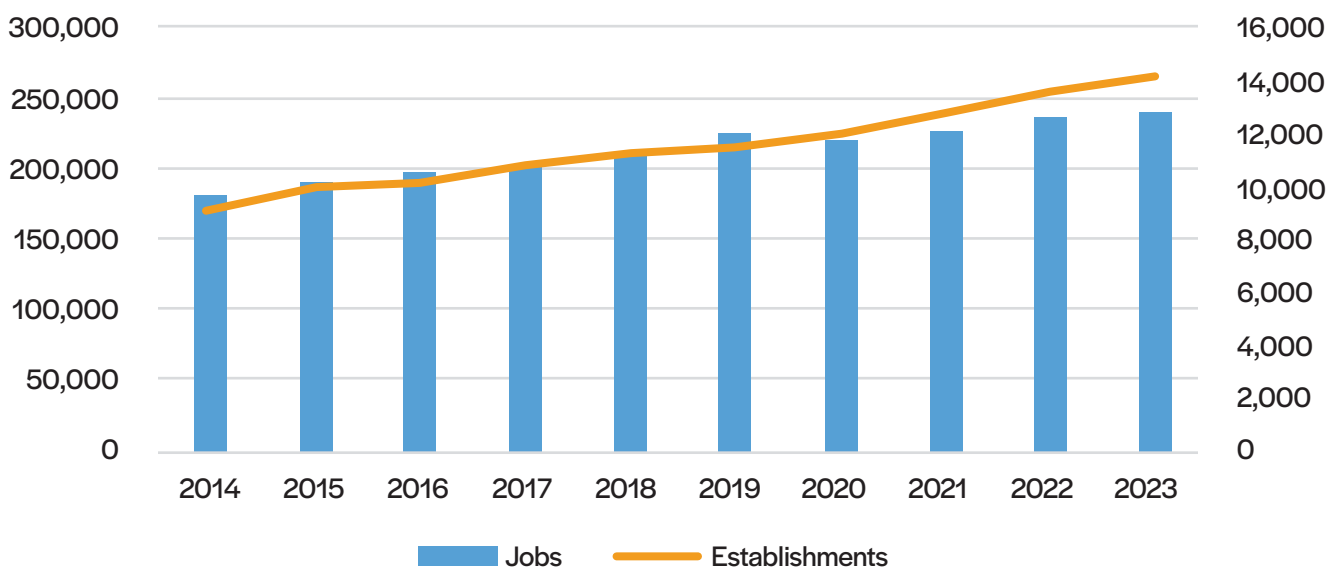
ECONOMIC OVERVIEW, ADAMS COUNTY

Area	Population (2023)	Labor Force (Sep 2023)	Jobs	Cost of Living	GRP	Imports	Exports
Adams County	531,429	284,408	269,880	104.7	\$34,717,452,440	\$40,984,719,787	\$40,125,447,188
Colorado	5,874,618	3,253,072	3,249,917	11.1	\$481,875,096,107	\$332,993,689,800	\$406,493,555,598
Percent	9.0%	8.7%	8.3%	94.2%	7.2%	12.3%	9.9%

Source: Lightcast

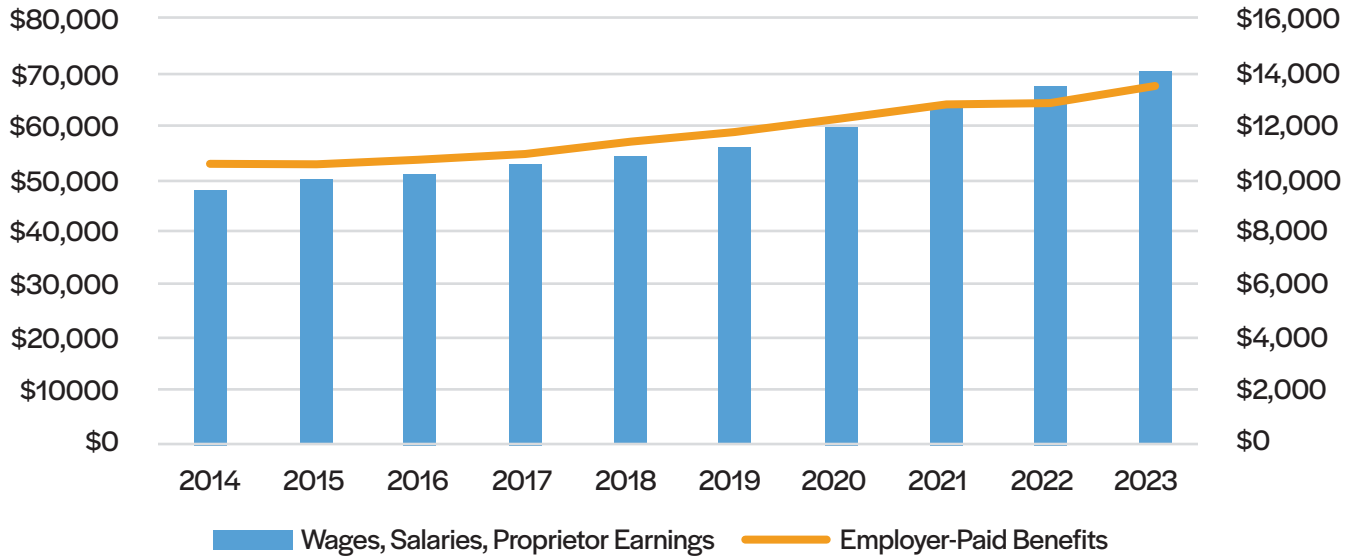
HISTORICAL TRENDS, JOBS & ESTABLISHMENTS

Source: Lightcast



HISTORICAL TRENDS, SALARIES & EMPLOYER-PAID BENEFITS

Source: Lightcast



HISTORICAL TRENDS

Description	2014	2015	2016	2017	2018	2019
Jobs	182,840	191,869	198,368	204,964	213,341	225,848
Establishments	9,363	9,999	10,393	10,926	11,306	11,630
Wages, Salaries, Proprietor Earnings	\$48,660	\$50,098	\$51,197	\$53,163	\$54,751	\$56,639
Employer-Paid Benefits	\$10,599	\$10,593	\$10,882	\$11,073	\$11,615	\$12,799

Description	2020	2021	2022	2023	Annual Growth Rate
Jobs	220,788	228,087	238,188	241,430	2.8%
Establishments	12,148	12,923	13,715	14,308	4.3%
Wages, Salaries, Proprietor Earnings	\$60,263	\$64,059	\$68,189	\$71,094	3.9%
Employer-Paid Benefits	\$12,344	\$12,847	\$13,012	\$13,576	2.5%

Source: Lightcast

Labor Market Analysis

PROJECTED GROWTH BY SECTOR

NAICS	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Payrolled Business Locations	Employment Concentration
90	Government	57,288	64,395	7,107	12%	139	1.45
48	Transportation & Warehousing	28,224	30,423	2,199	8%	768	2.53
56	Administrative & Support & Waste Management & Remediation Services	17,175	18,643	1,467	9%	960	1.10
62	Health Care & Social Assistance	20,600	22,059	1,459	7%	1,037	0.59
72	Accommodation & Food Services	19,666	21,057	1,391	7%	898	0.87
23	Construction	26,366	27,713	1,346	5%	2,001	2.01
54	Professional, Scientific & Technical Services	9,177	10,155	978	11%	2,166	0.52
44	Retail Trade	21,281	21,959	678	3%	1,183	0.85
81	Other Services (except Public Administration)	8,450	9,117	667	8%	1,110	0.76
42	Wholesale Trade	18,349	18,860	511	3%	1,197	1.86

Projected Growth by Sector continued on next page →

PROJECTED GROWTH BY SECTOR (CONTINUED)

NAICS	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Payrolled Business Locations	Employment Concentration
31	Manufacturing	14,690	15,128	438	3%	522	0.70
71	Arts, Entertainment and Recreation	2,286	2,588	302	13%	146	0.57
52	Finance & Insurance	4,020	4,264	244	6%	656	0.37
61	Educational Services	2,549	2,776	227	9%	206	0.41
21	Mining, Quarrying & Oil & Gas Extraction	1,051	1,190	139	13%	53	1.12
22	Utilities	781	869	88	11%	21	0.85
51	Information	2,446	2,526	80	3%	223	0.49
53	Real Estate & Rental & Leasing	3,585	3,661	75	2%	729	0.88
99	Unclassified Industry	160	225	65	40%	64	0.27
55	Management of Companies & Enterprises	1,704	1,681	(23)	(1%)	171	0.41
11	Agriculture, Forestry, Fishing & Hunting	1,158	1,089	(70)	(6%)	59	0.48
Totals		261,007	280,376	19,369	7%	14,308	

Source: Lightcast

Labor Market Analysis

PROJECTED GROWTH BY OCCUPATION FAMILY

SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turn-over Rate
25	Educational Instruction & Library	19,808	23,169	3,362	17%	\$21.55	\$28.75	11,984	7,271	39.2%
53	Transportation & Material Moving	36,824	39,655	2,831	7.7%	\$17.25	\$20.21	44,600	42,019	118%
13	Business & Financial Operations	18,245	19,741	1,495	8.2%	\$27.73	\$36.55	12,901	11,243	63.8%
43	Office & Administrative Support	28,281	29,738	1,457	5.2%	\$17.39	\$21.09	27,681	25,838	93.7%
11	Management	12,994	14,189	1,195	9.2%	\$44.80	\$60.72	8,159	6,764	54%
47	Construction & Extraction	18,711	19,823	1,112	5.9%	\$21.44	\$26.17	15,183	14,724	80.8%
35	Food Preparation & Serving Related	19,005	20,110	1,105	5.8%	\$13.44	\$15.13	29,252	27,519	148.6%
41	Sales & Related	24,193	25,057	865	3.6%	\$15.06	\$19.17	23,953	22,866	96.1%
49	Installation, Maintenance & Repair	12,055	12,919	864	7.2%	\$21.05	\$26.63	8,504	7,755	66.3%
15	Computer & Mathematical	6,560	7,393	832	12.7%	\$34.39	\$46.67	3,784	2,939	47.1%
29	Healthcare Practitioners & Technical	15,381	16,024	644	4.2%	\$31.84	\$39.31	7,506	4,882	32.2%

Projected Growth by Occupation Family continued on next page →

PROJECTED GROWTH BY OCCUPATION FAMILY (CONTINUED)

SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turn-over Rate
31	Healthcare Support	6,662	7,248	586	8.8%	\$17.08	\$18.34	7,632	6,062	93.8%
51	Production	10,518	11,006	488	4.6%	\$16.13	\$19.33	10,406	10,209	99.2%
39	Personal Care & Service	4,206	4,663	458	10.9%	\$13.82	\$15.85	5,598	4,929	122.4%
33	Protective Service	4,217	4,632	415	9.8%	\$17.22	\$27.15	4,293	3,089	76.1%
19	Life, Physical & Social Science	3,172	3,568	396	12.5%	\$25.92	\$37.10	2,258	1,637	54.4%
17	Architecture & Engineering	4,296	4,636	340	7.9%	\$31.76	\$40.81	2,163	1,970	47.4%
27	Arts, Design, Entertainment, Sports & Media	2,568	2,866	298	11.6%	\$18.88	\$25.91	2,487	2,094	85.3%
21	Community & Social Service	3,860	4,147	287	7.4%	\$20.24	\$25.81	2,371	1,599	42.6%
37	Building & Grounds Cleaning & Maintenance	6,760	7,030	270	4%	\$15.61	\$17.61	9,077	8,249	124%
23	Legal	950	1,052	103	10.8%	\$33.00	\$49.92	442	316	34.7%
45	Farming, Fishing & Forestry	1,051	1,005	(46)	(4.4%)	\$13.10	\$15.87	2,622	2,729	255.2%
Totals		260,315	279,671	19,356	7.4%			242,856	216,701	85.9%

Source: Lightcast

Labor Market Analysis

OCCUPATIONS PROJECTED TO ADD THE MOST JOBS, ADAMS COUNTY

SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turn-over Rate
25-1099	Postsecondary Teachers	7,950	10,179	2,226	28%	\$27.81	\$34.06	4,157	2,661	37.5%
53-7062	Laborers & Freight, Stock & Material Movers	6,538	7,255	718	11%	\$17.34	\$18.86	10,163	9,665	154.4%
53-7065	Stockers & Order Fillers	7,767	8,367	600	7.7%	\$14.61	\$17.01	11,385	10,742	143.5%
53-3033	Light Truck Drivers	4,257	4,701	444	10.4%	\$19.13	\$21.89	5,213	4,825	118.1%
35-3023	Fast Food & Counter Workers	6,937	7,357	420	6.1%	\$13.48	\$14.34	12,138	11,707	173.5%
13-1199	Business Operations Specialists, All Other	3,707	4,068	360	9.7%	\$28.64	\$37.32	2,750	2,235	62.9%
31-1128	Home Health & Personal Care Aides	1,802	2,093	292	16.2%	\$16.20	\$17.30	1,861	1,689	99.4%
11-1021	General & Operations Managers	4,099	4,380	281	6.9%	\$40.92	\$58.87	2,757	2,481	62.3%
53-7051	Industrial Truck & Tractor Drivers	2,453	2,712	259	10.6%	\$18.39	\$21.21	2,530	2,428	104.3%
43-4051	Customer Service Representatives	4,294	4,541	247	5.8%	\$15.47	\$17.93	5,417	5,323	127.4%
41-2031	Retail Salespersons	6,003	6,242	238	4%	\$18.58	\$15.32	7,506	6,841	115.7%

Occupations Projected to Add the Most Jobs, Adams County continued on next page →

OCCUPATIONS PROJECTED TO ADD THE MOST JOBS, ADAMS COUNTY (CONTINUED)

