

# ADAMS COUNTY WORKFORCE AND BUSINESS CENTER LOCAL PLAN

## B. FOR YOUR LOCAL AREA IN THE PLANNING REGION

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.

The Adams County Workforce Development Board continues to strategically guide the workforce development activities in the local area through the Adams County Workforce and Business Center (ACWBC). The Business Services team participates in Sector Partnership activities to monitor the training needs of identified key industries. ACWBC currently offers all the core services developed by the statewide business leadership team for employers Job Fairs, Job Posting, and Labor Market Information are currently the majority of employer services actively requested in the region.

Sector Partnerships also help identify and address the needs of employers in the local area. The Construction Sector Partnership, for instance, has identified a strong need for a youth talent pipeline and has developed three programs for high school students to engage with the construction industry, including a program with a waiver from CDLE for youth who receive training to be able to work in otherwise restricted hazardous occupations. These programs are currently operating in almost all Adams County school districts. The Greater Metro Denver Healthcare Sector Partnership has identified needs and helped develop registered apprenticeships and a pre-apprenticeship in healthcare partnerships within the industry and other workforce centers.

Monthly performance reports monitor the number of services offered and employer surveys monitor both the quantity and quality of applicants provided to an employer through a given service. This analysis of the strengths and weaknesses of the services are compared to previous quarters and program years to identify needed changes. Any drop in skill quality is red-flagged for further research to determine if new skills are required to meet the industry needs.

The Workforce Innovation and Opportunity Act (WIOA) programs through the ACWBC provide workforce development services to job seekers including education, training, and work-based learning.

Job seekers are enrolled for assistance with intensive job search. Included in the intensive job search enrollment process, staff work with job seekers to develop employment goals and identify skills gaps and discuss training and work-based learning opportunities through the WIOA program. The ACWBC has developed a broad series of workshops that include not only job search skills such as resume writing and interviewing; the workshops now include 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 as Job Developers with a 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 can solicit feedback for job seekers who are not ultimately hired to prepare for further interviews. Many job seekers have been hired before working with Job Developers just by participating in job search workshops and mock interviews offered by ACWBC staff.

Job Seekers seeking assistance with training are required to complete research on labor market information to determine that their training is marketable, in-demand, and will provide a sustainable wage. Customer choice is highly valued and customers are provided assistance with research on potential training options with access to the Colorado Eligible Training Provider List (ETPL) and LMI tools such as O\*NET and Colorado LMI Gateway. Monthly and quarterly Connecting Colorado posting reports are analyzed and shared with WIOA Adults and Youth so they can make informed decisions as to the marketable training programs that are most in-demand.

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.

2. DESCRIBE THE LOCAL BOARD'S STRATEGIC VISION AND GOALS FOR PREPARING AN EDUCATED AND SKILLED WORKFORCE (INCLUDING YOUTH AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT), INCLUDING GOALS RELATING TO THE PERFORMANCE ACCOUNTABILITY MEASURES BASED ON PRIMARY INDICATORS OF PERFORMANCE DESCRIBED IN SECTION 116(B)(2)(A) IN ORDER TO SUPPORT ECONOMIC GROWTH AND ECONOMIC SELF-SUFFICIENCY.

The ACWDB has adopted the following strategic vision statement:  
Connecting business with a talented workforce.

The Adams County Workforce Development Board (ACWDB) has identified three areas of focus: Economic Mobility (serving those with barriers), System Capacity-Building and Labor Market Intelligence.

We will build upon and align more closely with WIOA the previously approved goals.

GOAL 1: Strengthen the local economy through an employer-focused workforce system

~ Strategy 1.1 - Provide quality workforce services and programs to area employers

GOAL 2: Manage resources in a fiscally responsible manner

~ Strategy 2.1 - Stay within the program year-to-date spending plan

~ Strategy 2.2 - Receive successful financial audits and reviews

GOAL 3: Provide area employers a skilled workforce

~ Strategy 3.1 - Meet or exceed mandated performance standards

~ Strategy 3.2 - Correlate expended training funds with program enrollments

~ Strategy 3.3 - Improve employment placement success

~ Strategy 3.4 - Deliver quality internal customer training

~ Strategy 3.5 - Administer excellent customer service

GOAL 4 - Achieve a high standard of workplace effectiveness

~ Strategy 4.1 - Provide a workplace that helps employees succeed at work and yield positive organizational results

~ Strategy 4.2 - Increase staff knowledge of programs, policies and procedures

GOAL 5 – Identify and address Continuous Improvement initiatives

~ Strategy 5.1 - Update policies and procedures to improve efficiencies

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:

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

The following outreach activities will continue be utilized to increase business engagement in the Adams County area:

- Continued participation in Economic Development Business Retention visits.
- Continued participation in networking events hosted by community partners.
- Sector-based outreach for the purpose of sector grant initiatives.

- Regional cold canvassing of developing areas.
- Email blast advertising the recruiting and wage subsidy benefits of working with the workforce center.
- Job Development employer engagement calls and emails for job seekers.
- Targeted outreach to employers with occupations indicated by TANF participants for the purposes of Subsidized Employment services.
- Targeted outreach for business education services to employers who could benefit from Enterprise or Opportunity Zone benefits offered by the County's economic development services.

ii. How will the business services team be utilized for this purpose?

- The Business Development Representatives will coordinate all outreach efforts.
- Job Developers will engage employers by advocating for job seekers enrolled in job development services and following up on reverse referrals.
- Business Services team members will engage employers for skills and credentials in demand when job postings are submitted.

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

The ACWDB will be informed of sector selections and consulted on short-term and long-term partnership strategies. The ACWDB will promote workforce development programs within their industries and attended multiple talent development system activities.