SOC	Description	2024 Jobs	2028 Jobs	Change	Percent Change	Pct. 25 Hourly Earnings	Median Hourly Earnings	2023 Hires	2023 Separations	2023 Turn-over Rate
15-1252	Software Developers	1,441	1,672	231	16%	\$44.61	\$56.26	850	575	42.4%
43-9061	Office Clerks, General	3,324	3,548	224	6.7%	\$18.40	\$21.83	3,355	3,113	96.6%
35-2014	Cooks, Restaurant	2,037	2,248	211	10.4%	\$15.47	\$16.01	2,730	2,363	120.2%
49-9071	Maintenance & Repair Workers, General	2,059	2,267	208	10.1%	\$18.58	\$22.45	1,561	1,287	65.1%
11-9033	Education Administrators, Postsecondary	525	706	181	34.4%	\$42.60	\$54.21	263	138	30%
25-9044	Teaching Assistants, Postsecondary	496	676	180	36.4%	\$13.95	\$13.96	404	228	52.7%
53-3032	Heavy & Tractor-Trailer Truck Drivers	6,822	7,002	180	2.6%	\$23.23	\$26.90	6,017	5,809	86.2%
41-3091	Sales Representatives of Service	3,232	3,405	173	5.4%	\$24.65	\$35.76	2,734	2,665	84.4%
47-2061	Construction Laborers	2,790	2,963	172	6.2%	\$17.61	\$20.50	2,539	2,459	90.4%

Source: Lightcast

Labor Market Analysis

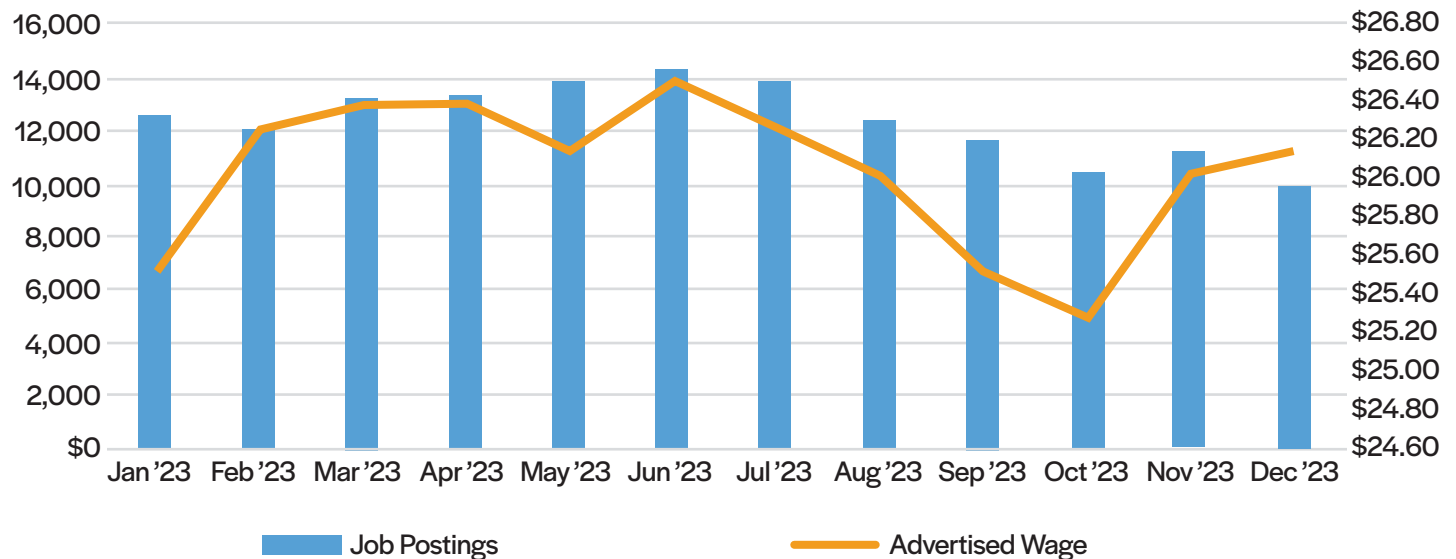
KEY DEMOGRAPHICS

- As of 2023 the population increased by 3.9% since 2018, growing by 19,944. Population is expected to increase by 3.5% between 2023 and 2028, adding 18,501.
- From 2018 to 2023, jobs increased by 13% from 238,732 to 269,880. This change outpaced the national growth rate of 3.6% by 9.4%. As the number of jobs increased, the labor force participation rate decreased from 69.7% to 68.5% between 2018 and 2023.
- Concerning educational attainment, 18.7% of residents possess a bachelor's degree (2.5% below the national average), and 9% hold an associate's degree (0.0% above the national average).
- The top three industries in 2023 are Education and Hospitals (State Government), Restaurants and Other Eating Places, and Education and Hospitals (Local Government).
- There are 128,840 millennials (ages 25-39). The national average for an area this size is 107,275.
- Retirement risk is low. The national average for an area this size is 158,105 people 55 or older, while there are 115,394 residents in that age range.
- Racial diversity is high. The national average for an area this size is 216,961 racially diverse people, while there are 280,694 racially diverse residents.
- There are 25,779 veterans. The national average for an area this size is 27,488.
- There are an average of 4.4 violent crimes per 1,000 people. The national rate is 2.41 per 1,000 people.
- There are 36.15 property crimes per 1,000 people. The national rate is 12.12 per 1,000 people.

Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, as well as for each area included in this planning region, including employment needs in in-demand industry sectors and occupations.

In calendar year 2023, Adams County employers posted an average of 12,522 unique jobs per month. The average posted wage through 2023 was \$26.05 per hour.

UNIQUE JOB POSTINGS & ADVERTISED WAGE TRENDS | ADAMS COUNTY, 2023



Source: Lightcast

EDUCATION AND EXPERIENCE BREAKDOWN, ADAMS COUNTY

Education Level	Unique Postings	Percent
No Education Listed	47,288	48.5%
High School or GED	24,584	25.2%
Associates Degree	6,716	6.9%
Bachelor's Degree	23,862	24.5%
Master's Degree	7,059	7.2%
PhD or Professional Degree	2,415	2.5%
Minimum Experience	Unique Postings	Percent
No Experience Listed	50,199	51.4%
0-1 Year	17,967	18.4%
2-3 Years	17,273	17.7%
4-6 Years	8,412	8.6%
7-9 Years	1,967	2.0%
10+ Years	1,772	1.8%

Source: Lightcast

This table shows the education and experience requirements of unique jobs posted in Adams County in calendar year 2023.

The structurally scarce labor market has encouraged skill-based rather than education-based hiring, as can be seen in the top portion of the table. However, over 34% of the jobs posted required a bachelor's degree or higher.

Labor Market Analysis

TOP JOBS POSTED

Occupation (SOC)	Total Postings (Jan-Dec 2023)	Unique Postings (Jan-Dec 2023)	Median Posting Duration
Registered Nurses	28,023	5,795	28 days
Retail Sales Persons	11,107	2,975	29 days
First-Line Supervisors of Retail Sales Workers	7,461	2,249	30 days
Heavy & Tractor-Trailer Truck Drivers	11,894	2,160	29 days
Sales Representatives, Wholesale & Manufacturing—except Technical & Scientific Products	7,100	2,079	28 days
Maintenance & Repair Workers, General	5,683	1,693	29 days
Laborers and Freight, Stock, & Material Movers, hand	7,695	1,620	27 days
Software Developers	3,892	1,605	29 days
Customer Service Representatives	6,073	1,509	29 days
Managers, All Other	3,790	1,503	29 days
Fast Food & Counter Workers	5,156	1,352	29 days
Medical & Health Services Managers	4,054	1,190	27 days
Food Service Managers	3,789	1,121	31 days
General & Operations Managers	3,834	1,038	30 days
Computer Occupations, All Other	2,543	1,014	28 days
Home Health & Personal Care Aides	3,664	1,101	32 days
Security Guards	4,488	951	31 days
Sales Managers	2,808	893	30 days
Secretaries & Administrative Assistants—except Legal, Medical, & Executive	2,536	884	26 days
Automotive Service Technicians & Mechanics	3,639	865	28 days

Source: Lightcast

JOB POSTINGS: SKILLS BREAKDOWN, CREDENTIALS IN DEMAND

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Nursing	5,392	5.5%	505	0.8%	20.1%	Growing
Project Management	5,323	5.5%	4,314	7%	19.8%	Growing
Marketing	4,849	5%	3,367	5.5%	23%	Rapidly Growing
Merchandising	4,704	4.8%	1,047	1.7%	15%	Growing
Warehousing	4,669	4.8%	1,099	1.8%	13%	Growing
Auditing	4,167	4.3%	1,503	2.5%	21.8%	Rapidly Growing
Accounting	3,942	4%	1,976	3.2%	24%	Rapidly Growing
Selling Techniques	3,240	3.3%	811	1.3%	(1.2%)	Lagging
Restaurant Operation	3,102	3.2%	594	1%	28%	Rapidly Growing
Construction	2,816	2.9%	1,165	1.9%	10.5%	Growing
Finance	2,718	2.8%	1,089	1.8%	27.3%	Rapidly Growing
Housekeeping	2,577	2.6%	133	0.2%	13.3%	Growing
Invoicing	2,498	2.6%	1,042	1.7%	16.2%	Growing
Product Knowledge	2,406	2.5%	209	0.3%	17.6%	Growing
Office Equipment	2,282	2.3%	114	0.2%	16.7%	Growing
General Mathematics	2,258	2.3%	0	0%	14.8%	Growing
Billing	2,181	2.2%	1,069	1.7%	20%	Growing
Workflow Management	2,138	2.2%	552	0.9%	18%	Growing
Forklift Truck	2,080	2.1%	413	0.7%	5.5%	Stable
Customer Relationship Management	2,041	2.1%	1,409	2.3%	22.1%	Rapidly Growing

Source: Lightcast

Labor Market Analysis

TOP COMMON SKILLS POSTED IN ADAMS COUNTY, 2023

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Communication	29,204	29.9%	3,262	5.3%	3.6%	Lagging
Customer Service	24,034	24.6%	9,906	16.2%	5.2%	Stable
Management	19,410	19.9%	6,719	11%	5.3%	Stable
Sales	14,823	15.2%	7,735	12.6%	7.8%	Stable
Operations	14,009	14.4%	4,493	7.3%	8.1%	Stable
Leadership	12,921	13.2%	5,300	8.7%	8.5%	Stable
Detail Oriented	8,962	9.2%	362	0.6%	7.1%	Stable
Problem Solving	8,488	8.7%	1,079	1.8%	11.3%	Growing
Planning	8,367	8.6%	1,595	2.6%	10.9%	Growing
Writing	8,109	8.3%	894	1.5%	11.8%	Growing
Lifting Ability	6,979	7.2%	13	0%	10.6%	Growing
Coordinating	6,351	6.5%	1,005	1.6%	14.7%	Growing
Microsoft Office	5,949	6.1%	5,155	8.4%	18.5%	Growing
Scheduling	5,720	5.9%	1,509	2.5%	16.4%	Growing
English Language	5,519	5.7%	756	1.2%	15.3%	Growing
Interpersonal Communication	5,409	5.5%	284	0.5%	14.3%	Growing
Time Management	5,296	5.4%	1,707	2.8%	14.5%	Growing
Organizational Skills	5,194	5.3%	312	0.5%	14.3%	Growing
Microsoft Excel	5,157	5.3%	4,245	6.9%	17.7%	Growing
Self-Motivation	4,970	5.1%	153	0.2%	22.7%	Rapidly Growing

Source: Lightcast

TOP SOFTWARE SKILLS POSTED IN ADAMS COUNTY, 2023

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Microsoft Office	5,949	6.1%	5,155	8.4%	18.5%	Growing
Microsoft Excel	5,157	5.3%	4,245	6.9%	17.7%	Growing
Microsoft Outlook	3,222	3.3%	1,291	2.1%	25%	Rapidly Growing
Microsoft PowerPoint	2,412	2.5%	2,619	4.3%	26.1%	Rapidly Growing
Microsoft Word	1,804	1.8%	3,198	5.2%	7.2%	Stable
Python (Programming Language)	1,188	1.2%	380	0.6%	24.5%	Rapidly Growing
Spreadsheets	1,154	1.2%	381	0.6%	22.2%	Rapidly Growing
SQL (Programming Language)	935	1%	761	1.2%	6.4%	Stable
Salesforce	921	0.9%	585	1%	24.7%	Rapidly Growing
Amazon Web Services	852	0.9%	215	0.4%	24%	Rapidly Growing
Operating Systems	761	0.8%	369	0.6%	22.6%	Rapidly Growing
Linux	668	0.7%	508	0.8%	8.9%	Stable
Java (Programming Language)	657	0.7%	463	0.8%	17.4%	Growing
SAP Applications	641	0.7%	375	0.6%	21.6%	Rapidly Growing
Javascript (Programming Language)	609	0.6%	455	0.7%	18.6%	Growing
Application Programming Interface (API)	594	0.6%	222	0.4%	9.5%	Growing
AutoCAD	587	0.6%	463	0.8%	16.9%	Growing
Google Workspace	542	0.6%	82	0.1%	18.8%	Growing
Microsoft Azure	506	0.5%	96	0.2%	28.9%	Rapidly Growing
Microsoft Access	483	0.5%	428	0.7%	3.9%	Lagging

Labor Market Analysis

TOP QUALIFICATIONS POSTED IN ADAMS COUNTY, 2023

Qualification	Postings with Qualification
Valid Driver's License	11,037
Registered Nurse (RN)	6,867
Basic Life Support (BLS) Certification	4,058
Cardiopulmonary Resuscitation (CPR) Certification	2,911
First Aid Certification	1,707
Commercial Driver's License (CDL)	1,522
Advanced Cardiovascular Life Support (ACLS) Certification	1,430
Licensed Practical Nurse (LPN)	1,352
Teaching Certificate	1,162
American Red Cross (ARC) Certification	1,134
CDL Class A License	1,130
Certified Nursing Assistant (CNA)	1,045
Security Clearance	1,015
Automated External Defibrillator (AED) Certification	777
CPR/AED for the Professional Rescuer	721
Certified Diabetes Educator (CDE)	706
Pediatric Advanced Life Support (PALS)	677
Top Secret—Sensitive Compartmented Information (TS/SCI) Clearance	610
Licensed Clinical Social Worker (LCSW)	516
Nurse Practitioner (APRN-CNP)	451

Source: Lightcast

Provide an analysis of the workforce in the region, as well as for each area included in this planning region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment, New Americans (defined as Coloradans who arrived in the U.S. as immigrants or their children) and veterans.

POPULATIONS WITH BARRIERS BY COUNTY IN CCPR

Population	Adams
Population in Housholds	516,451
Total Households	181,211
Average Size of Household	3
Single Parents with Children under 18	13,140
Civilian Veterans	24,977
Individuals with a Disability	57,376
<ul style="list-style-type: none"> ▪ Age 18-64 ▪ Under 18 ▪ 65 and Older 	32,118 6,170 19,088
Low Income Households	18,851
<ul style="list-style-type: none"> ▪ Supplemental Security Income (SSI) ▪ Cash Public Assistance ▪ SNAP ▪ with Public Healthcare Coverage (Medicaid) 	6,039 4,967 17,079 170,100
Households Spending 35% or More of Gross Income on Rent	25,075
Less than High School or GED Completed 9th Grade or Less	51,447 23,482
No Broadband Subsription	16,123
Population Over Five Who Speak English Less Than 'Very Well'	54,940
New Americans (entered US 2010 or later)	18,898
Individuals 21 and Older with Criminal Records (estimate)*	29,372
Homeless Individuals (estimate)**	807

Sources: US Census American Community Survey Data Profiles. *Number of individuals over 21 with criminal records estimated using information from Shannon, Sarah, et al, Felon History and Change in US Employment Rates, Social Science Research, Vol. 103, March 2022, 102649. **Homeless estimates derived from Colorado State of Homelessness Report, 2022, Colorado Coalition for the Homeless.

Labor Market Analysis

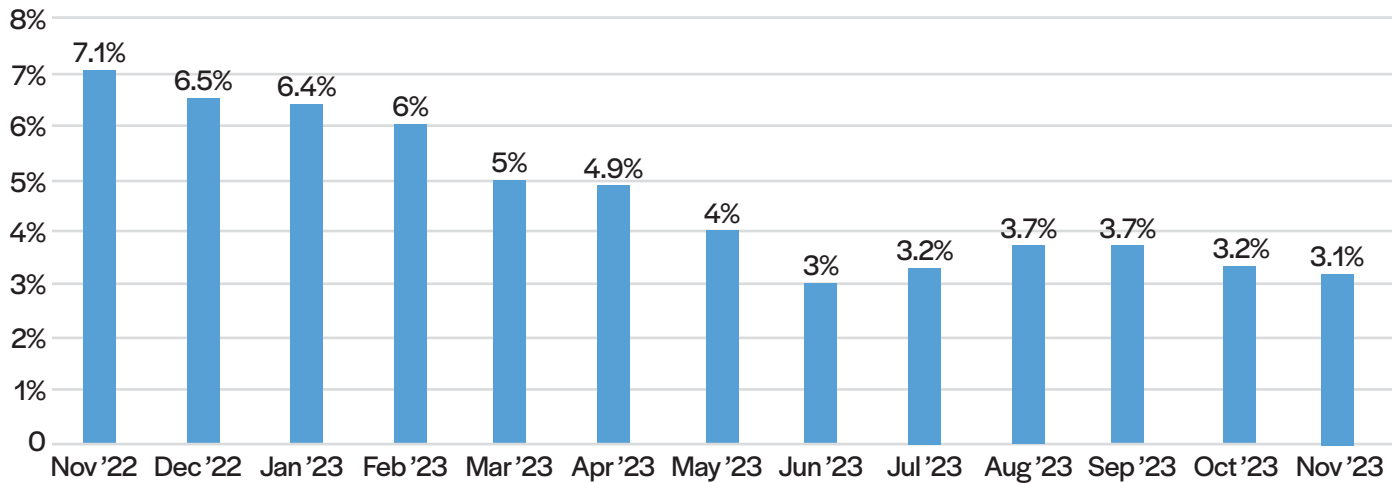
This data is important for each local region because workforce centers are uniquely positioned to increase labor force participation by helping these individuals surmount their barriers using braided funding strategies to provide supportive services, and upskilling, reskilling and new-skilling them so they can successfully engage in work.

This vital role played by workforce centers and their partners can make a critical difference in maintaining the competitiveness of Colorado employers in a global economy.

Kitchen Table Concerns for Workers

Wages have not kept up with inflation, so workers are finding they are spending more money for less product across the board. While the inflation rate has gone down, it is important to realize how to read this graph correctly. Prices in November 2023 were 3.1% higher than they were the previous November 2022. What this means is that if we go back to November 2020, we find prices have actually gone up 17%.

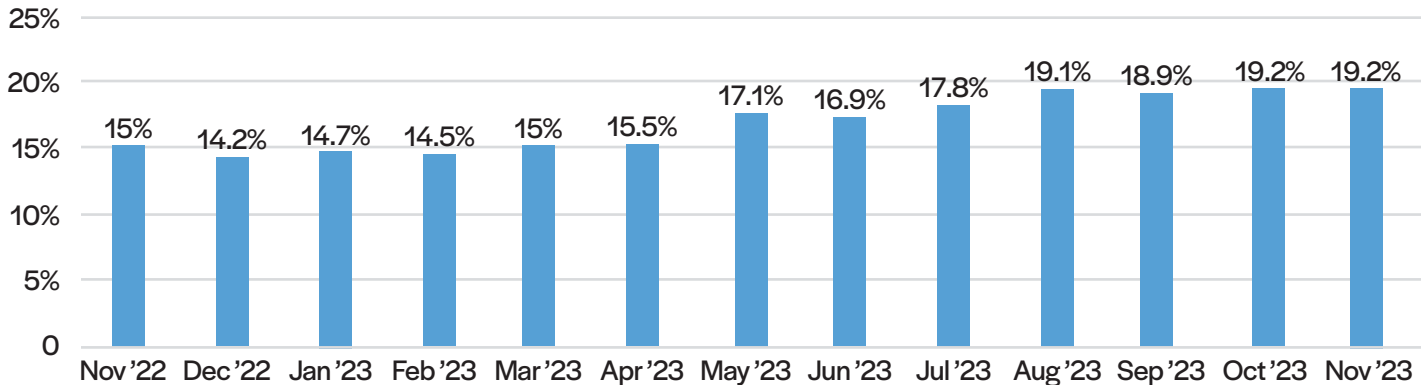
INFLATION, ALL ITEMS, PERCENT CHANGE FROM PRIOR YEAR, UNITED STATES



Source: Lightcast

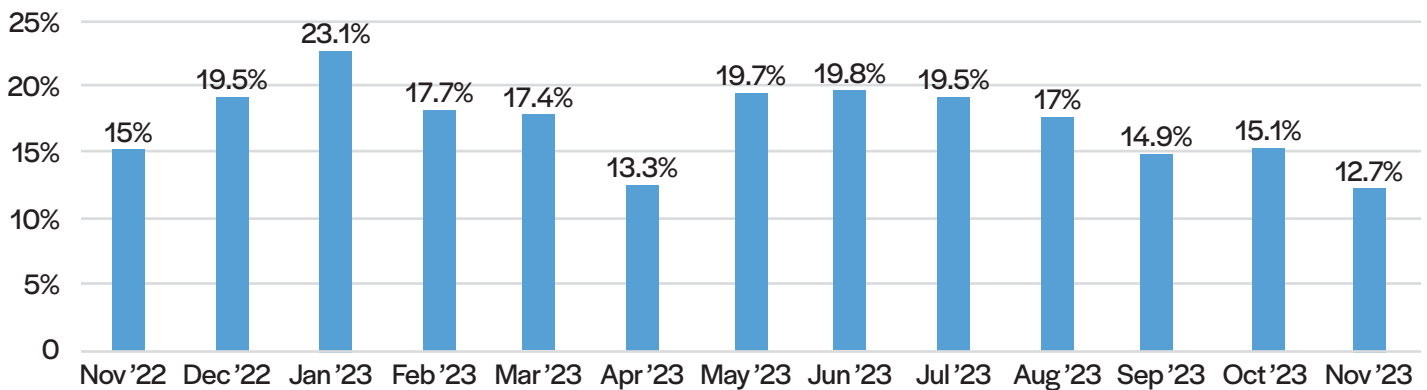
The high costs of insuring and repairing motor vehicles is also a concern, which is one reason hybrid and remote work schedules have become more popular since the pandemic.

INFLATION RATE, MOTOR VEHICLE INSURANCE Percent Change From Same Month Prior Year, United States



Source: Lightcast

INFLATION RATE, MOTOR VEHICLE REPAIR Percent Change From Same Month Prior Year, United States

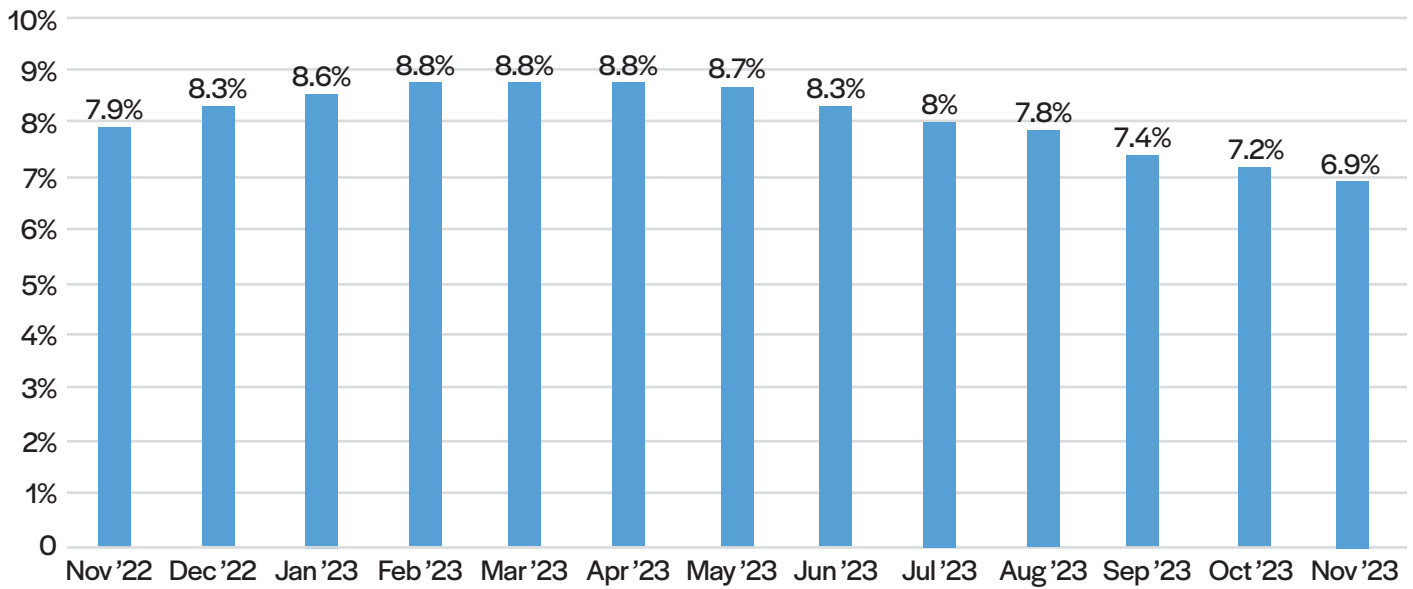


Source: Lightcast

Labor Market Analysis

Rents also remain high. According to the U.S. Census Bureau American Community Survey, 25,075 (45.5%) of the renters in Adams County are paying 35% or more of their gross rent as a percentage of household income.

INFLATION RATE, RENT OF PRIMARY RESIDENCE Percent Change From Same Month Prior Year, United States



Source: Lightcast

CHILDCARE COSTS AS A PERCENT OF MEDIAN WAGE BY OCCUPATION FAMILY, ADAMS COUNTY

SOC	Description	2023 Jobs	Median Annual Earnings	Annual Cost as Percent of Median Earnings			
				Infant, Child Care Center	Toddler, Child Care Center	Infant, Child Care Home	Toddler, Child Care Home
11	Management	12,533	\$126,302	14.4%	12%	9.4%	8.8%
13	Business & Financial Operations	17,622	\$76,034	23.9%	19.9%	15.5%	14.6%
15	Computer & Mathematical	6,245	\$97,073	18.7%	15.6%	12.2%	11.4%
17	Architecture & Engineering	4,157	\$84,879	21.4%	17.8%	13.9%	13.1%
19	Life, Physical, & Social Science	3,011	\$77,161	23.5%	19.6%	15.3%	14.4%
21	Community & Social Service	3,757	\$53,686	33.8%	28.2%	22%	20.7%
23	Legal	911	\$103,828	17.5%	14.6%	11.4%	10.7%
25	Educational Instruction & Library	18,541	\$59,790	30.3%	25.3%	19.8%	18.6%
27	Arts, Design, Entertainment, Sports, & Media	2,455	\$53,903	33.7%	28%	21.9%	20.6%
29	Healthcare Practitioners & Technical	15,148	\$81,765	22.2%	18.5%	14.5%	13.6%
31	Healthcare Support	6,461	\$38,146	47.6%	39.6%	31%	29.1%
33	Protective Service	4,059	\$56,470	32.1%	26.8%	20.9%	19.6%
35	Food Preparation & Service Related	18,522	\$31,463	57.7%	48%	37.6%	35.3%
37	Building & Ground Cleaning & Maintenance	6,655	\$36,604	49.6%	41.3%	32.3%	30.3%
39	Personal Care & Service	4,027	\$32,963	55%	45.9%	35.9%	33.7%
41	Sales & Related	23,803	\$39,872	45.5%	37.9%	29.6%	27.8%
43	Office & Administrative Support	27,561	\$43,874	41.4%	34.5%	26.9%	25.3%
45	Farming, Fishing, & Forestry	1,069	\$33,003	55%	45.8%	35.8%	33.6%
47	Construction & Extraction	18,234	\$54,427	33.3%	27.8%	21.7%	20.4%
49	Installation, Maintenance, & Repair	11,705	\$55,399	32.7%	27.3%	21.3%	20%
51	Production	10,291	\$40,205	45.1%	37.6%	29.4%	27.6%
53	Transportation & Material Moving	35,163	\$42,029	43.2%	36%	28.1%	26.4%
Totals		252,379	\$55,748	32.5%	27.1%	21.2%	19.9%