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

After the ACWDB advises on sector strategies, ACWBC will work with sector partnerships to discover how workforce can be engaged. Any action will be based in employer-driven strategies.

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

The goals and objectives for Adams County employer engagement are as follows:

- Leverage any and all workforce tools to facilitate the growth of the Adams County economy and its employers.
- Build, cultivate and maintain partnerships with Adams County employers through consistent quality delivery of the statewide core services.
- Act as a convener or mediator for sector leaders in Adams County and the region to provide a platform from which they can influence the regional training pipeline.
- Work with the educational community to identify Career Pathways of targeted sectors and relate those to the staffing patterns of active Adams County employers.

#### 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:

i. **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 py20, and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.

Measurable outcomes for all Work-Based Learning programs will be determined specifically for each grant program set forth through the EA process.

**Youth Work Experiences:** The WIOA Youth Program will continue to provide quality paid work experiences for participants. Case managers will assess youth participants on caseload to determine their needs. Youth who can benefit from a paid work experience will be offered an opportunity and matched based on their work history, current skill levels, and intended career pathway. By providing referrals of appropriate candidates in industries that align with their intended career pathways, the WIOA Youth Program will expend program funds and ensure the success of work experiences. The Youth Program plans to continue offering a summer work experience

through College Works, a summer bridge program providing work experience for youth on a college campus in addition to services to help youth transition to postsecondary education. This model has been highly successful in ensuring postsecondary enrollment and success. Work experience opportunities will be promoted through a list of partner worksites that have agreed to be work experience placement sites. The WIOA Youth Program will continue to secure additional worksites that offer internships, paid work experiences, or summer employment for youth by conducting outreach to businesses, networking at events, and working with the ACWDB to find new contacts. On-the-job training opportunities are offered to youth as well. They are advertised prominently at the top of the Adams County Open Jobs List sent to all employees of the ACWBC regularly and have been provided in the past through reverse referrals from employers and as part of registered apprenticeships.

**Youth Apprenticeships:** The WIOA Youth Program will continue to provide information about apprenticeship opportunities available to youth interested in postsecondary training and/or employment through the ETPL, apprenticeship websites, and an extensive list of local apprenticeship opportunities. Youth are also encouraged to enter pre-apprenticeship programs as appropriate before entering registered apprenticeships. The healthcare pre-apprenticeship through Central Colorado AHEC will continue to be advertised in info sessions for case managers for new cohorts in PY20. Case managers will also promote known local pre-apprenticeships, which are currently only available in construction, to youth interested in that industry. The WIOA Youth Program has secured a technical assistance grant for increasing registered apprenticeships for opportunity youth and will pursue funding for apprentices through the grant organization, Jobs For the Future. The WIOA Youth Program will also partner with the Adams County Education Consortium to provide apprenticeships for youth not eligible for WIOA and receive referrals for youth who are eligible for WIOA.

**Adult/DW:** The ACWBC WIOA Adult/Dislocated Worker (AD/DW) Program staff will continue to work collaboratively with the Business Services staff to train job seekers to meet industry needs by utilizing EMSI real-time labor market information. On-the-job training (OJT) programs, customized training programs, internships and work experiences with various regional employers will be pursued based on sector initiatives and Emsi data. ACWBC staff will work with employers on job placement and advancement of trained participants. In addition, job seekers will be assessed and screened for job openings, identifying skills and training gaps. ACWBC will focus on training activities and workshops that upgrade job seekers' skills and make them more marketable for sustainable employment. OJT is marketed to key sector industries.

**Incumbent Worker Training:** Business Services will monitor WARN notices to identify employers who may benefit from layoff aversion assistance. In addition, Business Services will monitor labor market data for drops in job growth in an industry and target that industry with incumbent worker training as additional support for layoff aversion. Agreement plans will be offered to provide incumbent worker training to employees that need an industry certification due to a change in industry standards.

**On-the-Job Training (OJT):** These programs will be promoted using the Business Information outreach service. Business Development Representatives will discuss hard to fill occupations with employers and complete a "M.A.T.C.H. Form" to identify the skill gap. Those positions will be marketed separately to job seekers with the additional information that the employer will accept lower qualifications and is willing to do additional training. The employer will interview the customer and agree to hire the individual with wage reimbursement assistance from the workforce center for the additional training. A training plan will be developed for each opportunity to identify the skills that will be trained by the employer.

**Internships:** These programs will be promoted to WIOA Adult/DW participants through an Employer Bank, which serves as a list of employers who agree to train and mentor individuals. Business Development Representatives will discuss with employers the options of serving as an Internship workplace. All the aspects of skill training, mentoring, and progress reporting expectations will be discussed. If the employer agrees, then they will be placed in the Employer Bank. When job seekers need experience or mentoring to become job-ready, they will be paired up with an employer and an internship training plan can be developed. A training plan will identify targeted skills and track progress.

- ii. **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.
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ACWBC will continue working to increase apprenticeship opportunities by supporting the State's efforts to encourage the escalation of Industry Recognized Apprenticeship Programs (IRAP) into registered apprenticeship (RA) programs. ACWBC will also work with Sector Partnerships to find new critical occupations and develop new RA opportunities. Job seekers will be educated on the career pathways that are offered in RA programs. ACWBC will continue developing relationships with trade associations and community service groups utilizing RA programs.

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 providers:

- Manufacturing: Lockheed Martin
- Healthcare: Centura Health, HealthOne, Front Range Community College, Arapahoe Community College
- Electrical: DJEATC, IECRM, IBEW
- Construction: AGC, CLCET, DenverWorks
- IT: Techtonic
- Culinary: Colorado Chefs Association, Omni Interlocken Hotel
- Early Childhood Education: Red Rocks Community College, Front Range Community College

ACWBC will continue to screen participants for eligibility for funding for apprenticeships. ACWBC will receive referrals from apprenticeship programs and screen interested participants for eligibility through WIOA or partner programs such as EF, DVR, TANF, and SAE.

Additional steps for increasing apprenticeship opportunities will include developing plans for technical assistance grants for work-based learning and applying for funding grants for apprenticeships.

- iii. **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 PY20 specific planned objectives and measurable outcomes.
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Business Service team members and the Regional Veterans Employment Representative (RVER) are assigned sector areas to serve as subject matter experts for that workforce sector.

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

- Information to individual job seekers regarding expected wage and specific skill information required to gain employment in the potential industry.
- Resume and interview guidance.
- Training guidance as to what available credentials and/or training institutions are most desirable to employers.
- Vocational guidance as to the career pathway options and critical manufacturing occupations that are available.
- Relationships in the sectors that are conducive to continuous improvement of services.
- Identification of critical occupations and career pathway options.
- Funding any work-based learning solutions that are considered during the Sector Partnership process.

The Business Services Team will continue involvement in five Sector Partnerships: Healthcare, Manufacturing, Construction, Technology, and Retail and Hospitality. Outreach discussions will include information about Sector Partnerships. Measurements of outreach effectiveness will include penetration rate (monthly, quarterly, program YTD, and annual), Active Employers and Sector Partnership goal achievements. 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. Business Services will stay in touch with local area schools to exchange ideas on the talent pipeline and career pathway to ensure that all entities have a shared understanding of the Sector Partnership vision. ACWBC intends to reference Colorado Workforce Development Council (CWDC) tools and resources as we develop sector partnerships.

Feedback obtained during Sector Partnership convenings will be used to outreach to employers of critical occupations. Members of sector partnerships will also be asked to give advice and/or offer referrals for possible outreach efforts. The marketing of services and resources will be done through the ACWBC website and Constant Contact campaigns. Reports are given to the ACWDB with workforce intelligence and Sector Partnership opportunities. The goal is to engage ACWDB members to utilize their networks to enhance and guide the efforts of the BDRs/RVER and to provide support for sector strategies.

- iv. **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 py20? Indicate the current status of your partnerships, (active, emerging, or exploring), plus py20 planned objectives and measurable outcomes. Note: for sector partnership information, please visit: <https://www.colorado.gov/cwdc/sector-partnerships>

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The Business Services Team is involved in six Sector Partnerships:

- **Greater Metro Healthcare Sector Partnership:** ACWBC serves on the convener team. The partnership is active in developing new Registered Apprenticeships in the industry.
- **Metro Manufacturing Partnership:** The partnership is exploring a relaunch with a new convener team and new objectives. ACWBC's role in this new design will be to support the convener team.
- **Construction Sector Partnership:** ACWBC serves as part of the convener team in this active partnership currently conducting outreach to area high schools.
- **Tech Talent:** ACWBC serves as support for this active partnership.
- **Retail/Hospitality:** ACWBC serves in a support role for this sector partnership. The partnership is currently exploring a new direction.
- **Transportation and Logistics:** ACWBC will be transitioning the sector from the exploring stage to a launch phase in 2020. ACWBC will be the convener.

- v. **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 PY20 planned objectives and measurable outcomes.

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The Business Services team will use information gathered during Business Information outreach services to monitor the needs of employers in designated sector areas. That information will be compared to information gathered during Sector Partnership discussions. This comparison will be used to enhance Sector Partnership activities and career pathway guidance. ACWBC will monitor sectors that may benefit from Sector Partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities and supply/demand changes. Information gathered through the Sector Partnerships will be utilized to determine industry need and develop effective career pathways to meet the need. Education partners are included in Sector Partnerships. ACWBC will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

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);

ACWDB, working with the entities carrying out core programs, will:

- Continue to partner with the local community college and training providers to improve access to activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials. The local community college will continue to be actively involved at the locations where the workforce investment activities are being provided, to be visible and readily available to the clients.
- Continue to develop partnerships with employers, adult education partners, and training providers to develop specific career pathways. ACWBC has developed long-term relationships with several career and technical education institutions that are approved to provide training.
- Leverage funds by co-enrolling individuals that are appropriate for multiple programs to support training, career pathways, and availability of supportive services. Youth are screened for WIOA Youth eligibility first to facilitate ease of co-enrollment with Adult or DW. Youth that are eligible for WIOA Adult or DW Programs after beginning participation in the Youth Program will be co-enrolled with appropriate documentation from the original enrollment to facilitate ease of co-enrollment. All participants referred for the State Apprenticeship Expansion Grant are screened for WIOA eligibility.
- Leverage funds by referring to and co-enrolling with WIOA partners such as EF, TANF and DVR for additional access, particularly for those with barriers to employment.
- Partner with nonprofit agencies such as those co-located in the Adams County Pete Mirelez Human Services Center and partners who provide wraparound supports for people with barriers to employment such as the Center for People with Disabilities and A Precious Child.
- Continue partnering with providers of supportive services such as transportation assistance, work uniforms, etc. to eligible individuals with barriers to employment.

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.

The local Division of Vocational Rehabilitation (DVR) currently has a monthly presence at the ACWBC and is an active member of the ACWDB. DVR has been a long-time partner and we will continue to work together to improve coordination and sharing of resources to serve our job seekers with disabilities. We will work closely with the state on the emerging opportunities for our job seekers, which include co-enrollment in WIOA for OJL, Work Experience and Training. We will continue to seek opportunities to partner with adult education providers such as Adams 14 School District's Adult Education, Intergenerational Learning Center for ESL classes, citizenship classes, and GED preparation classes. We will also seek opportunities for co-enrollment of customers from adult education providers into WIOA for potential training and/or career pathways. The WIOA Youth Program has several Title II organizations on the Youth Vendor List to provide adult education services including GED preparation. ACWBC also purchased software, Essential Education, offered at no charge to customers, for adult basic education. The software is complemented by on-site GED preparation classes and works in collaboration with Adams 14 Adult Education.