Source: Lightcast

Labor Market Analysis

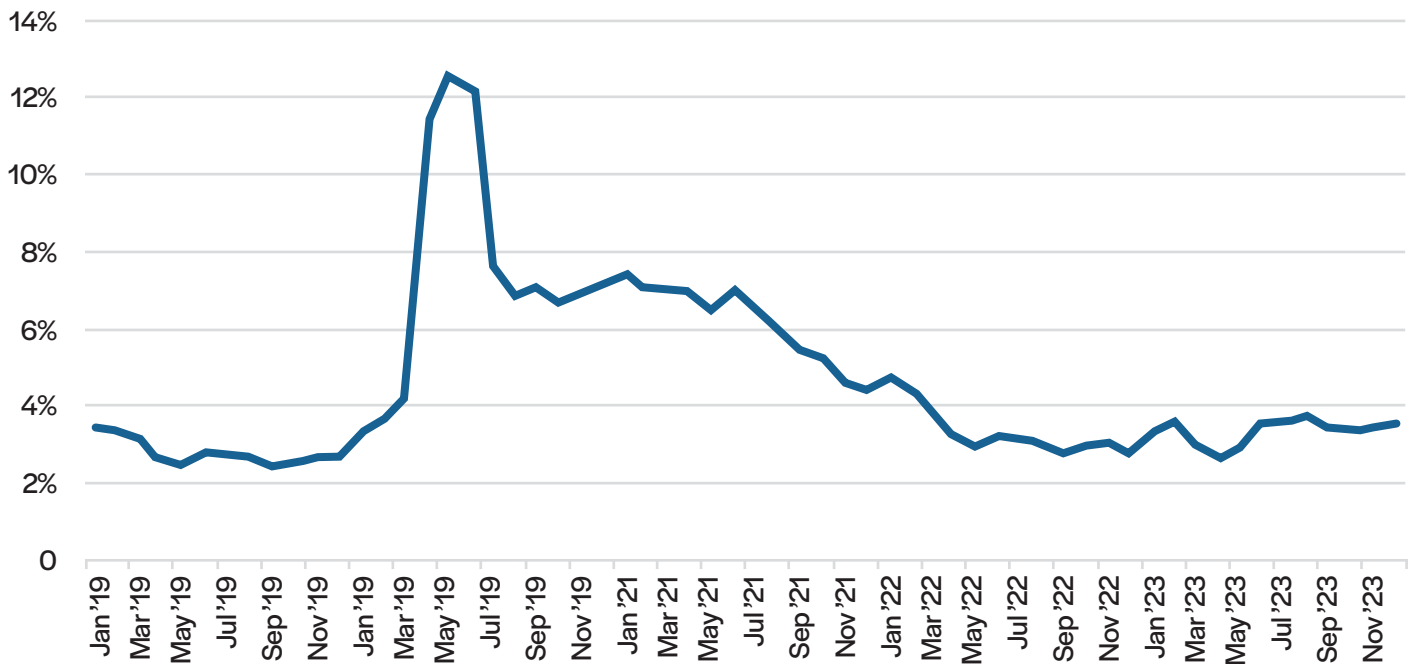
Figures from the table on the previous page are from Lightcast and the 2022 Colorado Childcare Market Rate Study, which is required for each state every two years. For example, a housekeeper with an infant may be paying over half of their gross income for childcare.

If they are also paying 35% for rent, this leaves only 15% of their entire gross income to pay for everything else they need.

Employment and Unemployment Data

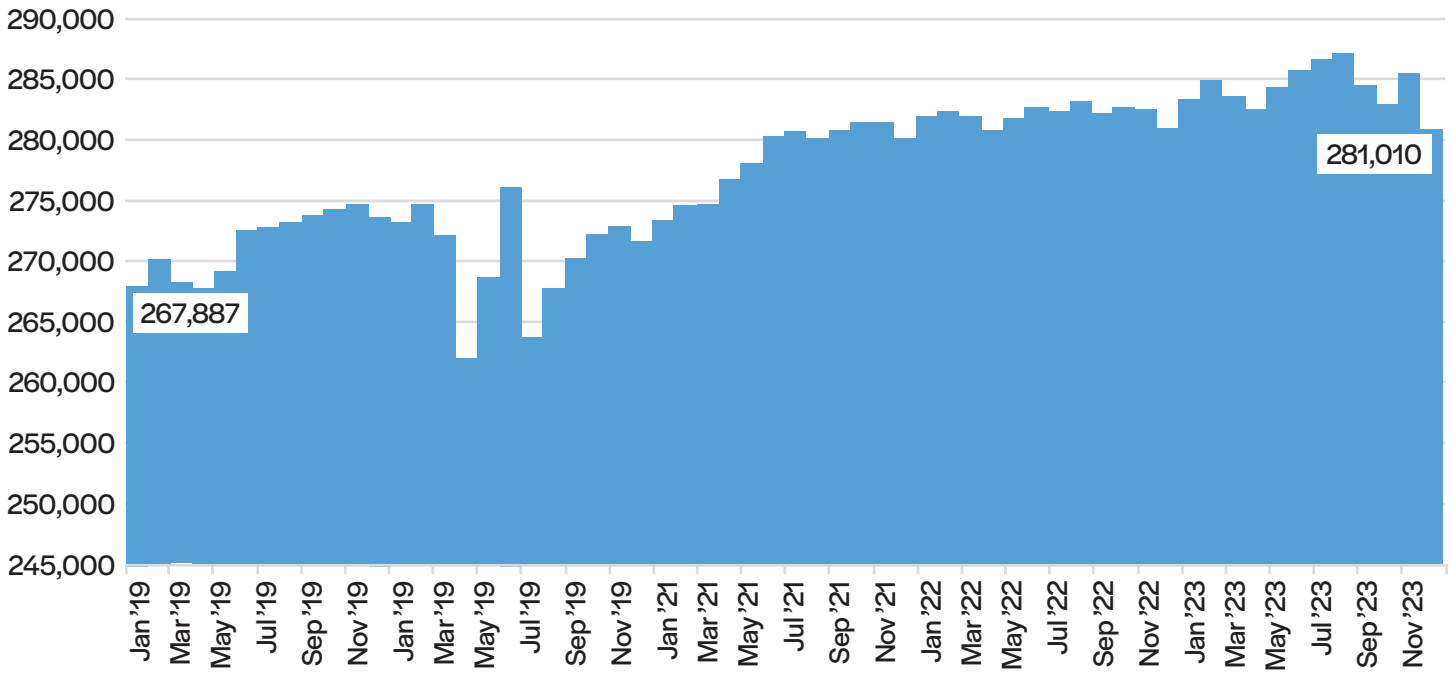
The following information was taken from the U.S. Bureau of Labor Statistics Local Area Unemployment Data. Note that labor force in Adams County went up by 13,123 between January 2019 and December 2023, an increase of 4.8%. This reflects the entry into the labor force of several workers who lost jobs during the pandemic and were gradually reabsorbed over 2022. ACWBC has been steadily helping people with barriers to success in the labor market to surmount those barriers with supportive services while they reskill, upskill or new-skill.

UNEMPLOYMENT RATE, ADAMS COUNTY



Source: Lightcast

LABOR FORCE, ADAMS COUNTY



Source: Lightcast



Adams County Human Services Center

Mission, Vision, Purpose

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

Over the past few months, all local areas across the state of Colorado have engaged in strategic planning to ensure alignment with state, regional and local needs. As a workforce system, the ACWDB continues to ensure that populations who have traditionally found barriers to education and employment are at the forefront of our efforts to ensure seamless service delivery. Over the last four years, we have worked to incorporate newly identified strategic populations into models and will continue to do so as we move into the implementation of the 2024-2027 plans.

The ACWDB adopted the Adams County Mission and Vision as the framework by which we operate and deliver services.

MISSION

To responsibly serve the Adams County community with integrity and innovation.

VISION

Adams County is the most innovative and inclusive county in America for all families and businesses.

PURPOSE

The Adams County Workforce and Business Center exists as the source of security to passionately serve our community in becoming the best version of themselves.

In alignment with the Governor’s priorities, the four areas of focus for the ACWDB are **Access, Affordability, Equity and Quality**.

ACCESS

The ACWBC will continue to improve access and utilization of available resources for businesses and job seekers to succeed. Six action items are listed below.

ACTION ITEM 1.

Expand and innovate access to services through expansion of where and when services are offered.

ACTION ITEM 2.

Improve connections between high school, postsecondary, and the workforce center.

ACTION ITEM 3.

Expand awareness of and adoption of skills-based hiring.

ACTION ITEM 4.

Promote internships and alliances with business and industry.

ACTION ITEM 5.

Monitor, increase awareness of, and actively engage on legislative policies affecting the workforce system.

ACTION ITEM 6.

Enhance communication, outreach and marketing strategies to increase visibility, recognition and utilization of services.

AFFORDABILITY

Provide opportunities to target populations to access lifelong reskilling, upskilling, and next-skilling to the future of work without creating a financial burden. Three action items are listed below.

ACTION ITEM 1.

Expand and promote work-based learning opportunities.

ACTION ITEM 2.

Connect job seekers to zero-cost, in-demand credentials.

ACTION ITEM 3.

Continue to blend and braid funding across internal and external partner programs to align and streamline services to meet the unique needs of diverse populations.

EQUITY

Increase equitable economic opportunity for individuals who experience barriers based on race, ethnicity, gender, ability, age, zip code, and socioeconomic status. Three action items are listed below.

ACTION ITEM 1.

Continue to blend and braid funding across internal and external partner programs to align and streamline services to meet the unique needs of diverse populations.

ACTION ITEM 2.

Continue alignment and information sharing across partners to address community issues including childcare, transportation, affordable housing, and bridging the digital equity divide.

ACTION ITEM 3.

Provide equitable access to opportunities for education, training, and high-quality jobs.

QUALITY

Identify and address Continuous Improvement initiatives. Three action items are listed below.

ACTION ITEM 1.

Establish processes for recruitment and retention to provide consistent high quality services for businesses and job seekers.

ACTION ITEM 2.

Continue to support the development of career pathways, work-based learning opportunities, and apprenticeships in collaboration with employers and partners.

ACTION ITEM 3.

Support employers to enhance job quality and implement skills-based practices.

Access, Affordability, Equity & Quality

The ACWBC seeks to increase participation in work-based learning opportunities through the expansion of diverse learning opportunities offered in locations that meet people where they are. Moreover, the ACWBC continues to explore innovative solutions to provide upskilling and training opportunities for workers, addressing local industry workforce gaps through collaborative initiatives with community partners, businesses, and industries.

The ACWBC is committed to enhancing customer interactions by adopting a more relational, individual-focused approach, moving away from transactional relations. This innovative approach involves blending and braiding funding to offer seamless services to customers through integrated teams.

The ACWBC strives to prioritize staff training and development to enhance skills and knowledge, facilitating the achievement of performance measurement goals and aligning service delivery to meet customers' short and long-term career development objectives, ultimately supporting economic self-sufficiency. This initiative aligns with the ACWBC goal of supporting staff through ongoing professional development opportunities. By providing staff with comprehensive training and resources, including regular sessions throughout the year, they are better equipped to serve customers effectively and efficiently, promoting collaboration and program and service knowledge among staff and community partners.

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

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

The Colorado Workforce Development System has strong Business Services Teams rooted in the ten local Workforce Development Areas and the eleven core business services designed to engage and provide a framework for services. Additionally, each local area utilizes Labor Market information designed to ensure that services, engagement, and other activities with business, industry, and sectors ensure success. This work is not able to be completed in a vacuum, and requires the collaboration with our partners, members of the Local Workforce Development Boards/Youth Committees, Sector Partners and other thought leaders.

In the ongoing effort to enhance business engagement in the Adams County area, a range of outreach activities will be continued and expanded upon. These efforts are designed to foster stronger connections between the ACWBC and local businesses, ensuring alignment with economic development goals and addressing the evolving needs of the community. Active participation on committees hosted by the local regional economic development organization,

Adams County Regional Economic Partnership (ACREP)(formerly known as Adams County Economic Development) remains a cornerstone of the ACWBC engagement strategy. Additionally, continued involvement in networking events hosted by community partners, such as the quarterly apprenticeship forum organized by the Independent Electrical Contractors Rocky Mountain (IECRM), reflects the commitment to fostering meaningful connections within the local business community. Other key events, such as the Adams County Educational Consortium (ACEC) Apprenticeship and Resource Fair, Adams County Children & Family Services (Chafee) Life Skills Workshops, and Front Range Community College (FRCC) Behavioral Health Talent Nexus, serve as vital platforms for engagement and collaboration.

Regional outreach efforts are also prioritized, with a focus on developing areas and partnerships with economic development entities, chambers of commerce, trade associations, and neighboring workforce regions. These collaborative endeavors aim to leverage collective resources

and expertise to support economic growth and workforce development across the region.

Targeted outreach initiatives include reaching out to employers with occupations relevant to Temporary Assistance for Needy Families (TANF) participants, offering Subsidized Employment Internship services. Furthermore, outreach efforts extend to businesses that could benefit from Enterprise or Opportunity Zone incentives provided by the county's economic development services, as well as those interested in skill-based hiring workshops offered by the Business Services team.

Moreover, targeted outreach is conducted to inform employers about specific grants

available, such as Quest, IDEA, Up and Adams, TEC-P 2.0, and the Reskilling, Upskilling, and Next Skilling (RUN) grant. Sector-specific roundtables provide a platform for meaningful discussions on hiring challenges and changing economic conditions, facilitating collaboration and problem-solving within key industries.

Lastly, marketing efforts highlight Core Business Services offered by the ACWBC, including LMI, candidate screening, skill assessments, no-cost recruitment services, and connections for veterans. By actively engaging with employers and community partners, the ACWBC aims to drive economic prosperity and create opportunities for all stakeholders in the region.

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

The Business Services Team at the plays a central role in driving engagement and support for local businesses through a series of targeted initiatives. Business Development Representatives (BDRs) will take the lead in initiating outreach endeavors designed to cultivate strong connections with businesses throughout the region.

One key focus area for the team will be participating in Sector Partnership task groups. By attending and convening these groups, team members will collaborate with industry stakeholders to identify career pathways, critical occupations, and the trending hard skills needed in key industries. This collaborative approach ensures alignment between workforce development efforts and the evolving needs of businesses.