7. DESCRIBE THE STRATEGIES AND SERVICES THAT WILL BE UTILIZED TO STRENGTHEN LINKAGES BETWEEN THE ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE PROGRAMS.

Wagner-Peyser Career Services staff will conduct Unemployment Insurance (UI) eligibility assessments during staff-assisted registrations for new and returning job seekers. The ACWBC will help customers with filing their UI claims by phone, in person, and online. Most of the Wagner-Peyser Career Services staff have Colorado Unemployment Benefits System (CUBS) access to provide limited technical assistance with UI claims. Career Services will provide referrals for training and education programs for UI claimants to WIOA and other partner

agencies that administer similar services. Wagner-Peyser Career Services staff will also offer technical assistance for Federal Pell Grants at all three workforce center locations. In addition, the Reemployment Services and Eligibility Assessment (RESEA) and the UCX (Military Wage Claim Enhanced Job Contact Pilot) Initiatives will be administered by ACWBC. RESEA customers are offered intensive job search assistance and assessed for skills gaps and training needs for successful reemployment. Veteran Priority of Service is observed at all levels of service within the ABWBC.

**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 has 11 separate Economic Development (ED) agencies. ACWBC will continue to work closely with each one of these. The Adams County Workforce Director sits on the board of the Adams County Regional Economic Partnership (ACREP and formerly known as Adams County Economic Development ). The City of Commerce City has a strategic plan focused on workforce development – created by the ED department and ACWBC. We are also closely tied to regional and state economic development agencies, providing them with workforce intelligence to attract potential employers to the state. The President/CEO of the Brighton Economic Development sits on our WDB.

In order to promote entrepreneurial skills training and microenterprise services, the majority of ACWDB members are from the small business (20 or less employees), which comprises 90% of all employers.

**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.**

ACWBC takes an integrated service approach in providing Wagner-Peyser, WIOA and Trade Adjustment Act (TAA) services in Adams County. We have developed long-term relationships with educational institutions and approved training providers to provide training for occupations in demand (based on business input and labor market information). ACWBC and the board will take the lead in creating localized career pathways incorporating sector partnership information, educational institution (state-required) created pathways and local market requirements.

**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 Adams County comprehensive one-stop centers are located in the following areas:

- Westminster-Adams County Human Services Center-1 1860 N. Pecos St., Westminster, Colorado 80234.
- Brighton- Adams County Government Center-4430 S. Adams County Parkway, Brighton, Colorado 80601.
- Aurora- Aurora Service Center- 3155 N. Chambers Road, Unit C, Aurora, Colorado 80011.
- ACWBC is currently exploring a potential partnership with Children's Hospital to provide on-site workforce 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.



ACWBC currently operates the programs including: WIOA Title I (Adult, Dislocated Worker, Youth, Migrant and Seasonal Farm Worker); Title III WP; TAA; the work components for the TANF and EF programs.

DVR, Adams 12, Adams 14 Adult Education and Front Range Community College are key education members of the ACWDB and have been involved in the collaborative development of programs, services, initiatives, and business services activities to the benefit of the local community. Through the execution of the current Memorandums of Understanding, collaboration with partners will continue.

- Both satellite offices will be fully integrated in this approach and partake in work experience rotations.
- MOUs are in place with local partners.
- Infrastructure Funding Agreements are in place with all state (Unemployment Insurance, Division of Vocational Rehabilitation) and local partners (Rocky Mountain SER, The Learning Source, Community Resource and Housing Development Corporation, Asian Pacific Development Center, Community Educational Outreach, The Denver Indian Center, Front Range Community College and Adams 14).
- TANF and BCA participants complete hours as agreed with Case Manager to meet monthly requirements as volunteers in community non-profit organizations.

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

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**Title I programs (Adult, Dislocated Worker, Youth, Job Corps, YouthBuild, Native American, and Migrant Seasonal Farmworker);**

ACWBC WIOA Adult/Dislocated Worker (AD/DW) Program provides services to the unemployed, under-employed, veterans, justice involved, low-income, benefits-attached, single parents, UI exhaustees, displaced homemakers, homeless, individuals with disabilities, individuals with barriers and those who are basic skills deficient. These services include, but are not limited to:

- Offering career services, as appropriate, at satellite locations.
- Continuously evaluating, developing and modifying workshops and programs to meet the demand and desire in the community.
- Offering career services such as orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market navigation and job development referrals.
- Staff-assisted intensive one-on-one career services including but not limited to comprehensive assessment, counseling, case management and pre-vocational services.

ACWBC recognizes that these services are critical to ensuring that all Coloradans have access to meaningful employment. Partnering with programs such as Wagner-Peyser, Employment First, Temporary Assistance to Needy Families, Adult Education, training providers and community partners increases the efficiency and effectiveness of services provided.

ACWBC WIOA AD/DW Program staff will continue to work collaboratively with the Business Services Team to provide job seekers training that meets the needs of industry by utilizing Workforce Intelligence and the Emsi data. Work-based learning opportunities such as OJTs, internships, apprenticeships and work experiences with various regional employers will be pursued based on sector initiatives and EMSI data. ACWBC staff work with employers to ensure job placements and advancement of trained participants. In addition, job seekers will be assessed and screened for job openings, identifying skills and training gaps. ACWBC will focus on training activities and workshops that upgrade job seekers' skills and make them more marketable for sustainable employment.

- YouthBuild is administered through Mile High Youth Corps. It is not located in Adams County, but the WIOA Youth Program partners with this resource for construction and healthcare training as well as high school equivalency services. Mile High Youth Corps attends youth job fairs yearly and the WIOA Youth Program will continue to promote their services.

- The WIOA Youth Program works with the area Job Corps representative to collaborate services and referrals to both programs.
- ACWBC is working with the Denver Indian Center and collaborating on a fatherhood program for Native Americans in the region.
- Migrant Seasonal Farm Workers-Rocky Mountain SER- This partner has been co-located with the Workforce and Business Center for over 20 years. This program provides the following:
  - Work Experience
  - Supportive Services
  - On-the-Job-Training
  - English as a Second Language
  - Adult Basic Education
  - Job Placement
  - Vocational Training

**Title II Adult Education and Family Literacy (AEFL) activities:**

- ACWBC hosts quarterly meetings to coordinate activities and align services.
- We are offering our services at their location and vice versa.
- AEFL and ACWBC are creating a joint outreach plan.

**Wagner-Peyser Act employment services programs:**

- The Wagner-Peyser Program provides a variety of benefits typically referred to as Labor Exchange Services. This program mandates universal access so services are available to all. Services are provided in three tiers: self-serve, self-serve with some staff assistance and full staff assistance.

**The Vocational Rehabilitation program under Title I of the Rehabilitation Act:**

- The Division of Vocational Rehabilitation is collaborating with the ACWBC by serving participants with disabilities. They also have been given onsite access on a monthly basis to meet with customers and ACWBC staff can schedule participants to meet with the DVR rep. while on site. This provides for greater wrap around services so the customer doesn't have to continually retell their story.
- WIOA Youth program staff partner with the School to Work Alliance Program (SWAP) and have assisted with their Career Expo which provides hands-on work-based learning opportunities for in-school youth with disabilities. They also refer youth to the ACWBC WIOA Youth program.

**Postsecondary career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act;**

- Our two primary postsecondary and technical education programs are Bollman Technical High School and Front Range Community College. Both institutions have active participants on our ACWDB and are integral partners in sector initiatives, career pathway development, and development of pre-apprenticeship and apprenticeship programs. They participate in strategic board sub-committees involved with coordination of services and strategy and one is part of the WDB Executive Committee.

**Trade Adjustment Assistance (TAA) authorized under the Trade Act:**

- The TAA Program provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search services, relocation allowances, income support and other reemployment services.

**Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;**

- The Adams County Regional Veterans Employment Representative (RVER) shares many of the same responsibilities as Business Development Representatives. The RVER's workstation is in close proximity to Business Development Representatives in order to promote cohort job driven efforts in the outreach to employers, the planning of employment events and the sharing of labor market information. The RVER has a sector to target for outreach and information sharing.

The primary duties of the RVER are:

- Conduct outreach to employers to assist veterans in gaining employment, including conducting seminars for employers and, in conjunction with employers, conducting job search workshops and establishing job search groups.
- Develop and build capacity for employment, training, and placement services furnished to veterans within all programs.
- Work with other service providers in order to promote veterans as highly skilled and experienced members of the workforce.
- Advocate for veteran employment and training opportunities with businesses, industry, and community-based organizations.
- Conduct outreach that includes, but is not limited to, planning and participating in job fairs and promoting employment and training opportunities for veterans with business organizations, unions, and apprenticeship programs.
- Promote credentialing and training opportunities for veterans with training providers and licensing agencies.
- Establish and maintain regular contact with employers to include federal contractors.
- Maintain active involvement with the Business Services Team.
- Coordinate the Regional Manager's Report on Services to Veterans using the format found in VPL 01-10. Reasonable attempts are made to include best practices and success stories, special projects, and other RVER and Disabled Veterans' Outreach Program (DVOP) activities.

In order to increase the overall outreach to employers and business owners for job development for our veteran job-seeking clients, the RVER is integrated within the Business Services Team. The RVER also provides ongoing training for workforce center staff and service delivery partners regarding the federal requirements governing the veterans program as well as the special needs and barriers specific to veteran job-seeking clients. The RVER promotes veteran job seekers to the business community by advocating and marketing veterans as employees with marketable skills and experience. Job development is an ongoing process; the RVER will continually train, monitor and, when necessary, retrain the ACWBC staff to recognize and respond to veterans. The training, monitoring and retraining will help keep ACWBC staff aware of veterans' employment and training needs. The synergy from these relationships builds and enhances the veterans employment and training program's ability to effectively serve veterans and helps to produce more opportunities for employment.

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

The Disabled Veterans Outreach Program (DVOP) specialists attend weekly WIOA Adult and Youth Case Manager meetings in order to promote cross-training in the way of case management and program processes and alignment with other providers of intensive services.

Case management continues to be an appropriate service delivery strategy or framework in which intensive services will be delivered to SBE veterans. Case management will be facilitated using the case management approach taught by the National Veterans Training Institute (NVTI). A veteran who is placed in case management by the DVOP specialist is coded with a Veteran Service (VS) code. VS is not a program in the sense of WIOA, but rather a code to identify eligible veterans who are being case managed by the DVOP specialist. The DVOP specialist's first approach will be the utilization of intensive services before using core services. The intensive services and the purpose for which they are used by the DVOP specialists are:

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

WIOA Adult, WIOA Youth and DVOP representatives identify eligible veterans and transitioning military members, including those with barriers, who can be co-enrolled to provide the most effective wraparound services. The DVOP representative is a part of Training Review Committee (TRC) meetings with the WIOA Adult and Youth Team to identify veterans and collaborate on appropriate services and supports for individual success.