Another vital function of the team will be maintaining a database of employers willing to participate in work-based learning activities. This database will streamline the placement process for WIOA adult and youth participants, as well as facilitate Subsidized Employment placements for TANF participants. By connecting employers with eager learners, the team promotes workforce development while meeting the needs of both businesses and job seekers.

Additionally, team members will actively engage with the business community by attending networking events and contributing to business appreciation events. These interactions serve to build and strengthen relationships with local businesses, fostering a sense of partnership and collaboration.

The Business Services Team will coordinate the purchase and distribution of marketing materials highlighting various core business services offered by the ACWBC. This ensures that businesses are aware of the resources and support available to them through the WBC.

Lastly, leveraging LMI, the team will identify employers in the region who could benefit from the ACWBC's services. This proactive approach enables the team to target outreach efforts effectively, maximizing the impact of their engagement with the business community.

Overall, the Business Services Team is committed to supporting the growth and success of local businesses by providing tailored assistance, fostering collaboration, and promoting workforce development initiatives. Through their efforts, the team contributes to the economic vitality and prosperity of the Adams County region.

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

The involvement of members from the ACWBD and our Task Forces is instrumental in fostering employer engagement and identifying key industry sectors and occupations. Drawing from their firsthand experiences and expertise in the local economy, these individuals provide invaluable insights into the needs of businesses in the area. They offer perspectives on both their own businesses and those of their peers, contributing to a comprehensive understanding of the local workforce landscape.

Additionally, board members play a proactive role in suggesting new businesses for outreach and potential partnerships for innovative initiatives. Their recommendations help broaden the network of engaged businesses and facilitate collaborative efforts to address emerging workforce challenges and opportunities.

How will sector partnerships be utilized for this purpose?

Sector partnerships serve as a vital resource for understanding how to effectively engage the workforce, with all actions grounded in strategies driven by employers' needs and insights.

These partnerships will be leveraged to gather essential information on career pathways, critical occupations, stackable credentials, learning and employment records (LER), and trending hard skills. Additionally, sector partnerships will be instrumental in exploring the potential development of registered apprenticeships.

Sector Partnerships will facilitate cross-regional initiatives such as job fairs, hiring events, resource fairs, and apprenticeship fairs, fostering collaboration across multiple regions. This approach aims to maximize opportunities for both job seekers and employers while promoting regional workforce development efforts.

Moreover, sector partnerships will play a crucial role in distributing sector-specific data to engage employers who require LMI material, ensuring businesses have access to the insights needed to make informed decisions and address workforce challenges effectively.

What are your objectives and goals for these activities?

The goals and objectives for Adams County employer engagement are centered on fostering economic growth and bolstering support for local businesses. This entails leveraging all available workforce tools to stimulate the expansion of the county's economy and provide assistance to its employers. Moreover, it involves establishing, nurturing, and sustaining partnerships with Adams County employers through the consistent delivery of high-quality statewide core services.

Acting as convenors or mediators for sector leaders within both Adams County and the broader region is crucial, as it offers a platform to influence the regional training pipeline. Collaborations with educational institutions are essential to identify

career pathways within targeted sectors and align them with the workforce needs of local employers.

Data and feedback gathered from roundtable discussions are utilized to tailor strategies to the needs of job seekers, while insights from these discussions are shared with community partners and county leadership to inform decision-making and foster collaboration.

Additionally, financial assistance is provided to an increasing number of employers interested in work-based learning services, such as paid internships, On-the-Job Training (OJT), Incumbent Worker Training (IWT), and Registered Apprenticeships to further bolster workforce development efforts in Adams County.

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

Local Area Workforce Development Boards utilize tactics to ensure that services that benefit both business and career-seeking customers are mutually beneficial and lead toward success. Models from across Colorado include provision of engagement in Work- Based Learning, Apprenticeships, Skills Based Hiring, Leading and Participation in Sector Partnerships and Career Pathway Development. These relationships in many cases are not limited to only Local Board areas, but also regional areas to address labor sheds that naturally occur due to a number of factors within a geographical region.

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 PY24 and PY25,

and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.

The ACWBC has identified the following work-based learning services as targets for the upcoming program year:

Youth Work Experiences

The WIOA Youth Program remains committed to delivering high-quality paid work experiences for participants. Case managers will conduct thorough assessments of youth on their caseloads to identify individual needs. Participants deemed suitable for a paid work experience will be matched with opportunities based on their work history, current skill levels, and career aspirations. By referring eligible candidates to industries aligned with their intended career pathways, the WIOA Youth Program will effectively utilize program funds and ensure the success of work experiences.

The Youth Program will continue its efforts to provide summer work experiences through initiatives like College Works, a summer bridge program offering youth work opportunities on college campuses. Additionally, youth will have access to internship programs listed on the "Employer Bank," exposing them to diverse work environments and career paths. The program will actively seek out new worksites offering paid internships or summer employment by engaging in outreach to businesses, networking at events, and collaborating with the ACWDB to establish new partnerships. Opportunities for On-the-Job Training (OJT) will also be available to youth as part of the program's comprehensive offerings.

Youth Pre-Apprenticeships

The WIOA Youth Program remains dedicated to informing participants about pre-apprenticeship opportunities. Suitable candidates are encouraged to explore pre-apprenticeship programs before transitioning to registered apprenticeships. Specifically, the Electrician pre-apprenticeship offered by the Independent Electrical Contractors Rocky Mountain (IECRM) will continue to be highlighted in informational sessions for both participants and case managers of new cohorts.

Case managers will actively promote local pre-apprenticeships to youth who demonstrate interest and aptitude. Additionally, the WIOA Youth Program will collaborate with the Adams County Education Consortium (ACEC) to extend apprenticeship opportunities to youth who are not eligible for WIOA. Referrals for eligible WIOA participants will also be facilitated through this partnership, ensuring comprehensive support for youth seeking apprenticeship opportunities.

Paid Internships

These programs will be actively promoted to WIOA Adult/Dislocated Worker (DW) participants through an "Employer Bank," which functions as a curated list of employers committed to providing

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training and mentorship opportunities. Business Development Representatives (BDRs) will engage in discussions with employers regarding the possibility of serving as internship hosts. During these discussions, all aspects of skill training, mentoring, and progress reporting expectations will be thoroughly addressed. Upon agreement from the employer, they will be added to the Employer Bank.

When job seekers require hands-on experience or mentorship to enhance their job readiness, they will be matched with an employer, and an internship training plan will be developed accordingly. This training plan will outline targeted skills and monitor progress throughout the internship period.

Subsidized Employment (SE)

These internships will be supported by TANF funding. TANF participants will collaborate with a qualified TANF case manager to explore opportunities listed in the Employer Bank and select paid internship positions with additional wage support. This service aims to develop job skills and enhance job readiness, particularly for individuals facing challenges in re-entering the workforce. Employers will also gain from additional labor support and access to a trained candidate pool for entry-level positions.

Incumbent Worker Training (IWT)

Business Services will monitor Worker Adjustment Retraining Notification (WARN) notices to identify employers who may benefit from layoff aversion assistance. In addition, they will monitor labor market data for drops in job growth in an industry and target that industry with IWT as additional support for layoff aversion. Agreement plans will be offered to provide IWT to employees that need an industry certification due to a change in industry standards.

On-the-Job Training (OJT)

These programs will be promoted through the Business Information outreach service. BDRs will engage employers in discussions regarding hard-to-fill occupations and assist them in completing work-based learning employer applications, thereby establishing a database of OJT-eligible employers. BDRs and case managers will then compare employer applications with participant resumes to pinpoint skill gaps that could benefit from OJT funding.

Positions identified will be marketed separately to job seekers, highlighting that the employer is open to accepting candidates with lesser qualifications and is willing to provide additional training. Participant referrals will be presented to employers for consideration. Employers will have the option to interview the candidate and agree to hire them with wage reimbursement assistance from the workforce center for additional training. A training plan will be developed for each opportunity, outlining the skills that will be trained by the employer.

Customized Training

Customized training will be provided through a contract with an employer or group of employers, which may include partnerships with other entities to deliver the training. This service will be utilized to support employers with specific hard skill needs that are necessary to adapt to the changing technology. New skills are constantly needed to operate new equipment or software and customized training can help bridge this gap. This service will be marketed through networking and sector partnership activities.



APPRENTICESHIPS

USDOL and CDLE are emphasizing the importance of apprenticeships. Please provide a detailed response which includes the steps you will take to increase apprenticeship opportunities for your customers during the next program year.

The ACWBC will increase apprenticeship opportunities for employers and job seekers by

Innovation, Diversity, and Equity in Apprenticeship (IDEA) Grant

The IDEA Grant will be used to provide tuition support, supportive services such as tools or scrubs, or a portion of OJT wages for participants in a Registered Apprenticeship Program (RAP). IDEA funds have supported apprenticeships for medical assisting, pharmacy technician, software developer, digital marketing, home finance, and other diverse occupations including nontraditional industries for registered apprenticeships. IDEA will continue to support registered apprentices and the ACWBC will continue identify co-enrollment opportunities so braided funding can help with wrap around services. Braided funding for RAP activities has been used with funds such as WIOA, Youth, Quest, and the Upskilling (RUN) Grant.

The ACWBC will utilize various grants to support the Related Training Instruction (RTI) portion of RAPs. The RAP can be supported with services similar to an Individual Training Account. The participants can be tracked and made eligible utilizing the Registered Apprenticeship Partners Information Database System (RAPIDS).

OJT will also be utilized with apprenticeship programs. A growing number of industries have apprenticeship programs that need financial support for apprentices who have completed classroom training. ACWBC will utilize OJT to connect employers to apprenticeship programs to assist students in obtaining required training hours. We will continue to partner with IECRM to be a part of the electrician pipeline support.

guiding them in the use of the Colorado Registered Apprenticeship Program Directory, connecting appropriate individuals to local cohort programs, working closely with the State Apprenticeship Agency (SAA), and utilizing the local Apprenticeship Navigator to direct participants and Case Managers to apprenticeship resources quickly and efficiently.

The ACWBC has partnered with many existing registered apprenticeships in our local and surrounding areas and will continue to promote these opportunities to job seekers. These have included the following industries and apprenticeship sponsors/companies/training provide:

- **Manufacturing:** Lockheed Martin
- **Healthcare:** Common Spirit, Health, HealthOne, FRCC, Arapahoe Community College, Arbor Family Medicine, Boulder Community Health, VCA Animal Hospital, Community College of Denver
- **Electrical:** Denver Joint Electrical Apprenticeship and Training Committee (DJEATC), IECRM, International Brotherhood of Electrical Workers (IBEW)
- **Construction:** Associated General Contractors (AGC), Colorado Laborers and Contractors Training (CLCET), DenverWorks
- **Finance:** Gemtrago
- **Marketing:** Two Octobers
- **IT:** Techtonic, ACI, ActivateIT, Denver University
- **Culinary:** Colorado Chefs Association, Omni Interlocken Hotel
- **Early Childhood Education:** Red Rocks Community College, FRCC
- **Transportation:** Excel Driving Services

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SECTOR PARTNERSHIPS PARTICIPATION

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

Indicate PY24 and PY25 specific planned objectives and measurable outcomes.

Business relationships will be used to enhance or expand participation in Sector Partnerships by offering several deliverables:

- Business Services team members and the Regional Veterans Employment Representative (RVER) are assigned sector areas to serve as subject matter experts for that workforce sector. Each Business Services staff member acts as a point of contact for job seeker inquiries regarding specific industry practices. Each Point of contact will work with the corresponding Sector Partnership convener to make membership referrals.
- Business Services triages the needs of employers and identifies the work-based learning (WBL) service that can financially support a talent pipeline. This may include Internships, OJT, Apprenticeships, and Incumbent Worker Training. Sector Partnership will be used to promote participation in these cohorts.
- Business Services Sector Partnership activities frequently create cross regional partnership deliverables such as industry job fairs, resource fairs, and apprenticeship fairs. These activities expand the effectiveness of common workforce services.
- Because Sector Partnership activities are industry driven, it allows Business Services to expand opportunities to promote industry networking activities between the decision makers of that industry. This makes it much easier to quickly implement action steps.
- Information from Sector Partnership discussions help inform individual job seekers regarding expected wage and specific skill information required to gain employment in the potential industry.
- Sector Partnership input on resume and interview guidance specific to an industry helps create more prepared job seekers and expands connection services such as OJT's and Apprenticeships.
- Sector Partnerships offer training guidance as to what available credentials and/or training institutions are most desirable to employers and vocational guidance to career pathway options, critical occupations, and the trending in-demand hard skills.
- Relationships in the sectors are conducive to continuous improvement of services by giving feedback on what service delivery meets their needs and what services need to be adjusted.
- The Business Services Team will continue involvement in five Sector Partnerships: Manufacturing, Construction, Technology, and Retail and Hospitality. The ACWBC has taken on the convener role to transition the Freight Industry Sector Partner (F.I.S.P.) to a regional Transportation and Logistics Sector Partnerships. The initial objectives of the transportation partnership will be to install the "Colorado Delivers" brand into a website or internet-accessible resource site. The ACWBC will also participate in the emerging Behavioral Health

- Talent Nexus Sector Partnership. This partnership will bring together Adams County with Denver, Broomfield, and Jefferson County Workforce regions.
- Outreach canvassing will target employers who fall into a sector strategy. Sector outreach strategies will be monitored to ensure diversified employer groups are contacted regularly.
 - The ACWBC will maintain contact with local area schools to exchange ideas on the talent pipeline and career pathway to ensure all entities have a shared understanding of the Sector Partnership vision.
 - Members of sector partnerships will be asked to give advice and/or offer referrals for possible outreach efforts. The marketing of services and resources will be done through Business Information outreach activities, the ACWBC website, and Constant Contact campaigns. Sector Partnership opportunities and workforce intelligence reports are reviewed with the ACWDB. The goal is to engage board members to utilize their networks to enhance and guide the efforts of the BDRs and to provide support for sector strategies.