**Employment and training activities under the Community Services Block Grant:**

- We have added them to a special distribution list for 2021 to receive information on our recruitment events. We will meet soon with each individual nonprofit and talk about strategies for participants that will be more customized to their needs.

**Employment and training activities of the Department of Housing and Urban Development:**

- Maiker Housing Partners (the county housing authority) and the ACWBC maintain a relationship through TANF financial contracts and referrals through the workforce program.

**State unemployment compensation program:**

- The ACWBC provides information on how to file a claim for unemployment.
- Customers are educated on the process to collect and maintain eligibility for unemployment insurance benefits. The ACWBC also participates in several Unemployment Insurance initiatives:
  - Reemployment Services and Eligibility Assessment (RESEA)
  - Regular Approved Training

**Ex-offender programs authorized under section 212 of the Second Chance Act:**

- Juvenile Services Planning Committee (JSPC) was established to provide services to youth in the judicial system preventing the youth from incarceration and long-term involvement with the courts. This committee was a result of Senate Bill 94. The WIOA Youth Program has a representative who actively participates in the meetings. The WIOA Youth Program has established a relationship with this committee and has educated the committee about the program and services that can be provided.
- Recognizing Opportunity for Change (ROC) is a program through Senate Bill 94. It is a day treatment program through the Adams County Juvenile Probation Department. It is an accredited school, and the participants earn credits toward a high school diploma and receive mental health counseling. The WIOA Youth Program developed job readiness workshops specifically for this population. The participants learn

basic necessities to successfully obtain and maintain employment. These workshops began in 2008 and continue to be held twice per year. This has been a successful collaboration and benefit the youth it serves.

**Temporary Assistance to Needy Families (TANF) authorized under the Social Security Act, unless exempted by the Governor.**

- TANF and all Workforce programs report to the Administrator / Director of the ACWBC. This has allowed integration of teams, processes and services to expand opportunities for our clients. We coordinate co-enrollments for employment, education and training opportunities.

- 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.

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ACWBC Outreach staff have tablets/laptops/phones that provide them the electronic capability to meet with youth, businesses, migrant seasonal farmworkers, and partners while they are in the community and provide information about one-stop programs and services. The ACWBC will utilize electronic registration for job fairs and hiring events and continue to use virtual job fairs as appropriate. In addition, we plan to complete Employment Services (ES) registration at outreach events using Wi-Fi. Virtual Job Shadow (VJS) will continue to be offered to customers. Teachers and counselors will also be given access to be administrators to enable them to sign up in-school youth for VJS.

- 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.

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There are three different types of assessments/tools utilized within the ACWBC:

- Conover is an assessment to assess soft skills. If the individual is identified to be deficient in an area, Conover will assign training modules to enhance that skill.
- Essential Education is a tool that assesses hard skills and identifies appropriate training modules to increase these skills. This tool also provides GED preparation and pre-tests.
- Kenexa: Prove-It provides industry-specific assessments that assist businesses in effective screening of applicants. This can also be used to demonstrate skill attainment.

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

- 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.

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The WIOA Adult/DW, Youth and Wagner-Peyser programs will continue to develop and foster strong partnerships with SWAP/DVR to identify eligible customers for co-enrollment. The BDRs will market this population, focusing on the participants' capabilities to local businesses. Every effort will be made to accommodate customer needs through adaptive services and accessible meeting space. The Center for People with Disabilities is given space monthly to meet with clients at the ACWBC. Staff are provided with training on assistive technology, training on how to serve individuals with disabilities and associated desk aids.

- 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 job seekers;

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Continuous improvement strategies will be developed from feedback received through work-based learning opportunities and recommendations from sector partners.

The Business Services Team will continue involvement in three sector partnerships: Healthcare, Manufacturing and Construction. Outreach discussions with employers will include information about sector partnerships. Measurements of outreach effectiveness will include penetration rate (Monthly, Quarterly, Program YTD, and Annual), Active Employers and Sector partnership goal achievements. Outreach canvassing and cold-calling will target employers who fall into a sector strategy. Sector outreach strategy will be monitored to ensure diversified employer groups are contacted regularly. Business Services will stay in touch with local area schools to exchange ideas on the talent pipeline and career pathways to ensure that all entities have a shared understanding of the Sector Partnership vision. ACWBC intends to reference CWDC tools and resources as we develop sector partnerships.

The Business Services Team will monitor sectors that may benefit from sector partnership collaboration by utilizing monthly examination of job growth, location quotients, average earnings, federal grant opportunities and supply/demand changes. Education partners are included in sector partnerships. Information gathered through the sector partnerships is utilized to determine industry need and develop effective career pathways to meet the need.

We will use staffing patterns in conjunction with the career pathways as designed by the Colorado Community College System (CCCS) to better inform employers and job seekers.

Customer Satisfaction Surveys will be utilized to improve processes to better service job seekers based on feedback received on workforce programs.

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

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WIOA Youth customers under 18 are provided the ACWDB approved youth vendor list and WIOA Adult/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 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?

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ACWDB meetings are utilized to review services and initiatives of the ACWBC to include outreach efforts to individuals with barriers to employment. These meeting are further utilized to develop strategies for effective outreach to targeted groups. The ACWDB shall coordinate the workforce investment activities authorized under the WIOA, as amended, with economic development strategies implemented by Adams County and develop other employer linkages with such activities. The ACWDB shall promote the participation of private sector employers in the Colorado Workforce Development System to ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the ACWBC or through other organizations. This will assist these employers in meeting hiring needs while providing work-based learning opportunities for both youth and adults. The ACWDB will identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and jobseekers. The ACWDB will connect with representatives of secondary and postsecondary education programs in the local area in order to develop and implement career pathways that meet the current and developing needs of business.

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 ACWDB has membership representing the technical schools, junior colleges, secondary schools and small business development council of Adams County. The ACWDB coordinates with Rocky Mountain Cradle to Career (RMC2C) and their postsecondary enrollment Collaborative Action Network (CAN) and has a summer bridge program, College Works, with Front Range Community College and Metro State University to coordinate secondary and postsecondary options for workforce development. ACWDB partners with all school districts, charter schools, and alternative programs such as Gateway to College. The Colorado Department of Education now expanded high school graduation requirements to include workforce-related options such as industry certifications and credentials.

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.

In order to maximize outreach effectiveness, the WIOA Adult (AD) and Dislocated Worker (DW) Team recruit from programs such as Wagner-Peyser, Employment First, Temporary Assistance to Needy Families, training providers and community partners. Through a partnership with Wagner-Peyser, RESEA customers brought in for orientation are screened for appropriateness for the WIOA program. Wagner-Peyser staff have been trained on the WIOA intake process in order to streamline enrollment into WIOA. This has expedited the process and enabled more applicants/customers to quickly move to the next step for services.

The WIOA AD/DW offers a program orientation that thoroughly presents the benefit of intensive services to assist in a prompt re-entry to the workforce. Additional intensive service tools have been developed by the ACWBC Trainer.

ACWBC supports job seekers who present as unemployed or underemployed. Customers are screened through a comprehensive assessment interview. Intake staff look to identify dislocated workers (DW) and those who qualify for priority of service (AD-POS) under the Adult program. Cases are presented in front of a Training Review Committee (TRC). The TRC evaluates the probable successful result of the proposed training and placement given the newly obtained marketable credential and/or skill. Frequently the training presented relates to a Work-based learning option. Some customers are presented as a group from a registered apprenticeship cohort that have already gone through an orientation, employer interview, and skill assessment.

ACWBC has training partnerships with Front Range Community College, Emily Griffith Technical School, Truck Driving/CDLE training providers and several computer support training programs. Work-based learning partnerships include Centura Health, HealthOne, Lockheed Martin, Tectonic, IECRM, IBEW, Adams County ITI, and Lutheran Family Services. Some individuals registered in Connecting Colorado have been contacted by the WBC because they meet the basic requirements for an On-The-Job Training situation. The TRC system can approve the wage subsidy model at a rate of 50% of the hourly wage while remaining within a per-participant cap. The WBC also can utilize Work Experiences for youth and Subsidized Employment for TANF participants. This internship model uses a qualified employer bank of employers willing to provide training even when they cannot hire.

ACWBC will expand services for Dislocated Workers by utilizing the Rapid Response and RESEA programs to identify eligible participants quickly and deploy strategies that will inform those individuals of relevant services.

Intake and case management processes have been streamlined and remote work options have been put in place to enhance DW services.

The funding choice for each participant is determined by the eligibility criteria for DW, AD-POS, or the grant specific criteria with programs like the State Apprenticeship Expansion (SAE) grant. Whenever possible, individuals are co-enrolled in various program so case managers can utilize braided funding to provide more comprehensive training assistance. ACWBC has also collaborated with Division of Vocational Rehabilitation (DVR) to provide a continuation of services when fund caps are depleted. This will provide services to be extended for those dislocated workers with disabilities.

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 GED, 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 CPWD as appropriate for additional services. The ACWBC also provides referrals to supportive services such as Community Reach Center for mental health counseling, therapy workbooks as supportive services for youth with mental disabilities, accommodations/adaptive software for workplaces, and other services that provide youth with disabilities the opportunity to access the youth program elements. Braided funding with DVR and SWAP have 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 high school equivalency preparation, and an onsite GED prep class was developed. The ACWBC is expanding access by increasing the availability of this class and exploring an option for drop-in tutoring on-site. The ACWBC is pursuing multiple grant opportunities to expand apprenticeships for opportunity 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. One successful model has been the healthcare pre-apprenticeship program developed out of 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 have included College Works, a summer bridge program designed to target low-income youth of color in Adams County at risk of "summer melt," 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 services to transition to postsecondary, and supportive services. This program has over an 80% rate of successful completion and matriculation in the first semester of college and data is emerging to show successful retention rates as well.



The WIOA Youth and Governor's Summer Job Hunt (GSJH) programs will use the tools provided in E-Colorado as a conduit for youth workers to connect with other youth providers and staff from different counties through the chat rooms. 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. In addition, the WIOA Youth Program will utilize the youth tool kit accessible through E-Colorado as a resource to assist in finding new and innovative ways to motivate youth. 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 ACWBC has members in the Skillful Community of Best Practice to adopt best practices from other regions. We also partner 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 that offer additional assistance for youth. They also provide job readiness workshops to youth in the community.

The youth staff will continue to partner with businesses for reverse referrals, attend monthly SWAP meetings, and meet with Chafee and Ongoing Adolescent Child Protection for presentations, referrals and partnership to 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 (laundry mats, apartment complexes, mobile home parks, recreation centers, etc.) throughout the community. In order to streamline the intake process, all youth staff have mobile technology. This provides greater convenience for youth because staff are able to meet with them in their community.

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 SECTION 107(D)(11) AND SECTION 232, THE REVIEW OF LOCAL APPLICATIONS SUBMITTED UNDER TITLE II.

ACWBC works with local education providers in support of the in-demand industries previously identified. The Program Coordinator for the Adult Education program for Adams 14 is a member of the WDB. The Vice President for the Westminster Campus of Front Range Community College is also a member of the WDB and the Executive Committee for the WDB. The ACWDB has historically reviewed the Carl Perkins Plan prior to its submittal and has voted on its support. With the passage of WIOA and the inclusion of application under Title II, the Board will utilize a similar approach in the review and approval of those plans.