SECTOR PARTNERSHIPS—STATUS & OBJECTIVES

Manufacturing Partnership (Active)

ACWBC's role in this new design will be to support the convener team. The ACWBC will support industry awareness outreach and identify critical occupations, skills, and resources. This will be measured by the completion of a mission and objective statement from this partnership with ACWBC having identified a role.

Construction Sector Partnership (Active)

The ACWBC supports the convener team in recruitment and information sharing. The ACWBC will support youth outreach and industry awareness activities. This will be measured by the number of outreach events that occur in metro area schools.

Boulder Tech Talent (Active)

The ACWBC serves as support for this active partnership. ACWBC will provide OJT, Work Experience, and internship opportunities created through Tech Partner networking. The ACWBC will also offer IWT for occupations like software development

and cybersecurity. Business relationships will be used to enhance or expand participation in Sector Partnerships by offering several deliverables.

Retail/Hospitality (Emerging)

The ACWBC serves in a support role for this sector partnership. The partnership is currently exploring a new direction.

Transportation and Logistics (Emerging)

The ACWBC is the lead convener in this sector partnership. The partnership continues to develop career pathways and explore ways to connect with high school guidance counselors. The partnership will look to create a transportation resource page and develop a logical landing spot to promote the industry.

Behavioral Health Talent Nexus (Exploring)

This sector partnership is just emerging, but already has a lot of momentum and employer engagement to build on.

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CAREER PATHWAYS

Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY24 and PY25 planned objectives and measurable outcomes.

The ACWBC will leverage information gathered through our outreach activities to assess the potential for Sector Partnership opportunities. This will involve a comprehensive analysis of various labor market indicators, including:

Location Quotient Analysis

The ACWBC will utilize the location quotient of specific industries to evaluate their current impact on our region. This analysis will help identify sectors with a higher concentration of employment relative to the national average, indicating potential areas for Sector Partnership exploration.

Job Postings Analysis

The ACWBC will analyze job postings to identify trends in job vacancy durations and in-demand occupations. This data will provide insights into workforce needs and areas where Sector Partnerships could address skill gaps and labor shortages.

Based on the data analysis and guidance from the LWDB, we will make informed decisions regarding changes to WIOA credentials and educational partnerships. This will involve identifying credentials that should be funded based on workforce needs and exploring educational partnerships that align with the identified sectors.

The ACWBC will continuously monitor sectors that may benefit from Sector Partnership collaboration. This will be achieved through monthly examinations of key indicators such as job growth, location quotients, average earnings, federal grant opportunities, and supply/demand changes. This proactive approach will ensure we remain responsive to evolving workforce dynamics and opportunities for strategic collaboration with industry stakeholders.

Comparison with Other LMI

The information gathered through outreach activities will be compared with other labor market data sources to validate findings and identify consistent trends.

Presentation to LWDB

The analyzed data and guidance will be presented to the Local Workforce Development Board (LWDB) for review and guidance on how to proceed. The LWDB's input will be instrumental in determining the priority sectors for Sector Partnership exploration.

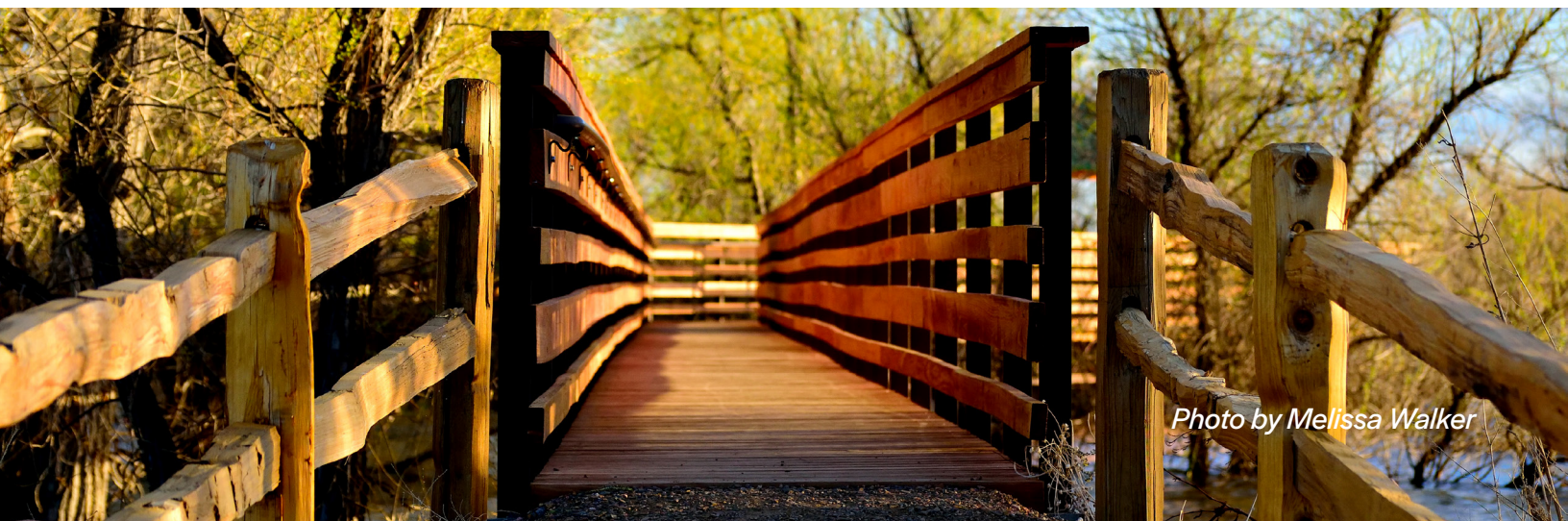


Photo by Melissa Walker

SKILLS-BASED HIRING

Explain what services are offered to employers to implement skills-based hiring practices, which could include assistance with job postings, interview procedures, onboarding mechanisms, or referrals to outside training resources on this topic.

Services offered to employers to implement skills-based hiring practices typically include:

Job Postings

Assistance in crafting job postings that focus on required skills and competencies rather than traditional qualifications like degrees or years of experience. This helps attract candidates with the right skills for the job.

Interview Procedures

Guidance on structuring interviews to assess candidates' skills effectively. This may involve developing competency-based interview questions or conducting skills assessments during the interview process.

Overall, these services aim to help employers transition to skills-based hiring practices, which can lead to more efficient recruitment processes, reduced bias, and improved alignment between candidates' abilities and job requirements.

Onboarding Mechanisms

Support in designing onboarding processes that focus on skill development and integration into the role. This may include creating training programs tailored to specific skill gaps identified during the hiring process.

Business Education Workshops

Employers are guided through techniques for crafting better job descriptions, eliminating bias from interviews, and identifying essential abilities beyond degrees and credentials. The workshops cover topics such as best practices, advantages, methods, onboarding, and available resources, drawing from external training and data reports.

Customized Consultation

Providing personalized consultation services to employers to understand their specific hiring needs and develop tailored strategies for skills-based recruitment and selection.

Strategies & Services

5 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 ACWBC, in collaboration with core program partners, will:

- Strengthen partnerships with local community colleges and training providers to enhance access to activities leading to recognized postsecondary credentials, including industry-recognized certificates, certifications, and portable and stackable credentials.
- Foster alliances with employers, adult education partners, and training providers to establish specific career pathways. Long-term relationships have been established with several career and technical education institutions approved to deliver training.
- Optimize funding by co-enrolling individuals eligible for multiple programs to support training, career pathways, and access to supportive services. A screening tool has been developed to identify opportunities for co-enrollment across available grants, maximizing program dollars. Youth initially enrolled in the WIOA Youth Program who become eligible for WIOA Adult or DW Programs will be seamlessly co-enrolled with appropriate documentation.
- Enhance funding utilization by referring individuals to and co-enrolling them with WIOA partners such as Employment First, TANF, and Division of Vocational Rehabilitation (DVR), particularly those facing barriers to employment.
- Collaborate with nonprofit agencies co-located in the Adams County Human Services Center and other partners providing wraparound supports for individuals encountering barriers to employment, such as the Center for People with Disabilities (CPWD) and A Precious Child.
- Sustain partnerships with providers of supportive services like transportation assistance and work uniforms, ensuring eligible individuals with barriers to employment receive necessary assistance.

The Colorado Workforce Ecosystems foundation is based upon providing program participants access to services centered around employment, training, education, work-based learning, apprenticeships and supportive services designed for success. WIOA Title I programs have a variety of eligibility criteria set around traditional barriers, governor set priority populations and local board priorities to ensure individuals have abilities to be successful.

6 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.

All boards across Colorado work with WIOA Title II providers to ensure seamless service delivery for adult education and vocational rehabilitation as needed. Local areas have developed a memorandum of understanding with providers that qualify under this program and continue to monitor progress.

The ACWBC will continue to employ the Disability Program Navigator (DPN) on site to coordinate services and resources to promote equitable access for people with disabilities. This partnership focuses on concurrent enrollment opportunities into WIOA and other employment and training opportunities under Title I. The DPN will continue to coordinate with DVR to ensure our shared job seeker customers are receiving the resources and services needed to be successful. They will carry a caseload of job-ready individuals who

are referred to us directly from DVR. The DPN may also case manage individuals who are “walk-in” ACWBC customers or who are referred from other agencies; some of whom may be referred to DVR as well. The DPN will also conduct outreach in the community to promote programs and services available through DVR and the ACWBC. Outreach will also include providing information to businesses that are hiring and facilitating job development opportunities.

ACWBC will continue to seek opportunities to partner with Adult Education providers including Metro State University (MSU) Family Literacy Program and Aurora Mental Health. This collaboration will include English as a Second Language (ESL) classes, citizenship classes and High School Equivalency (HSE) degree preparation classes. We will also seek opportunities for concurrent enrollment of customers from adult education providers into WIOA for potential training and/or career pathways. Representatives from DVR and Adult Education will continue to serve on the ACWDB to promote equitable economic opportunities for individuals who experience barriers.



Strategies & Services

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

During the 2020 pandemic, several workforce areas in Colorado established call centers to assist job seekers in accessing the unemployment insurance system and other resources in the community. As the surge of calls has dropped to approximately pre-pandemic levels, workforce centers have continued to provide specific services to constituents of the workforce/unemployment insurance systems as warranted/needed. Additionally, the local areas continue to work with representatives from unemployment insurance, as well as CDLE Employment and Training Programs to outline areas that are pinch points as to ensure customers have the best experience. Labor exchange services continue to be provided to customers throughout Colorado.

The ACWBC staff will facilitate Unemployment Insurance (UI) eligibility assessments during staff-assisted registrations for both new and returning job seekers. Assistance with filing UI claims will be provided via phone, in-person, and online channels.

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.

Adams County is served by several Economic Development Organizations (EDOs), all of which the ACWBC maintains a close collaboration. The Adams County Workforce Director sits on the Strategic Council of the regional EDO, AC-REP. The President/CEO of AC-REP also serves on the ACWDB and its Executive Committee. The City of Commerce City has developed a strategic workforce development

Most Wagner-Peyser Career Services staff possess access to the Colorado Unemployment Benefits System My UI+ platform, allowing them to offer limited technical support for UI claims. Should participants require further assistance beyond My UI+, they will be directed to the UI Hotline, a dedicated phone line available at all three ACWBC offices, connecting them with a state UI representative.

Moreover, ACWBC will guide participants through the UI profile completion process and offer referrals for training and education programs through WIOA and partner agencies with similar services. Technical support for Federal Pell Grants will also be available at all ACWBC locations.

Additionally, ACWBC administers the Reemployment Services and Eligibility Assessment (RESEA) Initiative, providing intensive job search assistance and evaluating participants for skill gaps and training needs to facilitate successful reemployment. Throughout these services, ACWBC maintains a commitment to Veteran Priority of Service, ensuring veterans receive priority access to all levels of assistance within the organization.

plan in collaboration with its ED department and ACWBC. The workforce center actively engages with regional and state economic development agencies, furnishing them with workforce intelligence crucial for attracting potential employers to the state.

To support entrepreneurial skills training and microenterprise services, ACWBC has prioritized collaboration with the small business sector, which comprises 90% of all employers in Adams County. Through strategic partnerships with entities like the Small Business Development Corp (SBDC) and other community stakeholders, ACWBC ensures that individuals seeking entrepreneurial guidance receive tailored support and referrals to relevant resources.

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 ACWBC takes an integrated service approach in providing Wagner-Peyser, WIOA, Trade Adjustment

Act (TAA) and other discretionary grants in Adams County to ensure accessibility for all customers. The ACWBC convenes quarterly WIOA partner meetings to increase awareness of career pathways, identify opportunities to develop new career pathways and share educational opportunities and resources to meet the needs of our community. ACWBC also works with WIOA partners to promote concurrent enrollments to provide wrap-around services to customers to boost equitable economic outcomes.

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

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

The ACWBC's comprehensive one-stop centers are located in the following areas:

Westminster

Adams County Human Services Center
11860 Pecos St., 80234

Brighton

Brighton Workforce Center
36 South 18th Avenue, Unit A, 80601

Aurora

Aurora Service Center
3155 N. Chambers Road, Unit C, 80011

ACWBC's affiliate sites:

ACWBC continues the partnership with Resource Connect through Children's Hospital. This partnership helps to provide workforce services to parents of children who are receiving care through Children's Hospital

ACWBC partners with the Irving Street library providing on-site services in their "Resources at the Library" events. This outreach event takes place every other Thursday from 1:30-3:30pm and includes several departments from Adams County as well as other resource agencies within our local area.

Strategies & Services

B. Identify your key strategies for integrating the core programs (WIOA Title I, II, III, and IV programs), as well as all required partner programs, within the local one-stop system of comprehensive and affiliate offices.

The ACWBC continues the integration of the core WIOA programs through the certification of a One-Stop

Center and Delivery System. To be certified as a one-stop center, WIOA specifies the Colorado Workforce Development Council (CWDC) and local WDB's establish certification criteria. One-stop centers and the one-stop delivery system must meet or exceed the standards established for each of the following areas:

Focus Area	Criteria	Standards
Effectiveness	<ul style="list-style-type: none"> ▪ Performance accountability as outlined in grant agreements and work plans ▪ Local Performance Measures ▪ Sector Partnerships ▪ Career Pathways ▪ Enrollment Objectives for targeted populations ▪ Alignment of Services with needs of the area ▪ Fiscal Responsibility ▪ Service Hours 	<ul style="list-style-type: none"> A. Outcomes defined in grant agreements and work plans B. Thresholds related to negotiated performance targets C. Coordination of goal settings across programs exists D. Active involvement in initiatives and discretionary grants and expected outcomes for initiatives and discretionary grants are met E. Demonstrate strategies are based on an analysis of the local area F. Satisfaction of employers with services provided G. Expenditure rate exceeds the minimum requirements to maintain compliance
Physical & Programmatic Accessibility	ADA Guidelines	In compliance as shown by an inspection, audit, or review in the last three years.
Continuous Improvement of the One-Stop and One-Stop Delivery System	CWDC established Continuous Improvement Management System (CIMS) incorporated into the annual planning process	Standards are connected to current goals and may shift as goals change. <ul style="list-style-type: none"> a. Business Services activities in compliance with annual goals b. Re-employment and youth activities in compliance with annual goals c. Marketing and outreach activities in compliance with annual goals

Chart continues on next page →

Focus Area	Criteria	Standards
Integration of Available Services	Service Coordination Agreements	At a minimum, A. A Memorandum of Understanding (MOU) is in place B. The MOU(s) includes all required partners C. Co-enrollment is addressed D. A referral procedure for all programs is in place E. Demonstrate that the level of integration has improved in the past three years

The ACWDB is responsible for assessing the one-stop center and the one-stop delivery system with the above criteria and submitting a record of the assessment and certification determination to CWDC. The local policy, 35.3000.WBC.02.17.v.2 One-Stop Certification, contains the criteria for assessing the one-stop center and the one-stop delivery system.

The ACWBC currently operates WIOA Title I (Adult, Dislocated Worker, Youth, Migrant and Seasonal Farm Worker); Title III WP; TAA; and the work components for the TANF and EF programs. DVR, MSU Adult Education and Family Literacy (AEFL), and FRCC are key education members of the ACWDB and have been involved in the collaborative development of programs, services, initiatives, and business services activities to improve the access of services to the local community. Through the execution of the current MOU, collaboration with partners will continue.

- › Community Service Block Grant (CSBG)
- › TANF
- › Rocky Mountain SER,
- › SER Jobs for Progress National,
- › Community Resource and Housing Development Corporation,
- › The Denver Indian Center
- › FRCC
- › AEFLA partners MSU Adult and Family Literacy, Aurora Mental Health Center, and Community Educational Outreach

The ACWBC was re-certified as the One-Stop Center and One-Stop Delivery System for Adams County in October 2023 for a three-year term ending September 30, 2026.

- Both satellite offices will be fully integrated in this approach and partake in work experience rotations.
- MOUs and Infrastructure Funding Agreements (IFA) are in place with local WIOA partners:
 - › State agencies including UI, DVR, Jobs for Veterans State Grant (JVSG)

Strategies & Services

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

Each partner's contributions and responsibilities are outlined in their respective Memorandum of Understanding (MOU), typically involving staff resources to assist mutual customers, participation in Business Services hiring events, and shared training initiatives as needed. ACWBC remains committed to collaborating with WIOA partners to streamline referral processes, enhancing access to programs and services for all customers.

WIOA, EF, and TANF case managers work together to advocate for concurrent enrollments and offer wrap-around services to support participants in training, employment, and benefits. The ACWBC ensures job seekers are matched with the most suitable funding sources for their individual needs, striving to maximize funding for participants while achieving or surpassing program enrollment targets.

D. Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means; include your intended use of virtual job fairs, the upcoming virtual job shadowing capability, and other innovative strategies and initiatives to streamline and enhance services, as well as increase access.

To enhance accessibility to services provided through the one-stop delivery system, particularly in remote areas, the ACWDB and the ACWBC adopts a comprehensive approach integrating technology and innovative strategies. Key services include:

- **Virtual Job Fairs:** These regularly organized events unite job seekers and employers via online platforms, facilitating real-time interactions such as video interviews, presentations, and networking. These formats, branded as "Get Hired!" events, eliminate geographical barriers and optimizes efficiency for employers by reducing repetitive discussions and material transportation.
- **Technology-enabled Access Points:** The establishment of technology-enabled equipped

access points in various locations throughout the local area, including remote locales, like satellite offices, community centers or libraries, provides individuals with assistance in navigating online resources and services. Trained staff offer support via phone, email or in person, ensuring accessibility for all.

- **Mobile Applications and Online Portals:** The integration of user-friendly mobile applications like Connecting Colorado and ACWBC online workshops offer job seekers convenient access to resources, job listings, and personalized tools for skill assessment, resume building, and online tutorials. Additionally, Chromebooks are provided to job seekers lacking computer access, fostering engagement with services and training.
- **Community Outreach and Awareness Campaigns:** Outreach initiatives and awareness campaigns educate Adams County residents throughout the local area about available services and technological access methods. These efforts involve informational sessions, flyer distribution, and collaborations with local partner organizations to reach underserved populations effectively.
- **Remote Career Counseling and Coaching:** Virtual career counseling and coaching services via video conferencing or telecommunication platforms offer personalized guidance and support to individuals across the local area, including remote areas. Pathful Explorer (formerly Virtual Job Shadow) provides informative web portal access for youth and job seekers transitioning career paths, offering insights into desired occupations and labor market data.
- **Feedback Mechanisms and Continuous Improvement:** Implementation of feedback mechanisms enables the ACWDB to assess an initiatives' effectiveness and identify areas for improvement. This iterative process ensures services remain tailored to evolving needs, benefiting job seekers, employers, partners, and other stakeholders.

Through the implementation of these innovative strategies, the ACWDB and ACWBC aims to streamline services provided through the one-stop delivery system, enhancing accessibility for individuals throughout Adams County and empowering them to achieve their employment goals.

E. Identify the types of assessments and assessment tools that will be utilized within the one-stop delivery system and how these assessments will be coordinated across participating programs to avoid duplication of effort and multiple assessments of customers being served by more than one partner program.

GED Flash offers High School Equivalent (HSE) Degree preparation and pre-tests, assisting individuals in preparing for the HSE exam.

SHL TalentCentral provides industry-specific assessments, aiding businesses in effectively screening applicants and demonstrating skill attainment. Many employers and trade organizations refer candidates to the workforce center for these assessments, with results sent to training supervisors for hiring and promotion decisions.

Through a partnership with adult education and DVR, assessment results are shared to prevent duplication of effort and multiple assessments of customers being served.

Aztec is a software tool that assesses math and language arts skills, recommending appropriate training modules to enhance these skills. It also offers GED preparation and pre-tests.

The Comprehensive Adult Student Assessment Systems (CASAS) web tests evaluate basic skills in reading and math to determine current grade level equivalency.

NorthStar software assesses and enhances digital literacy skills.

F. A description of how entities within the one-stop delivery system, including your centers, 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

The ACWBC has a current Nondiscrimination and Equal Opportunity Assurance Policy in place. The purpose of the policy is to provide Nondiscrimination and Equal Opportunity language that must be a part of each application for WIOA. This includes, but is not limited to any contracts or grants associated with approved ACWBD plans and Local Workforce Investment Area proposals and contracts. The policy ensures that the ACWBC will comply with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of WIOA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, The Age Discrimination Act of 1975, and Title IX of the Education Amendments of 1972. Additionally, the ACWBC has an extensive ADA Title II Requirements for Local Area policy. The purpose of this policy is to provide guidance and resources for the ACWBC to comply with the requirements of Title II of the Americans with Disabilities Act. In conjunction with the ADA Title II requirements for Local Area policy, the ACWBC conducts an annual self-evaluation that evaluates current services, policies, processes, and practices to determine if the requirements of the ADA are met. Equal Opportunity notices are placed onto all ACWBC marketing material. Lastly, the ACWBC staff receive regular training on ADA related topics from our in-house Disability Program Navigator, or through other professional subject matter experts.

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

Continuous improvement strategies will be driven by data tracking, feedback obtained from work-based learning opportunities, and insights from sector partners.

Strategies & Services

The Business Services Team will maintain active involvement in sector partnerships spanning Healthcare, Manufacturing, Transportation, Aerospace, Technology, and Construction. During outreach discussions with employers, emphasis will be placed on aligning the workforce system with employer needs. Sector outreach strategies will be closely monitored to ensure consistent engagement with diversified employer groups. Furthermore, ongoing dialogue with local schools will facilitate the exchange of ideas regarding talent pipelines and career pathways, ensuring alignment with the Sector Partnership vision. The ACWBC intends to leverage CWDC tools and resources in the development of future sector partnerships.

Monitoring of sectors that stand to benefit from sector partnership collaboration will be conducted through monthly analysis of job growth, location quotients, average earnings, federal grant opportunities, and supply/demand dynamics. Education partners will be actively engaged in sector partnerships to ensure alignment with industry needs and the development of effective career pathways.

The ACWBC will leverage staffing patterns in conjunction with career pathways designed by the Colorado Community College System (CCCS) to provide valuable insights to both employers and job seekers.

Customer satisfaction surveys will be instrumental in refining processes to enhance service delivery for job seekers, based on feedback received from workforce programs.

H. Provide a description of how training services under chapter 3 of subtitle B will be provided in accordance with WIOA 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.

WIOA Youth customers under 18 are provided the ACWDB approved youth vendor list, and WIOA AD and DW customers and WIOA Youth customers over 18 are given the Eligible Training Provider List (ETPL) website to research providers and determine who will best meet their training needs. Case managers provide counseling and guidance for the customer to make informed employment choices. If a customer wants to utilize a vendor that has not been approved and is not on the ETPL (for those 18 years and older), then new potential vendors are requested through the county procurement Request for Proposal (RFP) process. Training providers not on the ETPL will be encouraged to follow the state process for approval.

I. Outreach to Individuals with Barriers to Employment: Describe how you will engage your LWDB and Youth Council/committee to increase the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups? What additional strategies will be utilized to reach out to these groups? What are your objectives and goals for this effort?

The ACWBC will deliver regular updates to the ACWDB, covering progress, procedural adjustments, and areas of concern. In turn, the ACWDB will offer feedback and direction on strategies to effectively engage targeted populations such as returning veterans, out-of-school youth, individuals with disabilities, and the long-term unemployed. Additionally, the ACWDB will contribute insights on services and initiatives aimed at outreach to individuals facing barriers to employment.

Alignment between workforce investment activities authorized under WIOA and economic development

strategies in Adams County will be ensured by the ACWDB. Private sector employers will be encouraged to engage with the Colorado Workforce Development System, facilitated by intermediaries like the ACWBC or other organizations. This collaborative effort aims to address hiring needs and provide work-based learning opportunities for both youth and adults.

Identifying and promoting effective strategies and initiatives for addressing the needs of employers, workers, and jobseekers will be a key focus for the ACWDB. Collaboration with representatives from secondary and postsecondary education programs in the local area will facilitate the development and implementation of career pathways tailored to meet evolving business needs.

J. Describe your specific outreach strategies to eligible New Americans and your objectives for this effort. In addition, what strategies will you deploy to ensure your services and programs effectively serve eligible New Americans?

The ACWBC has developed targeted outreach strategies for New Americans, prioritizing inclusivity and accessibility to effectively serve this diverse population. Here are the ACWBC's strategies and objectives:

- **Outreach Materials:** The ACWBC has crafted culturally sensitive brochures and flyers available in multiple languages commonly spoken among New Americans in the local area.
- **Community Partnerships:** Establishing collaborations with local immigrant and refugee organizations, cultural associations, religious institutions, and community centers enables The ACWBC to reach New Americans more effectively. Leveraging these partnerships allows the ACWBC to disseminate information about workforce services through trusted community networks.

- **Multilingual Staff and Interpreters:** With 24 staff members representing seven different languages commonly spoken by New Americans in the local area, the ACWBC ensures effective communication. Interpreter services are also available for additional language needs, fostering trust and understanding between the ACWBC staff and New American job seekers.
- **Cultural Competency Training:** The ACWBC conducts cultural competency training within Human Services, in partnership with local resettlement agencies, or other local partners to equip staff with the skills to engage effectively with New American job seekers. Training covers cultural sensitivity, understanding cultural norms, and addressing the unique challenges faced by New American communities.
- **Targeted Workshops and Information Sessions:** The ACWBC organizes tailored workshops and information sessions addressing the specific needs and interests of New American communities. Topics include job search strategies, resume writing, interview preparation, and understanding workplace culture.
- **Outreach Services:** The ACWBC participates in outreach events to visit local communities with significant New American populations. These events provide opportunities for ACWBC staff to offer on-the-spot assistance, distribute informational materials, and increase awareness of workforce services.

By implementing these specific outreach strategies and objectives, the ACWBC aims to ensure workforce services effectively reach and serve eligible New American communities, supporting their successful integration and advancement in the workforce.

Strategies & Services

11 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;

The ACWBC and ACWDB will collaborate closely on education initiatives, leveraging the expertise of board members representing technical schools, junior

colleges, and secondary schools. Together, they will devise and execute strategies to enrich activities pertinent to both secondary and postsecondary programs. Notably, partnerships with programs like The STEAD School in Commerce City, College Works, STEM School, Future Forward, Gateway to College, and Vector Progressive School present distinctive opportunities for the WIOA Youth Program. The ACWDB will liaise with these programs to offer diverse pathways for workforce development.

12 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.

The ACWBC is committed to supporting unemployed or underemployed individuals in accessing training, education, and employment opportunities affordably and equitably. Our focus is on connecting workforce center customers with zero-cost credentials offered by local technical and community colleges, school districts, and accelerated up-skilling programs

To ensure effective support, clients undergo a comprehensive assessment interview to identify dislocated workers, individuals eligible for Priority of Service (AD-POS) under the Adult program, and those eligible for other workforce grants. Cases are then reviewed by a Training Review Committee (TRC), which evaluates the likelihood of successful training and placement based on the marketable credential or skill acquired. Often, training options involve work-based learning opportunities, including registered apprenticeships.

The ACWBC has established training partnerships with institutions like FRCC, Emily Griffith Technical School, and providers of truck driving/Commercial Drivers License (CDL) and computer support training. Work-based learning collaborations include Common Spirit, HealthOne, Lockheed Martin, and Tectonic. Individuals identified through Connecting Colorado may qualify for OJT opportunities, which can include a wage subsidy model approved by the TRC.