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.

The ACWDB has directed the ACWBC to attend several local service provider meetings that include the following:

- Local Coordinating Council, which focuses on public transportation primarily for low-income individuals and individuals with disabilities.
- Brighton Resource Coalition, which meets quarterly to discuss services provided in the local area. Services include mental health, domestic violence, education, senior services, housing, financial, food assistance, utilities etc.
- Colorado Migrant and Rural Coalition, which meets monthly to discuss services provided across the state to the agricultural communities.

- Northern Area Migrant Coalition, which meets monthly from February-October to discuss services provided to local farm workers. Services include housing, food assistance, legal, employment, health services, education, and libraries.

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.

The ACWBC has provided integrated services under WP for over 20 years and has assured services are coordinated with other programs to avoid duplication of effort between programs.

17. IDENTIFY THE ADMINISTRATOR/ADMINISTRATIVE ENTITY RESPONSIBLE FOR THE DISBURSAL OF TITLE I AND III FUNDS IN THE LOCAL AREA, AS DETERMINED BY THE CHIEF ELECTED OFFICIAL OR THE GOVERNOR, AND THE FISCAL AGENT IF DIFFERENT.

The Adams County Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) has designated the Adams County Treasurer as its Fiscal Agent, authorized to receive funds on behalf of the CLEO/BOCC and disburse them at the request of the Adams County Workforce Development Board as described in the law.

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.

Currently, ACWBC does not utilize any subcontractors to provide services. ACWBC follows both Division and County policies for grant purchases. ACWBC released an RFI (Request for Funding Information) for the provision of the required WIOA youth elements in February of 2016, to gauge interest in the community and follow through with partnerships as appropriate. ACWBC received no response to this RFI. ACWBC is awaiting guidance on the final procurement rules for the One-Stop Operator and will follow county procurement policies to ensure a competitive process as required.

ACWBC will follow Adams County guidelines and requirements found in the Policy & Procedure Manual, in particular the following sections:

- 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

19. PROVIDE A DESCRIPTION OF THE LOCAL LEVELS OF PERFORMANCE NEGOTIATED WITH THE GOVERNOR AND CHIEF ELECTED OFFICIAL PURSUANT TO SECTION 116(C), TO BE USED TO MEASURE THE PERFORMANCE OF THE LOCAL AREA AND TO BE USED BY THE LOCAL BOARD FOR MEASURING THE PERFORMANCE OF THE LOCAL FISCAL AGENT (WHERE APPROPRIATE),

ELIGIBLE PROVIDERS UNDER SUBTITLE B, AND THE ONE-STOP DELIVERY SYSTEM, IN THE LOCAL AREA.

Outcomes will be measured using CDLE’s statewide database, Connecting Colorado. Negotiation of actual standards for each of the performance outcomes specified above will be conducted at such time as CDLE designates. Current Standards are as follows

ADULT	Employment Rate 2 <sup>nd</sup> quarter after exit	82.70%
	Employment Rate 4 <sup>th</sup> quarter after exit	72.60%
	Median Earnings in the 2 <sup>nd</sup> quarter after exit	\$7,200.00
	Credential Attainment Rate	60%
DISLOCATED WORKER	Employment Rate 2 <sup>nd</sup> quarter after exit	80.30%
	Employment Rate 4 <sup>th</sup> quarter after exit	73.20%
	Median Earnings in the 2 <sup>nd</sup> quarter after exit	\$8,652.00
	Credential Attainment Rate	50.0%
TRADE ASSISTANCE	Employment Rate 2 <sup>nd</sup> quarter after exit	82.70%
	Employment Rate 4 <sup>th</sup> quarter after exit	72.60%
	Median Earnings in the 2 <sup>nd</sup> quarter after exit	\$7,200.00
	Credential Attainment Rate	60%
YOUTH	Education or Training Activities or Employment Rate 2 <sup>nd</sup> quarter after exit	73.00%
	Education or Training Activities or Employment Rate 4 <sup>th</sup> quarter after exit	62.90%
	Credential Attainment Rate	63%
WAGNER PEYSER	Employment Rate 2 <sup>nd</sup> quarter after exit	61.10%
	Employment Rate 4 <sup>th</sup> quarter after exit	57.50%
	Median Earnings in the 2 <sup>nd</sup> quarter after exit	\$5,192.00

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 was designated as a high performing board for PY18 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 ACWBC Coordinator. This monitoring ensures compliance of the business representation percentage. As vacancies occur, the Adams County BOCC list openings on the county website, and the Business Services Team in tandem with the BOCC and the ACWDB conduct outreach to possible board candidates. ACWBC engages a very targeted recruitment strategy by analyzing Industry needs for additional representation on the ACWDB and specifically recruit employers in that industry.

Workforce Board members are asked, and encouraged, to recruit for vacancies. The outreach is strategic and targets both employers within 1) geographic areas unrepresented or underrepresented on the board and 2) industries without board representation.

There is a ACWDB Orientation to assure that 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 WBC Coordinator.

Board members are also encouraged to attend events hosted by ACWBC Business Services team to increase awareness of the board and the workforce center's service offerings to employers.

## 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](http://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?

ACWDB uses pre-preliminary data such as Emsi 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. 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.

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.

In accordance with the Workforce Innovation and Opportunity Act, Section 108(d), the workforce development board shall make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media; allow for public comment not later than the end of the 30 day period beginning on the date the proposed plan is made available; and, include with submission of the local plan any comments that represent disagreement with the plan.

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