Expanding services for dislocated workers involves utilizing Rapid Response and RESEA programs to quickly identify eligible participants and inform them of relevant services. Streamlined intake and case management processes enhance DW services. Funding choices for each participant are determined by eligibility criteria, with co-enrollment in multiple programs whenever possible to maximize training assistance.

Additionally, collaboration with DVR ensures continued services for DWs with disabilities when funding caps are reached, extending support for this vulnerable population.

13 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.

WIOA activities available in the local area include all 14 program elements. Youth case managers complete a comprehensive assessment to determine participants' highest needs and offer them opportunities to earn a HSE diploma, earn a high school diploma, enter work-based learning activities, attend training, and obtain employment, among other activities. Youth are also offered supportive services on an individual basis determined by need, funding availability, and active program participation.

Disabilities are identified in the initial assessment and discussed as part of the comprehensive assessment for youth. Youth are coached on self-advocacy, given information about accommodations in the workplace, and are referred to DVR and/or CPWD as appropriate for additional services. The ACWBC also provides referrals to community partners for supportive services such as Community Reach Center for mental health counseling, therapy workbooks, accommodations/adaptive software, and other services that provide youth with disabilities the opportunity to access the youth program elements. Braided funding with DVR and SWAP has allowed youth with disabilities to participate in longer paid work experiences to address individual needs.

Services to out-of-school youth have been expanded with WIOA. Youth needing a GED are offered online software to complete HSE preparation, and onsite GED prep classes are offered. The ACWBC has received grant opportunities to expand apprenticeship opportunities for youth and expand thriving work-based learning communities to serve out-of-school youth as well as adults.

The Business Services team continues to do outreach to employers to encourage new apprenticeships to register with the Department of Labor and encourage sector partnerships to develop internships, pre-apprenticeships, and other forms of work-based learning that benefit youth. One successful model has been the healthcare pre-apprenticeship program developed by the youth subcommittee of the healthcare sector partnership. Its success rate has led over 80% of participants to be employed directly in

healthcare upon completion of the pre-apprenticeship, with many entering registered apprenticeships.

Other successful work-based learning models include College Works, a summer bridge program targeting low-income youth of color in Adams County who are at risk of "summer melt" who are considering going to college but not attending. Out-of-school high school graduates are offered work experiences on a college campus with peer mentoring, workshops that provide postsecondary transitional services, and supportive services. This program has successful completion and a matriculation rate of over 80% in the first semester of college, and data is emerging to show successful retention rates as well.

The WIOA Youth Program will continue to use up-to-date information explaining different techniques and programs that are effective when working with the youth population. This will be done by adopting best practices from counties throughout the state that have been successful in recruiting, increasing enrollments, and keeping the participants motivated and active in the program. The WIOA Youth Program also partners with the Denver Opportunity Youth Initiative, which has developed a Career Navigator Toolkit with best practices for youth case managers. The youth staff members have developed community contacts and utilize community resources offering additional assistance for youth.

The youth staff will continue to partner with businesses for reverse referrals; collaborate with SWAP, Chafee, and Ongoing Adolescent Child Protection for presentations; and enroll participants and provide wraparound services. The youth staff will continue to partner with the Educational Opportunity Center for referrals and partnership to enroll out-of-school youth. The youth staff will also outreach through strategically placed flyers (e.g. laundry mats, apartment complexes, mobile home parks, recreation centers, etc.) throughout the community. To streamline the intake process, all youth staff have mobile technology. This provides greater convenience for youth because staff can meet with them in their community.

Strategies & Services

14 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 WIOA section 107(d)(11) and section 232, the review of local applications submitted under title II.

The ACWBC works with local education providers to support the in-demand industries previously identified. The Program Coordinator for the Adult Education program for MSU is a member of the ACWDB. The Vice President for Academic Affairs at FRCC is also a member of the ACWDB. The ACWDB will continue to be involved in the review of the Carl Perkins Plan prior to its submittal and vote on its support.

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 transportation, including public transportation, and other appropriate supportive services in the local area.

services available in the local area, such as mental health, domestic violence support, education, senior services, housing, financial assistance, food aid, and utility support.

The ACWDB has supported the ACWBC to participate in several local service provider meetings, encompassing:

- The Colorado Migrant and Rural Coalition, which convenes monthly to address services provided across the state to agricultural communities.
- The Northern Area Migrant Coalition, which meets monthly from February to October, focusing on services offered to local farm workers including housing, food assistance, legal aid, employment support, health services, education, and access to libraries.

- The Local Coordinating Council, focusing on public transportation primarily for low-income individuals and those with disabilities.
- The Brighton Resource Coalition, convening quarterly to discuss a wide range of

16 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.

ACWBC ensures services are coordinated with other programs to avoid duplication of effort between programs. One of the key strategies employed by the ACWBC is conducting initial assessments to identify employer and job seeker interests. This process ensures seamless delivery of Wagner-Peyser customer services, aligning with the broader objectives of the one-stop delivery system and maximizing the effectiveness of workforce development efforts.

The ACWBC has a longstanding history of providing integrated services under the Wagner-Peyser Act for over 30 years. As part of this commitment, the

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

The Adams County Board of County Commissioners (BoCC), as the local grant recipient, has designated the Adams County Department of Budget & Finance as its Fiscal Agent, and is authorized to receive funds on behalf of the CDLE, as the administrative entity for Title I money received and money received pursuant to Title III of the federal act, and disburse those funds at the request of the ACWDB as described:

18 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 ACWBC adheres to Adams County procurement policies, ensuring a transparent and equitable competitive process for subrecipients and contractors to deliver the highest quality products or services to ACWBC customers and stakeholders.

8-83-206. Local elected officials - function - authority. The local elected officials shall maintain a strong role in all phases and levels of implementation of the federal act. The local elected officials of a work force development area, upon favorable recommendation of the work force board, are authorized to award contracts for the administration, implementation, or operation of any aspect of the work force development program to any appropriate public, private, or nonprofit entity in accordance with applicable county regulations and federal law; except that Wagner-Peyser funds shall not be used to award contracts to private or nonprofit entities.

The ACWBC will adhere to Adams County guidelines and requirements outlined in specific sections of the Policy & Procedure Manual linked below:

[1008-Annual \(Renewable\) Service Agreements](#)

[1050-Informal Bid Policy and Procedure](#)

[1060-Formal Invitation for Bid \(IFB\)](#)

[1070-Formal Request for Proposal \(RFP\)](#)

[1078-Request for Proposal Evaluation and Best and Final Offers](#)

[1079-Insurance and Bond Requirements](#)

[1080-Single Sourcing Policy](#)

[1081-Professional Services](#)

[1095-Renewals and Extensions](#)



Photo by Jason Robb

Strategies & Services

19 Provide a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to WIOA 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.

Local levels of performance accountability were negotiated for PY23 between the

ACWDB and CDLE. Performance accountability is intended to assess the effectiveness and successful outcomes related to serving customers within the workforce development system's

WIOA Title I Adult Program, DW Program, Youth Program and WIOA Title III Wagner-Peyser Act.

While the performance measures provide valuable insights, it's essential to note the ACWBC tracks extensive data points beyond these measures to inform and enhance service delivery. The ACWBC's approach is holistic, aiming to measure meaningful data to ensure services effectively support the achievement of outcomes. Regular reporting and review of data inform data-driven decisions, ensuring services provided are valuable and beneficial to customers.

For PY 2023, the ACWBC's negotiated performance for credential attainment rate, measurable skills gain, employment rate and median earnings are as follows:

*WIOA Quarterly Report <i>Performance (4 Quarters)</i>	Adult <i>Standard</i>	Dislocated Worker <i>Standard</i>	Youth <i>Standard</i>	Wagner-Peyser <i>Standard</i>
Employment Rate (Q2)	75%	74%	68.2%	53%
Employment Rate (Q4)	70%	76%	67%	54%
Median Earnings	\$7,273	\$10,500	\$4,073	\$6,200
Credential Attainment Rate	78.8%	70%	62%	-
Measurable Skill Gains Rate	63.5%	65%	55%	-

20 Provide a description of the actions the local board will take, if any, toward achieving the High Performing Board designation as outlined in the Colorado High Performing Local Workforce Development Board Rubric (PGL GRT-2019-01, Attachment 3).

The ACWDB has been designated as a high-performing board for the past five years by the CWDC and plans to continue to operate as a high-performing board and apply for annual designation.

A roster of the ACWDB members is kept by the ACWBC Coordinator. This monitoring ensures compliance with the required composition of the board as prescribed in the WIOA requirements. As vacancies occur, the Adams County BoCC list openings on the county website, and the ACWDB, conducts outreach to possible board candidates. The ACWDB engages a targeted recruitment strategy by analyzing industry needs for additional representation on the board and specifically recruits employers from that industry.

ACWDB members are asked and encouraged to recruit for vacancies. The outreach is strategic and targets both employers within geographic areas

unrepresented or underrepresented on the board and targeted industries within Adams County to convene a board that is active and engaged.

There is an ACWDB onboarding orientation to assure board members have a base knowledge when voting on important issues. A membership spreadsheet was created and includes contact information, meeting attendance, talent development, and community event activity attendance, orientation completion, orientation acknowledgement, and an at-a-glance for high-performing board metrics. The spreadsheet is maintained by the ACWBC Coordinator.

Board members are encouraged to attend events hosted by the ACWBC Business Services team to increase awareness of the board and the ACWBC's offerings to employers. The ACWDB will focus on meeting the strategic goals set forth within this local plan to align our strategies and priorities with the state. The ACWDB will leverage state and federal funding, convene partners, and leverage resources to promote skills-based hiring, work-based learning, career pathways and opportunities to increase equitable economic mobility opportunities for individuals who experience barriers.



Photo by Tony Hake

21 Use of evidence in decision making and program implementation.

Colorado is focused on enhancing its use of evidence to inform workforce development strategies and to influence the design and execution of initiatives. By measuring progress and the results of implementation, the state overall and each local area will be able to collect data that can move our work along an evidence continuum. When we refer to an 'evidence-based' program or strategy, it is helpful to have a shared definition. Evidence of effectiveness exists on a spectrum, including:

- A. Strong evidence meaning at least two evaluation reports have demonstrated that an intervention or strategy has been tested nationally, regionally, at the state-level, or with different populations or locations in the same local area using a well-designed and well-implemented experimental design evaluation (i.e., Randomized Controlled Trial (RCT)) or a quasi-experimental design evaluation (QED) with statistically matched comparison (i.e., counterfactual) and treatment groups. See [CLEAR.dol.gov](https://clear.dol.gov) for full definitions of strong or moderate study design. The overall pattern of evaluation findings must be consistently positive on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- B. Moderate Evidence meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented experimental or quasi-experimental design showing evidence of effectiveness on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- C. Preliminary evidence meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using

a well-designed and well-implemented pre/post-assessment without a comparison group or a post-assessment comparison between intervention and comparison groups showing evidence of effectiveness on one or more key workforce outcomes. The evaluation may be conducted either internally or externally.

- D. Pre-preliminary evidence meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

For interventions at each tier of evidence, it is important to leverage administrative data analysis or increasingly rigorous evaluation to build new evidence, improve programs and participant outcomes, and progress to the next tier.

Please describe which level of evidence applies to the overall approach of your local area in implementing programs. If any specific programs have a higher use of evidence than your programs overall, please highlight those programs. Additionally, would your local area be interested in receiving technical assistance on the application of evidence-based practices to workforce development?

The ACWDB uses pre-preliminary data such as Chmura and Connecting Colorado reports for pre-preliminary evidence to be informed of programs performance data for intervention and to determine areas in need of improvement related to workforce and education. The ACWBC is a member of the WIDE Data Analysis group which is focused on workforce development data gathering and analysis. The goal of this group is to provide evidence-based performance data to guide local workforce initiatives. Adams County is open to any future technical assistance from state agencies and other public partners. Adams County is also beginning a deep dive into the experiences of our customers via two projects:

- **WIOA Program Evaluation**

This project focuses on using quantitative and qualitative data to evaluate the

effectiveness of our training efforts and how they impact our customers' outcomes.

- **Blueprint Initiative**

This multiyear project uses Appreciative Inquiry to drive continuous process improvement. This project focuses on all of Adams County Human Services with the ACWBC staff members

representing half of the project leadership. A major component of this project is creating customer journey maps for various customer groups we serve. This allows the ACWBC to further understand the points of pain and joy as a customer works with us. We will be using this research to evaluate our business processes and optimize delivery to better serve our customers.

22

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 ACWDB posted the Adams County Local Plan on the CWDC and Adams County government websites for 30 days for public comment. This posting period provided an opportunity for the public, including business representatives and labor organizations to provide input into the development of this local plan. No comments were received during the public comment period.



Photo by Alejandro Barron



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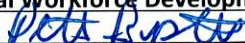

Photo by Melissa Walker

Attachment 1 – PY24-27 FOUR-YEAR REGIONAL/LOCAL PLAN NARRATIVE UPDATE

Signature Page

The undersigned below certify that all Plan modifications are accurately presented here to the best of their knowledge. This signature page shall become an Exhibit to the Master Agreement for Workforce Development Programs, indicating submission and approval.

Planning Region: Adams County.

<p>Elected Official</p> <p>Signature: <u></u></p> <p>Date: <u>07/23/24</u></p> <p>Printed Name: Emma Pinter</p> <p>Elected Official for: Adams County Board of County Commissioners</p> <p>Local Workforce Development Board</p> <p>Chair Signature: <u></u></p> <p>Date: <u>7/18/2024</u></p> <p>Printed Name: Peter Brissette</p> <p>Local Area Director</p> <p>Signature: <u></u></p> <p>Date: <u>7/07/2024</u></p> <p>Printed Name: Jodie Kammerzell</p>	<p>Elected Official</p> <p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Click or tap here to enter text.</p> <p>Elected Official for: Click or tap here to enter text.</p> <p>Local Workforce Development Board</p> <p>Chair Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Click or tap here to enter text.</p> <p>Local Area Director</p> <p>Signature: _____</p> <p>Date: ___/___/___</p> <p>Printed Name: Click or tap here to enter text.</p>
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